

Chief Constables' Council (9-10 July 2025)

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

Session 1 – Chair's Update, Current Operational Demands and Regional Papers

Security Classification	
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https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management	

Chief Constables' Council Minutes – Pay Review Body Submissions 2025 and Pension Readiness

17 February 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
CC Mark Webster	Cleveland
CC Rob Carden	Cumbria
DCC Jim Colwill	Devon and Cornwall
CC Rachel Swann	Derbyshire Constabulary
CC Amanda Pearson	Dorset
CC Rachel Bacon	Durham
CC Dr Richard Lewis	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Maggie Blyth	Gloucestershire
CC Stephen Watson	Greater Manchester
CC Mark Hobrough	Gwent
CC Scott Chilton	Hampshire
CC Charlie Hall	Hertfordshire
CC Judi Heaton	Humberside
CC Tim Smith	Kent
DCC Peter Ayling	Kent
CC Sasha Hatchett	Lancashire
CC Rob Nixon	Leicestershire
CC Paul Gibson	Lincolnshire
CC Serena Kennedy	Merseyside
Sir Mark Rowley	Metropolitan Police Service
AC Matt Jukes	Metropolitan Police Service
AC Laurence Taylor	Metropolitan Police Service
AC Pippa Mills	Metropolitan Police Service
Cmsr Mark Rowley	Metropolitan Police Service
CC Amanda Blakeman	North Wales
CC Paul Sanford	Norfolk Constabulary
CC Ivan Balhatchet	Northamptonshire
CC Kate Meynell	Nottinghamshire
CC Vanessa Jardine	Northumbria
CC Tim Forber	North Yorkshire
CC Jo Farrell	Police Scotland
ACC Melanie Jones	Police Service for Northern Ireland
T/DCC Chris Todd	Police Service for Northern Ireland
CC James Vaughan	South Wales
CC Lauren Poultney	South Yorkshire
CC Chris Noble	Staffordshire
CC Rachel Kearton	Suffolk
CC Tim De Meyer	Surrey
CC Jo Shiner	Sussex
CC Jason Hogg	Thames Valley
CC Alex Franklin-Smith	Warwickshire
T/CC Richard Cooper	West Mercia
CC Craig Guildford	West Midlands
CC John Robins	West Yorkshire
CC Catherine Roper	Wiltshire
CC Lucy D'Orsi	British Transport Police
DCC Rachel Etebar	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CEO Andy Marsh	College of Policing
S40(2)	College of Policing
Rachel Tuffin	College of Policing
S23(1)	**S23(1)**
S23(1)	**S23(1)**
Alex Murray	

Gp Capt Russ Foster-Jones
Col Kristian Rotchell
Col Mark Shapland
CO Damian Kitchen
CO Robin Smith
CO Russell Foster

Cmsr Ian McGrail

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

Royal Gibraltar Police

The Chair of the NPCC opened the meeting by welcoming Andy Phopphet as the new CC of Hertfordshire and expressed his congratulations to all those recognised in the New Year's Honours.

Pay Review Body Submissions 2025:

It was reported that the PRRB submission needs to be put in at the end of the month with the need to gain Chiefs support and views to help finalise that submission. It was commented that there are 4 key areas to include within the submission:

- 1) There are several allowances which are part of the 3-year review of allowances.
- 2) There is the Pay Award itself.
- 3) The sitting to the Board around the wider pay structure and how they want to consider changes to that over the CSR period.
- 4) A recognition within the submission to support the MET with recruitment difficulty, trying to support new entrants into the Service.

Workforce Context:

The key points are:

- There is a bigger total workforce than in 2010. 29 of the 42 forces have less officers per capita than in 2010 which extrapolated equates to a shortfall of 12,000 officers. Roles previously undertaken by police staff are now undertaken by officers.
- It was commented that on a positive note, attrition around recruitment is on a positive trajectory but the workforce is very young, and the pension opt out is increasing but varies force by force.
- In terms of the wider issues and context in terms of viewing the submission, the political viewpoint is different this time round to how it has been previously. It is a settlement and there is no more money.
- The P factor needs to be pushed as once lost; it won't be able to be re-gained.
- There is a need to balance responsibility as employers as well as guardians of the public purse.

Allowances:

It was reported that the team have done a lot of work scrutinising the various allowances.

In summary what is proposed to go into the return is:

- **Business Mileage and Essential Users Allowance** - mileage rates are continued to be paid aligned to the HMRC map but streamline bandings of essential users from 3 to 1. There will be minimal cost with this option.
- **Away from Home and Hardship Allowance** – both these allowances will be increased to reflect the fact that cost of living has increased since these were last reviewed.
- **On Call Allowance** – to be increased beyond the average due to increased demand but there is inconsistency on how on call is used. There is the need to look at this locally in terms of the policy and how it is being used.
- **Southeastern London Waiting** – to retain the status quo because as a service they are doing well in terms of recruitment and attrition and are on a positive trajectory but does need to increase along with the pay award.

Annual Pay Award and Pay Structure:

The P factor is a benchmark. Pay point 1 of constable rank is not competitive at all when compared with not-for-profit sectors. The 7 increments on the PC scale are comparable with other sectors but are incoherent with attrition points. Experienced PCs and Sergeants are pretty competitive but when looking at Inspectors and higher ranks they start to deteriorate in terms of their competitiveness compared with other not for profit sectors.

When linked with work on the incoherent pay structure it was looked to prioritize the PC rank but during the CSR period it was evident that there is the need to look at all ranks and making them coherent across the full scope of the pay structure. There is also the need to recognise that the millennial officers recruited at the first stage of uplift are going to be considering during the CSR period the middle ranks and if the pay structure is incoherent, they may start to look at other careers.

Pay Award:

Last year, 6% was submitted and 4.75% was given. The pay erosion from 2017/18 to date is 1%. The government have said that the public sector pay increases should be at 2.8% and taking this into account as well as the P factor, the summer riots and flexibility of demands, they are proposing a pay award to be submitted at 3.8%.

There will also be some proposals to help the MET with their recruitment position and they will link in with them to be as aligned as possible right before the date of submission.

To summarise, views were sought on whether Chiefs are content that they go forward with the allowances, that a pay award is submitted at 3.8%, that recognition is given to the challenges that the Met have got and that during the CSR period, they consider the restructuring of the pay structure. The session was then opened up for Chiefs to ask questions.

Questions were raised around whether the pay incentivisation for the MET should be for London and include the City of London Police and it was confirmed that it should.

A point was raised around pay reform with the PRRB asking when some reform is going to take place on police pay. Given the tight financial climate and the government thinking about police sector pay in the context of productivity, should they be asking for above inflation but not offering anything for it. For example, if having fewer increments and faster progression, there are no suggestions about links to performance. There are steps which could be taken for a more modern pay structure. Will the service be successful in getting above inflation, if not making a pitch for the public or treasury in getting some extra value out of it?

Issues around affordability were discussed with the view expressed that if 3.8% is proposed and agreed, that forces will have to pay for it. For the last few years at PRRB, the evidence on affordability has been accepted and it has been made clear in the report but not fully acted upon by the Home Office. The Home Office do not have funding for in year adjustments to budget.

Views expressed were that the 3.8% is what staff deserve and to stress that if it is not going to be funded, then forces will not be able to afford to pay it. This will result in service degradation.

The view was also expressed that any incentivisation for London must be focused on new joiners only. It was commented on that pay progression linked to performance is already in place. The Service has had a pay degradation since 2010, and the P factor is not being remunerated. The view was expressed that they should stand firm in trying to get the 3.8% funded.

There will be a short, medium and long-term approach. The short being to focus on the PRRB, the medium being the CSR to look at the incoherent pay structure and the long term being the reform and that it links into the workforce strategy and reviewing the PPS to ensure it is as effective as it can be in terms of the reform process.

There was the view expressed as to whether the argument with SR should be what is wanted is complete flexibility to employ the officers they require and if that can't be done then they need to do something about pay point 1 or the supply line won't come in. The point needs to be linked more broadly to what the workforce plan would be.

It will be made explicitly clear in the submission if they don't get the funding, what will be lost in terms of Service provision and the impact it will have on the public as a result.

Decision: It was agreed that the annual pay award submission will be 3.8% with funding above 2% with significant affordable issues at 2%.

Decision: Constable pay structure – the proposals to align the progression points to points where they see attrition.

Decision: Any changes from Sergeant through to ACC to be discussed as part of pay reform accompanied with CSR.

Decision: To support the MET on recruitment position with the focus on new entrants.

Pension Readiness for 31 March 25

Decision: Chiefs were encouraged to get pension ready by the statutory deadline of 29 March 25. Chiefs were informed with all force scheme managers they do have discretion to extend the deadline for certain circumstances, and an overview was provided. Chiefs supported the following steps they will take back with their scheme managers: (1) Get assurance for their respective position for remedy by making sure statements are sent and not sent or predicted to be sent. (2) Know the processes for making decisions including breaches and s29 of the act and (3) use the comms plan sent with the management tool. Chiefs were invited to dock in with the national NPCC pensions team with any help and support they need.

Any other Business

Chiefs noted the update to encourage attendance on Monday 24 March at the House of Commons for the Police Arboretum educational provision for the memorial.

Chiefs noted the update that the Angolini Inquiry will be sending out a package police staff survey (part 2 - data gathering) which will be circulated to all forces on the 31 March. Chief's were encouraged to promote this with staff to complete and send returns.

Workstream 2 - PRAP lead role will be circulated on ChiefsNet. All chiefs were asked to encourage staff to apply.

DATE OF NEXT MEETING

The next full CCC meeting will be held on **9-10 July 2025**.

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Chief Constables' Council Minutes

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CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
Cmsr Pete O'Doherty	City of London
CC Mark Webster	Cleveland
CC Rob Carden	Cumbria
DCC Jim Colwill	Devon and Cornwall
CC Rachel Swann	Derbyshire Constabulary
CC Amanda Pearson	Dorset
CC Rachel Bacon	Durham
CC Dr Richard Lewis	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Maggie Blyth
CC Stephen Watson
CC Mark Hobrough
CC Scott Chilton
CC Andy Prophet
CC Judi Heaton
CC Tim Smith
DCC Peter Ayling
CC Sasha Hatchett
CC Rob Nixon
CC Paul Gibson
CC Serena Kennedy
Sir Mark Rowley
AC Matt Jukes
AC Laurence Taylor
AC Pippa Mills
Cmsr Mark Rowley
CC Amanda Blakeman
CC Paul Sanford
CC Ivan Balhatchet
CC Kate Meynell
CC Vanessa Jardine
CC Tim Forber
CC Jo Farrell
ACC Melanie Jones
T/DCC Chris Todd
CC James Vaughan
CC Lauren Poultney
CC Chris Noble
CC Rachel Kearton
CC Tim De Meyer
CC Jo Shiner
CC Jason Hogg
CC Alex Franklin-Smith
T/CC Richard Cooper
CC Craig Guildford
CC John Robins
CC Catherine Roper
CC Lucy D'Orsi
DCC Rachel Etebar
CC Simon Chesterman
CEO Andy Marsh

S40(2)

Rachel Tuffin

S23(1)

S23(1)

CC Melanie Dales

Gloucestershire
Greater Manchester
Gwent
Hampshire
Hertfordshire
Humberside
Kent
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
Northumbria
North Yorkshire
Police Scotland
Police Service for Northern Ireland
Police Service for Northern Ireland
South Wales
South Yorkshire
Staffordshire
Suffolk
Surrey
Sussex
Thames Valley
Warwickshire
West Mercia
West Midlands
West Yorkshire
Wiltshire
British Transport Police
British Transport Police
Civil Nuclear Constabulary
College of Policing
College of Policing
College of Policing

S23(1)

S23(1)

Ministry of Defense Police

Gp Capt Russ Foster-Jones
Col Kristian Rotchell
Col Mark Shapland
CO Damian Kitchen
CO Robin Smith
CO Russell Foster
Cmsr Ian McGrail

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

In attendance

S40(2)

Louisa Rolfe

S40(2)

S40(2)

Sarah Johnson

Paul Netherton

S40(2)

S40(2)

S40(2)

S40(2)

DAC Alison Heydari

Professor Paul Taylor

S40(2)

ACC Mark Williams

Gemma Stannard

S40(2)

S40(2)

S40(2)

S40(2)

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S40(2)

S40(2)

S40(2)

S40(2)

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No 10

NPCC Police Reform

NPCC Police Reform

Home Office

Ch Superintendent – NPCC PRAP Team

Ministry of Defense

National Police Chaplaincy

College of Policing

College of Policing

Police Digital Service (PDS)

NPCC Police Race Action Plan (PRAP) Lead

NPCC Chief Scientific Officer Policing

CEO BlueLight Commercial

NPoCC

NPCC Strategic Hub Lead

NPCC Head of Organisational Development and Change

NPCC Head of Communications

NPCC Business and Chiefs' Council Manager

NPCC Staff Officer to NPCC Chair

NPCC Business Support Assistant

NPCC Business Support Officer

NPCC Business Support Officer

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: December 2024 Minutes – Agreed

Action Log

All actions completed.

Parish Notices

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

The following new appointments were mentioned at the meeting:

- Ivan Balhatchet has been confirmed as the new CC for Northamptonshire Police.
- Chris Todd has been appointed as the new CC for Humberside Police taking over from Judi Heaton with many thanks expressed to her for her support, by stepping back into the role on an interim basis.

The following departures were mentioned at the meeting:

- It was announced that CC Rob Nixon and CC Serena Kennedy are retiring, and many thanks were expressed to them both for all their hard work and dedication to the Service.
- Dame Lynne Owens, Deputy Commissioner at the MET has also announced her retirement and the NPCC Chair wanted to put on record on behalf of the NPCC his thanks for her great contribution to policing and also to CC Mark Webster at Cleveland Police who has also announced his retirement.
- The Chair encouraged Chiefs to make contact with some of the candidates at the venue on the Executive Leadership Programme as well as colleagues on the Inspectors and Superintendents fast track.

Chair's Update

Long Service and Good Conduct Awards for PCSO and Police Staff

The NPCC Chair opened a discussion as to whether it would be right for PCSOs to receive a long service medal. It is the 20th Anniversary of the creation of the PCSO role, and a campaign has been started for this although views have not yet been sought at CCC. There has been engagement with the Home Office team on their thoughts, and their position is that if a policy decision were to be made that this should also include police staff as part of a blended workforce.

A discussion then took place with Chiefs being supportive of this proposal to include PCSO Officers and staff. Views from Chiefs included the fact that PCSO officers work on the front line and police staff shouldn't be dealt with differently to police officers. Modern policing is being dealt with by a blended workforce, so it is about alignment. 35% of the workforce are police staff and, in some forces, it is closer to 50% with the Service continuing to recruit more police staff.

Decision: It was agreed that this proposal would be picked up and delegated to the Workforce Committee to take forward.

Security and Information Leaks

The NPCC Chair reported that action needs to be taken going forward on security and information leaks with any future leaks being recorded as an Information Security breach and registered, with a small panel to address each one and to decide on the most appropriate course of action. There may be disclosures to the Information Commissioner's Office (ICO). They are also making enquiries with the CSA and CT teams regarding software which may be used to track leaking of documents. Chiefs commented on the threat these leaks pose to the meetings for honest and open discussions. The Chair stressed the utmost importance of the safe handling of CCC documents by both Chief Officers and staff.

Decision: A paper would be presented to chiefs at July CCC meeting providing an overview of how all document/information leaks will be dealt with as Information Security Breaches.

NPCC Chair Elections:

The Temporary Chair of the Performance Subcommittee raised with Chiefs that as the current NPCC Chair was almost two years in role, it was now time to start looking at the extension of the Chair's tenure/election process for this role. Previously, the NPCC Chair had a tenure of 2+2 years, but this changed in February 2022 when it went to a 3+2-year rule. The current Chair has already indicated verbally that he wishes to stay on but if anyone new wanted to be put forward for this role, then there would need to be an election process with a handover period.

Written notification should be received by early Summer as to whether the current Chair wishes to remain in post. A survey will also be circulated in July with the opportunity for Chiefs to be nominated to stand as NPCC Chair and if there is more than one candidate interested, then there will be a voting process administered through the NPCC.

A plea was also made for Chief Officers to come forward to be on the Performance Sub-Committee which works alongside the Audit Committee. It is a 3-year tenure with two officers currently reaching the end of their term. With nobody representing Wales or the South of the Midlands, Chiefs were asked to consider whether they have anyone they would consider putting forward for these roles as it doesn't have to be a Chief Constable.

A question was raised by the Vice President around the NPCC Chair role and whether the break point was in fact an opportunity for Chiefs to vote out the current incumbent rather if unhappy rather than seeking new nominations for this role. A discussion will take place to clarify the position on this.

Action: The Performance Sub Committee will write to all Chief Constables outlining the process, at which point Chief Constables will be able to highlight if they wish to implement a break clause at the 3-year point. If not the NPCC Chair can be extended for a further two years.

Continuous Integrity Screening Update:

An update was provided on Continuous Integrity Screening with the objectives being to develop national integrity screening capability as well as the development of the national integrity dashboard for national and force level data returns. The other two objectives are to widen this out to partner agencies.

The historical data wash results were issued in January 2024 with forces continuing to be impacted since. The governance of the programme was outlined including the 6 workstreams. There is the PND capability which is the work that the Home Office is assisting with to launch a product in 2026, workforce committee are leading on the workforce and data quality work, there is the stakeholder engagement and two other workstreams which are prioritising policing.

The workings of the system were discussed which will take all force HR data for all officers/staff volunteers and contractors into a HR schemer with 29 fields of data. The teams involved are taking on board feedback from the historical data wash and from Professional Standards Department teams with consideration of what additional fields they would like, and they are also working with the MET. The data is washed

through continuously. This is an automated process and part of the national PND team are working in the Home Office. They are in the discovery phase currently. The proof-of-concept stage is being progressed. Then there is the move to the pilot stage which is hoped to be in Autumn/Winter 2025. The Home Office is confident to get a good product out in Spring 2026 but there is a business case to be presented before that.

Stakeholder engagement has been critical with gold and silver meetings.

Some support is required from colleagues. The Workforce Committee asked all forces back in June to adopt the resource types as set out in the letter circulated and to date 20 forces have updated their HR systems so when they go live there are 29 compatible data fields to field into PND to help streamline performance data. Forces who haven't done this are encouraged to go back to the People Services team so the work can be finalised this year.

A letter has previously been sent to forces, and they will be written to me again regarding the PND uploads. If all data is not uploaded to PND, this will impact on trust and confidence. Heads of PSD have had an engagement session with the HR Schema with was very positive with good engagement.

The NPCC Chair then spoke about other matters and had a note from colleagues in the national risk management forum. He commented that force heads of risk now have a very active community supported by the Hub and that this is starting to help inform discussions with the Home Office about the bigger strategic risks. A thank you was expressed to Chiefs for support with getting their colleagues involved with this and there is an in-person workshop in June. Chiefs are encouraged to ask their force risk managers to stay involved with this positive work.

The NPCC Chair also stated that forces/regions who can are encouraged to support their colleagues in Scotland with the Emma Caldwell enquiry. It would be a two-year commitment but funded by Police Scotland with possibly a hybrid model of employing police staff investigators but with some oversight of experienced SIO's or those coming up to retirement.

The NPCC Chair also provided an update on Operation Olympus. The consensus has been that the special grant arrangement is not the way to fund these investigations. It will still have to be used for 2025/6, and the Chair thanked forces for their contributions. He stated that the Policing Minister had pushed the Department for Business to look at cross departmental funding which will be followed up at the next meeting.

In terms of the operation itself, they are still waiting for the report publication and after its release, it will take around six months to do a thorough assessment on this ****S31(1)****. Chiefs were thanked for their support in setting up regional teams. Engagement with the sub- postmasters has been positive with a website provided for updates. Briefings are being provided through PCCs in terms of victim services.

Decision: Chiefs noted the update.

Operational Demands - Grooming Gangs

Decision: Chiefs noted the update and no minutes taken as requested due to closed session.

Operational Demands - Op Olympos Platinum Meeting Update

Decision: Chiefs noted the update and no minutes taken as requested due to closed session.

Police Race Action Plan:

It was reported that the Police Race Action Team are about to release a significant update to be published on the 24th March. The focus will be on the future direction of the plan, the anti-racist commitment and the maturity matrix.

The anti-racist commitment has been out for consultation across all stakeholders. It sets out the goals of what they want to achieve in an anti-racist police service. The maturity matrix looks at more granular parts of the proposed model and measure forces progress. There is a pilot currently being run on this. The NBPA has been engaging with them. They have had the first meeting with the Crown Prosecution Service to look at a joint disproportionality board which will focus on delivering joint commitments with both the PRAP team and the CPS disproportionality plan. They are also carrying out force visits with 3/4 per month and they are hoping to visit every force by the end of the calendar year. This will be the 2nd meeting with the police minister with discussions focused on future role of HMICFRS in monitoring the delivery of the plan and a funding proposal for community scrutiny and streamlining of work. There have been some consultation events which have attracted good attendance and support. They have been developing proposals for the long-term scrutiny of the plan to support its governance and transition of the PRAP beyond the central team. Wave 3 of the Our Black Workforce survey went live last week. There will be a PRAP Conference taking place in May in London.

Decision: Chiefs noted the update.

Update on British Association of Women in Policing (BAWP):

The President of BAWP commented on how the organisation helps to support women across policing. They want to drive a positive culture across the forces. There has been some internal lack of confidence with some concerns that police staff have been raising. Discussions have taken place with the MPS Commissioner and Dame Diana Johnson has been written to as well as the Home Secretary about issues that police staff have been raising. The President encouraged Chiefs to take up corporate membership and encourage staff to attend the BAWP Awards event.

The barriers to women taking up roles in policing was discussed with the issue of online harassment experienced by women in Senior Policing roles who are particularly being targeted. The importance of allyship and supporting fellow women colleagues was discussed and Chiefs were invited to make suggestions for positive change in this space.

Decision: The Independent Review has extensive recommendations with Part 2 to follow and how CCC supports those recommendations will be an important next step. It was noted that there needs to be Home Office engagement and a clear position taken by CCC going forward.

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.

NPCC Strategic Hub – Risk Overview

Decision: Chiefs noted the paper and provided feedback.

Mobilisation Plan Update

Decision: Chiefs approved the mobilisation plan for implementation.

Body-Worn Video for Specially Trained Officers

Decision: Chiefs approved the mandate for the use of Body Worn Video by Specially Trained Officers (Taser officers).

National Command Doctrine

Decision: Chiefs approved the formal commission of a review, to be coordinated by the College of Policing and supported by NPoCC and a range of stakeholders, with a view to updating relevant Authorised Professional Practice (APP) and national guidance.

National Police Health and Wellbeing Strategy 24-26

Decision: Supported for implementation.

Review of National Wellbeing Survey – Final Update

Decision: Chiefs noted the update.

Disclosure and Barring Service (DBS) Strategic Direction

Decision: Chiefs did not support the paper, and this will go back through the NPCC Digital, Data and Technology Coordination Committee (DDaTCC) for further work following feedback.

National Data and Analytics Office PID and Roadmap

Decision: Chiefs noted the paper as no decisions required. The author will liaise with the regions to address feedback provided.

National Protected Characteristics Data Recording Standards in Police Systems

Decision: Chiefs noted the paper as no decisions required. The author has liaised with the forces above but will take the feedback to work through further within the Diversity, Equality and Inclusion Coordination Committee (DEICC). A further update will be provided to all chiefs.

Searching by Transgender Employees Police Service

Decision: Decision on the recommendation to approve the revised guidance to be made in substantive session for discussion in session 3 on the agenda.

NPCC Vetting Funding Requirements 2025/26

Decision: Decision on the recommendation to support this proposal (option 3 being the recommendation) to be made in substantive session for discussion in session 6 on the agenda.

NABIS 3 Year Funding 2025-28

Decision: Decisions on the recommendations to approve to be made in substantive session for discussion in session 3 on the agenda.

Session 2 – Operational Demand Discussion -Southport Review

The session provided an overview of the action taken following the Southport incident on 29 July 2024. This item was presented by Merseyside's Chief Constable (CC) and the NPCC Counter Terrorism (CT) Lead. Merseyside's CC began with a review of how misinformation and disinformation unfolded in the media.

Misinformation spread quickly regarding the name of an asylum seeker circulating online, Merseyside soon dispelled this name was incorrect. The community was reassured this was not being treated as a terror-related incident. ****S31(1)****

Merseyside's CC continued to highlight the learning from this incident. Chiefs were advised to ensure their force communications team have read the recommendations from the Nicola Bulley review and are confident with non-reportable briefings. Emphasis was placed on a note taking for meetings with the CPS around press statements as this became invaluable during this time. Further guidance centred on following the Five Eyes recommendations of media and social media after a terror attack; the importance of emergency service departments engaging with continuous and meaningful dialogue was also highlighted.

The CT Lead updated that at the time of the disorder, they had asked the government and intelligence community to help in understanding the contribution of misinformation and external actors in terms of the harm that were caused on the street. During the time of the disorder, social media activity saw spikes overnight due to bots starting up to further spread the content. Further attention will be given to cases that are ambiguous, sitting between a clear terror or non-terror incident, and work is underway at pace to ensure clarity for working together between regional forces, local forces, and CT. The Lead noted a second area of contempt of court consultation currently underway through the Law Commission, but underlined they are impressed with the independent review of terrorist legislation.

Chiefs were asked to share their experiences with misinformation and disinformation for guidance to be formed for future situations similar this Southport disorder. Chiefs noted that social media is uncontrollable despite the facts released. There is disappointment around Members of Parliament (MPs) and Barristers willfully being untruthful, leading to support for a conversation with government regarding how we can control people in those positions to act in a responsible fashion.

Chiefs raised that policing is resetting the relationship with the media and continues to make progress in this area, confidence in the media has been lost and policing must work towards regaining this. Chiefs were reminded not to forget the silent majority of the public who do support the police. In relation to misinformation, Chiefs reflected on the importance of building engagement to connect with the silent majority and build a mechanism of getting information to them via a small format i.e. WhatsApp and messages. The approach with the CPS should be how to work together and not return to a combative space. The CT Lead responded by informing Chiefs there is struggle in being able to control the moderation policies of social media such as 'X' but there could be work done to ensure former cabinet members, MPs, Mayors etc do not amplify messages and worsen disorder situations.

The CT Lead presented on prevent agencies, informing that work is underway to look at how to sharpen prevent intervention tools for individuals who are not acutely ideological, and how we can look at the front door that brings a lot of people into prevent that do not necessarily sit in the space of extremism. The vast majority of people who enter prevent are referred through mechanisms into local services, the Lead gave thoughts that Channel can be bigger and will look to expand the remit to deal with those fixated with violence but do not have ideology necessarily alongside the stronger on-repeat referrals. There is a need for help of partners to push for a more robust framework and ownership with the prioritisation of

interventions around a growing group in Channel. Regional ACCs who lead this work can assist in identifying the cohorts who have left the prevent system to be referred out and can recognise simple tasks and processes have not been taking place consistently. The Lead showed there is want to work together with forces to find out what happens to those individuals once they leave the prevent system and where attention is needed in local areas. There has been a growth in gore obsessed and violence fixated individuals with no clear ideology who are tapped into online sources that are causing wider harms than just in a CT and radicalisation space. Work is ongoing with the ****S23(1)**** to bring together a joint taskforce and to pitch to government for better investment in this ****S23(1)****

Decision: Chiefs supported the following considerations for review, (1) Regional Prevent Coordinators are developing data to identify referrals (out of Prevent to local services). (2) CT Heads and Regional ACCs have access to the CTP London methodology for testing cohorts of referrals. (3) Local CONTEST Boards have a clear role in testing the strength of referrals out of Prevent into the wider system.

Session 3 – Regional Papers – Substantive Discussion Session – Closed Session

NABIS 3 Year Funding 2025-28

The NPCC NBIS Lead highlighted the following points:

- Paper on NBIS was formulated and agreed 7 years ago.
- Ongoing discussions have been had with the finance chair.
- Proposed solution of 3% rise for one year at which point the lead will come back to CCC, with further clarity and improved funding request.

Decision: The proposal was agreed by all Chief Constables and the NPCC Finance Chair as they highlighted it was important to provide continuity with this important work.

Searching by Transgender Employees Police Service

The NPCC Lead welcomed Chief Constables and outlined this discussion does not require any decisions but is a session to understand the current position and next steps.

It was highlighted that previous Transgender Search Guidance was withdrawn due to:

- The Equality and Human Rights Commission stating in their opinion it was unlawful.
- Divided Legal opinion.

The following difficulties were highlighted to describe the current situation. These were:

- PACE does not give a definition of sex.
- There are a number of competing legislations.
- The legal advice remains conflicted.
- Real divergence of opinion both inside and outside of policing.

Decision: Chief Constables debated the difficulties, the importance of having robust guidance in place and took into account the regional feedback. It was decided that the guidance will not be issued until the conclusion of the ongoing *Women Scotland Ltd v The Scottish Ministers* has concluded, and will also take into account other ongoing legal cases.

Session 4 – NPCC Criminal Justice Coordination Committee

The Chair introduced the session and in his last few days as chair of the Criminal Justice Committee, expressed his thanks to all those colleagues that had supported the work of the committee over the last few years. The Chair gave an overview of the session which would cover areas including a recap of the challenges within the CJ landscape, a review of the 2024 problem statement, some of the progress and achievements made to date, an overview of the national landscape opportunities for reform and direction of travel for 2025/26.

The Chair provided an update on the CJ problem statement and highlighted some of the challenges including rising demand and increasing complexity, prison capacity and courts workload issues, constraints including financial and use of outdated systems and decline of public confidence. The Chair provided a summary of policing's assessment of the challenges within the criminal justice landscape and these included DG6, increased costs and time taken for file, Crown Prosecution Service (CPS) timeliness of charging decisions and prison capacity. One emerging issue was Op Safeguard and CC Ivan Balhatchet and ****S40(2)**** (MoJ) provided an update, and the following areas were highlighted:

- Op Safeguard reached a critical point and has now been activated to review the adult male prison population and capacity – prison population growth over the last three months had been very high although some slowing was now noted
- Letter has been sent to Chief Constables and outlined the associated governance and command structure to support Op Safeguard
- The approach will look to review the pinch points to address those areas early
- Good relationships exist with partners
- Update on some additional capacity – including two new prisons due to come online shortly
- Overview of high lockout rates – some reductions now seen due transfer out of reception prisons into the training estate
- Overview of capacity options, policy changes and reviews ongoing (Sentencing Review and Lord Leveson’s Court review) that will ease demand and capacity

The Chair provided an overview of the NPCC CJCC 2030 Strategy and the National Improvement Team and some of the ongoing force visits that had been undertaken. There was now a strong CJ professional network which shared good practice and also a set of supporting performance metrics and joint KPIs. The Capability Maturity Model (CMM) had been completed by all forces, and this provided a good benchmark, and the College of Policing will now progress this alongside FMS work. CC Nixon provided an overview of DGA compliance levels and how this progressed from September 2023 to now with a marked improvement seen across forces.

The Chair provided some reflections of the CJ transformation and highlighted some of key success factors including the development of a whole system review and shared vision for success, respectful communication and consistent messaging and leadership driving unison not division. Some of the key achievements of the CJ portfolio were highlighted in the areas of custody, pre charge bail, victims and witnesses, charging and case progression, disclosure (the lead provided an overview of activity in the disclosure area), courts and out court resolution. The Chair provided an update on the direction of travel in some of the key areas in the CJ landscape during 2025 – 2026 including bail, victims and witnesses, charging and case progression, electronic monitoring (which had grown from 6 portfolios to 13 portfolios in 2 years), prisons and probation.

The Chair provided an overview of the national oversight of criminal justice and highlighted:

- National Criminal Justice Board which was up and running
- Safer Streets Mission Board - 4 pillars which included increasing confidence in the CJ system and had key priorities of reducing bureaucracy and improving collaboration, timeliness and victim outcomes
- Criminal Justice Action Group
- Joint Operational Improvement Board

The Chair summarised the opportunities for reform:

- Key Reviews (Independent Sentencing Review by David Gauke and the Independent review into criminal courts by Sir Brian Leveson).
- Key areas on behalf of policing that we want to be recognised in the two reviews – supportive of alternative disposals, greater use of ancillary orders, balancing sentencing changes, focus on rehabilitation in prisons, swift and certain justice for volume offences, targeting of prolific offenders, optimising of technology and encouragement of early guilty pleas, appropriate resourcing – Sir Mark Rowley provided an overview of engagement that had taken place with both review leads and it was helpful to have a consistent narrative for policing to have around policing’s key asks – one of the those was the need for prioritising and investing in electronic monitoring.

The Chair advised that the slides had been shared, and Chiefs views were welcomed retrospectively on the key areas that policing should push for as part of the criminal justice review. It was highlighted that this was a crucial area, and the Chiefs would appreciate greater time to consider the questions in advance and have

risk.
more time for debate.

The NPCC Chair formally welcomed CC Sasha Hatchett as the new CJ Committee Chair and CC Hatchett advised that due to the fast pace of the work and as further clarity was received around reform activity, some extraordinary CCC meetings would be needed to get the visibility to all Chiefs and seek a wider council view. Chief Constables also commented on the following:

- The police service should collate and provide some high-level supporting data around how much capacity would be required round cell space, court spaces, diversionary capacity etc to help support the case for change
- The home office is not in a position to join up performance across the criminal justice system and there is a concern on the focus on police performance and what policing is accountable and can control

The Chair thanked the Criminal Justice Team and Strategic Hub for their work in this area and to CC Sacha Hatchet for taking on the Chair of the committee going forward. The NPCC Chair thanked CC Nixon for his leadership of the Committee and for the considerable progress that had been made whilst Chair.

Decision: Chiefs endorsed the direction of travel for future CJCC work.

Session 5 – NPCC Crime Coordination Committee

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

the Lead for International Criminality & EU Exit Portfolio (ICP), and the Chief Constable (CC) of Cheshire. They reflected on insights shared during December 2024's Chief Constables' Council regarding investigations, forensics, and intelligence. Chiefs first heard from the CC of North Wales who updated on a soon to be published 2-year delivery plan which allows collaborative work across committees to support the reform agenda, the objectives are as follows: reform, systems, standards, and partnerships. Work will shortly begin with the Digital Data and Technology (DDaT) Committee in relation to the National Prioritisation Model, this will allow assessment of our systems as part of the critical national infrastructure. Findings from the National Intelligence Model Review will be used to assess and evaluate where and how those systems are being developed on a regional and local level to clearly articulate operational requirements to Police Digital Service through DDaT governance.

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Case Studies

The CC of Cheshire presented case studies to Chiefs from the point of view of territorial policing to emphasise the concern in support of the ICP. The cases presented could have acted as potential trigger points for public disorder, they focused on stranger attacks stranger sexual assaults committed by people in the asylum and immigration system. The challenge of contrasting statistics in this area was stated to Chiefs.

Further support was offered to forces with ACRO and the Joint International Crime Centre being in a good position for helpful responses and understanding for FNO challenges. Chiefs recognised the delicate issue around how the cases are presented and gave the example of how opening asylum hotels is causing a lot of work in terms of community tensions and reassurance.

Decision: Chiefs noted the update.

UCPI

Decision: Lead to draft an update/position paper around continuity of funding etc to bring to Chief Constables Council in July 2025.

Session 6 – Regional Papers – Substantive Discussion Session

NPCC Vetting Strategy and Transformation

The primary aim of the session was to share plans for vetting reform and obtain collective support from Council members.

Current Vetting Position

The landscape has changed significantly since the current vetting framework was introduced 20 years ago. There have been numerous high-profile cases which have led to intensified media and public scrutiny.

The original design focused on the protection of systems, assets and buildings which does not align to modern expectations which are much broader and more focused on public safety.

The original framework is reactive as evidenced by its responses to the HMICFRS thematic inspection in 2022 and Angiolini Part 1.

There are areas of inefficiency and inconsistency in the application of vetting and decision making.

Di Maria Ruling

A brief overview of the Di Maria case was provided. The ruling was a significant moment in police vetting which saw the Metropolitan Police Service lose the case on four grounds. The ruling found that:

- The use of Police Performance Regulations as a mechanism for dismissal was unlawful and not compliant with Article 6 of the European Convention on Human Rights (ECHR).
- The police service should not be triggering vetting reviews in cases where individuals have had a 'No Further Action' (NFA) outcome in misconduct arenas unless there are exceptional reasons to do so.

A police staff lead is establishing whether the ruling is directly relevant to police officers or whether there may be an impact on police staff.

There is further impact on broader vetting agencies such as Counter Terrorism, HMPPS, Home Office, HMICFRS.

Around 300 officers may have a case to argue due to the Di Maria Ruling and forces have been advised to seek their own legal advice.

The National Vetting Working Group are working closely with the Home Office to address vetting regulations and ensure they are fit for purpose.

The lead for the Professional Standards and Ethics Portfolio has met with the Home Secretary where retrospective application of the vetting regulations was discussed. It is expected that this will be an element that is included.

APP is still lawful, but elements of it cannot be used as a result of the Ruling.

Members noted that the Di Maria Ruling is subject to appeal by the Metropolitan Police Service.

Angiolini Inquiry

It has been over 12 months since Part One was published with Parts Two and Three still to come.

Part One was focused on examining Wayne Couzens and resulted in 16 recommendations across several thematic areas. Eight recommendations were for vetting and there were a further 37 sub-recommendations which were all accepted in full.

Progress in relation to vetting is reported into the national Operation Standards meeting which is chaired by the Chair of NPCC.

The response to the Angiolini recommendations from a vetting perspective build on the 43 recommendations from the 2022 HMICFRS thematic inspection into vetting, misconduct and misogyny. Members noted that good progress has been made at pace with limited resources.

The NPCC Vetting Staff Officer outlined the delivery status of the vetting specific recommendations. Fifty-seven percent of recommendations have been delivered in full, 67% have been delivered or are on track for delivery and 33% are undelivered due to their complexity around information sharing and psychological considerations and fundamental areas where wider reform is required.

Recommendation 6 around the investigation of sexual offences recorded against serving police officers has been closed following the historical data wash activity. The ongoing element is the Continuous Integrity Screening Programme which is owned and delivered by the Prevention Coordination Committee.

The National Vetting Working Group are working closely with the Workforce Coordination Committee on Recommendation 8, which relates to recruitment and vetting policy, process and practice. This is a complex area which will not be quickly resolved. An established working group has identified short and long-term solutions in relation to Recommendations 8a and f which relate to psychological considerations such as assurance of recruitment and selection processes, psychological well-being and psychological suitability.

Recommendation 8b, around assurance for the use of PND as an effective tool will be addressed by the Continuous Integrity Screening Programme.

There is ministerial oversight and scrutiny in relation to join up across some of these areas and the National Vetting lead represents NPCC at the Ministerial Oversight Board.

Work is ongoing with key agencies and the Workforce Coordination Committee to develop arrangements in relation to Recommendation 11b which relates to the development of shared referencing protocol across law enforcement, uniform services and the military to allow the sharing of past disciplinary or honesty and integrity issues.

The Chair of NPCC outlined the difference between legal advice received by the College of Policing and the Inquiry's position in relation to Recommendation 8c. Members noted that the Inquiry had written an open letter to the NPCC Chair on 28 February which was on their website. The NPCC lead for vetting highlighted the number of serving police officers and staff who would fall into the category and ACC Harding highlighted how future recruitment would be affected as there are tens of thousands of people in the community who have received convictions and cautions for these offences as children and who may well apply to policing in the future. Tom outlined his conversations with the Inquiry in relation to case law and the College's position on an outright ban for adults but not for children.

Following discussion, Council agreed that decisions in relation to recruitment should be judged on a case-

by-case basis for people who have received convictions and cautions for these offences as children.

Building the Case for Change

The National Vetting Working Group has engaged extensively with vetting practitioners, managers, staff associations and partners in relation to structures, resources, policy and processes which has provided a clearer understanding of what vetting looks like across policing. Academic and scientific methodologies have been used to increase confidence in findings.

The National Vetting Staff Officer provided details about the review commissioned through Process Evolution in June 2024 to provide an evidence base about the impact of new Authorised Professional Practice (APP) and other proposed changes on process times, vetting units, resourcing and utilisation rates. The project is currently finalising a set of scenario models which are being worked through which will inform the reform work and the identification of inefficiencies in the current process together with efficiency options.

In parallel, as part of the Assurance and Accreditation Programme from the College, data is being collected from forces around vetting unit sizes, structures and volumes to assist in identifying the profile of vetting units nationally. Through this work a Workload Profiler will be available to allow all forces to more accurately forecast demand and resource requirements.

The first national end to end process map was presented which shows all APP processes for a vetting check and the National Vetting Staff Officer highlighted the fundamental changes required.

Data was provided to demonstrate the inconsistencies and inefficiencies across forces in relation to structure, process times for the different vetting levels and decision making.

The National Vetting lead drew members attention to the circulated paper and invited feedback outside the meeting. Chief Constables were asked to ensure that annual Integrity Assessments are compliant and are being driven in force to deliver cultural change.

Members noted that the National Vetting Working Group and College of Policing are exploring a form of national functionality around vetting to drive up standards. The National Vetting Staff Officer highlighted some of the areas essential to future reform.

Cross Government Vetting Reform, including Police Reform, has recently been announced by Ministers and there are likely to be significant expectations around pace and delivery. Additional funding from National Security Vetting was highlighted by the National Vetting Lead.

The College confirmed that the Vetting Code of Practice is in place and outlined why the College had produced the new vetting APP in advance of the Di Maria Ruling.

A brief progress update was provided in relation to the College's Commitment to Vetting.

Decision: Members noted that work in relation to support guidance and training identifies how the service can drive efficiency and effectiveness and potentially reduce costs by using technology.

Decision: Option 3 preferred and funding agreed, already factored into NRE contributions for 25/26.

Session 7 – NPCC Performance Management Coordination Committee

Update given by the NPCC Performance Coordination Committee Lead and included the following points:

- The Home Secretary want a system from which she can assess police performance.
- There will be a central team overseeing police performance.

- The team will be looking to recruit an ACC and a member of equivalent police staff who will be the lead.
- There will also be a HMICFRS secondee to the unit.
- The main principles will be collected once and used many times, single version of truth, provide a suite of measure to understand the health of forces, bring together measures which will be adaptable for all forces, provide consistency across forces.
- Trust and confidence and victim satisfaction will be important.
- There will be a tiered approach to a national framework which would include national level, force level and local departments and/or teams.
- Next steps will include, building of a national governance board, sharing list of metrics, ensuring we can provide better data quality, look at the ask of major data programmes, agreement with HMICFRS on what they plan to examine (this includes improving the early warning system, to improve the supportive space), building the Home Office Performance Unit, understand the relationship between the College, HMICFRS and the Home Office Performance Unit.

Chef Constables raised the following points:

- Highlighted governments are endeavoring to understand what drives police performance and it is important all in the room are involved in the discussion and inform discussion around the roles of other agencies and focusing on the evidence base.
- Once in a generation, an opportunity to drive policing forward.

Decision: Chiefs supported next steps as outlined above.

Session 8 – Centre for Public Protection

Update given by the NPCC Lead for Violence and Public Protection. The areas for update centered on the following:

National Centre for VAWG and Public Protection:

- Policing will continue to play its part around VAWG but also incumbent on government to press ahead too and ensure other departments are making improvements.
- Funding received and an announcement by the Home Secretary has been made.
- The National Centre for VAWG and Public Protection brings together several different teams building on improvements made through one structure, leadership direction and control, governance, budgets and efficiency.
- DCC to head center has been identified and was recently successful in the interview process.
- Ambition is for VAWG to sit as one of the strategic threats facing the UK
- This is a significant step forward for policing.

Online Harm:

- Online harm is high in VAWG Threat Assessments
- Lack of investment in their area
- Requires improvement in national coordination
- Vulnerability and Harm should be the focus.

Child Protection and Abuse Inquiry Gold Update:

- The National Centre will be able to help manage criticalities in this area.
- CSE taskforce is coordinating data collection.
- Baroness Casey carried out rapid audit on group-based offending.
- Several local independent reviews are taking place.

- Child sex abuse referrals have increased dramatically in past years and now have around 34,000 referrals awaiting dissemination.

Chief Constables raised the following points:

- Importance to shape local relationships following the Children's Wellbeing and Schools Bill.
- 5 forces identified for priority for devolution with proposals being submitted in those areas for safeguarding provision. Therefore, it is important to highlight what devolution will mean for child services.
- Clarity on governance links and links to forces requested. The lead highlighted this will be through heads of public protection.

The NPCC Chair thanks the lead for all the work in this area and welcomed the new DCC who has been selected.

Decision: Chiefs noted the update and steps forward as outlined in the presentation. The ACC/ACO advert which will be circulated next week via ChiefsNet and chiefs were encouraged to promote.

Online Harm

Decision: Chiefs noted the Gold Group update with the following Silver Group NPCC/ ****S23(1)**** to progress urgent actions whilst linking across with work of CT/ SOC following Southport.

Centre for Public Protection – Gold Update

Decision: Chiefs supported the following next steps: (1) CSE Taskforce working with Home Office and HMICFRS as well as police forces to deliver the HO requests. Trying minimise impact on Forces, (2) NPCC Gold group (chair Becky Riggs) working with HO to ensure the totality of impact / demand on policing across all legislation changes is understood and (3) work across NPCC & College of Policing to deliver an effective and efficient NCVPP which supports forces.

Centre for Public Protection – VPP Guidance

Decision: Chiefs supported the National Vulnerability and Public Protection Strategy which will be available shortly to forces providing a common framework approach to vulnerability including public protection, utilising the 4Ps.

Decision: Chiefs supported the updated sex working guidance which will be implemented and published to all forces.

Session 9 – Police Reform

Police Reform Lead introduced the Reform team across the Home Office (HO) and members across different organisations. Reform team is working with the HO on what is the governance of the programme in terms of the role that Chiefs play in the decision making about final decisions for reform and how to get there. There are ongoing discussions and work in progress. Reform lead has set up some regional roadshows to engage more with policing and have open discussions about how reform might affect forces at a local level.

HO has not set out how all reform work would fit together and were keen to reform policing through how policing does procurement and commercial and find savings to fund the neighbourhood guarantee. Reform lead was keen to hear Chiefs thoughts and views on what can be achieved, the goals and vision for police reform, what are the gaps? The lead presented a timeframe that the government has released for police reform. There will be a national centre of policing which includes data, digital, forensics and commercial. Reform lead wants to connect conversations at a local level to improve communication and

influence. HO would like a performance framework in policing that doesn't just give a set of metrics, but can deliver an insight into what enables and drives police performance. The lead wants policing to have a more coherent voice at a national and local level.

The government want to deliver at pace, but policing want to get it right. The government is willing to invest, but they need to see that the reforms are going to deliver financial benefits as well which some of it is currently tough to answer. But the Home secretary does want to understand the implications for policing, and if there is majority support from Chiefs for a way forward then, there will be support and a mandate to deliver.

S31(1)

Chiefs worried about the recruitment into policing so there is an opportunity to think of a much more dynamic and blended workforce for the future to meet the workforce that the HO want, including better insight into a more consistent view from policing on what really drives public confidence. There is a lot of opportunity and a desire for the right skilled workforce, problem solving and working to build public confidence.

Chiefs were worried about how policing is structurally underfunded and policing cannot do it all. With low funding, there will be redistribution into neighbourhood policing for example but the consequence would be less focus on investigations, public protection, emergency response etc. The HO are very aware of the challenges of distribution of funding.

HO and policing are alive to conversations about a political critical mass outlasting mandates cutting across parties and ensuring things are not unpicked or derailed whenever there is a fundamental shift. There have been discussions around some things being put into stature early and then structures to follow later and there is a change fund and cash for the process. Chiefs are in agreement of a very clear operating model mandated by the government which policing are involved in the clear setting of that.

Chiefs asked Reform team where they thought policing was in this opportunity, as there have been numerous papers on police reform on system review, the Police Foundation review that recommended a National Crime prevention agency or body. Another Institute paper discussed a national organisation for counter terrorism (CT) and fraud. The transformation in Scotland is perhaps the biggest reform policing has seen since the 1960s in the UK. Although this will be a very different piece of work. Chiefs asked how much best practice domestically and internationally are policing looking at to shape thinking on reform going forward? Including about how things should be delivered.

HO and policing have been looking internationally before reform started. There were previous presentations at Council on Norway who have more money in the system and a smaller policing force. They have an effective model of mayors held accountable for local delivery. HO are developing an advisory group that involves academics and international partners as it's been influential in policing in the past and present.

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Chiefs agreed that policing is not deliberately designed and is an accidental product of a lot of history and political changes. Reform team and Chiefs agree a deliberate design and capabilities for the future in terms of workforce as well which captures the spirit of the golden thread in policing and the more deliberate design on national approach and structures about bottom up tasking and coordinating as much it is about top down is very important. This should work for the future of policing.

Some chiefs question the current set up of 43 force structure and that big forces are needed to be capable and across the landscape. But there is a worry of losing operational independence. Currently, policing is less independent due to PCC structure. But a changing landscape could lose more of that independence. There are daily challenges to ensure caution doesn't appear and big ambitions are being pushed for.

S31(1)

HO are keen for data to be joined up but chiefs question the approach needed and what should be pushed up the agenda and the core mission. Chiefs were also concerned that money is needed now to keep the system afloat whilst trying to implement police reform which won't happen for another 5-10 years. Chiefs agreed there cannot be too many decision makers and a large structure. Chiefs wanted to revisit the debate about the policing protocol which HMICFRS is discussing with the HO.

Reform lead asked if chiefs agree with the national structures that have been proposed and asked for a discussion on this, the governance of policing, should there be more money in structural change? Reform lead fears a new optimised model which is still dysfunctional and chiefs are being pulled in different directions with less operational plans.

The Chair discussed helping the reform team with some data on this and asked for a poll to be set up during the break with four questions: how do we support the developing direction for the national structure? Do chiefs agree with the direction of travel? Governance change, yes or no? Changing the policing protocol, yes or no? 43 force model? Reform lead is keen for the poll to address the debate about the 43 forces model.

Reform team want to make sure that the working principles and designs should be better for communities and the policing workforce serving communities. Within the structure of the national centre, lessons must be learnt from past mistakes.

S31(1)

Chiefs were keen for commercial efficiencies and urged other forces to sign up to joint fleets, joint hardware, joint software where there are clear set standards which Blue Light Commercial have helped with the work on this. Soon a national procurement system will be rolled out to ensure better data on local spend. Chiefs encouraged the opportunity of signing up to the system despite existing and current systems and stressed the importance of this and the long-term harm otherwise. Reform lead encouraged chiefs to discuss with them if professional leads in forces are not signing up to understand why and suggested they should and these opportunities should not be missed.

Another part of workforce reform that should be addressed is how policing look to the future, an ageing

population of employees, and ensuring policing maintain a fit and effective workforce in the future.

There were concerns about potential threats in leadership dynamic, some duplication, the policy strategic level and people at the operational level that are not clearly defined and a conversation with the reform team was welcomed.

Chiefs were concerned about changes in Wales and devolution of policing which might be distract from governance changes in England and cause implications. The reform team are alive to these changes and the association of PCC's are also aware of this. But there are some opportunities to look at what works well.

Chiefs were interested in the emerging thinking is in respect of the unintended consequences of each reform which there may be many. Chiefs wanted clarity on the benefits of the current system, despite not being deliberate or perfect. Chiefs were also interested in Reform teams view on if there's been a change in mood centrally towards centralisation and in the wake of dismantling NHS England, hostility towards those sorts of centralised bodies.

S31(1)

Reform team's approach is based on capabilities, working out what is needed and what has been done before and what needs to be achieved.

Chiefs questioned the usefulness of committing to a view around 43 forces debate as there has not been any work or analysis on this to give a view yet. The focus should be on backing a clear vision of what services should be delivered over the next 5-10 years, what capabilities that provide those services, where the capabilities should belong. This leads to a decision around local, regional, national and how many forces policing should have. Policing should commit to a set of points on operational independence which can be agreed and that Chiefs support a nationalistic approach around parts of the service and driving efficiency and enabling services.

Reform lead was unsure how useful the optimum number of forces debate is and wants to understand if policing continues on a working assumption that nothing changes, it remains 43 forces or if you fix this, are you taking the best approach at looking at where the capabilities are laid out?

In terms of the structure and what has already been announced will be happening is that there will be a national centre of policing that will include, the data and digital services, the commercial work and forensics. The choice for policing to make is whether it is increasingly load bearing in the future and brings in the operational.

Decision: Chiefs discussed best options and supported taking the work forward to review and discuss at a future Council meeting.

Decision: The Chair agreed to take away to draw up new benefits of current system against proposed models so chiefs can review and discuss further.

Session 10 – NPCC Local Policing Coordination Committee (LPCC)

The Chair introduced the session and advised she would aim to provide a collective understanding of the conversation that is currently ongoing around the neighbourhood policing guarantee, and she would also cover an update on national contact management and Right Care, Right Person.

The Chair provided an overview of the LPCC governance structure and the broad set of portfolios which sit under the committee and provide a collective effort on behalf of the NPCC around engaging with the Home

Office on the HMG's plan for change. The Chair provided an overview of the Government's key missions which were announced in December 2024 and included the Safer Streets mission which focused on improving confidence in policing and the neighbourhood policing guarantee sits at the front of the mission; delivery was aimed during the lifetime of this parliament. The key areas were to put more police back on the beat, provide safer town centres and a zero tolerance to Anti-Social Behavior (ASB). The Chair advised that the 13,000 uplift was one of the key pillars of the neighbourhood policing guarantee; she stressed the need for policing to look beyond focus on the number as there was longer-term work around standards and professional excellence that required attention. The Chair highlighted the issue of consistency across policing that is required and the challenges associated in achieving shared views. Work was ongoing to achieve collaboration across forces and how forces manage the grant and how what the HMG wishes to deliver will have an impact on the broader reform work.

The Chair provided an overview of the neighbourhood guarantee which included:

- Crackdown of anti-social behaviour – need to include wider partners in this
- Safer town centres – reducing shop theft, street theft, assaults on workers
- Police back on the beat
- Community led policing
- NHP Career pathway

These strands of work were at different levels of maturity and there were currently areas of overlap that would need to be worked through.

CC updated on the 1 year initial funding received for the Neighbourhood Policing Guarantee Team under the leadership of the lead and support from a wider team. The team will progress the day-to-day work of the neighbourhood guarantee and will work across existing NPCC structures. The Chair updated in more detail on the 13,000 uplift and advised of some of the concerns she and policing leads had expressed on the focus of the funding and the required savings that are having to be made at the same time of this investment.

The Chair provided an update on the revision of the March 2024 data publication and highlighted the need for Chief Constables to pay close attention to their returns - specifically on 1A returns to ensure this baseline information is accurate.

The Chair provided an update on the grant allocation and work undertaken with the Finance Committee - concerns had been raised with HMG and the Treasury around the incoherence of ring fenced grants, the lack of capital grant and the need for workplace reform. The Chair updated on the ASB hotspot funding and this had been retained to see impact in town centres this summer. The Chair summarised activity on the March 2025 baseline and work to get this increased – there were differences across forces with some increases/decreases seen across the landscape.

The Chair provided an overview of the funding model and the significant debate that had been held with the Home Office to ensure that this was a flexible grant allocation. The Chair provided an overview of the NPCC projections of force returns based on the bids submitted and the outcome to date was positive. Feedback has been provided around the significant challenges of delivery in year due to the lateness of receiving the go-ahead. The Chair summarised the next steps for the 13,000 uplifts:

- Ongoing HO engagement and push for clarity
- Awaiting HO confirmation of grant conditions and a letter of comfort has been requested - it was expected the Prime Minister will make an announcement on numbers in early April
- Further thought was required around how to monitor force delivery/progress and how assurance will be provided around funding, performance outcomes and the NP framework etc in later years
- A request had been made for the police uplift target to be removed – this had not yet been agreed. A request had been made for all unconnected grants to be joined up into core grant with one budget in

the Spending Review – there had been no indication of whether this will happen, and it was appreciated the picture is confusing

- Engagement required with HO on future funding
- Measurement of abstractions – will need to measure this and report etc – guidance has been given to the Home Office regarding the operational challenges
- Increase in Special Constables – looking at a national 50% increase. Clarity had been given to the HO regarding the costs of specials. The NPCC lead, is available to assist. The expansion of the scope of citizens in policing could be considered around other areas of neighbourhood policing

Chief Constables raised the following:

- Thanks for the work that the Chair and LPCC has completed especially the award of increased funding
- Total projected NP figures were higher than anticipated and policing needs not be a victim of its own success
- Letter of comfort and concern regarding whether it offers enough reassurance whilst awaiting the issue of grant documents
- Agreement of the cost of a police officer and explanation of the £83k figure
- Concern regarding the abstraction point and how these are measured
- Learning and successes from the Policing Pledge and how can policing learn from this
- Operational independence

The Chair provided an overview of the some of the pledges and work that has been undertaken to date:

- Named contactable officer – overview of some of the early challenges (including methods of contact, risk management, safety) – overview of NPCC proposals including the use of Single online Home as a solution with the development of a ‘Your Area’ page and the named contactable officer pledge. CC Bacon provided a summary of the activity required by forces to meet this pledge with the support of the Digital Public Contact team and also an overview of some of the challenges that had arisen/were ongoing (including the definition of a neighbourhood)
- Performance Framework – overview of work ongoing in this area including cohesion monitoring and the delivery of neighbourhood alerts at a national level. Significant work has been undertaken with the Home Office regarding the performance framework and an updated version should shortly be shared and have been developed with the engagement of the Performance Management Committee
- Crackdown on ASB & Safer Town Centres: The lead is leading these strands and there is a significant amount of work ongoing in this area. Summary of the 2025/25 initiatives and some of the early challenges being worked through including multiple approaches into stakeholders and strategic alignment
- Contact Management – overview of the national highlights and improvements seen around 999 and 101 calls including improvements to average waiting times and the introduction of an ‘average wait time’, the publication of average 101 wait time data and minor adjustments to KPI for 999 answer times

The Chair updated on Right Care, Right Person (RCRP) and advised that 42 forces had implemented RCRP and there had been significant uptake and transformation including in areas of partnership working. In the longer-term policing would need to measure the positive impact made on those requiring mental health support and the issue of transportation and section 136 handovers remained challenging. The dedicated resource for RCRP ends on 31 March although there was the potential for an extension to this. The Chair summarised some of the achievements the project had made across the policing landscape and advised the governance that would continue post the RCRP team. The Chair passed on her thanks to the team for their work over the last two years.

The NPCC Chair thanked LPCC Chair for the tremendous amount of work that had been progressed by the LPCC including high intensity areas around neighbourhoods and also took the opportunity to highlight the collective successes that had been made including around 101 calls and responses. Chiefs highlighted an

issue regarding a spike in deployments potentially linked to stakeholders RCRP activity. Chiefs also made a plea around the town centre summer of action and work across the judicial landscape (CPS, Ministry of Justice (MoJ) and prisons) and the need for joined up conversations between all key stakeholders. The Chair updated on the recent Safer Streets Mission Board which was chaired by the Home Secretary and attended by ministers from across all key areas where this issue was discussed.

Decisions

13k Uplift

Letter re baseline specials from the Home Office coming out to all chiefs.

Chiefs noted and supported the next steps for development for year one (25/26) as follows: (1) ongoing Home Office (HO) engagement and push for clarity, (2) monitoring of force delivery progress, (3) HO engagement on future funding for year one increases and (4) working with forces on learning and knowledge sharing.

Community Led Policing Pillar

Chiefs noted and supported several strands in this area including: (1) Digital Public Contact (DPC) will work with the NPCC leads to achieve by July a consistent 'Named, Contactable' presence on force websites online, (2) DPC will also work with NPCC leads to improve the wider appreciation of how members of the public can engage with their local teams online, (3) clarity on 'Response', (4) defining neighbourhood areas, (5) supporting forces on the implementation of commitments. Chiefs supported the wider aspect of community led policing pillar as presented.

Performance Framework Activity

Chiefs noted the next steps from the discussion as follows: (1) recognition of concerns re: adverse impact (2) draft framework (Final draft due from Home Office in April 2025) and (3) headline and contextual measures – further development of others.

Crackdown on ASB

Chiefs noted the next steps for the team taking forward 2026/27 Initiatives as: (1) Crime and Policing Bill: New powers to tackle ASB and retail crime, including Respect Orders, (2) Respect Orders will replace the Civil Injunction for ASB committed by adults over 18's, (3) Other agencies can apply directly to the courts, (4) The current Civil Injunction will remain for those aged 10 to 17 but will be renamed the Youth Injunction, (5) For lower-level housing related ASB, the Civil Injunction will remain and be renamed the Housing Injunction, (6) Respect Orders will include prohibitive conditions and rehabilitative requirements, (7) Breach of a Respect Order will be a criminal offence, enforceable by arrest, (8) Breaches will be heard in criminal courts and (9) Pilot areas are still to be confirmed.

National Contact Management

Chiefs noted the update.

RCRP

Chiefs noted the update.

Session 11 – Operational Demand Discussion

The Chief lead of the Accountability Review (AR) began with accountability review update. Chief lead emphasised one central message, a joined-up approach. Chiefs asked for advice on current guidelines. Chiefs were asked for live examples and where that guidance from the Director of Public Prosecutions (DPP) has made a difference to use as good examples and success stories to build officers' confidence. The team are working with the Home Office closely and communications that all forces tailor messages locally, but there is a central approach.

Discussions moved on to Operation Puma which is sensitive information and policing response about how to support it. The lead detailed NATO article 5 an attack on one is attack on all and article 3 is that member states should be resilient against the likely threat faced from a hostile state. The UK is in a pre-war state and there are estimates that a NATO country will be attacked in the next 5 years. Russia will try to disrupt the UK on any action the UK takes.

There were talks about the type of threats the UK will face; cyber threats which are daily and will become more targeted, worse and designed to disrupt telecommunications, banking, and anything that will disrupt the economy or the reputation of the UK. Some can be shown from a hostile state, but most will be third party.

Accountability Review

Decision: Lead to send invitation out on ChiefsNet to all Force Portfolio Holders to register for an Accountability Review Update Briefing session.

Decision: Chiefs supported the timeline and mechanisms for delivery through March and April including the communications plan/key communication messages and delivery of key messages for use. These include going forwards (1) 24 April staff association briefing event delivered to key stakeholders to gather questions and answers and (2) through the above in April-May the delivery of key messages to officers as outlined in the presentation. Chiefs noted the briefing on all workstreams.

Op Puma

Decision: Chiefs supported the key points delivered in the presentation and future direction including: (1) Awareness of the Issue and to highlight the areas to all force chief officer groups, (2) the differentiation of the relevant areas for discussion with force groups on – **CNI, Resilience & Op Puma** (3) coordination of the planning will be conducted centrally, (4) planning team will be in contact with individual forces once confirmed plans from MoD and (5) await confirmation of formal sitting of this issue in Govt - current suggestion is Cabinet Office.

Decision: Chief lead to write a strategic plan with forces through the Ops Committee to deliver these objectives and support the military

Decision: Chiefs supported the ask of chiefs as follows: (1) warming up to areas of business that might be key - however waiting until contact by the Planning Team before any action is taken. (2) If a chief is a key force area, then consideration around resource of this. Planner's or Silver/Bronze's to support, (3) provide support to National Planning Team when contacted and (4) awaiting confirmation of formal sitting of this issue in Govt. Current suggestion is Cabinet Office.

Decision: Chiefs noted the Home Office will circulate wider home defence planning for engagement with all forces.

Session 12 – Debriefing from all PCCs and Chiefs Day

The NPCC Chair welcomed colleagues and thanked them for their engagement at the PCC/Chiefs event. No further points raised.

In relation to Police Reform the survey results highlighted the following:

- Are Chiefs in support of the high-level development and direction for the national Centre as shown in the diagram. 37 of 37 Chiefs agreed.
- Changes to governance model. 37 of 37 chiefs agreed.
- A review/refinement of the policing protocol. 36 chiefs agreed and 1 chief did not
- Do you support a change to the working assumption of 43 forces. 29 chiefs supported a change in assumption and 9 chiefs did not.

Decision: Chiefs noted the update.

Session 13 – NPCC Workforce Coordination Committee

The update was provided by the Workforce Coordination Committee Lead and involved the following:

- Cumberland Lodge conference will run from the 13th - 15th of June and will bring together a number of individuals across the sector. The title of the conference is Mission Shift - tackling VAWG. IT is a great opportunity for Chiefs.
- The Service Director of Oscar Kilo was then introduced to provide an update of the on the National Wellbeing survey.
- Durham University organisation justice survey was used for several years; a review has now taken place to ensure an independent survey can take place.
- The new survey takes one third of the time to complete than the previous survey, which helps to address survey fatigue.
- It contains the opportunity to add additional question sets if required.
- There is also the opportunity for forces to carry out their own bespoke survey.
- The access to data will be close to instantaneous with dashboards available.
- Highlighted the need for forces to get results in to ensure it is representative of policing.
- This will go live on the 19th of May for three weeks.
- The NPCC lead highlighted there will be no cost for forces to use the national survey.
- Chief Constables supported the role out and update.
- The NPCC Workforce lead then highlighted the creation of a National Wellbeing Strategy. Which will have a structured approach to health and wellbeing across the service.
- There will be a five-pillar approach and linked to the domains of the Blue Light Wellbeing Framework. The five pillars include, Promote, Prevent, Detect, Treat and Recover.

Decision: Chiefs were encouraged to promote the Cumberland Lodge event taking place on the 12-15 June and send reps.

Decision: Chiefs supported the implementation of the strategy which would be circulated to all forces once the formal launch at the Executive Leadership Programme (ELP) next week has been completed.

Decision: Chiefs supported the survey after discussions and this would be circulated to all forces to complete and return on the 19 May for 3 week period.

Session 14 – Police Chaplaincy

National Police Chaplain, CEO of Police Chaplaincy UK discussed the Relevance of Chaplaincy, the history and the function within policing.

National Chaplain mentioned that everyone has different ideas and experiences of Chaplaincy, in myriad fields of working forces, for instance some positive exposure in Military and in other circumstances, Chaplaincy may not have worked that efficiently. Hence the role and significance of National Police Chaplain is being shifted now into the NPCC team to bring out the following:

1. To provide a strategic direction.
2. To deliver consistency into what Chaplaincy looks like for the future.

Police Chaplain gave an overview of chaplaincy functions:

1. It is the spiritual embodiment and aspect of a human existence that gives its humaneness.
2. It concerns the structures of significance that gives meaning and direction to a person's life.
3. It helps them to deal with the vice institutes of existence that include vital dimensions for the quest for meaning or quest for purpose, self-transcending knowledge, meaningful relationships, love and commitment.
4. For some, it may well be the sense of being a whole.
5. The sense of spirituality is what gives chaplaincy the right to exist within policing.
6. Chaplaincy has not been established to convert or motivate people towards a particular faith but to serve within the policing community.
7. Chaplaincy may be regarded as holistically religious but some of the chaplains are trained as councillors, psychologists and some are clinical professionals.
8. In the force as a chaplain, they deal with providing pastoral care, in extension to offer help, support and mechanisms to overcome difficult life situations through various welfare provisions.
9. Chaplains are embedded within the teams building the relationships on Trust and that in turn leads to opportunity.
10. They are a brilliant advocate for all the other well-being offerings and the charities who support Chaplaincy work.

An overview of the 6 standards for police chaplaincy was highlighted to all chiefs and how all chief officers and staff can take advantage of this integrated resource in forces.

Police Chaplain stressed the importance of the chaplaincy teams being fit for the future. Some commonalities to be brought back in language and direction to help raise the attainment of the chaplaincy team to serve the community well:

1. Chaplains are available for all types of care.
2. They will serve others to make sure that all other well-being and welfare provisions are getting good referrals coming through, because they've built the trust with officers, staff and volunteers.
3. The standards that have been discussed will help bring consistency but will also help in preparedness.
4. Chaplains are there to serve everyone as a community regardless of what colleagues may be experiencing.

Decision: Chiefs supported and would highlight in force to help unlock chaplaincy potential by, (1) Chaplains are on ramps for all types of care, (2) Standards help bring consistency and preparedness and (3) help reach out with their chief officer groups to promote care and wellbeing opportunities with there respective local force chaplains.

Decision: Chiefs supported the National Police Chaplain to visit each force to achieve reviewing together the 6 standards as outlined in the presentation. To buddy up forces to strengthen the provision and then review in 12 months.

Any other Business

Chiefs noted the update to encourage attendance on Monday 24 March at the House of Commons for the Police Arboretum educational provision for the memorial.

Chiefs noted the update that the Angolini Inquiry will be sending out a package police staff survey (part 2 - data gathering) which will be circulated to all forces on the 31 March. Chief's were encouraged to promote this with staff to complete and send returns.

Workstream 2 - PRAP lead role will be circulated on ChiefsNet. All chiefs were asked to encourage staff to apply.

DATE OF NEXT MEETING

The next full CCC meeting will be held on **9-10 July 2025**.

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Force/Organisation:	NPCC
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Chief Constables' Council Minutes – Scottish Supreme Court Ruling and Search Guidance

8 May 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
CC Mark Webster	Cleveland
CC Rob Carden	Cumbria
DCC Jim Colwill	Devon and Cornwall
CC Rachel Swann	Derbyshire Constabulary
CC Amanda Pearson	Dorset
CC Rachel Bacon	Durham
CC Dr Richard Lewis	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Maggie Blyth
CC Stephen Watson
CC Mark Hobrough
CC Scott Chilton
CC Andy Prophet
CC Judi Heaton
CC Tim Smith
DCC Peter Ayling
CC Sasha Hatchett
CC Rob Nixon
CC Paul Gibson
CC Serena Kennedy
Sir Mark Rowley
AC Matt Jukes
AC Laurence Taylor
AC Pippa Mills
Cmsr Mark Rowley
CC Amanda Blakeman
CC Paul Sanford
CC Ivan Balhatchet
CC Kate Meynell
CC Vanessa Jardine
CC Tim Forber
CC Jo Farrell
ACC Melanie Jones
T/DCC Chris Todd
CC James Vaughan
CC Lauren Poultney
CC Chris Noble
CC Rachel Kearton
CC Tim De Meyer
CC Jo Shiner
CC Jason Hogg
CC Alex Franklin-Smith
T/CC Richard Cooper
CC Craig Guildford
CC John Robins
CC Catherine Roper
CC Lucy D'Orsi
DCC Rachel Etebar
CC Simon Chesterman
CEO Andy Marsh
Tom Harding
Rachel Tuffin
S23(1)
S23(1)

CC Melanie Dales

Gloucestershire
Greater Manchester
Gwent
Hampshire
Hertfordshire
Humberside
Kent
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
Northumbria
North Yorkshire
Police Scotland
Police Service for Northern Ireland
Police Service for Northern Ireland
South Wales
South Yorkshire
Staffordshire
Suffolk
Surrey
Sussex
Thames Valley
Warwickshire
West Mercia
West Midlands
West Yorkshire
Wiltshire
British Transport Police
British Transport Police
Civil Nuclear Constabulary
College of Policing
College of Policing
College of Policing
S23(1)
S23(1)

Ministry of Defense Police

Gp Capt Russ Foster-Jones
Col Kristian Rotchell
Col Mark Shapland
CO Damian Kitchen
CO Robin Smith
CO Russell Foster

Cmsr Ian McGrail

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

Royal Gibraltar Police

The NPCC vice chair welcomed Chief Constables to the extraordinary CCC call and thanked the leads for their work and leadership on what was a complex issue to navigate.

The lead summarised the recent Scottish Supreme Court ruling which stated that sex refers to biological sex only and individuals will be treated in accordance with their birth sex. The DEI Committee had been reviewing how this ruling will apply to policing – some of the key issues were how the ruling applies to search, data recording, custody facilities/estate provisions, victim support and provision of single sex space for toilets and changing facilities. Interim guidance from the EHRC had been shared on Chiefs Net on the last issue – this was the only guidance available at present. Correspondence had been received from specific groups – including Sex Matters – and the lead asked forces to link in with the DEI Committee Coordinator around any correspondence they receive directly, and the DEI Committee will try to provide one single national response that can be used.

The lead updated on engagement that had been undertaken by the NPCC National Coordination Group which included engagement with the Home Office, Policing Minister, Equality and Human Rights Commission and BTP.

The lead updated on the high-level principles that are being taken which were:

- The need forces to take a common approach.
- Policing’s approach will be stronger if it is supported by, Home Office and the Equality and Human Rights Commission and the policing minister.
- Need to recognise key voices from LGBTQ+ (particularly the Trans community) and those with a gender critical belief (which is a protected characteristic) and to balance the needs of both groups.
- The need to provide our workforce with guidance and leadership in this area – currently staff were having to navigate a very complex area and operating on a case-by-case basis which was not appropriate or sustainable.

The lead summarised the need to get an agreement on the proposed way forward around the issue of searches – and this was to search on a biological sex basis. The lead provided an overview of the work that was ongoing to develop the strip search policy in custody and advised that legal advice is currently being prepared which will underpin the guidance in this area. The lead stressed the need for a common approach and welcomed direct contact/engagement from any forces that wished to discuss the approach in greater detail. The lead highlighted the following areas:

- Basic premise was to search as per the direction of PACE which was according to the same sex and policing will use the supreme courts definition of biological sex
- The guidance will also include how the search of a trans detainee should be conducted with biological sex being the primary decision but there can be an element of consensual search.
- The key area was the need to obtain true consent of both parties to undertake a search – both the staff member conducting the search and the person being searched. This can be done under common law. There is a two staged test to apply this common law which revolves around obtaining true consent around the manner of which the search is done. Practical guidance on this will be provided and will be underpinned by the legal advice received.
- Explicitly included in the guidance will be that staff cannot be given a lawful order to search someone under this consensual regime – BTP have some helpful ‘what if’ guidance that may assist greater understanding in this area.

It was recognised that views on the supreme court ruling were very polarised particularly on the issue of searching.

Chief Constables raised the following issues:

- Will there be separate guidance for trans officers and staff
- Will there be any clarity regarding how to understand who our trans staff are – through network engagement etc – recognising that trans communities are protected under legislation etc
- Must be clear that policing are acting in accordance with the law – whilst the law may offend some parts of the community – policing can only try and mitigate against this offence
- Be clear that it is the consent of who is performing the search and the person being searched must consent to whom carries out the search
- What about searches outside of custody – need to provide guidance in this area
- Policing are pushing hard for support from Home Office and Policing Minister on the way forward along with Equality and Human Rights Commission – consider what forces can do to help with this effort
- NPCC National Coordination Group have been engaged on this alongside representation and support from the College of Policing
- College of Policing are reviewing policy and guidance to ensure compliance with the law
- Consider if there are any other areas we should look to coordinate the approach from – including mental health partners, prison service etc to ensure consistency of approach

The lead summarised that engagement was ongoing with networks (LGBTQ+ and gender critical) and she would encourage forces to do the same with their local networks. An Equality Impact Assessment on the guidance will be undertaken also and shared. The BTP chief advised of the timescales of the BTP judicial review and advised it would be helpful to have an NPCC position in advance of that. The lead advised that an outline guidance document will be shared shortly and behind this would sit the rationale and legal argument and will include potential operational scenarios. Following discussion, it was agreed that it would be helpful to have an NPCC position statement and also a letter to the Home Secretary from the NPCC chair outlining the challenges with the current legal position and the need to review PACE.

Decision - Summary of decisions from the meeting to be shared with all chiefs confirming everyone's agreed position and understanding.

Decision - Chiefs supported the proposal of unity on updated guidance implementation.

Action - LGBTQ+ NPCC portfolio to produce an EIA for the revised guidance.

Decision - Revised Search Guidance including advice and support on consent to officers and staff, operational scenarios, based on the supreme court ruling will be shared with relevant comms messages to all forces. A copy of the EIA can be made available on request.

Decision - Chiefs agreed one NPCC statement position to be circulated on this, for all to use.

Action - NPCC Chair will write to Home Secretary on current legal position and look for further agreement on combined approach including with the equalities commission.

Action - NPCC Chair, DEI and LGBTQ+ to write to Home Sec seeking agreement to start revision of PACE/Annex L.

Action Any correspondence received into forces to be shared with DEICC coordinator for review.

Decisions/Actions Required – Session 1 – Chair's Update

The following items in this section are a verbal update only for noting – no decisions required:

- **Spending Review (Finance Update)**
- **CCC Information Leaks**

Decisions/Actions Required – Session 1 – Current Operational Demands

The following items in this section are a verbal update only for noting – no decisions required:

- **Accountability Review**
- **Op Navette**
- **Op ****S31(1)******

Decisions/Actions Required – Session 1 – Updates

The following items in this section are for discussion/update only – no decisions required:

- **Neighbourhood Policing Guarantee**
- **Trust and Confidence**
- **Custody Image Retention**

Decisions/Actions Required – Session 1 – Updates

The following items in this section are a verbal update only for noting – no decisions required:

- **Police Race Action Plan Update**

National Police Chiefs' Council
2nd Floor
50 Broadway
London
SW1H 0BL

<https://www.npcc.police.uk>
Email: info@npcc.pnn.police.uk

24th June 2025

Dear Chief Constables

RE: COMPREHENSIVE SPENDING REVIEW 2025 BRIEFING NOTE

This briefing note sets out the key elements of the 2025 CSR for policing including an interpretation of what it may mean for forces. It also includes an update of post -CSR work carried out to date. It is also important to recognise that CSRs are inherently high level documents and that much of the detailed determinations needed to effectively plan are yet to be received.

CSR

The CSR was published on the 11 June 2025. Whilst precise force level budget allocations will not be known until later in the year, it is possible to identify a number of key points which can be used for indicative planning purposes.

Table 5.8 of the CSR document shows planned growth in both force level including Council Tax income as follows:

- 2025/6 £18.7bn
- 2026/7 £19.6bn, an increase of £0.9bn
- 2027/8 £20.3bn, an increase of £0.7bn
- 2028/9 £20.8bn, an increase of £0.5bn

Overall, the nominal increase is c£2bn , or c11.2%, which represents an average annual increase of c3.7%. Table B6 of the CSR document shows the following GDP deflators assumed by the Treasury:

- 2026/7 1.7%
- 2027/8 2.0%
- 2028/9 1.9%

When these assumed inflation figures are taken into account, the CSR indicates a real terms funding increases of c1.7% per year.

Analysis carried out by the service would suggest that historic non-pay inflation is closer to 5-6% per year than that indicated above. This has the potential to reduce any real terms funding increases significantly if non-pay inflation continues to increase at recent trend levels.

Within the CSR figures above it is possible to make some reasonable assumptions in order to arrive at a police core grant proportion and the following assumptions are pertinent in this regard.

- The three year funding increase of £2bn is assumed to be made up of grant, precept, and additional income. However, the precise split of this is unknown. If a £14 precept rise is assumed for the next three years, this would generate c£1bn i.e. 50% of the additional funding allocated within the CSR, although this would have differential impacts on overall funding at local level due to variations in tax base and Band D equivalents. There is also insufficient information to understand the significance of the reference to additional income. There have been changes in NDORS and Firearms licensing fees, but these would be relatively minor in comparison to core police grant.
- The £200m which forces received in 2025/6 for NPG is assumed to be rolled forward across all years. The service has made clear that it cannot afford any further roll out without additional funding. The service has asked for clarification that the above additional funding excludes further expansion of NPG recruitment than that already included.
- The full year impact of the 2025 pay award is assumed to be funded from within the above figures. Forces, on average, budgeted for 2.8% for the 2025 pay award and every tenth of one percent above this costs c£15m in a full year. Further, if the pay award agreed by government exceeds the 2.8% average budgeted provision, then the additional funding for this both in year and its recurring impact is unknown. It assumed that future pay rises will also need to be met from within the above figures. This also become a cost pressure if future pay rises are greater than the 2.0% currently assumed in forces MTFs for 2027-29.
- The above figures include funding for Counter Terrorism The Phase 2 settlement will increase the budget for counter-terrorism policing, maintaining capabilities and protecting officer numbers. The government will provide at least £100 million per year by 2028 29 to support current national security priorities. As this is assumed to be contained within SR for policing and will thus reduce the proportion available direct to PCCs.

- Given the analysis of the quantum, it is evident that there No additional funding for :
 - Capital cover, to ease the growing debt burden across the service.
 - Wider delivery of the Governments Safer Streets mission
 - Net zero progression on the fleet/ buildings
 - Pay reform , in order to reduce the number of spinal column points for constables.
 - Technology investment as a means to increase efficiency and productivity.
 - The impact of the Sentencing Review Guidelines which is estimated to cost c£0.3bn pa.

- The Treasury Office for Value for Money has estimated a three year efficiency gain of c£0.5bn across the Home Office and it is assumed that the above figures have already been built in. The efficiency gain is expected to be delivered through a combination of :
 - PECP savings
 - AI/ automation
 - Strategic workforce planning.

Subsequent Actions

As a result of the above the NPCC finance committee have held sessions with force CFOs to explain the above and to give guidance to them in terms of future financial planning. This guidance covers grant, precept, pay and inflation and is designed to recalibrate the service wide funding deficit. The original assumptions for MTFS projections for Core Grant were to assume flat cash in the absence of any meaningful data. The settlement is patently better than flat cash, but it is yet to be clarified if it is better than flat real terms. The Police inflation is higher than GDP deflators and therefore less than flat real is a distinct possibility. An updated MTFS survey with revised assumptions will provide the necessary clarity.

The single most significant variable is NPG and given the previous SR submission calculated the cost of NPG at over £700M there is a £0.5B deficit which cannot be absorbed by the service.

It is important to state that this guidance does not seek to replace local professional judgement. These sessions will be repeated with PCC CFOs.

A formal response to the CSR has been sent to the Home Secretary, setting out a number of observations, and also a series for service proposals for the Home Office to consider which are intended to give forces more flexibility to manage the workforce and their finances.

Over the coming months there will be work undertaken with the Home Office to :

- Understand the exact funding implications for forces arising from the CSR in terms of grant levels, precept, NPG funding etc.
- Maximise the amount of funding given to forces.
- Maximise the levels of financial freedoms given to forces.
- Access, where possible, cross Government funding streams for technology investment.

Paul Sanford
Chief Constables for Norfolk
NPCC Finance Committee Chair

National Police Chiefs' Council
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24th June 2025

The Rt Hon Yvette Cooper MP, Secretary of State for the Home Department
via email ****S31(1)****

Dear Home Secretary,

RE: NPCC 2025 Comprehensive Spending Review Response

This letter outlines the police service's response to the recent Comprehensive Spending Review (CSR). It highlights funding challenges, inflationary pressures, and the need for strategic investment in key areas. We propose actionable steps to enhance operational efficiency and maintain public safety whilst committing to working with you and your officials to deliver the reform required to drive productivity and modernise the service.

We present the collective response of the National Police Chiefs' Council (NPCC). While individual Chief Constables and PCCs/Mayors may submit local responses, this letter reflects our unified position.

We would welcome the opportunity to work with your officials over the summer to help shape a programme of work to respond to the settlement which maximises the outcomes we can deliver for the public. This would of course build on the discussions we have had to date.

Our detailed response is in two parts: firstly, we set out a series of implications of the policing element of the CSR, and secondly we provide a series of proposals which we consider can be taken forward which would have the impact of giving forces more freedom to operate, and also generate a higher level of efficiency which will help maintain service delivery.

Implications of the CSR outcome

We appreciate the constructive engagement with Home Office colleagues throughout the CSR process. We feel that both sides have developed a sounder understanding of the issues each other face. This is also complimented by the service continuing to develop its quantity and quality of financial, workforce and service data which is used to provide an evidence base for dialogue.

The service recognises the overall fiscal constraints facing the Government, which in practice means tough choices need to be made. However, we remain of the view that investment in policing should be a first order choice given the positive impact it has on assisting in economic growth as well as that of individual and community wellbeing.

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The increase in funding of c£2bn over the next three years represents an increase of c11.2% which is approx. 3.7% per year and is technically a real terms increase. This increase is based on treasury GDP deflators of 1.7%, 2.0% and 1.9% respectively. However, in practice most of the increase in funding will be taken up in pay and non-pay inflation. The increase in funding also assumes that PCC's / Mayor's maximise precept increases which is not certain. The balance of police funding continues to move to the local taxpayer, and it is important that the Government do not see this as a way to reduce central funding as this would further lead to differential local funding levels.

With regard to pay, we anticipate that future awards will be lower than in recent years, reflecting a softening labour market and a return of inflation towards the 2% target. Nevertheless, we expect pay increases to remain between 2.5% and 3% over the Spending Review period - exceeding the Treasury's GDP deflators. Notably, the 2025 pay award is projected to surpass current budget allocations, creating an in-year financial pressure for which we would require additional support if we are to maintain the current workforce in this and future years. How any financial support is apportioned will also require urgent discussions, given the declining relevance of formula share as a measure of employee costs. Finally on pay, we see the benefits of having a multi-year pay award for the service, to enable better financial and human resources management and consider this to be a future ambition for the service.

On non-pay costs, despite concerted efforts by forces to control spending, inflation is running closer to 5% annually. This is largely driven by broader wage growth across the economy, including anticipated increases to the National Minimum Wage (estimated at approximately 3.5% from April 2026). We are concerned that increased MTA costs - charges levied by the Home Office on forces for the provision of national ICT services – continue to outstrip inflation and forces are expected to pick up the 'non-core' costs of implementing change locally. This will add further pressures to budgets.

As a result of the above pressures, the additional funding allocated to policing will, in practical terms, amount to a standstill budget. Consequently, we do not foresee capacity to support further rollout of the Neighbourhood Policing Guarantee under current financial constraints.

The published CSR figures indicate funding growth for policing of approximately £0.9bn, £0.7bn and £0.5bn over the three-year period. However, this declining trajectory means that financial pressures will intensify as pay and inflationary costs continue to rise and absorb a greater share of force budgets. It is essential to recognise that, without additional support or flexibility, forces will face increasing difficulty in maintaining service levels and delivering on strategic priorities.

In our submission we requested funding for the following:

- Mission delivery
- Pay reform
- New burdens
- Large scale enquiries, e.g. Post Office inquiry.
- Capital grant to ease the growing debt burden
- Progression on the decarbonisation agenda, which is a growing operational risk with regards to our fleet.
- Technology investment to accelerate efficiency service delivery

- Sustainability
- Service reform

In addition to the above list, the Sentencing Review was published after our submission to the CSR and we note that this will likely bring significant new burdens for policing for which we have yet received no funding.

Whilst we appreciate the overall limitations on funding, it is disappointing that there does not appear to be funding for the pressures set out in our submission. Be assured that forces will work tirelessly to maintain service levels and prioritise protecting the public. However, the absence of funding to address the above listed pressures, along with growing regulatory and compliance requirements, makes doing so significantly more challenging.

For effective forward planning, it is essential that forces receive timely and detailed information to support their workforce and efficiency strategies. More than ever, the traditional December settlement date leaves limited time to plan, and we would request that consideration be given to an earlier announcement, given that the overall level of grant and precept is generally known. This is particularly important for the successful delivery of the Neighbourhood Policing Guarantee (NPG). For example, should expectations around NPG change, a corresponding reduction in Learning and Development requirements would enable forces to reallocate resources to other priority areas. Furthermore, forward guidance for years 2 and 3 would be welcome for planning purposes.

Timely information also supports more accurate precept planning. We would welcome 3 year clarity on precept funding. In practice, the current settlement assumes maximum use of local flexibility to cover pay and non-pay pressures—often at the expense of local priorities. This trend has persisted in recent years and appears likely to continue.

To conclude, this is a difficult settlement for policing that will harm delivery of the Government's missions and our ability to maintain current service levels. We believe that there are some steps that the Government could take to partially mitigate these impacts.

Service Proposals

Over the last 12 months we have engaged in constructive discussion with Home Office colleagues on a range of proposals aimed at enhancing effectiveness and sustainability. These proposals are grouped under the themes of workforce and productivity, efficiency, reform and technology.

Workforce and Productivity

The service is progressing its work in relation to developing a workforce strategy which will better convene operation, financial and workforce planning to ensure that demand is better predicted and met against available resources.

In relation to officer headcount, you will be aware of the need to maintain numbers at both the end of September and March each year. In practice, forces look to over recruit at these points to avoid a financial penalty. Consequently, they bear the cost of the over recruitment as opposed to bearing the cost of a

financial penalty. If the September census point were removed or forces given a degree of leeway, we estimate that in the region of £25m pa could be saved by forces.

In terms of officer numbers, it is difficult to be precise however we consider that removal / reduction in the September census point would lead to c600-750 fewer officers each September with those numbers returning at year end. This represents a temporary reduction of around 0.5% at the lowest point of the year.

Whilst we recognise the political challenge, the service maintains the view that the ringfenced grant should be removed and forces allowed to employ the workforce that will best meet operational and organisational challenges. We draw the comparison with the recent Strategic Defence Review, where the focus was on the technologies and equipment required to meet modern threats, with less emphasis on boots on the ground. We also note that The Treasury assessment of departmental spending plans, which accompanied the SR, clearly and rightly sets out the need for a more productive, agile and service delivery focused workforce. The implementation of a new outcome focused police performance framework will potentially allow the scope for this important, difficult, but necessary change to be made.

A review of certain Police Regulations would be welcome, with the aim of speeding up exit of officers from the service, which has the dual benefit of enabling more effective recruitment whilst also saving money. The service is reviewing its approach to occupational health service delivery which will, *inter alia*, improve the management of sickness absence, medical retirement and limited duties officers. This is in line with the October 2023 Police Productivity Review and will deliver a healthier workforce and offer potential cost savings. We would welcome the support of the Home Office in this important work.

Efficiency

The service is fully invested in the PECP with Home Office colleagues, and we recognise that there are potential savings to be made, particularly from:

- Full cost recovery from football, firearms licensing and speed camera enforcement. The service supports moving to a full cost recovery model as a soon as possible and have carried out work to identify the implications of this. We are also of the view that there exists potential to move to a model of 'cost recovery plus' whereby surplus could be invested in the underlying technology which supports these services which is old and in need of refresh. This would ease pressure on other parts of the wider police technology budget and is also consistent with the principles of managing public money.
- Income generation streams. Work has been carried out to examine the positive financial impact of exploiting new income streams which have proven challenging in the past e.g. S106 monies which arise from housing growth, but which place additional pressure on forces. This would require a cross departmental approach with MHCLG but would give a consistent income stream to the service. Additionally, the Home Office should make it explicit that funding from POCA, NDORS and the Police Property Act should be locally retained by the force to fund local service delivery be it economic

crime, neighbourhood policing (following the Clear, Hold, Build SOC strategy), or to roads policing teams. Utilising funding in this way will likely lead to even greater levels of income for reinvestment.

- The better sharing of data for benchmarking purposes to support forces in their efficient planning.

We are also aware of the potential which exists from the improved management of national ICT systems across the service. The service closely supported the Dedicated Landscape Review Programme and recognise the scope which exists for better value for money from these expenditure streams. Again, this is a role for PECP.

Outside of PECP, we note the significant opportunities to increase efficiency across the broader criminal justice system. By reducing the administrative burden on investigators and speeding up decision making, we can reduce costs and improve outcomes for victims of crimes such as VAWG and knife crime.

Reform

The SR submission set out the service views on Reform, which we are keen to progress. We see this as an opportunity for lasting change to deliver better outcomes at lower relative cost.

The submission asked for a modest sum of money to continue progress, and we would ask that funding is in place for this to continue. We would stress that the delivery of reform is intrinsically linked to the delivery of Government's missions especially in relation to the Neighbourhood Policing Guarantee, VAWG and drug and knife crime, in a way which unlocks current inefficiency.

In addition to national policing reform, several constabularies are in areas where devolution will lead to changes in local governance. We are concerned that slow transition from the PCC governance model to Mayoral governance will create barriers to local collaboration and frustrate effective local accountability. We believe that Policing requires a greater voice in these reforms so that opportunities to improve local collaboration and productivity are quickly realised.

Technology

Technology has the potential to transform policing more than any other factor in the coming years. However, the service continues to operate with outdated systems—both locally and nationally—which hinder efficiency, increase costs, and pose growing operational risks, particularly in critical areas such as control rooms and telecommunications.

While we are strengthening our approach to digital and technology governance, additional funding is essential to scale up proven innovations currently deployed in only a few forces. We welcome the government's broader commitment to increased investment in research and development, and we would value access to any associated funding streams.

Initiatives such as live facial recognition, rapid video response, and automated redaction offer tangible, real-time contributions to the Government's public safety missions. However, these technologies require

sustained investment to be deployed at scale. Our analysis indicates that such investment would deliver a disproportionately high return in terms of both efficiency and operational effectiveness. More broadly, it would be beneficial to review total ICT across the service in comparison to other parts of the public sector to gauge relative efficiency.

The service would be keen to share detailed thinking on the above points in relation to any broader review of police funding.

Summary

In summary, while we are grateful for the additional multi-year investment in policing, it falls short of the level required to fully meet your ambitions and the growing demands on the service. We recognise the broader fiscal pressures facing government, but the current settlement leaves limited scope to address inflationary pressures, workforce sustainability, and critical service improvements. Despite these constraints, we remain committed to working collaboratively with the Home Office to strengthen the strategic management of policing. By focusing on efficiency, innovation, and targeted investment, we can continue to deliver a resilient and responsive service to the public.

Yours faithfully,

****S40(2)****

****S40(2)****

**Gavin Stephens
Chief Constable
NPCC Chair**

**Paul Sanford,
Chief Constable for Norfolk
NPCC Finance Committee Chair**

Copied to Policing Minister

16 June 2025

Standing down the Op Navette Recovery and Cohesion Gold Group

Dear Colleagues,

I'm writing to you in my capacity as Operation Navette Recovery and Cohesion Gold Commander. As you will know, my priority after taking over the role of Gold Commander from Chief Constable BJ Harrington was to lead a programme of recovery for police forces affected by last year's summer disorder.

Our objectives were many, but centred on:

- Safeguarding and supporting our people after seeing hundreds of our colleagues suffer physical injuries, as well as being subject to disgraceful racism and discrimination.
- Working with trusted partners to play our part in building community cohesion and recovery, and to help heal the rifts that emerged between and within our communities.
- Achieving swift and sustainable recovery for communities affected by disorder, by reassuring vulnerable individuals, communities and organisations, through full engagement and protective security.

I am pleased that the operation was able to deliver on these objectives, and I remain extremely thankful to the efforts of hundreds of officers and staff across the country who have played a part in making this happen.

Due to this success, the time has now come for Operation Navette to conclude its activity, with a final communications campaign centred around identifying outstanding suspects to be issued by NPCC in the coming weeks, [similar to a campaign issued in March in coordination with Crimewatch](#).

Colleagues will be aware that the events last summer have had lasting implications for policing, with both [HMICFRS](#) and the [Home Affairs Committee](#) making detailed recommendations for NPCC and partners to consider, following robust investigations and scrutiny.

These activities have complimented work convened by the College of Policing and individual forces last summer, which allowed policing to internally review its approach to responding to major disorder, strengthen its intelligence-sharing, and refine operational strategies.

As a service we are committed to learning from these events and ensuring policing is prepared, resilient, and proactive in facing future challenges. Various national portfolios and working groups will be actioning these learnings, and I'd encourage colleagues who have any questions to reach-out to the staff officer of the Operations Coordination Committee, Superintendent Paul Austin ([S31\(1\)](#)), who will be able to advise on next steps.

I consider it timely that Operation Navette is being wrapped up now, given that we have just created a new national Trust and Confidence portfolio, which will sit in the Local Policing Coordination Committee. As I announced last week, [ACC Dennis Murray has been appointed to this role](#), and I would like to again congratulate him on his successful application. We all recognise how the events of last summer once again brought these issues to light, and I know that this new portfolio will undoubtedly be considering Navette learnings and recommendations in detail.

I'd like to conclude by again giving thanks to the many individuals who have contributed to the operation, in particular ACC Ian Drummond-Smith and ACC Mark Williams who joined me in providing operational leadership, as well as CC BJ Harrington for insight and support regarding the initial national response phase.

In addition, I'd like to thank my Silver Commander T/Chief Superintendent Tony Josephs, as well as the following Bronze leads for their collective efforts and for all their guidance, in addition to the NPCC Hub teams who provided strategic insight and support.

Bronze Comm and Stakeholder Engagement – CC Rachel Kearton

Bronze Community Insight – Supt James Glansfield

Bronze Community Cohesion – ACC Michelle Shooter

Bronze Operations – ACC Mark Williams

Bronze Intelligence – DCC Dave McLaren

Bronze Investigations – ACC Ian Drummond-Smith

Bronze Corporate Services – ACO Ian Cosh

Yours sincerely,

****S40(2)****

Chief Constable Rachel Bacon

Chair of Local Policing Co-ordination Committee

Op Navette Recovery and Cohesion Gold Commander



FAO:

Chief Constables/Commissioners

Police and Crime Commissioners/Deputy Mayors for Policing and Crime

Cc:

Sir Andy Cooke QPM DL, His Majesty's Chief Inspector of Constabulary

Sir Andy Marsh QPM, Chief Executive Officer, College of Policing

Sent via email and Chiefs Net

Date: 12th May 2025

Dear All,

A month has passed since you received a letter from the Home Secretary laying out the nine Neighbourhood Policing Guarantee commitments for forces to achieve by July 2025:

[Letter from the Home Secretary to police and crime commissioners and chief constables on the Neighbourhood Policing Guarantee \(accessible\) - GOV.UK](#)

The NPCC, led by T/DCC Catherine Akehurst, are working collaboratively with the Home Office and College of Policing to deliver these commitments on time, and there has been much positive progress thanks to the hard work and dedication of forces. It goes without saying that we have been consistently mindful of existing accountability structures and operational independence throughout all this work, and that forces will deliver locally.

That said, reassurance from forces around the progress relating to these commitments in readiness for the delivery phase of the Guarantee will enable the NPCC to provide continued reassurance to the Home Secretary, demonstrating policing's drive to improve public confidence. I know that the work on these commitments will be split across various individuals and departments at force level, reporting through force assurance processes. I also know that some of the commitments relate directly to existing workstreams and activity, so I hope this letter provides some further clarity in that regard.

It is also worth noting that a number of the nine July commitments translate directly to measurements included in the Neighbourhood Policing Performance Framework (published alongside the aforementioned letter from the Home Secretary).

1. Every community will have named, and contactable, officers dedicated to tackling the issues facing their communities.
2. Guaranteed response times to neighbourhood queries from communities and businesses of 72 hours. There will be a clear process in place for the public to seek recourse if this response time is not met.
3. Local communities and businesses will also have ongoing opportunities to engage with neighbourhood teams and raise local concerns and priorities through regular local beat meetings.
4. Information about your neighbourhood policing teams local priorities and how local communities and businesses can feed into them will be displayed online and kept up to date.

In relation to the linked commitments 1-4, as per the individual letters sent to forces on 11th April 2025, the NPCC Digital Public Contact (DPC) Programme team are now engaged with all forces working to your specific needs and requirements to bring about a standardised minimum offer across policing in this area. DPC are reporting progress with all forces at present and are optimistic of meeting the July deadline.

In relation to these pillars, there are two areas raising questions from forces:

- (i) 72 hours response – The NPCC view is that this is 72hrs for a member of the local team to make a personal contact with the originator – rather than an automatic reply. It is not a promise of resolution or officer deployment. The ability to respond effectively is why the NPCC has advocated for team, rather than individual, based, contact processes. Force's current structures may require review to ensure that there are appropriate checks and balances in place to monitor and meet the 72hr requirement. It is recognised that measurement in this regard cannot be achieved centrally at this time.
- (ii) 'Regular' – The term appears in commitments within the context of "*regular beat meetings*." It is noted that there is no specific measure of 'regular beat meetings' in the Neighbourhood Policing Performance Framework. We will continue to work with the Home Office to bring realistic clarity to timescales and expectations regarding elements of the NPG such as this.

5. Every force will have an ASB lead, who will be starting to develop an ASB action plan addressing the local issues faced in communities and town centres.

The matter of ASB leads was addressed in the NPCC letter dated 25th April 2025, signed by myself, CC Prophet and DCC Akehurst. As a reminder all forces are asked to submit these details here [ASB Dedicated Lead - Recording Form](#).

6. Forces will have increased patrols in town centres and other hotspots based on local demand and intelligence, tackling key local issues such as anti-social behaviour, shop theft and vandalism and giving the enhanced visibility and presence that our high streets have been crying out for.

OPCCs have previously submitted their plans for the use of the 2025/2026 Hotspot funding which included town centre ASB and crime. Further to this, a separate letter was sent to PCCs (cc to Chief Constables) titled "Keeping Town Centres Safe This Summer," requesting support from forces and the submission of further plans. Reporting mechanisms already in place for the Hotspot policing fund will be used to assess impact in this area.

7. 3,000 more officers, PCSOs and special constables by 31 March 2026 providing a visible and engaging police presence, building relationships with local communities and working together to problem solve.

Forces have submitted their detailed plans to the Home Office surrounding the first year of the neighbourhood policing uplift. As you know, there will be further monitoring and data return points which have already been shared with forces. Discussion with key stakeholders will be taking place later this year in relation to the funding and grant conditions for year 2 onwards.

8. Started the national roll out of the College of Policing's Neighbourhood Policing Pathway, providing specialist training to police officers and PCSOs, with the first part of this training being launched in June.

As previously outlined in his letter dated 18th March 2025, CC Andy Marsh QPM has outlined the rollout of NPP1 across all forces. I know that forces are working on their take up of NPP1 and would ask that you support your frontline neighbourhood personnel to complete these online training modules. Further communications on the content and rollout of NPP2 and NPP3 will not be available until the 11-force pilot phase has been fully evaluated.

9. Every force will ensure that neighbourhood teams spend the majority of their time in their communities providing visible patrols and engaging with local communities and businesses.

The reality is that most forces, given the HMICFRS focus, are much improved in terms of managing and minimising abstractions from neighbourhood policing. Recognising that abstractions to other duties are an operational reality and that the deployment of officers is a matter for Chief Constables, I would ask that you are content that you have processes in place for monitoring and managing abstractions. This commitment represents somewhat of a building block to future (by end of Parliament) commitments that the Home Secretary outlined. This includes performance monitoring of abstractions and the development of a national definition of abstraction to ensure that neighbourhood personnel are present and visible in their roles. I am confident that overall, nationally the 'majority' of neighbourhood policing teams available time is indeed spent on neighbourhood policing, notwithstanding that our neighbourhood colleagues often have other specialist roles and commitments.

I would be grateful if you could, by exception, send details of any support required or concerns about the ability of your force to achieve these commitments by July, to T/DCC Catherine Akehurst, NPCC Programme Lead for the Neighbourhood Policing [**S31\(1\)**@npcc.police.uk](mailto:**S31(1)**@npcc.police.uk)

Best wishes,

NPCC Council Update

Custody Image Retention

1. For information only

- 1.1 Chief Officers should note that facial recognition legislation will be clarified by the government, which includes aligning custody images with other biometric data, such as DNA and Fingerprint.

2. Emerging Position

- 2.1 In a recent letter to CC Gavin Stephens, ****S40(2)**** (Director of Data and Identity at Home Office) stated the intention to clarify the position on facial recognition legislation to ensure parliamentarians and civil society groups have confidence in the tool to contribute to the Government's Safer Streets Mission. The letter made it clear that the government's intention was to align custody image retention with other biometrics, such as DNA and fingerprints.
- 2.2 CC Vaughan, in his capacity as Vice-Chair of NPCC, responded by welcoming the government's position in clarifying facial recognition legislation and NPCC supports the introduction of a clear and robust statutory framework. He recognised that there is an opportunity to clarify the legal position surrounding the use and retention of custody images to align with other biometric data, such as DNA and Fingerprints.
- 2.3 Home Office are briefing the Home Secretary and Policing Minister on the detail. It is very likely that the government will announce public consultation on facial recognition legislation in summer 2025. Policing has been represented in facial recognition legislation working group to co-develop a framework that is operationally viable, ethically grounded and publicly accountable. Lindsey Chiswick and ACC Matt Welsted were among the key policing leaders within that group.
- 2.4 If public consultation is agreed, the facial recognition legislation will become part of the 2nd session of the session of the parliament, which is likely to conclude in May 2026. Forces will need to comply with the legislation at an agreed commencement date, which is likely to be no earlier than 2029-30, due to the complexity of technology and business change activities required.
- 2.5 There is discussion with HO around the funding requirements for the change and this will form part of SR2 negotiations/allocations.

NPCC Council Update

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Chief Constables' Council

Title: Police Race Action Plan – Session 1

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Author:	CC Gavin Stephens, T/DAC Alison Heydari
Force/Organisation:	NPCC
Date Created:	16/6/2025
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Portfolio:	Police Race Action Plan
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1. Purpose

This paper is to provide an update to council members on the progress of the Race Action Plan.

2. Recommendations

2.1 Chief Constables are recommended to:

- i. **Note the update provided.**
- ii. **Consider the requests for ongoing support for the work of the PRAP.**

3. Update on Progress

Chief Constables are advised that:

3.1 The National Black Police Association

As updated previously, the NBPA re-engaged their support of the PRAP and will carry out reviews at 3,6,9 and 12 months. The first meeting was held in December 2024 and the discussion focussed on the reengagement criteria. The PRAP team have drafted a terms of reference and are working with the NBPA in relation to this. The next meeting was held on 15th April and further meetings are being scheduled. The NBPA continue to be invited to additional meetings and have a standing agenda item on the Programme Board.

3.2 Communications

3.2.1 Conference and Community Engagement

On 2nd May 2025 the Police Race Action Plan team held a conference at IBM in London. This conference was attended by 150 people in person and online, including by the Policing Minister, policing colleagues and community members. Speakers included CC Stephens, T/DAC Heydari, Abimbola Johnson and Alison Lowe OBE. HMICFRS and the IOPC also provided key updates in relation to their ongoing work. The afternoon focussed on work ongoing in forces and included community engagement, the use of powers and professional standards. The conference was recorded and the recordings will shortly be available on the Police Race Action Plan Knowledge Hub.

Last month PRAP facilitated a workshop led by civil society groups to develop their ideas for what a future scrutiny and oversight framework could look like for the PRAP. The session brought together around 40 representatives from a range of organisations including Action for Race Equality, the plan's Independent Scrutiny & Oversight Board, the National Black Police Association, UK Black Pride, Black Equity Organisation, Independent Office for Police Conduct, London Mayor's Office for Policing and Crime and the Criminal Justice Alliance. Home Office and NPCC staff also attended as observers. Civil society groups will now use the workshop to develop concrete proposals, which will be presented in due course.

You can [read a review of the event prepared by civil society groups via this link](#).

3.2.2 Force visits

To date, 30 visits to forces have been completed. Thank you to the forces who have already facilitated visits, this has been incredibly useful to assist with the identification of good practice and has allowed force leads to discuss gaps and seek advice. There is a schedule of further visits planned up to December 2025 at which point all forces will have been visited. Work is ongoing to create knowledge sharing events to ensure all good practice is shared across forces.

3.3 PRAP update report and ISOB annual report.

The PRAP update report has now been published and can be accessed via this link.

<https://bit.ly/PRAPUpdateReport>

ISOB

Standalone item from ISOB to present their report recommendations and findings on 10th July at 1630.

3.4 Maturity Matrix

Work remains ongoing with testing of the Maturity Matrix, please see appendix 1 for a full roadmap. The initial phase of reality testing included Bedfordshire, Hertfordshire and West Midlands. The current phase of testing includes 10 forces – Hertfordshire, Metropolitan Police Service, West Mercia, West Midlands Police, Lancashire, Dorset, West Yorkshire Police, South Yorkshire Police, British Transport Police, Staffordshire and Surrey. This will ensure that the Maturity Matrix is accessible and scalable without significant support. We thank forces for their support in testing this to ensure it is effective to be rolled out wider.

3.5 Transition Governance and Stakeholder Engagement

Handover was received from ACC Jason Gwillim who has made significant progress in establishing a clear timeline and governance structure for transitioning to Business as Usual (BAU) by March 2026.

Key Developments:

1. Transition Governance Framework:

A visual representation of the transition governance structure has been developed. This has been consulted with internal stakeholders and is currently being reviewed by external partners, including ISOB and NBPA. The aim is to ensure inclusive consultation and clarity in governance for all transition-related activities.

2. College Governance Agreement:
Governance arrangements have been agreed with the College. Progress will be overseen by the Culture and Inclusion Portfolio Board, with a defined escalation route to the Executive Committee for strategic oversight.
3. Strategic Dashboard Development:
Work is underway with the NPCC Strategic Insight team to create a dashboard that supports corporate memory, transparency, and accountability. This tool will also help align actions to appropriate NPCC committee leads, ensuring ownership and adequate support.
4. Workstream Coordination:
A workshop with Workstream Coordinators and the Coordination Committee is scheduled for 22 July 2025. This session aims to strengthen collaboration, confirm responsibilities, and review progress to date.
5. Future Workshops with NPCC and CoP:
Additional joint workshops with the NPCC and College of Policing are being planned to reinforce governance alignment. Given the interdependent nature of many actions, these sessions are critical to maintaining a coordinated approach.

Next Steps:

- Finalise external stakeholder consultations.
- Deliver the 22/07/25 coordination workshop.
- Develop and roll out the strategic dashboard.
- Schedule and prepare for further NPCC/CoP engagement workshops.
- Identify and agree individual Chief Officer lead for each force.

3.6 Future considerations for forces to support transition –

3.6.1 Leadership and Governance

a. Retain a Chief Officer Lead for PRAP Delivery

Each force is asked to retain, or where not already in place, appoint a named chief officer lead for the delivery of the Police Race Action Plan. This ensures continued executive level accountability, visibility, and support for embedding anti racist policing practice, including oversight of Maturity Matrix implementation and transition planning.

b. Sustain a Dedicated Force Level PRAP Delivery Team Beyond March 2026

Forces are asked to maintain dedicated local delivery capacity beyond April 2026 to support the Maturity Matrix and transition planning. This includes:

A named Senior Performance SPOC with strategic oversight across operational delivery, workforce, and inclusion who can interpret Maturity Matrix outcomes and drive cross cutting implementation

Retention of existing force PRAP delivery, including operational and strategic leads, and coordination across community engagement, professional standards, and workforce functions.

This resource will be critical to support the new NPCC lead, ongoing local delivery, and consistent national assurance

3.6.2 Local Practice and Delivery

c. Engage Black Staff Networks and Community Partners in Delivery and Scrutiny

Ensure that both internal Black staff networks and external Black communities are meaningfully involved in the Maturity Matrix self-assessment, validation, and wider PRAP delivery. Forces should also assure themselves that a representative and trusted scrutiny mechanism is in place and appropriately equipped to provide independent and constructive insight. This is key to building legitimacy, transparency, and community confidence in the work.

d. Prioritise Ethnicity Data Quality and Recording Standards

Take steps to improve the capture and recording of self-defined ethnicity in line with national standards. This is essential to support emerging dashboards, improve evidence led reporting, and meet shared ambitions set out with the NPCC and College of Policing.

e. Agree to Share Maturity and Progress Data

Support consistent national monitoring by agreeing to publicly share your force's assessment outcomes, progress against actions, and key learning or implementation barriers through published or centrally coordinated reporting.

f. Nominate a Lead for Knowledge Sharing and Practice Submission

Appoint a point of contact responsible for coordinating your force's submission of promising and emerging practice to the College of Policing Practice Bank, especially those aligned to PRAP workstreams and current calls for evidence.

3.6.3 Resourcing and Support

g. Support Short Term Secondments

Facilitate short term secondments of officers and staff with operational delivery or data and performance expertise to contribute to the development of national Maturity Matrix tools and transition planning. This will ensure products remain grounded in frontline policing reality.

3.7 Recruitment

3.7.1 Short term secondments

Forces have supported the work of the team with short term secondments, funded by forces. These secondments have been vital in delivery and ongoing work. Forces are reminded that the PRAP welcome the application of staff for short term attachments. All staff who have previously joined the plan utilise their amazing skills and have contributed to driving activity and progress.

Thank you to all forces for supporting these valuable attachments, we would particularly welcome applications from staff with experience in data management. This will support in delivering the Maturity Matrix by including practitioner led knowledge, support and experience.

3.7.2 NPCC Police Race Action Plan lead Portfolio holder

We are now seeking to appoint an NPCC Police Race Action Plan in a new portfolio as lead to support the continued delivery of the PRAP from April 2026. We are keen to identify the new incumbent while the central team is still in place to provide structured support and handover. This is a key moment for the programme, as we move from development into delivery, and we are keen to ensure the right leadership is in place to embed and sustain this work nationally.

This role presents a real opportunity to influence operational outcomes across policing by supporting forces to shift from intent to demonstrable anti-racist practice. Appointing someone now will enable them to shape the next phase of the work, set their own priorities and parameters, and work alongside the current team to develop a clear delivery model for long-term impact. We are committed to assisting the new lead to ensure a smooth and supported transition into this critical role. Please see Appendix 2 for the full role description.

3.8 Meetings with the Policing Minister

The Policing Minister attended the PRAP conference on 2nd May and met with the team and representatives from civil society groups. A further meeting was held on 9th June where an update was provided to the Policing Minister on recent Police Race Action Plan activity, including force visits. While there are emerging signs of progress in some areas, a consistent theme remains the lack of evidence of anti-racist practice embedded across forces.

There was discussion around the developing proposal from Civil Society organisations to establish long term, community led independent scrutiny of policing. While the ambition is welcomed, significant challenges remain in translating this into a viable and sustainable model.

Concerns were also raised regarding the quality and consistency of ethnicity data, particularly around the recording of self-defined ethnicity. The current limitations in data undermine the ability to robustly assess PRAP delivery and evidence impact. The Policing Minister expressed a continued commitment to supporting the plan and acknowledged the importance of overcoming these systemic challenges to deliver meaningful reform. A bid for additional funding has been submitted for independent scrutiny and oversight and a decision is pending.

4. Recommendations

Chief Constables are recommended to:

- i. **Note the update provided.**
- ii. **Consider the requests for ongoing support for the work of the PRAP.**

Dr Alison Heydari
Programme Director

Maturity Matrix Roadmap

National Police Race Action Plan

From reality testing to launch, this roadmap ensures the matrix is grounded in real practice, refined through feedback, and launched with clear guidance to support embedding antiracism into the DNA of policing.



Chief Officer Lead for the Police Race Action Plan (PRAP)

The Police Race Action Plan (PRAP) sets out a shared commitment by policing to develop an anti-racist police service that is trusted by Black communities. It is underpinned by a maturity framework, progress reports and scrutiny through the Independent Scrutiny and Oversight Board (ISOB), civil society and community representatives.

As the plan transitions beyond a centrally resourced team, Chief Officer leadership remains critical. This role provides national coordination, governance and oversight, ensuring that delivery of the plan is sustained across existing NPCC portfolios and policing bodies.

Vision

To support a police service that is actively anti-racist, one that proactively tackles racial disparities, is alive to issues of race and racism, and is trusted by Black communities. The plan prioritises improving experiences and outcomes for Black people working in or interacting with policing, including those of Black African, Black Caribbean, Black British, Black Other, and Mixed-Black heritage.

Role Purpose

The Chief Officer Lead for PRAP will provide visible leadership and coordination for the continued delivery of the plan at a national level, embedding it across the existing NPCC structure and wider policing system. The role will ensure that the Plan remains a strategic priority, aligns with cross-portfolio activity, and is supported by strong governance and evidence of progress.

Key Responsibilities

Provide national coordination and oversight of the Race Action Plan across NPCC portfolios, ensuring alignment with existing national strategies and operational priorities.

Champion and maintain ownership of the PRAP maturity framework, ensuring forces continue to deliver against expectations and that progress is monitored and reviewed.

Lead annual reporting on progress against the PRAP maturity framework, working with NPCC portfolios, police forces, scrutiny and community stakeholders to collate data and analyse delivery.

Engage and communicate with key internal and external stakeholders—including the ISOB, Home Office, College of Policing, APCC, and others—ensuring transparency, accountability and continued momentum.

Contribute to the strategic development of national policy and policing practice on race and inclusion, drawing on evidence, engagement and emerging insights from across the system.

Facilitate shared learning and identification of best practice across forces, using existing NPCC mechanisms and networks.

Support stakeholder assurance, enabling the ISOB and other bodies to discharge their scrutiny functions effectively.

Skills, Knowledge and Experience

Demonstrated leadership experience in a Chief Officer role or equivalent, with a strong understanding of national policing frameworks and governance.

Strategic awareness of the key challenges, disparities and public confidence issues relating to race and policing. Experience of engaging with or leading work that addresses inclusion, race equity or systemic disparities, ideally within or connected to policing.

A strong record of partnership working across sectors, particularly in high-profile or politically sensitive environments.

Excellent communication and influencing skills, with experience of engaging with senior stakeholders including government departments, oversight bodies and the media.

Familiarity with data-led approaches to driving cultural or organisational change, including use of frameworks, performance indicators and reporting.



Improving policing
for Black people

Police Race Action Plan Update

PRAP Update

Final year of centrally driven PRAP delivery

Forces to assume primacy by April 2026

8 national priorities agreed by Chief Constables

Central Team Key Priorities for 25/26:

- Transition of actions to long-term NPCC owners
- Stronger engagement with Home Office, Cabinet Office, HMICFRS
- Local force comms and engagement capability uplift
- Sharing of promising practice
- Finalising performance metrics and maturity matrix
- Annual self-assessments by forces
- Developing local/national scrutiny structures
- Long-term governance proposals under development



Key Development

Inspection: Joint PRAP–
HMICFRS inspection
planning

Scrutiny: Seek Cabinet
Office/Home Office
support for long-term
community scrutiny

Performance: Embed
PRAP metrics in national
frameworks (e.g. Agenda
for Reform)

Long Term Scrutiny Proposal

Regional scrutiny
tied to local force
delivery

National group
outside policing to
provide strategic
oversight

Home Office
considered best
host for
independence

Proposal in
development with
APCC and civil
society

Cabinet Office
collaboration
opportunity via
Race Equality
Engagement Group

Themes from Force Visits

- Varied delivery: Some forces prioritise Black communities; others use intersectional lens
- Governance gaps: Weaker forces often lack disaggregated data and visible senior leadership
- Capacity issues: Over-reliance on BPAs and junior staff without sufficient institutional support
- Workstream highlights:
 - WS1: Black-specific outreach/training
 - WS2: Most advanced; strong use of data & panels
 - WS3: Best where embedded in neighbourhood policing
 - WS4: Most challenging; strong where CJ aligned
- Emerging themes:
 - Analytical support and transparency
 - Honesty about challenges
 - National evaluation needed



Future considerations for Chief Constables

Leadership and Governance

- Retain a named Chief Officer lead for PRAP delivery
- Sustain force level delivery teams beyond March 2026, including a senior performance SPOC with oversight across business areas

Local Delivery and Legitimacy

- Engage internal Black staff networks and external community partners in self-assessment and scrutiny
- Ensure ethnicity data quality aligns with national standards
- Share maturity assessment outcomes and progress for transparency and national consistency



Purpose and Impact

- Drive accountability and sustain momentum beyond PRAP funding
- Maintain legitimacy through inclusive delivery and transparent scrutiny
- Embed long term change by aligning PRAP with core governance, planning, and performance structures
- Support the new NPCC lead and ensure national delivery is grounded in real policing experience

Chief Constables' Council

Please select intended audience: Chief Constables Council

Title: Proposal for standing Agreement to Standard Terms for Cross-Border Aid to maximise the efficiency of Cross-Border Aid deployments under Section 98 Police Act 1996

Agenda Item: Session 1 - Regional

Security Classification: NPCC Policy: Documents cannot be accepted or ratified without a security classification (Protective Marking may assist in assessing whether exemptions to FOIA may apply): OFFICIAL-SENSITIVE

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Author:	ACC Mark Williams
Force/Organisation:	NPoCC
Date Created:	28/05/2025
Coordination Committee:	Operations Coordination Committee
Portfolio:	N/A
Attachments @ Para	Agreement to Standard Terms for Cross-Border Aid under Section 98 Police Act 1996

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<https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management>



When completing the Chief Constables' Council submission template the below 3D model agreed at the December 23 meeting should be reviewed and the paper written against for completion and final submission to the respective Coordination Committee and then onward to the NPCC Business Support team managing Chiefs' Council via CCC **S31(1)******

Decision	Discussion	Dissemination
<ul style="list-style-type: none"> • If the item is for decision, what is/are the decision(s) that are sought from council? • Has it been through the relevant Committee first? Is the decision appropriate for delegation? • Has it been through the Regional process? 	<ul style="list-style-type: none"> • If the item is for discussion, is it for discussion with Chief Constables, all Chief Officers, Heads of Departments, a particular Committee? • If it is for a group other than Chief Constables, use the relevant forum. If it is for Chief Constables, be clear on the points for discussion. 	<ul style="list-style-type: none"> • If the item is for information only, who is it for? Can it be disseminated via another route than CCC, such as ChiefsNet, email, or an All Chief Officers Day? • If it is purely for Chief Constables, be clear on why it needs to come to CCC for dissemination.

Please indicate what the paper is requesting: Decision

1. INTRODUCTION/PURPOSE

DECISION REQUIRED: To approve delegation of signing authority to the National Mobilisation Coordinator to sign, on your behalf, Agreement to Standard Terms for Cross-Border Aid under Section 98 Police Act 1996

2. BACKGROUND

2.1. In early 2021, in the lead up to COP26 a proposal paper was taken to Chiefs Council seeking support for Chiefs to agree that a single agreement could be entered into between the Chief Constable of Police Scotland and the National Mobilisation Coordinator ((NMC) NPoCC Strategic Lead), with the agreement being signed by the NMC on behalf of the providing Chief Constables, simplifying the governance and bureaucracy.

2.2. Legal advice provided from NPCC Legal confirmed that legislatively this could be permitted; the proposal was not a delegation of responsibilities of Chief Constables under the Act but that the individual Chiefs have delegated their signing authority only. Chiefs Council approved delegated signing authority and the NMC signed the COP26 Section 98 Agreement on their behalf.

2.3. After COP26, NPoCC undertook a review of all major events taking place between 2020-2022 (G7, COP26, CWG, Jubilee, London Bridge). The NMC accepted a recommendation to produce an Agreement for all forces to the Standard Terms upon which Cross-Border Aid is supplied.

2.4. To achieve this, NPoCC on behalf of Chiefs, engaged in significant negotiation between senior legal representatives for NPoCC/NPCC, Police Scotland and the Association of Police Lawyers (APL) who represent force lawyers across England and Wales.

2.5 Legislatively, Chiefs can only request assistance from other cross-border forces via Section 98 of the Police Act 1996. Since COP26, there has been an increase in the use of Cross-Border Aid (Op Rondoletto in Northern Ireland, Op Hyrax and laterally Op Navette). In the absence of a standing agreement between Chiefs, each operation required a

bespoke S98 Agreement to be compiled; however, the terms agreed every time remained consistent, bureaucratically using valuable time of legal, planning, and executive teams.

3. SUMMARY OF PROPOSAL/REQUEST FOR FUNDING

This should also include which stakeholders internal/external have been consulted on and any possible impact assessment (i.e. officer / staff abstraction or local resource required) which may apply.

This proposal will stop the requirement to produce individual Section 98 Agreements for events or operations, when the same terms have consistently been agreed since COP26. The Agreement to Standard Terms for Cross-Border Aid has been appended to this paper. These terms are well practiced given the now regular requests for Cross-Border Aid. In summary, the Agreement sets out six clauses:

1. Chiefs agree to provide Cross-Border Aid under the terms, except for CTP/CBRN or national cycle events as they have a different Governance structure.
2. That the process for requesting Cross-Border Aid, including the authorisation and rationale, will be recorded on the Mercury system.
3. That the process for accepting/declining Cross-Border Aid, including the authorisation and rationale, will be recorded on the Mercury System. Accepted requests form the providing forces consent.
4. The duly recorded request and consent on Mercury, forms the parties' agreement to supply Cross-Border Aid under the Standard Terms.
5. Withdrawal from the Agreement to Standard Terms shall be submitted in writing to NPoCC.
6. That Chiefs delegate their signing authority to the National Mobilisation Coordinator to enter into the attached agreement on their behalf.

It should be noted that point six seeks only the delegation of signing authority to the Agreement. It does not replace the Chief Constables operational responsibilities under the Act to acquiesce or not to a request from another Chief Constable. This is in line with the principles and processes developed during COP26.

The attached Agreement to Standard Terms has already been accepted and signed by Chief Constables and Policing Bodies in Scotland and Northern Ireland.

[Click or tap here to enter text.](#)

4. STATEMENT/DETAILS OF COST OR RESOURCE IMPLICATIONS (All papers which have a funding request or implication (i.e. resource abstraction) will need to be reviewed by the NPCC Finance Coordination Committee before submission to the NPCC central office) – Finance Committee Coordinator will provide financial contribution per force / partner organisations.

Funding and Financial Implications (NPCC/Forces):

Is there a financial implication for Police Forces and/or policing bodies? **No**

5. RECOMMENDATION (incl DECISIONS REQUIRED)

1. Chiefs accept the Standard Terms outlined in Schedule 2 of the attached agreement.
2. Chiefs agree to delegate their signing authority to the National Mobilisation Coordinator to enter into the attached agreement.

The Agreement to Standard Terms for Cross-Border Aid will remain in effect from the date of the NMC signatory until any party terminates their agreement to it in writing to NPoCC.

Submitted for decision.

Name:	Mark Williams
Title:	National Mobilisation Coordinator
Committee:	Operations
Lead Area:	NPoCC

Chief Constables' Council

Please select intended audience: **Chief Constables Council**

Title: NPCC Strategic Plan 2025-2028

Agenda Item: Session 1 - Regional

Security Classification: NPCC Policy: Documents cannot be accepted or ratified without a security classification (Protective Marking may assist in assessing whether exemptions to FOIA may apply): OFFICIAL

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Author:	**S40(2)** , Interim Head of SPP
Force/Organisation:	NPCC
Date Created:	23/05/2025
Coordination Committee:	NPCC
Portfolio:	N/A
Attachments @ Para	App A - Strategy

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<https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management>



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Please indicate what the paper is requesting: **Discussion and Decision**

1. INTRODUCTION/PURPOSE

1.1 The NPCC strategic plan communicates NPCC's long term strategic objectives to internal and external stakeholders, ensuring alignment and understanding of the path towards the NPCC vision. It provides key information on the direction, functions, processes and expected timeline of delivery for the assurance and the benefit of our stakeholders. It provides key insights on how we are delivering our strategic objectives against the principles of Coordination; Collaboration; and Communication.

2. BACKGROUND

2.1 The 2021 –2025 NPCC strategic plan was an iterative document, which was updated to include information on OCSA and VAWG in the intervening periods. The plan is a public document, which is shared with stakeholders and published on the NPCC website. The 3 C construct has been embedded into NPCC documentation, providing a structure for committee delivery plans, strategic documents and NPCC communications.

2.2 Following consultation with the NPCC chair, it was agreed that the plan would be refreshed rather than re-written. This has been agreed within the context of the reform programme and the current capacity for large-scale change for policing. The text and strategic objectives have been reviewed to ensure that they reflect the current operation and priorities of the NPCC, the 3 C structure has been retained. The period the plan covers has been kept in line with the tenure of the current chair.

2.3 The SPP team have undertaken a strategic review and refresh of the content, to ensure it remains relevant, effective and more aligned with changing priorities. In conjunction with the Home Secretary's ambition to reform policing, the revised plan bridges the gap between our present policing structures

and the future policing model. The content reflects policing ambition balanced with meeting HMG priorities aligned to the Safer Streets mission.

2.4 Following approval of the content, next steps will include developing a plan on a page which can be used as a reference and easy to read tool for both internal and external stakeholders. The document will also be converted to an appropriately branded and stylised version.

3. SUMMARY OF PROPOSAL/REQUEST FOR FUNDING

This should also include which stakeholders internal/external have been consulted on and any possible impact assessment (i.e. officer / staff abstraction or local resource required) which may apply.

3.1 Key policing stakeholders such as College of Policing, APCC, ****S23(1)****, HMICFRS, OCSA, NPoCC and committees have been consulted.

3.2 Approval is sought to sign off the content of the refreshed Strategic Plan to enable development of next steps and progression to publication.

4. STATEMENT/DETAILS OF COST OR RESOURCE IMPLICATIONS (All papers which have a funding request or implication (i.e. resource abstraction) will need to be reviewed by the NPCC Finance Coordination Committee before submission to the NPCC central office) – Finance Committee Coordinator will provide financial contribution per force / partner organisations.

Funding and Financial Implications (NPCC/Forces):

Is there a financial implication for Police Forces and/or policing bodies? **No**

5. CONCLUSION (incl DECISIONS REQUIRED)

5.1 Approval is sought to sign off the content of the refreshed Strategic Plan to enable development of next steps and progression to publication.

Name:	Gavin Stephens
Title:	Chair, NPCC

Chief Constables' Council

Please select intended audience: Chief Constables Council

Title: NPCC Strategic Hub: Strategic Risk Overview

Agenda Item: Regional Update

Security Classification: NPCC Policy: Documents cannot be accepted or ratified without a security classification (Protective Marking may assist in assessing whether exemptions to FOIA may apply): OFFICIAL

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Author:	**S40(2)** , Strategic Planning and Risk Manager
Force/Organisation:	Strategic Planning and Risk Team, NPCC Strategic Hub
Date Created:	28/05/2025
Coordination Committee:	n/a
Portfolio:	n/a
Attachments @ Para	Appendix 1- SRA.202505 – CCC Regional Submission

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<https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management>

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Please indicate what the paper is requesting: **Dissemination through Regional Process**

1. INTRODUCTION/PURPOSE

1.1. Input is sought, on an ongoing basis, on...

1.1.1. any specific strategic risk considerations which forces, regions or CCC would seek to submit for review and consideration for inclusion within the NPCC SRA and subsequent 'context' reporting.

1.1.2. any specific feedback on the articulation, causes, impacts and ongoing activity (contacts) related to the strategic risk considerations currently articulated.

1.2. The National Risk Management Forum (NRMF) will also be provided with this update, seeking the same inputs from risk practitioners in force.

1.3. This update could be shared directly with Force Risk Managers, or appropriate leads in force.

1.4. Details of the top strategic risk assessments can be found in **Appendix 1- SRA.202505 – CCC Regional Submission**. Along with the full list of assessed strategic risk considerations that have been accepted and additional risk considerations that have been submitted and are due to be reviewed.

1.5. Any additions/amendments to the strategic risk considerations or queries about risk management in general can be forwarded to the SPP team – ****S31(1)****

2. BACKGROUND

2.1. The SRA (Strategic Risk Assessment) seeks to provide insight for NPCC management and governance forums; including contextual strategic analysis, high level risk assessment and summary of ongoing activity

(across the NPCC) related to strategic risk considerations, to support confidence of mitigation, delivery of controls and to assess further activity requirements. This will “help to ensure that CCC discussions are focused on key areas of strategic importance”.

2.2. The SRA has been designed around the following key principles -

- The SRA should be integrated and complimentary to the existing RMF.
- Drawing on existing delivery, reporting and engagement activity across the NPCC, **without** creating additional recording/reporting requirements, governance processes or increased workloads (beyond the SPP team).
- Providing a platform of collated information that can be accessed across the NPCC network to support wider work, discussion and decision making, avoiding duplication of tactical/operational efforts already in place and maximising existing risk management reporting and mitigation activity (i.e. work already underway across the NPCC).
- Increasing visibility of strategic risk considerations across the NPCC, providing risk owners, senior decision makers and NPCC staff the opportunity to engage with strategic risks at any point, and the ability to influence risk considerations.
- A high-level assessment comprising of; likelihood, impact, appetite, confidence, context and treatment.
- Delivering an iterative process that can be matured over time to best suit the changing needs of the organisation.

2.3. The SRA sits within the SPP team, drawing on the information already available through the variety of BAU processes, products and meetings already in place, to populate strategic risk reports, which will be shared with management and governance meetings for reference, review and input, and reported to CCC as a standard paper submission.

3. OPPORTUNITIES AND RISK – What are the strategic, operational and/or tactical opportunities, benefits and risks associated with the funding request and the proposed strategy/deliverables outlined above?

3.1. Risks

3.1.1 There are no inherent risks associated with content of this document.

3.1.2 The SRA has been designed to draw from best practice models and good practice guidance, whilst remaining cognisant of the NPCC’s unique structure, responsibilities and operating environment; providing an iterative approach that can grow and mature as the organisation developments and continues to mature its own assurance and risk management processes in support of the NPCC’s strategic and delivery objectives.

4. CONCLUSION (incl DECISIONS REQUIRED)

4.1. CCC, NPCC and force colleagues are invited to contact to the SPP team to provide strategic risk concerns for consideration/inclusion in the SRA reporting planned for submission to the next CCC.

Name:	**S40(2)** and **S40(20)**
Title:	Strategic Planning and Risk Manager, Business Planning and Risk Officer
Lead Area:	Strategy, Planning and Performance Team, NPCC Strategic Hub

Chief Constables' Council

Please select intended audience: Chief Constables' Council

Title: NPCC Information Leaks

For publication on ChiefsNet and Feedback through the Regional Process

Session 1 – Regional

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Force/Organisation:	NPCC Data Protection Officer
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Coordination Committee:	N/A
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Attachments @ Para	N/A

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When completing the Chief Constables' Council submission template the below 3D model agreed at the December 23 meeting should be reviewed and the paper written against for completion and final submission to the respective Coordination Committee and then onward to the NPCC Business Support team managing Chiefs' Council via CCC ****S31(1)****

Decision	Discussion	Dissemination
<ul style="list-style-type: none"> • If the item is for decision, what is/are the decision(s) that are sought from council? • Has it been through the relevant Committee first? Is the decision appropriate for delegation? • Has it been through the Regional process? 	<ul style="list-style-type: none"> • If the item is for discussion, is it for discussion with Chief Constables, all Chief Officers, Heads of Departments, a particular Committee? • If it is for a group other than Chief Constables, use the relevant forum. If it is for Chief Constables, be clear on the points for discussion. 	<ul style="list-style-type: none"> • If the item is for information only, who is it for? Can it be disseminated via another route than CCC, such as ChiefsNet, email, or an All Chief Officers Day? • If it is purely for Chief Constables, be clear on why it needs to come to CCC for dissemination.

Please indicate what the paper is requesting: **Dissemination**

1. INTRODUCTION/PURPOSE

1.1 To inform Chief Constables that any Leak of NPCC Information will in future be recorded and managed as an Information Security Incident (ISI) by the NPCC Strategic Hub.

1.2 For the purposes of this paper 'NPCC Information' is defined as protectively marked information held by NPCC. 'NPCC Information Leak' is defined as the unauthorised or inappropriate disclosure of NPCC Information beyond the NPCC. It includes both written and verbally communicated information.

2. BACKGROUND

2.1 Unfortunately, over recent years there have been a small number of NPCC Information Leaks. The most significant of these have involved the disclosure of Chief Constables' Council papers or discussions to the media, often with negative impacts on the service.

2.2 It is recognised that such Leaks fall under the definition of ISIs, and in line with the NPCC's broad approach to information security and Data Protection Legislation obligations, it is both necessary and desirable for them to be recorded and managed and, in some cases, be subject of formal investigation.

2.3 It is hoped by adopting this stance Leak incidents will reduce in number and impact.

3. SUMMARY OF PROPOSAL/REQUEST FOR FUNDING

3.1 Henceforth Leaks of NPCC Information will be dealt with as follows:

1. Once a Leak is suspected to have occurred it will be reported to the NPCC Information Security Manager (ISM) within the NPCC Strategic Hub.
2. The Leak will be recorded as an ISI by the ISM on the NPCC Information Security Incident Register.
3. Where the ISM identifies that the Leak involves personal data it will be immediately reported to the NPCC Data Protection Officer (DPO) in order that they can advise on Data Protection aspects including notification obligations.
4. The ISM will arrange a meeting between the Chair of the NPCC, Head of Strategic Hub, Risk Manager, DPO, and ISM to discuss the Leak and determine a proportionate response to the Leak based on a risk assessment. Other participants may be invited where necessary.
5. The key objectives of the meeting will be to mitigate/contain the incident, manage any associated risks, determine a proportionate response, learn lessons, and prevent reoccurrence.
6. When determining the proportionate response the meeting will consider aspects such as:
 - a. The nature, volume, and sensitivity of the information leaked, including whether personal data was involved.
 - b. The identity of the recipient of the Leak and their use of the information.
 - c. The perceived motivation behind the Leak.
 - d. The likely impact or risks/detriments arising from the Leak.
 - e. Whether or not the information was due to be disclosed at a later date.
 - f. The opportunities/limitations available to investigate the Leak.
7. The meeting could lead to a range of responses, anything from simply logging the ISI with no further action, to something as extreme as a criminal investigation by others. It could also lead to the ISM being tasked with carrying out an investigation which could include contacting those the information was sent to and asking them to detail responses to questions such as what they did with the information, did they pass it on, if so to whom etc.
8. The ISM will maintain records of the Leak and the response to it (e.g. emails, meeting notes) separate to the NPCC Information Security Register.
9. All material gathered in response to the Leak could be subject to an FOI request.

4. STATEMENT/DETAILS OF COST OR RESOURCE IMPLICATIONS (All papers which have a funding request or implication (i.e. resource abstraction) will need to be reviewed by the NPCC Finance Coordination Committee before submission to the NPCC central office) – Finance Committee Coordinator will provide financial contribution per force / partner organisations.

Funding and Financial Implications (NPCC/Forces):

Is there a financial implication for Police Forces and/or policing bodies?

No

Why?

Leaks of NPCC Information will be recorded, managed, and investigated using existing resourcing within the NPCC Strategic Hub.

5. OPPORTUNITIES AND RISK – What are the strategic, operational and/or tactical opportunities, benefits and risks associated with the funding request and the proposed strategy/deliverables outlined above?

5.1. Opportunities

- Reduction in Leaks, and the associated negative impacts.

5.2. Benefits

- Potential reduction in Leaks, and the associated negative impacts.

5.3. Risks

- Leak information may be subject to FOI requests and once released could be presented by others in a negative light

Security Classification	Official – Yes under FOI
FOI Requests on rationale Author	npcc.foi.request@npfdu.police.uk DCC David Gardner Portfolio Lead – NPCC Firearms & Explosives Licensing ACC Tom Harding Director of Public Safety College of Policing
NPCC Coordination Committee	Firearms Licensing Portfolio
Date Created	11 June 2025

National Firearms Licensing Training Programme Funding Submission

This is a revised submission, with additional detail, following feedback from Chiefs.

Summary of amends

The funding formula, previously set out in option two, has now been amended. The revised formula calculates costs based on the number of licence holders per force, as opposed to the size of the force (as this is directly correlated with the additional income received by forces). Appendix D sets out the approximate costs for forces associated with pursuit of option one and two.

This work was an additional ask of the College from government, initially funded by the Home Office, and intended to be funded moving forwards via a mechanism linked to firearms licensing fees. If funding is not agreed, the ongoing work associated with firearms licensing accreditation and training will cease.

Executive Summary

We seek NPCC support to address the annual funding shortfall required to sustain the National Firearms Licensing Training Programme. Continued investment is essential to maintain the nationally accredited training and improvements now expected following the increase in firearms licensing fees.

The current service provision provides Chief Constables with reassurance that officers/ staff:

- are trained to a high national standard
- receive continuous professional development
- are nationally accredited
- supported through a national quality assurance function for licensing departments

In addition, Chief Constables can be assured that firearms licensing teams meet the necessary standards to be licensed. In an area of policing that has historically been associated with significant challenges, we believe that policing is now in a much stronger position with respect to the quality of service provided.

However, it was always the Government's intention that, once they increased firearms licensing fees, forces would utilise this increase in funding to contribute to the ongoing cost of delivering firearms licensing training and accreditation. The recent change in government has accelerated this transition, with the prompt increase in fees (in excess of an extra £7 million to forces) coming into effect and the associated immediate withdrawal of Home Office grant funding requiring the bringing forward of this request for a sustainable, force-funded model.

The need for this is further evidenced in the Report to Prevent Future Deaths issued by HM Senior Coroner for South Devon on 8 March 2023, following the Keyham inquest. The report highlighted the critical need for accredited national training and warned against losing momentum in the wake of that tragedy (see Appendix A).

Additionally, in a letter dated 16 January 2025, the Minister of State for Policing, Fire and Crime Prevention emphasized the need for a national oversight function regarding firearms licensing, stating:

"I expect the increased fees to support sending officers and staff from your force to join the national firearms licensing training... I regard this national training as essential... It is very important that all staff and officers receive the national training and subsequently get refresher training on a regular basis."

Initial Home Office funding enabled the College of Policing to launch the programme in early 2024, including the recruitment of key personnel. Unless alternative funding is secured, the College of Policing will not be able to provide firearms licensing teams with training and will no longer be able to provide national licensing or accreditation services - significantly impacting the consistency and quality of firearms licensing across forces.

Programme Development and Delivery

The Firearms Licensing National Co-ordinator leads the programme, and brings vital subject matter expertise, having contributed to the Plymouth Inquest. This dual role ensures strong alignment between strategic goals and operational delivery.

The first nationally accredited course - Firearms Enquiry Officer (FEO) Course - launched in late 2024 across four Northeast forces. This five-day course includes formal assessment to ensure national consistency. A follow-up two-day CPD module addresses key risk areas such as domestic abuse, mental health, and family dynamics—factors common in recent firearms incidents. FEOs must also complete competency portfolios, with samples externally moderated to uphold standards.

Training has now expanded across the Northeast, Northwest, Midlands, and Wales, with Southern forces beginning to enrol. Feedback has been overwhelmingly positive (see Appendix B), particularly regarding trainer expertise and cross-force collaboration.

Future Development

The programme is set to expand training to include:

- Firearms Licensing Managers, Supervisors, and Decision Makers: Focused on assessing proportionate, statutory-aligned decision-making.
- Case Handlers and Administrative Staff: Emphasising early-stage professional curiosity and effective communication, guided by the Firearms Licensing APP.

As the programme evolves, it will adopt a national accreditation and validation framework, similar to those in other high-risk policing areas. The College of Policing will lead this work to uphold standards, support forces, and address performance issues proactively.

Ongoing CPD will also be embedded, ensuring continuous learning from critical incidents and updates on legislation and guidance.

Financial Context

Initial training was fully funded by the Home Office and provided at no cost to forces. With that funding now withdrawn and new licensing fees introduced in February 2025 (a 100% increase), forces are charged £2,653 per delegate.

Previously, firearms licensing generated around £7 million annually across England and Wales. With the fee increase, this is expected to rise to at least £14 million. We continue to press the Home Office to apply fees to all licensing processes, including payment on application, which would further increase force income.

The upcoming revision of the Firearms Licensing Statutory Guidance is expected to mandate participation in this national training programme.

Financial Sustainability and Broader Strategic Contributions

While the £2,653 course fee covers direct training costs and some development expenses, it does not fully fund the programme's operational overheads. The projected shortfall for the upcoming year is £306,411.

The team embedded within the College of Policing delivers far more than training. Their broader strategic contributions include:

- National Role Profiles: Standardising competencies across forces, informed by a recent Domestic Homicide Review.
- Operational Support: Advising on complex licensing cases and emerging risks.
- Support Visits: Providing peer reviews and on-site guidance to forces.
- HMIC Engagement: Supporting the upcoming thematic inspection of firearms licensing.
- Form Redesign: Leading the pilot of new national licensing forms to improve consistency and usability.
- Stakeholder Collaboration: Hosting awareness events with major shooting organisations, receiving strong positive feedback.
- Explosives Licensing: Addressing the current gap in national training provision, which is causing operational uncertainty.
- Emerging Policy Areas: Contributing to discussions on potential licensing for knife dealers and crossbows.

These activities are essential to maintaining a robust, consistent, and future-ready national firearms licensing framework.

We are dedicated to enhancing efficiencies throughout the system, recognising the advancements in AI and robotic process automation. We will leverage the expertise of national teams to facilitate the development and dissemination of these innovations across policing. Our goal is to reduce costs while improving operational performance.

Strategic Risk

A significant funding gap now threatens the sustainability of what is expected to become a mandatory national training programme. Without resolution, the programme's quality, reach, and momentum are at risk.

Without sustained funding, forces will need to create their own training solutions - an approach that previously led to inconsistent standards, as highlighted in recent HMICFRS and Coroners' reports following fatal shootings. The absence of a centralised, accredited framework would also weaken the ability to respond to future critical incidents, legislative changes, and inspection findings - ultimately compromising public safety and confidence in the licensing system. We also believe it is inefficient for forces to develop and deliver their own in-house training. Thus, this approach will provide a national saving.

Financial Options for Consideration

Option One: Request £300,000 annually from NPCC to fund the staffing costs, while the College continues to charge forces for course attendance (covering the direct costs).

Option Two: Request £481,935 for year one (Appendix C). The College ceases charging forces for courses, addressing the current regional disparity where some forces received training covered by the direct grant while others now face fees. Instead, a larger annual NPCC funding request would cover staff salaries, overheads, and College expenses. This would:

- Ensure continued delivery of national training, CPD, and strategic support.
- Reduce costs to forces (limited to accommodation/subsistence or local trainer expenses).
- Provide a more equitable and scalable funding model as the programme becomes a core business function.

Both of these options are highlighted with Appendix D, which highlights the exact cost that individual forces would be asked to pay. This funding formula calculates cost on the amount of licence holders per force as opposed to the size of force.

Formal Submission

In light of the above, a formal submission is made to the National Police Chiefs' Council (NPCC) to secure financial support for one of the above options to support the continuation and expansion of the National Firearms Licensing Training Programme.

This request seeks to:

- Safeguard the delivery of accredited, nationally consistent training.
- Sustain the broader strategic functions that underpin public safety and operational effectiveness.
- Ensure the programme's long-term viability as it transitions into a mandatory national standard.



Your support is essential to maintain momentum, uphold quality, and ensure equitable access to this critical training across all forces.

However, alongside this request we also commit to driving down the cost of this provision after year 2 of delivery. Once the training programmes have been designed and most existing staff have been trained the team can reduce in size to provide ongoing training requirements to new staff and provide national quality assurance. They are also committed to supporting policing in providing the evidence base for full cost recovery of firearms licensing (which we know, even with the recent fees 100% increase, is not in place).

In short, the team are committed to reducing costs to policing through efficiency and effectiveness and embracing the developments in technology on a national level.

S40(2)*

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Assistant Chief Constable Tom Harding
Director of Public Safety – College of Policing

Deputy Chief Constable David Gardner
NPCC Lead – Firearms Licensing



Appendix A

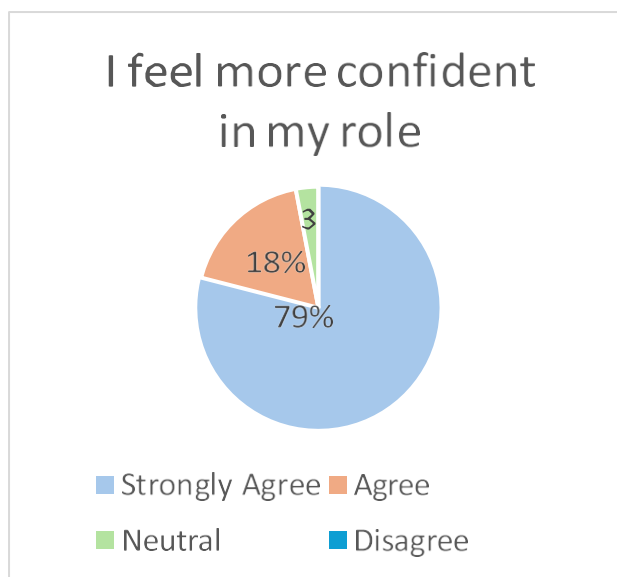
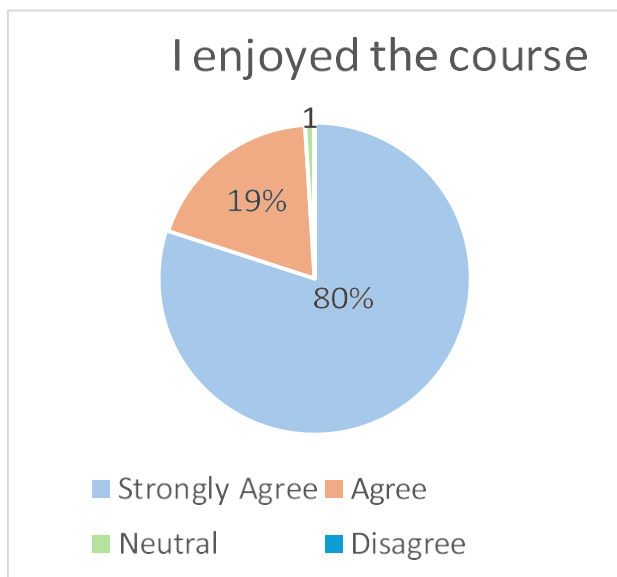
**REPORT TO PREVENT FUTURE DEATHS: MADE UNDER REGULATION 28 OF THE
CORONERS (INVESTIGATIONS) REGULATIONS 2013 REPORT REGARDING
TRAINING OF FIREARMS LICENCING DECISION MAKERS**

<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUK Ewj28r365ouNAXVTWkEAHblcDisQFnoECBoQAQ&url=https%3A%2F%2Fwww.judiciary.uk%2Fwp-content%2Fuploads%2F2023%2F03%2FMaxine-Davison-Lee-Martyn-Sophie-Martyn-Stephen-Washington-and-Kate-Shepherd-Prevention-of-future-deaths-repor.pdf&usq=AOvVaw3jOHR9KxqfQva1Qu-SNw2p&opi=89978449>

Appendix B

Feedback on Course Content

Confidence levels in Assessing Suitability with an Investigative Mindset
82% increase overall in candidate's confidence levels following completion of the course



“Was one of the most relevant police courses I have ever attended. Very well delivered, thank you to you and the team. ”

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Appendix C

Firearms Licensing FY 25-26 (Option Two)	
	£
Staff pay (Firearms Licensing team x4)	418,765
Training delivery	28,802
Travel	12,600
Business and project support	12,969
Curriculum & Learning Design <i>(Delegated authority course development)</i>	8,798
Total	481,935

Caveat – Important Considerations:

Several cost elements are based on estimated resource usage, particularly in relation to travel and accommodation.

Projected expenditure for the Delegated Authority course and the Case Handler/Administrator Staff Training Conference is also based on preliminary estimates, as these initiatives are currently under development.

For the purposes of the 2025–2026 costing, it is assumed that all training delivery will take place at College of Policing facilities.

Appendix D – Approximate Option Costs to Forces

Force	Total Certificate Holder as of April 2025	% of Total Certificate Holders Across England & Wales	Charge per Force Option One £300,000 Courses Remain Subject to Charge	Charge per Force Option Two £481,935 No Additional Cost for Training Courses or CPD
Avon & Somerset	20845	4.19	£12,585	£20,217
Bedfordshire	4926	0.99	£2,974	£4,777
Cambridgeshire	9578	1.92	£5,782	£9,289
Cheshire	9895	1.99	£5,974	£9,597
City of London	27	0.005	£15	£24
Cleveland	2912	0.58	£1,758	£2,824
Cumbria	5492	1.1	£3,315	£5,326
Derbyshire	11316	2.27	£6,832	£10,975
Devon & Cornwall	26971	5.4	£16,284	£26,159
Dorset	9051	1.82	£5,464	£8,778
Durham	5388	1.08	£3,253	£5,225
Dyfed-Powys	12902	2.59	£7,789	£12,513
Essex	18655	3.75	£11,263	£18,093
Gloucestershire	10003	2.01	£6,039	£9,702
GMP	6293	1.26	£3,799	£6,103
Gwent	4711	0.94	£2,844	£4,569
Hampshire	19654	3.95	£11,866	£19,062
Hertfordshire	7975	1.6	£4,815	£7,735
Humberside	8717	1.75	£5,263	£8,454
Kent	19049	3.83	£11,501	£18,475
Lancashire	10747	2.16	£6,488	£10,423
Leicestershire	10578	2.12	£6,386	£10,259
Lincolnshire	12285	2.47	£7,417	£11,915
Merseyside	2946	0.59	£1,778	£2,857
Met Police	20505	4.12	£12,380	£19,888
Norfolk	18787	3.78	£11,342	£18,221
North Wales	9433	1.89	£5,695	£9,149
North Yorkshire	17638	3.54	£10,649	£17,107
Northamptonshire	9031	1.81	£5,452	£8,759
Northumbria	8339	1.67	£5,034	£8,088
Nottinghamshire	7563	1.52	£4,566	£7,335
South Wales	5509	1.10	£3,326	£5,343
South Yorkshire	7461	1.50	£4,504	£7,236
Staffordshire	13096	2.63	£7,906	£12,702
Suffolk	14763	2.97	£8,913	£14,318
Surrey	11426	2.29	£6,898	£11,081
Sussex	17613	3.54	£10,634	£17,083
TVP	22846	4.59	£13,793	£22,158
Warwickshire	8092	1.62	£4,885	£7,848



West Mercia	23579	4.74	£14,236	£22,869
West Midlands	7600	1.52	£4,588	£7,371
West Yorkshire	9947	2	£6,005	£9,647
Wiltshire	12739	2.56	£7,691	£12,355
Total	496883	99.755	£299,981.00	£481,909.00