



Home Office

National Policing Board Minutes 23 October 2024

Title of meeting	National Policing Board
Date	23 October 2024
Time	15:30 – 17:00
Venue	2 Marsham Street, London
Chair	The Rt Hon Yvette Cooper MP: Home Secretary

Attendees

- The Rt Hon Yvette Cooper MP: Home Secretary (Chair)
- The Rt Hon Dame Diana Johnson DBE MP: Minister for Policing, Fire and Crime Prevention
- The Rt Hon Jess Phillips MP: Minister for Safeguarding and Violence against Women and Girls
- Sir Matthew Rycroft KCMG CBE: Permanent Secretary, Home Office
- CC Gavin Stephens QPM: Chair, National Police Chiefs' Council (NPCC)
- Sir Mark Rowley QPM: Commissioner, Metropolitan Police
- Andy Cooke QPM DL: HM Chief Inspector of Constabulary & HM Chief Inspector of Fire & Rescue Services (HMICFRS)
- Sir Andy Marsh QPM: Chief Executive Officer, College of Policing
- Donna Jones: Vice Chair, Association of Police and Crime Commissioners (APCC)
- Clive Grunshaw: Vice Chair, Association of Police and Crime Commissioners (APCC)
- AC Matt Jukes QPM: Head of UK Counter Terrorism Policing
- Graeme Biggar CBE: Director General, National Crime Agency (NCA)
- Rachel Watson: Director General, Independent Office for Police Conduct (IOPC)
- Jae Samant CBE: Director General, Public Safety Group
- Richard Clarke: Director General, Safer Streets Mission
- Chloe Squires: Director General, Homeland Security Group
- Charlotte Bryant: Policing Policy Director, Public Safety Group
- Sarah Swinford: Crime Director, Public Safety Group

Special invitees

- Lord (Nick) Herbert of South Downs: Chair, The College of Policing
- ACC Michelle Shooter: Derbyshire Police, Neighbourhood Policing Portfolio Lead
- CC Vanessa Jardine: Northumbria Police

Welcome and Introduction

1. **THE RT HON YVETTE COOPER MP, HOME SECRETARY** expressed her gratitude to policing leaders for their dedication, and her commitment to work together to deliver the best solutions for policing and the public. She set out her ambition for reducing serious harm, including youth violence and violence against women and girls, and rebuilding confidence through the government's Safer Streets Mission, underpinned by a commitment to restore neighbourhood policing. She stressed her pride in the British policing model and her desire to align the policing community with the Government's mission objectives. She noted the difficulties for the policing community during the trial of Martyn Blake and the Accountability Review, and the need to increase the confidence of both the public and police. She paid tribute to the crucial work of the police during the violent disorder over the summer. The Home Secretary thanked those in the room for their work on these challenging issues.

Safer Streets Mission

2. **THE HOME SECRETARY** reaffirmed that rebuilding confidence in the police, the wider criminal justice system and tackling serious harm is at the heart of the Safer Streets Mission. She set out her ten-year ambition for change. In the short term, there should be a focus on key areas where real progress and visible impact can be demonstrated early on, including neighbourhood policing, tackling town centre crime, antisocial behaviour, and violence against women and girls, particularly for repeat domestic abusers. She highlighted how priorities will change over time depending on need.
3. **RICHARD CLARKE, DIRECTOR GENERAL, SAFER STREETS** said that the Safer Streets Mission needed to combine delivery of the 13,000 neighbourhood policing personnel with the social and cultural change needed to deal with the Home Secretary's priorities. The Mission Board will ensure there is genuine cross government approach, working with the National Policing Board as a sub-board to the Mission.
4. **GAVIN STEPHENS, CHAIR, NATIONAL POLICE CHIEFS' COUNCIL** suggested that in the context of financial challenges, policing leaders needed to think more creatively when looking at resources. He spoke of the role communities could play in helping to support the police.
5. **SIR MARK ROWLEY, COMMISSIONER, METROPOLITAN POLICE** agreed the Safer Streets outcomes were the right priorities to pursue. He noted these will not be delivered if the policing system continues to operate in the same way that it has always done. He supported reform and suggested there was a need to consider which areas policing should focus on as a priority in the short-term, and which over the longer-term.
6. **ANDY MARSH, CHIEF EXECUTIVE OFFICER, COLLEGE OF POLICING** set out six considerations for policing in supporting delivery of the Mission. These were: 1.

enhancing capability and capacity; 2. a clear focus on the top priorities; 3. neighbourhood policing training to tackle retail crime and knife crime; 4. leadership; 5. a performance framework which links issues to a robust evidence base; and 6. accountability of Police and Crime Commissioners (PCCs) and of the Board. He said there needed to be focus on problem solving but this was not possible without a robust evidence base and supporting data. **ANDY COOKE, HM CHIEF INSPECTOR OF CONSTABULARY & HM CHIEF INSPECTOR OF FIRE & RESCUE SERVICES** agreed and noted that there remains variance across forces' ability to access data and use it effectively. He suggested we need stretching targets on performance, and that a national performance framework will be essential in achieving the Government's outcomes.

7. **LORD HERBERT OF SOUTH DOWNS, CHAIR, COLLEGE OF POLICING** pointed to the power of data combined with artificial intelligence. He said improving the accountability of local partners, including local authorities, in helping to address issues such as antisocial behaviour is key to driving forward improvements.
8. **VANESSA JARDINE, NORTHUMBRIA POLICE** supported the ambition for a ten-year mission and noted the importance of working with policing partners and the wider public sector to achieve Mission aims, endorsing the cross government approach. **MICHELLE SHOOTER, DERBYSHIRE POLICE** questioned whether the governance is broad and collaborative enough. She said policing needs flexibility to manage the workforce to maximise productivity and get the right individuals in neighbourhood roles to meet the Mission ambitions.
9. **DONNA JONES, VICE CHAIR, ASSOCIATION OF POLICE AND CRIME COMMISSIONERS** was supportive of the Safer Streets Mission and the move towards cross government working. She shared examples of good practice on neighbourhood policing and work with young people to tackle antisocial behaviour. She also pointed to data sharing models developed by forces that other forces could learn from.
10. **THE HOME SECRETARY** summarised by confirming the National Policing Board will continue as the primary, overarching, governance board for policing system leaders, and the forum for holding policing to account for improving public confidence in policing. She said she is keen to make progress on driving improvements for police data and the development of a performance framework. She encouraged Board members to make early progress on areas to demonstrate impact for the public.
11. **ACTION: The College of Policing, National Police Chiefs Council, and Home Office to jointly prepare a paper for the next National Policing Board on the importance of improved data collection and data sharing across policing to help deliver on the Safer Streets Mission.**

Neighbourhood Policing Guarantee

- 12. THE HOME SECRETARY** introduced this item saying that neighbourhood policing personnel are key to delivery of the Mission, and they should not be abstracted from work in local communities. She acknowledged that police forces were concerned about budgets in relation to how the 13,000 personnel would be delivered.
- 13. DAME DIANA JOHNSON, MINISTER FOR POLICING, FIRE AND CRIME PREVENTION** reiterated neighbourhood policing is one of her key priorities. She recognised the value of Specials Constables, and encouraged the Board to consider what more can be done to encourage people to become Specials, as a valuable way of bringing new skill sets into policing. **GAVIN STEPHENS** said that he was supportive of exploring alternative models of resourcing neighbourhood policing, including learning from international examples. He also noted the potential interactions with the monitoring requirements for the headcount of overall officer numbers.
- 14. ANDY MARSH** said neighbourhood policing was vital in restoring confidence and improving performance. The College of Policing are working with system leaders to develop an evidence-based performance framework for policing, with a final recommendation due imminently.
- 15. ANDY COOKE** reflected that there are forces that get neighbourhood policing right and more needs to be done to support forces to follow best practice. He commented on the College of Policing's Neighbourhood Policing pathway as an example of good practice that should be replicated by all forces.
- 16. THE HOME SECRETARY** asked if we could implement a town centre focussed programme of activity to make an immediate impact and shift the dial on confidence now.
- 17. Action: Board members to contribute to the cross government sprint on tackling ASB and street crime in town centres being led by the Safer Streets Mission Board.**

Police System Reform

- 18. THE HOME SECRETARY** thanked the Board for their input into reform discussions and said she is keen for this to be a collaborative effort. She set out her ambition for a White Paper and a bold programme of reform, which includes considering activity at a national, regional, and local level to strengthen capabilities and deliver savings. She said additional governance, and a programme team, would be established between the Department and policing leaders.
- 19. GAVIN STEPHENS** welcomed the programme of reform. He said for reform to be sustainable we need diverse contributions, to reflect on international learning, and build cross party-political support. He reflected that an area of priority should be ensuring

greater consistency in policing practice across all police forces. **ANDY MARSH** agreed, noting the importance of having clear accountability at all levels of policing, and the role the College of Policing could play in ensuring greater consistency in policing practice to improve performance.

20. **DONNA JONES** set out the role that PCCs play in the police system. She agreed that police performance needed to be improved, which meant using PCCs to better hold Chief Constables to account. **THE HOME SECRETARY** said she wants local accountability with more timely interventions before a force was deemed to be demonstrating poor performance.
21. **GRAEME BIGGAR, DIRECTOR GENERAL, NATIONAL CRIME AGENCY** supported the reform agenda, including ambitions to improve how we deliver a range of national policing functions. **MATT JUKES, HEAD OF UK COUNTER TERRORISM POLICING** agreed, reflecting that in any such changes there should be clarity on timelines and endpoints, as forces will be making decisions on major IT systems and estates improvements. Lessons learned from other areas, such as CT policing, need to be considered and built upon. He stressed the importance of ensuring there is a golden thread from national or regional activity into local policing.
22. **ANDY COOKE** reflected that the current model of decision making is complicated. He said if rapid change is the aim, we should explore how to strengthen the policing protocol, the strategic policing requirement and be clear on what Ministers want and expect from the policing system. **RACHEL WATSON, DIRECTOR GENERAL, INDEPENDENT OFFICE FOR POLICE CONDUCT**, agreed with the direction of reform to improve service to the public and emphasised the need to be clear about where decisions will be taken in policing.
23. **LORD HERBERT OF SOUTH DOWNS** welcomed the ambition for policing reform and the level of support across the system for it. He suggested system leaders identify areas where progress can be made quickly. **SIR MARK ROWLEY** noted that policing leaders are supportive of reform. He reflected that certain priorities could be delivered quickly within the existing model of policing, such as improving data, others could be delivered over the medium to long-term, such as how national policing capabilities are organised and delivered and that this could then support broader reform.

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24. None raised.

Closing

25. THE HOME SECRETARY concluded the meeting, thanking attendees for their time and for sharing their views. She reiterated her appreciation for their support as the government looks to work closely with policing to deliver proposals for reform.