



Home Office

National Policing Board Minutes 27 June 2022

Title of meeting	National Policing Board
Date	27 June 2022
Time	14:00 – 15:30
Venue	2 Marsham Street
Chair	The Rt Hon Priti Patel MP: Home Secretary

Attendees

- The Rt Hon Priti Patel MP: Home Secretary (Chair)
- The Rt Hon Kit Malthouse MP: Minister of State for Crime, Policing and Probation
- Rachel Maclean MP: Minister for Safeguarding
- Matthew Rycroft CBE: Permanent Secretary
- Martin Hewitt QPM: Chair, National Police Chiefs' Council (NPCC)
- Sir Stephen House QPM: Acting Commissioner, Metropolitan Police
- Marc Jones: Chair, Association of Police and Crime Commissioners (APCC)
- Andy Marsh QPM: Chief Executive Officer, College of Policing
- Graeme Biggar CBE: Interim Director General, National Crime Agency (NCA)
- Andy Cooke QPM DL: HM Chief Inspector of Constabulary & HM Chief Inspector of Fire & Rescue Services
- Chloe Squires: Director General, Homeland Security Group
- Rachel Watson: Policing Director, Public Safety Group

Special invitees

- Sophie Linden: Deputy Mayor for Policing and Crime, Mayor's Office for Policing and Crime
- Michael Lockwood: Director General, Independent Office for Police Conduct
- Chief Superintendent Paul Fotheringham: President, Police Superintendents' Association
- Steve Hartshorn: National Chair, Police Federation of England and Wales
- Becky Wyse: Tackling Exploitation and Abuse Director, Public Safety Group
- Daniel Greaves CBE: Crime Director, Public Safety Group

Welcome, introduction and actions from previous meetings

1. **THE RT HON PRITI PATEL MP, HOME SECRETARY** opened by thanking everyone for attending the eleventh Board meeting, commenting that the agenda covered some of the most important and current issues in policing. She said it was no surprise that trust and confidence would be discussed as it had dominated much of her recent engagement with the sector and the public. Referring to the Police, Crime, Sentencing and Courts Act receiving Royal assent and the Public Order Bill, she reaffirmed her commitment to giving police the funding, resources and powers they need. She emphasised the importance of policing getting the basics right and taking the concerns of their communities seriously. She concluded her opening remarks by thanking policing for its effective policing of Platinum Jubilee celebrations.
2. **RACHEL WATSON, POLICING DIRECTOR, PUBLIC SAFETY GROUP** provided an update on actions from the previous meeting. A paper on combatting child abuse had been circulated to attendees prior to the meeting, setting out the wealth of work being driven across Government and policing to improve multi-agency working and information sharing and opportunities to take this work further. **THE HOME SECRETARY** thanked members and officials for all their hard work on these papers and asked that thanks were passed on to DCC Ian Critchley for his excellent work on child protection.

Operational update

3. **THE HOME SECRETARY** invited **MARTIN HEWITT QPM, CHAIR, NPCC** to provide an overview of recent operational issues, and key upcoming challenges that the police would face in the following few months. He started by outlining the success forces had had in policing Just Stop Oil (JSO) protests, confirming that good partnership working had been key to this success, with the most successful strategy being to call for local authorities to use local targeted injunctions. He also explained that there had been several anti-government protests, but these had largely passed without incident. He then outlined how officers had provided rapid operational support to Immigration Enforcement for the first scheduled deportation flight to Rwanda. Finally, he confirmed that the policing of the Queen's Platinum Jubilee weekend had been successful. He explained that approximately 5700 officers were deployed to Jubilee postings in central London over that weekend and no significant Jubilee related safety or security incidents were reported across the United Kingdom.
4. Moving on to major events and other upcoming challenges this summer, he confirmed the NPCC was comfortable on where preparedness and planning had got to but flagged several upcoming challenges, confirming that police were alive to the potential for significant protest leading to public disorder. Reflecting that summer is always a busy time for policing (often including growth in violent crime), he confirmed that the police

have well-established mobilisation plans in place to respond to emergencies and resource pressures but cautioned about the added pressures on a tired workforce.

- 5. SIR STEPHEN HOUSE QPM ACTING COMMISSIONER, METROPOLITAN POLICE** echoed Martin's comments about policing the Queen's Platinum Jubilee weekend and raised several further risks for the summer. He referenced the very different challenges facing officers policing each of the many festivals to be held in London this summer. For example, Wireless and the return of the Notting Hill Festival, noting that for new recruits this will be the first time they have policed this event. He also flagged concerns about growth in football-related violence and robbery in London but confirmed that his force is ready to deal with this and continues its focus on tackling violence against women and girls following recent tragic incidents.

Trust and confidence in policing

- 6. THE HOME SECRETARY** opened the discussion by reaffirming her commitment to tackling this issue. Reminding members of previous discussions about how recent high-profile failures in policing had damaged public confidence in policing, she thanked attendees for rising to the challenge of addressing this and invited the board to concentrate minds on how to prioritise action. Drawing on recent media reports of at least five incidents where forces did not visit victims or crime scenes of Grade 1 emergencies for more than two days, she reiterated calls for policing to get the basics right for victims and the wider public.
- 7. THE HOME SECRETARY** invited **MICHAEL LOCKWOOD, DIRECTOR GENERAL, INDEPENDENT OFFICE FOR POLICE CONDUCT** to offer his views on priorities. He confirmed that his organisation was committed to improving confidence in policing and keen to play its part. He highlighted the need for effective supervision and vetting, clarity of standards and values, and developing an openness to challenge. He described the importance of engaging with communities with lower levels of confidence in policing, ensuring clear communication and developing positive public engagement. He reflected that the quality of interactions, visibility and police doing the right things are particularly key. Underpinning this, he concluded there is a need for there to be a focus on officer learning post incident.
- 8. ANDY MARSH QPM, CHIEF EXECUTIVE OFFICER, COLLEGE OF POLICING** emphasised the work the College is doing on building outstanding leadership at every level including that it would soon be rolling out guidance for sergeants and other first-line supervisors. He elaborated further on the College's role in making sure policing has the correct curriculum for new recruits including on tackling violence against women and girls, ethics and professional standards. He then set out how this linked to the College and NPCC's Police Race Action Plan. He observed that confidence and trust are often driven by the police solving crimes in their neighbourhood and that the Neighbourhood

Policing Guidelines were soon to be refreshed. He reflected on the importance of ensuring policing was delivering the aims and objectives of the Beating Crime Plan.

9. **MARTIN HEWITT** agreed that trust fundamentally comes down to people's experience of policing at a local level and also spoke about the importance of the Race Action Plan and ensuring officers have the capability to tackle violence against women and girls. He detailed the work the NPCC had been doing with every force on communicating with groups who had lower levels of confidence in policing.
10. **MARC JONES, CHAIR, APCC** confirmed that Police and Crime Commissioners' Police and Crime Plans had confidence front and centre. He stated he was having conversations with Martin Hewitt, Andy Marsh and others on how the sector could lead this work through its Strategic Policing and Partnership Board (SPPB). He also spoke about work the APCC is doing to help PCCs communicate effectively with the public.
11. **SOPHIE LINDEN DEPUTY MAYOR FOR POLICING AND CRIME, MAYOR'S OFFICE FOR POLICING AND CRIME** highlighted that the voice of the victim is key and welcomed focus on public confidence in policing. She highlighted that PCCs have a key role to play in this. She emphasised the need for communication to be about listening as well as transmitting information, reminding that transparency is key. **SIR STEPHEN HOUSE** agreed and detailed the negative impact that silence after events can have on public perceptions (with misinformation filling the gap). He also reflected on the impact of historic failures being spoken about in the media on public perceptions of the modern police force. He cautioned about getting the language right in comms and detailed the extensive work the Metropolitan Police was doing to rebuild trust with diverse communities.
12. **THE RT HON KIT MALTHOUSE MP: MINISTER OF STATE FOR CRIME, POLICING AND PROBATION** agreed that balance is key as some recent events have been truly devastating. He sympathised that policing is often unfairly judged, based purely on what it gets wrong, but also highlighted areas of public concern about the police response including to burglary and reiterated the Home Secretary's calls for policing to get the basics right and deliver on the Beating Crime Plan. He agreed that there is also a need to communicate policing success to the public more effectively including great work done by new recruits as the police uplift programme energises policing and enables greater officer visibility in neighbourhoods.
13. **ANDY COOKE QPM DL: HM CHIEF INSPECTOR OF CONSTABULARY** spoke about the difficulty and importance in finding balance in the way policing performance is reported on. He explained that there was a great deal of excellent work undertaken by the Metropolitan Police for example but that serious failures have to be spoken about transparently. He reminded that his organisation is strictly independent but committed to steering it to show good things where they happen and to focus on crime outcomes. He also agreed that effective neighbourhood policing is key to building public confidence.

14. PAUL FOTHERINGHAM, PRESIDENT, POLICE SUPERINTENDENTS’

ASSOCIATION (PSA) confirmed that his members understood the challenge and he has had positive engagement from members wanting to do the right thing. He spoke about the work his organisation is doing on peer support and to promote diverse leadership, including the Futures Supers programme which involves Superintendents and Chief Superintendents countrywide supporting Inspectors and Chief Inspectors from underrepresented groups with a series of webinars and coaching with mentors. He echoed the importance of learning from incidents and communicating this learning to the public. Finally, he cautioned that operational stretch over the summer would impact wellbeing and the steps his organisation was doing to support members.

15. STEVE HARTSHORN, NATIONAL CHAIR, POLICE FEDERATION also spoke about the impact the media can have on the public’s fear of crime and to police morale before outlining ideas for proactively disseminating positive messaging on policing. He spoke about some of the pressures on local policing and called for more investment in frontline detectives and for officers to be given protected learning time.

16. MATTHEW RYCROFT CBE, PERMANENT SECRETARY spoke about the bedrock of support for the police. **THE MINISTER OF STATE FOR CRIME, POLICING AND PROBATION** asked members to consider ways to rapidly rebut inaccurate reporting and **MARTIN HEWITT** explained that there had been a number of recent instances of media not approaching sector leads before publishing stories.

17. THE HOME SECRETARY concluded the item by reminding that the majority of the public are not touched by crime directly and spoke about the impact media coverage can have on officers. She emphasised the need to give police officers the support and tools they need to have the necessary confidence to do their job, including time for learning and development. She then remarked on the need for the sector to learn lessons from inspections about best practice and getting the basics right. She concluded by stating that she would welcome trust and confidence in policing returning to the Board for regular updates and for there to be a clear plan for delivery.

18. ACTION: NPB members to support collective efforts to take a more consistent and joined up approach to communications, and the need for accurate, factual and timely public messaging following a policing incident.

19. ACTION: HMICFRS and IOPC to work together to explore, through PEEL findings and IOPC investigations, what lessons can be shared to reinforce best practice and support policing in getting the basics right.

20. ACTION: For SPPB to explore how they can lead sector oversight of the trust and confidence plan and to work with HO to develop milestones for delivery, reporting back at future NPB meetings.

Progress against the National Crime and Policing Measures, with a focus on drugs

- 21. THE HOME SECRETARY** opened the item by thanking attendees for their hard work on tackling drugs including on Project ADDER. She noted that this was an area of considerable action across Government and referenced the ten-year drug strategy 'From Harm to Hope', the work of the Criminal Justice Task Force (CJTF) and close working between government and Dame Carol Black.
- 22. THE MINISTER OF STATE FOR CRIME, POLICING AND PROBATION** gave an overview of progress against the National Crime and Policing Measures (NCPM). He noted that thanks to a stellar effort from policing, the key indicators were heading in the right direction overall. Referring to a 31% decrease in neighbourhood crime¹ he urged that there must not be complacency, as there was a need to ensure investments through initiatives such as the safer streets fund mitigate against any future upward pressures, for example as the country returns to normal post-pandemic. He flagged recent rises in homicide and the system's response to this and also the continued efforts to improve rates of victim satisfaction. Praise was given to HMICFRS and NPCC for working together effectively to improve performance. Finally, he noted that the Crime and Policing Performance Board (CPPB) is maturing to become an effective forum for driving improvements to ensure national accountability and collective responsibility so that communities feel the benefit of the additional 20,000 police officers.
- 23.** The Minister then turned to tackling drugs, setting out the relationship drug use has to other crimes including neighbourhood crime, homicide and violence. He reflected that a great deal had been achieved in this area in recent years and that Government and the sector had set itself a huge challenge and had really proved that it could make an impact by scaling up action and investment. Referring to the success of the County Lines Programme and Project ADDER, he praised the sector for bringing real improvements to people's quality of life and for tackling gangs including the success of Operation Venetic. He then set out government ambitions for a holistic approach to tackling drugs: looking at prevention, demand, treatment, and recovery as well as supply suppression, including the importance of the PCC role in commissioning and local partnerships. Finally, members were asked to ensure prioritisation of tackling drugs and to note the forthcoming white paper on tougher consequences for drug offences which is out for consultation.
- 24. THE HOME SECRETARY** closed the item by emphasising the tangible difference this work had made to people's lives and the importance of the role of PCCs in commissioning services.

¹ Year end June 2019 vs Year end Dec 2021: Source: ONS (2022). Crime in England and Wales: Appendix tables - Office for National Statistics. [online] Ons.gov.uk. Available at: <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/datasets/crimeinenglandandwalesappendixtables>

25. **ACTION:** NPB members to take steps to ensure the successful delivery of the drug strategy ambitions and that the recent publication of the Drug Strategy Guidance for local delivery partners results in increased focus on capability and impact.
26. **ACTION:** Note the forthcoming publication of the Tougher Consequences White Paper and opportunities to work together to reduce demand for drugs by ensuring consequences are swift and certain.

Tackling Violence Against Women and Girls (VAWG)

27. **THE HOME SECRETARY** opened the item by reflecting that this topic has been a long-standing area of interest for the board, including how it linked to discussions on trust and confidence. She praised work the sector (including DCC Maggie Blyth) has undertaken since the Government published its Tackling VAWG Strategy in 2021 and its Tackling Domestic Abuse Plan in March 2022. Referencing how the Government was funding Operation Soteria to help drive a step change in the response to rape, she spoke of the need to see improved outcomes.
28. **RACHEL MACLEAN, MINISTER FOR SAFEGUARDING** noted the important link with public confidence, in particular how public perceptions are often coloured by the way police previously dealt with VAWG. She said there was a need to signal to the public how much policing had changed before thanking members for breaking down the barriers to tackling VAWG, which would make women feel safer and in turn more confident in policing. In particular, she highlighted the great work police were doing on drink spiking, safer streets and women's safety at festivals.
29. **MARTIN HEWITT** spoke about how vital the work of DCC Maggie Blyth and others including CC Sarah Crew and DCC Louisa Rolfe had been to driving improvements in policing VAWG but also highlighted that there were variations in the quality of different forces' VAWG plans. He advised concentrating on the Operation Soteria operating model being effective and forces being ready to adopt it in June 2023 as planned, rather than rushing, with a focus on continuous learning as the challenges are many and varied. He also drew links with policing's internal challenges, for example, abuse of position for a sexual purpose cases and actions underway to address these issues. Finally, he welcomed a more detailed discussion about police performance on VAWG at the next Crime and Policing Performance Board.
30. **ANDY MARSH** spoke about work underway to ensure officers have the appropriate skills and training, advising that VAWG is well-represented in the policing curriculum with policing raising a generation of new recruits that fully understand their roles and responsibilities. He stated that online training on vulnerability issues had been delivered to a great number of officers. He cautioned however that there was still much

more work to do and inconsistency in the system and that was why the College was creating a virtual dashboard to understand the skills of each force. He explained that he would continue to work with other system leaders to ensure the sector has the capability it needs. He concluded by highlighting the potential for developing a Code of Practice for VAWG.

31. **ANDY COOKE** confirmed that HMICFRS was seeing improvements in officer training on VAWG and welcomed efforts to make next steps evidence based. **THE MINISTER OF STATE FOR CRIME, POLICING AND PROBATION** also welcomed a continued focus on evidence, highlighting recent research into the efficacy of Independent Domestic Violence Advisers (IDVAs) and **ANDY MARSH** agreed he would share the research with members.
32. **SOPHIE LINDEN** spoke about the importance of training and the great amount of work that is being done to tackle VAWG in London. She emphasised the need to get things right for victims when they report crimes as victim satisfaction rates are too low and news of bad experiences travels fast across networks, even if only a small number of women are directly affected. **MARC JONES** spoke about the work he and other PCCs were doing with local partners and the Local Government Association as challenges are for wider society, not just policing. **SIR STEPHEN HOUSE** confirmed that the Metropolitan Police was the second force to join Operation Soteria and that he agreed with the 93 recommendations developed following the deep dive into the force's response to rape and his force are working through them. He also spoke about the challenges around the link between domestic abuse and rape in around a third of cases in the Metropolitan Police.
33. **THE HOME SECRETARY** concluded the item by acknowledging the challenges police face every day in policing VAWG and reiterating the need for the sector to continue to work together to drive consistent standards.
34. **ACTION: Home Office to work with the College of Policing to ensure consistency in training and capability on VAWG, including through the potential development of a Code of Practice.**
35. **ACTION: Andy Marsh QPM to bring together, consider and share existing research on effectiveness of IDVAs and to report back to the NPB.**
36. **ACTION: NPCC and Home Office to discuss whether further join up is needed to tackle VAWG and who locally might lead and co-ordinate that work.**

National Policing Board sub-governance

37. **THE MINISTER OF STATE FOR CRIME, POLICING AND PROBATION** provided an update on the National Policing Board sub-governance. He informed the Board that the Police Uplift Programme was going well, with a number of forces bidding for extra funding to recruit officers in addition to year 3 allocations, to help ensure programme delivery. He then updated that the Crime and Policing Performance Board (CPPB) had discussed drugs at the previous meeting with the NPCC's drugs blueprint well-received, and that VAWG will be covered at the next meeting. He went on to explain that the Strategic Change and Investment Board (SCIB) had been discussing data analytics and forensic technology and having early discussions on Capability Governance Reform. Finally, he updated that the Police Covenant Oversight Board was going very well with the staff associations very engaged. Pre-deployment mental health support had been embedded into all Police Education Qualifications Framework (PEQF) providers and work was being done on PTSD and support to families.

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38. No further points of business were made

Closing

39. **THE HOME SECRETARY** concluded the meeting by commending attendees for all their hard work and momentum on the key priorities discussed. She thanked all for helping to turn the corner on drugs and VAWG and for being constructive and positive as well as honest about the challenges.