

College of Policing Limited Annual Report and Accounts for the year ended 31 March 2022

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Accounts presented to the House of Commons pursuant to section 7
of the Government Resources and Accounts Act 2000

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His Majesty

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Contents

Section 1: Performance report	1
Overview	3
Performance highlights	18
Our performance in depth	34
Section 2: Strategic report	67
Our plans for the future	68
Section 3: Accountability	75
Corporate governance	76
Remuneration and staff	110
Section 4: Financial statements for the year ended 31 March 2022	135

Section 1: Performance report

Overview

Chair and Chief Executive's foreword	3
Who we are and what we do	6
Barriers to achieving our objectives	8
Internal audit	16

Performance highlights

Executive oversight	18
Review of financial performance	18
Progress against the business plan	21

Our performance in depth

Responding to the COVID-19 pandemic	34
20,000 additional police officers (Operation Uplift)	35
Online services	36
Sharing knowledge and good practice	38
Setting standards	42
Supporting professional development	44
Transforming our College	50

Diversity, equality and inclusion	51
Digital, data and technology	55
Programme and project management	56
Going concern	63
Managing the impact of our activities	64

Overview

Chair and Chief Executive's foreword

We are delighted to introduce our Annual Report and Accounts for 2021/22, which set out the College's achievements over that year. During the year, the College began a process of important change as we responded to the findings of the fundamental review, published in February 2022, and brought in a new Chief Executive to deliver on the vision it set out.

The fundamental review set a clear vision for the College to boost professionalism in policing, drive consistency where it matters and improve leadership at all levels. This vision will be at the heart of a new corporate strategy to be delivered through the first of a pair of two-year business plans. Future annual reports will measure our success against these plans using a more robust and meaningful performance framework.

The College is determined to be relevant to the needs of police officers and staff, the wider policing family and government. We will be dynamic in how we deliver and respond to requests, and we will be connected to everyone in policing, understanding and responding to their challenges.

With more forces entering His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Engage status, the College has a critical role to play in improving performance across the system. Over this period, we have been working with forces on their call handling, demand management and prioritisation, as well as how to boost their problem-solving capability.

This year saw us lay the groundwork for the new National Centre for Police Leadership, which was proposed in the fundamental review. The centre will act as the heart of our leadership work, setting standards for all levels of leadership and providing a host of guidance, tools and resources to support development for



Lord Herbert of South Downs

everyone in policing. It will also redefine professional development in policing, supporting it as an essential element of progression and promotion by police officers, and providing specific development to under-represented and undiscovered talent at all levels. The work has started in earnest with a focus on frontline supervisors, such as sergeants, as well as radically overhauling how chief officers are identified, developed and appointed.

This report sets out how the College has supported policing to meet the challenges it faces. We are determined to deliver what policing needs, when it needs it, from evidence briefings on what works to tackle crimes relating to serious violence, homicide, violence against women and girls, neighbourhood policing and drug-related crime, to delivering events to share knowledge and good practice, and from supporting the implementation of new entry



Andy Marsh

routes to reviewing the Code of Ethics.

Finally, our board saw significant change in this year, with Clare Minchington, Jackie Smith and Ian Wylie leaving, while new members Neil Basu, Lyn Carpenter, Jaspal Dhillon, Suzanne McCarthy and Rosemary Scully arrived. We are grateful for the contribution that all our past board members have made, and we look forward

to working with our new board as we deliver on our mission to support policing to cut crime and keep people safe.

**Lord Herbert of South Downs
Chair**

**Andy Marsh
Chief Executive and
Accounting Officer**

Who we are and what we do

The College of Policing Limited (also referred to as the College) was formed in 2012. It is an operationally independent arm's-length body of the Home Office and a company limited by guarantee. Its member (owner) is the Home Secretary. As the professional body for policing in England and Wales, we support everyone in policing across the United Kingdom in order to reduce crime and keep people safe.

Core purpose and priorities

The College's core purpose is to promote policing excellence and to support everyone in policing to reduce crime and keep people safe. This is achieved through three principal functions.

- **Sharing knowledge and good practice.** We create and maintain easy access to knowledge, disseminate good practice and facilitate the sharing of what works.
- **Setting standards.** We set standards for key areas of policing that help forces and individuals to provide consistency and better service for the public.
- **Supporting professional development.** We set requirements, accredit, quality assure and deliver learning and professional development. We promote diversity and

wellbeing, and help to nurture and select leaders at all levels.

Our business plan identified the following areas of focus for 2021/22.

- Cutting crime and keeping the public safe.
- Sharing knowledge and good practice to support crime reduction.
- Setting standards to help reduce crime and disorder.
- Supporting professional development to help the response to new and emerging crime types.

Our progress in achieving these priorities is given on pages 21-62.

In February 2022, we published the results of the Chair's **fundamental review** of the



College's work and we set a new vision to help policing and to improve the service to the public.

The review set out the following three key priorities.

- **Boosting professionalism.** Ensuring that officers and staff have access to the best in continuing professional development (CPD) and that it

is properly prioritised.

- **Improving leadership.** Helping to develop the leadership skills of officers and staff at all levels.
- **Driving consistency.** Overcoming the weaknesses of the 43-force model to bring consistency where it matters most for the public and those working in policing.

Barriers to achieving our objectives

The management of risk continues to be a priority for the College. In common with other public-sector bodies, the College is operating in a challenging environment with unprecedented demand, a constantly changing landscape, financial constraints and the continuing impact of the COVID-19 pandemic.

Our strategic risks are subject to regular review and are presented to Senior Management Team (SMT) meetings, the Audit and Risk Committee (ARC), and the Board to ensure visibility. Our approach is complemented by a comprehensive biannual review by the Executive.

The summary below includes details of each risk and the mitigating actions being undertaken to reduce the likelihood and impact.

Strategic risks

1 Connection with the service. If our approach to decision-making does not build relationships and engage with the service and key stakeholders, there is a risk that we fail to connect with – or be relevant to – policing. This would result in reputational damage and a loss of confidence,

credibility and influence in the policing landscape, and would undermine our ability to deliver our priorities.

Mitigating actions

The **fundamental review** of the College has been published and plans are being developed to focus on the three areas identified by the review. This information will be reflected in our corporate strategy and business plan from 2022.

- External connection – we have strong engagement and good support from the National Police Chiefs’ Council (NPCC), the Chief Constables’ Council, the National Policing Board and other policing stakeholders. This is also evident from the positive feedback from the various strategic committees (for example, crime operations, criminal justice, local policing

and operations coordination committees).

- Stakeholder engagement – we have strong engagement with key stakeholders, such as the Home Office, His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), and the Independent Office for Police Conduct (IOPC). We are taking opportunities to refresh and revitalise our connections.
- Internal connection – increased messaging issued by our new CEO, including through a series of CEO College roadshows, team briefs, and blogs on CollegeNet.
- Frontline policing connection – we deliver various online events, as well as learning and development. Various secondment opportunities are available. Our communications campaigns showcase how we are supporting officers, staff and volunteers in their day-to-day roles, as well as keeping everyone up to date on what we’re doing across the College.
- There is daily oversight of media coverage and rapid

responses are provided to ensure the correct messaging is available. A corporate communications strategy, communications calendar and dashboard are in place and are being monitored.

2 20k Operation Uplift.

If the College has insufficient capacity and capability to support the Police Uplift Programme (PUP) to achieve its aims, this could result in a loss of confidence in the College and adversely affect our reputation, influence and connection with policing.

Mitigating actions

An established governance structure has remained in place since the inception of the PUP across the tripartite partnership (PUP, the College and the Home Office). This includes weekly team planning meetings, project board meetings and the PUP Board, with ultimate oversight via the National Policing Board.

The College has put in place supplementary plans to prepare for a surge in demand in Q3 of year 3, including supplementary resourcing and system efficiencies.



The College is leading work to extend end-to-end recruitment processes across initial entry (PCs, special constables, police community support officers (PCSOs) and detective entry).

Year 3 PUP funding has been settled, which also focuses on supporting strategic workforce planning, embedding and enhancing new products, and ensuring legacy and sustainability.

3 Meeting service delivery needs and expectations.

We accumulated a large backlog of delegates waiting to access

our programmes, due to:

- suspending face-to-face delivery of our training and development programmes
- resuming with reduced numbers of delegates to remain COVID-19 secure
- the lack of a platform for flexible, online delivery

This risks resulting in an inability to meet the needs of the service.

Mitigating actions

College delivery has returned to business as usual (BAU), with

any COVID-19 issues dealt with in accordance with the College 'Resumption plan', and government guidance. In most cases, the College has returned to full class occupancy rates. The demand for the majority of specialist training delivery is being managed and prioritised in liaison with NPCC committee leads. A waiting list remains but has reduced throughout the year. The delivery programme for 2022/23 is fully in place, anticipating that the waiting list will return to a normal level, and 2023/24 planning is now underway.

The rollout of Microsoft 365 (M365) has provided trainers with a robust online delivery platform, with trainers upskilled to deliver online. Recruitment of training designers will also increase capacity to support the extensive redesign work, which is required to convert a face-to-face training product to an online product.

International delivery continues, with the International Leadership Programme delivered for the first time in three years in March 2022. Other programmes include the Public Gold Command Course in Vancouver (the first overseas delivery in four years), the first

delivery of the Omani Junior Leadership Course and a South African Leadership Programme.

Delivery against the College business plan is strong, with the 12 months to the end of March 2022 seeing 799 courses delivered to 7,154 delegates across Delivery Services. The target for 2021/22 was 700 courses and 7,000 delegates.

4 Resourcing.

Due to limited capacity and resources, we may be unable to deliver some elements of our people strategy and the supporting programme of work. This may lead to uncertainty of our workforce requirements and an inability to secure resources needed now and for the future, which could undermine our ability to achieve our strategic aims and deliver our priorities.

Mitigating actions

As a result of the approval of the people strategy and the workforce planning strategy and the supporting implementation plan, this strategic risk has been closed and de-escalated to the corporate risk register.

5 Technology - external digital connection.

There is a risk that we fail to implement or prioritise our digital strategy. This could compromise our delivery of timely, user-friendly services, hindering our connection and reputation with the service.

Mitigating actions

Our digital strategy 2020/22 identifies key objectives. A roadmap for 2022/23 has also been developed from the Digital Programme and implementation plan, which includes a review of the digital strategy. A data strategy is being aligned to the digital strategy and a data working group has also been established that brings together staff from across the College to share and support development of data. An automated data engagement dashboard was presented at the Chief Constables' Council in December 2021 and will be added as a landing page for each force to access.

The procurement of a pre-sift platform to support the PUP is progressing, as well as the procurement of a new exams platform.

The College app is also in development.

The Digital Programme Board approved a proposal to procure a supplier that will provide a digital solution to giving public and protected access to the Barred and Advisory Database via our website.

6 Technology - internal infrastructure.

Failure to replace and decommission outdated IT infrastructure (hardware, software and networks) could result in an inability to carry out key services. This could also contribute to inefficient working processes (for example, due to the impact on M365, enterprise resource planning, customer relations and service management).

Mitigating actions

The College's Digital Programme prioritises and manages the digital projects and its resources, ensuring alignment with the digital strategy. The new Digital Operating Model continues to be implemented, which focuses on structure and mapping across to the DDaT professional skills framework.

- Improvements to IT infrastructure – we have implemented M365 to the majority of College staff. The continuous improvement phase of M365 is now the project’s priority.
- Servicepoint project – implementation has started on schedule with the supplier for the replacement of the Information Technology Service Management (ITSM) system.
- Servers – new hardware has been purchased and installed at Ryton, and is running with backups in place.
- Telephony – desk telephones to be replaced with phones which have Teams functionality. Teams functionality is being installed on mobile phones.

7 Finance.

If the Comprehensive Spending Review does not cover multiple years, it will limit our ability to undertake longer-term financial planning and will lead to sub-optimum strategic decision-making.

Mitigating actions

The Comprehensive Spending Review has resulted in a £1.8m reduction to our baseline.

Despite this reduction, we have managed to agree a balanced 2022/23 budget, which will still enable us a modest investment in new initiatives, in line with our strategic aims. This was achieved largely through growth in income through a combination of our wider markets strategy and pricing reviews.

Now that the immediate budget has been confirmed and indications of funding for next two years have been provided, we are looking to create our first medium-term financial plan covering the years 2022-25.

To help with our increased ambition and reduced funding, we have initiated an Efficiency and Innovation drive, looking to identify opportunities to free up resources and funding capacity to pursue forward looking investment opportunities and to improve value for money for forces and the public. This will be a longer-term initiative, expected to take several months to deliver.

8 Delivery of the change programme. As the leadership for implementation of the Transforming our College Programme moves from the programme team to the SMT, there may be a lack of collective willingness, capacity and capability to implement the outputs from the professional communities, portfolios and new ways of working. This may lead to continued silo working, lack of momentum and not realising the intended benefits.

Mitigating actions

The programme has now completed formal closure activities and transitioned to BAU. The final step was the launch of our four delivery portfolios, organising our work by outcomes. The entire organisation is now operating in the new model.

One of the final outputs of the programme was the new model of internal governance to support the new organisational design. The model has been agreed by the Executive and SMT, and was implemented in September 2022.

Ongoing activities that have

transitioned to BAU have clear owners and timescales and will be monitored by the responsible governance body. A comprehensive benefits plan is in place and owners have been identified. The realisation of most of these benefits is longer-term, with lead indicators providing a status check throughout the coming financial year. An internal assurance review will be carried out at the end of March 2023.

9 Business recovery. There is a risk that we fail to implement and maintain improved ways of working effectively that were identified during the COVID-19 pandemic. This could result in missed opportunities for efficiency and failure to deliver culture change.

Mitigating actions

Government COVID-19 Plan B arrangements are managed by the existing Crisis Management Team and COVID-19 guidance is regularly reviewed. Risk assessments are in place.

Other measures that have been implemented are the 'Reducing business travel' guidance, a hybrid



working trial, and increasing the collaborative and group working spaces on our sites. We continue to deliver prioritised, essential training from our main operational sites.

10 CEO turnover (closed). A failure to recruit the CEO appointment in a timely manner may affect strategic leadership and decision-making.

Mitigating actions

The appointment of Andy Marsh as the College's new CEO was announced in August 2021.

11 Expiry of the term of office for our non-executive directors (closed).

A failure to recruit suitable non-executive director replacements in a timely manner would result in a Board that is not quorate and will have an impact on our ability to operate effective governance of the College.

Mitigating actions

The Home Office approved the appointment of four non-executive directors, who commenced on 1 February 2022.

Internal audit

The College uses the services of the Government Internal Audit Agency (GIAA) to provide an independent and objective opinion that the mechanisms we have in place enable the accounting officer to be satisfied with the overall adequacy and effectiveness of the College’s

framework of governance, risk management and control.

During 2021/22, the internal audit schedule was agreed, of which five audits and a consultancy review have been completed, as follows.

Audit area	Completion date	GIAA audit rating
Debt management	13 August 2021	Substantial
Transforming our College programme	7 February 2022	Moderate
Police secondees	9 February 2022	Moderate
Performance management	24 February 2022	No rating*
Cyber endpoint security	11 April 2022	Moderate
Stakeholder engagement	13 April 2022	Limited

* This was a consultancy review so there was no audit opinion rating.

In all instances, actions to address areas of improvement are monitored and reported to the executive team on a bi-monthly basis and to the ARC quarterly.

The College returned its self-assessment on the mandatory

requirements set out in the Internal Audit Government Functional Standard, GovS009, to the GIAA in March 2022.

This evidenced that the College had met all of the mandatory requirements in supporting the internal audit function.

The College, as required, is currently conducting

self-assessments across the remaining Government Functional Standards to establish any non-compliance against the mandatory requirements of each standard. An improvement plan will then be developed to address any identified gaps.

The GIAA gave an overall 'moderate' opinion rating of

the College for 2021/2022, concluding that: 'the College of Policing generally has a sound system of internal control which facilitates the effective exercise of its functions and the achievement of strategic objectives. However, some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control'.



Performance highlights

Executive oversight

The College's SMT meeting is the main forum for overseeing operational performance. It receives separate finance and performance reports at each meeting. The reports are also presented to the Board so that it can support and challenge the Executive on delivery. The Board is supported in its work by the ARC. Our performance management arrangements have been subject to review and the revised arrangements are being implemented from September 2022.

The reports to the Board and ARC provide updates on key programmes, together with an analysis of the risks and mitigating actions. Progress is managed and monitored through the Performance and Continuous Improvement Team, with regular reports being considered by the executive directors.

Review of financial performance

The College's financial performance for 2021/22 has been tightly managed, particularly in light of the challenges relating to COVID-19 and restrictions on face-to-face delivery due to lockdown in the early part of the year. The College has continued to deliver its objectives in this challenging environment. We have prioritised resources and identified efficiencies and alternative delivery methods, such as online assessments and exams.

Since the College was established, efficiencies have centred on rationalising the size and cost of our estate and reducing staff costs in non-priority areas.

Funding for the College's activities comes predominantly from the Home Office via an annual grant-in-aid settlement to support the College's resource and capital requirements. This is supplemented by additional direct grants received by the Home

Office for delivering specific and defined work programmes. The remaining funding is derived from trading activities, for which it charges customers directly.

The difference between the College's resource income and

expenditure (I&E) shows a loss in its financial statements. This loss represents the grant-in-aid funding used in the financial year.

The table below compares the College's financial outturn for 2021/22 with its budget.

	Net budget	2021/22 spend	Over (under) spend
	£ million	£ million	£ million
Income	-19.50	-17.58	1.92
Direct grant funding	-2.70	-3.17	-0.47
Gross expenditure	71.29	69.17	-2.12
Total resource	49.09	48.42	-0.67
Total capital	5.00	5.16	0.16
Resource and capital	54.09	53.58	-0.51

- The resource expenditure outturn for the year to 31 March 2022 was £48.42m, an underspend of £0.67m against budget.
- Overall income in 2021/22 was £1.92m lower than originally budgeted. COVID-19 restrictions reduced the volumes of face-to-face training delivery the College

could offer during the spring and summer of 2021. Training recommenced at pre-COVID levels for the second half of the year.

- Pay costs were £0.1m above budget. Associate tutor costs came in £1.5m lower than budget due to the reduced training delivery volumes. Establishment staff costs were £1.6m higher than budget due to the increased full-time equivalent (FTE) headcount and a greater reliance on secondees.
- Non-pay costs were £0.3m underspent. Significant underspend on travel and subsistence was offset by overspend on consultancy and outward grants.
- Full-year capital expenditure was £5.16m, compared with an original budget of £5.00m. A permitted overspend of up to £5.30m was granted from Home Office at mid-year. The main areas of spend are listed below.
- The conversion of redundant buildings at Ryton to create the Sislin Fay Allen Building, providing additional training delivery space (£1.0m).
- Continued work on the College digital platforms (£1.1m).
- A refresh of our specialist training equipment and fleet (£0.7m).
- Enhancements and further integration work to AIMS, the assessment information management system (£0.6m).
- The cash balance for the year has decreased from £6.7m, as of 31 March 2021, to £6.2m at 31 March 2022.
- There is a continued focus on close cash management in the College, to ensure that appropriate cash balances are held in its bank accounts. This allows for cash to be returned to the Exchequer, in turn achieving greater rates of return for taxpayers, and still allows the College to meet its immediate cash requirements.

Progress against the business plan

The College has performed strongly over the course of the year, progressing our key deliverables that were set out in the annual business plan with the potential to transform policing in England and Wales.

The tables below outline progress against the business plan 2021/22 deliverables, some of which are enduring commitments.

Business plan deliverables	Progress
Transforming our College	
A single transparent coordination and prioritisation approach for all customer-facing demand.	Achieved. A revised Tasking Coordination and Delivery Group was launched in June 2021 and is responsible for filtering all new in-year demand. This ensures that all new work is properly scoped and resourced in line with our strategic priorities.
The introduction of College delivery professional communities.	Achieved. Eight professional communities are now in place. These make it easier to identify which people have similar skill sets and to provide greater opportunities for professional development.
A single and consistent approach to the allocation of delivery resources.	Continuous delivery. All our external-facing work is now organised into four portfolios. This means that we can be clearer about the impact that our work is having.

Business plan deliverables	Progress
Transforming our College	
<p>A corporate strategy and business plan that are informed by the Chair’s 2021 <u>fundamental review</u> of the College.</p>	<p>Achieved. The <u>fundamental review</u> of the College has been published. The key priorities are being incorporated into our business plan 2022/23 and our four-year corporate strategy. This marks an important opportunity for the College to reset both our activity and the way we work, ensuring that we deliver for everyone in policing and for the public. Our business plan details the key deliverables on which resources will be focused and how we will measure success.</p>
<p>Fully embedded values and behaviours, supported by an updated performance management framework across all College resources.</p>	<p>Continuous delivery. Our new core values – inclusive, collaborative, open and innovative – were launched in November 2021 following extensive consultation with colleagues across the College. A campaign is in place to continue to embed these within the College. We all now have a vital role to play in ensuring that our values become part of the true fabric of the College.</p>

Business plan deliverables	Progress
Sharing knowledge and good practice	
<p>We will work with the NPCC to further develop the evidence base for what works to tackle vulnerability and violent crime, including publishing a manual of tactics to help tackle knife crime.</p>	<p>Achieved: The College has shared outputs from the evaluation of eight local vulnerability and violent crime interventions. Evidence briefings were produced on what works to tackle crimes relating to serious violence, homicide, neighbourhood policing and drug-related crime. In November 2021, we published our practical and evidence-informed guide on how to reduce local knife crime.</p>
<p>We will publish the third and fourth editions of our new national online publication, 'Going equipped'. This will allow officers and staff from across policing to share insights, ideas, learning and practice to reduce crime.</p>	<p>Achieved. The third and fourth editions of the College of Policing Limited's operational and frontline publication, written by and for police officers and staff, are now available on the College website.</p>
<p>We will support the development of officers and staff through our bursary scheme. This year's scheme will build on over 250 bursaries awarded by the College over the last five years.</p>	<p>Achieved. In 2021, we ran the bursary scheme for the sixth successive year. The College awarded 78 bursaries this year (approximately 60% to sergeants or constables and 25% to police staff).</p>

Business plan deliverables	Progress
Sharing knowledge and good practice	
<p>Through our tailored peer support and practitioner networks, we will offer opportunities to share knowledge, promote good practice and embrace change management.</p>	<p>Achieved. Over the past year, we have delivered over 50 virtual peer support events to share knowledge and practice around Op Talla (the national operation to lead the police response to COVID-19) and a wide range of other topics. Knowledge-sharing events on violence against women and girls (VAWG) have supported forces in the delivery of the joint action plan.</p>



Business plan deliverables	Progress
Setting standards	
Conduct a review of the police Code of Ethics.	In development. Following a public consultation between July and September 2021, the finalised scope for the Code of Ethics review has been published. The structure and content of the revised Code is under development.
Continue to test the domestic abuse risk assessment (DARA) tool and decide whether it should be rolled out to more forces during 2021/22.	In development. The DARA tool has been adopted by three forces, with a further two forces in advanced stages of adoption. Our supporting products are being updated in response to feedback from forces testing the new tool. The College is working with the national lead to encourage uptake across other forces.
Deliver the National Personal Safety Curriculum for officers and staff.	In development. A trainer upskilling course has been developed and training for forces started in January 2022. The curriculum for the upskilling course has been piloted and we are using the feedback to further develop the course.

Business plan deliverables	Progress
Setting standards	
<p>Maintain and develop new learning digital investigation and intelligence products, develop links with the external body, and explore our role in supporting the service in relation to digital ethics and data analytics.</p>	<p>Achieved. We have completed Op Modify, which is an interactive training resource released through College Learn. The boxset helps develop understanding of digital opportunities for intelligence and investigation, one episode at a time. A national data ethics workshop was undertaken in January 2022 with the National Crime Agency (NCA) and the College is looking at different ways of capturing research to help support the national landscape for data analytics and data ethics.</p>
<p>Develop products to support policing with imminent changes to the law in relation to services to victims and witnesses and the use of pre-charge bail.</p>	<p>Achieved. Our Victims' Code e-learning package was updated to support forces in complying with the changes. The Authorised Professional Practice (APP) relating to prosecution and case management was also amended to reflect the new legislation.</p>
<p>Continue to respond, as required, to support policing with any changes to the COVID-19 law and to provide guidance and advice that is legally accurate and accessible.</p>	<p>Achieved. All briefing products have been developed and delivered in timely fashion, including Omicron response guidance.</p>

Business plan deliverables	Progress
Setting standards	
<p>Conduct the annual quality assurance (QA) programme to review the quality of armed policing and public order and public safety training delivered by forces.</p>	<p>Achieved. The QA assurance programme of forces' armed policing and public order and public safety training has been completed for the year.</p>
<p>Develop a programme of work to review the quality of Taser training.</p>	<p>In development. Our QA team is now in place. We will shortly be embarking on a series of roadshows to raise awareness among police forces and to explain the QA process.</p>



Business plan deliverables	Progress
Supporting professional development	
<p>Continue to support ongoing QA and forces' implementation of the Policing Education Qualifications Framework (PEQF) entry routes, as we move into the final stages of transitioning to these routes.</p>	<p>Continuous delivery. There are now 42 forces who have gone live with one or more of the new initial learning programmes and we are supporting the final force with transition. The change to Police Regulations to preclude the use of the outgoing Initial Police Learning Development Programme has received ministerial sign-off and will be enacted from 1 April 2023.</p> <p>The College's initial QA processes are supplemented by force and education providers, plus annual monitoring by the College.</p>
<p>We will build on the momentum to continue to support recruitment and progression. We will use our experience of delivering online recruitment and promotion processes to inform the future models for delivery.</p>	<p>Achieved. All 43 Home Office forces are using the College's online assessment process to recruit new officers. We continue to deliver examinations through the College's online platform.</p> <p>Following support from the Chief Constables' Council, we are supporting forces with implementing a tool to standardise sifting that takes place following application form stage and the online assessment process.</p>

Business plan deliverables	Progress
Supporting professional development	
<p>Continue to work in partnership with forces, supporting them in their ongoing use of performance development reviews (PDRs) and CPD initiatives as part of workforce development.</p>	<p>Achieved. We have published national guidance on the PDR process and have established a PDR Community of Practice to identify and share best practice. We have also set up a CPD Steering Group to inform the national approach to CPD.</p>
<p>Continue to provide leadership and management development opportunities for all in policing, with targeted activities to support the progression of under-represented groups.</p>	<p>Achieved. We have delivered the following.</p> <ul style="list-style-type: none"> ■ Aspire Programme: 17 courses. ■ Variety of Aspire masterclass workshops throughout the year. ■ Two virtual career pathways workshops for senior ranking officers and staff. <p>The new Inspire learning programme is being piloted with a growing number of forces. We have also run a Senior Leaders Development Centre to encourage and support Strategic Command Course (SCC) applications from under-represented groups.</p>

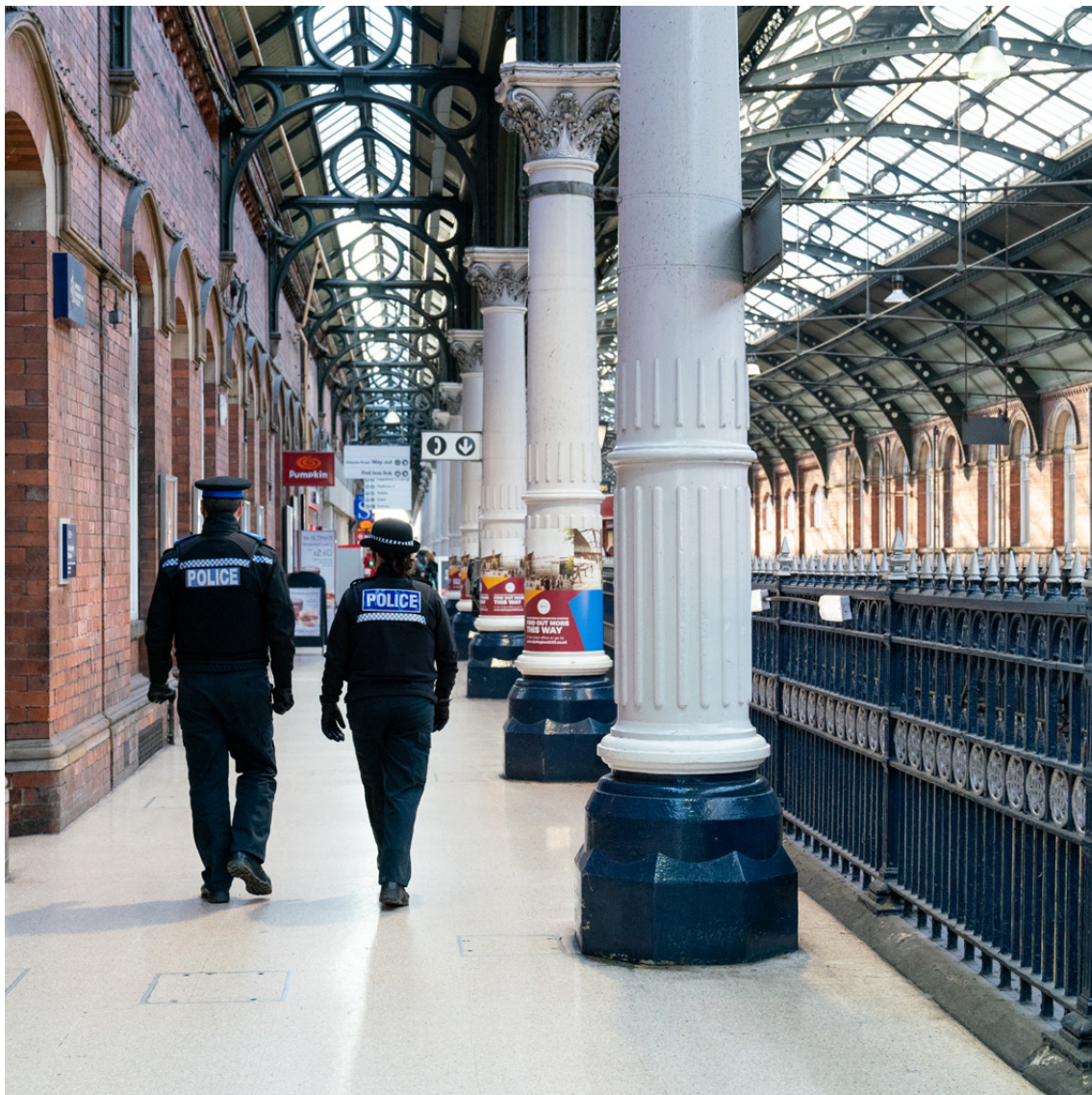
Business plan deliverables	Progress
Supporting professional development	
<p>Enhance the range of products, services and support provided through the Leadership Learning platform and the Senior Leaders Hub, specifically in relation to leadership expectations and standards.</p>	<p>Continuous delivery. We've worked with officers and staff at all levels to create a range of toolkits, as well as pre-recorded and live webinars, to support everyone in policing – from constables (and equivalent staff grades) to chief officers. We have developed a leadership diagnostics tool (what good looks like for five levels of leadership and management) and are providing implementation support to forces in the use of this tool.</p>



Business plan deliverables	Progress
Supporting professional development	
<p>Deliver our leadership programmes, including delivering an updated SCC, with associated materials, resources and events, as well as the following leadership programmes:</p> <ul style="list-style-type: none"> ■ Senior Leadership Development Programme ■ Aspire ■ Fast Track to Inspector ■ Direct Entry Inspector 	<p>Achieved. A rolling package of courses and modules have been delivered to support Aspire and our Senior Leadership Development Programme. The updated SCC ran from September to December 2021, hosting 52 delegates. The selection process for cohort eight of the Fast Track programme is now in progress and the application window for the next cohort opened in October 2022. The Direct Entry programmes were paused to allow the College of Policing Limited to consult with the service about the role that these programmes will play in the longer term. We will be going out to engage with the service on a revised delivery model for Direct Entry programmes, as well as a development of a new Fast Track Inspector to Superintendent Programme, in summer 2022.</p>

Business plan deliverables	Progress
Supporting professional development	
<p>Support the implementation of the Police Covenant, with particular focus on wellbeing and health, and on support for families.</p>	<p>Ongoing. The College is leading on the development of a support model for families. Kings College London is conducting research in support of our current proposals, including the creation of a Police Medical Group to be chaired by a chief medical officer.</p>
<p>Continue to support leadership development via:</p> <ul style="list-style-type: none"> ■ Senior Leaders Hub ■ Leadership Learning platform 	<p>Achieved. The Senior Leaders Hub delivered 43 virtual events, comprising a total of 3,346 delegates. This included 11 Aspire Masterclasses, 4 progression events, and 23 CPD events. A number of leadership toolkits and workshops have been developed for all levels across policing and are available on the Leadership Learning platform. The platform won a Chartered Management Institute award in October 2022 for outstanding innovation and delivery.</p>
<p>We will publish the findings from the service-wide consultation of promotion frameworks and progression routes.</p>	<p>Achieved. The report was released to the service (via the Chief Constables' Council) in December 2021. The recommendations were endorsed by the Chief Constables' Council in March 2022.</p>

Business plan deliverables	Progress
Supporting professional development	
<p>We will deliver specialist technical learning programmes to over 7,000 officers and staff across England and Wales.</p>	<p>Achieved. The College delivered 799 courses attended by 7,154 delegates with continuing high satisfaction rates. Of these, 88 courses were delivered online.</p>



Our performance in depth

Responding to the COVID-19 pandemic

The College continued to play a crucial role in responding to the COVID-19 pandemic, regularly reviewing our response to ensure we were effectively supporting our policing colleagues through the recovery and exit phases. We worked closely with the NPCC, the Home Office and the National Police Coordination Centre, as part of Op Talla, to make sure forces were coordinated and supported in their response to the COVID-19 pandemic.

We provided timely briefing and guidance packages for each change in the law, to support officers and staff in understanding the application of restrictions and powers. Our knowledge-sharing events provided opportunities for forces to share practice and learning in response to COVID-19 challenges. Themes this year included workforce fatigue, return to work, long COVID, daily contact testing and managed quarantine hotels.

Following the initial response to move our national assessment processes online during the early months of the pandemic, we have continued to adapt procedures to a remote way of working. The College's online assessment process for the initial recruitment

process is used by all 43 Home Office forces. Over the past year, another 32,220 candidates were invited to undertake an assessment for a PC role, making a total of 70,835 candidates since the online assessment process was introduced.

National policing examinations were again delivered online: the National Police Promotion Framework (NPPF) Step Two Legal Exams and the National Investigators' Exams (NIE). This enabled forces to continue the promotion and progression of officers to frontline roles.

We have successfully delivered a programme of critical training either virtually or face-to-face, tackling a backlog of courses, in

line with COVID-19 guidelines.

Our focus on the implementation of our recovery and exit strategy includes a commitment to learn from our response to COVID-19. We continue to identify and build on the opportunities presented – for example, by:

- refreshing our ways of working to maximise our digital response
- exploiting the additional agility provided by increased working from home
- reviewing and improving the use of our current estate
- looking to reduce our environmental impacts arising from travel

We continue to provide guidance to policing on a wide range of issues arising from the pandemic, via the National Police Wellbeing Service (NPWS) and the COVID-19 hub. The hub contains advice, resources, guidance and signposting from experts, including post-COVID considerations.

Supporting our staff through the pandemic was a key priority. The

College continues to operate effectively and has robust working practices in place that have supported staff to help them remain productive and keep safe. All site-based operations were fully COVID-secure, in line with government guidance. We have continued to review and adjust our planning dynamically to address issues as they arise.

20,000 additional police officers (Operation Uplift)

Since 2018, the College has been supporting the implementation of the new initial entry routes, which were designed to appeal to the widest audience of prospective candidates. The programmes provide an increased breadth and depth of learning across key areas, to prepare new officers for the complexity of their role.

It is still quite early in the implementation of the new programmes, in that only a small number of forces have reached the key milestone of having officers complete the programme and probation period. However, it is really encouraging that we

are seeing a high proportion of officers achieving top results.

Evidence from new officers gathered in the 2021 Home Office onboarding survey enables a comparison with how officers feel on the new routes compared to those on the outgoing Initial Police Learning and Development Programme (IPLDP) route. The results included that 79% feel well prepared for the role (60% on IPLDP), 82% feel the training provides the skills for the role (66% on IPLDP), and 77% feel the training equips them to understand the needs of different communities (62% on IPLDP).

During the year, it was agreed that the pre-existing IPLDP route would be made available for an extended period to March 2023 alongside the PEQF routes. Following an announcement by the Home Secretary, the College has been asked to consider options to maintain a non-degree entry route.

The College has also been supporting the special constable (SC) to PC transition process, which was developed to recognise the prior learning and experience of SCs seeking to become PCs. This

new transition process recognises that SCs are already assessed in the role against specified values and behaviours mirrored within selection and assessment processes, thereby providing a more streamlined process.

In year three, which is the final year of uplift, the College is proactively planning and preparing to manage an expected surge in demand, to help forces meet uplift targets in this more challenging recruitment market.

The team are also focusing on legacy and sustainability, including efficiency improvements in support of delivery, to ensure that the improvements made in the first two years are maintained.

Online services

Our new digital strategy is enhancing the digital experience for all police officers and staff, by expanding and developing our external digital products, including more content development for our website, learning solutions and online examinations, assessments and recruitment. We have also improved internal effectiveness with the introduction of M365.



Following a review of feedback and learning from the delivery of online exams, a decision has been made to continue delivery of NPPF and NIE exams online. We will continue to work with forces to make improvements to the delivery experience throughout 2022.

The College has continued to adopt a blended learning approach to the delivery of essential training. Our learning programmes blend face-to-face classroom sessions with experiential learning activities and authentic assessment practices, as well as online learning methods

such as virtual learning (with interaction between students and instructors) and e-learning (which is more self-paced).

We have assisted University College London (UCL) with a blended learning study, which suggests that there is an appetite and a continuing need for blended learning. Running courses entirely online, or with a partial online element as part of a blended learning delivery, makes learning more inclusive and accessible, and results in more cost-effective delivery. The benefits include the ability to undertake learning without the need to travel or

stay away from home, increased take-up of our programmes, and the ability to be more flexible with delivery to larger or smaller groups. We have been busy converting some existing face-to-face courses into entirely virtual learning sessions. For other courses, we continue to offer both options while we evaluate the impact of this approach.

Our new online learning platform, College Learn, replaced the Managed Learning Environment (MLE, previously NCALT) in July 2021. We worked closely with officers and staff across policing, including those with accessibility needs, to make sure our online learning is accessible to everyone in policing quickly and easily. College Learn can also be used on a range of browsers and devices, including mobile devices.

The new College website was successfully launched this year and we continue to integrate all our current websites to improve accessibility. As part of our mission to better share, collate and produce the best research to understand what works best in tackling crime, we've made

it easier to quickly access this information on our website. A new website has been developed for Oscar Kilo, the home of the NPWS. The NPWS has continued to grow its offering and is playing a key role in supporting the Police Covenant.

The upgraded CyberDigiTools app is a collaboration between the College, NPCC Cyber and the Police Digital Company, and builds on the earlier CyberTools app. The app enables all officers and staff with Android devices to access up-to-date information from force-approved devices.

Sharing knowledge and good practice

Due to their popularity, our 'What Works in Policing to Reduce Crime' series was updated to coincide with the May 2021 Police and Crime Commissioner (PCC) elections. The series provides brief overviews of the most effective ways that the police can tackle crime, based on the best available research evidence at the time of publishing. This year, we have published specific evidence

briefings on how to tackle crimes relating to serious violence, drugs, homicide and neighbourhood policing, as well as new guidelines to help anyone working in policing to spot and respond to vulnerable people.

In March 2022, we responded to the launch of the VAWG framework by publishing a further two evidence briefings:

- interventions to reduce VAWG in public spaces
- bystander programmes

We have also developed a toolkit that brings together the different offences and resolutions in one place. This enables officers and staff to quickly and easily identify the most appropriate legislation, helping them to build a stronger case against perpetrators and to secure the best possible outcome for victims. It contains:

- a list of misogynistic behaviours and the offences under which they could be prosecuted
- other tactics and protective tools that can be used to prevent further reoffending, such as civil orders

The third and fourth editions of 'Going equipped', written by and for police officers, have been published and are available on our website.

We've produced a guide providing practical and evidence-informed advice on how to reduce local knife crime. [**Knife crime - a problem solving guide**](#) has been produced in collaboration with the NPCC and through consultation with 24 police forces and violence reduction units in England and Wales. By setting out the strengths and limitations of each type of action, how they work and where they work best, the guide provides what is needed to help tailor a response to local problems. The guide has received positive feedback from officers responsible for tackling serious violence, with one saying it 'couldn't be more relevant for my role'.

We are working with frontline officers and staff, analysts, researchers and senior leaders to develop new guidelines to help forces adopt a consistent and sustainable problem-solving approach across policing. These will support forces to overcome the challenges of implementing a

problem-solving approach and will ensure that policing is increasingly focused on proactive preventative activity, as opposed to reacting to crime once it has occurred.

The Vulnerability and Violent Crime Programme, launched in conjunction with the NPCC, is building an evidence base by evaluating interventions aimed at tackling vulnerability and serious violence. We have now published evaluation reports on eight interventions being piloted across England and Wales, with outputs shared through a programme of online seminars in July 2021. The seminars each focused on specific themes related to vulnerability or violent crime, and provided an opportunity to hear about local force practice, to share what worked well (and what didn't) and to discuss implications.

The College continues to deliver its bursary scheme, which supports the professional development of officers and staff, and increases their capability to build and use evidence. In 2021, we received 164 applications and made offers to 78 students, whose studies are now underway. Subjects being studied include police

leadership and management, applied investigations, psychology, criminology and cyber security.

A review of the benefits over the last five years demonstrates that the value of the bursary extends beyond personal impacts. Recipients have provided tangible examples of how they have shared the skills and knowledge developed, and used findings from their research to influence practice, policy and training, both locally and nationally. Critically, the scheme is generating a cohort of officers and staff who are taking a leadership role in knowledge sharing and are fundamental to the delivery of College products such as 'Going equipped'.

Following the launch of Op Modify, we undertook work to understand the impact of the boxset, and to gather feedback from officers and staff on which areas they felt more learning was needed. We have engaged with subject-matter experts from across law enforcement to launch four further modules. Op Modify has been developed to align with the national curriculum, and counts towards personal CPD.

We have recently concluded a diversity, equality and inclusion (DEI) peer support programme. We worked with the NPCC and the PUP to provide expert advice to forces regarding their DEI strategy and processes. A report has been compiled to summarise the key findings.

The College's neurodiversity working group is developing resources for all officers, staff and volunteers to help raise awareness and enhance our understanding of neurodiversity. It collates some of the most frequently used terms regarding neurodiversity. The glossary has been updated to reflect current policies and good practice.

As part of our work with the PUP and the NPCC, we have conducted research into the real life experiences of disability and neurodiversity in forces. The resulting report makes a number of recommendations for senior leaders in policing and forces regarding the implementation of workplace adjustments. A task-and-finish group has been established to deliver on these recommendations over the next two years.

Our knowledge-sharing events continue to go from strength to strength. Instigated to support the NPCC's Op Talla, they have become a vital forum for sharing knowledge and practice on a much broader range of subjects. These virtual events explore a different policing topic each week, both operational and organisational, allowing peers across the service to share real time learning of what is working well, to discuss what the current challenges are and to consider what support is needed moving forward. Themes this year have included Op Talla, preparing for summer demand, DEI, incident resolution centres, GPS tracking for missing people, neurodiversity and VAWG.

We launched our podcast earlier this year. 'Inside policing' is a podcast for everyone with an interest in policing, crime reduction and criminal justice. New episodes are released monthly and bring together voices from across the service, sharing knowledge and insight on critical issues in policing.

Setting standards

We launched a consultation on the scope of the review of the Code of Ethics. This means that the revised Code will be developed collaboratively by a committee made up of police officers, police staff, subject-matter experts and academics. By undertaking this review, we will ensure that the Code of Ethics provides a framework to support ethical decision-making and clear guidance on the standards of professional behaviour within the police service.

We recognise the complexity and ambiguity of situations faced by those in policing on a daily basis. A revised Code of Ethics will seek to support policing by providing a framework that can be used practically to face these challenges. We also want to provide greater transparency to the general public, in terms of how those in policing should be making decisions, as well as the standards of behaviour that they can expect from the police service. The finalised scope for the review includes changes to make the Code more accessible and inclusive. Any changes

to the Code will be based on the best available evidence, including empirical research and practitioner experience.

Our APP on extracting material from digital devices is now available. This will help to ensure there is a comprehensive understanding of the expectations on the police for investigations involving data extraction, which will help forces to take a consistent approach. The APP contains specific information and guidance for all policing roles that could have an involvement, from first responders through to chief officers. It will help to ensure that the way police obtain material from digital devices complies with legislation and balances people's rights to privacy against the absolute right of all individuals to a fair trial.

The new Victims' Code came into force in April 2021. Our APP relating to prosecution and case management has been updated to support forces to comply with the new Code. Our Victims' Code e-learning package was also updated. The undercover policing APP, which sets out a sound framework to support delivery of

safe, ethical and legal undercover policing tactics, was also updated this year.

The College has published new national guidance that will set consistent standards around how forces in England and Wales use live facial recognition technology. The new APP was written after consultation with the public, police, regulatory bodies and campaign groups. Chief officers will need to establish a suite of policy and operational documents, in line with this APP, detailing the framework for operating live facial recognition in their force and the standard operating procedures that will be employed.

In December 2021, the College launched a new framework for policing that will deliver a fundamental shift in the priority of addressing VAWG and will give victims a consistently high standard of service. It sets out the action required from every police force to make all women and girls safer. The framework for England and Wales has been developed alongside the NPCC under the leadership of the new National Police Coordinator for VAWG, Deputy Chief Constable Maggie

Blyth. It has also been informed by experts in policing, government and the VAWG sector.

The framework outlines policing's commitment to preventing VAWG. The three pillars of the framework are:

- build trust and confidence
- relentless perpetrator pursuit
- safer spaces.

Police forces will use the framework to review their existing local strategies for tackling VAWG and develop action plans for implementation in March 2022. A performance framework has since been published setting out expected outcomes and performance measures.

We're working together with the NPCC to deliver the Police Race Action Plan. The plan is initially focused on building trust and confidence between policing and black communities through improvements in internal culture and inclusivity, impact and use of police powers, and community engagement. There are four workstreams, each led by a chief officer from across policing. Our aim is to help

people from black communities feel protected, respected, involved and represented in every interaction with policing. We want to strengthen the relationships we already have and forge new ones, to build confidence in communities where trust in policing is low. We're also reviewing and refreshing our guidance and good practice advice to help everyone in policing engage with the public fairly.

We recently offered a peer support programme to forces, which involved our experts working with the NPCC and PUP to provide advice to forces regarding their DEI strategy and processes. This report summarises the findings, including:

- the impact of a clearly articulated vision for DEI at senior levels
- how training could be adapted to support officers and staff in achieving DEI aims
- communication

The report also contains recommendations for all forces reviewing their DEI approaches.

In June, we published our first Welsh Language Scheme, which set out our commitment to supporting Welsh forces. The scheme sets out how we will deliver some of our services to the public, as well as to officers and staff in Wales. Work is already underway to implement the scheme, with the translation of key documentation and support materials into Welsh.

The College's National Police Leadership Centre has developed clear national standards for police leadership at all levels. Our leadership expectations describe what good leadership looks like, aligned to the Competency and Values Framework (CVF). They take account of the latest key research, policing reports and experiences of practitioners.

Supporting professional development

We've been working with officers, staff and volunteers across policing to make sure leadership development is available for everyone, in all ranks and roles.

Everyone in policing can access the learning when and where they need it, through the Leadership Learning platform or mobile app. The Leadership Learning app has now been downloaded on approximately 20,000 individual mobile devices.

The National Police Leadership Centre provides leadership development opportunities for all in policing, enabling police officers, staff and volunteers to achieve their potential. In particular, the centre supports diverse recruitment, retention and progression through delivery of diversity and inclusion support, tools and programmes for forces and stakeholders.

We have worked with officers and staff at all levels to create a range of toolkits and pre-recorded and live webinars to support everyone in policing.

- Leadership for everyone toolkit – an introduction to essential leadership skills that apply to everyone regardless of rank or grade.
- First line leaders’ toolkit – for those managing teams and individuals for the first time.
- Middle leaders’ toolkit – resources to support newly appointed middle leaders to provide leadership to departments, teams and strategic projects with confidence.
- Coaching and mentoring toolkit – an introduction to the basic principles and models of coaching if you are new to coaching, either as a coach or a coachee.
- Tutor constable toolkit – essential learning and guidance for those in a tutor constable role.
- Tutor constable line manager toolkit – providing additional support to managers who are responsible for the line management of tutor constables.
- Aspire toolkit – developed specifically for leaders who experience additional challenges and adversity in their progression as a leader. The toolkit provides access to resources to help develop resilience and resourcefulness as a leader, helping to fully maximise career-enhancing opportunities.

The College runs a rolling programme of leadership development events.

- Leadership Learning workshops and webinars – live and pre-recorded sessions exploring tools and techniques to help leaders get the best out of themselves, their team and individual team members. Topics include wellbeing, communication, leading through change and effective leadership skills.
- CPD events for senior leaders – exploring issues such as implementing legislation, leading in a political environment, changing culture, improving wellbeing, retention and performance.
- CPD events for chief officers – designed to address the issues that chief officers have told us are important to them. These issues are reviewed and re-prioritised in consultation with chief officers on a regular basis.

Our Fast Track Programme (for serving constables) underpins the work we do to support forces in identifying and developing talented officers. This development programme and

promotion mechanism enables the most talented current constables to attain the rank of inspector in two years.

We run an annual assessment centre for aspiring chief officers (superintendents, chief superintendents and police staff equivalents) who are interested in attending the SCC. Candidates undergo a range of intensive assessments to test key skills, including a management exercise, briefing chief officers, partnership working and dealing with the media. Developmental feedback is offered to all candidates following the assessment centre process.

We are committed to supporting people from under-represented groups throughout their career development and provide specific development opportunities:

- Our Aspire leadership development programme includes tools, skills, knowledge and confidence building to aspiring future leaders at all ranks who are currently under-represented within the service.
- The Senior Leaders Development Centre

comprises a two-day residential for under-represented groups working towards chief officer roles. The course mirrors the environment of an executive-level assessment centre, giving an opportunity to focus on strengths and areas for development.

- For those considering application to the SCC, we provide a career pathway workshop, which provides a session on the structure, content and approach of the SCC. By giving a better understanding of the course and selection processes, this helps potential applicants to make an informed decision about whether the SCC is right for them.

This year we delivered:

- 43 Senior Leaders Hub virtual events, attended by 3,346 delegates. These included 11 Aspire masterclasses, 4 progression events and 23 CPD events for superintendents, chief officers and senior police staff. Of these events, 16 were specifically for groups that are

under-represented in senior policing.

- 16 Senior Leadership Development Programme modules were run, with 219 delegates attending.
- Bespoke executive development – chief constable diagnostic and skills labs hosted with the executive teams in 15 forces.
- Two events hosted specifically for senior police staff focused on career pathways and development opportunities.
- A coaching provision across all programmes, as well as executive coaching requested by forces.
- The Senior Police National Assessment Centre (PNAC) and Senior Police Assessment Process in May 2021.
- An updated SCC, which took place between September and December 2021.

The College is currently reviewing police officer promotion processes and initiatives supporting progression, to ensure that promotion and progression

routes within the service best meet modern requirements for policing. As part of the review, we undertook a service-wide consultation. The nine recommendations for change were endorsed by Chief Constables' Council in March 2022.

The College continues to explore opportunities to develop its international offering and recently attended the Dubai World Police Summit 2022. This was a useful event for the College to raise awareness of the work we do to a wide-ranging international audience.

The NPWS is now in its third year, and continues to provide innovative support and guidance for police forces across England and Wales to improve and build organisational wellbeing. Activities undertaken over the past year include the following.

- Oscar Kilo Awards 2021 – the awards have been created to recognise the amazing work that has been done, and continues to be done, to provide wellbeing support across UK policing. Each year,

we ask forces to tell us about any work or projects that they feel have made a difference to the wellbeing of their officers and staff.

- Annual wellbeing survey – more than 36,000 police officers, staff, and volunteers across UK policing have given their views on how the service can best support them by filling in the national police wellbeing survey.
- Op Hampshire – we have continued to promote strategies, processes and guidance to help policing respond more effectively to assaults on police officers and staff.
- COVID-19 rehabilitation programme – Oscar Kilo has teamed up with Nuffield Health to bring their online COVID-19 rehabilitation programme to policing. The programme is designed to support people who are finding it difficult to recover from the long-term effects of COVID-19.
- Mental health at work commitment – NPWS is supporting forces with

national sign up to the Mental Health at Work Commitment.

- Better Sleep toolkit – we have teamed up with a sleep scientist, Dr Sophie Bostock, to launch a new toolkit aimed at supporting police officers, staff and volunteers with fatigue and sleep problems.
- Suicide Prevention Consensus – this has been agreed by the NPCC, the College, the Association of Police and Crime Commissioners (APCC), the Home Office, Unison, the Police Federation and

the Police Superintendents' Association. It acknowledges the progress that has been made to reduce mental health stigma. We have been working with the UK Health Security Agency to learn from the ambulance service's approach to suicide prevention, in order to develop this consensus statement and guidance for policing. The NPWS has also funded and made available a 'postvention' toolkit, working closely with Samaritans.



Transforming Our College

Over the course of the 2021/22 year, we have continued to transform our operating model to help the College respond to demand and position it to deliver on the ambition of the **fundamental review**. In April, we brought our external work into four portfolios, organised under clear strategic objectives, supported by our role as the What Works Centre for Crime Reduction. Organising our work in this way will help us prioritise effectively and ensure that our funding and resources are aligned to strategic aims.

Our portfolios are:

- diversity and inclusion
- leadership and workforce development
- public safety and risk
- College improvement

The programme is now closing, with responsibility for benefits realisation activity moving into BAU, led by our new corporate development function.



Diversity, equality and inclusion

We continue our commitment to challenge ourselves and policing to think beyond the usual, to be radical and to take action. We are working in line with the NPCC Diversity, Equality and Inclusion Strategy 2018-2025 to drive the direction of our work alongside the rest of policing.

We have worked on three interconnected areas:

- the joint College and NPCC Police Race Action Plan
- external DEI support and guidance for forces, including work with the PUP
- the internal DEI programme

Police Race Action Plan

Since the commitment made by police chiefs to act upon issues of race and inclusion, there has been thoughtful and considered activity undertaken towards the development of a plan for policing. The Police Race Action Plan sets out the changes that policing intends to deliver, working in collaboration with black communities and

partners, to improve outcomes and experiences for black people working in or interacting with policing. It was developed jointly between the NPCC and the College, and has the commitment of all 43 chief constables in England and Wales. It has been supported and scrutinised by partners and the staff associations, and urged on by PCCs. The action plan is in addition to ongoing efforts to ensure that policing is inclusive and fair to all. Independent scrutiny is crucial too if this is to deliver significant changes. The introduction of an Independent Scrutiny and Oversight Board (ISOB), chaired by barrister Abimbola Johnson, will provide the robust check and challenge we need to succeed. A working plan was published on 24 May 2022 and is likely to be updated as we receive feedback from stakeholders, the public and the ISOB.

We will report progress against the plan in public, inviting frank feedback and partnership with black communities to make sure that it is fit for purpose.

Support and guidance

Guidance

We have developed and reviewed the national data standard for recording workforce information. This standard will provide forces with a consistent and inclusive way to ask about protected characteristics. It provides greater comparability and will allow forces to make much better-informed inferences in relation to their workforce, to highlight areas of risk and to identify potential disparity. The standard will be used as a basis for wider, operational data recording standards during 2022/23.

We have redeveloped the equality impact assessment toolkit, guidance and workshops. Workshops have been delivered to national firearms leads, to trainers and directly to forces, providing them with the tools and knowledge to understand and mitigate the equality impact of policies and projects.

We continue to develop guidance and advice in relation to religion and belief, including the delivery of Ramadan guidance for forces.

We are currently working with the Jewish Police Association, National Sikh Police Association and others, continuing to collaborate to develop this important advice, which will provide frontline officers with the knowledge to work better with these faith groups.

Working with the PUP, we produced and delivered the guidance on sharing personal. This was developed to support forces in encouraging officers and staff to share personal information, and was linked to the Safe to Say and Make Your Mark (Uplift) resources. This will help forces improve completion rates of this information and will enable them, and us, to have greater confidence in the data and accuracy of identification of any disparities.

National DEI working groups

We established the National Neurodiversity Working Group to develop an informative and a concise resource that will better equip police forces to provide a consistent, effective and professional service for neurodivergent members of the public and better support for our neurodivergent employees,

particularly in relation to progression and retention. The glossary of terms was also updated. Developed in conjunction with the working group, the glossary is intended to help conversations and develop understanding in a complex area that is relatively new to policing.

The National Workplace Adjustments Working Group was established and set up to:

- examine existing reasonable adjustment provision within the UK police service
- identify and share promising practice in providing reasonable adjustments for police officers and staff
- help develop a single, consistent recording method and policy across the service
- produce national guidance on reasonable adjustments that can be adopted by the College and all 43 police forces

Implementation support

A new round of implementation support is underway, to assist forces in relation to promotion and progression of officers and

staff from groups currently under-represented in policing. Support includes the following.

- Knowledge-sharing events to build peer-to-peer support, enable networking and tackle challenging issues, such as representation in specialist posts.
- Desk-based reviews of the force strategies, policies and materials.
- Interviews and focus groups in force to identify key risks, issues and effective practice.
- Hosting debriefs with the chief officer sponsor and single point of contact to highlight the strengths and risks.
- Working with forces to develop a framework that improves the way in which the experiences of communities, frontline officers and staff are incorporated into policy and process development.

We are also working with several forces to look at DEI governance, which will be used as a pilot to inform how forces can work more closely with staff support associations and their members to develop more inclusive polices.

Inclusion

We have supported the policing Senior Black, Asian and Minority Ethnic Leaders' Forum, where senior leaders in policing attend CPD sessions. We are being encouraged to develop regional networks to support more junior officers and staff. We have provided two online development days for the Black, Asian and Minority Ethnic Women in Policing network for over 200 women at each session. Most recently, we trained 20 LGBT+ mentors from the National Police LGBT+ network, with the aim of them mentoring new recruits and those seeking promotion in force.

Internal DEI programme

The Internal DEI programme was set up in July 2020 in direct response to the Black Lives Matter movement following the death of George Floyd. The aim of the programme was to further embed inclusion and diversity within the College and its ways of working, and to secure the confidence of our workforce. Phase 1 of the programme consisted of initial delivery, quick wins and understanding the

problems. Phase 2 (internal DEI implementation plan) was initiated to deliver medium- and longer-term solutions, to deliver the business change to embed new ways of working, and to secure transition into a BAU position.

The College internal DEI strategy has five aims, which form the main structure of the internal DEI implementation plan. These strategic aims cover:

- representation
- development and progression
- living our values, to enable staff to be their true selves at work
- inclusive processes, policies and procedures, and diverse representation on key decision-making bodies
- diversity and inclusion being central to the development of our new products and services, and reviewed in existing products and services

Digital, data and technology

As recommended in our digital strategy, we have implemented a new operating model for our digital services under the unit title DDaT, in line with the government's DDaT profession framework.

Five new sub-functions will deliver improved services to policing and support colleagues within the College:

- digital design and production
- digital solutions and innovation
- digital and information security
- service delivery and operations
- digital delivery and planning

Digital capability

As well as the new DDaT operating model, we have delivered the following in 2021/22.

- An implementation roadmap for our digital strategy, outlining transformation projects linked to the strategic objectives.

- A new data strategy that recognises the importance of new data-driven services
- Implemented M365, allowing us to connect with those in policing like never before, including facilitated training online and live events.
- Over 160 new digital learning products delivered via an improved national learning platform, College Learn.
- Widened our market reach on College Learn to 17 non-Home Office forces and agencies, as well as continued wide usage across the 43 Home Office forces.
- Delivered over four million digital learning completions via College Learn.
- Designed a digital twin concept for individual forces, displaying useful engagement data with the College and its services.
- Continued improvements on the College website.
- Laid out our business plan for 2022/23, including 60 new priority projects.

Programme and project management

The College has established arrangements to manage the delivery of our priority programmes and projects. The College Programme Management Framework sets out the key standards by which all priority programmes and projects should be managed, in line with good practice, including the Government Functional Standard for Project Delivery.

The College Executive monitors progress against priority initiatives monthly. Programme and project assurance activity is reported to the College ARC at agreed intervals.

Through the implementation of the Transforming our College Programme, we are strengthening our approach to programme and project delivery. Outcome-focused delivery portfolios have been established to better align delivery with priorities. Delivery capability across the College (delivery leadership and skills) has been further increased through the establishment of a Portfolio, Programme and Project

Management (PPPM) professional community, which is underpinned by the government's Project Delivery Capability Framework. A Digital Professional Community has also been established, which is aligned with the DDaT skills framework.

The PPPM Professional Community supports delivery of priority initiatives by providing professional project and programme knowledge, skills, tools, setting and developing standards through its programme management office, and by undertaking assurance activity. A key plank of the PPPM Professional Community strategy is to build project delivery knowledge and skills across the organisation. The approach to benefits management is maturing, with benefits maps established for several key programmes and projects, and a draft benefits management framework developed.

The newly established Corporate Development Function and the redesigned Tasking, Coordination and Delivery Group now provide improved levels of governance over programme and project commissioning and delivery. To



embed the changes and realise the benefits of the Transforming our College Programme, several ongoing actions are being implemented to enhance overall delivery capability. The new steady-state corporate governance structures currently being implemented will provide better levels of alignment, scrutiny and control over programme and project delivery.

Our estate

The College estate, as of 31 March 2022, consisted of:

- two freehold sites (Ryton, near Coventry, and Harperley Hall, County Durham)
- one leasehold site (Central House, Harrogate)
- one site held under licence (Spring Gardens, Tinworth Street, London)

In the last year, we have approved the investment of £2.85m capital in our freehold estate.

The largest project completed was the conversion of the Ryton swimming pool and dojo buildings to form an assessment and training facility. We undertook fire door improvement works in residential accommodation at Harperley Hall and Ryton and upgraded several heating boilers at each freehold site.

We have provided 16 electric vehicle charging points at Ryton and four at Harperley Hall as part of a programme supporting the Greening Government Commitment.

We have upgraded the CCTV system at Ryton and provided new furniture to form better collaborative spaces to support hybrid working at Harrogate and Ryton, and we have upgraded the gym and replaced all of the gym equipment at Harperley Hall.

We are extending the lease with the National CBRN Centre at Ryton for a further three years, which is investing in the replacement of two temporary

training buildings they have provided under licence.

We are currently working on a new five-year estate strategy for the College that will align with the **fundamental review**, the four-year corporate strategy and the two-year business plan. It will align with the changing environment post-pandemic, the College wider market strategy and our new digital strategy. We will work with our partners and stakeholders in a more collaborative approach to our operations.

The estate strategy will have a number of interventions to consider, which will focus on the key strategic drivers of the College and will make the estate more versatile for our changing needs, provide better utilisation of our estate, improve the customer experience and focus on delivering best value and giving due consideration to our environment.

People management

Our people strategy and underpinning implementation plan was launched in summer 2021. We aspire to make working for the College the best experience for

our people, where they are valued and flourish in an environment where they feel empowered, passionate and positive, with opportunities that enable them to be the best they can be. Our people strategy illustrates how we will attract, develop and retain high-calibre people with excellent skills. We will work in a positive and inclusive environment and embrace change, supported by inspirational leadership at all levels. The people strategy links the management and development of our people to our corporate strategy. It will form the baseline of the people and organisational development work plan over the next three years, and will inform improvements in leadership, organisational design and development, and culture that we need so we can face the future.

We launched our corporate values in November 2020. These were shaped by staff views and contributions. Our values reflect the type of organisation that our people want to be part of, which is inclusive, collaborative, open and innovative. Our values clarify our expectations for how we behave towards each other and everyone we connect with. The values are

the building blocks for the way we all work together and offer guiding principles when we make decisions. Supporting the values, we will be rolling out success profiles over the coming year, which will lay out the behavioural expectations of all our people, regardless of their role.

We are in the early stages of implementing our workforce planning strategy. This strategy focuses on the needs of the business aligned to the capacity, capability and headcount of our people, now and projected into the future. This will ensure we have the right number of people, with the right skills, in the right place and at the right time, meeting our workforce needs against our available budget. Having gathered our baseline data, we are now designing a suitable tool to help us identify the workforce gaps against our future needs, which will help us create an action plan to address any shortages, gaps or skills mismatches, and monitor and evaluate the skills gap analysis.

Our performance management process is aligned to the College's annual appraisal round. The focus is on being your best

self, building strong relationships between individuals and their managers, and encouraging high-quality dialogue between them to achieve this. Our people are encouraged to take ownership of their appraisal and fully engage with the process. Line managers are expected to provide appropriate guidance, support, clarity and direction.

A hybrid-working trial began in October 2021, with 57% of our office-based staff taking part. The trial offers us enhanced flexibility about where our work is carried out. We will continue to review the trial throughout 2022.

We have engaged with colleagues at all levels of the organisation, including our growing number of staff networks to develop a DEI strategy, to set out our vision for creating an inclusive culture where all can thrive. Our action plan details how we will achieve this vision over the next three years.

A new workforce diversity reporting tool has enabled us to identify our greatest areas of under-representation. These are disability, age and ethnicity. We are using this evidence base

to support our DEI initiatives, as well as the allocation of resources for development, training and positive action activities.

All our hiring managers and the new Heads of Professional Communities have been provided with training to develop their awareness and use of positive action. This supports the delivery of our attraction and recruitment strategic aims.

In response to our employee engagement survey, our reward and recognition practices have been reviewed and updated. Our people told us that we needed to be better at recognising and celebrating our achievements. By way of example, we actively encourage colleagues to nominate each other for recognition, running quarterly panels across the College. Our people can appreciate colleagues every day (ACE) by awarding a virtual ACE. These are linked to our College values, celebrating examples when people have shown they are living these values in their everyday working life. Since launching, over 800 ACEs have been awarded.

Information assurance and security

Information assurance governance arrangements were reviewed by the Director of Enabling Services in his capacity as Senior Information Risk Owner (SIRO) in the latter half of 2021. The Knowledge Information and Data Assurance (KIDA) Committee has been formed to replace the Information Governance Group. The KIDA is chaired by the Data Protection Manager on behalf of the SIRO. It meets bi-annually to review our information and legal compliance, and to strategically assess information incidents, threats and risk. The KIDA reports annually to the ARC for scrutiny of our information assurance arrangements.

The Practitioners Information Governance Group continues to meet quarterly to solve problems, set proportionate standards and reduce bureaucracy through collaboration, by bringing together subject-matter experts for information management, data protection, digital security, physical security and intellectual property.

A Data Working Group has been established, with executive support, for strategically progressing the maturity with which we understand, use, visualise and exploit our data for organisational gain and for policing.

The adoption of the DDaT Profession Capability Framework combines security, DDaT business continuity and information management into one team, as well as introducing an additional operational security role, which will bolster our ability to respond to the increasing number of alerts and intelligence feeds provided by the National Management Centre (NMC) and Home Office Cyber Security (HOCS) teams.

The move of the National Police Information Risk Management Team (NPIRMT) into Police Digital Services (PDS) will lead to changes to the annual risk reporting process, as will the recent interest of HOCS in arm's-length bodies. The impact of these changes is not yet known.

The increase in data protection resources has enabled us to provide proactive support to

colleagues and work more collaboratively with other areas of the business. This has included data protection expertise sitting on several high-priority projects and working groups to ensure proportionate compliance and mitigation of risks. Our responses to the public exercise of rights under the Data Protection Act 2018 and the UK General Data Protection Regulation (UK GDPR) are 100% compliant.

The GIAA cyber security audit is complete and a moderate assurance rating was awarded. It is likely that PDS will also look to implement an audit regime for forces and the College.

We have developed the information management programme to include published guidance on standards and best practice. We have also made significant progress in identification and ownership of active information. We review and make decisions around legacy information.

The security team will continue to work with projects and with internal and external customers. We will look to exploit the benefits of M365, in terms of automation and process simplification, as well as addressing the risks associated with any new technology.



Going concern

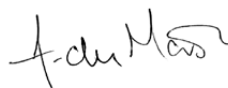
The financial statements are prepared on the basis of going concern. The directors have a reasonable expectation that the College will continue operations for the foreseeable future.

This opinion is based on the legislative and policy commitments made by the Home Secretary as the sole member of the company in the Anti-social Behaviour, Crime and Policing Act 2014, as well as the government's current police and crime policies.

In addition, the College's activities are primarily financed by the Home Office. The College has received a budgetary delegation from the Home Office for 2022/23 that is sufficient to meet its liabilities in that year. The

College is in discussions with the Home Office regarding funding requirements for future years. There is no reason to believe that adequate levels of grant-in-aid will not be forthcoming from the Home Office.

Having considered the circumstances described above, and from discussion with the Home Office, the College of Policing's directors consider it appropriate to adopt a going concern basis for the preparation of the financial statements.



Andy Marsh

**Chief Executive and
Accounting Officer
30 November 2022**

Managing the impact of our activities

The College's Environmental Management Plan supports our aim to deliver the Greening Government Commitment targets by 2025. The plan details the actions we will take, with clear, accountable ownership, to reduce carbon emissions arising from our estate, business travel, water use, waste (including ICT waste), and our supply chain, using re-baselined information against 2017/18, in line with the new Greening Government Commitments.

The plan is owned and managed by the Business, Safety and Environment team, on behalf of the College Health, Safety and Environment Committee, which provides an escalation route for any risks and issues identified. Regular reports on progress are provided to the College Board. The team is supported by two sub-groups, consisting of subject-matter experts who work collaboratively to develop the actions needed to meet all the targets. To harness the support of our staff, we have launched a network of champions to help communicate and inform the wider business about the steps they can take to help, and to encourage them to share ideas that can help support our plans.

During the last year, we have increased the delivery of our business as the COVID-19

restrictions have been revised and reduced. October 2021 saw us return to near normal on-site delivery. As this has coincided with a move into the autumn and winter period, this has resulted in an increase in the use of all utilities when measured against the preceding year.

However, our consumption of gas, electricity and liquefied petroleum gas (LPG) continues to reduce, as we roll out energy reduction plans, which we will continue to review and refresh. Consumption of energy is currently 14% lower than that in our baseline year (2017/18), and 3% lower than our target consumption for the year.

Fuel costs continue to rise, and our costs for gas, electricity and LPG are now 10% higher than those of the baseline year.



An increased use of virtual ways of working and meeting during the past two years has seen the number of miles travelled on business reduce by 70% against the baseline year. We will continue to focus efforts on maintaining this trend, focusing on the benefits for both the environment and wellbeing.

Waste figures are 6% higher than the baseline year. However, this has arisen due to changes in the way waste is managed and reported. Operating two large residential training sites means that we will be focusing on a reduction in our food waste.

Our water consumption has increased and is currently 6.5% in excess of that of the baseline year, and 10% above our target for this year. The high level of water use has arisen from the low use of the site and the need to flush systems for health and safety reasons. We will be focusing on plans to reduce water consumption in the coming year.

The College's energy usage for the year to March 2022 is outlined in the summary table below.

Area	Year to March 2022	Year to March 2021
Greenhouse gas emissions (tCO ₂ e) per £1m income	81.2	57.0
Income in £'000 per tonne greenhouse gas emissions	12.3	17.5
Greenhouse gas emissions: scopes 1, 2 and 3 business travel, including air and rail (tCO ₂ e)	1,630*	1,385
Energy consumption: gas and electricity (kWh)	6,235,704	5,653,346
Energy expenditure: gas and electricity (£)	515,050	476,425
LPG consumption (litres)	114,252	87,897
LPG expenditure (£)	66,309	50,143
Estate waste amount (tonnes)	106.03*	131.06
Estate water consumption (m ³)	23,570	17,540
Estate water expenditure (£)	33,664	25,739

Notes

* The CO₂ figure of 1,630 to March 2022 is estimated. The waste figure of 106.03 is also estimated.

** The CO₂ figure to March 2021 is an actual figure. The figure of 1,862 tCO₂ contained in the Annual Report and Accounts 2021 was an estimate.

Section 2: Strategic report

Our plans for the future

Corporate strategy	68
Business plan	68
Building trust and a fair culture	70
Transforming police leadership	71
Supporting career long professional development	71
Supporting career long professional development - wellbeing	72
Boosting core skills	72
Strengthening innovation and implementing what works	73
Enabling Services	73

Our plans for the future

We work together with everyone in policing to reduce crime and keep people safe, based on our three principal functions:

- sharing knowledge and good practice
- setting standards
- supporting professional development

We have an important role to play in supporting coordination across policing partners, including police chiefs, PCCs, the NPCC, the IOPC and HMICFRS.

Corporate strategy

Our corporate strategy 2022-26 has been informed and shaped by the findings of our [**fundamental review**](#). It sets out five strategic ambitions to support policing to secure the confidence of our communities, as well as the officers, staff and volunteers who serve them:

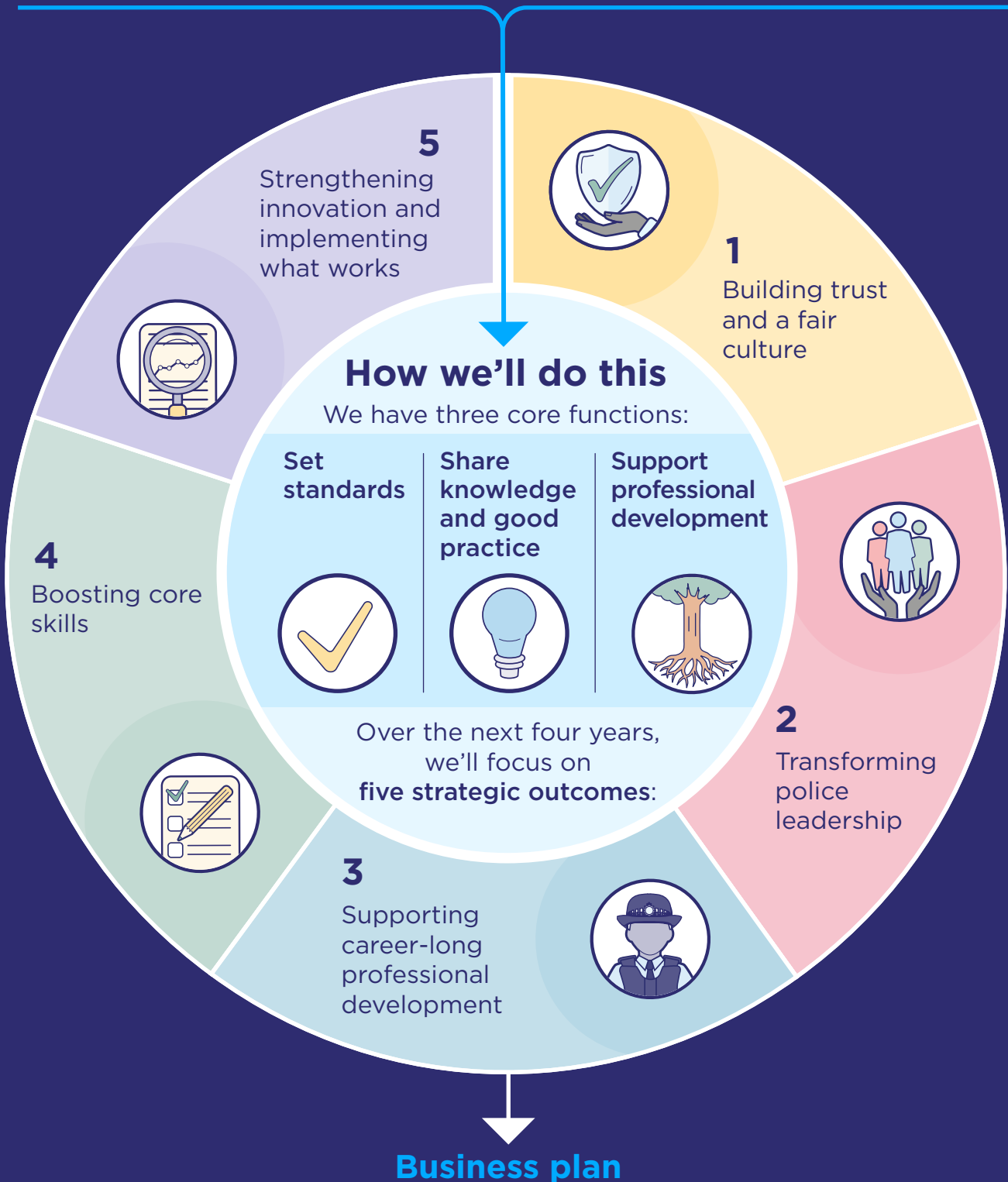
- building trust and a fair culture
- transforming police leadership
- supporting career-long professional development
- boosting core skills
- strengthening innovation and implementing what works

Our purpose

To support everyone in policing to reduce crime and keep people safe

Our mission

To boost professionalism, drive consistency and improve leadership



Business plan

Our two-year business plan complements our corporate strategy, laying out in more detail why the strategic ambitions are important, the key deliverables we will focus our resources on over the next two years, and how we will measure success. A summary of these plans is given below.



Building trust and a fair culture

Our ambition is for policing to be a trusted profession with a representative workforce that demonstrates the highest levels of integrity, fairness and respect towards others, by the following.

Attracting and recruiting a more representative workforce

- Reform police recruitment processes to reduce racial disparities at entry level.
- Continue to actively monitor recruitment and retention for racial disparities.
- Improve representation in specialist roles.
- Support forces to continue progress made through the 20k uplift.

Investing in support to tackle racial disparities

- Set clear evidence-based standards.
- Provide guidance and advice to forces.
- Develop training and education for officers and staff.
- Improve scrutiny of disparity, both internally within forces and externally in police interactions with the public.
- Research and development.

Setting clear behavioural and ethical expectations

- Set clear evidence-based standards.
- Provide training and guidance:.
- Manage national registers on behalf of the service.
- Research and development.



Transforming police leadership

Our ambition is that everyone working in policing demonstrates and experiences effective leadership at every level, through the following.

- Setting clear evidence-based leadership standards.
- Designing and delivering world-class leadership development programmes for all levels in policing.
- Reforming and delivering selection and assessment standards to include clear evidence of effective leadership skills.
- Providing direct development support to those from under-represented groups.
- Providing fast-track opportunities to ensure that talented individuals reach their potential.



Supporting career-long professional development

Our ambition is that everyone in policing will realise their potential with access to the best in professional development support, through the following.

- Improving access and usability of our CPD products.
- Delivering over 700 training events with places for close to 7,000 officers and staff in 2022/2023, including developing technical skills in:
 - multi-agency gold incident command (MAGIC)
 - strategic firearms command
 - gold public order and public safety
 - surveillance
 - managing human intelligence sources
 - digital and information technology
 - investigation (including of serious and organised crime)
 - search



Supporting career-long professional development – wellbeing

Our ambition is that everyone in policing will realise their potential with access to the best in wellbeing support, through the following.

- Conducting research to better understand and raise the profile of officer and staff wellbeing issues.
- Providing direct wellbeing support and advice to forces.
- Improving the national infrastructure in place to support officer and staff wellbeing.



Boosting core skills

Our ambition is that everyone in policing is equipped with the skills necessary to cut crime and keep the public safe in a complex operating environment, through the following.

Improving investigative capability

- Set clear evidence-based standards.
- Continue to set learning standard for investigators.

Improving digital capability

- Set evidence-based standards.
- Provide professional infrastructure.
- Develop and deliver national learning.

Identifying and responding to vulnerability

- Set evidence-based standards.
- Revise national development programmes.
- Provide guidance and advice to forces.
- Actively support the police super complaints system.

Improving communication skills

- Pilot and evaluate revised officer safety training curriculum.



Strengthening innovation and implementing what works

Our ambition is that everyone in policing will build and use evidence of what works.

We will support everyone in policing to build and use evidence of what works by:

- identifying and sharing what works
- identifying and sharing innovation
- building capability



Enabling Services

Our Enabling Services directorate is a vital section of our organisation that underpins all that we do. The service is made up of multi-disciplinary teams that work with colleagues across the College to provide high-quality support services, including the following.

People and Organisational Development

- Providing comprehensive HR services and organisation development support.

Financial and Business Development

- Providing effective financial management and promoting wider market engagement.

Digital Data and Technology (DDaT)

- Leading on digital-driven improvements and innovation, both to our external-facing digital products and our internal ways of working.

Business Services

- Managing our estates and reducing our environmental impact.
- Providing professional business administrative services, supporting the delivery of our products and services.

- Providing a range of legal and litigation support to comply with legal, regulatory and mandatory responsibilities.
- Delivering a range of customer services, technological support and event management to internal and external customers.

Full details of the key deliverables that our enabling services teams will achieve are contained in our business plan.

Section 3: Accountability

Corporate governance

Directors' report	76
Our leadership	76
Directors' statement, section 172 of the Companies Act 2006	84
Statement of directors' and accounting officer's responsibilities	89
Governance statement	91

Remuneration and staff

Remuneration and staff report	110
Senior management remuneration and pension entitlement	111
Civil Service pensions	116

Parliamentary accountability and audit

The Certificate and Report of the Comptroller and Auditor General to the Members of College of Policing Limited and the Houses of Parliament	126
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Corporate governance

Directors' report

Our leadership

The Board is guardian of the public interest. All directors voice their professional judgement on matters of strategy, performance, resources and the conduct of College staff. The Board sets the College's strategic direction and oversees the management of performance and risk, financial management, planning and overall governance. It is supported by an ARC, a Nominations and Remuneration Committee (NRC), and a Professional Committee.

Led by Lord Herbert of South Downs, the independent chair, the Board comprises:

- the chief executive of the College
- a chief police officer
- a police superintendent
- a member of the police federated ranks
- a member of police staff
- a PCC
- four independent members

Non-executive members of the College Board, as at 31 March 2022

Name		Initial appointment	End date of tenure or current appointment, as at 31 March 2022	Total length of service
Lord Herbert of South Downs	Non-Executive Chair	01/01/2021	31/12/2024	1 years, 3 months
Neil Basu	Non-Executive Director	01/09/2021	31/08/2024	0 years, 7 months
David Bamber	Non-Executive Director	30/05/2017	29/05/2023	4 years, 10 months
Lyn Carpenter	Non-Executive Director	01/02/2022	31/01/2025	0 years, 2 months
Jaspal Dhillon	Non-Executive Director	01/02/2022	31/01/2025	0 years, 2 months
Paul Griffiths	Non-Executive Director	29/01/2020	29/01/2023	2 years, 2 months
Suzanne McCarthy	Non-Executive Director	01/02/2022	31/01/2025	0 years, 2 months
Stephen Mold	Non-Executive Director	22/11/2017	21/11/2023	4 years, 4 months
Alexis Poole	Non-Executive Director	01/03/2021	28/02/2024	1 years, 1 month
Rosemary Scully	Non-Executive Director	01/02/2022	31/01/2025	0 years, 2 months

Executive members of the College Board as at 31 March 2022

Name		Initial appointment	End date of tenure or current appointment as at 31 March 2022	Total length of service
Andy Marsh	Chief Executive Officer	20/09/2021	19/09/2026	0 years, 6 months

Former executive member of the Board who served during the year to 31 March 2022

Bernie O'Reilly	Interim Chief Executive Officer	Service ended 19/09/2021	19/04/2021	0 years, 11 months
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Former non-executive members of the Board who served during the year to 31 March 2022

Clare Minchington	Non-Executive Director		Service ended 31/12/2021
Jackie Smith	Non-Executive Director		Service ended 31/12/2021
Ian Wylie	Non-Executive Chair		Service ended 22/12/2021

Former advisor to the Board on DEI who served during the year to 31 March 2022

Professor Robina Shah			Service ended 31/01/2022
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Declarations of interest

Board members declare any conflicts of interest at the start of every Board and committee meeting. The meeting minutes include the details of any interest, or state if none were declared. The Board is permitted to authorise a conflict of interest in line with company law, according to its terms of reference. The Board's authorisation is only valid if the relevant director does not count in the quorum or vote on a resolution relating to their interest.

Procedures are in place to ensure that directors comply with their duties in relation to conflicts of interest. Board directors are obliged to provide details of any direct or indirect interests that conflict with, or may conflict with, the College's interests. These are recorded on a register of interests, published on the College's website and updated regularly. Members' interests, as at 31 March 2022, are given below.

Lord Herbert of South Downs

Chair, College of Policing Limited

Chair, Nick Herbert Consulting Ltd

Chairman, Countryside Alliance

Chairman, The Project for Modern Democracy

Advisor, Get Licensed Limited

Ambassador, DePaul International

Chairman, Commission for Smart Government

Chairman, Global Equality Caucus

Chairman, Global TB Caucus

Chairman, GovernUp

David Bamber

Non-Executive Director, College of Policing Board

National Representative, Police Federation of England and Wales

Police Sergeant, Cheshire Constabulary

Neil Basu*

Non-Executive Director, College of Policing Board

Assistant Commissioner, Metropolitan Police Service

Director, Strategic Command Course, College of Policing Limited (September to December 2021)

Trustee, Commissioners Benevolent Fund

Advisory Board, GRIT

Advisory Board Member, CREST Research

President, Metropolitan Police Service Hindu Association

President, MPAA Lawn Tennis Association

Patron, TinyG

Lyn Carpenter

Non-Executive Director, College of Policing Board

*Prior to being appointed as a non-Executive Director of the College Neil Basu was seconded to the college in a senior training role.

Non-Executive Director with Responsibility for Whistleblowing, College of Policing Limited Board

Chief Executive, Thurrock Borough Council

Non-Executive Director, Lampton Group

Non-Executive Director, World Netball Board

Jaspal Dhillon

Non-Executive Director, College of Policing Board

Non-Executive Director, West London NHS Trust

EMEA Lead, Credit Suisse

Paul Griffiths

Non-Executive Director, College of Policing Limited

National Officer, Police Superintendents' Association

Chief Superintendent, Gwent Police

Council Chair, St John Ambulance Cymru

Chair, National Police Memorial Day Charity

Board Member, Academy of Medical Royal Colleges

Chair, Police History Society

Chair Joint Panel, Joint Audit Panel for Mayor's Office for Policing and Crime (MOPAC) and Metropolitan Police Service (MPS)

Suzanne McCarthy

Non-Executive Director, College of Policing Board

Board Member, Chair of Standards Committee, Fundraising Regulator

Chair, Audit and Risk Committee, College of Policing Limited

Independent Member of the Audit Committee, Office for Students

Assistant Boundary Commissioner, Boundary Commission

Independent Appointed Person, Greater London Authority

Board Member, Independent Funeral Standards Organisation (IFSO)

Commissioner, Marshall Aid Commemoration Commission (Marshall)

Chair, Right to Succeed

Andy Marsh

Chair, Fire Standards Board

Chief Executive Officer, College of Policing

Chair, Lepra

Board Member and Chair of Audit Committee, Gangmasters and Labour Abuse Authority

Non-Executive Director, South West Ambulance Service

Stephen Mold

Deputy Chair and Chair of Audit Committee, Valuation Tribunal Service

Non-Executive Director, College of Policing Board

Board Member, Medics Academy

Police, Fire and Crime Commissioner, Northamptonshire

Director and Chair, Police Digital Service

Board Member, Richmond College of Further Education

Member, Association of Police and Crime Commissioners

Declarations of interest, as at 31 December 2021, for directors who served during the year

Alexis Poole

Non-Executive Director, College of Policing Board

Clare Minchington

Assistant Chief Officer – People, Devon and Cornwall Police

Non-Executive Director, College of Policing Limited Board

Rosemary Scully

Non-Executive Director, College of Policing Limited Board

Chair, College of Policing Limited Audit and Risk Committee

Chair, Nominations and Remuneration Committee, College of Policing Limited

Non-Executive Director, Government Internal Audit Agency

Senior Independent Director, College of Policing Limited

Chair, Government Internal Audit Agency Audit and Risk Committee

Chair, Reliance High Tech

Chair of Academic Council and Non-Executive Director, BPP University

Director, Tantalum Consulting

Chair, BPP University Audit Committee

Non-Executive Director, Police Crime Prevention Initiatives

Lay Council Member and Trustee, General Optical Council

Advisory Board Member, Anmut Consulting

Chair of Audit and Risk and Finance Committee, General Optical Council

Jackie Smith

Non-Executive Director, College of Policing Board

Chair, Camden and Islington NHS Trust

Chair of Barnet, Enfield and Haringey NHS Trust

Board Member of the North Central London Health and Care Partnership

Board Member of the Integrated Care System for North Central London.

Ian Wylie

Non-Executive Director, College of Policing Board

Chair, Nominations and Remuneration Committee

Member, College of Policing Limited Nominations and Remuneration Committee

International Adviser, Royal College of Obstetricians and Gynaecologists

Parish Councillor, Shipton-on-Cherwell Parish Council

Trustee, Oxford Bach Choir

Directors' statement, section 172 of the Companies Act 2006

Under section 172 of the Companies Act 2006, the directors are required to explain how they have had regard to the 'enlightened shareholder value' requirements in performing their duties. Section 172 deals with the directors' duty to promote the success of the company for the benefit of shareholders as a whole.

At the College, the single shareholder is the Home Secretary. As the College's Board of directors, both collectively and individually, we have fulfilled our duties, as detailed in section 172 of the Companies Act 2006, to a high standard throughout this reporting period.

The likely consequences of any decision in the long term

The approval of our four-year corporate strategy will drive the College's direction, developing its essential role in the policing landscape and helping to deliver the ambition set out in the government's recent Beating Crime Plan. Our purpose in supporting policing to reduce crime and keep people safe will not change. However, we will need to evolve our culture, structure and how we work if we are to successfully deliver our strategic ambitions and become the dynamic, relevant and connected College we need to be. Through the NPCC and College's

Police Race Action Plan, we will work to create an anti-racist culture, mind-set, values and behaviours within policing, which will inform all operational policing practice, improving the experience and outcomes for black people. We will develop recruitment pathways into the service that will attract, recruit and retain a workforce that is more representative and inclusive of all backgrounds. We will also set clear behavioural and ethical expectations to ensure that officers and staff operate with the integrity and transparency that the public rightly expect.

In 2020, the government committed to recruiting an additional 20,000 police officers and the national PUP was established to achieve this. The PUP has three key delivery partners – the Home Office, the NPCC and the College – and presents a real opportunity to improve diversity. Over the next few years, there will be almost 50,000 new recruits entering policing. This uplift will also increase the proportion of relatively inexperienced and young-in-service police officers. This will add further responsibility to frontline supervisors, as well as tutors and other policing functions that support and deploy our policing resource.

As part of the joint plan for policing leadership with the NPCC, the APCC and the Home Office, we will establish the National Centre for Police Leadership, to function as a centre of excellence for the development of leadership skills in policing, providing world-class learning, professional development opportunities and bite-sized learning products. We will promote a learning culture

where reflective practice is encouraged. To support those seeking lateral development, promotion and progression, we will develop an end-to-end framework, ensuring fair and inclusive opportunities at all levels within the police service.

The interests of the company's employees

The directors recognise that our employees are fundamental to the success of delivering our strategic ambitions. Our success depends on attracting, retaining and motivating talented employees. Our people strategy and underpinning implementation plan was launched in summer 2021, and we are in the early stages of implementing our workforce planning strategy.

Under the Transforming our College programme, and to help support our external delivery, we have launched eight professional communities of practice. These bring together our people around critical skills to strengthen their capacity to work and learn. These communities are:

- finance and commercial

- communications
- DDaT
- research and knowledge sharing
- occupational psychology
- portfolio, programme and project management
- professional development
- engagement and implementation
- cancer support network
- careers network
- Christian network
- diverse ethnic action network (DEAN)
- enabling network
- generation empowerment
- LGBT+ network
- menopause support network
- Muslim network
- parenting network
- secondees network
- Sikh network
- women's Network

Each community is responsible for training and professional development, standards and knowledge management, improvement and innovation.

The health and wellbeing of our staff is of enormous importance to the Board. Our team of mental health first aiders have a deeper understanding of issues that affect people's mental health. They have been trained to spot the signs and symptoms of mental health issues and to signpost individuals towards appropriate support.

To further support our staff, we have an Employee Forum and a number of staff networks:

The need to foster business relationships with suppliers, customers and others

During the year, we have continued to develop closer and strategic relationships with our stakeholders and suppliers to engage in open regular dialogue, in order to:

- work smarter
- improve our ability to use our contracts and agreements more effectively

- help us deliver outcomes for the business more efficiently

This has included developing informal consultation processes with police staff associations, implementing a broader markets strategy to market our skills to non-Home Office forces, offering subject-matter expertise to other policing partners and launching our improved online learning platform, [College Learn](#). We continue to liaise closely with related bodies under the Home Office and wider government to deliver our strategy.

The impact of the company's operations on the community and the environment

The College has implemented an Environmental Management Plan to support its delivery of the Greening Government Commitment targets by 2025. The plan details the actions we will take, with clear, accountable ownership, to reduce carbon emissions arising from our estate, business travel, water use, waste (including ICT waste), and our supply chain. We have now re-baselined our information

against 2017/18 in line with the new Greening Government Commitments. Further details of the College's impact on the community and the environment may be found on pages 64-66.

The desirability of the company maintaining a reputation for high standards of business conduct

Our governance and decision-making arrangements ensure that we manage our business responsibly and effectively and to high standards of business conduct (see the governance statement on page 91). This includes operating within the requirements of the protocol with the Home Office and relevant legislation and regulations, as well as understanding our responsibilities to manage public money and manage risks effectively. As the professional body for policing, the College aims to act as an exemplar to policing.

We have an established committee structure to which we delegate detailed scrutiny of key areas of our responsibilities. We have ensured that our Board has the right range and depth of

knowledge, skills and experience to run the business effectively. 36% of our Board members are women, and almost 20% of our Board come from ethnic minority communities. We understand the benefits of diversity and are continually seeking to improve it across our Board and executive membership. In addition to Board members, we have an additional two female co-optees on Boards and committees.

To support the quality of decision-making, a revised governance structure has been developed and will be implemented in quarter 3 of the 2022/23 financial year. This requires a full review of the College's Board and committee terms of reference, in addition to those of executive committees. We have also developed a non-executive directors handbook

giving clear guidance on the standards expected from Board members.

The need to act fairly between members of the company

We have focused on promoting the success of the College and benefitting all our stakeholders. As a publicly owned company limited by guarantee, our activities and engagement concentrated on delivering our strategy and the needs of our member (the Secretary of State for the Home Department), our colleagues in policing, our people, the general public and our suppliers.

Statement of directors' and accounting officer's responsibilities

Company law requires the directors to prepare financial statements for each financial year. Directors are required to follow the principles of the Companies Act 2006 and International Financial Reporting Standards (IFRS), with additional voluntary disclosures under HM Treasury's financial reporting manual (FReM), where this would improve understanding. Under company law, the directors must not approve the financial statements unless they are satisfied that they are prepared on an accrual basis. The statements must give a true and fair view of the company's state of affairs and of the College's surplus or deficit, application of resources, changes in equity and cash flows for that period.

In preparing financial statements, the accounting officer is required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards, as set under IFRS, have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial

statements on the going concern basis, unless it is inappropriate to presume that the College will continue in operation

The directors are responsible for keeping proper accounting records that disclose at any time, and with reasonable accuracy, the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the IFRS. They are also responsible for safeguarding the company's assets and for taking reasonable steps to prevent and detect fraud and other irregularities.

The accounting officer for the Home Office has designated the chief executive as accounting officer for the College. The College's accounting officer is personally responsible for:

- safeguarding the public funds for which they have charge
- ensuring propriety and regularity in the handling of those public funds
- the day-to-day operations and management of the College
- taking responsibility for the judgements used in the accounts
- the accounting officer is

responsible for confirming that the Annual Report and Accounts as a whole give a fair, balanced and understandable view of the College's activities for the year ended 31 March 2022 and its financial position as at 31 March 2022

So far as the directors are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the College's auditors are unaware. Each director has also taken the necessary steps to make themselves aware of any relevant audit information and to establish that the College's auditors are aware of that information.



Governance statement

As Accounting Officer for the College, I, Andy Marsh, take responsibility for this governance statement, which aims to provide an insight into the effective running of the College and to offer a clear understanding of our governance arrangements.

Scope of responsibility

It is my responsibility to ensure that there is a sound system of governance, risk management and internal control in place, and that the College's business is conducted in accordance with the Managing Public Money framework to ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. To demonstrate this, our governance statement covers our:

- corporate governance
- risk management
- control activities

Corporate governance

The College's governance structure and processes have been developed to comply with good practice, including:

- HM Treasury's 'Corporate governance in central

government departments:
Code of good practice April 2017'

- the Companies Act 2006
- HM Treasury's 'Managing Public Money framework 2013'
- the 'IFAC/CIPFA International Framework - Good Governance in the Public Sector 2014'
- Government Functional Standards
- the Code of Ethics for Policing in England and Wales

The Head of Corporate Governance works with the Board and Executive to develop good corporate governance across the College. The College, with the Home Office, has signed and published a protocol that sets out the two parties' respective roles and responsibilities. This document was comprehensively reviewed in 2019 and it is

anticipated that a review will take place in 2022/23.

The College Chair, Chief Executive and directors have regular meetings with Home Office ministers and officials, Treasury officials and policing bodies. Other College and ministerial staff also meet regularly.

The College of Policing Limited has access to legal advice from the government's legal department and independent lawyers.

The following paragraphs report on the main elements of corporate governance.

The College of Policing Limited Board

Meetings of the Board of Directors and its committees have taken place both face to face and remotely, dependent on coronavirus restrictions in place at the time of the meeting.

The composition of the Board has changed substantially since our last Annual Report. A campaign to appoint four independent non-executive directors, in accordance with the Governance Code on

Public Appointments, took place during the year and attracted a significant number of highly qualified applicants. Details of the newly appointed directors are given on page 77.

The Board held five out of six planned meetings during the year. The January meeting was cancelled, as the Board was inquorate following the resignations of former board members and awaiting approval from the Home Office to appoint new members. The Board's standing items included:

- updates from the Chair and the CEO
- reports from the Professional Committee, the ARC, the NRC, and the SMT
- reports on progress against the business plan, the management of strategic risks, budgetary and financial matters

In addition, the Board held two additional meetings to consider:

- the 2021/22 business plan
- the draft corporate strategy and draft 2022/23 business plan

Directors' attendance at Board meetings in 2021/22

Name	Date started	Date ended	Number of meetings attended	Number of meetings that could have been attended
Lord Herbert of South Downs			7	7
Neil Basu			3	4
David Bamber			5	7
Lyn Carpenter	01/02/2022		2	2
Jaspal Dhillon	01/02/2022		1	2
Paul Griffiths			6	7
Suzanne McCarthy	01/02/2022		1	2
Andy Marsh	20/09/2021		4	4
Clare Minchington		31/12/2021	4	5
Stephen Mold			4	7
Bernie O'Reilly	01/01/2021	19/09/2021	3	3
Alexis Poole			7	7
Rosemary Scully	01/02/2022		2	2
Jackie Smith		31/12/2021	3	5
Ian Wylie		31/12/2021	5	5

Board member details, meeting minutes and terms of reference of its committees are published on the College website.

Other published transparency data includes:

- the details of gifts and hospitality given, received or declined by directors
- travel costs
- other expenses they receive
- their business interests

Audit and Risk Committee

The ARC supports the Board in discharging its responsibility for the following.

- Establishing formal and transparent policies and procedures to ensure the independence and the effectiveness of internal and external audit functions, and to satisfy itself on the integrity of the Annual Report and Accounts.
- Presenting a fair, balanced and understandable assessment of the company's position and prospects within the Annual Report and Accounts.
- Establishing procedures to manage risk, overseeing the internal control framework, and determining the nature

and extent of the principal risks that the College is willing to take in order to achieve its long-term strategic objectives.

Committee membership and attendance

Core membership of the Committee was maintained at four, comprising three non-executive directors, including the Chair, and an independent co-opted member. This represented a majority of independent members, as is good practice.

Clare Minchington and Jackie Smith came to the end of their terms on the College Board, and consequently ARC, on 31 December 2021. Two new independent non-executive directors replaced them on the ARC from 1 February 2022: Suzanne McCarthy as Chair and Jaspal Dhillon as a member.

Four scheduled meetings were held during the year. All were held remotely due to COVID-19. This way of working was found effective and convenient by attendees and is likely to continue for the majority of meetings.

Name	Role	Number of meetings attended	Number of meetings that could have been attended
Clare Minchington	Chair to 31/12/2021	3	3
Suzanne McCarthy	Chair from 01/02/2022	1	1
David Bamber	Member	2	4
Jaspal Dhillon	Member	1	1
Maggie McGhee	Independent Co-Opted Member	4	4
Jackie Smith	Member	1	3

No decisions were taken under the Committee's Decisions Under Urgency Procedures in this reporting year.

All meetings were attended by representatives from the GIAA and the National Audit Office (NAO).

The ARC met, as it does annually in accordance with best practice, with both internal audit and external audit without management present in September 2021.

Business under consideration

Standing items of business include:

- updates from the ARC Chair and the CEO
- review of the strategic risk register and discussion on risk management and mitigation
- internal and external audit reports and related action
- relevant policy updates

Other items of business included the following.

- Consideration of a recommendation to the Board to approve the Annual Report and Accounts and the Letter of Representation.
- Consideration for the approval of:
 - a risk management design approach and principles developed by the newly created Corporate Development function
 - the counter fraud 2021/22 improvement plan proposal, as well as counter fraud risk assessments
- The first risk deep dive involving the risk owner, focusing on strategic risk 7, finance.
- Consideration of annual reports on external complaints, reports of concerns, information law compliance and asset management, health and safety, and the declarations of interests register.
- updates on the Transforming our College programme.

Nominations and Remuneration Committee

The NRC supports the Board by discharging its responsibilities for the composition and effectiveness of the Board and its committees, the remuneration of the College Chair, Chief Executive Officer, other executive directors and the principles and policy relating to the remuneration of all College staff.

Committee membership and attendance

Membership of the NRC, up to 31 December 2021, comprised Ian Wylie (Chair), Paul Griffiths (Non-Executive Director) and Lord Herbert of South Downs (Chair of the Board). Ian Wylie came to the end of his term on the College Board, and consequently NRC, on 31 December 2021. Rosemary Scully, a new independent non-executive director, replaced him on the NRC from 1 February 2022. The NRC has maintained a majority of independent members, as is good practice.

Four meetings were scheduled for the year. The meeting scheduled for November was cancelled, as no business required approval. The

scheduled meeting for February 2022 was postponed until 16 March 2022 to facilitate the attendance of the new Chair of the Committee.

Name	Role	Number of meetings attended	Number of meetings that could have been attended
Ian Wyle	Chair and Member	2	2
Rosemary Scully	Chair and Member	1	1
Paul Griffiths	Member	3	3
Lord Herbert of South Downs	Member	3	3

Business under consideration

Two chair's actions (under its decisions under urgency procedure) were taken to recommend to the Board:

- the appointment of a Board member in a seat reserved for a chief officer
- the appointment of four independent non-executive directors

One written resolution was approved: the 2021/22 pay remit for staff.

The NRC was actively involved in the recruitment of a director in a seat reserved for a chief officer and for four independent non-executive directors

The NRC progressed a number of initiatives in relation to an independent ethics committee, which will be developed further in 2022/23.

Other items of business included the following.

- Recommendations to the Board:
 - approval of the people strategy, the DEI strategy, the workforce planning strategy and the College values
 - the process by which the Board and its committees would evaluate their effectiveness for the year 2020/21
 - the recruitment of a digital advisor to the Board
- Regular reports from the People and Organisational Development team.
- Hive employee engagement survey outcomes and action plan.
- The College's hybrid working trial.
- The establishment of an advisory committee to the College focusing on the experience of black people, as part of the joint College and NPCC Police Race Action Plan, and the potential to expand such a committee to

groups with other protected characteristics.

- An effectiveness evaluation of the NRC's work.
- The Acting and Substantive CEO's remuneration.
- Central Services Allowance.
- Non-executive directors' time commitments.

Professional Committee

The Professional Committee supports the Board in discharging its responsibility for preparing police regulations, determinations, codes of practice and guidance under:

- Part 11 of the Anti-Social Behaviour, Crime and Policing Act 2014, sections 123, 124, 125, 126
- Section 50 of the Police Act 1996 (as amended)
- section 97 of the Criminal Justice and Police Act 2001

Committee membership

The breadth of membership of Professional Committee, which gives representation to all areas of policing, mitigates

diversity and inclusion issues. The Committee has limited delegated authority from the Board to make evidence-based decisions on the police service's capability needs, and recommends the development of national standards and practice to the Board.

The Professional Committee successfully absorbed the functions of the former College Regulatory Consultative Group (CRCG). Additional measures to continue to support the broad consultation process were also implemented to ensure that policing partners had sufficient time to input on informal consultation.

Andy Marsh was appointed the Chair of Professional Committee. Five meetings were held during for the year.

One chair's action (under its decisions under urgency procedure) was taken to recommend to the Board the revised guidance on outcomes in police misconduct proceedings.

Business under consideration

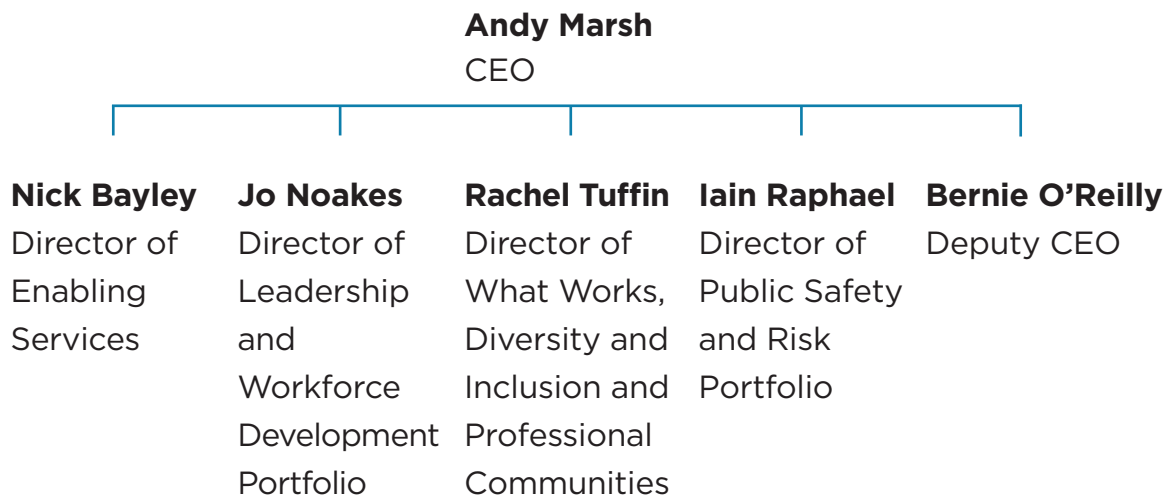
The Committee has been actively involved in identifying priorities across policing where national standards are required, including supporting professional development and workforce transformation. It has also provided scrutiny and advice to ensure that the national standards and related products that support the professional development of police officers and staff is based on the best possible evidence and draws on good practice across all sectors.

- The recommendations below were made to the Board.
 - Approval of the publication of the Information and Records Management Code of Practice and the associated archiving APP to supersede the existing Management of Police Information (MOPI) Code.
 - Approval of the APP on digital extraction.
 - Approval of the guidelines on recognising and responding to vulnerability-

- related risks.
- Approval of the publication of the APP on live facial recognition.
- Approval of the proposed amendment to the determination under Regulation 10 (Annex BA).
- Approval for decommissioning the assessment and recognition of competence process.
- Approval of the new detectives and specials assessment process.
- The Committee agreed that a review and revision of the College of Policing Limited's police constable transfer guidance should be undertaken.
- The Committee accepted the evidence base and agreed to promote DARA as the preferred risk assessment tool to be used for domestic abuse.
- The Committee noted the effective supervision guidelines and supported their presentation to the Board.
- The Committee noted an update on VAWG and publication of the new toolkit.
- The Committee noted the review of the Police Promotion and Progressions Framework.

Executive and Senior Management Committees

The Executive and SMT committees are chaired by the CEO. As at 31 March 2022, the membership of the Executive Committee is as follows.



The executive governance structure supports the achievement of the College's ambitions by ensuring effective decision-making. This is informed by consultation, engagement and constructive challenge. Executive directors meet monthly with senior leaders within the College to consider strategic and policy decisions at a SMT meeting, which includes all directors, Tier 2 managers, a College network representative and the Head of Corporate Governance.

Business under consideration

Items of business included:

- strategy, business planning, and financial management
- performance and risk management, audit and assurance
- operational management
- corporate governance, including a revised governance framework for executive committees for implementation in 2022/23

- leadership, people and organisational development
- DEI
- fraud, whistleblowing and internal controls
- health, safety and wellbeing
- updates on the Transforming our College programme

Strategic leadership in the management of investments, investment decisions and the setup of major programmes is provided by the Capital Investment Group, led by the Director of Enabling Services.

Risk management

An independent review of the College's risk management arrangements was undertaken based on the following objectives.

- To identify which aspects of the College's approach to risk management accords with recognised good practice.
- To identify priority areas for improvement (strategic, corporate, operational and cultural), in support of increasing overall risk management.

The independent review recommended that the College consider the following actions.

- **Risk governance and culture** – seek to improve first-line accountability of the risk function.
- **Senior leadership (Executive) accountability and risk function** – to clarify all roles and responsibilities regarding the risk function. In particular, the risk function should include focus on more significant topics, such as review of the business plan, oversight of the Transforming our College programme and other key College developments.
- **Risk appetite** – a meaningful risk appetite statement should underpin the entire risk management framework.
- **Risk management policy** – to provide support through an updated risk management policy and guidance – and training, where required – to ensure that operational risks are fit for purpose and support the delivery of key objectives.

- **Risk methodology and reporting** – to include, where appropriate, a set of risk metrics and/or qualitative commentary and the formal opinion of the risk function’s Executive lead as to whether risk appetite requirements are being met and the adequacy (or not) of actions being taken by accountable SMT members.

To progress these recommendations, we have developed design principles that provide details of what the risk management framework, across external delivery, needs to achieve. Various workshops were delivered during 2021/22 to consult and seek feedback on these design principles, which have now been agreed. A high-level framework for risk management is being developed and will include roles and responsibilities for risk management, as well as the detailed reporting arrangements for risks related to our strategic objectives delivered through the professional communities.

New reporting arrangements will begin from April 2022 and the iterative design of risk management arrangements will continue throughout 2022/23.

During 2021, we have continued to identify and manage our risks, following HM Government’s ‘The Orange Book Management of Risk – Principles and Concepts’.

- Our strategic risk register includes full details of the mitigating actions, along with the residual risk scores, enabling our Executive and the ARC to satisfy themselves that the controls and mitigating actions are appropriate.
- Our corporate risk register has been embedded and provides details of the risks to our annual objectives, as well as medium-term and short-term risks across the organisation.
- Dedicated bi-annual discussion with the Executive team has been undertaken involving an in-depth review and revision of our strategic risks.

Control activities

Our Board Assurance Framework outlines our assurance arrangements based on the three lines model issued by HM Treasury.

First line	Second line	Third line
The way that risks are managed and controlled day to day. Assurance coming directly from those responsible for delivering specific objectives. It may lack independence but its value comes from those who know the business well.	The way that the organisation oversees the control framework. Providing assurance that is separate from those responsible for delivery, but not independent of the management chains.	Objective and independent assurance, such as internal audit. Providing reasonable (not absolute) assurance of the overall effectiveness of governance, risk management and internal controls.
Examples include management controls, and internal control measures.	Examples include financial control and risk management.	Examples include the GIAA.

Our annual assurance programme addresses the recommendations and actions identified by the GIAA’s audit on second line assurance and supports the arrangements set out in our Board Assurance Framework. Updates on assurance outcomes are reported to the ARC.

Auditors

The Government Resources and Accounts Act 2000 (Audit of Public Bodies) Order 2017 (legislation.gov.uk) added the College of Policing Limited to the schedule to the GRAA Order (Audit of Non-profit making Companies) 2009 creating a statutory

requirement for the Comptroller and Auditor General to be the external auditor to the College.

The estimated total amount of the external audit fee for the period to 31 March 2022 was £67,000 (31 March 2021, £65,800). The NAO was not paid for any work of a non-audit nature during the period.

The College used internal audit services provided by the GIAA for the period to 31 March 2022, funded directly by the Home Office.

Information assurance

The College has implemented M365 in line with the National Enabling Programme's designs, which has delivered significant improvements in information sharing, security and collaboration. This has enabled greater exploitation of our information as a key business asset. External collaboration with policing and partner organisations will also shortly be improved through external guest access. The implementation involved an external assessment of the College's security controls

and is governed by the Digital Programme Board.

The Digital Programme Board oversees delivery of the College's data and digital strategies. These set out our strategic vision to maximise the use of data and technology to improve our internal processes and to deliver innovative, data-focused solutions to policing.

Our information law compliance is high in response to increasing volumes of public requests. We have a positive working relationship with the Information Commissioner's Office and, for the fifth concurrent year, we have not received any decision notices. We exceeded the 90% target response rate and responded to 99.4% of Freedom of Information Act 2000 requests within the legal timeframes during this reporting period.

Pandemic responses have necessitated significant work to protect the personal data of potential recruits and police officers undertaking promotion assessments online. Our responses to the public exercise of rights under the Data

Protection Act 2000 and GDPR are 100% compliant.

Evidence that the College infrastructure is sufficiently secure is sent to Government Digital Services on an annual basis to maintain access to the Public Services Network (PSN). Connection to the PSN requires compliance with information assurance requirements designed to provide a security baseline. Due to the impact of COVID-19 and the rollout of M365, the completion of the annual return has been delayed until a network upgrade is completed. GDS are aware and the outstanding actions will be completed as soon as possible following the network upgrade IT health check.

The College is currently moving from the PSN to the Law Enforcement Community Network (LECN), as the PSN is set to cease service in 2023. It is unclear how this will affect the reporting and annual PSN approval process.

Evidence is also sent to the NPIRMT on an annual basis to provide assurance and confidence that the College's security is managed appropriately. Controls are prescribed that need to be met to continue to connect to the national policing community of trust. This process will change now that NPIRMT has moved into PDS. However, no details have been released.



Audit against compliance with the requirements for handling and storing cryptographic items is carried out by the National Cyber Security Centre. Findings from the external audit report are acted upon as necessary.

The Information Lifecycle Management team continues to develop and publish guidance on standards and work with the College's network of information asset coordinators and owners to promote best practice. We have also made considerable progress in identification and ownership of active information, and in the cleansing of legacy information.

In response to the substantial national threat level and continuing terrorist incidents, we continue to ensure that awareness training is made available to all staff. We also ensure that staff – and others representing the College who are travelling to high-risk and medium-risk countries – are appropriately briefed and have access to relevant information. We assess all overseas delegates visiting College sites.

The section security officers collate, act on and report all

physical and information security breaches to the relevant bodies.

Compliance with public sector prompt payment policy

The College's policy is to pay valid invoices within 30 days of receipt. In the case of small and medium-sized enterprises. This 30-day payment period has been a legal duty of the public sector since the publication of Lord Young's 'Report on Small Firms 2010 to 2015' in February 2015.

During the year to March 2022, the following levels of payment to supplier were achieved:

- 29% of invoices paid within five days, an increase of 3% from 2020/21
- 82% of invoices paid within 30 days, an increase of 4% from 2020/21

At 31 March 2022, the College had trade creditors of £379,000, which amounted to 4.4 days, as measured against all payments to suppliers during the year.

Political and charitable donations

The College made no political or charitable donations and incurred no political expenditure during the period.

Disclosure of information to auditors

The directors who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the College's auditors are unaware. Each director took all the steps that they ought to have taken as a director to make themselves aware of relevant audit information and to establish that the College's auditors are aware of that information.

Compliance with cost allocation and charging requirements

The College has developed a new pricing strategy, which took effect from 1 April 2021, to ensure that the College is compliant with the requirements as set out in HM Treasury's Managing

Public Money framework. The framework requires full cost recovery to be achieved, with scope for agreed subsidy where there is clear alignment with the organisation's strategic alignment and public interest.

The College has received HM Treasury approval for its subsidy of training products in the financial year 2021/22, prior to the new prices taking effect.

Financial risk management

The Board is continually reviewing the exposure to credit, liquidity and cash flow risk. For the period ended 31 March 2022, the College's risk-management controls operated well and the College was not exposed to any significant risk in these areas.

Other material issues

There have been no material events that have affected, or are expected to affect, the College since the end of this report period. The details of future developments in the College's business are set out in the strategic report (see pages 68-74).

The College conducts social research to inform the standards that it develops across policing practice and does not invest in technical research and development.

Overall statement of assurance

I have reviewed the content of this report with executive and board colleagues.

Taking these findings into account, together with the interim accounting officer's affirmation for the period from 1 January 2021 to 19 September 2021, and consideration of the achievement of objectives in this

period, I can provide moderate assurance regarding the internal control system. I am confident that the work carried out in this period has enabled the College to improve its structure, processes, governance and control arrangements to further our purpose of supporting everyone in policing to reduce crime and keep people safe.

Signed:



Andy Marsh
Chief Executive and
Accounting Officer

Date 30 November 2022

Remuneration and staff

Remuneration and staff report

Service contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The recruitment principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Unless otherwise stated below, the officials covered by this report hold appointments that are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation, as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commission can be found at civilservicecommission.org.uk

The chief executive and five other substantive directors are at College staff grades that are the equivalent of Senior Civil Service (SCS) grades. Due to differences in job evaluation methodologies, the precise equivalent grades cannot be determined. Their pay was set in line with recommendations made by the Review Body on Senior Salaries. The Review Body on Senior Salaries provides independent advice to the prime minister and cabinet

ministers on the remuneration of the SCS, taking account of evidence that it receives about wider economic considerations and the affordability of its recommendations. Further information about the work of the Review Body can be found at: [Senior Salaries Review Body - GOV.UK](https://www.ssr.gov.uk)

All other employees had their remuneration determined by processes consistent with HM Treasury guidance.

Senior management remuneration and pension entitlement

Independent members of the Board are remunerated as agreed by the Board in March 2016 and approved by the Home Office. The daily rate is £250 for members and its committees,

and £300 for chairs of Board committees. Board members are permitted to claim reasonable expenses, including travel and subsistence, when attending Board meetings.

Salaries and emoluments of the chair of the College Board (audited)

Name	Salary and allowances Year to 31 March 2022	Bonus payments Year to 31 March 2022	Benefits in kind Year to 31 March 2022	Pension benefits Year to 31 March 2022	Total Year to 31 March 2022	Total Year to 31 March 2021
	£000	£000	£000	£000	£000	£000
Lord Herbert of South Downs*	50-55 (105-110 FTE)	-	-	-	50-55 (105-110 FTE)	10-15 (105-110 FTE)

*Lord Herbert of South Downs works for the College part time so his actual pay is shown together with the Full Time Equivalent, additionally, for 2020-21 he only occupied the position for part of the year so his actual pay for that part year

is shown together with the full time, full year equivalent.

The Chair's remuneration is determined solely by the Home Office. Lord Herbert of South Downs took up the role of Chair on 1 January 2021.

Salaries and emoluments of the SMT (audited)

	Salary and allowances Year to 31 March 2022 (full year equivalent)	Bonus payments Year to 31 March 2022	Benefits in kind Year to 31 March 2022	Pension benefits Year to 31 March 2022	Total Year to 31 March 2022 (full year equivalent)	Total Year to 31 March 2021
Name	£000	£000	£000	£000	£000	£000
Nicholas Bayley	110-115	-	-	43	150-155	150-155
Andy Marsh*	90-95 (170-175 FTE)	-	-	-	90-95 (170-175 FTE)	-
Jo Noakes	110-115	-	-	40-45	155-160	155-160
Bernard O'Reilly**	170-175	-	-	-	170-175	160-165
Iain Raphael ***	130-135	-	-	-	130-135	120-125
Rachel Tuffin	115-120	-	-	-34	80-85	115-120
Mike Cunningham ****	-	-	-	-	-	205- 210
Kate Husslebee ****	-	-	-	-	-	135-140

*Andy Marsh joined the College on 20 September 2021 and is seconded from the Metropolitan Police Service. His pension arrangements are managed by the

Metropolitan police service and are disclosed in the report and accounts for that body.

**Bernard O'Reilly is seconded from the Sussex Police Authority from 5 November 2018 until 19 June 2023. His pension arrangements are managed by Sussex Police and are disclosed in the report and accounts for that body. He was acting Chief Executive of the College from 1 January 2021 until 19 September 2021 and received additional remuneration in 2021-22 for carrying out that role. All of the additional remuneration is included in the figures above for the year to 31 March 2022, as it was paid in that year, including the amount relating to the previous financial year. His Full Year Equivalent pay in his current role is in the band £145-150K.

***Iain Raphael joined the College on 28 September 2020 and is seconded from the Metropolitan Police Service. His pension arrangements are managed by the Metropolitan Police Service and are disclosed in the report and accounts for that body.

****Mike Cunningham and Kate Husslebee received no remuneration during the year ended 31 March 2022 as they did not serve during that year.

Salary and allowances

Salary includes:

- gross salary
- overtime
- reserved rights to London weighting or London allowances
- recruitment and retention allowances
- private office allowances
- any other allowances, to the extent that they were subject to UK taxation

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the College and treated by HM Revenue and Customs as a taxable emolument.

Bonuses

Bonuses are declared, if agreed, in the period to which they relate. No bonuses were paid in 2021-22.

Pension entitlements of the SMT (audited)

Nam	Real increase in pension	Real increase in lump sum	Total accrued pension at pension age as at 31 March 2022	Total lump sum at pension age as at 31 March 2022	CETV at 1 April 2021	CETV at 31 March 2022	Real increase in CETV	Pension scheme (Civil Service or as shown)
	£000	£000	£000	£000	£000	£000	£000	
Nicholas Bayley	2.5-5	-	0-5	-	27	56	21	Alpha
Andy Marsh*	-	-	-	-	-	-	-	-
Jo Noakes	2.5-5	-	15-20	-	196	231	21	Alpha
Bernard O'Reilly**	-	-	-	-	-	-	-	n/a
Rachel Tuffin***	0-2.5	-	60-65	-	979	987	-45	Alpha
Iain Raphael****	-	-	-	-	-	-	-	n/a

* Andy Marsh joined the College on 20 September 2021 and is seconded from the Metropolitan Police Service. Mr Marsh has not participated in any pension scheme since joining the College.

**Bernard O'Reilly's pension arrangements are managed by Sussex Police and are disclosed in the report and accounts for that body.

***The final salary of a person in employment is calculated by reference to their pay and length of service. The pension will increase from one year to the next by virtue of any payrise during the year. Where there is no or a small payrise, the increase in pension due to extra service may not be sufficient to offset the inflation increase - that is, in real terms, the pension value can reduce, hence the negative values.

****Iain Raphael has not participated in any College pension scheme since being seconded to the College. His pension arrangements are managed by the Metropolitan Police Service and are disclosed in the report and accounts for that body.



Civil Service pensions

The value of pension benefits accrued during the year is calculated as the real increase in pension multiplied by 20, plus the real increase in any lump sum, less the contributions made by the individual.

The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

Employee contributions are salary-related and range between 4.6% and 8.05% for the Nuvos and Alpha schemes.

Nuvos is a defined benefit whole-career scheme in which a member builds up a pension based on pensionable earnings during the period of membership. At the end of the scheme year (31 March), the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with pensions increase legislation.

Alpha is a defined benefit scheme (career average – CARE). The pension builds up at 2.32% of actual pensionable earnings each scheme year. Introduced on 1 April 2015, most new entrants will join this scheme. The majority of

Principal Civil Service Pension scheme members (including Classic, Classic Plus, Premium and Nuvos) have moved into Alpha. The exceptions are those nearing their normal retirement age.

The accrued pension quoted is the pension that the member is entitled to receive when they reach pension age or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 65 for members of Nuvos and the higher of 65 or state pension age for Alpha. Members of both schemes can exchange some of their pension for a tax-free lump sum on retirement.

Further details on Civil Service pensions can be found in the Civil Service: Superannuation accounts on [GOV.UK](https://www.gov.uk).



Cash equivalent transfer values

A cash equivalent transfer value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme, or an arrangement to secure pension benefits in another pension scheme or arrangement, when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme.

The pension figures shown relate to the benefits that the individual has accrued as a consequence of the total years as a member of the pension scheme, not just service in the senior capacity to which the disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement that the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchase of additional pension benefits at their own cost.

CETVs are calculated according to the guidelines and framework prescribed by the Institute and

Faculty of Actuaries. They do not take account of any actual or potential reduction to benefits resulting from lifetime allowance tax that may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation or contributions paid by the employee, including the value of any benefits transferred from another pension scheme or arrangement. It uses common market valuation factors for the start and end of the period.

Employee pay and fair pay disclosures (audited)

The remuneration of the College's employees was in the range £15-£20,000 per annum to £170-£175,000 per annum (previous year £15-£20,000 to £160-£165,000), for a full year.

The mid-point of the banded remuneration of the highest-paid director was £172,500. This is an increase of 6.1% on 2020-21. The average salary for all the College employees, excluding the highest paid director, declined by 0.16%.

The College's median employee pay at 31 March 2022 was £35,385 (£35,208 at 31 March 2021).

The ratio between the median employee pay and the banded mid-point of the remuneration of the highest paid director was 1:4.9 (1:4.6 at 31 March 2021).

The increase is explained by the replacement of an interim Chief Executive Officer in 2020/21 by a permanent replacement in 2021/22.

The table below shows the ratios between the mid-point of the banded remuneration of the highest paid director and the pay of the employees whose pay is on the 25th, 50th (median) and 75th percentile of pay and benefits of the College's employees for the financial year.

Year	25th percentile pay ratio	Median pay ratio	75th percentile pay ratio
2021-22	6.3:1	4.9:1	3.7:1
2020-21	5.9:1	4.6:1	3.5:1

The percentile employee pay figures have been calculated using FTE salary information for staff, secondees and contractors working for the College in March 2022. The figures relate only to salaries which is the same as total pay as no employee or director received any benefits in kind in either year.

There were no off-payroll arrangements.

College workforce representation

The tables below summarise the makeup of the College at 31 March 2022. This includes secondees and contractors in addition to College staff.

Age	31 March 2022		31 March 2021	
	Volume	% total	Volume	% total
20 and under	3	0.4	0	0
21-30	82	10.9	77	10.9
31-40	134	17.8	134	18.9
41-50	231	30.7	214	30.2
51-60	230	30.6	223	31.5
61 and over	72	9.6	60	8.5
Total	752	100	708	100

Gender	31 March 2022		31 March 2021	
	Volume	% total	Volume	% total
Female	429	57.0	414	58.5
Male	323	43.0	294	41.5
Total	752	100	708	100

Senior management (tier 2/tier 3 grade)	31 March 2022		31 March 2021	
	Volume	% total	Volume	% total
Female	110	58.2	97	58.1
Male	79	41.8	70	41.9
Total	189	100	167	100

Disability	31 March 2022		31 March 2021	
	Volume	% total	Volume	% total
Disability declared	39	5.2	25	3.6
No disability	609	81.0	567	80.0
Prefer not to say	25	3.3	26	3.7
Unknown or blank	79	10.5	90	12.7
Total	752	100	708	100

Ethnicity	31 March 2022		31 March 2021	
	Volume	% total	Volume	% total
Asian	45	6.0	40	5.6
Black	12	1.6	14	2.0
Mixed	15	2.0	15	2.1
White	631	83.9	586	82.8
Other	2	0.3	1	0.2
Prefer not to say	16	2.1	18	2.5
Unknown	31	4.1	34	4.8
Total	752	100	708	100

Headcount and staff sickness

As of 31 March 2022, the College's FTE headcount was 636.9, across a total of 658 directly employed staff. Additionally, the College had

five agency and contract staff, as well as 89 inward secondees. Sickness absence figures are shown below.

College permanent FTE headcount and staff sickness data

Average monthly data (April 2021 to March 2022)			
FTE permanent staff	All FTE staff working days in month	Working days sickness	% working days lost to sickness
636.9	13,240.5	304.4	2.3

Statement of College's policy on employees with disabilities

Applications from people with disabilities are given full and fair consideration against the essential criteria of qualifications, skills, knowledge and experience, as specified in the job description and required of all candidates for the vacancy. The College is now accredited as a Committed Disability Confident Employer.

In the event of employees becoming disabled, we make every effort to make reasonable adjustments to work and facilities. We have made improvements to the way in which staff can discuss and record these changes. We offer training, career development

and promotion opportunities to all employees, irrespective of any disability.

Staff numbers and related running costs (audited)

The majority of College employees are members of the Civil Service pension arrangements, which are multi-employer defined benefit schemes. Contributions are recognised as expenditure incurred, as the College is unable to identify its share of the underlying assets and liabilities. Contributions to Civil Service pension schemes for the period totalled £6.116m (£5.833m in 2020/21). The remaining contributions were made to partnership pension plans.

During the year, three employees exercised their right to opt out of the pension arrangements. A total of 11 current employees have opted out. Further details on Civil Service pensions can be found in the Civil Service Superannuation accounts. All police officers were seconded and their seconding force remains responsible for their pension benefits. Full details of pension schemes are shown in the remuneration report.

The seconding force is also responsible for staff leave, so they do not feature in the College's staff leave accrual.

Average number of persons employed (audited)

The average number of Full Time Equivalent persons employed by the College during the period was as follows:

	Year ended 31 March 2022		Year ended 31 March 2021	
	Average number	Total £000	Average number	Total £000
Directly employed	630.5	32,493	593	30,869
Seconded in	79.6	5,209	69	5,066
Temporary or casual	5.0	183	17	1,162
Associates		6,311		4,786
Total	715.1	44,196	679	41,883

Associates are individuals or corporate entities who are not employees of the College nor classed as contractors and contingent labour and who are engaged by the College to perform specific, discrete

tasks. As associates do not work continuously, there is no comparator in the table above. During the year, the College engaged a total of 918 associates at various times.

Staff costs (audited)

Staff costs comprise (audited)	Year ended 31 March 2022					Year ended 31 March 2021
	Permanent £000	Seconded £000	Temporary or casual £000	Associates £000	Total £000	Total £000
Wages and salaries	23,658	5,209	183	6,010	35,060	33,511
Social security costs	2,574	-	-	301	2,875	2,539
Other pension costs	6,261	-	-	-	6,261	5,833
Pension fund costs	-	-	-	-	-	-
Staff leave accrual	-	-	-	-	-	-
Subtotal	32,493	5,209	183	6,311	44,196	41,883
Less recoveries in respect of outward secondments	-	-	-	-	-	-
Less capitalised pay costs	-	-	-	-	-	-
Other pay costs capitalised	-	-	-	-	-	-
Total net costs	32,493	5,209	183	6,311	44,196	41,883

Information on the number of hours and associated cost to the College of employees who were relevant union officials during 2021/2022 is disclosed on page 125.

Reporting of Civil Service and other compensation schemes – exit packages (audited)

No exit packages were agreed or paid during the year.

Redundancy and other departure costs are paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year when the exit package is confirmed.

Where the College agrees on an early retirement, any additional costs on top of the retiree taking their pension at the usual retirement date are met by the College and not by the Civil

Service pension scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

Facility Time Publication Requirements

The College is required, by the Trade Union (Facility Time Publication Requirements) Regulations 2017, which came into force on 1 April 2017, to disclose the number of hours spent on facility time by employees who are a relevant union official during the reporting period, which are paid by the College.

Facility time is recognised as the time that an employee has spent on paid trade union activities where the employee has received wages from the College.

Total number of employees who were trade union representatives during the relevant period

Percentage of time spent on facility time

% of time	Number of employees
0	1
1-50	0
51-99	0
100	0

Percentage of pay bill spent on facility time

	£
Total cost of facility time	579
Total pay bill	32,493k
% of the total pay bill spent on facility time	0%

As a percentage of total paid facility time hours, how many hours were spent by employees who were trade union

representatives during the relevant period on paid trade union activities?

Time spent on paid trade union activities as a percentage of total paid facility time (total hours spent on paid trade union activities by trade union representatives during the relevant period ÷ total paid facility time hours) x 100

Not applicable

Signed:



Andy Marsh

Chief Executive and Accounting Officer

Date 30 November 2022

The Certificate and Report of the Comptroller and Auditor General to the Members of College of Policing Limited and the Houses of Parliament

Opinion on financial statements

I certify that I have audited the financial statements of College of Policing Limited for the year ended 31 March 2022 under the Government Resources and Accounts Act 2000.

The financial statements comprise the College of Policing Limited's:

- Statement of Financial Position as at 31 March 2022
- Statement of Comprehensive Income, Statement of Cash Flows and Statement of Changes in Equity for the year then ended
- the related notes including the significant accounting policies

The financial reporting framework that has been applied in the preparation of the financial statements is applicable to law and the UK adopted International Accounting Standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the College of Policing Limited's affairs as at 31 March 2022 and its loss after taxation for the year then ended
- have been properly prepared in accordance with UK adopted international accounting standards
- have been prepared in accordance with the requirements of the Companies Act 2006

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10, 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's 'Revised Ethical Standard 2019'. I have also elected to apply the ethical standards relevant to listed entities. I am independent of the College of Policing Limited in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the College of Policing Limited's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or

collectively, may cast significant doubt on the College of Policing Limited's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this certificate.

Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereon. The directors are responsible for the other information.

My opinion on the financial statements does not cover the other information. Except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with the Companies Act 2006.

In my opinion, based on the work undertaken in the course of the audit:

- the Strategic Report and the Performance Report have been prepared in accordance with applicable legal requirements
- the information given in the Strategic Report and the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements

Matters on which I report by exception

In the light of the knowledge and understanding of the College of Policing Limited and its environment obtained in the course of the audit, I have not identified material misstatements in the Strategic Report or the Performance Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff
- the financial statements and the parts of the Remuneration and Staff Report to be audited are not in agreement with the accounting records and returns
- certain disclosures of director's remuneration specified by law are not made
- I have not received all of the information and explanations I require for my audit

Responsibilities of the directors and Chief Executive as Accounting Officer for the financial statements

As explained more fully in the Statement of directors' and Accounting Officer's responsibilities, the directors are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view
- internal controls as directors determine are necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error
- assessing the College of Policing Limited's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the entity or to cease operations, or have no realistic alternative but to do so

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with Government Resources and Accounts Act 2000.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud, is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, we considered the following.

- The nature of the sector, control environment and operational performance, including the design of the College of Policing Limited's accounting policies and performance incentives.
- Inquiring of management, the College of Policing Limited's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the College of Policing Limited's policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations, including the College of Policing Limited's controls relating to the College of Policing Limited's compliance with the Companies Act 2006, Government Resources and Accounts Act 2000 and Managing Public Money

- Discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the College of Policing Limited for fraud and identified the greatest potential for fraud in the following areas:

- revenue recognition
- posting of unusual journals
- complex transactions
- bias in management estimates

In common with all audits under ISAs (UK), I am also required to perform specific procedures to respond to the risk of management override of controls.

I also obtained an understanding of the College of Policing Limited's framework of authority, as well as other legal and regulatory frameworks in which the College of Policing Limited operates, focusing on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the College of Policing Limited. The key laws and regulations I considered in this context included Companies Act 2006, Government Resources and Accounts Act 2000, Managing Public Money, employment law and tax legislation.

In addition, I considered specific risk assessments performed in respect of significant risks relating to fraud:

- risk-based testing of manual journals to identify those presenting higher risk of fraud informed by planning risk assessment, review of the entities internal control environment and review of estimates presented within the accounts
- analysis of individual income streams to address the potential risk of fraud in revenue recognition

Audit response to identified risk

As a result of performing the above, the procedures I implemented in response to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements
- enquiring of management, the Audit and Risk Committee concerning actual and potential litigation and claims
- reading and reviewing minutes of meetings of those charged with governance and the Board and internal audit reports
- in addressing the risk of fraud through management override of controls:
 - testing the appropriateness of journal entries and other adjustments
 - assessing whether the judgements made in making accounting estimates are indicative of a potential bias
 - evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business
- substantive testing of manual journals, including journals with fraud characteristics
- reviewing estimates within the account and challenging underlying assumptions and methodologies
- substantive testing of income streams to address risk of fraud in revenue recognition

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

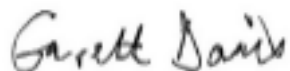
Other auditor's responsibilities

I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report

I have no observations to make on these financial statements.



Gareth Davies
02 December 2022

**Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP**

Section 4: Financial statements for the year ended 31 March 2022

Our financial statements and disclosure notes make up the final report in this year's annual report and accounts. They have been audited by the Comptroller and Auditor General. We have prepared our accounts under International Financial Reporting Standards (IFRS), as adapted for the public sector in the Government Financial Reporting Manual (FReM) issued by His Majesty's Treasury, to the extent that the FReM is consistent with the requirements of the Companies Act 2006.

We have outlined the new reporting standards and any changes to accounting policy that affect our financial statements in Note 1 (q) page 151.

Statement of comprehensive income	136
Statement of financial position	137
Statement of cash flows	139
Statement of changes in equity	140
Notes to the statement of accounts	141

Statement of comprehensive income

	Note	Year ended 31 March 2022	Year ended 31 March 2021
		£000	£000
Income			
Revenue from contracts with customers	2	20,749	24,285
		20,749	24,285
Expenditure			
Staff costs	3	(44,196)	(41,883)
Running costs	4	(20,125)	(23,932)
Other expenditure	4	(4,847)	(5,263)
		(69,168)	(71,078)
Loss before taxation		(48,419)	(46,793)
Taxation	5		
Loss after taxation		(48,419)	(46,793)
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Net gain (or loss) on revaluation of property, plant and equipment	6	971	(293)
Net gain (or loss) on revaluation of intangibles	7	(31)	14
Other comprehensive income (or expense)		940	(279)
Total comprehensive income (or expense) for the period		(47,479)	(47,072)

The accounting policies and notes in [Notes to the statement of accounts](#) (pages 141 to 175) form part of these accounts.

Statement of financial position

	Note	As at 31 March 2022	As at 31 March 2021
		£000	£000
Non-current assets:			
Property, plant and equipment	6	36,088	35,431
Intangible assets	7	5,985	5,322
Total non-current assets		42,073	40,753
Current assets:			
Trade and other receivables	8	6,031	12,469
Cash and cash equivalents	9	6,163	6,692
Total current assets		12,194	19,161
Total assets		54,267	59,914
Current liabilities			
Trade and other payables	10	(18,177)	(20,937)
Provisions	11	(154)	(72)
Leased asset liability under 1 year	13	(576)	(571)
Total current liabilities		(18,907)	(21,580)
Leased asset liability over 1 year	13	(1,236)	(1,781)
Provision re: dilapidations	11	(55)	(55)
Assets less liabilities		34,069	36,498
Reserves			
Revaluation reserve		10,994	10,015
General reserve		23,075	26,483
Total		34,069	36,498

The accounting policies and notes in [Notes to the statement of accounts](#) (pages 141 to 175) form part of these accounts.

These accounts have been audited under the Government Resources and Accounts Act 2000 (Audit of Non-profit making Companies) Order 2009 (legislation.gov.uk) and are therefore exempt from the requirements of Part 16 of the Companies Act 2006 (legislation.gov.uk) under section 482 (non-profit-making companies subject to public sector audit) of that Act.

These financial statements were approved by the Board on 30 November 2022, and were signed on its behalf by:



Andy Marsh
Chief Executive and Accounting Officer
Date 30 November 2022
Company registered number: 08235199

Statement of cash flows

	Note	As at 31 March 2021	As at 31 March 2020
		£000	£000
Cash flows from operating activities			
Loss after taxation		(48,419)	(46,793)
Adjustments for non-cash transactions			
Depreciation	6	4,135	4,136
Amortisation	7	668	677
Provisions movement	11	82	33
Loss (or profit) on disposal of asset	4	(5)	363
Revaluation losses recognised in I&E	4	49	89
Decrease (or increase) in trade and other receivables	8	6,438	(695)
Increase (or decrease) in trade payables	10	(2,759)	3,709
Notional interest re: right-of-use asset	13	31	31
Net cash outflow from operating activities		(39,780)	(38,450)
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(3,794)	(4,220)
Purchase of intangible assets	7	(1,361)	(2,539)
Disposal of property, plant and equipment		4	65
Net cash outflow from investing activities		(5,151)	(6,694)
Cash flows from financing activities			
Grants from parent department	15	45,000	49,000
Rent payable for right-of-use assets	13	(598)	(635)
Net financing		44,402	48,365
Net increase (or decrease) in cash and cash equivalents in the period		(529)	3,221
Cash and cash equivalents at the beginning of the period	9	6,692	3,471
Cash and cash equivalents at the end of the period	9	6,163	6,692
Increase (or decrease) in cash		(529)	3,221

The accounting policies and notes in [Notes to the statement of accounts](#) (pages 141 to 175) form part of these accounts.

Statement of changes in equity

	Note	Revaluation reserve	General reserve	Total equity
		£000	£000	£000
Balance at 31 March 2020		10,244	24,239	34,483
Loss after taxation			(46,791)	(46,791)
Grant from Home Office - resource	15		49,000	49,000
Grant from Home Office - capital		-	-	-
Revaluation of non-current assets	6 & 7	(281)		(281)
Realised gain on disposals	4	(37)	37	-
Revaluation losses recognised in I&E	4	89		89
Balance at 31 March 2021		10,015	26,485	36,500
Loss after taxation			(48,419)	(48,419)
Grant from Home Office - resource			45,000	45,000
Grant from Home Office - capital		-	-	-
Revaluation of non-current assets	6 & 7	941		941
Realised gain on disposals	4	(9)	9	-
Revaluation losses recognised in I&E	4	47		47
Balance at 31 March 2022		10,994	23,075	34,069

The accounting policies and notes in [Notes to the statement of accounts](#) (pages 141 to 175) form part of these accounts.

Notes to the statement of accounts

1. Accounting policies

College of Policing Limited (the College) is a company limited by guarantee, incorporated and domiciled in the UK. The registered office is Rugby Building, Leamington Road, Ryton on Dunsmore, Coventry, Warwickshire CV8 3EN

These financial statements have been prepared in accordance with applicable IFRS, the Companies Act 2006 and the FReM. The College has adopted and interpreted the FReM, as issued by HM Treasury, to the extent that the FReM is consistent with the requirements of the Companies Act 2006.

Where there is a choice of accounting policy, the one judged to be most appropriate to the College for the purpose of giving a true and fair view has been selected. The particular policies adopted by the College are described below. They have been applied consistently

to items that are considered material to the accounts.

Judgements made by the directors, when applying the accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year, are discussed in note 18.

a) Going concern

The directors have a reasonable expectation that the College has adequate resources to continue in operational existence for the foreseeable future. The basis of this is continued support from the Home Office. Therefore, the College has adopted the going concern basis of accounting in preparing these financial statements.

The going concern basis of preparation is discussed in more detail in the strategic report (see section 3).

b) Grants and grant-in-aid

The College receives the majority of its funding by way of grant-in-aid from the Home Office.

The grants received are used to finance expenditure that supports the College's objectives. These grants are treated as a capital contribution and credited to the general reserve, because they are regarded as contributions from a controlling party. Other grants, such as European Union grants, are received from time to time. These are recorded under income.

c) Revenue

The College recognises income, net of VAT, on an accruals basis at the transaction amount or the amount that the customer is committed to pay. Where fees have been invoiced and the service has not been completed by the year end, fees are treated as deferred income. The amount deferred is calculated by reference to the proportion of work undertaken at the end of the year, relative to the expected time to complete the work, and is released to the statement of comprehensive income as the work is completed. Where fees have not been invoiced but the service has been provided or partly provided by the year end, fees will be included as accrued

income. The amount held in accrued income is calculated in reference to the proportion of work undertaken at the year end and not invoiced.

The College has assessed the impact of IFRS 15 (Revenue from Contracts with Customers) on its revenue streams and considers its current revenue recognition policies to be entirely compliant with this standard and the five-step approach it suggests.

d) Property, plant and equipment

Assets that have physical substance and are held for use in supplying goods and services or for administrative purposes, and that are expected to be used during more than one financial year, are classified as property, plant and equipment. Expenditure of £5,000 and above on acquiring, creating or enhancing property, plant and equipment is capitalised on the accruals basis, provided it is probable that the future economic benefits or service potential associated with the item will flow to the College and the cost of the item can be reliably measured.

Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items.

Land and buildings

Land and buildings are initially recognised at cost. Freehold land is subsequently carried at the revalued amount less accumulated impairment losses. Buildings are subsequently carried at the revalued amounts less accumulated depreciation and accumulated impairment losses.

Land and buildings are revalued by independent professionals at least every five years. In the intervening years, land and buildings are revalued by the use of published indices appropriate to the type of land or building. When an asset is revalued, both the cost price and any accumulated depreciation at the date of revaluation are adjusted to reflect the valuation. Land and buildings are not revalued in either the year of addition or disposal.

Non-property assets

All other items of property, plant and equipment are initially

recognised at cost, which comprises the purchase price and any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended.

Subsequently, carrying value is recognised at market value in existing use less accumulated depreciation and impairment losses, where market value is calculated either by valuation, where an active market exists, or by the use of indices to the lower of depreciated replacement cost or value in use.

Increases in carrying amounts arising from revaluation are recognised in other comprehensive income and accumulated in equity under the heading revaluation surplus. This is unless they offset previous decreases in the carrying amounts of the same asset that had been recognised in profit or loss. In this case, they are recognised in profit or loss. Decreases in carrying amounts that offset previous increases of the same asset are recognised in other comprehensive income, to the extent of any credit balance exceeding the revaluation surplus

in respect of that asset. All other decreases in carrying amounts are recognised in profit or loss.

Right-of-use assets and liabilities

For new leases after 1 April 2019, the College has used a low-value threshold of £5,000. At the commencement date of any new lease, we will measure the lease liability at the present value of the lease payments. Right-of-use assets added after 1 April 2019 will be measured initially at cost, which will usually be equal to the initial measurement of the lease liability.

IFRS 16 requires that the College also recognise interest payable on the lease payments, based on a discount rate applied to the lease liability outstanding balance. Under IFRS 16, cash repayments of the lease liability are split into:

- a principal portion (which reduces the amount of the balance sheet liability)
- a notional interest payable portion, which is chargeable to the statement of comprehensive income

It is not possible to determine an interest rate implicit in the College's lease agreements, nor the College's incremental rate of borrowing.

IFRS 16 requires lessees to separate out rent charges from service charges, where this can be done without unnecessary expense. The College has separated out the rent element from the service charge element for its property leases and has capitalised only the rent element. Service charges are expensed separately and treated as running costs.

Depreciation

Land and assets under construction (AUC) are not depreciated.

Depreciation is charged to the statement of comprehensive income on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. The estimated useful lives are as follows:

Buildings	5 to 50 years
Plant and machinery	5 to 7 years
Computer hardware	3 to 7 years
Furniture and fittings	5 to 10 years
Transport equipment	5 to 7 years
Right-of-use assets	Duration of lease

Depreciation methods, useful lives and residual values are reviewed and adjusted as appropriate at each balance sheet date. The effects of any revision are recognised in the statement of comprehensive income when the changes arise.

e) Intangibles

Intangible assets are non-monetary assets without physical substance, which arise from contractual or other legal rights. They are recognised only when it is probable that future economic benefits will flow to the College and where the cost of the asset can be measured reliably.

Development costs with a reasonable expectation of

commercial exploitation are capitalised as intangible, provided all of the following have been demonstrated:

- the technical feasibility of developing the product so that it will be available for use
- the intention to complete the intangible asset and use it
- the ability to sell or use the intangible asset
- the availability of adequate technical, financial and other resources to complete the intangible asset and sell or use it
- the ability to measure reliably the expenditure attributable to the intangible asset during its development

The amount initially recognised for internally generated intangible assets is the sum of the expenditure incurred from the date when the criteria above are initially met. Where no internally generated intangible asset can be recognised, the expenditure is charged in the period in which it is incurred.

Subsequent to initial recognition, the carrying value is at market value in existing use less

accumulated depreciation and impairment losses, where market value is calculated either by valuation, where an active market exists, or by the use of indices to the lower of depreciated replacement cost or value in use.

Amortisation is charged to the statement of comprehensive income on a straight-line basis over the estimated useful lives of each part of an item of the intangible asset. The estimated useful life is usually between three and seven years.

f) Assets under construction

AUC include any property, plant and equipment or intangibles that are under construction at the balance sheet date. During the construction phase, they are initially recognised at cost. This comprises the purchase price and any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended. When completed, AUC are reclassified, and carrying value is recognised in line with the appropriate non-current asset category and

depreciated from the date on which they are brought into service. AUC and assets in their first year of use are carried at historical cost. After that, they are revalued in line with the policy for that asset group.

g) Impairments

Financial assets (including receivables)

A financial asset not carried at fair value through profit or loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence shows that a loss event has occurred after the initial recognition of the asset, with a negative effect on the estimated future cash flows of the asset that can be estimated reliably.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.

Non-financial assets

The carrying amounts of the company's non-financial assets are reviewed at each reporting date, to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell.

An impairment loss is recognised if the carrying amount of an asset exceeds its estimated recoverable amount. Where the loss is determined for a previously revalued asset, it is written off against any revaluation gains held for the relevant asset in the revaluation reserve. Any excess is charged to the statement of comprehensive income. Where an impairment loss is subsequently reversed, the reversal is credited to the relevant expenditure lines in the statement of comprehensive income (up to the amount of the original loss), adjusted for depreciation that would have been charged if the loss had not been recognised.

h) Foreign currency

Transactions in foreign currencies are translated to the company's functional currency at the foreign exchange rate on the date of transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to the functional currency at the foreign exchange rate ruling on that date. Foreign exchange differences arising on translation are recognised in the statement of comprehensive income.

Non-monetary assets and liabilities that are measured at historical cost in a foreign currency are translated using the exchange rate on the date of transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling on the dates when the fair value was determined.

i) Employee benefits

Short-term employee benefits

Salaries, wages and employment-related payments are recognised

in the period in which the service is received from employees. Where considered material, the cost of leave earned but not taken by employees at the end of the period is recognised in the financial statements, to the extent that employees are permitted to carry forward leave into the following period.

Pensions

The College's employees are members of the Civil Service pension arrangements, which is an unfunded multi-employer defined benefit scheme. The College is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. Therefore, as required by International Accounting Standard (IAS) 19, it accounts for the scheme as if it were a defined contribution scheme. The scheme actuary revalues the scheme centrally and reassesses contributions every four years. Further detail is available in the civil superannuation accounts prepared by the Cabinet Office.

Termination benefits

Termination benefits are amounts payable as a result of a decision by the College to terminate employment before the normal retirement date, or a decision by an employee to accept voluntary redundancy. Amounts payable are charged on an accruals basis to the staff cost line in the statement of comprehensive income. This occurs when the College is demonstrably committed to terminating the employment of an employee or group of employees, or when an employee accepts an offer of voluntary redundancy. Redundancy costs will be provided for when the College has a present obligation and when it is probable that there will be an outflow of resource that can be measured reliably.

j) Reserves

Reserves constitute:

- revaluation reserve – the upward revaluation amounts relate to property and any future valuations of plant and equipment
- general reserve – balances accumulated by the usual

operation of the business and grants-in-aid received from the Home Office

k) Provisions

A provision is recognised in the statement of financial position when the College has a present legal or constructive obligation, as a result of a past event, that can be reliably measured and when it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability, if the effect of discounting is material.

Provisions are charged as an expense to the appropriate expenditure line in the statement of comprehensive income in the year that the College becomes aware of the obligation. They are measured at the best estimate on the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the statement

of financial position. Estimated settlements are reviewed at the end of each financial year. Where it becomes less probable that a transfer of economic benefits will not be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

l) Contingent liability

A contingent liability arises where an event has taken place that gives the College a possible obligation that will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the College's control. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured. Contingent liabilities are not recognised in the statement of financial position, but disclosed in a note to the accounts.

m) Contingent asset

A contingent asset arises where an event has taken place that



gives the College a possible asset that will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the College's control.

Contingent assets are not recognised in the statement of financial position. They are disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits.

n) Taxation

The College has registered for corporation tax, which is payable on property and interest

income, chargeable gains and adjusted trading profit, less any losses carried forward when this produces a positive taxable total profit. All bank interest is remitted to the consolidated fund for extra receipts but is also taxed as trading income.

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the statement of comprehensive income, except to the extent that it relates to items recognised directly in equity. In this case, it is recognised in equity.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year. It uses tax rates enacted or substantively enacted on the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be used.

o) Value added tax (VAT)

As an eligible body, as defined in Note (1) Group 6 Schedule 9 of the Value Added Tax Act 1994, the College has the right to make exempt supplies (sales without a VAT charge being made),

predominately on education and other related services. The College is registered for VAT and can partially recover some input VAT using a special method, as laid down by HMRC.

p) Financing expenses and income

Financing expenses comprise interest payable, unwinding of the discount on provisions and net foreign exchange losses recognised in the statement of comprehensive income (see foreign currency accounting policy). Financing income comprises net foreign exchange gains.

Foreign currency gains and losses are reported on a net basis.

q) Accounting standards adopted in the period

The College has not adopted any new accounting standards during the 2021/22 financial year.

2. Income

	Year ended 31 Mar 2021	Year ended 31 Mar 2020
	£000	£000
Income source		
Income and funding		
Revenue from contracts with customers for streams falling under IFRS 15	17,577	13,086
Home Office non-grant-in-aid funding	3,172	11,195
Other income	-	-
Total income and funding	20,749	24,281
Interest received		4
Interest to be paid to consolidated fund for extra receipts	-	-
Total income	20,749	24,285

All income for 2021/22 was derived from continuing operations.

3. Staff costs

	Year ended 31 Mar 2022	Year ended 31 Mar 2021
	£000	£000
Employee salaries and wages	23,658	22,606
Pension costs	6,261	5,833
Social security costs	2,875	2,539
Seconded in officers	5,209	5,066
Temporary and contractors	183	1,162
Associates*	6,010	4,677
Total net costs	44,196	41,883

*Associates are individuals or corporate entities who are not employees of the College, nor classed as contractors and contingent labour, and who are engaged by the College to perform specific, discrete tasks.

Average staff numbers can be found in the [Remuneration and staff report](#) on page 110.

4. Running costs and other expenditure

	Note	Year ended 31 Mar 2022	Year ended 31 Mar 2021
		£000	£000
Running costs			
Accommodation costs (including light and heat)		1,530	1,450
External audit fees		65	66
Consultancy*		2,110	3,856
Estates costs		4,747	5,784
General running costs**		723	2,105
Information technology costs		3,195	3,475
IT managed services		1,426	1,434
Professional fees		553	420
Telecommunications		244	136
Travel and vehicles costs		1,028	381
Rentals costs***		51	28
Interest payable (notional IFRS 16)		31	30
Grants given****		1,861	1,658
Staff and customer training		2,479	3,076
Increase in provisions		82	33
Total running costs		20,125	23,932
Depreciation	6	4,135	4,135
Amortisation	7	668	676
Loss (or profit) on disposal of asset		(5)	363
Revaluation losses recognised in I&E		49	89
Total other expenditure		4,847	5,263
Total		24,792	29,195

*Consultancy consists of ad hoc advisory services provided to management. It excludes outsourced ICT and professional services that support the College of Policing's usual business.

**General running costs include hospitality, stationery and photocopying charges, miscellaneous expenses, recruitment fees, publication costs, corporation tax, bad debt write-offs, conference costs, payroll services and various smaller cost lines.

***Rental costs do not include the rent costs for the Spring Gardens, Central House and Old Queen Street leases (excluding VAT), as these leases are accounted for using IFRS 16 principles.

****Grants given consist of payments to police authorities in support of Direct Entry schemes, and grants and bursaries to fund educational and development programmes.

The analysis of external auditor remuneration is disclosed in the Directors' report.

5. Tax

	Year ended 31 Mar 2022	Year ended 31 Mar 2021
	£000	£000
Loss before tax	(48,419)	(46,793)
Cash draw down of grant-in-aid attributable to trading activity	45,000	49,000
Less non-current asset additions	(5,182)	(8,491)
Adjusted profit (or loss)	(8,601)	(6,284)
Disallowable expenses		
Depreciation and amortisation	4,802	4,811
Non-trade loan relationship profit (interest received)	-	4
Chargeable gain (proceeds of sales of non-current assets)	-	65
Chargeable profit (or loss) for current period	(3,799)	(1,404)
Profits chargeable to corporation tax	-	-
Current tax charge	-	-
Deferred tax		
Profit (or loss) brought forward from prior periods	(4,149)	(2,745)
Profit (or loss) carried forward to future periods	(7,948)	(4,149)

The tax rate used for the 2021/22 reconciliation above is the corporate tax rate of 19% (2020/21: 19%) applicable in the United Kingdom on the taxable profits for this period under tax law in that jurisdiction.

Whether the College makes a profit or loss in a year is driven largely by timing differences between cashflows and accrued I&E. Where trade payables and receivables are high at year end, a loss can be anticipated.

6. Property, plant and equipment

	Land	Buildings	Transport equipment	Plant and machinery	Information technology	Furniture and fittings	Assets under construction	Right-of-use assets	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Cost or valuation									
At 31 March 2020	1,315	52,003	1,163	2,008	6,112	4,618	4,934	1,748	73,901
Reclassification		558	427	698	2,243	436	(4,363)	-	(1)
Additions		104	-	20	6	55	4,035	1,731	5,951
Disposals		(307)	(21)	(239)	(2,345)	(461)	-	(658)	(4,031)
Revaluations	(23)	(927)	(39)	(186)	71	(24)	-	-	(1,128)
At 31 March 2021	1,292	51,431	1,530	2,301	6,087	4,624	4,606	2,821	74,692
Reclassification		2,631	38	322	1,039	340	(4,370)	-	0
Additions		1,020	-	28	-	21	2,725	27	3,821
Disposals		-	(35)	-	(121)	-	-	-	(156)
Revaluations	52	2,038	23	87	(39)	51	-	-	2,212
At 31 March 2022	1,344	57,120	1,556	2,738	6,966	5,036	2,961	2,848	80,569
Depreciation									
At 31 March 2020	-	30,003	944	1,327	5,027	2,081	-	594	39,976
Charged in year		1,303	156	426	1,045	596	-	610	4,136
Depreciation on disposals		(294)	(21)	(239)	(2,345)	(461)	-	(658)	(4,018)
Revaluations		(706)	(35)	(150)	70	(12)	-	-	(833)
At 31 March 2021	-	30,306	1,044	1,364	3,797	2,204	-	546	39,261
Charged in year		1,227	169	403	1,193	592	-	551	4,135
Depreciation on disposals		-	(35)	-	(121)	-	-	-	(156)
Revaluations		1,183	12	44	(24)	26	-	-	1,241
At 31 March 2022	-	32,716	1,190	1,811	4,845	2,822	-	1,097	44,481
Net book value at 31 March 2020	1,315	22,000	219	681	1,085	2,537	4,934	1,154	33,925
Net book value at 31 March 2021	1,292	21,125	486	937	2,290	2,420	4,606	2,275	35,431
Net book value at 31 March 2022	1,344	24,404	366	927	2,121	2,214	2,961	1,751	36,088

Transfers include the movement of completed projects out of AUC, reclassifications between property, plant and equipment categories, and transfers to – or from – intangibles.

All property, plant and equipment is owned by the College of Policing Limited, except for right-of-use assets for three property lease agreements, which have been accounted for as fixed assets under IFRS 16.

Land consists of the College's freehold sites at Ryton and Harperley Hall. Buildings consist of the built structures contained within those sites, together with capitalised leasehold improvements at the College's leased site in London.

A professional valuation of land and buildings at Ryton and Harperley Hall was undertaken as at 31 March 2022, in accordance with the provision of the Royal Institution of Chartered Surveyors (RICS) valuation standards by Cushman and Wakefield, who are appropriately qualified valuers for the purpose of the RICS valuation standards.

Cushman and Wakefield provided figures using the fair value existing use value comparable method, which they identified as the most appropriate valuation to use based upon the deemed non-specialist nature of the buildings and the College's estate requirements.

All other property, plant and equipment has been revalued by the use of indices as at 31 March 2022. Increases in value have been charged to the revaluation reserve. Decreases in carrying amounts that offset previous increases of the same asset have been recognised in other comprehensive income, to the extent of any credit balance exceeding the revaluation surplus in respect of that asset.

Generally, right-of-use assets would subsequently be measured using the revaluation methodology applied to existing College non-current assets in accordance with IAS 16. As both the Central House and Spring Gardens right-of-use assets are of relatively short duration (under five years remaining), it is considered that cost can be used as a proxy for current value.

Assets under construction consist chiefly of a range of works to improve facilities at the College's freehold sites,

most notably the Ryton kitchen refurbishment.

7. Intangibles

	Intangibles AUC	Software licences	Other intangible software	Total
	£000	£000	£000	£000
Cost or valuation				
At 31 March 2020	3,075	361	2,210	5,646
Additions	1,908	-	631	2,539
Disposals	(414)	(106)	(254)	(775)
Indexation	-	8	63	71
Transfer	(1,640)	85	1,555	0
At 31 March 2021	2,929	348	4,205	7,482
Additions	1,361	-	-	1,361
Disposals	-	(30)	(219)	(249)
Indexation	-	(3)	(52)	(55)
Transfer	(13)	13	-	-
At 31 March 2022	4,277	328	3,934	8,539
Amortisation				
At 31 March 2020	-	267	1,519	1,786
Charge in period	-	42	635	677
Amortisation on disposals	-	(106)	(254)	(360)
Indexation	-	6	51	57
At 31 March 2021	-	209	1,951	2,160
Charge in period	-	54	614	668
Amortisation on disposals	-	(30)	(219)	(249)
Indexation	-	(2)	(23)	(25)
At 31 March 2022	-	231	2,323	2,554
Net book value at 31 March 2020	3,075	94	691	3,860
Net book value at 31 March 2021	2,929	139	2,254	5,322
Net book value at 31 March 2022	4,277	97	1,611	5,985

Transfers include the movement of completed projects out of AUC, reclassifications between intangible categories and transfers to – or from – property, plant and equipment.

Assets under construction consist chiefly of the development of the College website and 20k recruitment uplift capital project costs.

All intangible assets have been revalued by the use of indices as at 31 March 2022. The reduction in value has been charged to the revaluation reserve. In cases where the entire revaluation reserve has been depleted, the excess reduction in value has been charged to the statement of comprehensive net expenditure.

8. Trade and other receivables

	31 Mar 2022	31 Mar 2021
	£000	£000
Amounts falling due within one year:		
Trade receivables	2,379	3,252
Deposits and advances	27	4
Other receivables	2	68
Accrued charges	2,096	7,983
Prepayments	1,527	1,162
	6,031	12,469

Trade receivables are shown net of expected credit losses of £353,000.

9. Cash and cash equivalents

	31 Mar 2022	31 Mar 2021
	£000	£000
Balance brought forward	6,692	3,471
Net change in cash and cash equivalent balances	(529)	3,221
Balance carried forward	6,163	6,692
The following balances were held at:		
Commercial banks and cash in hand	6,163	6,692
Short-term investments	-	-
Total	6,163	6,692

10. Trade and other payables

	31 Mar 2022	31 Mar 2021
	£000	£000
Amounts falling due within one year		
VAT	1,926	1,978
Other taxation and social security	1,386	1,330
Trade and other payables	564	783
Accruals	12,892	15,581
Deferred income	650	356
Staff leave accrual	636	786
Other	123	123
Total	18,177	20,937

11. Provisions for liabilities and charges

	Provision for compensation	Provision for dilapidations	Total
	£000	£000	£000
Balance at 31 March 2020	39	32	71
Provided in the period	33	23	56
Provisions released in the period	-	-	-
Provisions utilised in the period	-	-	-
Balance at 31 March 2021	72	55	127
Provided in the period	82	-	82
Provisions released in the period	-	-	-
Provisions utilised in the period	-	-	-
Balance at 31 March 2022	154	55	209

Analysis of expected timing of flows

	Provision for compensation	Provision for dilapidations	Total
	£000	£000	£000
Not later than one year	154	-	154
Current liability	154	-	154
Later than one year and not later than five years	-	55	55
Thereafter	-	-	-
Non-current liability	-	55	55

Provision for compensation claims – As at 31 March 2022, the College had three ongoing employment tribunal cases, all of which required provision for anticipated legal costs. There were also six cases under judicial review, all of which required provision for legal costs.

Provision for dilapidations – As part of the Central House and Spring Gardens lease agreements, the College is required to make good any alterations and repair any damage that has occurred during its period of using the premises. The College has created a provision of £55,000 to meet

these costs, which is most likely to be spent at the end of the lease periods in 2024 for Central House, and in 2025 for Spring Gardens.

12. Capital commitments

The outstanding commitments at 31 March 2022 in respect of contracted capital expenditure not provided for amounted to approximately £819,852. These relate primarily to building works at Ryton and IT infrastructure improvements, the largest commitment being the ongoing development works on the College website.

13. Lease liabilities

13.1 Lease liabilities under IFRS 16

	Central House	Old Queen Street	Spring Gardens	Total
	£000			
Lease liability at 31 March 2020	1,056	192	0	1,248
New lease commitments during 2020/21	0	9	1,699	1,708
Notional Interest expense on lease liability	19	1	11	31
Rent expenditure related to IFRS 16 leases	-250	-202	-183	-635
Lease liability at 31 March 2021	825	0	1,527	2,352
New lease commitments during 2021/22	0	0	27	27
Notional Interest expense on lease liability	14	0	17	31
Rent expenditure related to IFRS 16 leases	-267	0	-331	-598
Lease liability at 31 March 2022	572	0	1,240	1,812
Lease commitments due in under 1 year	236	0	340	576
Lease commitments due in over 1 year	336	0	900	1,236
	572	0	1,240	1,812

The lease liabilities are measured at the discounted present value of the contractual rent payments (excluding irrecoverable VAT). IFRS 16 requires that the College recognises notional interest payable on the lease payments, based on a discount rate applied to the lease liability outstanding balance. The lease liabilities represent the total value of rent payments for each lease, discounted to present value using the approved HM Treasury's discount rate of 1.99% for Central House and 1.27% for Spring Gardens.

The Central House lease is a 10-year agreement with a break clause after five years. The lease liability is based on the five-year lease period from August 2019 to August 2024. The College is obliged by government property controls to consider exercising the break at year five and move to premises within the Exchequer Estate. The College would also need to formally seek approval from the Ministry of Justice to remain in Central House after 2024. In recent years, the College has terminated other property leases at Riverside House and Priestley House, as these properties were no longer

required. For these reasons, it is considered reasonably certain that the College may terminate the lease at that date.

The Old Queen Street license to occupy agreement with the NCA was subject to a notice to quit on 31 August 2020. The College extended the lease by one week in September 2020 to facilitate the move to new offices at Spring Gardens, London. The College has now vacated these offices completely and the lease has been terminated.

The Spring Gardens license to occupy a proportion of the office space owned by the NCA is based on a lease period of five years and three months from September 2020 to November 2025. The agreement includes annual rent reviews each September, based on the July retail price index figure. The lease agreement can be terminated by either party by giving six months' notice.

The lease agreement for Central House includes obligations to pay variable service charges, electricity and insurance costs. During the 2021/22 financial year, these costs amounted to £118,000.

The License to Occupy Spring Gardens includes obligations to pay variable service charges and

rates. During the 2021/22 financial year, these costs amounted to approximately £109,000.

13.2 Income from lease agreements where College of Policing is the lessor

	31 Mar 2022	31 Mar 2021
	£000	£000
Lessee:		
West Midlands PCC (CBRN)*	241	268
Hampshire PCC (NAVCIS)**	64	63
Warwickshire PCC***	18	18
West Midlands Ambulance Service University NHS Foundation Trust****	28	29
Total	351	378

*The College of Policing Limited has a lease agreement in place with the West Midlands Police and Crime Commissioner for office accommodation in the Tamworth and Hopkins buildings on the Ryton site. The agreement runs from 1 April 2019 to 31 March 2022, with a further three-year extension being negotiated, and can be terminated at six months' notice on specified dates.

**The College of Policing Limited has a lease agreement in place

with the Hampshire PCC for office accommodation in the Hopkins Building on the Ryton site. The agreement has run from 1 April 2016 and was recently extended to 31 March 2024. The agreement can be terminated at six months' notice.

***The College of Policing Limited has a lease agreement in place with the Warwickshire PCC for office accommodation in House 3 on the Ryton site. The agreement runs from 17 July 2018 to 31 March

2023, with a further three-year extension under discussion, and can be terminated at six months' notice.

****The College of Policing Limited also has an agreement with the West Midlands Ambulance Service University NHS Foundation Trust for office accommodation in the Linen Block on the Ryton site. The agreement is expected to run until 2023.

14. Contingent assets and liabilities disclosed under IAS 37

At 31 March 2022, the College had a contingent liability of £484,000 (£819,000 at 31 March 2021) within the meaning of IAS 37, which relates to the anticipated legal fees and most likely compensation for legal cases, where these costs have not been included in the compensation provision. The contingent liability relates to the seven cases included in the provision for compensation and one additional personal injury claim.

There were no contingent assets at 31 March 2022.

15. Related party transactions

The Home Office is regarded as a related party of the company. During this period, the company has had a significant number of material transactions with the Home Office and other entities for which the Home Office is regarded as the parent entity.

The College of Policing Limited is a limited company financed primarily by grant-in-aid from the Home Office. Cash drawn down from the Home Office in relation to grant-in-aid has been recognised in the general reserve.

The Home Office provides internal audit services to the College free of charge as a benefit in kind.

The College also recognises PCCs and other organisations as related parties if their commissioner or Board member(s) sits on the College Board of Directors. These relationships are shown in section 4.3, 'Conflicts of interest'.

The following table lists all significant transactions entered with related parties.

	12 months ended 31 March 2022			
	Transactions		Outstanding balance	
	£000		£000	
	Income	Expenditure	Income	Expenditure
Name of related party				
Secretary of state for the Home Department				
Home Office (grant-in-aid)	45,000	0	0	0
NCA	733	-473	21	0
Serious Fraud Office	279	0	0	0
Home Office	296	-6,759	524	0
Mayor's Office for Policing and Crime	1,869	-628	625	0
Sussex PCC	183	-294	52	0
Cheshire PCC	173	-16	27	0
Greater Manchester PCC	398	-233	47	0
Northamptonshire PCC	173	-5	35	0
Gwent PCC	169	-10	8	0
Devon and Cornwall PCC	281	-234	34	0
Police Digital Service	0	-288	0	-18

16. Financial instruments

The book and fair value of the College's financial instruments are as follows:

	Amortised cost		Total book value	Fair value
	£000	£000	£000	£000
31 March 2022				
Financial assets				
Cash	6,163	-	6,163	6,163
Trade and other receivables	4,504	-	4,504	4,504
Financial liabilities				
Trade and other payables (excluding taxes and deferred income)	-	(14,215)	(14,215)	(14,215)
Net assets	10,667	(14,215)	(3,548)	(3,548)
31 March 2021				
Financial assets				
Cash	6,692	-	6,692	6,692
Trade and other receivables (excluding prepaid expenses)	11,307	-	11,307	11,307
Financial liabilities				
Trade and other payables (excluding taxes and deferred income)	-	(17,273)	(17,273)	(17,273)
Net assets	17,999	(17,273)	726	726

Ageing of trade receivables

	Gross	Impairment	Gross	Impairment
	31 March 2022		31 March 2021	
	£00	£000	£000	£000
Not past due	1,694		2,454	-
Past due, 0 to 30 days	290		87	-
Past due, 31 to 120 days	252		85	-
More than 120 days	143	-	626	-
Total	2,379	-	3,252	-

a) Liquidity risk

The College receives funding from the Home Office. There are no requirements to maintain commercial borrowing facilities and therefore the College is not exposed to liquidity risks. The Home Office's resource requirements are voted annually by Parliament.

b) Market risk

Interest rate risk

The financial assets held by the College are trade and other receivables (note 8), and cash and cash equivalents (note 9). The assets are not subject to interest rate risk.

The financial liabilities held by the College are trade and other payables (note 10). These liabilities are not subject to interest rate risk.

Currency risk

The College's transactions are primarily undertaken in sterling and therefore it has limited exposure to foreign exchange risk. There were no significant balances in foreign currencies at the period end.

c) Credit risk

The College is subject to some credit risk. The carrying amount of receivables represents the

College's maximum exposure to credit risk. Receivables are impaired where there is sufficient knowledge to indicate that recovery is improbable – for example, when an entity has entered administration. Receivables are written off when all means of recovery have been exhausted and the debt cannot be recovered.

17. Statement of losses and special payments

During the financial year to 31 March 2022, the College incurred bad debt losses totalling £353,000. This was made up of a number of individual balances where all recovery avenues had been fully explored.

During the financial year to 31 March 2022, the College made a special payment of £120,000 as a payment on account, as ordered by the Court of Appeal following the appellant's successful challenge of the Hate Crimes Operational Guidance 2014. The College also made eight special payments totalling £4,209 in respect of backdated adjustments to Central Service Allowance for officers seconded

into the College from the police service.

18. Compliance with cost allocation and charging requirements

The College charges fees for training, examinations, assessments and events it delivers, for accommodation on its sites, and for use of its licensed products. These services are mainly supplied to UK police forces and other public sector organisations, who are the College's core customers.

The College's new pricing strategy took effect in April 2021 to ensure that the College is compliant with the requirements as set out in HM Treasury's Managing Public Money framework. The framework requires full cost recovery to be achieved, with scope for agreed subsidy where there is clear alignment with the organisation's strategic alignment and public interest.

The fees and charges policy states that the College will seek to charge full cost for the services it provides to UK policing or other

UK government organisations. The College may determine to charge at below full cost, where this will further contribute towards the College's objectives. Examples include sales to core customers of products with a high sensitivity or safety element for the police or public, such as covert training. In moving towards full cost recovery the College has capped the annual price increase per product at 75% in order to ease the implementation of the new pricing strategy, so that an element of subsidy remains across a number of products.

Where there is a competitive market for the services offered, or is potential for there to be, the College may charge the equivalent to the market price so as not to distort the marketplace. An example is the charges for delegate accommodation on College sites.

The College has agreed the basis and principles of its charging approach, as set out above, with the College's sponsorship unit within the Home Office. Within this framework, the College is able to adjust individual prices of its services as appropriate.

The College is applying the pricing strategy to all new products, and has costed and introduced new pricing for its training delivery products, which account for most of the trading income received.

The College has received HM Treasury approval for its subsidy of training products in the financial year 2021/22.

2021/22	Units (delegates)	Income received	Modelled full cost	Surplus (or deficit)	Percentage actual	Percentage target
		£000	£000	£000		
Activity						
Technical skills training	3,050	5,064	8,740	(3,676)	58%	100%
Behavioural skills training	890	1,507	1,980	(473)	76%	100%
ICT learning	1,095	370	597	(227)	62%	100%
Online recruit assessments	34,410	3,391	2,962	429	114%	100%
Accommodation and rents*	N/A	3841	N/A	N/A	N/A	N/A
Licensing**	N/A	705	N/A	N/A	N/A	N/A
Miscellaneous	N/A	2,699	N/A	N/A	N/A	N/A
Total		17,577				

*Prices based on comparable local market rates.

**Intellectual property not designed specifically to license.

2020/21	Units (delegates)	Income received	Modelled full cost	Surplus (or deficit)	Percentage actual	Percentage target
		£000	£000	£000		
Activity						
Technical skills training	1,761	2,725	4,061	(1,336)	67%	100%
Behavioural skills training	1,055	662	857	(195)	77%	100%
ICT learning	361	173	308	(135)	56%	100%
Online recruit assessments	37,025	4,529	3,701	828	122%	100%
Accommodation and rents*	N/A	1,872	N/A	N/A	N/A	N/A
Licensing**	N/A	609	N/A	N/A	N/A	N/A
Miscellaneous	N/A	2,516	N/A	N/A	N/A	N/A
Total		13,086				

*Prices based on comparable local market rates.

**Intellectual property not designed specifically to license.

The prior year volume and mix of courses was significantly affected by onsite COVID measures.

19. Accounting estimates and judgements

The financial statements and notes contain some estimated figures that are based on assumptions made by the College of Policing Limited about the future or are otherwise uncertain. Estimates take into account historical experience, current trends and other relevant factors. However, because all accounting balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

There are a number of areas in the accounts that are subject to estimates and judgements about the future that have a material effect. Accounting entries for the valuation of land and buildings are externally assessed by suitably qualified professional organisations. Other areas - such as non-current asset accounting treatments, accruals and prepayments of I&E - are subject to estimates and judgements made internally by the College of Policing Limited's professionally qualified accountants.

Key accounting judgements include debt impairment and the valuation of intangible assets.

20. Ultimate controlling party

The ultimate controlling party of the company is the Secretary of State for the Home Office.

21. Events after the reporting period

No significant events have taken place since the period end that have not been accounted for in the financial statements that require further disclosure.

In accordance with the requirements of IAS 10 'Events after the reporting period', events are considered up to the date on which the financial statements are authorised for issue, which is interpreted as the date of the certificate and report of the Comptroller and Auditor General. There were no events after the reporting period that require disclosure.

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About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

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