

**Letter from Alex Marshall, Chief Executive, College of Policing,
to the Chair of the Committee, 14 June 2016**

Training of Foreign Police Forces

Thank you for your letter of 8th June following up on our evidence regarding the College's work in training foreign police forces, and the value of individual contracts with foreign governments.

We welcome your recognition that our international programmes can promote the highly respected British model of policing, contribute to the UK Government's reform agenda in other countries, and support the development of the College, to the benefit of its members and the taxpayer. I want to reiterate the College's appreciation for the importance of ensuring that its work promotes British values, based on human rights and high standards of ethics. We welcome the Committee's scrutiny of this area and its consideration of how the College can provide international assistance in a way that enhances and shares the status and strength of British policing at home and abroad.

I am pleased to provide answers to the questions posed within your letter:

1. How do we monitor and ensure that our training is not being used for unethical purposes during and after its provision?

The College works with its international partners and wherever possible, the relevant UK government department, to design international training programmes which are always consistent with the British model of policing by consent, and always includes consideration of respect for human rights and dignity. Trainers introduce learning and instigate discussion along these themes during the provision of all training.

The College's ability to meaningfully monitor the everyday and ongoing use of the skills it has taught in each of almost sixty countries or regions is limited. However, any evidence that the skills provided have been used to violate human rights would be investigated immediately. We constantly evaluate and review the training we deliver both in the UK and overseas.

The more strategic aspects of international policing work are considered by the National Police Chiefs' Council (NPCC) International Coordination Committee (ICC) which can draw on the insights of in-country advisers from the FCO and other sources, including civil society groups, to make an informed assessment about the appropriateness or otherwise of the continued involvement of British training or resources within a foreign state. The College would never provide training, or support the use of its products, in a country which was considered to be using British resources for unethical purposes.

2. In contracts with foreign governments, do we require them to confirm in writing the purposes with which the training will be used, and confirmation that it will not be used for purposes deemed unethical by the British government?

Any country seeking training from the College must state in writing the purpose for which that training will be used, and those requests are evaluated internally before being additionally assessed by a range of government departments and partners, engaged through the International Policing Assistance Brief (IPAB) process.

3. How many proposed contracts between the College and foreign governments have been rejected on the basis of human rights guidance?

None. As we outlined in our letter of 10 May 2016, the College's internal and IPAB assessments include consideration of the College's Code of Ethics, promotion of human rights abroad and the 'fit' of any proposed training with HMG's interests.

Developing a proposal is a lengthy process of negotiation involving the initiating department, the proposed partner country and the College. During this process the College will explain that consideration of human rights will be interwoven throughout any training delivered and the purpose for which training will be provided will be made clear. This ensures that the requirements around our training are known at the earliest stage and no proposal would be developed if it did not uphold human rights guidance. Therefore, the College would consider it a disappointing lack of due diligence if a proposed formal contract had to be rejected on the basis of further human rights guidance from IPAB.

4. Since Police Scotland have provided open and transparent information on the value of the Scottish Police College's foreign contracts, why can the College not do the same?

The College is committed to transparency and has placed a substantial body of information about its international work in the public domain. These publicised facts include the total income generated from international training and service delivery and the amounts paid by various countries for the College's International Leadership Programme (ILP) and International Strategic Leadership Programme (ISLP) (attached). In addition, we have disclosed the amount of income received per financial year by region and most recently we disclosed the amount of income generated per financial year in various subject matter areas of international training and delivery. This information has been attached for your reference.

The College has *not* disclosed the details of individual foreign contracts due to the risk of exposing certain countries' vulnerabilities and, on the advice of the Foreign and Commonwealth Office (FCO), to avoid prejudicing the UK's international relations.

As part of our consultation with external stakeholders about our response to FOI requests concerning international training, the FCO has informed us that, in relation to one partner country, it is their policy not to make public the UK's work on Justice and Human Rights on the grounds of sensitivities to international relations and the potential risks to the safety of the individuals involved in HMG's work on the ground. Releasing a comprehensive listing of specific training in certain countries could therefore, by a process of comparison with other information, inadvertently risk disclosing information which relates to information supplied by, or relating to bodies dealing with security matters. This information is covered under section 23 of the FOI Act and the Information Commissioner's Office has reviewed and agreed with this stance.

Additionally, a number of countries expressed objections to disclosure of details of what the College has provided to them and how much it was paid per purchase. As some countries place great emphasis on the confidentiality of the amount paid for commercial activities, the FCO have advised us that if we released information it would negatively affect our national interests.

The College is keen to provide information to the Committee on these matters in a way which both builds confidence at home and protects the promotion of British interests and values abroad. We would be happy

to be involved in any further discussions between the Committee and HMG on how this can be best achieved.

Finally, on a wider point we understand that CC Andy Marsh (NPCC lead on International Policing) has been in discussion with HMG to seek an agreed cross-government strategy for international policing which would provide further clarity on the ambition for British policing abroad. The acceleration of the development of such a strategy would be of benefit to all those in UK policing who conduct work abroad. Any support the Committee could give to this process would be welcome.

I hope that this information is of assistance to the Committee.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Alex Marshall". The signature is written in a cursive, slightly slanted style.

Alex Marshall, CEO

Appendix A:

College of Policing: income by region and by broad subject area

1. College of Policing income by subject area

Income generated (£)*					
Area	2013	2014	2015	2016	Total
Behavioural Skills and Leadership	1,598,561	3,522,039	1,813,295	540,401	7,474,296
Covert Training	2,346	11,406	2,278	66,072	82,102
Delivery Services		7,785	9,818		17,603
Forensic Training	562,171	739,611	431,736	202,042	1,935,560
Investigative Training	11,351	6,846	12,343	237,679	268,219
Learning Design	2,257	4,512			6,769
National Property Services	404	7,565	6,900		14,869
Police National Search Centre	492	13,192	85,835	3,355	102,874
Uniformed Operations			12,252		12,252
Grand Total	2,177,582	4,312,956	2,374,457	1,049,549	9,914,544

These figures include:

- Fees paid by International clients for delivery outside of the UK
- Fees paid by International clients for delivery inside of the UK
- Fees paid by Other UK Government Departments (FCO etc) for delivery outside of the UK'

2. College of Policing income by geographical area

The table below outlines the amount of income received by the College in respect each geographical region between **1 April 2013** and **31 March 2016**.

Income received by financial year (£m)				
Region	2013	2014	2015	Total
Africa	0.3	0.8	0.7	1.8
Americas	0.0	0.1	0.5	0.5
Asia Pacific	0.2	0.2	0.2	0.6
Europe	0.1	0.6	0.1	0.8
Middle East and North Africa	1.6	1.3	1.3	4.3
UK	0.3	0.1	0.1	0.5
	2.5	3.2	2.8	8.6

Appendix B: College of Policing - UK Based Leadership Training

Region	Country	Customer name	Course	Start date	End date	Amount	No. Days	No. Delegates	No. Trainers	One line description of what the training entailed
AA/CA	Canada	York Regional Police, Canada	International Strategic Leadership Programme - UK based	12/11/2013	02/12/2013	£5,000.00	15	1	2	International Strategic Leadership Programme - UK based
AA/CA	Kenya	FCO - Kenya	International Strategic Leadership Programme - UK based	09/08/2013	06/12/2013	£24,450.00	65	1	2	International Strategic Leadership Programme - UK based
AA/CA	Panama	British Embassy. Panama	International Strategic Leadership Programme - UK based	12/11/2013	02/12/2013	£5,000.00	15	1	2	International Strategic Leadership Programme - UK based
AA/CA	Uganda	The East Africa Community Secretariat [Uganda]	International Strategic Leadership Programme - UK based	12/11/2013	02/12/2013	£4,510.00	40	N/A	2	International Strategic Leadership Programme - UK based
AA/CA	Tanzania	Tanzania Police Force	International Strategic Leadership Programme - UK based	09/09/2013	06/12/2013	£23,500	65	1	2	International Strategic Leadership Programme - UK based

AA/CA	Botswana	Botswana Police Force	International Leadership Programme - UK based	07/06/2015	30/10/2015	£36,900	40	2	2	International Strategic Leadership Programme - UK based
AA/CA	Belize	FCO, Milton Keynes	International Leadership Programme - UK based	01/09/2013	01/11/2013	£14,950	40	N/A	2	International Leadership Programme - UK based
AA/CA	Bermuda	Bermuda Police Service	International Strategic Leadership Programme - UK based	01/09/2014	28/11/2014	£48,070.00	65	2	2	International Strategic Leadership Programme - UK based
AA/CA	Canada	York Regional Police, Canada	International Leadership Programme - UK based	01/09/2014	24/10/2014	£16,950	40	1	2	International Leadership Programme - UK based
AA/CA	Seychelles	FCO	International Leadership Programme - UK based	01/09/2014	24/10/2014	£16,950	40	1	2	International Leadership Programme - UK based
Asia/China	Singapore	Singapore Police Force	International Leadership Programme - UK based	01/09/2013	01/11/2013	£16,950.00	40	1	2	International Leadership Programme - UK based
Asia/Pacific	Brunei	Royal Brunei Police Force	International Strategic Leadership Programme - UK based	10/09/2012	07/12/2012	£23,500	65	1	2	International Strategic Leadership Programme - UK based

Asia/Pacific	Brunei	Royal Brunei Police Force	International Leadership Programme - UK based	15/04/2013	26/06/2014	£67,000.00	40	2	2	International Strategic Leadership Programme - UK based
Asia/Pacific	Brunei	Brunei Police force	International Leadership Programme - UK based	13/04/2015	29/05/2015	£36,900	40	2	2	International Strategic Leadership Programme - UK based
Asia/Pacific	China	ICAC, Hong Kong	International Strategic Leadership Programme - UK based	04/11/2014	24/11/2014	£5,500.00	15	1	2	International Strategic Leadership Programme - UK based
Asia/Pacific	Indonesia	FCO [Indonesia]	International Leadership Programme - UK based	01/09/2014	24/10/2014	£52,650.00	40	3	2	International Leadership Programme - UK based
MENA	Palestine	Palestine Security Forces	International Leadership Programme - UK based	15/04/2013	07/06/2013	£31,900.00	40	2	2	International Leadership Programme - UK based
MENA	Abu Dhabi	Abu Dhabi Police	International Leadership Programme - UK based	28/04/2014	20/06/2014	£52,670.00	40	2	2	International Leadership Programme - UK based [MULTIPLE COURSES]

MENA	Oman	Royal Oman Police	International Leadership Programme - UK based	28/04/2014	20/06/2014	£52,650.00	40	3	2	International Leadership Programme - UK based
MENA	Bahrain	Mol, Kingdom of Bahrain	International Leadership Programme - UK based	01/09/2013	24/10/2014	£173,700.00	40	10	2	International Leadership Programme - UK based [MULTIPLE COURSES]
MENA	Saudi Arabia	MOI Saudi Arabia	International Leadership Programme - UK based	01/09/2013	24/10/2014	£121,050.00	40	7	2	International Leadership Programme - UK based [MULTIPLE COURSES]
MENA	Oman	Royal Oman Police	International Leadership Programme - UK based	01/09/2014	24/10/2014	£67,800	40	4	2	International Leadership Programme - UK based
MENA	Palestine	Palestinian Civil Police, USSC Ramallah	International Leadership Programme - UK based	01/09/2014	24/10/2014	£33,900	40	2	2	International Leadership Programme - UK based
MENA	Botswana	Botswana Police	International Leadership Programme - UK based	01/09/2014	24/10/2014	£50,850	40	3	2	International Leadership Programme - UK based
MENA	Singapore	Singapore Police Force	International Leadership Programme - UK based	01/09/2014	24/10/2014	£16,950	40	1	2	International Leadership Programme - UK based

MENA	Oman	Royal Oman Police	International Leadership Programme - UK based	09/09/2013	01/11/2013	£14,950	40	1	2	International Leadership Programme - UK based
MENA	Dubai	GRM International, Dubai, UAE	International Leadership Programme - UK based	01/09/2013	01/11/2013	£14,950	40	1	2	International Leadership Programme - UK based
MENA	Bahrain	Mol, Kingdom of Bahrain	International Strategic Leadership Programme - UK based	03/06/2013	28/11/2014	£142,350.00	65	6	2	International Strategic Leadership Programme - UK based [MULTIPLE COURSES]
MENA	Saudi Arabia	MOI Saudi Arabia	International Strategic Leadership Programme - UK based	09/09/2013	28/11/2014	£175,400.00	65	7	2	International Strategic Leadership Programme - UK based [MULTIPLE COURSES]
MENA	Abu Dhabi	MOI UAE Abu Dhabi	International Strategic Leadership Programme - UK based	01/09/2014	28/11/2014	£50,600.00	65	2	2	International Strategic Leadership Programme - UK based
MENA	Palestine	British Support Team - Ramallah	International Women's Leadership Programme - UK based	03/06/2013	05/07/2013	£11,500.00	25	1	2	International Women's Leadership Programme - UK based [MULTIPLE COURSES]

MENA	Lebanon	Commandement De La Gendarmerie	International Women's Leadership Programme - UK based	03/06/2013	05/07/2013	£11,500.00	25	1	2	International Women's Leadership Programme - UK based
MENA	Abu Dhabi	Abu Dhabi Police	International Women's Leadership Programme - UK based	03/06/2013	05/07/2013	£34,500.00	25	3	2	International Women's Leadership Programme - UK based [MULTIPLE COURSES]
MENA	Oman	Royal Oman Police	International Leadership Programme - UK based	13/04/2015	30/10/2015	£73,800	40	4	2	International Strategic Leadership Programme - UK based
MENA	Bahrain	MOI Bahrain Police Force	International Leadership Programme - UK based	13/04/2015	30/10/2015	£110,700	40	6	2	International Strategic Leadership Programme - UK based
MENA	Abu Dhabi	Abu Dhabi Police Force	International Leadership Programme - UK based	13/04/2015	30/10/2015	£55,350	40	3	2	International Strategic Leadership Programme - UK based
MENA	Kuwait	Kuwait Police Force	International Leadership Programme - UK based	07/09/2015	30/10/2015	£36,900	40	2	2	International Strategic Leadership Programme - UK based
MENA	Palestine	Palestine Police Force	International Leadership Programme - UK based	07/09/2015	30/10/2015	£36,900	40	2	2	International Strategic Leadership Programme - UK based

MENA	Saudi Arabia	MOI Saudi Arabia	International Senior Leadership Programme UK based	10/09/2012	07/12/2012	£94,000	65	4	2	International Senior Leaders Training
MENA	Saudi Arabia	MOI Saudi Arabia	International Senior Leadership Programme UK based	09/09/2013	06/12/2013	£47,000	65	2	2	International Senior Leaders Training
MENA	Saudi Arabia	MOI Saudi Arabia	International Senior Leadership Programme UK based	01/09/2014	28/11/2014	£122,250	65	5	2	International Senior Leaders Training
MENA	Saudi Arabia	MOI Saudi Arabia	International Leadership Programme UK based	30/04/12	29/06/12	£44,850	40	3	2	International Leadership Programme
MENA	Saudi Arabia	MOI Saudi Arabia	International Leadership Programme	10/09/12	02/11/12	£44,850	40	3	2	International Leadership Programme
MENA	Saudi Arabia	MOI Saudi Arabia	International Leadership Programme	15/04/12	07/06/12	£59,800	40	4	2	International Leadership Programme
MENA	Saudi Arabia	MOI Saudi Arabia	International Leadership Programme	09/09/13	01/11/13	£44,850	40	3	2	International Leadership Programme

MENA	Saudi Arabia	MOI Saudi Arabia	International Leadership Programme	01/09/14	24/10/14	£67,800	40	4	2	International Leadership Programme
MENA	Saudi Arabia	MOI Saudi Arabia	International Leadership Programme	13/04/15	29/05/14	£73,800	40	4	2	International Leadership Programme
MENA	Saudi Arabia	MOI Saudi Arabia	International Leadership Programme UK based	07/09/15	30/10/15	£73,800	40	4	2	International Leadership Programme