

# 2021/23 REPORT OF THE NATIONAL POLICE CHIEFS' COUNCIL'S 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 2021 to 31st December 2023 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 (ToR) require it to report annually outlining the work it has undertaken and where necessary, highlighting any areas of concern.

## STATEMENT OF ASSURANCE FROM THE NATIONAL POLICE CHIEFS' COUNCIL (NPCC) CHAIR TO THE AUDIT AND ASSURANCE BOARD

The AAB requires the NPCC Chair to provide the board with assurance of the processes and procedures it has in place to ensure the organisation is operating within the framework of good governance and the law. Below is the statement from the NPCC Chair outlining the systems relied upon to achieve this.

### NPCC Governance Assurance Statement, December 2023

#### 1. Introduction

- 1.1. This document provides an overview of the governance of the National Police Chiefs' Council.
- 1.1.1. The National Police Chiefs' Council (NPCC) brings UK police leaders and partner organisations together to set direction in policing and drive progress for the public. This is achieved through:
  - Coordination – by joining up the operational response to critical national policing issues to deliver policing today and shape the future.
  - Collaboration – by working in partnership as part of the whole policing system and beyond to improve public safety.
  - Communication – by sharing the collective expertise, views, and action of UK police chiefs. Working with partners such as the College of Policing and the Association of Police and Crime Commissioners (APCC), NPCC helps police cut crime and keep the public safe by joining up the operational response to the most serious and strategic threats.

#### 2. Governance Structure

- 2.1. In delivering the aims of the NPCC, senior leaders are responsible for putting in place the required arrangements for the governance of the organisation to facilitate the effective exercise of its functions.
- 2.2. The diagram in Appendix A and the supporting statements set out the governance structure of the NPCC, and therefore how the Chair (Chief Constable Gavin Stephens) and NPCC membership ensures it has the appropriate assurances around the activity that NPCC is undertaking.

#### 3. Governance Assurance

- 3.1. The governance structure of the NPCC is set out into the following key areas:

##### 3.1.1. Strategic Decision Making

Strategic Decision Making of NPCC is coordinated through Chief Constables' Council (CCC). CCC is chaired by the Chair of the NPCC. It is the senior operational decision-making body for the NPCC and the mechanism by which all Chief Constables consider national operational and organisational issues for the police service. Through CCC, financial sign-off, assurance and

oversight (in relation to the National Operating Budget) is also undertaken. In addition, CCC provides the forum for Coordination Committee Chairs to provide updates around the activity of Committees and seek agreement on proposed decisions. CCC also enables the Chair and all members to set the NPCC Strategic Plan and monitor the progress of Annual Delivery Plans. The Terms of Reference for CCC is set out in the Section 22(A) Collaboration Agreement. In addition, the Regional Lead Chief Constables' Meeting coordinates the work of each region, in order to feed into CCC. This allows Coordination Committees to submit papers and decisions to the Regional Process to receive feedback and views from all Chief Constables ahead of CCC.

### 3.1.2. Strategic Direction

The Strategic Planning and Coordination Board (SPCB) is chaired by the Chair of the NPCC and brings together the 13 Coordination Committee Chairs, Vice Chairs and programme leads. This meeting provides a forum at which Coordination Committee Chairs can ensure alignment of the Committees with NPCC priorities and provides the Chair with oversight of the progress of the Coordination Committees towards Annual Delivery Plans. In addition, the meeting allows coordination and oversight of cross-cutting issues across Committees. The NPCC Change and Improvement Board provides the NPCC Chair with oversight of change programmes and projects, checking the quality of the delivery against agreed timescales and budget. The NPCC Chair's Health and Safety Meeting enables the Chair to exert their statutory responsibility to ensure that the working environment for the NPCC is fit for purpose and complies with legal requirements. The NPCC Chair's Command Meeting brings together the heads of the NPCC functions and programmes in a weekly meeting at which, the attendees identify opportunities to collaborate in support of current threat/risk/issue mitigation and set direction for communications.

### 3.1.3. Tactical Decision Making

The NPCC Service Level Agreement (SLA) Review Meeting provides due diligence and oversight of services provided by the host force under the s22 collaboration agreement. The objective is to ensure that SLAs remain fit for purpose and meet all parties' needs.

The NPCC Strategic Hub SLT Meeting is held monthly and provides the opportunity to drive the operational delivery of the Hub, manage risks and issues, identify blockages, understand demand and increase efficiency and effectiveness. This meeting is chaired by the Head of the NPCC Strategic Hub, who subsequently provides assurance to the Chair of the NPCC on the operation and delivery of the Strategic Hub through the Command Team meetings and 1-2-1s.

### 3.1.4. NPCC Programmes and Functions

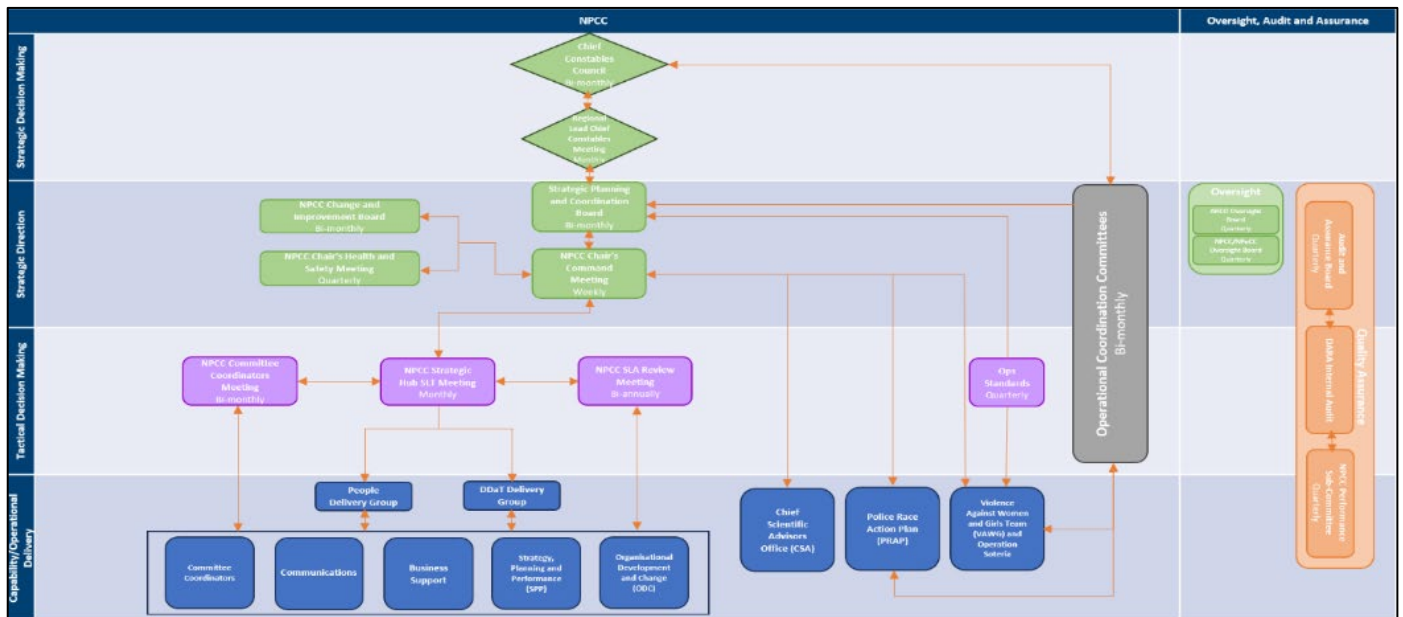
NPCC Programmes and Functions focus on areas of identified threat which require focussed coordination for which the NPCC Chair has oversight responsibility. Currently, these include Violence Against Women and Girls (VAWG) and Operation Soteria, the Police Race Action Plan (PRAP), Serious and Organised Crime (SOC), the Office of the Chief Scientific Advisor (OCSA), and the National Police Coordination Centre (NPoCC). The NPCC Chair is the Senior Responsible Officer for PRAP, chairs the NPoCC Oversight Board, and chairs the Ops Standards Meeting for VAWG and Soteria. In addition, the leads for each of these functions provide oversight and assurance via the Chair's Command Meeting.

### 3.1.5. Oversight, Audit, and Assurance

These boards exert scrutiny over the entirety of the NPCC in order to maintain the integrity of the organisation in delivering its functions and missions. As set out in the Section 22(a) Collaboration Agreement, the Audit and Assurance Board (AAB) scrutinises, reviews, and comments on the NPCC Strategic Plan, financial plan, Annual Delivery Plan and monitors the progress and any risk of the NPCC. The Chair of the NPCC reports into AAB to ensure that NPCC business is conducted in accordance with the law and standards. Annually, the NPCC provides assurance statements to AAB from the host force (Metropolitan Police Service) and key partners such as the Police Digital Service (PDS). The Chair of the NPCC reports into the Performance Sub Committee in relation to performance in his role. The Performance Sub Committee also links in with the chair of AAB.

Internal audit activity is managed through the Directorate of Audit, Risk, and Assurance (DARA). DARA establishes an annual programme of internal audit activity, which is developed in agreement with the Chair of the NPCC, AAB, and the NPCC Command Team. Activity takes into consideration areas of risk and emerging issues in order to assess and provide assurance.

The Diagram below shows the governance structure of the NPCC.



## AAB SUMMARY OF ACTIVITY

During the period covered by this report, AAB continued to monitor the operations of the NPCC and are happy to report that significant improvements have been achieved. These span across financial reporting, risk identification and the monitoring of deliverables against its objectives.

During the period covered by this report, the NPCC has moved from the aspirational operating model to the creation of a fully functioning central Hub and the AAB have been provided the opportunity to scrutinise the planning and progress of the transition.

The new contract for the provision of Information Communications Technical (ICT) services was implemented during this period and following an appropriate process, the contract was awarded to Police Digital Service (PDS) to provide the ICT services, with the transition made in 21/22. The AAB were actively involved at every stage of the process and agreed that the change of provider offered strengthened governance arrangements around IT Service delivery utilising monitoring and oversight of a Service Review Plan. There have been improvements however, as noted by internal audit, further opportunities have been identified to improve and enhance control monitoring and service delivery.

Another major project during this period was estates. The lease for the accommodation at 10 Victoria Street SW1H was coming to its end and the NPCC were keen to benchmark the estate against other comparable offers in the area. The NPCC provided the AAB with an options paper which assessed two alternative properties against Victoria Street. The paper compared value for money, available working space, fitness for purpose and leasing options. Over the course of the year, at key stages, the AAB were provided the opportunity to scrutinise the process, challenge thinking and offer guidance. The AAB were satisfied that the project had been conducted professionally and with very little disruption to service. Subsequently, in October 2023, the NPCC Hub operations moved to the new premises at

Broadway SW1H.

Following the concerns raised previously by the AAB relating to fundamental financial management, internal control, and governance areas, significant improvements have been achieved and the NPCC senior team now rigorously focus and manage these matters through a solid structure of reporting. AAB, as part of its ongoing work will continue to monitor developments in this area.

The NPCC now has a stable leadership team and has secured the capacity and capability it needs to deliver its objectives.

## **FINANCIAL ACCOUNTABILITY**

Significant improvements have been achieved in relation to financial management and reporting. Following the support of a finance analyst in 2020, a number of priority actions were highlighted and have since been implemented. 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 to improve the Medium-Term Financial Planning (MTFP) process has also been achieved, including establishing the base line budgets to give a complete overview of the NPCC.

Following the initial recommendations resulting from the work conducted by MPS's Chief Financial Accountant, the NPCC adopted those recommendations and continued to use the ethos to self-identify and mitigate issues that may arise.

The AAB receives the annual budget, along with the annual operating plan and continues to receive and scrutinise quarterly financial statement reports, detailing year to date spend against the NPCC's budget, including explanations for key variances.

Below is a summary of the 2022/2023 year end position:-

### **NPCC 2022-23 Outturn Position**

Overall NPCC outturn of £2.77m underspends across the teams.

#### **Central Office**

Budget fully utilised.

#### **Ops Model**

Full utilisation of grant funding

#### **Police Race Action Plan**

£443k transferred to National Reserves (return of funding) at year end due to vacancies held.

#### **Pensions**

Underspends of £2.14m this year. Underspend will be used for software remedy costs with Forces different pension providers.

#### **Dynamic Decision and Case Management System**

£82k transferred to National General Reserves (return of funding) due to in year optimism bias has led to the delayed.

#### **Chief Scientific Advisor's Office**

Full utilisation of grant funding.

#### **Violence Against Women and Girls**

Full utilisation of grant funding.

### Digital Crime Performance Team

Under-utilisation of grant funding by £104k funding does not claim from the Home Office due to delay in recruitment and Grant only be available for last quarter of 2022/23.

Primary Source	Funding Team	Full Year Budget	YTD Actuals	YTD Variance
<b>PCC Contributions</b>	NPCC Central Office	£2,062,562	£2,062,562	£0
	NPCC PRAP	£2,306,466	£1,862,954	-£443,512
	NPCC Pensions	£500,000	£500,000	£0
	NPCC D-DACS	£498,183	£415,577	-£82,606
	NPCC NRT	£225,000	£225,000	£0
		<b>£5,560,179</b>	<b>£4,705,036</b>	<b>-£526,118</b>
<b>Home Office Grant Funded</b>	NPCC OPs Model	£3,200,000	£3,200,000	£0
	NPCC Pensions	£3,264,483	£1,123,602	£2,140,881
	NPCC VAWG	£1,167,000	£1,167,000	£0
	NPCC CSA's Office	£5,200,000	£5,200,000	£0
	NPCC Digital Crime Performance	£139,227	£34,807	-£104,420
		<b>£9,706,227</b>	<b>£9,561,337</b>	<b>£2,245,301</b>
<b>GRAND TOTAL</b>		<b>£15,266,406</b>	<b>£14,266,373</b>	<b>-£2,771,419</b>

### RISK MANAGEMENT FRAMEWORK (RMF) DEVELOPMENT

Whilst it is acknowledged that the organisation has made great strides towards adopting a more professional approach to Risk Management, risk continues to be an area that the AAB spends significant time analysing. The risk position is reported at every AAB meeting, providing members with the opportunity to challenge and scrutinise risk priorities.

The revised framework establishes a new baseline for risk recording and assessment, providing the comparison and collation of risk across the NPCC teams, committees, and programmes, which allows the escalation and prioritisation of risk into an effective corporate risk management approach across various business levels.

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 identified as ineffective.

The RMF also introduced 'Risk Appetite' assessment for each risk, guidance and definitions are provided within the risk documentation. This is 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.

### STRATEGIC PLANNING AND DELIVERY

In previous years, the AAB have been concerned with the lack of robust business strategy and planning processes, 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, since the Hub has become operational, a concerted effort has been made to 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 are subject to robust consultation and engagement through Chiefs' Council, College of Policing, the APCC, Home Office and others, as well as rigorous scrutiny from the AAB.

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

### **STRENGTHENED PARTNERSHIP CONTRACT ARRANGEMENTS**

In previous years, the AAB has expressed concern relating to clarity around the governance and partnership arrangements with the NPCC's host force, the Metropolitan Police Service. The AAB was keen to establish a deeper understanding of 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, Finance, Legal and Commercial. NPCC has made good progress in formalising arrangements with the MPS and has developed a more robust approach through its work in 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.

The contract for the provision of ICT services was awarded to Police Digital Services (PDS) in 2021. This provided the opportunity for vastly improved service delivery. The NPCC, with the support of internal audit have identified additional opportunities for further enhanced controls through the development of a range of performance measures in accordance with best standards that could be achieved through the development of an integrated online incident and management reporting tool to facilitate prompt reporting and remediation strategies.

IT development and provision risks are identified and documented in the risk register, however, the AAB noted that internal audit have highlighted several areas relating to the provision:

- The control/ mitigations in place to manage the risk could be more clearly documented as well as linking them to NPCC's risk appetite.

- A review of PDS security framework confirmed they are ISO27001 accredited, however there is a need for the NPCC to clearly define its requirements for obtaining assurance over the security of the control environment of PDS / Risual.
- A limited range of performance measures had been agreed at the outset of the arrangement. Whilst we recognise the partnership nature of the agreement, in order to effectively hold the service provider to account for delivery, there are additional SLA measures which could be included in contractual arrangements in accordance with best practice.
- There may be an opportunity to streamline the contract management process to generate a cohesive management of IT as well as potential efficiency savings.
- To manage risks effectively the risk register should list actual controls e.g. monthly SLA reports, monthly performance measures etc.

## 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.

Since the NPCC was formed in April 2015, the internal audit process was not significantly developed to enable the internal auditors to provide the NPCC with an "Annual Opinion Statement". The AAB has been rigorously advocating for the internal audit function and processes to be strengthened sufficiently to enable an "Annual Opinion" to be produced. We are delighted by the progress made in this area and this year (2023) is the first time the internal auditors were able produce a formal opinion. Below is the executive summary of the internal audit opinion report.

### Internal Audit Opinion Executive Summary

#### Introduction

1. This report contains the Head of Internal Audit's annual opinion on the effectiveness of the National Police Chiefs' Council's (NPCC) risk and internal control environment. It also summarises the activities and performance of Internal Audit in delivery of the 2022/23 internal audit plan. The Mayor's Office for Policing and Crime (MOPAC) Directorate of Audit Risk and Assurance (DARA) provides the NPCC internal audit service, with the current arrangement in place since April 2021.
2. The Head of Internal Audit is required to give an opinion, at least annually, on the effectiveness of the risk and control environment. This is based on an assessment of the systems of governance, including risk management and the adequacy of the internal control framework. The evaluation of the adequacy of control is obtained from risk and assurance reviews, advisory and compliance work, together with the results of any investigations.
3. The internal audit programme evaluates and concludes on the effectiveness of the control environment including the internal control mechanisms that are in place to mitigate risks that could impact upon the achievement of the NPCC's strategic aims and objectives.

#### Annual Assurance

4. Governance arrangements are continuing to develop and embed within the NPCC. Onboarding of additional national programmes / functions into the already complex strategic and operational landscape requires clarity of roles and responsibilities between existing and new oversight and decision-making groups, to ensure they work together cohesively with clear

purpose and outputs. The role of the Strategic Hub remains key in bringing a structured approach to facilitate oversight and delivery of strategic objectives.

5. The risk management framework was further refreshed during the year in recognition of the need to achieve greater risk maturity, including a revised approach to the consideration of strategic risks affecting the organisation, its members and national policing. Work to define risk appetite has progressed and embedding this in decision making, along with development of an assurance framework and risk management capabilities, will be key to ensuring that there is integrated and effective management of risks to achievement of strategic priorities and objectives.
6. Development of appropriate policies and procedures which clearly define roles, responsibilities, and accountabilities, including identification and dissemination of applicable Host Force guidance, has continued throughout the year. Work to strengthen the financial management control framework is being delivered and monitored through a Financial Improvement Plan. Further roll out of financial and commercial training will help ensure there is appropriate focus on internal controls, financial accountability and value for money to help strengthen the overall control environment.

#### Conclusion

7. An adequate control environment has been established with key elements implemented and continuing to embed. Continuing with activity to strengthen governance, capability, programme management, risk management and assurance will be key to increasing overall control maturity and delivering a fully effective framework going forward.

#### 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) and the benefits of this investment are being realised. However, there remain some key areas that need continued focus and will be closely monitored by AAB in the year ahead. In summary, they are:

- Robust contingency plans to counter and address any reduced funding in the future.
- Retention of key specialist staff.
- Demonstrable benefits of Home Office investment and an ability to clearly demonstrate such.
- Continued effort on 'gripping' financial planning and process, including effective preparedness for the Spending Review period.
- Continued focus on good governance process and practices.
- Robust and sustainable ICT solutions.
- Effective succession planning (including for AAB)\*

\*During this period, the AAB has seen significant changes to its own membership, which has raised the issue of board continuity. This has highlighted that the board needs to plan for any predictable possible changes to its membership and have rigorous processes in place to "on-board" any new members quickly.



By nature of its composition, the board can experience up to fifty percent of its membership changing in a given year, as you can see from the attendance tables at Appendix 1 the AAB has experienced significant membership change over the period.

#### SUMMARY FROM AUDIT AND ASSURANCE BOARD CHAIR - BARBARA SCOTT

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

In April 2023, the AAB moved its board support function from the APCC back to the NPCC, with the aim of streamlining board support and ensuring clarity of timely communications. There is now in place a reliable process of reporting to the AAB and a significant reduction in late and tabled papers, however, ongoing work will be 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 by the AAB but further improvement is required to ensure consistency of the reporting format and the streamlining of information provided to ensure that it is relevant and more succinct.

Our annual workshop, held in June, provides AAB members with the opportunity to horizon scan and go into greater detail of key issues, resulting in key priorities added to the AAB business cycle for the coming year. Unfortunately, the 2022 workshop was cancelled. The workshop did take place in June 2023, and the feedback from participants was that it produced the best outcomes to date.

A key area the AAB will focus on in the coming year is the further development and progress of the NPCC Hub 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. The biggest challenge to this is the organisations' ability to generate sustainable funding and move away from a funding base financial resource.

Since 2020, AAB meetings have taken place remotely, via MS Teams, however, the NPCC has now moved into new premises with more appropriate meeting arrangements, which would enable the AAB to move back to "in-person" meetings if required.

I have now come to the end of my tenure as Chair and am passing the baton on. I was honoured to serve during what has been an exciting period in the evolution of the NPCC, but additional challenges lay in its future. I am confident that the incoming Chair, with the support of the board, will rise to these challenges and continue to see the NPCC strive for excellence. As always, I would personally like to thank members of AAB members for their diligence and commitment in remaining focused on supporting the NPCC in improving its corporate governance arrangements and to thanks the NPCC leadership team for their commitment and engagement.

**Barbara Scott**

Chair of the Audit and Assurance AAB – December 2023

## AAB MEMBERSHIP AND MEETINGS

In line with the S22A agreement the AAB comprises of:

- Independent Chair
- Two independent Non-Executive Members (NEMs)
- NPCC Chair
- Three Police and Crime Commissioners (nominated by the APCC).

(In the reporting period, there were significant changes to PCC membership on the board. See changes in the table below)

- Police and Crime Commissioner for West Mercia
- Police and Crime commissioner for Sussex
- Police and Crime Commissioner for West Yorkshire
- Police and Crime Commissioner for Manchester
- Police and Crime Commissioner for Cumbria
- One nominee of the Chief Police Officers’ Staff Association
- One nominee of the Home Office

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

- DARA Internal Auditors
- CEO of the APCC
- NPCC Chief of Staff
- NPCC Head of Strategic Hub
- NPCC Secretariat

During the period 01 August 2021 to 31st December 2023 the AAB met a total of seventeen times on the following dates:

- 2<sup>nd</sup> September 2021
- 21<sup>st</sup> September 2021 – Delayed Annual Workshop
- 22<sup>nd</sup> September 2021 – Delayed Annual Workshop
- 23<sup>rd</sup> November 2021
- 18<sup>th</sup> January 2022 – Extraordinary Meeting
- 22<sup>nd</sup> February 2022 – Extended for Operating Model Gateway Meeting
- 24<sup>th</sup> May 2022
- 6<sup>th</sup> September 2022
- 11<sup>th</sup> November 2022 – Extraordinary Meeting
- 22<sup>nd</sup> November 2022
- 9<sup>th</sup> January 2023 – NEDs Remuneration Meeting (NEDS not attending)
- 14<sup>th</sup> February 2023
- 23<sup>rd</sup> May 2023
- 20<sup>th</sup> June 2023 - Annual Workshop
- 21<sup>st</sup> June 2023 - Annual Workshop
- 19<sup>th</sup> September 2023
- 21<sup>st</sup> November 2023

The tables below detail Board membership and attendance of Board members during the period. The board requires five members present for it to be quorate.

## Register of Members' Attendance for the period 1st August 2021 to 31st July 2022 (AAB Workshop June 2022 - cancelled)

2021-2022 - Reporting period reference:		Q1	Annual Workshop (moved from June re CV19)		Q2	Extra	Q3	Gateway Op Model	Q4	
	Date of Meeting:	Sept 2nd 2021	Sept 21st 2021	Sept 22nd 2021	Nov 23rd 2021	Jan18th 2022	Feb 22 2022	Feb 22 2022	May 24th 2022	Yearly total attendance
NED	Barbara Scott (Chair)	✓	✓	✓	✓	✓	✓	✓	✓	8/8
NED	Janice Shardlow	✓	✓	✓	✓	✓	✓	✓	✓	8/8
NED	Elizabeth Peers	✓	✓	✓	✓	✓	✓	✓	✓	8/8
NPCC Chair	Martin Hewitt	✓	✓	✓	✓	✓	✓	✓	✓	8/8
PCC West Mercia	John Campion	✓	✓	✓	✓	X	✓	X	✓	6/8
PCC Cumbria	Peter McCall	X	✓	✓	✓	✓				4/8
PCC Sussex	Katy Bourne (replacing Peter McCall from Feb 2022)						X	X	✓	1/8
PCC	Beverley Hughes (Grtr. Manchester - to June 2022)	✓	X	X	✓	S Rachel Rosewell	✓	S Rachel Rosewell	S Rachel Rosewell	3/8
CPOSA	John Robbins	✓								1/8
CPOSA	Gareth Wilson (replacing John Robbins)						✓	✓	✓	3/8
Home Office	David Kuenssberg (to April 2021)	✓								1/8
Home Office	Emma Thomas (appointed May 2021)				✓	✓	S Tony Grimshaw	X	X	2/8
	<b>Number of Board Attendees:</b>	6	6	6	8	7	8	6	8	

Key:

✓ = 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

## Register of Members Attendance for the period 1st August 2022 to 31st December 2023

2022-2023 Annual Report - reporting period:		Q1	Extra-ordinary (Estate)	Q2	Remuneration - (Excl' NEDs)	Q3	Q4	AAB Workshop 2 Day in person		Q1	Q2	
	Date of Meeting:	Sept 6th, 2022	Nov 11th, 2022	Nov 22nd, 2022	Jan 9th, 2023	Feb 14th, 2023	May 23rd, 2023	June 20th	June 21st	Sept 19th	Nov 21st	Yearly total attendance
NED	Barbara Scott (Chair)	✓	✓	✓	X	✓	✓	✓	✓	✓	✓	9/10
NED	Janice Shardlow	✓	X	✓	X	✓	✓	✓	✓	✓	X	7/10
NED	Elizabeth Peers (tenure ending Oct 2022)	✓										
NED	David Bowles (appointed Feb 2023)					✓	X	✓	✓	✓	X	4/10
NPCC Chair	Martin Hewitt (tenure ending Feb 2023)	✓	✓	✓	✓	✓						5/10
NPCC Chair	Gavin Stevens (appointed Apr 2023)						✓	X	X	✓	✓	3/10
PCC West Mercia	John Campion	✓	✓	✓	✓	✓	✓	✓	✓	X	✓	9/10
PCC Sussex	Katy Bourne	✓	X	X	✓	✓	X	X	X	X	✓	4/A10
CPOSA	Gareth Wilson	✓	✓	✓	✓	✓	X	✓	✓	✓	✓	9/10
Home Office	Emma Thomas (retiring Dec 2022)	✓	✓	✓								3/10
Home Office	Seonaid Taylor (appointed Jan 2023)				✓	✓	✓	X	X	X	✓	4/10
PCC vacant seat	TBA											
	<b>Number of Attendees:</b>	8	5	6	5	8	5	5	5	5	6	

Key:

✓ = 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 AAB Chair