



National Policing Board

Minutes 8 October 2019

Title of meeting	National Policing Board
Date	08 October 2019
Time	15:00-16:30
Venue	Committee Rooms, Houses of Parliament
Chair	Rt. Hon Priti Patel MP: Home Secretary

Attendees

- Rt. Hon Priti Patel MP: Home Secretary (Chair)
- Kit Malthouse MP: Minister of State for Crime, Policing and the Fire Service
- Victoria Atkins MP: Parliamentary Under Secretary for Safeguarding and Vulnerability
- Dame Cressida Dick DBE QPM: Commissioner of the Metropolitan Police Service
- Martin Hewitt QPM: Chair of the National Police Chiefs' Council (NPCC)
- Katy Bourne OBE: Chair, Association of Police and Crime Commissioners (APCC)
- Lynne Owens CBE QPM: Director General, National Crime Agency (NCA)
- Mike Cunningham QPM: Chief Executive Officer of the College of Policing
- Sir Thomas Winsor: HM Chief Inspector of Constabulary & HM Chief Inspector of Fire & Rescue Services
- Chief Constable Simon Cole QPM: Vice-Chair for the CT Co-ordination Committee – for Neil Basu, Head of UK Counter Terrorism Policing
- Sir Philip Rutnam: Permanent Secretary
- Scott McPherson: Director General, Crime, Policing and Fire Group
- Rachel Watson: Policing Director, Crime, Policing and Fire Group
- Kenny Bowie: Strategy Director, Crime, Policing and Fire Group
- Caroline Mersey: Deputy Director, Serious and Organised Crime Group – for Julia Kinniburgh, Director General, Serious and Organised Crime Group

Special invitees

- Chief Superintendent Paul Griffiths: President of the Police Superintendents' Association
- John Apter: National Chair, Police Federation of England and Wales
- Chief Constable Andy Rhodes QPM: NPCC lead for Organisational Development and Wellbeing



Welcome and Introduction

1. **RT. HON PRITI PATEL, HOME SECRETARY** welcomed attendees, reflecting on the broad range of expertise in the room. She emphasised that good progress had been made since the last meeting and that she was keen to maintain this momentum.

Terms of Reference and Programme of Work

2. **THE HOME SECRETARY** commented that officials had worked closely with Board Members' organisations to incorporate feedback into the draft Terms of Reference for the Board.
3. Following a brief discussion, **THE HOME SECRETARY** concluded that the Terms of Reference were approved by the Board, subject to any final amendments members may have, which should be sent to the Secretariat. The Board had also agreed that, going forward, minutes would be circulated for comment then published.
4. Continuing, **THE HOME SECRETARY** stated that the Programme of Work would evolve to allow discussion of emerging priorities with the recruitment of 20,000 officers remaining a key focus. Any feedback on the programme should be shared with the Secretariat.
5. **ACTION: Board Members to send final comments on Terms of Reference, and views on the Programme of Work, to the Board Secretariat by Friday 8 November 2019.**

Police Uplift Programme

6. **MARTIN HEWITT QPM, CHAIR OF THE NATIONAL POLICE CHIEFS' COUNCIL (NPCC)** updated Board Members on the development of the Police Uplift Programme. The programme had progressed with speed; governance and workstream arrangements were in place and all forces were accelerating their recruitment. Continuing, the Chair of the NPCC stated he was confident that the first stage target of 6,000 additional officers by the end of 2020-21 could be met. He acknowledged there was more to do but a great deal was underway, including working with the College of Policing to refine the recruitment process and to increase assessor capacity.
7. Attendees emphasised their support for the uplift programme and were pleased with the volume of visits to the website 'Be a force for all'. **KIT MALTHOUSE MP, MINISTER OF STATE FOR CRIME, POLICING AND THE FIRE SERVICE** reflected that much had been achieved swiftly. He added that it would be important to consider retention of existing officers and the impact on PCSO



and Special Constable numbers. It was also important to change public perception about needing a degree to join policing. **JOHN APTER, CHAIR OF THE POLICE FEDERATION OF ENGLAND AND WALES** and **CHIEF SUPERINTENDENT PAUL GRIFFITHS, PRESIDENT OF THE POLICE SUPERINTENDENTS' ASSOCIATION** emphasised they would, along with other Board members, feed ideas into the Police Uplift Programme. **SIR THOMAS WINSOR HER MAJESTY'S CHIEF INSPECTOR OF CONSTABULARY** confirmed the Inspectorate was represented on the Programme Board and would share relevant data to help identify any force-level issues. Board members agreed to learn from existing good practice and agreed there was an important role for the College of Policing and others in supporting forces.

8. The first-year officer recruitment targets for forces were shared with members under embargo for the following day. Board members confirmed they understood that these figures were based on the current funding formula model, identified as the best solution available to deliver the numbers quickly in year one. Summing up, **THE HOME SECRETARY** thanked Martin Hewitt and all those involved for their work so far and welcomed the support from Board Members for continued implementation of the programme.
9. **ACTION: Board members to contact the Police Uplift Programme with additional ideas on recruitment and officer retention. Martin Hewitt to update on the programme at the next Board meeting.**

Policing Outcomes and Metrics

10. **KENNY BOWIE, STRATEGY DIRECTOR, CRIME, POLICING AND FIRE GROUP** introduced a paper setting out the principles that have guided the development of a police outcomes framework. This was the beginning of a conversation with members to design a set of long term, meaningful metrics to monitor improvements in police outcomes and set high-level priorities, with a particular focus on serious violence, neighbourhood crime and county lines.
11. Board members offered early thoughts and expressed support for the direction of this work, noting that it provided national accountability and collective responsibility, and stressed the importance of ensuring PCCs remained locally accountable. In the context of the Government's commitment to invest in 20,000 additional officers over the next three years, it was important to find the best way of measuring the impact policing is having. The Board agreed to seize the opportunities of this investment to drive continued improvement in the sector and deliver the national mission to reduce crime.



12. The importance of prevention was also emphasised, and **THE HOME SECRETARY** reiterated the need to work jointly with other agencies and departments. Board members agreed to continue to collaborate with the Home Office on developing a set of measurable and meaningful metrics.
13. **ACTION: Kenny Bowie to continue to engage with members on developing metrics following the Board meeting.**

Protection and Wellbeing

14. **RACHEL WATSON, POLICING DIRECTOR, CRIME, POLICING AND FIRE GROUP** updated Board members on collaborative work between the Home Office and the sector on Police Protection and Wellbeing. She emphasised that this was a clear priority with plans for a Police Covenant being developed at pace. While the Home Office would seek to learn from the Armed Forces Covenant, this Covenant would be distinct, and reflect the unique needs of the Police and the families that support them. She noted three key areas of focus: Health and Wellbeing; Physical Protection; and Support for Families.
15. **CHIEF CONSTABLE ANDY RHODES, NPCC LEAD FOR WELLBEING AND ORGANISATIONAL DEVELOPMENT** provided more detail on the work he has led in partnership with the College of Policing on the National Police Wellbeing Service. This included: a landscape review to identify gaps in provision; working with the College of Policing on improving training; and working with the third sector and Inspectorate on inspecting forces' approaches to officer wellbeing. Board members expressed their support for this work and its areas of focus. Support for former officers including career transition and improving support for families was also discussed.
16. **THE HOME SECRETARY** explained this should be a cross-government endeavour, including the Department of Health and Social Care for example. All Board members agreed to continue to collaborate with the Home Office on this important work.
17. **ACTION: Home Office Officials to continue to work with Board Members and other stakeholders on developing the Covenant. Further detailed stakeholder discussions are planned for October and November 2019.**

Closing

18. **THE HOME SECRETARY** thanked attendees for their positive engagement, reflecting that it had been a very useful meeting with actions that would make a real difference around furthering the recruitment campaign, developing a distinctive Police Covenant and finessing the outcomes work. The Board would reconvene in January.