



# Police Reform

Chief Constables' Council

Wednesday 18 March 2026

# Police Reform Update - March 2026

- **Delivery vehicles** to be determined to achieve the proposals set out in the white paper.
- **Governance structures and accountability** to be agreed for the programme.
- A **timeline** for police reform is being developed.
- Confirmation on which policy proposals will be subject to **formal consultation**.
- **Police-led initiatives** being mapped across the system.
- **A Target Operating Model** being developed to show how the different parts of the system will work together in the future.
- **Legislation being prepared by Parliamentary Counsel** to a tight timescale - the need for advice to be informed by operational experience is well recognised.
- **Independent Review of Force Structures** lead announced. Terms of reference to be developed, team being recruited.
- **Engagement and communication** work is underway to further support leaders in engaging about police reform.



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# How policing are currently involved

- Policy development, led by the Home Office but with policing input, change and transformation activity across the system - some led by policing & partners like the **S23(1)** and the College, and the progression of underpinning legislation led by the Home Office.
- Identification of the reforms which will require a professional transformation approach, detailed business cases, system-wide governance of change and an effective approach to both identifying and then securing the positive benefits and assessing and managing risks.
- The JPRT will continue to work with NPCC, APCC, the College, the **S23(1)**, CT Policing and HMICFRS to identify how best to progress the opportunities of reform. We will be working with leads across the system to ensure reform is 'done with, not to' policing.
- We will seek to work with leaders across the system to involve our policing workforce, to minimise any disruptive impact of change and to ensure reform really is about improving policing for the public and our workforce.
- We will be identifying reform relevant work already happening across the system and where there are gaps.
- We will be identifying the resources and capabilities required to deliver the reform ambition and, working with the HO, set out a delivery plan with key milestones – this will help inform us where we have choices and opportunities to refocus current work or stop some work and start new things.
- Continuing with a clear plan of engagement ensure policing are central to the shaping of future change

**OFFICIAL-SENSITIVE – RECIPIENTS ONLY**

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# Communication and engagement

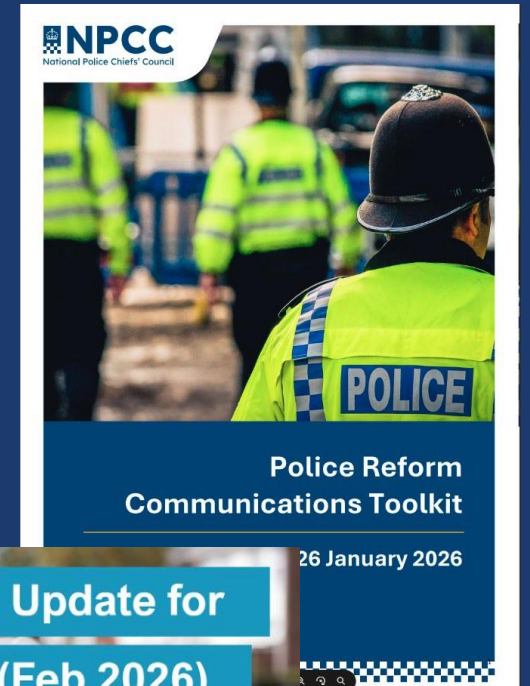
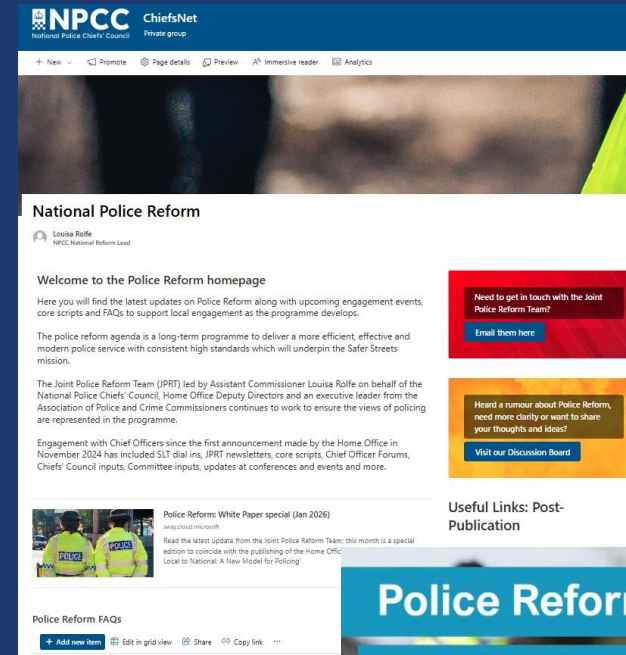
The JPRT continue to support leaders to communicate about police reform with our workforce, public, the media and partners.

## Supporting products available:

- Monthly Police Reform updates for Chief Officers
- Chiefs' Net page with latest core scripts
- Police Reform Communications toolkit
- Hosted monthly engagement events
- Regular inputs to NPCC Committee meetings
- Engagement at Chiefs' Council
- Media opportunities to highlight best practise and provide reassurance about local policing focus

The team can be contacted for further FAQs, support or to share insight about local issues, feedback or concerns:

**Police.reformteam@npcc.police.uk**



Audience	Mechanism	Detail	Opportunity for the Independent Review team	Upcoming dates
<b>Chief Constables</b>	Chiefs' Council Chaired by CC Stephens	Quarterly inputs on police reform through established Chiefs' Council meetings	Attendance confirmed for Lord Hogan-Howe on 18 March. Opportunity for updates to Chiefs at future CCCs.	18/19 March   8/9 July
<b>Chief Officers</b>	Police Reform Regional Chief Officer online forums (90 mins) – hosted by AC Rolfe	Quarterly virtual forums (x4), themed, with regions grouped, attended by 43 forces, non-HO forces and policing sector partners (CoP / HMICFRS / IOPC). Hosted by AC Rolfe.	We are currently exploring content for the April sessions – if felt helpful the independent review team could use these as a consultation/engagement opportunity with all Chief Officers <i>Contact: AC Rolfe or Clare Mills (clare.mills@npcc.police.uk)</i>	21-22 April (TBC)   22- 23 July
<b>Chief Officers</b>	Monthly JPRT Police Reform update	Newsletter cascaded to all Chief Officers via ChiefsNet, with top level Police Reform programme updates (latest issue: <a href="https://sway.cloud.microsoft/ovNeliiPJF8Rio2u?ref=Link">https://sway.cloud.microsoft/ovNeliiPJF8Rio2u?ref=Link</a> )	Opportunity for us to host articles from the review team within the newsletter, which reaches every Chief Officer. Content required by 25 <sup>th</sup> of each month. <i>Contact: Clare Mills (clare.mills@npcc.police.uk)</i>	Issued the first week of each month
<b>Chief Officers / Force communications teams</b>	Core scripts and comms products for Chiefs and Force comms teams	Communications toolkit, FAQs and current supporting lines provided – with internal and public messaging – for forces to use proactively and reactively.	Opportunity for the review team to have a section within these documents and to provide key messaging for inclusion, to reach the workforce and/or the public. <i>Contact: Clare Mills (clare.mills@npcc.police.uk)</i>	Monthly (updated at the start of each month)
<b>All force SLTs (Supts and Police Staff equivalent)</b>	Monthly SLT Dial In (90 mins) – hosted by AC Rolfe	Teams virtual meeting hosted by AC Rolfe, open to all force Senior Leadership Team (SLT) colleagues, with attendance typically 250-300 senior leaders each month.	The review team are welcome to make contact to utilise these opportunities for discussion/engagement about the review with senior police leaders. <i>Contact: Sarah Gillespie (sarah.gillespie@npcc.police.uk)</i>	30 March   29 April   26 May   25 June
<b>Staff Associations and Trade Unions</b>	Monthly Police Reform Reference Group – hosted by AC Rolfe and HO Deputy Director	Teams virtual meeting, attended by national leads from recognised Trade Unions and Associations ( <i>Police Federation, Supt's Association, CPOSA, Unison, Unite, NCOA, PCS, FDA, GMB</i> ).	The review team are welcome to make contact to utilise these opportunities for discussion/engagement about the review with Staff Associations / Trade Unions. <i>Contact: Sarah Gillespie (sarah.gillespie@npcc.police.uk)</i>	30 March   30 April   28 May   25 June
<b>Staff Networks</b>	Internal Stakeholder Group - hosted by CC Rachel Swann	NPCC hosted meeting attended by Staff Associations, Trade Unions and Staff Networks with update provided by Police Reform team as standing agenda item.	The review team are welcome to make contact to utilise these opportunities for discussion/engagement about the review with Staff Network Leads. <i>Contact: Sarah Gillespie (sarah.gillespie@npcc.police.uk)</i>	15 April   15 July
<b>Regional Chiefs</b>	Regional Chiefs meetings	Held every quarter – and we now have a Chief Constable Police Reform SPOC in place for every region to help with police reform related engagement with these groups	Opportunity for the Independent review team to feed in discussion points to regional chiefs, via the CC SPOCs, to gather feedback or views. <i>Contact: Clare.mills@npcc.police.uk</i>	Various