

Chief Constables' Council

Please select intended audience: Chief Constables Council

Title: NPCC Strategic Hub: Strategic Risk Overview

Agenda Item: Session 1 - Regional Update

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Attachments @ Para	Appendix 1- SRA.202602 – CCC Regional Submission

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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 ccc@npcc.police.uk

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 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. Please note one new risk have been added to the log since last update (October 2025):

1.4.1. NPCC-SR-25-028: Abolition of PCCs and Governance Reform – Impact, Accountability, Legitimacy and Continuity - Significant activity was undertaken following the announcement of the planned changes to Police and Crime Commissioner structures. The NPCC Hub has engaged quickly and widely with stakeholders and activity is being coordinated through the Hub teams (Government Affairs, Strategic Planning, and Comms and Engagement).

- 1.5. Previous requests to include both; the impact of the Independent Sentencing Review & Bill, and Criminal Justice Backlogs. These have been accepted and activity is underway to draft strategic risk entries. Any agreed articulation will be included in the subsequent reporting to CCC.
- 1.6. Details of the top strategic risk assessments can be found in Appendix 1- SRA.202602– 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.
- 1.7. Following the release of the Home Office report ‘From Local to National: A New Model for Policing’ the existing risk assessment (NPCC-SR-25-015 - Police Reform: Changes to the Policing Landscape, Roles & Expectations) is under review and will updated in context of the ongoing activity.
 - 1.7.1. All other strategic risk entries will also be reviewed in light of the white paper for any medium term implications (horizon) or changes to the landscape of the risks. Updates will be provided in the next regional.
- 1.8. 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 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.
- 2.3. To assist reporting and visualisation of the SRA, entries continue to be ranked by context score first, and then by risk score within any duplicated context scores.

3. RISK CONSIDERATIONS-

- 3.1. The SRA is now BAU activity and continues to receive positive engagement and input from the Chiefs Constables’ Council (CCC) and the National Risk Management Form (NRMF).
- 3.2. The SPP team continues to review the SRA processes and consideration has been given to further alignment to wider risk management processes:
 - 3.2.1. As the submission of strategic risk information to CCC and the process for regional feedback is now BAU. The SPP team are proposing an increase in the information available to draw from, allowing quarterly updates to key risk entries for more accurate reporting.

3.2.2. Each risk entry will be allocated a 'lead business area' who will act as the primary point of contact for the SPP team to seek updates on the situation, risks and current progress against each entry.

3.2.3. Updates will be used to review and refresh (where appropriate) the context and risk assessments for each entry, ensuring the most up to date and useful information is provided to CCC each cycle.

3.2.4. Updates by exception will be sought on a quarterly basis, in advance of submission to Regional Papers process of CCC.

3.2.5. Next Steps:

3.2.5.1. Mar 26: The SPP team will review and agree with business area leads, on the point of contact for each entry.

3.2.5.2. Apr-May 26: Information updates would be sought on a quarterly basis, in advance of submission to the 'Regional Papers' process of CCC and AAB.

3.2.5.3. May 26: The SPP team will review and update the risk entries, based on any new updates, circulating the refreshed SR list to the regional process in May.

4. 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?

4.1. Opportunities –

4.1.1. National Risk Management Forum (NRMS) - Peer Review

4.1.2. The NRMF continues to draw significant support and engagement from all forces, as well a key policing partners (including the College of Policing, ****S23(1)****, National Audit Office, Bluelight Commercial).

4.1.3. Based on inputs at the Forum, the NPCC has developed a peer assessment model to strengthen risk management assurance and review capability across forces.

4.1.4. The approach has been developed with support of, and based on the National Audit Office maturity framework, and seeks to provide forces with independent, constructive insight into current practices, processes, support and delivery of risk management activity - supporting continuous improvement and sharing of best practice within and across each force.

4.1.5. The first pilot assessment was delivered by NPCC Hub staff for North Wales Police in September 2025. The force demonstrated a highly mature and positive risk culture, with evidence rated "strong to exceptional." NWP provided positive feedback on the delivery and the outcomes of the assessment, and the final report (shared November 2025) has already informed NWP's resourcing and development plans, with the force describing the assessment as highly valuable.

- 4.1.6. Given the early success of the pilot, several forces have requested assessments for 2026/27, including Avon & Somerset, Gloucestershire, North Yorkshire, Wiltshire, Surrey & Sussex, and Nottinghamshire; and a cohort of practitioners is now being developed through a “train-the-trainer” model led by the NPCC SPP team.
- 4.1.7. This growing demand reflects the appetite across the service to engage with the NPCC Hub teams, and access support and guidance where available, and continued peer assessment activity will support UK policing to strengthen risk management maturity and delivery of best practice.
- 4.1.8. The SPP risk team ask that chief officers continue to support and encourage risks leads in force to engage in the NRMF and the peer-assessment work to provide system-wide benefit through continued investment in this work.

4.2. Risks –

- 4.2.1. Details within the SRA report are subject to change and the attached document is a snapshot. Contents are likely to be developing and may be sensitive; content is marked as ‘Official – Sensitive’ with no onwards sharing unless agreed via the appropriate NPCC lead(s).
- 4.2.2. There are no other inherent risks associated with content of this submission.
- 4.2.3. 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.

5. CONCLUSION (incl DECISIONS REQUIRED)

5.1. DECISION:

- 5.1.1. **Agreement for the SPP team to work with allocated ‘lead business areas’ for each risk entry to seek, by exception, quarterly updates against key strategic risk entries - to enhance existing risk assessment processes and reporting to CCC.**

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.

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