

Chief Constables' Council (9-10 July 2025)

*S31(1)**

Session 6 – National Police Reform

Decisions/Actions Required – Session 6 – National Police Reform

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

- **Police Efficiencies and Collaboration Programme**
- **Forensics**

Police Reform

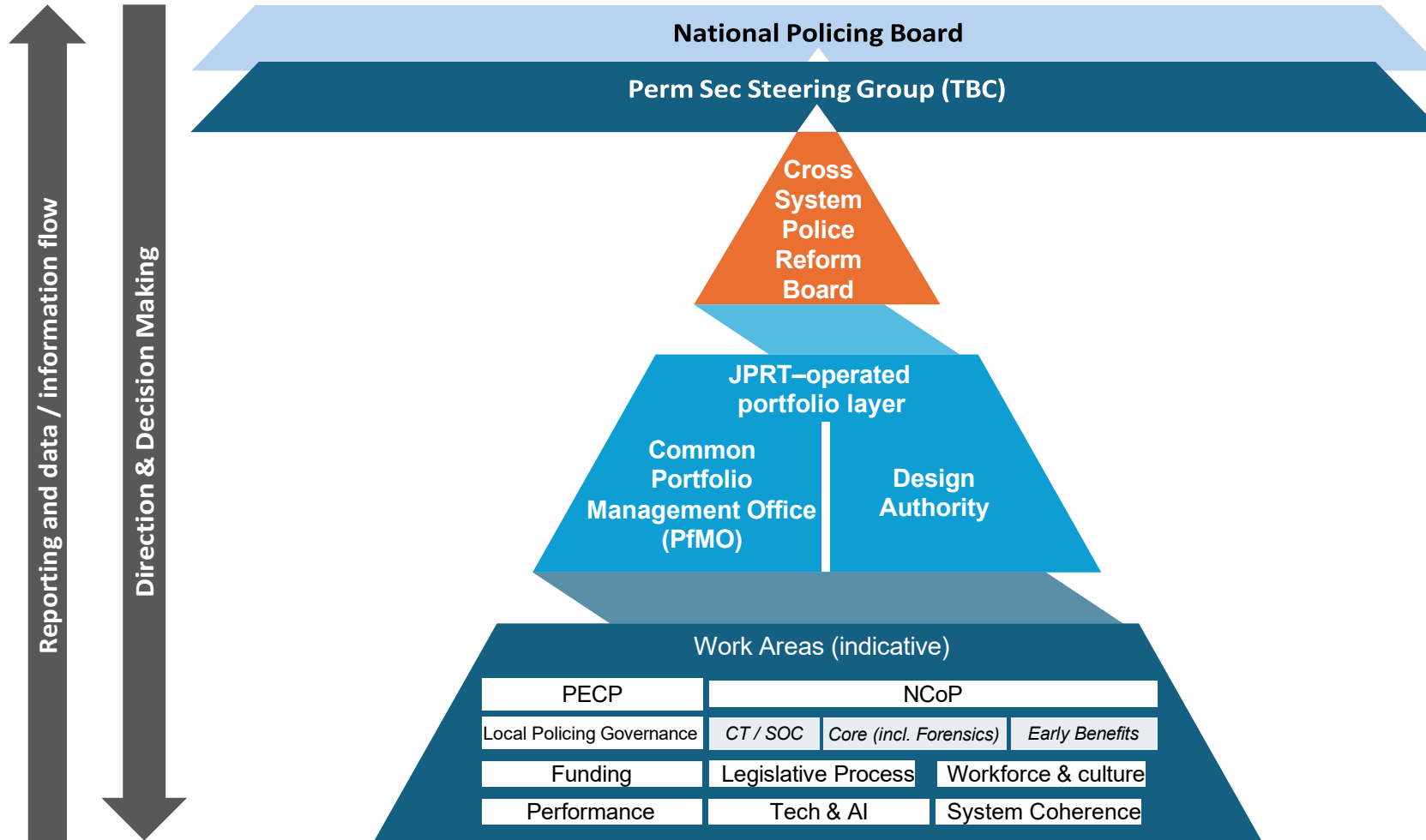
Chiefs' Council
July 2025



Joint Police Reform Team (JPRT) key updates

- Further to the Spending Review, work continues at pace within the Home Office to **further progress the White Paper for Police Reform**. We continue to work closely with HO colleagues on this, and with Rick Muir - the Home Secretary's Policing Advisor.
- We held our second **Police Reform online chat for SLT colleagues (Supts and Police Staff equivalents)**, with over 300 attendees, where we delivered a presentation on the PECP.
- The **Police Reform governance structure** has been agreed.
- The first **Design Authority Board** has taken place.
- Home Office Director General of the Public Safety Group, Richard Clarke, held the first **Cross System Police Reform Board**, attended by a number of Home Office officials and police leaders.
- Work on the **design and delivery of the National Centre of Policing continues** and a strategic outline business case for the full scope of NCOP is being developed by Home Office colleagues, alongside work on developing a cost model.
- In addition, a priority focus is on the understanding and development of legislation required to stand up the national centre. This work is being led by HO Deputy Director Chris Blairs and his team within the **National Centre of Policing Policy and Legislation Unit**. We continue to work closely with Chris and his team.
- We continue to further shape the development of an **overall target operating model** for policing.
- We continue **Fix, Converge and Merge** discussions with the CT/SOC network as part of the work on Police Reform

Police Reform governance structure



Engagement throughout the system will take place at all levels:

- Policy teams, programmes and work-strands' engagement with sector
- Portfolio coordination to provide clear narrative across Police Reform

Cross System Police Reform Board is envisaged as the primary senior, governance interface for policing leaders:

- Bringing together the police reform picture
- Engaging with the Chairs of Programmes/Project Boards to identify the linkages
- Development of a system-wide compelling narrative and communications and engagement strategy

Delivering Reform

**Given the context of where we are now, what could
policing do ourselves?'**

SAVING MONEY

(procurement, productivity)

BRIGADING CAPABILITIES FOR EFFECTIVE DELIVERY

(reducing duplication, doing things once and well, tech and AI)

RATIONALISING THE SYSTEM

(reducing burdens, workforce flexibility, being clear about our role, non-crime failure demand, historic investigations and inquires)

Police Reform Delivery Plan

Over the coming weeks, the JPRT will be coming out to Forces to understand what work you have ongoing which supports the direction of Police Reform.

We will be mapping this into a delivery plan across the following levels to ensure there is clarity and visibility of all the work underway:

- **Local**
- **Regional**
- **National**



Home Office



Proposed Reform of Forensic Provision

****S40(2)**** – Home Office Director of Data & Identity, part of Science
Technology Analysis and Research (STAR)
CC Nick Dean – NPCC Forensic Lead

Police Chief's Council, 10th July 2025

Forensic Reform Briefing - Executive Summary

- The CJS needs effective, high quality, sustainable and resilient forensic services to policing and wider law enforcement, that are responsive to need, provide value for money and maintain the trust and confidence of service users and the public
- Over 4000 specialist staff deliver a service that is critical to policing mission to protect the public.
- Good local, regional and national improvements across a range of areas
- There remain some chronic challenges to forensic provision that cannot be overcome in the current system.
- The Home Secretary has recognised that forensics needs reform and has agreed to create a new national executive with the power to deliver forensics for all of policing.
- A Director of Forensics has been appointed to work with you and forensic leaders to steer design and manage the transition to a new model of forensic delivery.
- Engage through Forensic Transition Steering Group and Forensic Advisory Assurance Group to help us shape plans for this transformation.

Forensic Science is a critical enabler of the policing mission

High-quality and efficient forensic services are crucial to achieving halving violent crime and violence against Women & Girls as well as restoring public confidence in an effective CJS.

£550m Estimated police force spend pa

4,400 Estimated police forensic practitioners



Digital Forensics

175k 175k devices are examined nationally pa

20K digital devices awaiting examination



Physical Forensics

300K DNA custody samples

400K Finger marks to 10-print comparisons

3k Casework Toxicology



27K Drug submissions for analysis

46k Road Traffic Toxicology

Forensic Science can:

Generate lines of enquiry
Link Crimes

Identify or Eliminate intelligence

Reassure Victims and deter criminals

Inform interviews
Safeguarding

Inform charging
Influence early guilty pleas

Influence sentences
Inform appeals

Longstanding issues limit police effectiveness and improvement in forensics

£120M of Home Office investment over 10 years into national capabilities and more locally. A number of local, regional and national improvements but there remain some chronic issues.

There are successes:

- Including Digital Fingerprint Capability and Digital Forensic Performance Framework.
- The forensic community, NPCC, FCN, BLC and HO collaborated closely to manage the most recent market crisis.
- And those relationships can help us work together to deliver a brilliant future forensic service.

But there are ongoing challenges with:

- Quality, commercial forensic market fragility, recruitment and retention, pace of innovation into provision.
- There can be a 'postcode lottery' of service and significant criticism of forensic provision including from HMICFRS Thematic Inspections, House of Lords Select Committee and recently the Westminster Commission.
- We judge the main issues to be:



Governance and Engagement for change

The Home Secretary has recognised that forensics needs reform and has agreed to create a new national executive with the power to deliver forensics for all of policing.

Cross System
Police Reform
Board
(Monthly)

Attendees include:
ACC Louisa Rolfe, Policing Lead, Joint Police Reform Team
Christophe Prince, HO STAR Director Data and Identity
Amanda-Jane Balfour, HO STAR Director Forensic Services

We have briefed more than 20 forensic stakeholder groups including force leads, national capability leads, X Gov, HMICFRS and CoP

Forensic
Transition
Steering Group
(Every 6 weeks)

Attendees include:
NPCC Leads CC Nick Dean, CC Paul Gibson
Director Forensic Services
FSR, CPS, MoJ

Briefed National Boards including
NPCC Marketplace Strategy, FINDS Board, NPCC Forensic
Community Reference Group, Digital Forensics Strategy Board

Forensic
Advisory
Assurance Group
(Quarterly)

Attendees include:
NPCC Leads,
Forensic Leads
FCN & BLC

Further engagement planned over the coming months to update and inform reform plans

For now, please:

- **Maintain** investment in current capabilities and continue to improve the service.
- **Engage** with the landscape review, including the financial data collection.
- **Note** the level of collaboration and engage with your forensic leads.

OFFICIAL – SENSITIVE: Policy in development