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Chief Constables' Council Minutes

3-4 December 2025

Attendees

AC Gavin Stephens	NPCC Chair
DCC Jon Reilly	Avon and Somerset
CC Trevor Rodenhurst	Bedfordshire
CC Simon Megicks	Cambridgeshire
CC Mark Roberts	Cheshire
Cmsr Pete O'Doherty	City of London

CC Victoria Fuller	Cleveland
CC Darren Martland	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC James Vaughan	Devon and Cornwall Constabulary
CC Amanda Pearson	Dorset
CC Rachel Bacon	Durham
T/CC Ifan Charles	Dyfed-Powys
CC Ben-Julian Harrington	Essex
A/CC Maggie Blyth	Gloucestershire
CC Stephen Watson	Greater Manchester
CC Mark Hobrough	Gwent
CC Alexis Boon	Hampshire
CC Andy Prophet	Hertfordshire
CC Chris Todd	Humberside
CC Tim Smith	Kent
CC Sasha Hatchett	Lancashire
CC David Sandall	Leicestershire
CC Paul Gibson	Lincolnshire
CC Rob Carden	Merseyside
Sir Mark Rowley	Metropolitan Police Service
D/Cmsr Matt Jukes	Metropolitan Police Service
AC Matt Twist	Metropolitan Police Service
AC Pippa Mills	Metropolitan Police Service
AC Rachel Williams	Metropolitan Police Service
CC Amanda Blakeman	North Wales
CC Paul Sanford	Norfolk Constabulary
DCC Ashley Tuckley	Northamptonshire
T/CC Steven Cooper	Nottinghamshire
CC Vanessa Jardine	Northumbria
CC Tim Forber	North Yorkshire
DCC Alan Spiers	Police Scotland
CC Jon Boutcher	Police Service for Northern Ireland
CC James Vaughan	South Wales
CC Lauren Poultney	South Yorkshire
CC Rebecca Riggs	Staffordshire
CC Rachel Kearton	Suffolk
CC Tim De Meyer	Surrey
CC Jo Shiner	Sussex
CC Jason Hogg	Thames Valley

CC Alex Franklin-Smith
CC Richard Cooper
CC Craig Guildford
CC John Robins
CC Catherine Roper
CC Lucy D'Orsi
CC Simon Chesterman
CEO Andy Marsh
Tom Harding
S23(1)
S23(1)
CC Kier Pritchard
Col Kristian Rotchell
Col Mark Shapland
CO Damian Kitchen
CO Robin Smith
CO Russell Foster
Cmsr Owain Richards

In attendance

DCC Sam De Reya
DCC Pete Ayling
ACC Arman Mathieson
ACC Jason Davenport
ACC Gary Hooks
T/DCC Wendy Gunney
DAC Alison Heydari
ACC Deborah Smith
ACC Mark Nottage
Sir Andy Cooke
CEO Andy Rhodes
S40(2)
S40(2)
S40(2)
S40(2)
Louisa Rolfe
S40(2)
S40(2)
S40(2)

Warwickshire
West Mercia
West Midlands
West Yorkshire
Wiltshire
British Transport Police
Civil Nuclear Constabulary
College of Policing
College of Policing
S23(1)
S23(1)
Ministry of Defence Police
Royal Navy Police
Royal Army Police
Guernsey Police
States of Jersey Police
Isle of Man Police
Royal Gibraltar Police

Hampshire Constabulary
Kent Police
Gloucestershire Constabulary
Lancashire Constabulary
Nottinghamshire Police
Serious and Organised Crime Lead
NPCC Lead for Police Race Action Plan (PRAP)
Wiltshire Police
Kent Police
HMICFRS
Oscar Kilo
Home Office
Durham Constabulary
Lancashire Constabulary
Metropolitan Police Service
NPCC Police Reform
NPCC Police Reform
NPCC Police Reform
Police Digital Service (PDS)

A/DAC Helen Millichap
Professor Paul Taylor
ACC Mark Williams

S40(2)

Gemma Stannard

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NCVPP

NPCC Chief Scientific Officer Policing

NPoCC

Blue Light Commercial

NPCC Strategic Hub Lead

NPCC Head of Organisational Development and Change

NPCC Strategy, Planning and Performance Lead

NPCC Strategic Planning and Risk Manager

NPCC Senior Business Support Lead

NPCC Business and Chiefs' Council Manager

NPCC Staff Officer to NPCC Chair

NPCC Staff Office to Strategic Hub Lead

NPCC Business Support Officer

NPCC Business Support Officer

NPCC Business Support Officer

NPCC Business Support Assistant

NPCC Office Assistant

NPCC Head of Media and Digital Communications

NPCC FOI

NPCC FOI

NPCC Senior Government Affairs Advisor

NPCC Executive Assistant to NPCC Chair

Session 1: Minutes and Actions from Previous Meeting

Approval of Minutes: The minutes for the previous meetings held were agreed.

Decision: September minutes accepted.

Action Log Update: All actions confirmed as completed.

Parish Notices

The Chair welcomed visitors to the Chief Constables' Council (CCC) and noted the following retirement:

Retirements and Transitions:

- ****S40(2)**** announced her intention to retire in March 26.

Chair's Update

1. Chief Officer Online Abuse Survey Results

There is a documented national increase in the use of social media for targeted harassment and malicious intent against individuals in public-facing roles. This trend is not unique to policing and is evident across the Fire & Rescue Service, politics, media, and football.

The NPCC's ODC team issued a survey to all Chief Officers seeking insight into experiences of online abuse. The survey was open for 4 weeks and received 105 responses. The respondent demographic was predominantly White British (98%) and male (57%).

Key findings from the survey:

- 70% of respondents have experienced online abuse due to their role, with 31% experiencing it weekly.
- 60% report changes to their working practices as a direct result.
- 56% have reduced or stopped their use of social media.
- 27% hesitate or refrain from giving opinions on specific policing issues.
- 26% have implemented increased security measures at their home.
- Female leaders face disproportionate burden, with sex cited as the leading factor in 79% of abuse cases.
- The scale of impact indicates a clear need for a national strategic response.

Action: The original survey design group will be reconvened, and the existing plan will be re-circulated.

Decisions:

- The scale of the issue requires a service-wide response.
- Chiefs supported the proposed direction, and the NPCC hub will return to a future Chiefs' Council meeting with a proposal for a national strategy.

2 Occupational Health (OH) Consensus

Chiefs should have received a letter regarding Occupational Health Consensus work. Letters are being sent to other senior stakeholders seeking signatories. The Chief Medical Officer is available to provide advice as needed.

Decision: Chiefs noted the update on OH Consensus and the offer of support from John Harrison as lead.

3. Undercover Policing ****S31(1)****

Key points:

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

- **Decision: **S31(1)****

Current Operational Demands

1. Casey Recommendations:

Key points:

A letter was sent to the Home Secretary in November to highlight key concerns raised by Chiefs. These included:

- Resourcing and specialist capabilities: significant burden on already stretched resources.
- Financial support: the financial implications of ****S23(1)**** are substantial. Without additional funding forces will be forced to reallocate resources away from frontline services.
- Cross-government coordination and challenges with no police representation.
- Proposal of a dedicated Coordination Team within the NCVPP with specific funding to support strategic alignment.
- Tranche 2 is on hold; moving to one victim and two perpetrators model (more proportionate).
- Governance and regular meetings are in place; terms of reference have been drafted (pending sign-off).
- Funding certainty is required (not just for investigation but also force-level data collection bids).
- Trial data collection is underway; exploring the national database to identify cross-border harms and high-value perpetrators (good intelligence emerging on long-term offenders never prosecuted).
- Two candidates for national enquiry Chair withdrew; work is continuing with the national centre, DfE and MoJ on other recommendations (multi-agency child protection teams,

unique child identifiers, re-examining past 'perpetrator' cases where victims may have started as victims).

- A meeting is planned with the Vulnerability Minister on victim strategy and victims' portal (self-referral; ****S23(1)**** cases routed accordingly; otherwise to Child Sexual Assault Abuse Referral Panel) — likely launch is early in the New Year.
- Upcoming release of Complex Organised Crime Child Abuse data (group-based offending / CSE&A) is expected to attract media interest.

Discussion points: Need clarity on definition of group-based offending (institutional, intrafamilial, peer-on-peer); emphasis on funding certainty; disproportionality in one area expected to be highlighted in forthcoming data release; letter sent to Home Secretary on funding.

Decision: Chiefs noted the update.

2. Op ****S31(1)****

3. Euro 28

- This will be the largest sporting event ever hosted jointly by UK and Ireland, comprising 51 matches across 9 cities, attracting millions of spectators. National resourcing is being coordinated through the NPoCC chaired Euros Capacity and Capability group, with representation from all regions. ****S31(1)****

Recommendations:

- Forces must ensure planning teams achieve 100% data accuracy within Mercury and maintain the capacity and capability commitments set out in the National Mobilisation Plan.
- Forces considering any planned reduction to public order capacity or capability should engage with NPoCC in advance.
- Continued collaboration with the Euros Capability and Capacity Working Group is encouraged to support coordinated planning.

Decisions:

- All NPCC Committees are asked to undertake an impact assessment and assurance activity to understand and map the likely implications of Euro 2028 for their portfolios.
- A full review, business case, and proposal will be brought back to the Chiefs' Council meeting on 26 March 2026.

4. Accountability Review

The Accountability Review was commissioned in October 2024 by the Home Secretary and Lord Chancellor.

Key findings included:

- Confusion around legal standards.
- Impact on officer confidence and morale.
- Current system tilts too far towards hindsight.
- Too many delays and complex processes.
- Public trust depends on accountability but argued raising misconduct test to criminal standard would not weaken accountability.

Recommendations included:

- Raise the legal test for use of force in misconduct cases to the criminal standard.
- Launch a public consultation on reforms relating to unlawful killing inquests.

Decision: Chiefs noted the update. The lead will report back to Chiefs' Council following the completion of consultations on both proposed changes.

Continuous Integrity Screening Progress (Closed)

The proof-of-concept stage has been completed with Merseyside Police to test capability and ensure it can be scaled nationally. They are now progressing to a pilot phase with progress to live service expected by Spring 2026. They are awaiting the Spending Review announcement to fund the live service phase.

Decision: Chiefs noted the update.

Hate Crime/Community Tension

Non-Crime Hate Incident delivery is inconsistent. A revised timeline has been imposed by the Home Secretary (end of November). There are challenges around consultation and overlapping Home Office reviews. Primacy concerns have been raised.

The College of Policing reported on progress on incident recording changes, Anti-Social Behaviour (ASB) Hostility Code, support services, Disclosure Barring Service (DBS) recommendations, with an emphasis on consultation and national IT provider engagement.

Decision: Chiefs noted the update.

Action: CoP to write out seeking feedback from all chiefs on the new recording standard.

Mis/Dis Information

The group is becoming increasingly established: clear terms of reference have been set; workshops held; and a tactical lead appointed. A survey was conducted which shows low force-level preparedness, so national guidance/policy is being developed. The portfolio aims and objectives have been shared with all chiefs. Following an update on progress to date, chiefs provided some suggestions and observations.

Decision: Chiefs noted the update.

Action: All observations on the work would be welcome. Please e-mail the lead direct.

Police Race Action Plan (PRAP) Update:

A new Assistant Chief Officer (ACO) portfolio lead has been appointed. A number of knowledge-sharing events took place in October with 130 officers, staff and community members attending. Thirty-eight forces have been visited to ensure they have a PRAP team in place, with all forces due to be visited by March 2026. Forces have supported short term 3-month secondments at their

own cost which have been vital in delivery and ongoing work. Critical work remains to ensure delivery and enduring accountability around the maturity matrix.

Decisions:

- Chiefs noted the update.
- Lessons learned review should come back to Chiefs' Council in the next 3 months.

Communications Advisory Group (CAG) Update

The group has identified both external and internal risks including declining public trust and confidence. Internal risks include:

- Investment in comms teams and digital tools
- Outdated media engagement models
- Lack of standardised training and curriculum
- Pressure from continual organisational change.

Consultation has started on the Police Communications Authorised Professional Practice (APP) with publication expected in early 2026. Other areas of work include:

- Major Incident Communications Framework – in pilot phase.
- Development of National Communications Curriculum.
- Strategic response to Information Disorder.
- Oversight of national Risk Register.
- Guidance for managing accredited media and citizen reporting at protests.

Strategic Priorities for forces include:

- Position comms teams as strategic and operational assets.
- Integrate comms into decision-making and planning.
- Invest in people, skills, and professional networks.
- Endorse modern, proactive communication strategies.
- Ensure clear, transparent, and timely messaging to build trust and counter misinformation.

Decisions:

- Policing & Media Charter – draft ready for CCC consideration in March 2026 meeting.
- Best practice guidance for comms capabilities (paper due March CCC meeting).

Regional Papers

All decisions and actions from the regional papers are documented in the circulated slides within the CCC pack.

Action: Submission authors to liaise with regional leads to gather and respond to feedback from Chiefs, as per the regional process.

NPCC Strategic Risk Update

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

Operational Coordination Framework

Decision: Chiefs supported the paper and provided feedback.

Approval for the New National Policing Technology Strategy

Decision: Chiefs supported the implementation of the strategy.

Euro 2028 – Public Order Capability and Capacity and National Resilience

Decision: The decision in the paper will be made in the main meeting of Council within session 1, to agree a strategic assessment evidence base in the planning and to discuss capability feedback provided by Chiefs and local impact on forces. A decision should be made to remit this back for further work to the NPCC Operations Coordination Committee.

NPCC Operating Budget 2026-27 Funding Prioritisation Exercise Update

Decision: A final decision will be made in Finance session at Council.

Parliamentary Knowledge Schemes Frontline Services Scheme

Decision: Confirmed there will be local flexibility should forces wish to take up the scheme in the future. No requirement to come back for further discussion at Council.

Session 2: Police and Crime Commissioners (PCCs) Transition

Overview: The session considered the implications of the decision to abolish PCCs and transition to a mayoral model or Police and Crime Board by 2028. Initial findings from the Chiefs/NPCC leads' survey were presented, alongside an update on early activity undertaken in response to the proposed changes.

NPCC Position and Approach

- NPCC is maintaining a neutral position on the policy change.
- A comprehensive understanding of the operational implications of the governance shift is required.
- Significant direct and indirect impacts on policing are anticipated.

Survey Overview

- A survey was issued to Chief Constables and NPCC leads to gather initial views and identify the breadth of issues arising from the transition.
- Key themes included: legal considerations, financial support and guidance (e.g., precept arrangements), and broader transition requirements.

Proposed Next Steps

- Identification of key workstreams to progress transition planning.
- Noted that the Home Office has not yet appointed a lead to coordinate and oversee the transition programme.

Forthcoming Engagement

- The NPCC Lead will meet with Home Office colleagues to outline priority issues.

- A written follow-up will be submitted to the Policing Minister.

Key Principles Emphasised

- Policing should not engage in the democratic elements of the governance change.
- Policing must fully understand the implications of the new model to ensure safe and effective transition.

Additional Updates from NPCC Chair

- Early indications suggest Home Office workstreams are broadly aligned with those emerging from the NPCC survey.
- The NPCC Chair reinforced the importance of understanding Chief Constables' views to ensure policing is well-positioned to navigate the transition.

Feedback from Chiefs:

- Need for clarity on national transition standards and the functions of the revised deputy mayor model.
- Strong, coordinated communication between NPCC and APCC would be beneficial.
- Clarity is needed from the Home Office on transition processes to avoid misconceptions — including panel arrangements and confirmation that force boundaries will not change.
- Home Office guidance is needed regarding PCC responsibilities during the transition, including decisions relating to reserves, finances, and ongoing grants.
- Development of a consolidated risk and opportunities register for submission to the Home Office.
- Consideration of issues relating to contracts and supply chain management.
- The potential role of MHCLG should be explored to ensure responsibilities are fully captured in planning.
- Effective financial management will be essential to ensure funding continues to support local policing. Early engagement has begun with the Home Office Finance Team on appropriate approaches to the precept and commissioning budgets. Reminders of statutory responsibilities from central government would be helpful.

The lead confirmed that engagement with partners will continue to ensure Chiefs' views are represented. He emphasised the need to understand transitional arrangements and noted that interim frameworks - particularly around financial management - would be beneficial.

Decisions:

- Further discussions on National Police Reform and the PCC transition will take place following publication of the White Paper, at the Extraordinary Chiefs' Council meeting on 26 January 2026.

Session 3 – National Police Reform

Overview:

- A cross-system police reform board chaired by DG Richard Clarck was held on Oct 17th. The agenda included a Home Office sprint on cost options for delivering NCOP and the programmatic approach to developing a target operating model. The next meeting is scheduled for Dec 5th.

- They had the opportunity to engage the Home Secretary following Summit and gather views. Engagement with new ministers remains positive. Engagement with staff associations and trade unions is moving forward positively.
- The Police Efficiencies and Collaboration Programme (PECP) is bringing together digital, data, technology and forensics. They continue to ensure that appropriate policing representation is involved.
- Following recent meetings with the Home Secretary it can be confirmed that the Policing White Paper will be published in early 2026. They continue to await what the budget will mean for police settlement and subsequently for reform.

Specialist Capabilities

- Continuing to explore the opportunities around the following capabilities: Specialist Dog Provision, Marine and Underwater and Mounted Policing.
- Want to reassure colleagues the work is being picked up.
- Business and explorations cases will be presented at CCC in March 2026.

Police.AI

- The Lead outlined key types of AI relevant to policing, including resource management tools, generative AI, and multi-modal models capable of providing integrated services.
- There remains debate on why AI is treated differently from other technologies, but it is recognised that AI is likely to reshape the policing landscape in ways not yet fully understood.
- It is important that policing manages current risks while positioning itself to harness future opportunities and builds a responsible foundation for AI adoption.
- A single system of checks and balances is needed to test AI platforms and advise forces on appropriate implementation routes.
- Police.AI aims to support policing by prioritising workforce enablement, ethical use of AI, de-risking options for forces, and developing guidance on approved tools. It will provide strategic oversight, including monitoring criminal exploitation of AI. Police.AI will operate as a delivery body, not a think tank.
- Year 1 priorities include:
 1. Strengthening transparency and trust in AI use.
 2. Developing the policing AI ecosystem and talent pipeline.
 - 3 Building foundational infrastructure for AI adoption.
 4. Embedding active use of suitable AI models across policing.
- Test case delivery remains a core focus, with priority areas including:
 1. Case File Assistant
 2. Disclosure Assistant
 3. Crime data integrity
 4. Child abuse and image classification
 5. Rapid analysis of CCTV and digital media.
- A joint operating procedure has now been established with the Crown Prosecution Service to co-develop AI technologies.
- The Lead confirmed that engagement through CCC will continue to ensure Chiefs are fully represented and able to shape future development.

Feedback from Chiefs:

- Chiefs expressed concern that if policing cannot progress at pace, pressures across the wider Criminal Justice System will increase, ultimately affecting service to victims. It was noted that

other agencies must move at a similar pace. The NPCC Lead reassured Chiefs that policing has significant opportunities to drive genuine transformation within the next three years.

- In relation to the Crown Prosecution Service (CPS), Chiefs noted the requirement that any use of AI in case progression must be clearly articulated and documented.
- One Chief emphasised the need to prioritise clear, high-value use cases, especially in the context of challenging financial decisions. The AI Lead reiterated that productivity and efficiency remain central, with a strong focus on demonstrating savings and enabling officers to return to the frontline.
- A Chief commented that policing is currently 10–15 years behind where it needs to be in this space, and stressed the importance of influencing national coordination going forward.

The NPCC Chair brought the session to a close, noting that Chiefs expect delivery at pace and are keen to see tangible progress on the major reform programmes.

The Chair then provided an update on the Police Reform Delivery Plan and invited discussion to ensure a broad representation of Chiefs' views. Chiefs were encouraged to contribute actively to shape the direction of travel.

Decisions:

- Specialist Capabilities: Business cases and exploration options will be presented at the March 2026 Chiefs' Council meeting.
- Police.AI: Chiefs supported continued engagement through Chiefs' Council to ensure they remain fully represented and able to influence future developments.
- White Paper: The NPCC Hub will, as a minimum, coordinate and collate responses from across Committees once published.
- Home Secretary Letter: All discussions from this session will be summarised in a letter providing an overview to the Home Secretary later this week.

Session 4: Digital, Data and Technology (DDaTCC)

National Policing Information Technology Reform Strategy

The strategy sets the national direction for policing IT. There was 92% qualified support from regional feedback with positive agreement on the strategy direction at NPCC Committee Chairs meeting. It was highlighted that nothing immediately changes at a force level, however technology decisions moving forward should be made with this strategy in mind.

Decision: Chiefs supported the implementation of the strategy.

National Data Integration and Exploitation Centre and National Data & Analytics Office

An update was provided on the outcome of the work done by the Home Office, Crime CC and NDAO to determine a national approach to Data Integration and Exploitation. The aim was to gain agreement on the principles outlined within the presentation, as well as a timeline for the initial work.

The current landscape is fragmented with multiple local/regional initiatives, creating duplication, high costs, and gaps in capability. Around £50m is spent annually on investigative tools from 78

providers, yet forces still lack access to critical data and analytics. The DI/DX is proven locally; now needs scaling nationally for long-term value.

Future state vision:

- A smarter, joined-up system enabling consistent DI/DX capability across all threat areas (serious crime, cyber, VAWG, fraud),
- Enhanced investigations, intelligence, forensics, and data-driven policy,
- Delivered incrementally as a service, adding operational value at each step.

Benefits include:

- Lower local costs, with advanced analytics via national contracts and cloud.
- Seamless data flow, AI-driven intelligence, and shared capabilities at a regional level.
- Stronger intelligence, better decisions, and innovation sharing at a national level.
- Common standards accelerate AI adoption and manage compliance/cyber risks.

Next Steps:

- By Jan 2026: Guidance for forces; chiefs to follow and seek NDAO support.
- By Apr 2026: Complete trials; agree governance, funding, and roadmap.
- By end of 2027 (subject to funding): NDIES service established with phased delivery of enhanced DI/DX capabilities.

Decisions:

- Chiefs noted the update.
- Chiefs agreed on the principles outlined within the presentation.
- Chiefs agreed the timeline for initial work and that the team will revert back with a costed plan once allocations are known at a future CCC meeting.

Status re Windows 11 Upgrades

An update was provided to Chief Constables on Windows 11 migration ****S31(1)****

Decisions:

- Chiefs noted the update.
- Chiefs supported driving improvements at force level.

Session 5 – Finance Coordination Committee

National Operating Budget

Bids from the NPCC Operating Budget have been reviewed. The gap has been brought down from £7.9 million to £1.3 million due to withdrawal of three bids. The session was intended to discuss the Police Funding Settlement, but it had not been released at the time of the meeting.

Recent Autumn Budget 2025 changes likely to impact forces include:

- Business rates changes for buildings with rateable value: £500,000
- Increase in National Minimum Wage
- Government efficiency savings target extended to £4.9 billion by 2031
- Uncertainty around exemptions for EV and hybrid vehicles in pay-per-mile charges
- Changes to the Apprenticeship Levy

Pre-settlement assumptions:

- £14 police precept
- Central Spending Review funding for the next three years will cover all pay awards (no additional pay increase expected)

Operating Budget

This is currently set at 0.14% of each force's individual Net Revenue Expenditure (NRE). Last year's budget was £25m; bids submitted totalled £32m (£6m oversubscription). The Police Race Action Plan individual force contributions next year: £2,500.

Funding Preferencing Exercise (completed by Chiefs):

- Nine essential items identified by Finance Committee as total £11.6m
- NPCC Central Office and NPoCC SIB bids reduced by £236k
- PPE Covid Store expected to phase out next year (stock going out of date)
- Six mission-critical/high-scoring items as total £9.8m
- ACRO requirement reduced by £53k
- Optimism that FCIN figure can be reduced in future
- £570k of bids rejected / withdrawn

Overall: Budget can fund all preferred items while staying within the 0.4% NRE cap.

Finance Committee Recommendations:

- All programmes/functions to deliver 2.5% efficiency savings.
- Pay awards to be funded within the existing funding envelope.
- Surplus to be held centrally to fund in-year requests.
- Only requests over £50k require CCC approval.
- Budgets from completed/ending functions held as buffer for future operating budgets or returned as surplus.
- Income-generating functions to increase charges by CPI annually.

Feedback from Chiefs

- Chiefs broadly supportive of the overall discussion points and direction.
- Concern about optics and wording of the data presentation – needs adjustment for better communication.
- Support for managing surplus centrally as it enables flexibility to cover additional requests without repeatedly approaching forces.
- NPCC Audit and Assurance Board will have visibility over budgets and surplus repurposing.
- Strong support for turning surplus into a national reform contingency fund.

Grant Reward Review

- Total funding for forces hosting NPCC functions is £300m (predominantly Home Office funded, but managed in-force).
- Current administrative burden on NPCC leads is high; grants vary widely with mixed oversight.

Proposed improvements to oversight and influence:

- Establish a Strategic Hub to centralise agreements, assess requests, maintain priorities, and ensure controls.
- Chiefs to oversee annual value-for-money exercises (similar to operating budget process).
- Relevant chairs as main signatories (Finance Committee does not wish to own this budget).
- NPCC Chair and Finance Lead as co-signatories for bids over £1m.
- Refuse to sign grants without clear exit plan or cost agreement.
- Emphasis on financial discipline as we move towards a national centre.
- Home Office appears supportive of changes.
- National centre could consolidate leadership, analysts, and HR teams.

National Commercial Delivery

- Procurement effectiveness remains a significant opportunity for improvement.

Fleet:

- Huge variation identified (600 vehicle variants across forces)
- Standardisation programme gaining momentum
- 42 forces provided data on medium/intermediate vehicles
- 17 forces agreed to proof-of-concept work
- Estimated additional savings from these 17 forces: £2m–£2.7m
- Scope for further savings as more data comes in
- Data request planned for high-performance vehicles (minimum replenishment levels) from February
- Paying suppliers once (consolidated payment) supports cost savings
- Overall potential savings through standardisation estimated at £10m

End User Devices / ICT:

- Government specification received as moving to central buying
- Original estimated requirement: 27k devices
- Only committed to 7k as resulted in weaker negotiating position/deal
- Still sufficient for proof of concept and demonstrating viability

Decisions:

- Chiefs approved the NPCC Operating Budget.
- Surplus 2026-27 is held centrally to fund in year request into Chief's Council.
- All programmes and functions are to implement 2.5% efficiency savings for 2026-27 and 2027-28.
- Pay Awards will need to be funded with existing funding envelope as per 2026-27 (with an exception of single funded roles).
- Additional funding will only be given to exceptional requirements, and those above £50K must be approved by Chief's Council.

- All income-generating functions must apply an annual CPI increase to their fees, supported by the NPCC Finance Committee. The funding each function requests through the NPCC Operating Budget will then be reduced in line with the additional income generated from these increases.
- Once programmes and functions have ended, or completed, Chief's Council are to make decision on reinvestment into other national policing priorities or reduce the NPCC Operating Budget Contribution from forces for future years.

Actions:

- A letter and annex, based on the slides presented, will be shared with all Chiefs to support further discussions with their respective PCCs. Chiefs are asked to explore options for percentage savings of up to 5%.

Grant Award £300 Million

The aim was to review the £300m grant awards for 2025–26 and identify opportunities to improve oversight, efficiency, and capability alignment across NPCC and forces, ensuring better governance and value for money.

Key Points

- £298m in grant funding via Section 31 agreements for national activity.
- 80 programmes/functions delivered by 17 forces/organisations, employing 1,800+ staff.
- Limited NPCC oversight; fragmented governance and duplicated administration.

Proposed Governance:

- Strategic Hub as a single front door for all grant awards.
- Align with CCC Finance Committee for oversight and sign-off.
- Standardised funding bid process; NPCC Chair approval for bids - £1m.
- Introduce exit plans and better risk/cost management.
- Full oversight of all grant awards by April 2026.

Common roles are duplicated across programmes (analysts, project managers, intelligence, comms).

- Interim change: consolidate capabilities under thematic leadership for resilience and efficiency.
- Future state: NCOP to fully brigade capabilities under one governance model.

Decisions:

- Chiefs supported oversight of all grant awards/Sec31 arrangement to be established for April 2026 under the Finance Committee, supported by the NPCC Hub.
- Chiefs were supportive of the commercial direction and the focus on delivering savings through standardisation and consolidation.

Session 6: Criminal Justice Coordination Committee

The NPCC Chair opened by summarising ongoing police reform discussions and confirmed key

next steps:

- A summary paper expressing strong support for bold and ambitious reform will be sent to the Home Secretary.
- Policing will take a stronger leadership role and ensure active engagement in planning future stages.
- The police reform paper is scheduled for publication in early 2026.
- Minor amendments to the report (title change or referral back to NCOP) are required.
- Chiefs were asked to submit any final thoughts/observations on the paper.

Criminal Justice System Reform – Impact on Policing

a. Background & Challenges since April 2025

- Home Secretary launched two parallel independent reviews:
 - Sentencing Review focused on reducing prison population.
 - Criminal Courts Review focused on court backlog.

- ****S31****
- ****S31****
- ****S31****

b. Progress by Criminal Justice Coordination Committee

- ****S31****
- ****S31****
- ****S31****

c. Sentencing Review – Key Impacts on Policing

- Aims to prevent future prison capacity crises.
- Shifts more offenders to community sentences (longer suspended sentences).
- Main predicted policing impacts:
 - +23k extra suspended sentence cases annually
 - 27.5% increase in non-custodial demand
 - 10–30% reduction in remands
 - 10,400 additional court bail cases/year
 - Increased MAPPA Category 1 workload (+4%)
 - Recall numbers rising to 250/day
- Probation Service under severe pressure; projected shortfall of 3,700 officers by 2027–28
- Estimated policing cost impact: potentially £300–400m+ (likely underfunded)
- Implementation start: First major phase begins 30 March 2026 (short sentences, remand changes, suspended orders)

d. Electronic Monitoring (EM)

- 27k people tagged (growing monthly); mix of curfew, GPS & alcohol tags.
- Current challenges: poor contract performance (Serco), high breach volumes (11k/month), data quality & visibility issues.
- Policing bears responsibility for court bail breaches (via RADU process)
- Opportunities: Power BI visibility, tag-at-source pilots, EMAC acquisitive crime project (positive results in 19 forces), improved training

e. Out of Court Resolutions (OOCR)

- Expected to be significantly expanded (societal/prevention benefits)
- Victim surveys indicate support for appropriate cases (quicker, less court burden)

HMICFRS & CPSI Joint Inspection

- 18 recommendations total; vast majority not for policing.
- Four policing-specific recommendations: two on training, one on disclosure, one on gatekeeping.

Duty to Collaborate

- Proposal to place police–CPS collaboration on statutory footing.
- Wider discussion to extend duty to all CJS partners (given rising court receipts despite falling crime)
- Outcome: Chiefs endorsed proposal for broader statutory duty across CJS

NPCC Disclosure Portfolio – Progress & Improvements

- Shorter Investigation Management Document.
- National text/auto redaction tools rolling out and extra funding for AV redaction.
- Proportionate disclosure pilot (South-East) showing early positive results (more submissions, fewer redactions).
- New Code of Practice for third-party material (higher thresholds, especially counselling records) reduces victim intrusion & investigation length.

Feedback from Chiefs

- Strong collective support for ambitious reform and active leadership role.
- Endorsements given for:
 - Broader statutory Duty to Collaborate across CJS
 - Police Court Bail Breach RADU process
 - Greater use of EM conditions in MG7 remand applications
 - Exploring EMAC acquisitive crime approach in remaining forces
 - Seeking financial support for expanded Out of Court Resolutions
- Strong concern about underfunding and operational impact of Sentencing Review (especially probation capacity gap and policing costs £300–400m+)
- Call for early process evaluation, prevention focus, and contingency planning if additional resources are not provided.

Impact Criminal Justice Reform - Decisions:

- **Cultural Change:** Chiefs endorsed the proposal to implement immediate cultural changes, including improving information sharing, embedding NIM tools, and strengthening how offender management is measured.
- **Neighbourhood Policing Demand:** CJCC will report back to Chiefs on local neighbourhood policing and enforcement demand to determine associated resource requirements.
- **Electronic Monitoring (Risk):** Chiefs agreed to the following:
- **Police Court Bail Breach Process (RADU):** Adopt the Receive–Assess–Decide–Update model.
- **MG7 Remand Applications:** Reinforce to officers the importance of suggesting conditions that include electronic monitoring where appropriate.
- **EMAC Pilot (Acquisitive Crime):** Forces not currently participating (24) are asked to contact the EM lead and consider adopting the pilot approach.
- **Out of Court Resolutions (OOCR):** Chiefs endorsed CJCC, with Finance Committee support as required, to seek funding from the Home Office/MoJ to enable any scaling or industrialisation of OOCR.

Disclosure - Decision: Chiefs noted the update.

HMICFRS Joint Inspection - Decision: Chiefs agreed to ensure they have provided a response to the Gatekeeping survey.

Duty to Collaborate - Decision: Chiefs supported the endorsement for the discussion with Government that the Duty to Collaborate should be extended to all CJ partners.

Session 7 – Workforce Coordination Committee

The purpose of this session was to: gain support for future activity related to the wellbeing survey and future participation; provide an update on the Strategic Assessment of Workforce; and agree the way forward for a police workforce strategy and the creation of a Police Workforce Strategy Board.

Wellbeing

The wellbeing service provides national support for police wellbeing, including resources, campaigns, and direct assistance. It was launched in July 2025; receiving 40–50 calls per month. Phase 1 included BTP and NCA; PFOA switch-over agreed. There has been interest from non-Home Office forces post-April 2026. Common themes identified from calls include: burnout and exhaustion, relationship breakdown, misconduct issues, debt concerns.

The wellbeing survey received 40,000 responses from 33 forces, with a 26% response rate.

Key findings included:

- 46% report burnout and compassion fatigue.
- High confidence in skills and strong line management support.
- Hesitancy in using formal wellbeing pathways.
- Perceived gaps in organisational support.

Next steps:

- Deep-dive reports and annual workshop (Feb 2026).
- Explore participation of all forces in future surveys.
- Continue awareness campaigns with revised materials (flyers, videos, social media graphics).

Decisions:

- Chiefs supported future activity related to the wellbeing survey and future participation.
- Forces encouraged to adopt the national survey when contractual arrangements permit.

Strategic Assessment of Workforce

- Forces drew down £276m reserves in 2024–25; borrowing funds 60% of capital programmes (forecast 71% in 2025–26).
- £220m efficiency savings achieved since 2020, but many future savings rated high-risk.
- 77% of force funding tied up in pay; pay awards likely absorb most CSR funding.

- Recruitment aided by loosening labour market, but challenges remain for specialist roles (cyber, AI, data).
- Living Wage increase (4.1% April 2026) and inflation pressures affect pay competitiveness.
- Police pay award 2025/26: 4.2%; forecast for 2026: 3–4%.
- Generational shift: demand for flexible working, wellbeing, and alignment with organisational values.
- Key issues: work-life balance, fairness in pay, progression transparency.
- Advocacy low: <25% would recommend their force; only 1 in 10 constables see pay as fair.
- Officer numbers up but offset by staff reductions; long-term absence and restricted duties now 14.7%.
- Recruitment stable; 80% via generalist route; PCDA accounts for 25%.
- Representation improving: 44.2% female joiners; ethnic minority recruitment rising.
- Voluntary resignations slowing; PCSOs show high turnover (40% <5 years' service).
- Leadership pipeline concerns: progression remains time-served; diversity in senior ranks limited.
- Workforce mix stable (65:35 officers to staff); supervisory ratios unchanged.
- Reverse civilianisation noted in some functions; significant variation in workforce distribution across forces.

Key Activity Ahead:

- Develop a National Police Workforce Strategy under proposed Police Workforce Strategy Board.
- Align with Police Reform White Paper and governance structure agreed by HO Cross-System Reform Board.
- Additional priorities: PRRB/SSRB, fitness standards, leadership review, maths/English standards.

Decision: Chiefs agreed the Police Workforce Strategy Board should provide strategic oversight, direction, and assurance for the development and delivery of the national police workforce strategy within the wider Police Reform Programme.

ResetU APP

Fatigue and burnout remain material risks, particularly for new officers. A three-year study of 2,000+ staff across 28 forces found wearables not cost-effective; behavioural support technology preferred.

The ResetU App:

- Provides personalised fatigue-management support via AI-driven coaching and recovery tools.
- Is installed on personal devices; voluntary participation; enterprise licence required.
- National partners providing match-funding to reduce force-level spend on multiple apps.
- 12 forces have committed; national launch scheduled for 24 March.
- Enables integration of local well-being resources and provides a free Blue Light Card on activation.

Decision: Chiefs supported the ResetU APP and would help circulate this internally with their forces to support officer and staff wellbeing.

Feedback from Chiefs:

- Need to ensure well-being support fully covers both officers and staff.
- Continued focus on disparities affecting protected characteristics.

- Interest in identifying high-performing forces' approaches without forming league tables.
- Recognition of the critical role of line-manager capability.

ADDITIONAL WORKFORCE ITEMS

Pay Award – Context and Data

Pay awards of 4.75% (2022) and 4.2% (2023) remain above inflation and comparable with wider public-sector settlements. Workforce data is available via the Workforce Council. Work is underway with several forces to develop local workforce plans and a national planning template (expected January).

Workforce Assessment & National Workforce Strategy

Updated Assessment due for release next week; datasets are already accessible. Proposal to seek Home Office funding for a national strategy. A 2–3-month development sprint could deliver a beta version comprising current-state analysis, future-demand scenarios and draft strategic pillars. Aim: an analytically robust model comparable to NHS workforce planning.

Decision: Chiefs agreed the way forward for a police workforce strategy and the creation of a Police Workforce Strategy Board with governance proposals noted.

Strategic Use of Pay - Discussion Points:

- Consideration on targeted pay mechanisms in future PRRB cycles to support deployability and incentivise roles.
- Discussion on X-factor, voluntary exit pathways, and role-specific incentives.
- Concerns raised regarding ACC and chief inspector pay structures; proposals to remove lower ACC pay points and amend inspector increments.
- Home Office remains focused on cost implications and demonstrable public benefit.

Job-Related Fitness Test (JRFT) Reform - Update:

- UCL commissioned to develop a new evidence-based fitness standard, expected 2026.
- Federation now engaged, though challenges anticipated.
- Commitment to extensive consultation, including with BAWP, to ensure fairness and data-driven reform.

Decision: Survey findings to inform Police Covenant implementation and wider reform work.

Session 8 – Performance Framework – Joint Session with Home Office and HMICFRS

Key Discussion Points:

- Context, complexity and collaboration.
- The government ambition.
- How the work is seeking to build from the existing system.
- Next steps and future engagement.

Introduction & Current Performance Landscape

- The existing performance environment is complex and cluttered.
- Multiple overlapping frameworks and inconsistent definitions across 43 forces.
- Forces experience significant duplicative and poorly coordinated data requests from government and partners.
- Many forces have reduced analytical capacity, hindering internal insight and performance analysis.

- Substantial variation in data systems, processes, and technology across forces.

Rationale for Developing a New Performance Framework

- Reduce duplication and clutter: collect performance data once and use it many times.
- Create a clear, coherent, and sustainable framework that survives political cycles.
- Ensure the framework reflects public priorities and supports strategic/financial planning.
- Direct response to HMICFRS “Getting a Grip” report:
 - Recommendation 4A: Map existing performance frameworks
 - Recommendation 4B: Develop a national performance framework

Core Principles of the New Framework

- Emphasis on clarity, coherence, and prioritisation.
- Deliberately avoid measuring everything to prevent burden and loss of focus.
- Recognise the critical role of partnership performance (health, probation, CPS etc.) alongside core policing.
- Measures should be standardised for comparison while allowing for legitimate contextual differences.
- Help chiefs navigate and prioritise in a crowded accountability landscape (PCCs, mayors, HMICFRS, Home Office).

Home Office Perspective

- Ministers seeking better operational insight and stronger levers to influence policing outcomes.
- Desire for a balanced tripartite relationship.
- Key features of the new framework:
 - Comprehensive measures covering the totality of policing
 - Distinction between headline and contextual performance measures
 - Single, clear dashboard for forces and governance bodies
- Acknowledge initial gaps due to poor underlying data quality — improvement will be iterative.
- Establishment of new Performance Improvement Unit (led by former CC ****S40(2)****).
- Shift towards earlier performance support and root-cause analysis.
- Ministerial backstop powers likely in forthcoming White Paper, but expected to be used sparingly.

HMICFRS Perspective

- New model will introduce more tiers and earlier intervention.
- Process remains independent of political influence.
- Tier decisions made collaboratively, but final authority rests with HM Chief Inspector.
- Expectation of stronger, earlier partnership working with multiple agencies.
- Forces strongly encouraged to self-identify issues and seek support proactively.
- Future approach will be more transparent (published outcomes and statuses).
- Development of enhanced early-warning system to detect performance decline sooner.
- Peel assessments to include significantly expanded contextual factors.

Key Discussion Points & Feedback from Chiefs

- Partnership Performance: strong consensus on need to reflect system-wide influences (health, CPS, courts, local authorities etc.); policing performance cannot be viewed in isolation.
- National Centre for Policing: questions raised regarding future accountability and its role

within the framework.

- Welsh Context: requirement to align with devolved health and justice priorities in Wales.
- Risk of Perverse Incentives: serious concern that poorly designed targets could drive unhealthy behaviours; careful design essential.
- Operational Independence: Chiefs must retain ability to make legitimate resource trade-offs (e.g. knife crime vs call-handling) without punitive misinterpretation.
- Consistency vs Contextual Variation: framework must accommodate diverse geographies, operating environments, and funding levels across forces.
- Data Quality & Burden: welcome commitment to using existing datasets and avoiding additional burdens on forces.

Decisions: Chiefs noted the update and following next steps:

- Await publication of the White Paper (expected early 2026)
- Further detailed discussion at Chiefs' Session on 28 January 2026
- Sector to provide structured feedback during formal consultation period
- Continued collaborative development with PMCC, HMICFRS, College of Policing, and Home Office to refine design and delivery mechanisms.

Session 9 – ESN Update

The aim of the sessions was to discuss and present the following three Strategic ESN options for consideration and agreement by Chiefs:

1. Secure early adopter forces, in advance of receiving an IPP
2. Mobilise nationally and identify early adopter forces with risk underwritten
3. Pause ESN activity pending a full IPP.

Key Discussion Points:

- ESN contracts worth £4bn awarded in Dec 2024 (EE for mobile services, IBM for user services).
- Airwave shutdown target: Dec 2029, with contingency to Sept 2030.
- CMA price cap on Airwave saves £200m/year until 2029; post-cap costs could exceed £1.5m/day if Airwave remains.
- ESN offers better resilience, functionality, and cost-effectiveness compared to Airwave.
- Full Voice Service Ready planned for March 2028.
- National Deployment Plan (NDP) and Integrated Programme Plan (IPP) still pending.
- Readiness assessments start Nov 2025; force-level plans expected by July 2026.
- Mobilisation requires 2–3 extra resources per force in FY 2026/27.
- Forces fund local ESN activities (devices, training, control room integration).
- Costs vary by force size/location; estimation template being developed for Medium-Term Financial Plans.
- Dual running costs during ESN-Airwave overlap (2028–2029) pose major financial risk.
- Delayed Airwave shutdown will lead to huge cost escalation post 2029.
- Lack of detailed IPP/NDP will mean forces are hesitant to allocate resources.
- Financial disincentive for early adoption due to dual running costs.
- Affordability concerns for non-core costs and transition activities.

Decisions:

- Chiefs supported proceeding with Option 2: national mobilisation supported by central funding to mitigate risks and avoid costly delays.
- Chiefs agreed to treat ESN as an invest-to-save opportunity, but affordability and risk management remain critical.

Session 10 – College of Policing Update

Opening Remarks & VAWG Strategy

- The CEO highlighted the forthcoming VAWG Strategy, aimed at halving Violence Against Women and Girls within 10 years.
- He had attended a pre-launch consultation event involving 60 stakeholders from across all sectors.
- The Government strategy is scheduled for launch on 16 December.

National Centre for Police Productivity Funding

- The £13 million funding is existing money already in the system.
- Emphasis on demonstrating that the sum of the parts is now greater than before through better coordination.
- The College will use its powers to drive support, consistency, and an evidence-based approach to key issues.

Executive Leadership Programme (ELP) 2026 Selection Centre

- Selection centre process successfully completed.
- Thanks extended to those who ran and supported the centre.
- Headline results and pass rates discussed. Outcome described as positive.

Chief Officer Appointments & Talent Pipeline

- Chiefs encouraged not to fill ACC vacancies with temporary Chief Officers.
- There is now a strong supply chain of talent coming through the system – significantly improved position compared to 2–3 years ago.

Independent Review of Leadership

- Announcement of an independent review of leadership, supported by the College of Policing.
- Wide reference groups in place, with NPCC leads contributing.
- Opportunity to review leadership development at every level, build on progress made, and reinforce the importance of continued investment in leadership.
- Discussion planned: in-sector round table with Commissioners and College colleagues.

Fast Track Schemes

Two schemes currently operate:

- PC to Inspector (not the main talent pipeline but supported by development centres).
- Inspector to Superintendent (strong scheme, but reliant on Met support; only 3–4 forces currently participate).

Review provides opportunity to assess and improve all leadership development activity.

Strategic Training Oversight Group

- Commitment to establish a Strategic Training Oversight Group, chaired by the College, with NPCC and HMICFRS representation.

- No new training will be introduced without group agreement.
- Rationale: Growing scale/complexity of training landscape, high public scrutiny, young workforce, new government priorities, and large volume of national training recommendations.
- Group will focus on:
 - Understanding national workforce planning, capacity, and cost.
 - Carefully managing the overall training burden on the service.

Personal and Public Safety Training (PPST) Review & Productivity Gains

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

College of Policing Finance Update

****S31(1)/S43(2)****

College of Policing Assistant (COPA)

- Aim: Deliver training, standards, force policy, and guidance to frontline practitioners at the point of need, using technology for system-wide efficiencies.
- Built on British Transport Police (BTP) architecture COPA (College of Policing Assistant) developed – effectively ChatGPT for policing.
- Supports quick, informed decision-making and speeds up day-to-day tasks (e.g. interview plans, problem-solving frameworks).
- Currently being trialled with GMP.
- Suggestion: Forces should review/tidy up policies to maximise effectiveness of the tool.
- Complexity noted around Intellectual Property (IP) rights; preference for central ownership.

Decisions:

- Forces to respond on PPST preferred option (ongoing).
- Establish Strategic Training Oversight Group with clear terms of reference.
- Monitor financial pressures and implement planned charging changes gradually.
- Progress COPA trial and policy alignment.
- PPST – Chiefs supported CoP to finalise the design of the PPST pilot with underpinning support, safeguards and stakeholder management plan. This would be reported back at the March 26 Chiefs' Council meeting.

Session 11 – Crime Coordination Committee

International Criminality Portfolio – Op Skylak and Funding Bid

This session outlined the position on the response to Foreign National Offenders. It sought support for Operation Skylark and considered revised funding options

Key Discussion Points:

- Approximately 12% of those held in custody, either on remand or serving sentences, are foreign nationals.
- Significant increase in the number of FNOs who are subject to deportation action after serving their sentence, but who are living in the community (up 55% from 2022 – 2024) and this number is likely to increase as a result of the Sentencing Bill.
- Op Skylark launched in May 2025 and has identified 1,937 FNOs with wanted markers from a wider cohort of c.19000 living in the community across the country.
- All forces now have an Op Skylark SPOC.
- The objective of Op Skylark is to support the arrest, removal, prosecution and/or robust management in the community of these individuals. However, this work currently has no funding.
- Some specific areas of focus where it is believed we would enhance our collective ability to respond to the FNO challenge, these are:
 - Amending the 'Pending Prosecution' policy to allow for the immediate immigration removal of FNOs.
 - Use of overseas criminal conviction data in UK courts.
 - Access to various EU databases.

Next Steps:

- National briefing with Skylark SPOCs this week.
- Share usable data with forces by January 2026.
- Meeting with ministers on 7 January to discuss findings, systemisation and potential legislative changes.

Proposed policy/legislative changes:

- Easier removal of offenders with low-level charges.
- Reinstating use of overseas convictions in UK courts automatically.
- Improved access to international databases
- Enhanced identification checks at Manston, including DNA collection when illegal immigrants arrive in the UK (include processing and retention of data before released into the community).

Decisions: Chiefs supported the next steps as outlined in the slides.

Any other Business

No other business recorded.

DATE OF NEXT MEETING

The next full CCC meeting will be held on **18-19 March 2026**.