

# **Chief Constables' Council (9-10 July 2025)**

\*S31(1)\*\*

## **Session 3 – Operational SPR Requirements**

## **Decisions/Actions Required – Session 3 – Operational SPR Requirements**

**The following items in this section is discussion only – no decisions required:**

- **Ops Delivery Plan**
- **Mounted Capability**
- **Marine Capability**

**The paper is intended to prompt Chiefs to begin considering which capabilities may need to be restructured or discontinued**

## Discussion Paper - National/Regional and Local Capability for Operations & Strategic Policing Requirement – Session 3

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FOI:	OPEN
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Date created:	April 2025
Coordination Committee:	Operations Committee
Portfolio:	Operations Coordinator
Attachments:	None

### Introduction

The Police Reform Team has been conducting a series of capability mapping exercises across national, regional, and local policing provisions. Although these exercises are in their initial stages and no definitive solutions have been proposed, a pressing issue has emerged: the ability of police forces to fund national capabilities amid increasingly challenging financial circumstances.

A recent example is South Yorkshire Police's request that consultation be held on whether Mounted can be provided as National capability owing to increased cost pressures on forces. This has prompted calls for the Mounted Section to be considered a national capability. The situation has highlighted the urgent need for broader discussion, not only about this specific case but also about the wider tension between maintaining national specialist skills and meeting local operational needs in communities. Although the capability question spans beyond operational functions and that is what the Police Reform Team are taking forward in the broader sense of NCoP, this paper focuses primarily on Operational Capabilities and aims to stimulate key discussion points and propose a way forward.

### Operations Capabilities

This paper seeks to identify Operational capabilities currently and therefore they can be best summarised in the list below. They are not exhaustive but seek to understand the capabilities that each force provides and draws on financially.

- **NPoCC (Mobilisation)**
- **Dog Provision including specialist capability.**
- **Armed Policing (ARV Provision & Specialist)**
- **Mounted Provision**
- **Public Order – Level 2 Mutual Aid**
- **Public Order – Specialist Capability (PRT etc)**
- **Marine**
- **Roads Policing**
- **Search Support**

## What is a Regional/National and Local Capability

The Police Reform Team have used the following definitions to determine each capability.

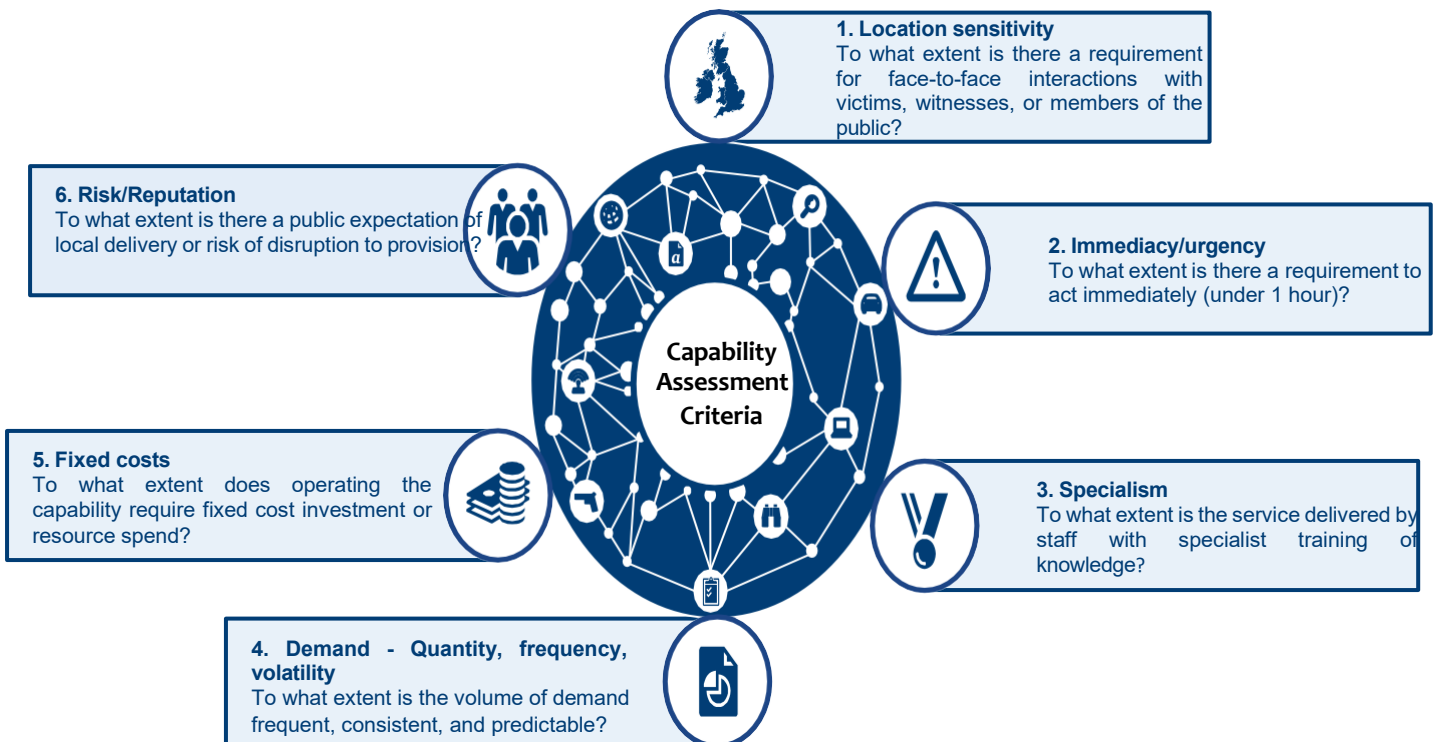
**National** – Organising and delivering capabilities in single way nationally, focused on a consistent response to national threats.

**Regional** – Brigading capabilities through regional delivery, aligned to national strategy and co-ordination (and providing greater efficiency) while ensuring effective local delivery.

**Local** – Capabilities primarily delivered and organised through local forces – likely to be those which require the most local specificity and variation while aligning to national strategy/policy and tasking.

## Criteria for determining the capability.

The Police Reform Team have been using the model below to assess the criteria for capability mapping.



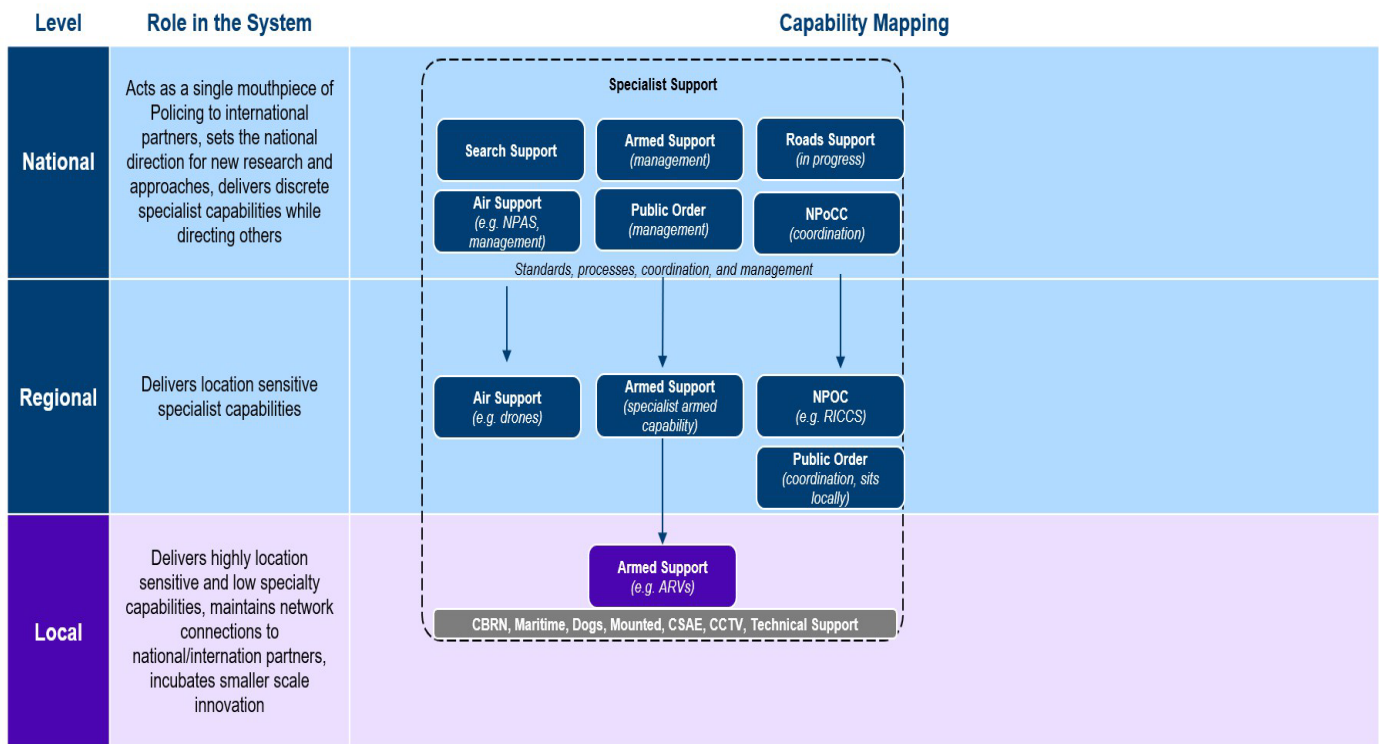
## Initial Operations Capability Mapping

Through the capabilities workshop organised by Police Reform Team some initial thoughts and views have been articulated around where capabilities could sit in the future. There are positives and negatives with each proposal and this table articulated below is simply included to stimulate discussion for chiefs around the future. It is not there to articulate what the future provision may look like. No firm decisions have been taken at this moment in time, however the discussion points in the table underneath the mapping articulates some of the points considered.

**OFFICIAL** by: ● National, Regional ● Local ● Requires further work ↪ Activity **Capability**

## NCoP will drive consistency and long-term thinking for prevention and innovation, while delivering high-cost, low-location sensitivity specialist support

Capability Mapping: Ops Support & Specialist



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## Key Discussion Points for Operations Capabilities

<b>Operations Capability</b>	<b>Regional/Local/National</b>	<b>Discussion Points</b>
<b>NPoCC (Mobilisation)</b>	National	Where do the Regional Information Coordination Centre (RICC) sit within the structure of NPoCC moving forward? How do we ensure the standardisation of RICC's as per recommendations of HMCFRS?
<b>Mounted</b>	National/Regional/Local?	The provision of national or regional mounted units appears to be favoured as per the reasons articulated by South Yorkshire Police and the wider view. The balance is that this capability would be lost from Neighbourhood Policing and Rural Communities. However, it is a currently financially unviable for a number of forces to maintain this provision,
<b>Armed Policing (Specialist Capability)</b>	National/Regional	Police Reform may lead to brigading of specialist resources under the proposed national centre of policing under an operational arm. This may dovetail with CT/SOC and therefore the CTSFO network. Armed policing specialisms may be more challenging to extrapolate as a result of multi hatting.
<b>Armed Policing – ARV Provision</b>	Regional/Local	Regional capabilities need to be mapped out to understand where there are current collaborations and the strength and weaknesses of them.
<b>Dog</b>	Regional	Regional geography and current arrangements need to be examined but Dog provision could be explored for regional capability especially in the areas of specialist capability
<b>Marine</b>	Regional	Would the provision of regional marine units strengthen the provision currently be provided?
<b>Roads Policing</b>	Local with National Oversight?	Reducing KSI's and local enforcement continue to make the case for Roads Policing to remain a Local Function. The addition of national operations such as Op Topaz continue to make the case for regional/national coordination.
<b>Drones (Not NPAS)</b>	Regional/Local	Is there a case for Drone provision to be regional?
<b>Public Order (Level 2)</b>	Local	The continued provision of Level 2 officers via SPR and the currently mutual aid mobilisation via NPoCC appears to be sensible proposal
<b>Public Order (Specialist Capabilities) Working at Height PRT</b>	Regional/National	These capabilities can be called upon at a regional or national level for forces. These are skills that are financially challenging to maintain and ad hoc in use therefore would they sit better at National/Regional Level.
<b>Police Search</b>	National with Local Delivery	A national capability that is delivered locally

### Ongoing work



National Police Chiefs' Council

This discussion paper forms the basis of ongoing work to determine where capabilities best sit. The Police Reform Team will continue to keep Council informed as this work progresses. In the meantime, the paper is intended to prompt Chiefs to begin considering which capabilities may need to be restructured or discontinued in response to increasingly constrained financial resources. It also seeks to initiate a broader conversation about where strategic investment is required to meet emerging national demands, while recognising the operational challenges faced by local forces.