



Home Office

National Policing Board

Minutes 30 November 2022

Title of meeting	National Policing Board
Date	30 November 2022
Time	10:00 – 11:30
Venue	2 Marsham Street
Chair	The Rt Hon Suella Braverman KC MP: Home Secretary

Attendees

- The Rt Hon Suella Braverman KC MP: Home Secretary (Chair)
- The Rt Hon Chris Philp MP: Minister for Crime, Policing and Fire
- Martin Hewitt QPM: Chair, National Police Chiefs' Council (NPCC)
- Sir Mark Rowley QPM: Commissioner, Metropolitan Police
- Marc Jones: Chair, Association of Police and Crime Commissioners (APCC)
- Andy Marsh QPM: Chief Executive Officer, College of Policing
- Andy Cooke QPM DL: HM Chief Inspector of Constabulary & HM Chief Inspector of Fire & Rescue Services
- Steve Rodhouse: Director General (Operations), National Crime Agency (NCA)
- Richard Alcock: Director, Data, Information and Operations, Homeland Security Group
- Rachel Watson: Policing Director, Public Safety Group

Special invitees

- 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
- Sarah Swinford: Crime Director, Public Safety Group
- Lisa Townsend: Police and Crime Commissioner, Surrey

Welcome, introduction and actions from previous meetings

- 1. THE RT HON SUELLA BRAVERMAN KC MP, HOME SECRETARY** opened by thanking everyone for attending her first Board meeting, expressing how keen she was to build meaningful dialogue with them all. She reiterated how proud she was of the policing of Her Late Majesty Queen Elizabeth II's funeral which was an example of policing at its finest and she thanked everyone for their leadership.
2. She affirmed her commitment to empowering the police and providing the resources needed. She reported that for 2022/23, this government had secured a total police funding settlement of up to £16.9 billion, an increase of up to £1.1 billion when compared to 2021/22. Over 15,000 new police officers had been recruited and the sector was on track to recruit 20,000 by March 2023. In listening to members' views, she said she had delivered on the ask for a non-degree entry route into policing but assured that other routes would remain open.
3. Referring to the rapid internal review of police dismissals she had ordered and how reports of failures by the police have shone a light of truth on serious concerns, she said it had been useful to see where there was weakness and delay in systems to address issues with policing culture and conduct. She added that she was grateful for everyone's response to the challenges as this is what the public expected.
4. She recognised the excellent progress made by Chief Constable Stephen Watson of Greater Manchester Police to work with partners to deliver performance improvements and support his force to come out of the HMICFRS engage process. She then congratulated Humberside Police for being recognised for its outstanding performance in six of the nine areas inspected in its recent inspection. Reminding the meeting that six forces remained in the HMICFRS engage process, she reaffirmed her ambition for the sector to collectively learn from existing excellence and to ensure that the engaged forces were given the necessary support they need from those around the table. On tackling violence against women and girls (VAWG) specifically, she informed the Board that she had recently met NPCC lead, Deputy Chief Constable Maggie Blyth and said she wanted to build on the excellent work various forces were doing to improving their response to VAWG.
5. Noting it was 10 years since Police and Crime Commissioners (PCCs) were first elected, she remarked on the vital role PCCs play and how she wished to continue to empower PCCs to be strong and effective leaders in the fight against crime. She expressed how pleased she was to see the APCC represented at the Board and keen to see what legislatively could be done to expand their role further.
6. She concluded her opening remarks by welcoming the policing commitment on domestic burglary. On anti-social behaviour and neighbourhood crime she said there was a real feeling among the public and local communities that lower-level crime such

as graffiti and cannabis use were not taken seriously by the police. She accepted there were other agencies who should be involved but asked members to keep in mind what could be done to increase visibility of policing and how we could engender a sense of confidence. She said she was keen to listen to what members thought was needed to enable them to work more effectively, without bureaucracy getting in the way.

- 7. THE RT HON CHRIS PHILP MP, MINISTER FOR CRIME, POLICING AND FIRE** expressed delight with his new role and talked of building a close, collaborative working relationship with the sector. He said he wanted to clear obstacles that were stopping officers doing their jobs so they could focus on what the public wanted. Reflecting on the success of the Police Uplift Programme, he explained that he wanted to work with forces to ensure officer numbers were maintained. In relation to mental health demands on policing, he said he wanted to explore, with the health service, how to lift some of the burdens from frontline policing. He added that he was aware of wider frustrations with the Criminal Justice System and was keen to discuss concerns with the Crown Prosecution Service (CPS) and Attorney General's Office. He reflected the sector needs the ability to dismiss those who need to go, remarking on how **SIR MARK ROWLEY QPM, COMMISSIONER, METROPOLITAN POLICE SERVICE** had made a powerful case for there being too much bureaucracy in the process and structures, which the Government has committed to review. He referenced a conversation he had with **MARTIN HEWITT QPM, CHAIR, NPCC** about how effective work to tackle homicide was taking place in some areas and how this could be encouraged across the sector. **THE MINISTER FOR CRIME, POLICING AND FIRE** felt that opportunities to break the cycle of drug use and offending were being missed by partners. He concluded by asking members to contact him if there was anything they felt the government should be doing differently.
- 8. RACHEL WATSON, POLICING DIRECTOR, PUBLIC SAFETY GROUP** provided an update on actions from the previous meeting. This included a range of actions to build public trust and confidence in policing, drive improvements in the training and data collection for crimes relating to violence against women and girls and to support delivery of the Government's ambitious strategy to tackle illegal drugs. **THE HOME SECRETARY** confirmed that work to tackle Rape and Serious Sexual Offences (RASSO) is of strong interest to her and she was keen on the rollout of Operation Soteria.

Home Secretary Crime Priorities

- 9. THE HOME SECRETARY** opened the item by setting out that her priorities fall into two areas; crime and targeted structural change to empower the policing system to work more effectively.

10. With reference to crime, **THE HOME SECRETARY** said the latest data showed a 22% fall¹ in serious violence and 20% fall in neighbourhood crime², although there was a public perception that anti-social behaviour was on the rise. She reflected that homicide rates were not on track but, whilst there had been an increase in domestic homicide, she accepted the numbers were small overall. To send a clear message to the public that they were being kept safe, she said she was keen to explore with members what more needed to be done on serious violence reduction orders and knife crime prevention orders. She wanted to know what was working well, where they needed more support and confirmed she would welcome future discussions with members on these. She said common sense policing had to be an essential element of modern policing.
11. Early dialogue between the Crown Prosecution Service (CPS) and the police should, she said, make a difference to the number of offences charged. She wanted to see the police refer more cases to the CPS and said she was supportive of the CPS and police being co-located to assist this. Both she and the Prime Minister were keen to prevent child sexual abuse and exploitation and ensure such heinous crimes were investigated. She said cultural sensitivities must not stop police taking necessary action. There were huge successes tackling drugs with the shutdown of county lines and the success of Operation ADDER, but she said, there was still work to be done. She thanked the Metropolitan Police Service and the National Crime Agency for recent arrests tackling fraud. She noted that over two in five crimes were fraud and there was a need to equip forces with technological capabilities, as the current system to detect fraud was not fit for purpose.
12. She thanked the police for their heroic efforts dealing with public order and protests. She said she was keen to explore what more could be done to demonstrate to the public that the police were exercising their powers, as the number of arrests showed. She said she would value the view of the College of Policing on how the sector could respond in a less risk-averse way. The Public Order Bill will provide some solutions and, whilst she was meeting with the Prime Minister on the issue, she was keen to get an operational view.
13. With regards to structural change, she wanted to look at training and standards. She said the College of Policing had a big role to play in leadership training. She said she was keen to cut out unnecessary bureaucracy and replace it with what was efficient. This would allow officers to focus on what matters whilst still being transparent to the public. Discipline also needed looking at and she said she was keen to look at how standards could be upheld.

¹ [Monthly hospital admissions for assault by sharp object September 2022 - NHS Digital](#). Data is for year ending Aug-22 compared to year ending Dec-19.

² Year ending Jun-22 compared to year ending Dec-19, [Crime Survey for England and Wales](#)

14. **MARC JONES, CHAIR, APCC** remarked that the system leaders of the policing sector worked well together, and this meeting was an important part of that. The commitment to attend all domestic burglaries was welcome. He reflected that crime data did not always accurately portray the true picture in a way the public would understand, and **THE HOME SECRETARY** agreed that crime recording needs to be looked at. **MARC JONES** continued by emphasising that policing needed to tackle what was important and be clear about its mission and on what the public were told. Reminding the meeting of the importance of the role of other agencies in preventing anti-social behaviour, he welcomed the forthcoming Community Safety Partnership Review.
15. **SIR MARK ROWLEY and ANDY COOKE QPM DL: HM CHIEF INSPECTOR OF CONSTABULARY** supported the need to be clear about what was recorded and called for reform of the Home Office counting rules. **THE MINISTER FOR CRIME, POLICING AND FIRE** agreed that domestic burglary should be recorded separately to outbuildings such as sheds.
16. **ANDY MARSH QPM, CHIEF EXECUTIVE OFFICER, COLLEGE OF POLICING** said there should be a greater focus on getting the basics right and the system was pivoting quickly back to that.
17. **MARTIN HEWITT** reflected on recruitment of new police officers and said that the administrative burden and a sense that the job was not what they signed up for risked causing them to leave. When it came to fraud, he felt the Chief Scientific Adviser for policing had done great work to show forces they could use science and technology to work effectively and efficiently. He identified trust and confidence as a big issue requiring collective action. There was a need to speak honestly about policing but there was amazing work being done which was getting lost. On the Criminal Justice System, he said the sector worked well with the CPS, but the system did not work effectively. He was concerned with court hearing dates for those involved in recent protests being scheduled so far into the future.
18. **SIR MARK ROWLEY** highlighted the challenges obtaining intelligence when it came to protests but noted that amendments to legislation would make a difference.
19. **STEVE RODHOUSE, DIRECTOR GENERAL (OPERATIONS), NATIONAL CRIME AGENCY (NCA)** remarked that often serious and organised crime is less visible but has a detrimental effect on people and communities. The online threat posed to children was on an eye-watering scale. He said that there was a need to understand methods of communication used by offenders. He said the NCA understood the scale of fraud but the use of technology and ability to tackle encryption was critically important to tackling cyber-crime. He provided reassurance that the NCA was working on this.
20. **THE MINISTER OF CRIME, POLICING AND FIRE** said the Online Safety Bill contained important provisions placing a legally binding duty on social media firms

proactively to report child sexual exploitation and abuse with OFCOM enforcing those obligations. This was welcomed by **STEVE RODHOUSE**.

21. **ACTION: THE MINISTER OF STATE FOR CRIME, POLICING AND FIRE** to host a roundtable on crime recording to consider how crime recording could be improved so that it better reflected the public's understanding of crime.
22. **ACTION: APCC and NPCC** to work with the Home Office to consider how to facilitate more regular dialogue between the Home Office and policing, including options for sharing of information on what is happening in forces with the Home Secretary.
23. **ACTION: NPB members** to work with OFCOM to ensure readiness to exercise powers and enforce the provisions of the Online Safety Bill.
24. **ACTION: Relevant sector leads** to explore ways to improve the ability to gather undercover police intelligence in the context of protests, and to provide an update on the current barriers to improving intelligence gathering.
25. **ACTION: NCA** in consultation with NPB members, to consider innovative options to tackle fraud and improve fraud prevention, including working with industry to showcase creative solutions.

National stocktake on crime and policing performance, with a focus on neighbourhood crime and anti-social behaviour (ASB)

26. **THE HOME SECRETARY** thanked members for their commitment to sending a police officer to the scene of every domestic burglary and asked how this would be met.
27. **MARTIN HEWITT** said it was important to note that a number of forces were already attending every domestic burglary. Good practice guidance covering the initial police response and subsequent investigation was being developed. This would include evidence capture and would pick up points raised in the HMICFRS review. He said that a domestic burglary meant a dwelling not an outbuilding such as a shed. Burglary was a key priority, he said, and the relevant national leads were working to drive improvements.
28. **ANDY COOKE** reported that HMICFRS inspections had found many occasions where policing was failing to get the basics right on burglary. Whilst the commitment was welcome, problems would not be solved at once. He said that HMICFRS's PEEL Framework sets out what good looks like and he had openly pointed to where police resource was not used well. Further work would be done with **ANDY MARSH** around identifying good practice. He said problems around investigation were well known but prevention was key. A significant proportion of burglaries occurred in a small number of

areas and were often committed by prolific offenders, so hotspot areas should be targeted.

29. **ANDY MARSH** said that in his opinion neighbourhood policing was key as it was the driver of crime reduction. He added that he was a firm believer in transparency of data.
30. **MARC JONES** said that a lot of work had been done to share best practice. Where multiple burglaries were committed by a single perpetrator but where there was a lack of evidence to take a perpetrator to court for some of the crimes, the public needed to be assured that the person responsible for the burglary had been caught and taken to court for other offences. **THE HOME SECRETARY** agreed that sharing best practice was important and stated that she was also keen to look at best practice on anti-social behaviour.
31. **ACTION: NPCC and the College of Policing to devise a way of monitoring the implementation of police attendance after every domestic burglary and share ideas on further practices that could improve outcomes of domestic burglary investigations.**
32. **ACTION: The College of Policing, NPCC and APCC to work with the Minister for Policing to grip ASB and to return to the next meeting with an update on what they have done to share best practice.**
33. **ACTION: The Home Office with relevant sector leads to explore how to measure outcomes for domestic burglary and robbery investigations to accompany the crime reduction target for neighbourhood crime.**

Mental health and policing

34. **THE HOME SECRETARY** opened the item by saying that she was keen to look at the data to understand how mental **health** demand was impacting policing resource. She said she had spoken to the Health Secretary who was willing to work with her. She noted that the report from Sir Stephen House's Operational Productivity Review was due imminently. Detentions under the Mental Health Act had increased, and police vehicles used in a significant number of cases, which she said represented police time not being used in a way originally intended.
35. **MARTIN HEWITT** said that the challenge was defining mental health demand as he understood the percentage of calls tagged as mental health was lower than policing leaders had generally thought. The key factor was often dwell time as it could take the remainder of a police officer's shift to deal with an incident. He remarked that officers were with individuals for long periods of time and that ambulance pressures were a factor in this. He considered that the data in the report would be valuable. **SIR MARK ROWLEY** agreed that dwell time was an issue with the average time spent by two

police officers at hospital being 14 hours. He caveated that it would be reasonable for officers to remain if the person was violent.

36. **ANDY COOKE** said he was aware of a poll which found a high proportion of the public felt mental health was an NHS issue. Police officers were not the right people to deal with mental health and could be found waiting in hospitals for hours. Progress had been seen in the 'Right Care Right Person' model in Humberside and national rollout was being looked at. In Humberside there had been a significant reduction in police officer attendance, but there was still more to do.
37. **LISA TOWNSEND, POLICE AND CRIME COMMISSIONER** said it was fantastic that 20,000 new police officers were being recruited but was concerned about how new police officers felt about the social care and welfare tasks they had to undertake. She said she was also concerned that local partners she had spoken to felt the police had a bigger role to play and that more police resource should be put into training officers in mental health. Her view was that the 'Right Person Right Care' model was working brilliantly in Humberside.
38. **ANDY MARSH** said he looked forward to the Operational Productivity Review report as he felt there was too much reliance on anecdotal evidence. Noting the pressure that hospital departments were under, he remarked that currently it was unlikely they would be able to take mental health patients from police officers within short set timeframes.
39. **ACTION: The NPCC and College of Policing to keep members updated on work to produce a toolkit assisting forces in sharing and adopting innovative good practice in contact management.**
40. **ACTION: NPCC and College of Policing, taking into account Sir Stephen House's findings, to explore the need for a national mechanism capturing and analysing better mental health data amongst forces.**
41. **ACTION: THE MINISTER OF STATE FOR CRIME, POLICING AND FIRE to host a roundtable with key senior police and health partners to discuss mental health demand.**
42. **ACTION: THE MINISTER OF STATE FOR CRIME, POLICING AND FIRE to meet with his DHSC counterpart, Maria Caufield to discuss mental health demand on policing further.**

National Policing Board sub-governance update

43. THE MINISTER OF STATE FOR CRIME, POLICING AND FIRE provided an update on the National Policing Board sub-governance. He informed the meeting that the Police Uplift Programme (PUP) was on track to recruit the additional 20,000 police officers by the end of March 2023 and noted that it was critical to maintain police numbers into the future. He then updated that he would be taking the Crime and Policing Performance Board (CPPB) forward, with the first meeting to include an item on crime prevention and proposed bringing a discussion on problem solving policing and/or improving collection and analysis of homicide data to the CPPB. He went on to explain that the next Strategic Change and Investment Board (SCIB) meeting would take place in the new year and focus on the Delivery Landscape Reform Strategy. Finally, he updated that at the Police Covenant Oversight Board (PCOB) a lot of progress had been made and advised that a chief medical officer had been appointed. He noted that 50% of forces had conducted a self-assessment. **THE MINISTER OF CRIME, POLICING AND FIRE**, closed the item by referencing discussions with **CHIEF SUPERINTENDENT PAUL FOTHERINGHAM, PRESIDENT, POLICE SUPERINTENDENTS' ASSOCIATION**, confirming that he was keen to see further progress. He explained that he would be writing to Chief Constables on this matter as the welfare and wellbeing of staff is a priority.

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44. THE HOME SECRETARY advised that feedback from the Policing Protocol Consultation was being looked at, following which next steps would be considered. She also confirmed that the Home Office was considering the issue raised about legally qualified chairs. Relevant sector leads would be updated in due course.

Closing

45. THE HOME SECRETARY concluded the meeting by commending attendees for all their hard work and momentum on the key priorities discussed.