

## **Minutes of a meeting of the Board of the College of Policing**

**held on 21 March 2023 at 10:30**

**Broadway House, Abbey Room,**

**Tothill St, London, SW1H 9NQ**

### **Board Members**

**Attendance  
2022/23**

Nick Herbert	Chair	6/6
Festus Akinbusoye	Non-Executive Director	1/6
Dave Bamber	Non-Executive Director	5/6
Jeff Cuthbert	Non-Executive Director	1/1
Jaspal Dhillon	Non-Executive Director	5/6
Haroon Irshad	Digital Advisor to the Board	2/2
Marc Jones	Non-Executive Director	1/2
Suzanne McCarthy	Non-Executive Director	5/6
Andy Marsh	Chief Executive Officer	6/6
Alexis Poole	Non-Executive Director	6/6
Rosemary Scully	Non-Executive Director	6/6
Stephen Watson	Non-Executive Director	1/1

### **Executive in attendance**

Nick Bayley	Director, Enabling Services
Jo Noakes	Director, Leadership and Workforce Development Portfolio
Rachel Tuffin	Director of Professional Communities and Diversity Portfolio

### **Staff members in attendance**

Gwyn Bowen	Staff Officer
Oliver Cattermole	Head of Corp. Development and PMMM Professional Community
Harbinder Dhaliwal	Interim Chief of Staff
Thomas Grove	Staff Officer
James Strugnell	Governance Manager
Andy Walker	Head of Uniformed Policing

### **Apologies**

Paul Fotheringham	Non-Executive Director	1/2
Kate Fromant	Head of Corporate Governance	
Bernie O'Reilly	Deputy Chief Executive Officer	
Iain Raphael	Director, Public Safety and Risk Portfolio	

## Part one – Preliminary items

- 01-COP-MAR23 **Welcome and administration**
- 1.1 Apologies were received from Paul Fotheringham, Kate Fromant and Bernie O'Reilly.
  - 1.2 Festus Akinbusoye and Jeff Cuthbert were welcomed to their first College Board meeting, having been recruited into the two new seats for Police and Crime Commissioners (PCCs), which had been created by the Home Secretary.
  - 1.3 Kate Fromant was thanked, in her absence, for successfully facilitating the new PCCs' recruitment to the Board within a demanding timeframe ahead of the March College Board.
  - 1.4 Alexis Poole declared an interest, as ACC with Devon and Cornwall Police, in any discussion of firearms licencing in relation to the events in Plymouth.
  - 1.5 No item of any other business was received.
- 02-COP-MAR23 **Approval of Minutes of previous meetings**
- 2.1 The minutes of the meeting on 25 January 2023 were approved.
- Decision:** The Board resolved to:
- (i) **Approve** the minutes of 25 January 2023.
- 03-COP-MAR23 **Action Points**
- 3.1 The Board noted and agreed with the action points marked to be closed.
- Decision:** The Board resolved to:
- (i) **Note** the 'Action Points' template.
- 04-COP-MAR23 **Chair's report**
- 4.1 Nick Herbert (NH) updated the Board on five items: The Baroness Casey Review; a proposed College of Fire and Rescue; the Board effectiveness review; the College's new Chief of Staff; the College's relationship with Government.
- The Baroness Casey Review**
- 4.2 NH summarised the Metropolitan Police Service's (MPS) response to the review.
  - 4.3 Mark Rowley had voiced disagreement with the reviews recommendation to disband certain units within the MPS. Whist accepting criticism around racism, misogyny and

homophobia, Mark Rowley did not accept the use of the word 'institutional' to describe them.

- 4.4 The Board was informed that Andy Marsh (AM) had issued a statement in response to the review.
- 4.5 The role of the College in supporting the MPS and policing was discussed.
- 4.6 Discussion by the Board, included:
  - 4.6.1 Agreement and support of the need for the College to emphasise its role in driving standards within policing.
  - 4.6.2 The importance for the College to publish and promote its programmes, upcoming and already in place, that drove good culture, standards and leadership. This included the new promotional standards, leadership work and optimisation of the PEQF.
  - 4.6.3 The MPS's recruitment process, which did not require face-to-face interviews.
  - 4.6.4 The extent to which the review pertained to the uniqueness of the MPS in its criticism and what should be accepted as applicable to the rest of policing in England and Wales.
- 4.7 Responding to Festus Akinbusoye (FA), AM advised that any comment made by the College on the phrase 'institutional racism' would require discussion and agreement by the Board prior to being published. AM informed the Board that he believed the College should not be making any statement on this at this moment, and the College had a statement to this effect that would be released if asked.

#### **College of Fire and Rescue**

- 4.8 NH discussed, with the Board, a letter received from Chris Philp, Minister of State for Crime, Policing and Fire. The letter proposed a College of Fire and Rescue and asked the College of Policing to explore the potential of establishing a joint College of Policing, Fire and Rescue. The letter would be circulated to Board members after the meeting.
- 4.9 Rachel Tuffin had been invited to attend a meeting to discuss this further on 5 April 2023.
- 4.10 NH requested Nick Bayley prepare a paper on this for discussion at the May College Board.

#### **Board Effectiveness Review**

- 4.11 Rosemary Scully (RS) provided an update to the Board on the activities of the People [Nominations and Remunerations] Committee (P[NR]C).
- 4.12 Two new Non-Executive Directors (NED) were being recruited. One to succeed Dave Bamber upon the end of his term in the seat reserved for the Police Federation and one into the seat vacated by Lyn Carpenter.

- 4.13 P[NR]C would be mindful of the gender balance of the Board when recruiting.
- 4.14 It was proposed that experience of leadership development and training be stipulated as a requirement when recruiting for the Independent Non-Executive Director, and that the advert should be explicit that the College would like this NED to chair the new Leadership Advisory Group (see, 08-COP-MAR23).
- 4.15 The requirement to conduct a Board Effectiveness Review was raised. NH suggested a separate meeting of the Board be held to accommodate this in late April or early May.
- 4.16 NH proposed that a representative from the MPS attend the College Board, with the Commissioner being invited to attend or to send a deputy. Their attendance would be in an advisory capacity and an additional, official Home Office seat was not being proposed. The Board supported the proposal.

**College's new Chief of Staff**

- 4.17 NH informed the Board that Sam Wilson (SW) would be joining the College as the new Chief of Staff.
- 4.18 Rachel Tuffin commented that SW had stood out as the successful candidate due to his experience of handling high volumes of work at pace.

**College relationship with Government**

- 4.19 FA enquired as to what the College was doing to strengthen links within parliament.
- 4.20 NH agreed that stakeholder engagement was important point, especially in reference to recent comments made of the College in parliament, which had been ill-informed.
- 4.21 Jeff Cuthbert, having met with Welsh Government ministers, informed the Board that the Welsh Government would like to know more about the College and have greater engagement with it.
- 4.22 AM took an action to examine UK and Welsh parliamentary stakeholder engagement.

**ACTION: JS**

Circulate letter from Chris Philp, Minister of State for Crime, Policing and Fire, proposing a College of Fire and Rescue, to College Board Members, outside of the meeting.

**ACTION: NB**

Prepare a paper addressing proposed College of Fire and Rescue for May meeting of the College Board.

**ACTION: KF**

Recruitment for new Independent Non-Executive Director should stipulate experience of leadership development and training, and that NED will chair Leadership Advisory Group.

**ACTION: KF**

Additional Board meeting in late April or early May to be organised for

Board Effectiveness Review.

**ACTION: AM**

Examine UK and Welsh parliamentary stakeholder engagement,

**Decision:** The Board resolved to:

- (i) **Approve** inviting a representative from the MPS to attend the College Board in an advisory capacity.
- (ii) **Note** the Chair's report.

05-COP-MAR23

**Chief Executive's report**

- 5.1 Andy Marsh (AM) provided the Board with an update on College business.
- 5.2 Lancashire PCC had asked the College to conduct a review of the handling of the Nicola Bulley case. The College had agreed to review the case and terms of reference were being drafted.
- 5.3 The revised Code of Ethics (CoE) had been sent out for consultation. The CoE consisted of three sections: firstly, principles; secondly, guidance on standards; thirdly, responsibility of Chief Constable to implement ethical practices.
- 5.4 In response to the events in Plymouth, the College had been asked by the Home Office to create a system of training, implementation and assurance over a two-year period for firearms licensing. The College had received £500k from the Home Office for this work, with the system expected to be maintained after the two-year period by an uplift in firearms licensing fees.
- 5.5 AM had met with the Home Secretary on 27 February 2023 to discuss vetting. The Home Secretary had asked the College to rewrite the Vetting Code of Practice by the end of February 2023. Whilst the Vetting Code of Practice and APP would be rewritten, AM was concerned as to how their implementation would be monitored. AM believed that Vetting Units needed to be licensed. The Home Secretary had agreed and had tasked policing with accrediting Vetting Units.
- 5.6 AM and the Home Secretary had also discussed public order policing. In addition to other, ongoing work, the College had produced a refreshed Public Order APP. The College was working with Staffordshire Police to develop metrics that could be used to demonstrate to the Home Secretary successful public order policing.
- 5.7 The Board was informed that the Home Secretary was supportive of the College's leadership work.
- 5.8 AM provided an update on the fourth entry route into policing being developed by the College. The Home Secretary wanted the fourth entry route to be offered alongside PEQF. AM and Jo Noakes would be meeting with PCCs and Chiefs to discuss what was wanted from the fourth entry route.

- 5.9 The College was developing a significant PEQF implementation improvement piece of work.
- 5.10 Nick Herbert (NH) requested that the fourth entry route be discussed as a substantive item at the May meeting of the College Board.
- 5.11 AM informed the Board of the key issues discussed at the National Policing Board, which included: trust and confidence; the Code of Ethics; Vetting; VAWG. Organised immigration crime and the work being done to track it by Avon and Somerset Police was also discussed. The Minister for Policing had been interested in the College's Behaviour Change work and wanted a personal briefing on it. The Minister would be visiting the College's Ryton site on 5 June 2023.
- 5.12 Several round-table meetings had been held by 10 Downing Street since the last meeting of the College Board. Including one on integrity, and two on CPS and policing. Significant discussion was had on file quality and the College was working with HMICFRS to discover the best model to take forward.
- 5.13 The Board was informed that AM was assisting Police Scotland in recruiting a new Chief Constable.
- 5.14 AM had attended the Home Office Policing and Security event. AM had spoken with jurisdictions from the Netherlands, Mexico, Indonesia, the USA and Canada, amongst others. AM reported a great deal of interest in the College's international training.
- 5.15 AM informed the Board of the Home Office's new Code of Practice for Non-Crime Hate Incidents.
- 5.16 NH asked for clarification on whether there was to be a parliamentary debate on this new Code of Practice

#### **Discussion**

- 5.17 Alexis Poole (AP) informed the Board that whilst there were some Chiefs in support of PEQF and others in support of a fourth entry route, there were many Chiefs who supported a blended approach, utilising both routes.
- 5.18 Festus Akinbusoye (FA) hoped that lessons had been learnt from the implementation of PEQF for the implementation of the fourth entry route. There needed to be clear, consistent messaging around what the fourth entry route was and was not.
- 5.19 Jeff Cuthbert agreed with FA and noted it was not necessarily *what* policing was being asked to learn that was the issue, but *how* they were being asked to learn it.
- 5.20 AP suggested that the College write to the MPS stating how the College could support the MPS going forward.

- 5.21 NH agreed that a formal response to the MPS Commissioner's formal letter to AM, stating what the College was doing and how it could help the MPS, would be appropriate.
- 5.22 NH informed the Board that going forward, consideration would be given to AM and himself producing a written Chair's and Chief Executive's reports, from which key topics could be drawn and discussed at Board. This would be discussed with Sam Wilson, upon his commencement with the College.

**ACTION: JN**

Paper on the fourth entry route to be brought as a substantive item to May meeting of the College Board.

**ACTION: AM**

NH requested clarification on whether there was to be a parliamentary debate on the new Code of Practice for Non-Crime Hate Incidents.

**ACTION: AM, Gwyn Bowen, Sam Wilson**

Formal response to the MPS Commissioner's formal letter, stating what the College was doing and how it could help the MPS.

**ACTION: NH, AM, Sam Wilson**

NH and AM to discuss with Sam Wilson producing written reports for the Chair's and Chief Executive's reports.

**Decision:** The Board resolved to:

- (i) **Note** the Chief Executive's report.

06-COP-MAR23

**Current Issues in Policing**

- 6.1 Andy Walker, deputising for Iain Raphael, provided the Board with an update on the current issues in policing.
- 6.2 British Transport Police had taken the outcome of a misconduct hearing to Judicial Review, after the officer in question had not been dismissed following the hearing into their misconduct and inappropriate behaviour. The Judicial Review had relied heavily on College guidance in dismissing the officer.
- 6.3 The College had hosted the Public Order, Public Safety conference at Ryton, which was attended by 250 police commanders.
- 6.4 The Protest Operational Advice Document (POAD), which had been produced jointly with the NPCC, was written and ready to publish once the final confirmation on the legislation was received.
- 6.5 The Board discussed the importance around the implementation of the POAD, if it were to be successful. The Board noted that the College training in this area had been updated to reflect the guidance. It was acknowledged that this was an important area, with much public and government interest being taken in it.
- 6.6 Dave Bamber (DB) raised the phrasing within the Code of Practice for Vetting that stated: 'Any person unable to hold vetting clearance should be dismissed from policing'. DB



questioned the word 'should' and asked whether legal advice had been sought around its inclusion in what was a closed process. Noting that the Code of Practice would be published before regulation changes made the inability to hold vetting clearance gross misconduct, DB questioned whether current inclusion of 'should be dismissed' might leave the College vulnerable to Judicial Reviews.

6.7 Andy Marsh understood and noted the concern.

**Decision:** The Board resolved to:

- (i) **Note** the current issues in policing.

## Part two – Items for approval

07-COP-MAR23

### Risk Appetite Statement

- 7.1 Nick Herbert (NH) noted that Suzanne McCarthy (SM) had raised having a substantive discussion on the College's risk appetite at the College Board's additional Board Effectiveness meeting, rather than discussing the Risk Appetite Statement now and having a second discussion on its implementation at a later date.
- 7.2 SM stated the importance of the Board understanding the College's risk appetite and applying it during the decision-making process.
- 7.3 Dave Bamber supported giving more time at the later session to understand the risk appetite statement.
- 7.4 The Board agreed to postponing discussion of the risk appetite statement and including it in a session on risk appetite at the Board Effectiveness meeting.

### **ACTION: KF**

An item on Risk Appetite to be included on the agenda of the additional Board Effectiveness Review meeting.

**Decision:** The Board resolved to:

- (i) **Postpone** discussion of risk appetite until the additional Board Effectiveness Review meeting.

08-COP-MAR23

### National Centre for Police Leadership (NCPL) Advisory Group

- 8.1 Jo Noakes (JN) presented a paper to the Board in response to the Chair's challenge at the January College Board meeting to ensure that the College was at the heart of cutting-edge leadership.
- 8.2 It was proposed for the College to create a NCPL Advisory Group. This would be done by June 2023.
- 8.3 Advice and feedback were being sought from other leadership academies ahead of this.

### Discussion



- 8.4 Jaspal Dhillon (JD) asked whether the banking industry had been looked at for learning, in advance of the College's NCPL Advisory Group. JD stated his experience of scenario-based leadership development sessions from the banking industry.
- 8.5 JN informed the Board that when examining the wider sector, focus had been directed more to the public sector. The Advisory Board would be a way of bringing in private sector scrutiny to College.
- 8.6 JD noted that the Financial Conduct Authority (FCA) and Prudential Regulation Authority (PRA) had published a lot of information on senior manager regime and culture in banking post-2008.
- 8.7 JN informed the Board that other sectors were examined when setting the new policing leadership standards.
- 8.8 Nick Herbert (NH) believed that the Advisory Group was a good idea and supported its creation.
- 8.9 NH stated that if the College was successful in its recruitment of an Independent Non-Executive Director with leadership experience, then they should lead this group.
- 8.10 JN was supportive of the Advisory Group being chaired by a Board member, who would be supported by the College Executive.
- 8.11 JN stated that the aim when selecting members of the Advisory Group, would be to have a mix of specialists from both academia and industry.
- 8.12 JD suggested that prior to the creation of the Leadership Advisory Group that updates on leadership could be reported into P[NR]C. Rosemary Scully supported this.
- 8.13 NH informed new Board members of the College's desire and encouragement coming from the Home Secretary, which the Casey review might strengthen justification for, for the development of a new physical home for the NCPL. To achieve this, support and funding would be required from both the government and policing.
- 8.14 Nick Bayley updated the Board on the current timeline around the NCPL. The Estate Strategy, with the five options for the NCPL, would be presented at the meeting of the College Board in July 2023.
- 8.15 Jeff Cuthbert (JC) appreciated the importance of leadership as a skill that could be enhanced through coaching and training. JC was supportive of having an institute established for policing that might also, due to generic qualities of good leadership, be used to generate income from the wider markets.
- 8.16 Festus Akinbusoye referenced a paper that had been circulated, proposing a joint emergency services college, but

was supportive of the College's NCPL ambitions, which would enhance policing as a career that allowed excellent transferable skills in leadership to be acquired.

- 8.17 Marc Jones, noting that more discussion and detail was required, believed that the NCPL was an exciting proposition and was supportive. The NCPL would require the entire policing system's support to be realised and to be successful.

**Decision:** The Board resolved to:

- (i) **Approve** leadership updates being reported at P[NR]C prior to the inaugural meeting of the NCPL Advisory Group.
- (ii) **Support** the establishment of a NCPL Advisory Group.
- (iii) **Agree** that the NCPL Advisory Group be chaired by a College Board member.

### Part three – Items for discussion

09-COP-MAR23

#### International Work with the Kingdom of Saudi Arabia

- 9.1 Nick Bayley (NB) presented the Board with a paper written in response to an approach made by the Home Office for the College to resume providing training to the Kingdom of Saudi Arabia.
- 9.2 The College had previously provided a range of training and developmental work to the Saudis. This had ceased, through mutual consent with the Saudis, following the death of Jamal Khashoggi in 2018.
- 9.3 The Home Office had approached the College to support its well-established programme of security and justice reform work with the Saudi Ministry of the Interior.
- 9.4 The Home Office wanted to access the College's skills and work around leadership and security coordinator training.
- 9.5 If approved by the Board, the College would provide training consisting of some in-country junior, intermediate and advanced leadership training, and the potential for Saudis to come on the UK-based International Leadership Programme, delivered in collaboration with Greater Manchester Police.
- 9.6 NB made the Board aware of the risks, primarily reputational, involved in agreeing to this work, and the past media scrutiny faced by the College when previously working with the Saudis.
- 9.7 NB reminded the Board of the ambition of the Fundamental Review, for the College to become a primary training provider of choice for the Home Office.

#### Discussion

- 9.8 Responding to Suzanne McCarthy (SM), NB provided a brief description of the content of the course being proposed for delivery.

- 9.9 Andy Marsh (AM) informed the Board that with this being quite high risk, if the College was to deliver this training, AM would require the appropriate level of sign-off from the Home Office, that all the training would be human rights compliant, and that females, as well as males, were engaged on the training. If these requirements were fulfilled, AM would be supportive of the College delivering this training.
- 9.10 Responding to Haroona Irshad, NB informed the Board that his understanding was that the training would be provided to established Saudi states and not Neom. Clarification would be sought.
- 9.11 Festus Akinbusoye (FA) and Stephen Watson were both supportive of targeted training if AM's caveats were met.
- 9.12 Dave Bamber (DB) raised concern, enquiring whether this was a request or demand from the Home Office to the College. DB had concerns around the potential for negative media if the College was to provide the training to the Saudis, especially in the light of the Casey review, which brought into question the leadership values of British policing.
- 9.13 DB stated the need for a media strategy to be in place ahead of any training being delivered.
- 9.14 Alexis Poole enquired how much the College would make from this training that could then be reinvested back into British policing.
- 9.15 NB informed the Board that the margins were approximately two-thirds of the value of the work and would be beneficial for the College being able to provide more for domestic forces.
- 9.16 AM noted that in addition to the financial side, this work was part of the wider aims of government and the College to ensure the safety of British nationals both at home and abroad.
- 9.17 SM asked whether the College had a policy of which countries it would engage with and what the College would be willing to train these countries on.
- 9.18 NH informed the Board that it was done on a case-by-case basis, but the College should not be seen as out of line with government policy. By taking on this work there was the potential for the College to do good by sharing best practice internationally.
- 9.19 NB informed the Board that the College did have a set of protocols for international engagement and would circulate these outside of the meeting.
- 9.20 NH suggested re-examining the College's protocols and potentially share them with the government and could be published.
- 9.21 Jeff Cuthbert (JC) believed that links with other countries should be encouraged, to provide the opportunity for British

standards of policing to be understood and adopted. He would be reluctant if what was learnt from the College could be applied to the repression of their people or foreign workers. He assumed that as the request came from the Home Office the College would be working as a subcontractor, rather than on its volition. On condition of these points being met, JC was supportive of the College providing training to the Saudis.

- 9.22 NH asked that the College got ministerial sign off before agreeing to provide training to the Saudis.
- 9.23 FA informed the Board that he was receiving delegations from Chile and Nigeria, who wanted to see how British policing operated, and would be happy for the College to input into these meetings.

#### **ACTION: NB**

Circulate the College's set of protocols for international engagement to College Board Members, outside of the meeting.

**Decision:** The Board resolved to:

- (i) **Approve**, in principle, the delivery of leadership training on behalf of the Home Office to the Kingdom of Saudi Arabia.
- (ii) **Agree** that the College must have ministerial sign off before final agreement to provide training to the Saudis is taken.

10-COP-MAR23

#### **Committee Updates**

##### **Finance and Performance Committee (FPC)**

- 10.1 Nick Herbert (NH) provided an introduction to the FPC for new Board Members. FPC had been formed to offer assurance to the Board that the College was delivering the deliverables within the College's Two-Year Business Plan. The Business Plan implemented the Fundamental Review and Two-Year Strategy.
- 10.2 NH asked if any of the PCC Board Members wanted to sit on the FPC to contact him. Whilst the FPC was quorate, a PCC member would add value to the governance aspects of it.
- 10.3 Jaspal Dhillon (JD) and Oliver Cattermole (OC) provided the Board with an update on the FPC.
- 10.4 JD informed the Board of some key aspects that the FPC was examining at present. These included alignment between deliverables, clear statements of success from the outset and whether business cases were in place to assure value for money.
- 10.5 JD informed the Board that, following discussion with Suzanne McCarthy (SM), the FPC would be monitoring whether appropriate resource was in place to support successful implementation of the business plan deliverables. The Board was asked to approve monitoring of resource to be within the scope of the FPC. This was approved by the Board.

- 10.6 The FPC had discussed the approach to be taken in performing deep dives on deliverables that had been closed, aligning these deep dives with the needs of the Executive committees to ensure that work was not duplicated.
- 10.7 OC presented the Q3 Performance Report setting out performance against the Two-Year Business Plan.
- 10.8 One of themes that was discussed at FPC around resourcing, was the criticality of being clear, when scoping a piece of work, from where the resource was to be derived. There was some concern raised at FPC on the over optimism of resource requirements. The refresh of the Business Plan would make clear how new work would be accommodated through pausing, stopping and reprioritisation of current work through the year.
- 10.9 JD commented on the concern raised around the considerable movement of some deliverables and the lack of clarity around the interdependencies between some deliverables, and whether the FPC could give assurance that the deliverables were being resourced as required. The Executive was asked to ensure that the FPC received these assurances that priority deliverables were resourced and were being delivered against. It was suggested that this might be done through the minutes of the various Executive committees, such the Portfolio Delivery Board.
- 10.10 JD informed the Chair that the FPC would be in a position to inform the Board of key areas of concerns at the July College Board meeting.
- 10.11 JD informed the Board that the FPC had reviewed the finance update and was assured that the College was on track to break even at the end of the 2022/23 financial year.
- 10.12 Andy Marsh (AM) stated his ambitions for the College's performance data going forward. AM wanted the data to go beyond showing that the College had done what it stated it would do, to being able to demonstrate that the deliverable had had the intended outcome for policing.
- 10.13 Dave Bamber agreed that outcomes were important but recognised the difficulty in collecting data on them. With the long lead times required to see the benefits of some outcomes, potentially, being at odds with other short-term, target-driven agendas.
- 10.14 Rachel Tuffin (RT) informed the Board that the College was making a concerted effort to collect data on the outcomes of deliverables. Performance data was being collected on 'traction' of the deliverable. Traction being the deliverable doing what it was intended to do for policing.
- 10.15 RT stated that whilst the long-term tracking of culture shift, linked to particular deliverables, was harder to collect data on, the College did have a good record for collecting data on the outcomes of specific products.

- 10.16 OC informed the Board that the Q3 Performance Report was briefer than the last report brought to the Board, because it did not contain as much of the data from tracking long-term outcomes from the deliverables. It was not proposed to bring this data to every Board meeting due to its long-term nature and its relative lack of perceptible change over the shorter periods between Board meetings. Work was underway, examining whether it was possible to get better intermediate indicators around long-term outcomes.
- 10.17 Haroona Irshad (HI) commented that the Q3 Performance Report contained some data points that could be converted into actual data. The potential of using AI and machine learning to collect this data around the 'what next' for delegates was discussed. OC would be meeting with HI, outside of the Board meeting, to discuss this further.

#### **Audit and Risk Committee (ARC)**

- 10.18 The minutes from the December 2022 meeting of the ARC had been circulate to Board member prior to this meeting. These minutes had been approved at the March 2023 meeting of the ARC.
- 10.19 SM provided the Board with a verbal update of the March ARC meeting.
- 10.20 The Annual Report and Accounts (ARA) timetable had been agreed. Adherence to it and the successful submission of the ARA before Parliamentary Summer Recess, as desired by the Home Office, would only be possible through the cooperation and collaboration of all parties involved. There was a Ministerial desire for the 2022/23 ARA to be shorter than the 2021/22 ARA.
- 10.21 The final report from the Government Internal Audit Agency (GIAA) on Quality Assurance of High-Risk Areas of Policing had received a 'limited' rating. This was due to the GIAA finding, in one of the three areas examined – senior investigating officers in major crimes, specialist sexual assaults investigation development programme and specialist child abuse investigator programme – significant weaknesses in the registers maintained by the College. A plan had been developed to address these concerns.
- 10.22 The 2023/24 internal audit plan had been agreed.
- 10.23 A deep dive had been conducted into the College's recruitment and retention.

#### **ACTION: OC, HI**

To discuss College performance reporting data, and AI and machine learning utilisation further, outside of the meeting.

**Decision:** The Board resolved to:

- (i) **Approve** that monitoring of resource to be within the scope of the FPC.



- (ii) **Note** the FPC update and Q3 Performance Report.
- (iii) **Note** the ARC update.

11-COP-MAR23

**Finance Update**

- 11.1 Nick Bayley (NB) provided the Board with a finance update to the end of January 2023 (P10).
- 11.2 The College's expenditure was continuing to reduce, bringing it closer to the College's budget. The current overspend was £0.5m, down from £2.1m when reported at the January Board meeting.
- 11.3 NB was confident that a balanced budget would be produced at year end.
- 11.4 Nick Herbert asked that at future Board meetings, where the FPC is reporting, that the finance update was included within the FPC update.

**ACTION: NB, KF**

Finance update to be included within the FPC update, at Board meetings where the FPC is reporting.

**Decision:** The Board resolved to:

- (i) **Note** the finance update.

**Part four – Conclusion of business**

12-COP-MAR23

**Items for Noting**

- 12.1 Items for noting circulated consisted of a committee update for the Senior Leadership Team and the P9 Governance Statement.
- 12.2 The items were noted without issue.

**Decision:** The Board resolved to:

- (i) **Note** the 'Items for noting' bundle.

13-COP-MAR23

**Rolling Work Plan**

- 13.1 The rolling work plan was noted.

**Decision:** The Board resolved to:

- (i) **Note** the rolling work plan.

14-COP-MAR23

**Any Other Business**

- 14.1 There was no item of any other business.

15-COP-MAR23

**Review of the meeting**

- 15.1 Festus Akinbusoye (FA) provide the Board with his review of the meeting.
- 15.2 FA had found the meeting insightful and appreciated the frankness of the discussions, which had led to constructive conversations.



**James Strugnell, Governance Manager**  
**Signed by the Chair as a true record of the meeting**