

2020/21 ANNUAL REPORT OF THE NPCC AUDIT AND ASSURANCE BOARD (AAB)

INTRODUCTION

The purpose of this report is to report formally on the activity of the Audit and Assurance Board (AAB) during the period 1st August 2020 to 31st July 2021 and to set out how the AAB has met its responsibilities in relation to its terms of reference and key priorities.

The AAB's Terms of Reference require it to report annually outlining the work it has undertaken during the year and where necessary, highlighting any areas of concern.

GOVERNANCE ASSURANCE STATEMENT TO THE AAB FROM MARTIN HEWITT NATIONAL POLICE CHIEFS' COUNCIL (NPCC) CHAIR

Scope of responsibility

The NPCC brings police forces in the UK together to help policing coordinate operations, reform, improve and provide value for money.

The NPCC is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It needs to ensure that public money is safeguarded, properly accounted for, and used economically, efficiently, and effectively.

The NPCC has a small strategic hub that works with and draws on the resource, efforts and expertise of Chief Officers and senior police staff equivalents across the policing landscape. As Chair, I have the responsibility for maintaining a sound system of internal control that supports the achievement of the organisation's policies, aims and objectives, whilst safeguarding public funds.

The main governance assurance mechanism for the NPCC continues to be the Audit and Assurance Board (AAB). The AAB consists of a non-executive Chair, Police and Crime Commissioners (PCCs), non-executive members, representative from the Home Office and a representative from the Chief Police Staff Officers Association (CPOSA).

The AAB seeks assurances that the business is managed appropriately and conducted in accordance with the law and proper standards. It does this by scrutinising the management arrangements that are in place and making recommendations where needed.

The AAB is accountable to all the interested parties (the Parties) that contribute to the NPCC, in accordance with the Collaboration Agreement (S22A). The AAB publishes minutes from its quarterly meetings, as well as an annual report.

The governance framework of the organisation

The NPCC has been working hard across the year to develop more robust governance and strategic management mechanisms, enhancing its internal management arrangements by utilising established, appropriate and quality assured policies from the MPS (as host force) to support NPCC operations including recruitment, human resources, health and safety, diversity and equality, and environmental sustainability requirements. I have responded to concerns raised by AAB members in December 2020, sourcing additional resource from the

MPS and the Home Office and invested greater use of internal audit, directed at areas of identified risk as agreed with AAB. This provides further assurance around NPCC business practices, advising on improvement/development opportunities. There has also been an increase of meetings with the Chair of AAB.

Risk Assessment

The NPCC is now using a revised and expanded risk management framework (RMF) which is in place within the Strategic Hub and is being implemented across the wider NPCC business areas.

A process for reporting potential risk to the NPCC's Strategic Planning and Risk Manager is now in place, where potential risks are reviewed by the Strategic Planning and Risk Manager and reported to Senior Leadership Team (SLT) during scheduled reporting processes or escalated to SLT, as necessary.

The Strategic Hub has reduced risk areas around data management and GDPR compliance. Effective mitigation has also been delivered against financial management risks previously identified.

Risk Management Framework

In January 2021, the NPCC conducted an informal review of the initial risk management framework (established in November 2019). This initial framework was scrutinised by the AAB and agreed as a suitable starting point for more robust risk management processes to be developed.

The review of the RMF approach (completed 1ST Feb 2021) led to a number of key recommendations, agreed with NPCC SLT and the AAB, including -

- Introduction of risk appetite definitions and alignment to identified risks.
- Shifting reporting focus to controls and mitigation, including R-A-G indicators for controls.
- Formalising annual review of risk management approach.
- Target risk and anticipated due dates to be included for all risks.
- Introduction of a risk radar to track emerging issues.
- Expansion of the NPCC RMF beyond the 'Strategic Hub' (previously 'Central Office') to support risk management activity across the NPCC business areas including Coordination Committees and programme teams.

Effectiveness of risk management and internal control

The Strategic Hub risk register is reported to AAB on a quarterly basis in a summarised report, which includes individual risk report sheets containing the full detail of each risk.

As the RMF develops, a corporate/strategic risk assessment will be developed (June 21 to March 2022) for NPCC operations. The AAB will be sighted on the development of this work, will be invited to provide input and recommendations, and will ensure, alongside the NPCC, that appropriate reporting and scrutiny opportunities and mechanisms are established.

Martin Hewitt

Chair of the National Police Chiefs' Council – July 2021

AAB SUMMARY OF THE YEAR

During the twelve-month period covered by this report, the NPCC have made notable progress in delivering against its objectives. It has made progress in remedying some of the shortfalls highlighted by the AAB in 2019/20, and again in December 2020, particularly in the areas of financial and risk management by securing appropriate resources from the MPS to focus in on these areas.

The NPCC has continued to operate throughout a particularly uncertain period with the COVID-19 pandemic dominating much of the operational and strategic policing space; Brexit, increased protest activity and increasing levels of serious violence also continue to place pressure across the service.

The AAB has repeatedly highlighted fundamental financial management, internal control, and governance areas, where significant improvements were urgently required, and although leadership around some of these issues became of increasing concern, the NPCC senior team has begun to apply more focus on these matters. AAB will continue to monitor developments in this area, closely.

There is recognition of the challenges faced by NPCC and its leadership, particularly in its ability to secure and retain the capacity and capability it needs to deliver its objectives. The NPCC has driven forward its plans to recruit the right people into roles to give it a good foundation from which to work from.

Last year in the future priorities section of our Annual Report, AAB set out several areas for the AAB to focus on in the coming year. The table below sets these out along with a summary of the progress made to date.

<i>2020/21 future priorities from 2019-2020 annual report</i>	Progress of these to date
<p>NPCC Operational Review Assurance The NPCC is currently reviewing the options for change in terms of its operating model to ensure that it can better deliver its objectives effectively and efficiently. A programme has been established to develop the case for change. The AAB has a significant role in ensuring appropriate scrutiny at each stage and will ensure it regularly obtains the assurances needed to effectively discharge its duties. The AAB has requested that certain current internal arrangements are addressed to provide a solid foundation for any future operating model and to ensure compliance over good stewardship of public money. As part of this, consideration will need to be given to the effectiveness of the current SLA/hosting arrangements as well as the future legal form of the NPCC.</p>	<p>The programme is now well underway and delivering in its pathfinder year.</p> <p>There are now AAB Gateway Meetings in place to ensure timely scrutiny of the programme's work and delivery, in addition to standing items at quarterly AAB meetings.</p>

<p>Financial Management, Controls and Reporting</p> <p>For several years, the AAB has raised concerns about the accuracy of financial reporting and the adequacy of financial management and controls. Work has been done to retrospectively correct inaccuracies in the reported financial information, but the underlying issues still need to be addressed. Good financial management and reporting are essential to support robust budgeting, transparency in accounting for resources and longer-term financial planning. Additional finance support has been secured and a financial management action plan has been developed. Delivery of this will be closely scrutinised by the AAB in the coming months.</p>	<p>NPCC secured resource through its SLA arrangements with the MPS, to undertake a root and branch review of its financial processes.</p> <p>This work is now complete, and recommendations have been made to the NPCC Chair, and presented to the AAB.</p> <p>A formal financial management action plan is being pulled together.</p>
<p>Value for money</p> <p>Given the AAB has a role in ensuring resources are managed in an effective, efficient, and economical way in achieving the NPCC objectives, an area of focus for the coming year will be how the AAB can better assure itself that this is the case. The majority of the NPCC budget is spent on workforce and scrutiny over the controls in place to ensure value for money in this area will be a topic for review in the coming year. Until the ongoing work is completed, the AAB cannot, at this time, provide assurance in this area.</p> <p>Concerns were raised by AAB in relation to pay and overtime concerning communications expertise, and this led to wider review of the function and a set of recommendations which are being implemented.</p>	<p>NPCC have engaged with subject matter experts within the host force organisation to ensure the appropriate use of business case templates. This has enabled NPCC to make better informed decisions on how to utilise NPCC resources.</p> <p>Work is however still ongoing and until it is completed, the AAB cannot, at this time, provide absolute assurance in this area.</p>
<p>Risk management</p> <p>Risk management is an area that the AAB has raised for some time as needing further development, recognising that given the nature of the NPCC this is a complex area. It would propose a renewed focus in the coming year, drawing on support from Internal Audit, as the AAB oversees the development of a AAB assurance framework and an agreed risk appetite.</p>	<p>A significant achievement for the NPCC in the reporting period, has been its outcomes in relation to establishing robust and professional Risk Management procedures.</p> <p>A new Framework has been developed and rolled out extensively through the organisation.</p>

<p>Governance and Reporting</p> <p>The AAB is keen to ensure that the NPCC has appropriate, tailored, proportionate standing financial instructions and standing orders, a complete suite of policies and procedures and a programme of compliance checks against these, to ensure the good governance of its financial and operational affairs. These are under development and once agreed will form the basis for a programme of Internal Audit compliance reviews to provide assurance to the AAB that the NPCC is run in accordance with a sound governance framework. To have increased oversight of this, the AAB have called for more regular contact between the NPCC Chair and the Chair of the AAB.</p>	<p>The AAB Chair and the NPCC Chair now meet regularly, outside of formal meetings.</p> <p>There are also formal compliance statements provided to AAB at their quarterly meetings.</p> <p>The AAB Chair meets with the Chair of the Performance Sub Committee to provide input to the NPCC Chairs appraisal</p>
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FINANCIAL ACCOUNTABILITY

From May 2020, a finance analyst has been employed by NPCC to improve Financial Reporting and management arrangements. Good progress has been made against priority actions reflecting the NPCC's seriousness in implementing changes where possible. Regular reporting and improved accuracy have been key to understanding pressures faced over the course of the year aiding the direction on mitigating action.

Work has been undertaken to develop a Medium-Term Financial Plan (MTFP) including establishing the base line budgets to give a complete overview of the NPCC. As the NPCC grows in size both with new teams added to the portfolio, as well as the development of the new Operating Model, the MTFP will be updated and adapted to reflect the three-year outlook.

NPCC's financial management processes remain a key topic of discussion and scrutiny. However, a full review of NPCC's financial processes and procedures was undertaken by the MPS's Financial Accountant, Paul Oliffe in the period, and a number of recommendations have been made to the NPCC Chair which are in the process of being implemented. These have been presented to the AAB over the course of the year and whilst there has been improvement on previous years, there remain some further areas where enhancements can be made.

NPCC's outturn for FY 2020-21 was overspent by £253k. This overspend was largely driven by large legal cases over the course of the year and funding cover was required (and approved) in the budget bid for FY 2021-22 for a second year running. This requirement has highlighted the need for NPCC to hold some level of reserves to have some level of flex in their response to changing demands year-on-year. Development of a reserve's strategy will be a focus of FY 2021-22 and its incorporation into the MTFP and the next budget bid submission.

As well as updates against the action plan, the AAB continue to receive and scrutinise quarterly financial statement reports, detailing year to date spend against the NPCC's budget, including explanations for key variances. The AAB continues to scrutinise the

financial position and the NPCC's approach and continue to identify areas to be improved or in need of additional assurance measures.

RISK MANAGEMENT FRAMEWORK DEVELOPMENT

As highlighted by the NPCC Chair in his Governance Statement, the organisation has made great strides towards professionalising its approach to Risk Management. The framework has been presented to and scrutinised by the AAB and agreed as a suitable starting point for more robust risk management processes to be developed.

Benchmarking of risk management activity across NPCC had demonstrated inconsistent documentation and risk management approaches, making collation of corporate/strategic across the organisation risk difficult and lengthy. The revised framework seeks to establish a new baseline for risk recording and assessment, allowing comparison and collation of risk across the NPCC teams, committees, and programmes, allowing escalation and prioritisation of risk into an effective corporate risk management approach across various business levels.

The revised RMF was submitted to the AAB for scrutiny and comment in May 2021; the updated RMF was agreed with the AAB and work continues to implement and develop the RMF during 2021/22.

In line with recommendations support by the AAB, RMF policy and documentation focuses on individual controls, providing a status ('health check') of progress and effectiveness to target discussion and activity around ineffective areas of mitigation and to prompt adjustment of activity were ineffective.

The RMF also introduces 'Risk Appetite' assessment for each risk, guidance and definitions are provided within the risk documentation. No Risk Appetite Statement (RAS) has been set within this initial version the RMF. During the formal reviews set for the RMF, at 3, 6 and 12 months (from April 2021) consideration will be given to the appropriateness of risk appetite across the entirety of the NPCC and within specific business areas. Consideration will also be given to development of a single NPCC RAS, or the requirement to establish various RAS within distinct business areas.

The RMF has been trialled through the NPCC SLT process and has supported strategic review of risks, streamlined updating on progress, focussed attention on effectiveness of controls and delivered a prioritised (risk based) rationale to discussion, with several risks closed between April and June 2021, supported by the 'Risk Radar' approach to monitor areas of interest not yet posing specific risk, or owned and mitigated outside of the Strategic Hub's direct control.

As the RMF develops, a corporate/strategic risk assessment will become BAU for NPCC strategic operations. the AAB will look to commission formal audit and/or advisory review work of the RMF, via DARA, at an appropriate stage and in line with the Board's Audit Plan and ongoing work.

NEW OPERATING MODEL - GOVERNANCE AND OVERSIGHT

The AAB raised concerns through the early part of the year regarding the level of engagement on the design and development of the operating model pathfinder programme, however NPCC have responded well to this. As a result, formal AAB Gateway Meetings are now in place and an agreed approach to the matters discussed at these meetings has been agreed. Additionally, the programme team report formally into AAB through its quarterly meetings and more broadly into the NPCC Operating Model Programme Delivery Board, the Home Office Strategic Change and Investment Board and the Home Office's National Policing Capability Unit.

The AAB was also invited to nominate one of its PCC members to attend monthly Home Office reporting meetings to minimise duplication where possible. One of those meetings has been attended in the reporting period.

AAB will closely monitor its contribution to this programme of work.

The AAB had been concerned for some time about the lack of robust business strategy and planning processes in place. The following developments and approaches, brought about by the new Operating Model, will help to strengthen progress in these areas:

Specialised Staff

As part of the Operating model pathfinder work, several new roles have been introduced to support the new structure, and in particular, help develop effective governance and oversight arrangements.

A new Strategic Hub Lead was appointed in June 2021. As a senior police staff leader this is a critical role in ensuring the effective coordinating and management of business across the Strategic Hub. This role also ensures the NPCC is supporting and engaging chief officers and key stakeholders through enhanced coordination, collaboration, and communication. Within the Hub, a new Strategy, Planning and Performance function has also been created with new specialist roles introduced. This new function will provide the right skills and capability to develop and embed a new business planning process, which includes a NPCC strategy and business plan. It will also support the NPCC committees in the development of their respective plans ensuring priorities are aligned and have the appropriate support in delivering their objectives. To enhance this area of business, a new role of Committee Coordinator has been introduced, providing dedicated, appropriately skilled support for the Committee Chairs, and enables a more cross cutting approach to NPCC activity.

Three joint NPCC/APCC partnership roles have been introduced to support areas of joint endeavour.

Specialist roles have also been recruited to enhance the business management function. A new Business Lead has been created to provide enhanced business leadership covering finance, HR, data protection, governance, and business process. Forming part of the business team, new roles will also be introduced for HR, GDPR, governance secretariat and support, and business processes.

During the pathfinder year, recruitment continues to enhance capability and capacity for the Communications Team to better provide a strategic approach for NPCC communications, and delivery against peer review recommendations.

NEW OPERATING MODEL - STRATEGIC PLANNING AND DELIVERY

The AAB have been concerned for some time about the lack of robust business strategy and planning processes in place, particularly as the AAB are tasked with holding the NPCC accountable, through its effective Risk Management processes, for delivery against its vision/objectives.

We were pleased to see that, through the Operating Model programme, a concerted effort has been made to design and deliver a Strategy, Planning and Performance (SPP) function, with a set of deliverables which include.

- Developing a clear prioritised strategic plan to drive NPCC activity
- Establishing a docking point between NPCC and external bodies

- Providing a forum for committee chairs to discuss and agree priorities and coordinate cross cutting activities
- Building more collaborative working relationships with Law Enforcement Agencies to innovate and coordinate strategies and delivery plans

The NPCC Strategy, and the Delivery Plan which underpin in, have been subject to robust consultation and engagement through Chiefs Council, College of Policing, the APCC, Home Office and others, as well as presented to AAB.

The focus for AAB in year ahead will be to provide challenge and scrutiny to the NPCC Chair in his management of the strategic risks associated with the NPCC Delivery Plan.

STRENGTHENED PARTNERSHIPS

AAB raised serious concerns in the reporting period, related to clarity around the governance and partnership arrangements with the NPCC's host force, the Metropolitan Police Service. In particular, it was keen to further understand the links and synergies with existing MPS policies and practices with a view to securing formal arrangements with the host force in enabling areas such as HR, IT, Finance, Legal and Commercial. NPCC has made good progress in formalising arrangements with the MPS through its work developing a thorough and comprehensive Service Level Agreement. This SLA has been designed to deliver the following principal benefits to both the NPCC and the MPS:

- Clarity on the business service areas provided by the MPS to the NPCC.
- Clarity on the business service areas required by the NPCC from the MPS.
- Clarity of each respective party's responsibilities.
- Greater transparency for both the NPCC and the MPS on how business service areas are provided, and the associated costs involved.
- The provision and mechanism for changes to be made to the business service area.
- A provision to address issues relating to the delivery of the business service area and disputes.
- The opportunity to achieve value for money.

This SLA takes effect for all business services areas within scope from the Effective Date of 1st April 2021 and will be subject to formal reviews at the end of each year but may be subject to modification by agreement of the NPCC and the MPS at an earlier stage using a change control mechanism.

The NPCC has secured a formal 6-month review of the SLA (due October 2021) and the SLA provisions are subject to internal audit, as part of DARA's overall plans.

INTERNAL AUDIT

The Directorate of Audit Risk and Assurance (DARA) of the Mayor's Office for Policing and Crime (MOPAC) provides internal audit services to the NPCC. DARA provides an independent and objective opinion on the degree to which risk management, control and governance support the achievement of the NPCC objectives.

2020/21 Internal Audit Activity:

During the year DARA carried out a review of NPCC Financial Management, which sought to provide assurance on the effectiveness of the arrangements that the NPCC has put in place

to address identified weaknesses in the organisation's financial and budgetary control processes. The review concluded that the control framework in place was adequately designed, although some controls were not operating effectively to mitigate key risks. In particular there was a need to ensure completeness of documented financial policy and process, monitor financial management resource capacity and review arrangements for obtaining assurance over services provided by the Host Force. Five high priority and six medium priority recommendations were agreed with NPCC management, with an implementation date of May 2021. DARA will conduct a follow up audit on the implementation of these actions during Q2 2021/22.

From April 2021 internal audit arrangements between DARA and the NPCC have been formalised and an internal audit plan reflecting an increased annual audit resource has been presented to AAB. Reviews have been planned to cover three broad areas of focus: Governance Arrangements, Business Support Arrangements and Operational Delivery, reflecting the ongoing changes within the NPCC operating environment.

2021/22 Internal Audit Forward Look:

DARA will continue to be an independent source of assurance to NPCC management, providing professional advice and assistance and helping to improve the effectiveness of the NPCC internal control environment.

Key DARA objectives for the coming year include:

- Ongoing review and development of the internal audit plan based upon the NPCC's risk landscape, including both assurance and advisory reviews as appropriate.
- Delivery of the annual audit plan, including follow up on actions agreed by management in previous audit reviews.
- In accordance with Public Sector Internal Audit Standards and the Internal Audit Charter, the Head of Audit to provide an annual opinion on the overall effectiveness of the NPCC risk management, internal control, and governance framework.

EXTERNAL AUDIT

The NPCC is not required to produce full formal accounts nor to have its financial statements audited by an external auditor. Annual assurances are provided by internal audit work on the financial systems at MOPAC and NPCC and this has been supplemented by DARA's focused work on NPCC financial arrangements.

KEY RISKS IDENTIFIED BY AAB

The AAB have been pleased with the overall effort the NPCC has made over the reporting period to address key areas of risk and concern highlighted by them previously. This has largely been achieved through the provision of additional and dedicated expertise in certain areas (Risk and Financial Management, namely) and the benefits of this investment are being realised. However, there remain some key areas that need continued focus and which will be closely monitored by AAB in the year ahead. In summary, they are:

- Recruitment of the right people, into the right roles as the new Operating Model progresses through its pathfinder year.
- Demonstrable benefits of Home Office investment into the new Operating Model.
- Continued effort on 'gripping' financial planning and process, including effective preparedness for the upcoming Spending Review period.
- Continued focus on good governance process and practices
- Robust and sustainable IT solutions
- GDPR?
- Effective succession planning (including for AAB)
- Broader consideration of the equality and diversity impacts of its work

FUTURE PRIORITIES

Drawing on the risks listed above, focus will be placed on the following significant governance and assurance areas during 2021-22:

NPCC Operating Model

- Benefits strategy – demonstrable value for money and delivery against the expected benefits set out in the strategy

Development of Strategic Risks around the 2021-25 NPCC Strategy and 2021/22 Delivery Plan

- Clarity around Strategic Risks for AAB scrutiny

Financial Management

- Implementation of review findings
- Reserves policy development

Controls and Reporting

- Continued improvement

Governance and Oversight

- Clarity of purpose/roles across all governance forums
- Avoiding duplication
- AAB membership / Succession Planning / ToR review

SUMMARY FROM AUDIT AND ASSURANCE BOARD CHAIR BARBARA SCOTT

The AAB has been pleased to see a more methodical approach to risk management, financial management, controls and reporting and will remain focused on these areas in the coming year.

There have been improvements in the standard of reporting to the AAB and a significant reduction in late papers, however, further work is required to ensure that the AAB has accurate information in a focused format and timely manner to enable it to discharge its duties. Improvements have been noted but further improvement is required to ensure

consistency of the reporting format and streamlining information provided to ensure that it is relevant and more succinct.

Our annual Workshop, which is usually held in June, was delayed until September 2021. As this forum provides us with the opportunity to horizon scan and go into greater detail of key issues, resulting in several key priorities added to the AAB business cycle for the coming year, which we then report on in our annual report under future priorities. Sadly, owing to the delay we are not able to include the outcomes of the 2021 Workshop in this report.

However, one key area the AAB will be focussed on in the coming year is the further development and progress of the Operation Model of the NPCC to ensure that the foundation of the new organisation is built on effective business processes and that appropriate controls and monitoring are in place as the organisation grows. Regular Gateway reviews are in place to provide the AAB with the opportunity to review progress at key stages.

The NPCC has worked on implementing improvements in the areas previously identified by the AAB and we thank the NPCC chair and his team for the work so far.

During the Covid period, the AAB has been conducting its meetings virtually and have found this to be most effective. In the immediate future we will continue to adopt this approach but will monitor the Covid landscape in the hope that we will soon be able to meet again in person.

As always, I would personally like to thank members of the AAB for their diligence and commitment in remaining focused to assist the NPCC in improving its corporate governance arrangements.

Barbara Scott
Chair of the Audit and Assurance AAB - JULY 2021

APPENDIX 1

AAB MEMBERSHIP AND MEETINGS

In line with the S22A agreement the AAB comprises of:

- Three independent Non-Executive Members (NEMs), one of which is appointed by the AAB as Chair.
- NPCC Chair
- *Three Police and Crime Commissioners (nominated by the APCC). In the reporting period, these were:
 - Police & Crime Commissioner for Dorset
 - Police & Crime Commissioner for West Mercia
 - Police & Crime Commissioner for West Yorkshire
- One nominee of the Chief Police Officers' Staff Association
- One nominee of the Home Office

The AAB has invited the following to attend meetings of the AAB. These are non-voting members and are present to assist AAB Members in their work:

- CEO of the APCC, supported by a Staff Member from APCC
- NPCC Strategic Planning and Risk Manager
- NPCC Chief of Staff
- The NPCC's Internal Auditors
- NPCC Secretariat Lead – Home Office Secondment (from February 2021)

During the period 01 August 2020 to 31st July 2021 the AAB met seven times on the following dates:

- 4 November 2020
- 11 January 2021 (Extraordinary Meeting)
- 23rd February 2021
- 16th March 2021 (Operating Model Gateway Meeting)
- 25 May 2021
- 9th June 2021 (Extraordinary Meeting to discuss Financial Planning)
- 28th June 2021 (Operating Model Gateway Meeting)

**National PCC Elections took place on 6th May 2021. Two of the three sitting PCC members on the Board were not re-elected (Dorset and West Yorkshire PCCs), therefore, the May Board and June extraordinary meetings, were only attended by the re-elected PCC for West Mercia*

The table below details the membership and attendance of Committee members during the period 1st August 2020 to 31st July 2021:

Register of Members attendance at AAB meetings for the period 1st August 2020 to 31st July 2021							
	Nov 4 th	Jan 11 th	Feb 23 rd	Mar 16 th	May 25 th	June 9 th	June 28 th
NEM Barbara Scott (Chair)	✓	✓	✓	✓	✓	✓	✓
NEM Lizzie Peers	✓	✓	✓	✓	✓	X	✓
NEM Janice Shardlow	✓	✓	✓	✓	✓	✓	✓
NPCC Chair – Martin Hewitt	✓	✓	✓	✓	✓	✓	✓
PCC – John Campion	✓	✓	✓	✓	✓	✓	X
PCC Martyn Underhill (<i>until May 2021</i>)	✓	✓	X	✓	X		
PCC Mark Burns-Williamson (<i>until May 2021</i>)	✓	✓	X	✓	X		
Home Office Kenny Bowie (<i>until March 2021</i>)	✓	✓	✓	X	X		
Home Office David Kuenssberg (<i>from April 2021</i>)					✓	X	X
Chair of CPOSA CC Andy Rhodes	✓	X	X	X	X	X	X
John Robins CPOSA	X	✓	X	X	X	X	✓

✓ = Attended/includes Virtual X = Did not attend S = Substitute representative (in accordance with the S22A 4.2.2 - Each AAB member (other than the NEMs) may nominate a named substitute member to attend any AAB meeting in their place provided this is an individual of appropriate seniority and subject to appropriate notification having been given in advance to the Audit and Assurance Chair