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Chief Constables' Council Minutes

9-10 July 2025

Attendees

AC Gavin Stephens	NPCC Chair
CC Sara Crew	Avon and Somerset
CC Trevor Rodenhurst	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
Cmsr Pete O'Doherty	City of London
Dep Com Nick Adams	City of London
CC Mark Webster	Cleveland
CC Rob Carden	Cumbria
ACC Jonathan Blackwell	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC James Vaughan	Devon and Cornwall Constabulary
CC Amanda Pearson	Dorset
CC Rachel Bacon	Durham
T/CC Ifan Charles	Dyfed-Powys
CC Ben-Julian Harrington	Essex

A/CC Maggie Blyth
CC Stephen Watson
DCC Nicola Brain
CC Sam De Reya
CC Andy Prophet
CC Chris Todd
CC Tim Smith
CC Sasha Hatchett
CC David Sandall
CC Paul Gibson
DCC Chris Green
Sir Mark Rowley
AC Matt Jukes
AC Laurence Taylor
AC Pippa Mills
AC Rachel Williams
CC Amanda Blakeman
CC Paul Sanford
CC Ivan Balhatchet
DCC Steven Cooper
ACC Rob Griffin
CC Vanessa Jardine
DCC Scott Bisset
CC Jo Farrell
CC Jon Boutcher
CC James Vaughan
DCC Sarah Poolman
CC Chris Noble
DCC Rob Jones
CC Tim De Meyer
ACC Pete Gardner
CC Jo Shiner
CC Jason Hogg
CC Alex Franklin-Smith
DCC David Gardner
CC Richard Cooper
CC Craig Guildford
CC John Robins
CC Catherine Roper
CC Lucy D'Orsi
DCC Rachel Etebar
CEO Andy Marsh
Tom Harding
Rachel Tuffin
S23
S23
S23
CC Melanie Dales

Gloucestershire
Greater Manchester
Gwent
Hampshire
Hertfordshire
Humberside
Kent
Lancashire
Leicestershire
Lincolnshire
Merseyside
Metropolitan Police Service
Metropolitan Police Service
Metropolitan Police Service
Metropolitan Police Service
Metropolitan Police Service
North Wales
Norfolk Constabulary
Northamptonshire
Nottinghamshire
Nottinghamshire
Northumbria
North Yorkshire
Police Scotland
Police Service for Northern Ireland
South Wales
South Yorkshire
Staffordshire
Suffolk
Surrey
Surrey
Sussex
Thames Valley
Warwickshire
Warwickshire
West Mercia
West Midlands
West Yorkshire
Wiltshire
British Transport Police
British Transport Police
College of Policing
College of Policing
College of Policing
S23
S23
S23
Ministry of Defense Police

Col Kristian Rotchell
Col Mark Shapland
CO Damian Kitchen
CO Robin Smith
CO Russell Foster
Cmsr Owain Richards

Royal Navy Police
Royal Army Police
Guernsey Police
States of Jersey Police
Isle of Man Police
Royal Gibraltar Police

In attendance

Rt Hon Dame Diana Johnson
Abimbola Johnson
Supt Taryn Evans
T/DCC Wendy Gunney
Louisa Rolfe
Claire Mills
Martin Tunstall
Sarah Johnson
Tony Easthaugh
Jules Lawson
Bethan Page-Jones
Kay Grubb
Christophe Prince
Cmdr Steve Clayman
A/DAC Helen Millichap
DCC Becky Riggs
Stephen Parkinson
Kate Fisher-Stephens
Professor Paul Taylor
ACC Mark Williams
Gemma Stannard

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Home Office
ISOB Chair
Metropolitan Police Service
Serious and Organised Crime Lead
NPCC Police Reform
NPCC Police Reform
NPCC Police Reform
Ch Superintendent – NPCC PRAP Team
Police Digital Service (PDS)
NPCC DDaTCC
Home Office
Home Office
Home Office
Metropolitan Police Service
NCVPP
Staffordshire Police
DPP - CPS
NPCC - CDAP
NPCC Chief Scientific Officer Policing
NPoCC
NPCC Strategic Hub Lead
NPCC Head of Organisational Development and Change
NPCC Business and Chiefs' Council Manager
NPCC Staff Officer to NPCC Chair
NPCC Staff Office to Strategic Hub Lead
NPCC Business Support Assistant
NPCC Business Support Officer
NPCC Business Support Officer
NPCC FOI
NPCC Office Assistant
NPCC
NPCC Executive Assistant to NPCC Chair

SESSION 1:

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

Decision: March 25, Extraordinary February 25 and May 25 minutes were agreed.

Action Log

All actions completed.

Parish Notices

The Chair welcomed visitors to the Chief Constables' Council (CCC).

The following new appointments and retirements were mentioned at the meeting:

- Mark Webster – last Council retiring. – Victoria Fuller will become Chief Constable.
- Rob Carden - Chief Constable Merseyside Police. Serena Kennedy is retiring from force.
- Richard Lewis last Council and DCC Ifan Charles will act as temporary chief constable.
- DCC Sam De Reya is stepping up as T/CC in Hampshire since Scott Chilton retirement.
- Cambs Nick Dean – last meeting retiring in August.
- Dave Sandell (T/CC) Leicestershire Police.
- Matt Jukes – Deputy Commissioner – Met Police now and Vikki Evans (ACSO)
- Alexis Boon – has become Chief Constable of Hampshire Constabulary
- Both Laurence Taylor and Rachel Williams have been appointed as Assistant Commissioners for the Met Police.
- Kate Meynell has gone on a period of sick leave and Steven Cooper is now T/CC for Nottinghamshire Police.
- Darren Martland is now T/Chief Constable for Cumbria Constabulary.

The following chiefs were mentioned as receiving honours this year:

- Stephen Watson QPM - Chief Constable, Greater Manchester Police. For services to Policing - **Knighthood.**
- Maggie Blyth, Chief Constable, Gloucestershire Police - **KPM,**
- Paul Sanford, Chief Constable, Norfolk Constabulary - **KPM,**
- Joanne Shiner, Chief Constable, Sussex Police - **KPM,**

Chair's Update

Spending Review (Finance Update)

The NPCC Chair commented on the disappointing settlement and said they had spoken to colleagues in the Home Office to try and arrange a formal debrief to discuss what could be done differently next time given that the Police Service has been deprioritised compared to other departments. Following a round table discussion on reform, the Home Secretary said she is hoping to do further negotiation with the PM in the run up to the settlement in November. The Treasury consider the Spending Review process to be closed but the NPCC Chair stated that they are determined to make the point on things such as capital.

The Chair reported that the key things to note are that several forces are in direct negotiations with the Policing Minister and Home Office officials on their force positions and allocations and Home Office officials recognise that they cannot keep on using the funding formula as it currently stands. It is important that forces are aware not to assume what they are going to get. This needs to be worked through as quickly as possible, and a letter has been written to the Home Secretary.

The 3-year funding increase is assumed to be made up of grant, precept and additional income but it is not known what the split is between these. The Pay award should be before the summer recess. Forces' average budgeting is 2.8% and if greater than that it will make things very difficult. The numbers for Neighbourhood Policing are around 700 million so they are about half a billion pounds short. There is a big push on the commercial efficiencies programme. In the election manifesto they were going to look at funding it from efficiencies, but this will be a difficult thing to do in the short term.

There is unlikely to be any funding for the wider safer streets' missions and any transition to net zero. They have written to the Home Secretary and other government departments in terms of accessing funding as the pace at which some of the manufacturers are changing suggest that they are going to run up against legal fleet problems. There is no money for pay reform and no money for technology, investment and no money for the impact of the sentencing review guidelines.

The Finance Coordination Committee reported that the battle has been more with the Treasury than the Home Office. Whilst the Finance Committee have sent out some guidance which is based on an analysis of the spending review, it will only be at settlement that forces will know what is in their budgets for next year. Pay should be announced in the next few weeks. Forces budgeted at 2.6% - it will likely be north of 3.4. – they are looking and pushing for additional funding. Finance Committee have confirmed that the government has all the information required to determine what the settlement will be and it would be unhelpful if the settlement comes out late in December because that will increase the savings targets for next year because they will not get them delivered by 1st April. Fleet may need to be discussed from an operational perspective as the supply line may be an operational risk. A note will be made on this for future agenda planning.

The issue of officer numbers was also raised with the cap needed to be lifted and full flexibility required for the workforce.

In terms of financial planning, it was suggested that it would be beneficial to move to multiyear planning.

Decision: Finance session at September CCC meeting.

HMIC Inspection Part 1 and 2:

Part 1 focuses on public order. There is a coordination group to make sure all the relevant people are engaged. Looking at training, tactics and equipment with leadership oversight, technology all being looked into and particularly around the Strategic Policing requirement review. NPoCC are leading on the coordination and mobilisation work. There has also been lots of work with Oscar Kilo to support officer wellbeing.

Tranche two, which is its early stages, is all about intelligence, ROCU, investigations and mis/disinformation. There is a committee and group for this.

Decision: A written update on parts 1 and 2 will be provided to Chiefs later in the year.

Current Operational Demands

Accountability Review

An update was provided on the Accountability Review with some good work and progress on the recommendations going forward:

The DPP change which is work stream 8 allows conduct to be considered as a public interest outcome. If there is a gross misconduct hearing, then it does not need to go to trial which is better for victims. There are also subject matter experts in Roads Policing so they can get the early advice to the investigators and to the IOPC and there are the same negotiations around use of force.

The anonymity issue is in the new bill which is going through and is now in the House of Lords. The short review is to look at the issue of unlawful killing – short verdict/unlawful killing and that it should be a criminal test as opposed to the balance of probability test. A lot of evidence has been provided by forces to inform the team looking at this and to assist with the report.

The second issue is the difference between the criminal standard of defence for murder which is at the criminal bar to be disproved verses the W80 which is a balance of probability test for conduct. A report has been written to the Home Secretary, and they are waiting on a decision.

There is also a long review with someone being appointed to review and lead on a police conduct review.

There is also work being progressed on the duty of candour and Chiefs will be kept updated on this piece of work.

Decision: Chiefs noted the update.

Op Navette

Decision: Chiefs noted the update.

****S31(1)/S24(1)****

Decision: Chiefs noted the update.

****S31(1)****

Decision: Chiefs noted the update.

ACRO

ACRO have conducted a recent review of unanswered requests from the UK to EU Member States for criminal convictions dating back to 2018 and 4,928 requests remained unanswered from EU member states. ACRO has written out to all the force contacts with a list of cases which are over 1 year old to see whether forces still want their requests fulfilled or cancelled and there is a new system for re-submitting requests and they will be reviewed. They are building in a follow-up for 3, 6-month reviews etc.

Decision: Chiefs noted the update.

Neighbourhood Policing Guarantee

The three main areas for discussion were highlighted as:

- The NPCC position and the need for Neighborhood Policing Programme reset.
- To provide an update on the key activity around the NPG “by July” commitments and the 13k.
- The Your Area dashboard.

The position from NPCC is clear and has been set out in a letter to the Home Secretary. They cannot achieve the entirety of the NPG with the funding they have been given which is being expressed to the Home Office. The Home Office were disappointed with the settlement and investment which was given to Neighbourhood Policing. There has been confirmation that 200 million will continue next year for growth this year. They are continuing with the 13k approach to the first 3,000 within the funding but do not know what the long term will look like.

The reset is describing a reset of the deliverables for the lifetime of Parliament. The project needs to spell out to the Home Office what can be delivered within the numbers that they have been given. They would like to do this as a collective. The 200 million was seriously fought for and they need to present to the treasury that they can spend it and use it effectively to secure future funding.

The current position in terms of the NPG is that they achieved a lot in the first 2 months of the programme. They do have an increase in terms of numbers, but they are unable to demonstrate them in terms of figures. There have been some data challenges. The returns being made through HR do not match some of the returns through finance. There have been re-sets in the baseline figures as forces have had to change their March baseline.

There is a NPCC return to the hub which is all about the entire workforce which needs to match the grant returns. Currently there are different numbers between forces between the two figures. Support can be provided for the forces where required.

Gold box 1-3 are the commitments primarily being delivered through digital public contact. Real progress is being made on this.

The purple box covers the further commitments. Concerns over the 72-hour commitment which is contact via the single online home using the digital platform. They have told the Home Office that they cannot measure this. It is for quality.

51 percent of officers time needs to be spent in neighborhoods. Forces need to make sure that their neighbourhood officers are not being removed from their duties for more than 49% of their time. They are working on a national abstraction policy, but each force needs to have their own policy and way of monitoring it.

The work on further commitments with the ASB lead, hotspot funding, the plans and with all forces meeting the deadline has been very successful. If they do get the same funding challenges that they are expecting, they may advocate a continuation of the hot spot funding.

All forces have access to the dashboard. A thanks was expressed to the MET for getting on top of the returns. They are in a good position with the numbers.

99% of neighbourhoods have neighbourhoods with a published neighbourhood officer.

91.6% of neighbourhoods issued priority in the last 3 months.

It will be released to the Home Office on 14th July.

Decision: July commitments 6-9 noted by Chiefs in the meeting.

Trust and Confidence

Decision: The update was noted by chiefs.

Custody Image Retention

Inconsistency across forces around use and custody of images particularly in relation to facial recognition exercises. It is likely that the Government will bring in comprehensive legislation to govern the collection, retention, and use of facial images of the biometric. There will be legislation like POFA and a series They have hosted 6 pilot forces to assess the impact on policing if implemented. The impact is small, but the work is continuing. They will know more in the Autumn with confirmation in May 2026. Even if the legislation does not come in they will still need to look at how to comply with MOPI.

Decision: Discussion with Home Office around funding requirements for the change and will form part of the SR2 negotiations. Chiefs noted the update

Police Race Action Plan:

It is the final year of centrally driven PRAP delivery before handing over primacy to forces from April 2026. They are working to the 8 key priorities as agreed at CCC.

There are three key additional areas of work:

- The joint inspection process with HMICFRS and how elements of the PRAP can and will feature in that going forward.
- Embedding the maturity matrix within forces and working with a number of forces to ensure the metrics are achievable and can deliver going forward.
- Work is ongoing with the Cabinet Office on what long term community scrutiny will look like.

Nearly 33 forces have been visited, working with SPOCs in forces to ensure that they have been sharing best practice. There are some key themes and a report has gone out on this. There has been some variations across forces as to how the plan is being delivered. In stronger forces there is really clear governance led by Chief Officers which makes a big change as to how the plan is being delivered in forces.

There are capacity issues particularly where the delivery of the plan is reliant upon a small number of black officers within forces.

In terms of the workstreams, there has been strong emerging practice of co-production of training and delivery of operational skills linked to black communities and internal communities. Work stream 2 remains the most advanced area and workstream 4 is the most challenging with the data and the breadth of areas featured within it.

Forces who are providing analytical support are developing with the most progress, the importance of honesty of the challenges and a request for the SPOCs as they work through the delivery of the plan for national evaluation.

The need for forces to retain a Chief Officer lead for the PRAP was stressed as well as a Senior Performance lead to ensure the delivery of those priorities.

Forces, in preparation for the maturity matrix in September, need to have in place black internal and external networks and community groups specifically for black communities.

Work on ethnicity data needs to be prioritised in forces.

Forces are asked to share maturity outcomes so they can be looked at nationally.

Forces are asked to retain the support they have in place into the next financial year for the delivery of the plan.

They have asked for a portfolio lead to own the Police Race Action plan going forward and for a Chief Officer to work with them whilst the central team is still present. Forces are encouraged to give this role consideration within their teams but also to note that this is an extremely challenging role, There has been good ongoing work with ISOB, they are clear on the areas which need to be worked on but align with the plan this year and their scrutiny is welcomed. They continue to engage with the NBPA but they are keen to work with them and offer them opportunities to be engaged.

Concerns have been expressed as to the future of the Police Race Action Plan which currently has a team dedicated to it which will no longer be the case from April 2026 and there is a maturity matrix which needs to be worked across forces. If there is going to be funding for independent scrutiny, then there needs to be a team to do the work for this. The DEI Committee does not have the capacity to take on this work. CCC needs to look at the issue of funding for this work going forward.

A plea was made to get a Senior Leader and sufficient numbers from each force to attend the National Black Police Association Conference taking place later in the year.

Decisions:

- Chiefs noted the update and supported the requests for ongoing support for the work of the PRAP this included: 1. Retain a chief officer lead for PRAP delivery. 2. Sustain a dedicated force level PRAP delivery team beyond March 26. 3. Engagement with black staff networks and community partners. 4. Agreed to share maturity and progress data. 5. Forces to nominate a lead for knowledge sharing and practice submission.

Regional Papers

Decision: All decisions and actions from the regional papers are listed in the circulated slides contained within the CCC pack:

Action for all submission authors - Authors to liaise to regions on their respective feedback from chiefs gathered as per the regional process on the papers.

Cross Border Aid 298 Agreement

Decision: Chiefs agreed implementation for the agreement.

NPCC Strategic Plan 25-28

Decision: Chiefs agreed a refreshed version for implementation.

NPCC Strategic Risk Update

Decision: Chiefs noted and supported the latest paper on national risk.

CCC Information Leaks Update

Decision: Chiefs noted and will take feedback into final version.

Performance Management Outcome Proposal

Decision: Chiefs agreed, the chair is to respond to commentary and come back with a communications and stakeholder management plan.

National Firearms Licensing Training Funding

Decision: Option 2 was supported by all Chiefs Following the support for option 2 the College will reduce after year two The College will continue to push the case for full cost recovery of licensing and will drive national activity.

Session 2 – The Minister of State for Policing and Crime Prevention in the UK

The Minister opened the session by acknowledging the exemplary work of Chiefs and police forces, emphasising the significance of letters from Chiefs that highlight outstanding police work and community engagement. The Minister assured Chiefs that their feedback is driving action through the Crime and Policing Bill and the Fisher Review, with recommendations forming the core of the forthcoming Police Reform White Paper, set for publication later this year.

The White Paper will outline comprehensive plans for the future of policing in England and Wales. The Minister commended the Knife Enabled Robbery Task Force for its significant impact on reducing offending and then invited questions from Chiefs.

Concerns were raised about the lack of progress on a fairer charging regime, to which the Minister responded by affirming their commitment to addressing this issue. Chiefs also highlighted the impact on officers' confidence in exercising their powers, and the Minister noted regular discussions with the Independent Office for Police Conduct to tackle ongoing challenges.

Chiefs requested continued support for the Accountability Review, particularly the long review, to ensure it serves both the public and policing effectively. Workforce numbers were raised as a constraint on achieving shared objectives, prompting the Minister to highlight this year's shift from ring-fenced funding to a core grant, providing greater flexibility. On pay, Chiefs sought assurance that any increase above 2.6% would be supported for future budget planning. The Minister indicated that pay recommendations have been received, with a decision expected soon.

The Minister was questioned about the Home Office's ambition to expedite offender charging in Magistrates' Courts, particularly for Violence Against Women and Girls (VAWG) cases, in light of the Leveson Inquiry. Chiefs were reassured that this would be addressed in the upcoming VAWG strategy. Regarding Police Reform and force restructures, the Minister emphasized the White Paper's focus on collaborations and efficiencies with the National Centre for Violence and Public Protection (NCVPP).

Acknowledging that the current policing model is outdated, the Minister encouraged ongoing discussions for the White Paper, noting regional differences across England and Wales. Chiefs called for bolder reform, and the Minister suggested redirecting existing funding to maximize impact. Chiefs were asked to provide a list of areas for improved funding distribution, which was submitted on Day 2 of the Council. The potential of Artificial Intelligence (AI) was discussed, with Chiefs highlighting the disadvantages of underinvestment in this area, a point noted by the Minister. Chiefs also sought support to reduce administrative burdens on frontline officers, such as complaint handcuffing and car-stopping forms, to improve productivity and efficiency.

Chiefs urged the government to listen to active police personnel to achieve ambitious reforms while being cautious about public promises. The Minister noted the Home Secretary's keenness to engage through the White Paper's preparation. Concerns were raised about pay settlements impacting other mission deliverables, particularly the challenges of forward planning for forces, with Chiefs requesting scope to address this earlier.

Issues were raised regarding legislation to prioritize victims in cases involving Foreign National Offenders (FNOs). Chiefs highlighted obstacles, including government agencies blocking police from identifying FNOs, the lack of DNA collection from small boat arrivals, and the underuse of facial recognition. These procedural changes could be implemented quickly to enhance public protection. The Minister committed to relaying these concerns.

Decision: Chiefs to collate a list of areas to be pulled together including figures and data working with finance committee for submission to the minister based on the discussion in the session.

Session 3 – Operational SPR Requirements

Mapping exercise

The Chair opened the meeting by highlighting that forces are already making decisions in their medium-term financial planning regarding capabilities they are considering cutting, despite their importance to regional or national resilience. Notably, South Yorkshire Police is contemplating discontinuing its mounted section due to financial constraints, sparking a broader discussion on Strategic Policing Requirement (SPR) capabilities.

The Operations Coordination Committee lead presented a circulated paper outlining a three-year Business Delivery Plan for Operations, focusing on the capabilities required at national, regional, and local levels. The paper questions whether all forces need specialist capabilities, such as police dogs, which are used daily, or Armed Response Vehicles (ARVs), which are locally delivered but may not require specialized units in every force.

The Committee Chair emphasised the urgency of this debate as budgets are being set. The NPCC Chair inquired whether Chiefs are having local discussions about capabilities they currently host but are considering cutting, particularly post-Spending Review, and how these cuts might impact other forces. Forces were advised to contact the Operations Committee if any risks are identified in their planning.

The Chair also asked Chiefs about their appetite for maintaining mounted and marine capabilities, which would require contributions from forces. An opinion was raised that the strategic estate, public order, firearm training, and facilities should also be included in the discussion.

A decision on these matters is scheduled for the December budget meeting, with a verbal update planned for September and proposals to be presented in December. West Midlands Police are enhancing their mounted capability with assistance from Gloucestershire Constabulary and have offered support to South Yorkshire Police if needed. The Ministry of Defence (MoD) is expanding its marine unit by a third and expressed willingness to support Home Office policing. Dorset Police noted an increasing coastal threat but highlighted limited resourcing, underscoring the need to assess demand and threat levels.

The meeting also addressed the broader question of what specialist capabilities forces are providing and whether emerging capabilities could inform future discussions. The Delivery Plan will outline required capabilities and link with Police Reform, with updates scheduled for September and proposals for November. The NPoCC Team has good mobilization capacity, but questions remain about where capacity is drawn from and who holds it.

Costed plans will be developed for budget setting and agreement at the Chiefs' Council Conference (CCC). Firearms capabilities, particularly the ambition around ARVs, were flagged as a significant issue, potentially to be addressed in a second phase. The Strategic Policing Requirement was also discussed, with agreement to hold a strategic conversation with the government alongside an SPR letter to the Home Secretary. This work will be added to the national risk register.

The capabilities discussion will prioritize marine and mounted units, with a verbal update in September and developed proposals in November.

Decisions: 1. Get Strategic Policing Requirement on the national risk register 2. Work with Ops committee on capabilities.

Decisions: 1. Verbal update on progress to come to September's CCC 2. Full proposal on costed plans of which capabilities will need to be restructured or discontinued will come back to December's CCC. This will also form part of the operating budget which will be presented at that meeting.

Session 4 – Aviation Strategy

Introduction and Context

The session was opened by the lead, who introduced the purpose of the meeting: to provide an update on the aviation strategy and the future of blended air support. The lead emphasised that air support is critical for effective ground operations but noted challenges such as an aging fleet, budgetary constraints, and the need to leverage emerging technologies. The update focused on the new aviation strategy and the development of drone capabilities within policing.

Aviation Strategy and Drone Capability Overview

The lead outlined the ambitions of the 10-year Aviation Strategy, focusing on the expansion and standardisation of policing's drone capabilities. Key points included:

- A growing drone fleet of 642 drones across 41 forces, with a need for a unified national approach due to variations in force-level strategies.
- Expanded drone deployment options, including spontaneous use, ****S31(1)/S24(1)****
- The critical importance of maintaining the National Police Air Service (NPAS) alongside a robust drone capability, ensuring alignment between the two.
- Benefits of drone use, such as improved policing outcomes, immediate availability, flexibility, cost-effectiveness, increased public confidence, and reduced environmental impact.
- Key enablers for success, including a collective operating model, better data utilization to demonstrate aviation's impact, and the need to adapt to a fast-evolving industry by potentially outsourcing services, pooling expertise, and prioritizing safety.

Drone Capability Development and Roadmap

The lead provided an overview of the drone capability development, including an indicative 10-year aviation roadmap and timeline. Key updates included progress on 'beyond visual line of sight' (BVLOS) operations, with developments in professional practice, longer-range capabilities, and plans to deploy drones as first responders by 2028/29. AC Taylor highlighted critical conditions for success, including user requirements, safety, airspace awareness, hazard avoidance, automation, and the operating model. Ongoing trial sites were discussed, focusing on the development of a training framework and evidence-gathering capabilities.

Demonstration of Drone Use

The lead presented video evidence showcasing current drone applications, including public order management, mountain rescue, and traffic/highway operations. A visual overview of the drone operating software was provided, detailing the operator's interface and future user capability ambitions. Considerations for drone use in rural environments were also highlighted.

Drone Data Platform

The lead discussed the drone data platform developed by Nottinghamshire Police, now shared with all forces. The platform provides data on demand levels, spontaneous vs. planned use, force-specific usage, flight numbers, average response times, attendance rates, activity types, and reported safety issues.

NPCC Chair and Chief Constables' Feedback

The NPCC Chair thanked the team for their excellent work and the comprehensive update. Questions and comments from Chief Constables included:

- Inquiry about a cost recovery package for external agencies using police drone capabilities.
- Appreciation for the aviation team's energy and support to forces.
- Questions about how drone deployments would be classified in terms of performance and incident attendance, specifically whether a drone deployment counts as a police presence on scene.
- Emphasis on incorporating lessons learned from NPAS governance and oversight, recognizing drones as an operational policing resource.

- Recognition of connections to hotspot policing and neighborhood policing strategies.
- Acknowledgment of the high quality of evidential material produced by drones.
- A call to consider counter-drone capabilities.

Decision: Chief Constables noted the update and supported the vision for future blended air support (2025-2035).

Session 5 – CT and SOC (Closed Session)

This session was held at secret level and no minutes recorded.

Session 6 – National Police Reform

Structural Components of Reform

The Chiefs expressed a strong desire for a simpler design in police reform, citing the current framework's complexity as a barrier to effective implementation. The Reform Team echoed this sentiment, advocating for streamlined processes and providing an update on reform progress since the last Council meeting. Discussions revealed differing perspectives on what constitutes a "simpler design." Key proposals included creating a more flexible workforce and implementing significant technological advancements to tackle crime and disorder. Chiefs emphasized the importance of managing project lifecycles to ensure consistent national implementation of innovations. Formal governance has been established with joint oversight from the Home Office and policing authorities, with calls for stronger decision-making structures and diverse representation to ensure inclusivity.

Financial Challenges

The meeting addressed significant financial constraints, noting the absence of dedicated Treasury funding for police reform, leaving forces reliant on internal allocation processes. Smaller forces, such as Gloucestershire and Lincolnshire, reported financial strain, describing the current funding formula as unfair and unsustainable. Chiefs raised concerns about inequitable community contributions across forces and called for national financial resilience strategies. The NPCC Chair acknowledged the funding model's inequities, particularly the varied community contributions, and stressed the need for a redesigned model. Proposed solutions focused on a system-wide approach to address financing collectively, rather than individual force survival, while acknowledging challenges with Police and Crime Commissioners (PCCs) owning budgets locally.

Devolution and Force Mergers

Concerns were raised about devolution leading to a cluttered landscape and political challenges, particularly with underfunded legacy systems. Discussions on force mergers explored reducing the number of forces to improve efficiency, with larger forces potentially better equipped to drive government agendas. Past merger attempts, such as those in the South-West, failed due to lukewarm public response despite government support. Chiefs expressed mixed views due to political and public resistance but showed willingness to take ownership of designing a merger framework.

Police Efficiencies and Collaboration Programme

The Home Office presented initiatives focused on saving money, time, and improving data quality through technology and productivity enhancements. Key initiatives included national procurement, better technology utilisation, and centralisation of HR, finance, vetting, and case processing. A national IT and data strategy leveraging Microsoft 365, robotic process automation (RPA), and AI was also discussed. Challenges included fragmented procurement, legacy systems, and past failures in national purchasing programs. Chiefs raised concerns about the quality and affordability of frontline equipment, the need for operational end-user input in procurement, and representation of smaller forces' challenges. The Home Office emphasised engaging operational users and starting with less critical areas like energy procurement to build confidence, with potential mandation of national procurement by the Home Secretary if necessary. The National Centre for Operational Policing (NCOP) is being developed to centralised services, enhance interoperability, and reduce duplication, with ongoing testing of cost and structure options.

Digital Forensics

The NPCC Forensic Lead provided an update on transitioning to a national forensic capability, led by the Home Office and policing leadership, with a new Forensics Director appointed in August 2025. Challenges included rising costs and complexity in digital forensics, with 175,000 devices processed annually and a 19,000-device backlog. Ninety percent of crimes have a digital footprint, and a 2022 HMICFRS report highlighted inconsistent service delivery. Over 100 types of digital forensic software hinder interoperability. Proposed solutions included a national digital fingerprint capability, a mixed model of insourcing and outsourcing, and a forensic audit to analyse spending and capabilities. Chiefs expressed concerns about accreditation risks and disparities in service delivery, highlighting successful tools like the SOC portfolio tool and the need for national consistency. The Home Office committed to a collaborative approach through advisory groups, reform roadshows, and a forensic transition steering group.

White Paper and NCOP

A White Paper, expected in late 2025, will outline the direction of police reform with flexible provisions for Chiefs to engage on policy delivery. The NCOP design is under development to centralize services, focusing on new capabilities and interoperability. Chiefs were encouraged to provide feedback to the Reform Team to shape NCOP and policy development.

Reform Debate Conclusions

Post-Spending Review priorities include saving money, bridging capability gaps for effective delivery, and rationalizing the system to reduce demand and procedural burdens. Cost-saving ideas included aggregating precept collection interest, adjusting officer recruitment timelines, and leveraging digital driving licenses to reduce postage costs. The Reform Team committed to capturing national, regional, and local reform efforts to ensure cohesive progress.

Actions:

- **Chiefs:** Engage with Reform Team and HO on NCOP design, procurement feedback, and forensic audit.
- **HO:** Conduct forensic audit, test NCOP options, and ensure operational user input in procurement.
- **Reform Team:** Continue updating Chiefs on progress and incorporate feedback into White Paper and NCOP development.
- **NPCC Forensic Lead:** Collaborate with Chiefs on national digital forensic capabilities and address backlog concerns.

Decision: Schedule follow-up discussions on financial resilience strategies, NCOP design, and forensic transition plans.

Decision: Agreed to use existing regional structures.

Decision: Confirmed governance arrangements including NPCC representation on the PECP board.

Decision: Chiefs to drive the ambition and embrace the business led approach.

Decision: Chiefs noted the white paper to be published later this year.

Decision: Chiefs were encouraged to engage in police reform events coming out to all forces

Session 7 – Joint DDaT and Science and Innovation Committees

The session was introduced by the NPCC Science and Innovation Chair, focusing on key updates regarding the Science and Technology Strategy, system development, AI in policing, data analytics, and updates on LEDS and PND.

NPCC Chief Scientific Officer Update

The Chief Scientific Officer provided an update on the Science and Technology (S&T) Strategy, noting that agreement was reached approximately two years ago. The strategy identified three key areas for improvement:

- Reducing fragmentation and enhancing collaboration across forces.
- Empowering leaders to make informed decisions about problems, solutions, and future risks, with every force now having a designated future risks lead.
- Addressing limited funding and improving the funding profile for policing technology initiatives.

NPCC Science and Innovation Chair Update

The Chair outlined the need for central coordination to deliver technological advancements and maximise innovation for scalable capability. Key points included:

- Welcoming central coordination within the early phase of the National Centre for Policing (NCoP).
- Shifting investment toward future capability development.
- Highlighting the strategy's three pillars: engage, evolve, and embed.
- Benefits for Chiefs, including system integration, operational effectiveness, partnerships, collaboration, and evidence-based policing.

Chair of Digital, Data and Technology Update

The Chair of Digital, Data and Technology emphasized the critical role of technology in achieving safer streets and increasing operational capacity through innovation. Key points included:

- The challenge of investing in the right areas to maximize impact.
- The importance of people, data, system interoperability, and addressing legacy systems.
- Endorsement of the National Centre for Policing for management and control.
- Current sector spending, with only 6% allocated to innovation.
- Introduction of the National Prioritisation Model, to be further briefed through regional networks, giving Chiefs a greater say in force priorities.

Decision: Next steps:

- Address delivery issues to free up funding.
- Collaborate with PDS and the Home Office to drive convergence, reduce costs, and achieve value for money ahead of the NCoP launch.
- Apply DLRS principles for control and management of Digital, Data, and Technology (DDaT) for policing.
- Partner with Science and Innovation to build an innovation model and widen the pipeline through prioritisation.

AI Lead Update

The AI Lead provided updates on AI initiatives:

- The AI playbook has been published on the College of Policing website, serving as a comprehensive resource for forces on AI-related matters.
- A National Copilot trial is scheduled for September 2025.
- Ongoing efforts to improve AI threat identification and roll out deepfake detection technologies.

Data Reform Lead Update

The Data Reform Lead discussed the National Data Integration & Exploitation Capability, with the following points:

- Chiefs have endorsed the establishment of the National Data & Analytics Office, which is now operational with a new director in place.
- Emphasis on avoiding duplication, dilution, and excessive costs when selecting providers.
- Preliminary market engagement is underway as an information-gathering exercise to understand solutions offered by commercial providers.

Decision: Next steps:

- Review findings and present recommendations in November 2025.
- Focus on rapid delivery.
- Report back to the Chief Constables' Council (CCC) in December 2025.

Decision: Chief Constables noted the update and agreed on the proposed next steps.

Innovation and Digital Summit

The NPCC Science and Innovation Chair highlighted the upcoming Innovation and Digital Summit on October 22, 2025, urging forces to ensure senior representatives attend.

Law Enforcement Data Service (LEDS) Update

A Home Office colleague provided an update on LEDS:

- LEDS has undergone a reset and red team review, narrowing its scope and rebuilding relationships with policing.
- The Police National Computer (PNC) will not be replaced in a single transition; instead, two-way replication ensures data consistency between PNC and LEDS, allowing incremental introduction.
- Current PNC contracts expire in July 2026, by which time all users will be supported on LEDS.
- Six interfaces with national systems will need simultaneous transfer.
- The Home Office will cover any costs associated with extending PNC contracts.

Facial Recognition Update

****S31(1)/S24(1)****

Decision: Chief Constables supported the proposed way forward for facial recognition.

Decision: 1. Blueprinted Copilot Chat (17th of July) 2. Guidance on procurement of Copilot will be circulated. 3. National Copilot trial (September 25) 4. Targeted support through a taskforce approach to support forces to overcome barriers identified by early adopters (including business case, technical evaluation, impact evaluation and data protection processing support).

Session 8 – College of Policing

The chair of the College introduced the College of Policing's new mission, emphasising leadership, standards, and performance, with a goal to be relevant, dynamic, and closely connected to police forces. He outlined the financial challenges faced by the College, including the need for staffing reductions and streamlining efforts to address budget constraints. The chair then provided an overview of the session's

key discussion areas and the update on the National Centre for Police Productivity followed.

The lead detailed the Centre's governance and process framework, which focuses on four key stages: diagnose, innovate, implement, and impact. The lead explained that regular updates would be provided to NPCC Committee Chairs and regional Chiefs' meetings to ensure alignment. The lead also highlighted the productivity and diagnostic tool, which enables forces to compare performance, identify productivity differences, and share learning. The Productivity Team and What Works Board have sifted over 900 applications to select high-potential innovations for evaluation and rollout, supported by a pipeline including evaluation, blueprints, and implementation guides. Ongoing work aims to measure benefits and align effort with returns.

Chief Constables emphasised the need to identify activities policing should cease, given funding reductions, and to prioritize the top five productivity areas while addressing inconsistencies and frustrations, potentially leveraging the police problem book.

The DCC provided an update on strategic training requirements for policing leadership, focusing on ensuring operational standards across forces. He outlined efforts to map training requirements for all policing roles to clarify mandated training and abstraction needs. Work is underway to enhance the evidence base for training requirements and pilot efficiencies. A new national governance process, involving the College of Policing, NPCC, and HMICFRS, will include a Strategic Oversight Group meeting every six months to review training demands.

Key training priorities for 2025/2027 include the Neighbourhood Policing Programme, PIP1 supervisors, and non-contact sexual offences. A pilot evaluation involving 11 forces showed positive feedback on Neighbourhood Policing training, with supervisors noting improved delivery capabilities. The College has adopted a flexible delivery model, redistributing secured funding directly to forces. Chief Constables supported the Strategic Oversight Group but stressed the need for a national capacity picture and evaluations to demonstrate the impact of mandated training on service delivery.

The lead introduced the issue of funding for the national firearms licensing training programme, noting an urgent need for sustainable funding after the Home Office withdrew support following a 100% increase in licensing fees. He presented two options, recommending Option 2. The college colleague provided context, linking the request to broader portfolio work, including refreshed statutory guidance, a new consultation on firearms licensing regulations, procurement of a new licensing management system, and quarterly performance data sharing. A future fee review in 2-3 years aims to align regulations, legislation, and IT systems. The lead highlighted mental health and domestic abuse as key focus areas, with national coordination exploring AI tools for future opportunities.

Chief Constables acknowledged the necessity but expressed concerns about the significant costs, lack of clarity in the supporting paper, and mid-year funding requests. They emphasised consistent delivery, value for money, and reducing non-essential training costs, such as travel and accommodation. The finance chair, from the Finance Committee, noted that the fees do not achieve full cost recovery and urged holding HMG accountable for inflationary cost measures. The NPCC Chair underscored the critical need for national consistency in firearms licensing and recommended Option 2. Chief Constables approved Option 2, requesting £481,935 for year one, with the College ceasing to charge forces for courses to address regional disparities.

Decisions:

- Proposed strategic governance oversight group to be set up to help better understand national capacity and strategic training abstraction Andy Cooke HMICFRS to be invited to form part of the group.
- Chiefs noted the updates

Session 9 – National Crime Committee

The session was convened to address five key inputs, three of which fall under the Violence and Public Protection portfolio: Knife Crime, Violence Against Women and Girls (VAWG) portfolio for the National Centre for VAWG and Public Protection, and Child Sexual Exploitation and Abuse. The National Crime Lead, unable to attend in person, emphasized her collaboration with the Crime Committee, Reform, and Digital Data and Technology teams. She highlighted ongoing work with the Minister regarding foreign nationals, particularly Operation Skylark, which involves coordination with Border Force to strengthen measures like Facial Recognition and enhance links with Border Security. The Intelligence Portfolio will provide an update on phase two of the National Intelligence Model (NIM) review, focusing on tasking governance from local to national levels and with partners, at the next Crime Committee meeting. Additionally, an update on the volume crime report portfolio will be provided, with appreciation expressed for efforts in tackling the stolen vehicle market and a request for a separate response from the CCC on industry collaboration for preventative approaches.

Knife Crime Update

The Knife Crime Portfolio lead presented findings from the Knife Crime Review, initiated last autumn following the tragic murder of Ronan Kanda. The review revealed that over 50% of homicides, including domestic homicides, involve knife-enabled crime. It highlighted the ease with which children can purchase knives online via platforms like Snapchat and TikTok, a critical issue in Ronan Kanda's case, where the murderer used his mother's ID to collect a sword from a Post Office. The Policing Minister and Home Secretary endorsed all recommendations, providing funding to establish a national Knife Crime Centre focused initially on the pursue element. Key recommendations include ensuring accurate data to identify knives used, strengthening age verification for online purchases and deliveries (to be included in the Crime and Policing Bill), introducing a "Prohibited Person" category for knife sellers with prior convictions, and proposing registration/licensing for retailers to regulate sales. Legislation on bulk and suspicious sales will be introduced next year, with a consultation planned for this summer to involve police forces. Social media platforms' slow response to content management, constrained by global policies, was noted, though one company committed to policy changes. The government is introducing tech liability measures, and importation remains the biggest threat, requiring collaboration with Border Force, Home Office, and ****S23(1)****. The Knife Crime Centre will support forces in detecting sellers, using the OP Athos methodology and £1.7 million in Home Office funding. Forces are requested to support this initiative by acting on packages received from the Centre.

Decision: Chiefs noted the required awareness and supported getting the packages coming out for action.

National Centre for VAWG and Public Protection (NCVPP)

The session outlined the establishment of the National Centre for VAWG and Public Protection, aligning with the Safer Streets mission to deliver a consistent response to VAWG and public protection threats. The Centre supports the government's 10-year goal to halve VAWG prevalence, focusing on evidence-based approaches to streamline expectations for forces and reduce duplicative tasks. The Centre incorporates the VAWG Taskforce, Vulnerability Knowledge and Practice Programme (VKPP), and Operation Soteria, with funding secured for one year but seeking a three-year settlement. The Centre aims to develop a Strategic Threat and Risk Assessment (STRA) extending beyond VAWG to public protection, introduce non-duplicative self-assessment and peer support, and integrate with the National Performance Framework to establish VAWG and public protection metrics. It collaborates with HMICFRS for peer review and self-assessment, supports Domestic Abuse (DA) charging and depot pilots, and professionalizes public protection work with ****S23(1)****, Counter Terrorism, and Serious Organized Crime units. Recent sentencing reviews secured exclusions for DA orders, and managing VAWG in public spaces is a new priority. The National Vulnerability and Public Protection Strategy adopts a four-piece approach, with peer review and support coordinated through Soteria, VKPP, VAWG Taskforce, and Hydrant. Forces are invited to volunteer for peer review development, and a Reference Group will test plans and potentially develop business cases. The Centre welcomes Chief Officer or Force Expert involvement in its design.

Decision: Chiefs agreed to the peer review self-assessments and the number of forces volunteered for the

first tranche 2. Chiefs supported the establishment of a reference group for NCVPP to further engage with forces.

Action: The lead to write out to all Chiefs on deliverables and strategy with local case studies to present.

Child Sexual Exploitation and Abuse Update (Casey Report)

The Casey Report update addressed the review of closed cases marked as No Further Action (NFA) to identify further investigative opportunities, supported by over £5 million from the Home Office. Legislative changes were recommended to clarify that sexual activity with anyone under 16 constitutes rape, removing ambiguities around consent and addressing wrongful convictions. Data collection improvements include mandatory ethnicity recording and information sharing, with a national operation proposed. A unique identification marker for children across agencies, aligned with the Department of Education, and taxi licensing reforms to tackle grooming gangs were accepted by the Prime Minister and Home Secretary. Forces are encouraged to provide feedback on these commitments, with information sharing emphasized to maintain confidentiality before reports are published.

Decision: 1. Report going out and will be presented to Chiefs on closed investigations findings next week 2. Lead will write out to Chiefs for a view on the 12 recommendations 3. The lead will update Chiefs on the next request for data collection.

Economic and Cyber Crime Update

The NPCC Lead for Economic and Cyber Crime reported on the evolving threat landscape driven by globalisation and technology, including hostile state actors. In 2023, the government launched its first Economic Crime Plan, Fraud Strategy, and a five-year plan for economic and cybercrime, with £75 million invested in policing to address fraud, cybercrime, and money laundering. Visits to all forces and nine Regional Organised Crime Units (ROCU) identified best practices, informing a forthcoming report. Support for 240,000 victims recovered £3.5 million, with improved investigations via Report Fraud's back-office technology leading to a 22% increase in fraud arrests and more cases reaching court. ***S31(1)/24(1)****

Decisions:

- Chiefs noted page 2 NIM review report and volume crime portfolio stolen vehicle report, both to come back to Crime Committee and further update at future council meeting.
- Cyber / Economic crime to be added to the next Chief Officer day agenda to go into further detail on updates.

National Undercover

No minutes recorded due to the presentation at official sensitive level.

Session 10 – Director of Public Prosecutions for England and Wales

The Director of Public Prosecutions (DPP) reviewed the joint Building Inspector report published on 11 July, referencing the January 2024 interim report, which highlighted the need for improved collaboration between policing and the Crown Prosecution Service (CPS). The DPP noted significant progress over the past

18 months in joint working but emphasized that further improvements are necessary.

The DPP discussed advancements in the review of DG6, where two joint working groups were established last year. The first group, focused on quick wins, developed an 8-page desktop guide condensing the original 66-page DG6, receiving positive feedback from police officers. This guide supports high-volume crime cases while retaining DG6's detailed guidance for complex cases. The second group, the Reform Group, is simplifying the entire file-building process to ensure effectiveness. The DPP aims for DG7 to prioritize simplicity, proportionality, and accessibility, with a distinct desktop guide planned.

A pilot program in Merseyside and Cheshire has reduced file-building time for domestic abuse (DA) cases by approximately one-third. Lessons from this pilot are being applied in Kent, Surrey, and Sussex, with a new approach that eliminates the need for rebuttal or presumption material and unused material schedules for pre-charge in summary and Crown Court cases starting 1 September. If successful, this will lead to a phased national rollout, avoiding further pilots to prevent unintended consequences. The DPP acknowledged that the pilot breaches current disclosure codes and has consulted the Attorney General to amend the law, expressing urgency for change while emphasizing the need to avoid errors.

The DPP addressed DA charging pilots in the pre-implementation phase, expanding the definition of gap cases, which could increase case numbers by 30%. Research indicates police sometimes miss identifying gap cases, necessitating further training. These pilots, developed with policing and the Home Office, aim to empower police to charge in DA gap cases. If effective, a national rollout will follow without additional pilots. While not all chiefs agree on the approach, it offers significant potential.

The DPP proposed joint Key Performance Indicators (KPIs) and shared responsibility for targets between policing and the CPS to encourage collaboration and cultural change. These KPIs will focus on timeliness, outcomes, efficiency, and casework quality. To reduce administrative burdens, the CPS capped action plans at two, requiring senior manager approval for a third. This has led to a decline in action plans, and six CPS areas now emphasize direct communication, such as through MS Teams channels.

The DPP emphasized reducing delays and simplifying processes to achieve effective outcomes, cautioning against overcomplication in the criminal justice system. The focus is on identifying overall criminality, securing appropriate charges, and presenting cases efficiently in court, rather than exhaustively listing every offense. The CPS is working to enhance decision-making quality and case strategy. The NPCC Chair acknowledged the improved CPS-police dialogue, appreciating the focus on simplicity and forward-thinking solutions. Chiefs noted more frequent regional CPS meetings, better communication, and a significant shift in action plan usage, marking substantial progress.

Chiefs highlighted the accountability review, which now considers gross misconduct in the public interest, a change being communicated to chief crown prosecutors to deliver justice and proportionate outcomes for victims. Chiefs sought a timeline for the DA charging rollout, to which the Director General Legal Delivery (DGLD) lead responded that a rollout plan would follow once no adverse impacts are confirmed, stressing a careful pilot-evaluate-rollout process. The expanded gap case definition, if successful, could apply broadly beyond DA cases, though safeguards against unintended consequences are critical.

Regarding broader criminal justice issues, chiefs raised concerns about backlogs in indictable-only offenses in Crown Courts, noting inconsistent administration and outdated case management. They sought stronger joint advocacy with the CPS. The DGLD lead confirmed CPS involvement in the Criminal Courts Improvement Group, chaired by a senior presiding judge addressing listing and case management variations. Initiatives like the Better Case Management group and Leveson inquiry outcomes are being prioritized. The DPP noted efforts to front-load cases for guilty pleas, plans to increase in-house advocates from 200 to 500-600, and a campaign to align defense solicitor payments with cracked trial earnings, potentially reducing the average five hearings per guilty plea in Crown Court.

Chiefs advocated for a joint police-CPS voice on guilty pleas and Leveson inquiry outcomes, which the CPS welcomed. The NPCC Chair's recent meeting with the Ministry of Justice's new permanent secretary

discussed a collaborative approach to Leveson recommendations. The CPS sees Leveson Part One as an opportunity to drive implementation, with ongoing involvement in related groups to influence Part Two outcomes.

Decision: Chiefs noted the update.

Session 11 – Police Race Action Plan (PRAP) – ISOB Report

The Plan emphasises decentralising responsibilities, shifting ownership from the central team to local levels. This transition poses challenges for counsellors in scrutiny and governance roles. The next report will adopt a revised format to reflect these changes and incorporate recent feedback.

A survey conducted in late 2024 gathered insights from Chiefs, aligning their feedback with community observations. Both Chiefs and community members, including local and national civil society organizations, raised concerns about transparency and role clarity. To address this, metrics will be developed to track progress across teams and forces, enabling better cross-referencing.

Key Findings

Regional leads reported that central team coordination often fails to facilitate effective information sharing. Improved sharing could enhance resource pooling and learning from both successful and underperforming initiatives related to the Race Action Plan.

The lead expressed a goal for March 2026 to see greater maturity in discussions and increased ownership by Chiefs to ensure the Race Action Plan's success. She stressed that foundational work must begin immediately to meet this timeline. However, there is uncertainty about who will take on national responsibilities for integrating the Plan into daily operations. If alignment falters, the lead suggested exploring legal or policy levers to mandate recommendations, though she is uneasy about this approach.

HMICFRS Engagement and Inspectability

The lead emphasised the need for strategic collaboration with HMICFRS to make the Race Action Plan inspectable. She suggested aligning the Plan with the existing Peel Action Framework. If alignment proves insufficient, further steps may be required, which policing must evaluate. Discussions on inspectability have been ongoing for eight years but remain unresolved. HMICFRS indicated they either already inspect key aspects of the Plan, require formal submission within a set period, or need central government direction. Policing must decide whether to pursue inspections or abandon the inspectability goal.

****S31(1)****

Community Feedback and Programme Board

The Plan's introduction highlights its foundation in feedback from Black communities, who expressed concerns about organizations' ability to identify and address racism. The programme board has received a copy of the report for review.

Actions:

- Develop metrics for tracking progress across teams.
- Begin strategic engagement with HMICFRS to align the Race Action Plan with existing frameworks.
- Explore policy or legal levers if voluntary alignment fails.
- Ensure immediate steps are taken to meet the March 2026 target for increased ownership.

Decisions:

- Await feedback from the programme board.
- Prepare for the revised report format.
- Continue discussions on inspectability with HMICFRS.

Any other Business

No other business recorded.

DATE OF NEXT MEETING

The next full CCC meeting will be held on **17-18 September 2025**.