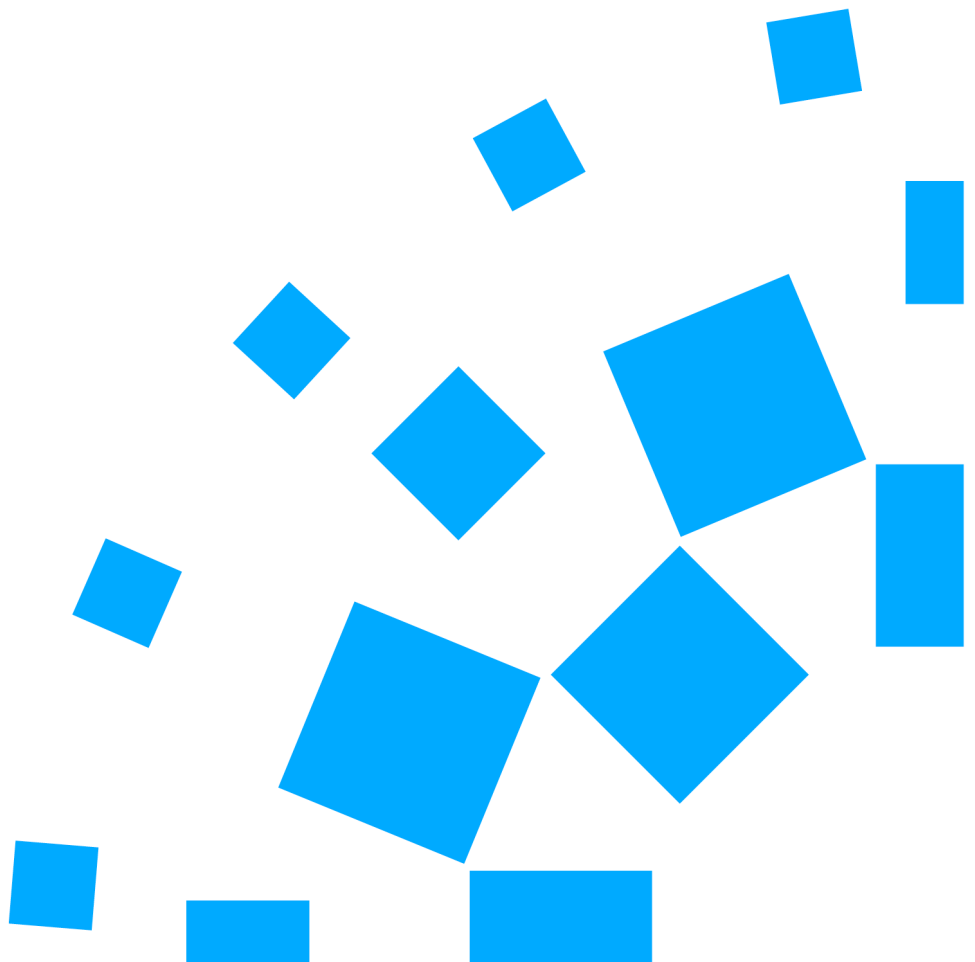


Finance and Performance Committee

Terms of reference

Version number 0.2

April 2023



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1. Purpose

- 1.1. The College of Policing (the College) is the independent professional body for policing in England and Wales. Our purposes are to promote policing excellence and to support everyone in policing to reduce crime and keep people safe. We do this through three principal activities:
 - sharing knowledge and good practice
 - setting operational standards
 - supporting professional development
- 1.2. The College is a company limited by guarantee whose sole member is the Secretary of State for the Home Department. The College is also an arm's-length body of the Home Office.
- 1.3. The Finance and Performance Committee (FPC) supports the Board of the College (the Board) in discharging its responsibility for providing detailed consideration of the College's financial and performance issues to provide the Board with assurance, information on key issues and clear decision points.
- 1.4. While all directors (Board members) have a duty to act in the interests of the company, FPC has a particular role, acting independently from the executive, to ensure that the interests of the public and its sole member are properly protected in relation to financial reporting.
- 1.5. FPC will act with proper regard to the requirements related to the College's dual status and in accordance with both government frameworks and company law.
- 1.6. These terms of reference have been developed with particular regard to the Financial Reporting Council UK Corporate Governance Code July 2018, Government Functional Standards, and best practice guidance from the Chartered Governance Institute UK & Ireland.

2. Role/Scope/Responsibilities

The Finance and Performance Committee will:

- 2.1. Scrutinise performance monitoring reports from across the business including Portfolio Delivery Board and Internal Delivery Board ensuring that:
 - delivery performance and financial parameters are aligned to the organisation's strategic objectives and long-term sustainability
 - exposure to financial risk and any potential to compromise achievement of the strategic objectives is being effectively managed
 - delivery performance of the College is reported against agreed plans, progress and performance measures, as included in the College's strategy and business plan
 - resources and assets are being used effectively and efficiently
 - the robustness, credibility and quality of financial management and performance information is sufficient for the Committee's needs
- 2.2. Review financial performance and forecasts.
- 2.3. Consider any significant variation from the business plan in-year, the reasons for it and the impact and consequences on other priority areas.
- 2.4. Provide the Board with advice and support on delivery of the following strategies:
 - Estates strategy
 - Commercial and international strategies
 - Digital strategy including data and information management

3. Membership

- 3.1. The committee will comprise at least three members. The chair of the committee will be an independent non-executive director.
- 3.2. The chair of the committee will be appointed by the board. Members of the committee will be recommended by the committee chair and appointed by

the board. The board will be supported in this process by the Nominations and Remuneration Committee.

- 3.3. Members of the committee will normally serve on the committee for the duration of their board-appointed term, unless the board decides otherwise, or they elect to step down.
- 3.4. The committee may decide to co-opt an independent member who is not a member of the College Board to bring specific knowledge, expertise and challenge to the committee. A co-opted member would count towards the quorum for the committee and would participate in any vote that the committee may take to reach a decision.
- 3.5. Only members of the committee have the right to attend meetings. However, other individuals such as the chief executive/College accounting officer, directors and senior managers responsible for those areas of business under discussion may be invited to attend. The governance team will make the necessary arrangements for the attendance of non-members and ensure that they are provided with the necessary information.
- 3.6. The Head of Corporate Governance, or their nominee, will act as the secretary of the committee and will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to the issues.

4. Quorum

- 4.1. Quorum for the committee will be the committee chair, or their nominee, and one other committee member.

5. Decision making arrangements

- 5.1. Decisions taken by the committee will normally be reached by consensus. Where a consensus of opinion does not exist, a vote will be taken, and the matter decided by simple majority of those voting members present.
- 5.2. Where a decision is required outside the normal meeting cycle for reasons of urgency and it is not possible to convene a meeting in person or a meeting

by Skype/Teams at short notice, the Head of Corporate Governance will facilitate Decision Under Urgency Procedures. The outcome of such a process will be included in the minutes of the next scheduled meeting.

6. Governance

- 6.1. The committee will meet at least four times a year and otherwise as required.
- 6.2. The Head of Corporate Development will be the Lead Officer.
- 6.3. Meetings will be called by the secretary of the committee at the request of the committee chair.
- 6.4. Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, will be forwarded to each member of the committee, and any other person required to attend, no later than three working days before the date of the meeting. Supporting papers will be sent to committee members and to other attendees, as appropriate, at the same time.
- 6.5. The committee will arrange for periodic reviews of its own performance and, at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary for board approval.
- 6.6. Committee members will at all times abide by the Code of Conduct for Board Members of Public Bodies 2019 and the College Code of Ethics.

7. Minutes of meetings

- 7.1. The secretary will minute the proceedings and resolutions of all committee meetings, including the names of those present and in attendance.
- 7.2. Draft minutes of committee meetings will be circulated promptly to all members of the committee. Once approved, minutes should be circulated to all other members of the board unless in the opinion of the committee chair it would be inappropriate to do so.

8. Reporting responsibilities

The committee will:

- 8.1. report to the board on its proceedings after each meeting on all matters within its duties and obligations
- 8.2. make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed
- 8.3. produce a report to be included in the company's annual report about its activities during the year

9. Other matters

The committee will:

- 9.1. have access to sufficient resources to carry out its duties, including access to the company secretariat for assistance if required
- 9.2. be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members
- 9.3. give due consideration to relevant laws and regulations as well as Home Office guidance
- 9.4. work and liaise as necessary with all other board committees, taking particular account of the impact of risk management being delegated to different committees

10. Authority

The FPC is authorised to:

- 10.1. seek any information it requires from any Officer to perform its duties; and
- 10.2. obtain at the College's expense independent legal or professional advice on any matter it believes it is necessary to do so

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.

college.police.uk