



National Policing Board Minutes 31 January 2024

Title of meeting	National Policing Board
Date	31 January 2024
Time	15:30 – 17:30
Venue	2 Marsham Street
Chair	The Rt Hon James Cleverly MP: Home Secretary

Attendees

- The Rt Hon James Cleverly MP: Home Secretary (Chair)
- The Rt Hon Chris Philp MP: Minister for Crime, Policing and Fire
- Jaee Samant CBE: Director General, Public Safety Group
- Richard Alcock CBE: Director Data, Information and Operations, Homeland Safety Group
- Gavin Stephens QPM: Chair, National Police Chiefs' Council (NPCC)
- Donna Jones: Chair, Association of Police and Crime Commissioners (APCC)
- Katy Bourne OBE: Police and Crime Commissioner, Sussex
- 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 (HMICFRS)
- Sir Mark Rowley QPM: Commissioner, Metropolitan Police
- Graeme Biggar CBE: Director General, National Crime Agency (NCA)
- Matt Jukes QPM: Head of UK Counter Terrorism Policing
- Tom Whiting: Interim Director General, Independent Office for Police Conduct (IOPC)
- Rachel Watson: Policing Director, Public Safety Group
- David Grahame: Deputy Director, Crime Strategy and Performance

Special invitees

- Nick Smart: Superintendent, Acting President, Police Superintendents' Association
- Steve Hartshorn: National Chair, Police Federation of England and Wales
- Dr Richard Lewis: Chief Constable Dyfed-Powys Police and NPCC Lead on Drugs and Policing Performance
- Terry Woods QPM: Deputy Chief Constable of Greater Manchester Police
- Pete O'Doherty: Temporary Commissioner, City of London Police
- Jason Corbishley: Chief Information Security Officer, Police Digital Service

Welcome and introduction

- 1. THE RT HON JAMES CLEVERLY MP: HOME SECRETARY** opened by thanking everyone for attending the meeting and for the really important work they and their teams do. He was keen to discuss how to improve policing and the safety of the British people. To restore confidence in the integrity of our officers and their response to crime, he said there is a need to deal robustly with police and staff that fall below standards. He expressed how he was particularly keen to create a safer environment for women and girls and said that we must remind ourselves of who we serve, focussing on people not just processes. He said the public needs to see the police in action and need to feel confident that when they call, the police will turn up, listen and act. He said that ultimately we work on behalf of people in local communities and must make sure people are safe and feel safe.
- 2. THE RT HON CHRIS PHILP MP: MINISTER FOR CRIME, POLICING AND FIRE** summarised that there were three things he would like policing to focus on. First, maintaining police officer numbers for which there are financial arrangements in place to do so. Second, the roll out of more targeted police patrols of hotspot areas of crime with the ambition to reduce violent crime and ASB within the hotspots by 30%, noting that forces should be developing their detailed plans for this. Third, solving more crime, as it is fundamental that criminals are caught – the core business of policing is investigating and preventing crime. He highlighted that successful outcomes had declined to an England and Wales average of 8% over the last 3 to 4 years and noted the variation by police force area needed to be addressed. He encouraged more police forces to increase their use of facial recognition and retrospective facial recognition which is extremely effective technology and would help bring more offenders to justice.

Update on Actions

- 3. DONNA JONES: CHAIR, ASSOCIATION OF POLICE AND CRIME COMMISSIONERS (APCC)** said that progress is being made on work to develop a resource to support PCCs with local delivery and engagement of the Right Care, Right Person (RCRP) approach but further work was needed with the Local Government Association and mental health partnerships. The RCRP approach is an example of best practice and all forces should be encouraged to work with their primary care trusts on commissioning mental health ambulances. She said that police officers are generally not the right people to deal with mental health incidents but often they are left with no option. **MINISTER PHILP** said that he would like to see full implementation of RCRP by the end of the year and that he supported Chief Constables taking the initiative to lead implementation locally.
- 4. DR RICHARD LEWIS: CHIEF CONSTABLE DYFED-POWYS POLICE AND NPCC LEAD ON DRUGS AND POLICING PERFORMANCE** updated the meeting that guidance on the use of naloxone was now available to all Chief Constables. He also said that a

series of workshops were being held to better define the reasonable lines of enquiry commitment for drug use and possession.

- 5. MATT JUKES: HEAD OF UK COUNTER TERRORISM** said there was a lack of moderation and intervention by some online platforms since terrorist attacks in Israel on October 7, 2023, and evidence was being gathered to feed into OFCOM. **GRAEME BIGGAR: DIRECTOR GENERAL, NATIONAL CRIME AGENCY (NCA)** noted that whilst OFCOM were well resourced, it will take time for the Codes of Practice, which he felt were robust, to make an impact.

Investigating Crime

- 6. THE HOME SECRETARY** said that he did not underestimate the complexity of investigating crime. Facial recognition and technology would assist but it needed to be overlaid on a strong investigation foundation.
- 7. ANDY COOKE QPM DL: HM CHIEF INSPECTOR OF CONSTABULARY & HM CHIEF INSPECTOR OF FIRE & RESCUE SERVICES** summarised the inspectorate's findings from recent inspections on investigation, noting that there was limited compliance with the inspectorate's national recommendations from the 'Finding Time for Crime' report¹ and that no force had received an outstanding rating from their PEEL cycle 2021/22, with 19 forces requiring improvement and 3 providing an 'inadequate' level of service. He said there was a need to go back to basics, providing the right advice during initial call handling, effective supervision of cases and following all reasonable lines of enquiry. He confirmed that a thematic inspection on investigations would begin in March 2024, working closely with the College of Policing and the IOPC. It would cover first contact of crime reporting through to its conclusions, in particular exploring the extent to which forces are pursuing all reasonable lines of enquiry.
- 8. TERRY WOODS QPM: DEPUTY CHIEF CONSTABLE OF GREATER MANCHESTER POLICE** provided an update on Greater Manchester Police's recent reforms to their crime investigations process. Whilst noting that there was still room for improvement, he described how the force had gone 'back to basics' to ensure that: crime was recorded accurately and quickly; an assessment was provided on whether all reasonable lines of enquiry had been followed; strengthened supervision was in place; they were being clear with victims of crime; and an internal restructure was undertaken to establish a centralised crime investigation unit. He described how this, alongside strengthened neighbourhood policing, had a positive impact on outcomes for several crime types. Having strengthened their investigation foundations, the next step was to look at the use of technology.

¹ [The police response to burglary, robbery and other acquisitive crime - Finding time for crime - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/peel-reports/finding-time-for-crime/)

- 9. KATY BOURNE OBE: POLICE AND CRIME COMMISSIONER, SUSSEX** supported the importance of effective supervision and noted that her force had also restructured to improve their rates on crime investigation, by establishing a new Business Crime Team overseen by a Superintendent.
- 10. ANDY MARSH QPM: CHIEF EXECUTIVE OFFICER, COLLEGE OF POLICING** said the College of Policing's updated Approved Professional Practice on Investigation had received significant interest, particularly the updated section on reasonable lines of enquiry. He noted the key factors necessary for an effective investigation model that he would work on with the National Police Chief's Council (NPCC) which are: expectations set by leaders; access to qualified and capable experience; access to experiential training for investigators and supervisors; feed-back and recognition; and continuous improvement and dip sampling. **DONNA JONES** said the uplift in police officers would help make communities safer, but that it would take some time to upskill the new workforce.
- 11. GAVIN STEPHENS: CHAIR, NATIONAL POLICE CHIEFS' COUNCIL** was pleased that the shortage in detectives was reducing as new colleagues were recruited. He raised concerns that the Forensic Science Regulator Act 2021 which recently came into force in October 2023 had slowed down processing.
- 12. GRAEME BIGGAR** felt that positive outcomes for investigating crime goes beyond getting the basics right, noting that the cost of investigating a case had increased. Whilst crime rates overall had gone down, he highlighted that complex crimes had increased which could take longer to investigate.
- 13. RICHARD LEWIS** noted that he was developing a national police performance framework, and that this could help draw together some of the key information and metrics on which to assess policing performance. He noted the success of the Digital Crime and Policing Performance pack in helping to establish a 'single version of the truth' for all stakeholders.
- 14. THE HOME SECRETARY** reiterated that investigating crime is a core area of policing business against which the public measure policing. However, visibility of policing in communities is also vital to public confidence, and the public feel the more visible crimes such as shoplifting, and theft are being missed. Whilst there is clearly a balance to strike, the police must respond to this issue. He noted that we have a relatively new workforce which provides the opportunity to steer police culture. He said that policing needs to focus on investigation fundamentals alongside exploring how to best use technology to support them.
- 15. ACTION: Minister Philp to meet with sector leads and hold an Investigation Roundtable to promote best practice on investigating crime and outcomes.**

16. ACTION: NPCC to work with the Home Office on the development of their national performance framework for policing.

17. ACTION: Home Office to review the forensic regulation package to understand its potential impact on the cost and delivery of investigations.

Police cyber security resilience

18. THE HOME SECRETARY recognised that the cyber threat has the potential to cause significant harm to policing and was conscious that the threat is posed by those both within, and well beyond, our borders. He was concerned that cyber security was often only addressed after an incident.

19. PETE O'DOHERTY: TEMPORARY COMMISSIONER, CITY OF LONDON POLICE informed the meeting that the threat of a cyber-attack is growing and that the Police Digital Service (PDS) are investigating more cyber threats. Cyber has become a vehicle for modern warfare and UK police data has the highest trade value on the black market. He warned about the vulnerabilities in police force technology and of those in the police supply chain. A strategy had been agreed with partners to respond to a cyber-attack with the PDS on call 24/7 to lead a coordinated response and every force having a cyber response plan. However, he said that an attack should be prevented in the first place. **ANDY COOKE** said the inspectorate planned to inspect cyber resilience in 2025.

20. JASON CORBISHLEY: CHIEF INFORMATION SECURITY OFFICER, POLICE DIGITAL SERVICE added that there was a need to understand disaster recovery at an organisational level. He said that whilst there had been improvements to cyber security in the last 12 months, the sector still has more work to do.

21. GAVIN STEPHENS reflected on the pace and scale of the threat, and that Chief Constables need to stay abreast of their cyber security. He reflected that this was an area where a stronger national response would be useful. **PETE O'DOHERTY** agreed, noting that multiple IT systems across forces provides multiple routes of attack. **STEVE HARTSHORN: NATIONAL CHAIR, POLICE FEDERATION OF ENGLAND AND WALES (PFEW)** offered to share lessons learned from a malware attack on the PFEW IT system. He supported a move to a more integrated IT operating system.

22. DONNA JONES reflected that the **HOME SECRETARY'S** Strategic Policing Requirement and local police and crime plans provided a route to ensure the threat was taken seriously, but there may also be value in exploring a common policing approach which members agreed with.

23. THE HOME SECRETARY reflected on the need for forces to improve their basic cyber security and to explore options to strengthen the policing systems cyber security.

24. ACTION: NPCC, Police Digital Service and Home Office to assess baseline understanding of cyber security and consider options for improving cyber security across 43 forces, including scoping convergence of IT systems.

AOB

25. RICHARD LEWIS on behalf of the family of Inspector Gareth Earp who died in service, thanked **MINISTER PHILP** for the support and assistance he gave to them.

26. DONNA JONES noted that the APCC and NPCC would shortly write to **MINISTER PHILP** on firearms licensing and the fee it attracted.

27. GAVIN STEPHENS asked that all members assisted with positive policing communications, noting that the national wellbeing survey had found that colleagues feel undervalued and unsupported. Bad behaviour was continuing to be tackled, but that it was also important to show policing's successes. **STEVE HARTSHORN** highlighted the importance of sharing positive communications about policing with the public and the contributions that the PFEW were making. **THE HOME SECRETARY** said it was very important to publicise and reinforce good results.

Closing

28. THE HOME SECRETARY concluded the meeting assuring that he would do whatever he could to protect our model of policing by supporting policing to root out bad officers, get back to core policing, and bear down on crime.