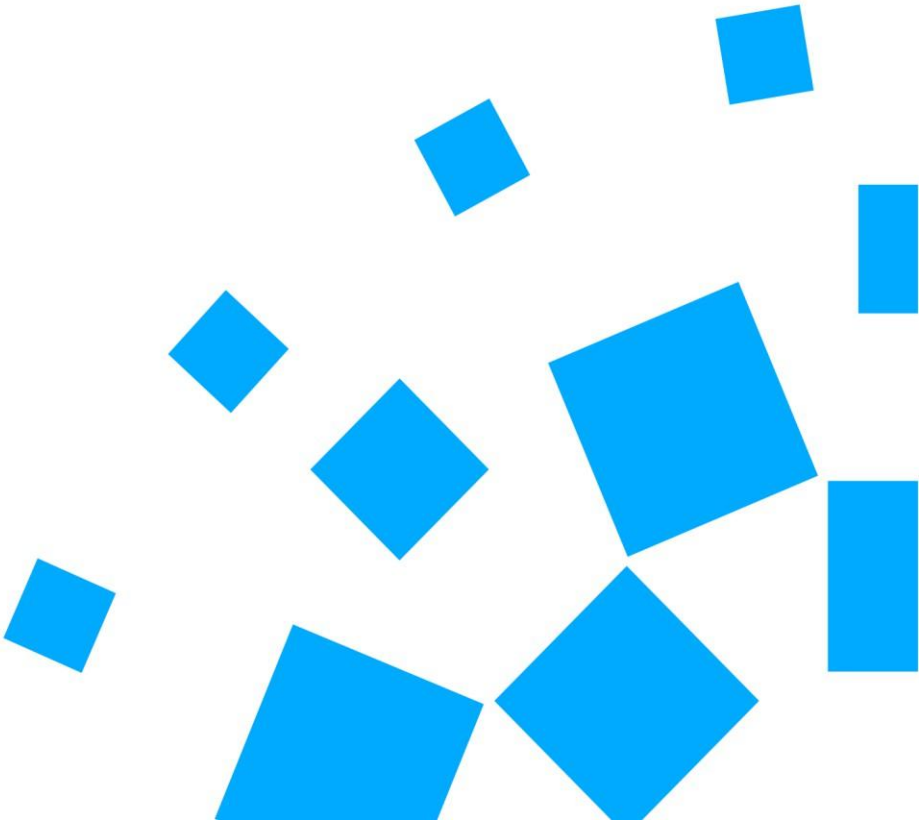
College of Policing

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Operation Leste – Strategic Report



Executive Summary

Operation Leste was initiated by the National Police Chiefs' Council (NPCC) in response to a rapid escalation of protests at hotels housing asylum and immigration applicants during summer 2025. The scale, pace, and volatility of these events created a significant risk of widespread disorder across the UK. Operation Leste sought to ensure a nationally coordinated, consistent, and intelligence-led policing response.

Significant learning was identified from Operation Navette which took place in 2024 and much of Operation Leste was shaped from previous experience and learning from this event, at force and national level,**S31(1)**.

S31(1)

The report identifies 15 strategic recommendations across systems and processes, communication, command and tactics, health and welfare, policy alignment, and resource management. **S31(1)**

Operation Leste demonstrated the value of national coordination, the resilience of UK policing, and the importance of proactive planning. **S31(1)**

1. Strategic Context

During July–September 2025, protests linked to asylum accommodation intensified across multiple regions. The risk of significant disorder prompted the NPCC to activate Operation Leste, supported by the National Police Coordination Centre (NPoCC). The operation required rapid mobilisation of public order assets, cross-force cooperation, and sustained multi-agency engagement.

The debrief identifies that the policing response was shaped by:

- High levels of public tension and misinformation
- **S31(1)**
- **S31(1)**
- **S31(1)**

2. Key Findings

2.1 Systems and Processes

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

2.2 Communication

- National buy-in and cooperation from Chief Constables were strong, enabling effective mutual aid.
- **S31(1)**
- **S31(1)**
  This is now subject of joint work through Operation Ordo and the Home Office public protection programme.

2.3 Command and Tactics

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

2.4 Health and Welfare

- Officers experienced significant strain, particularly those deployed from heavily impacted forces. For example, the cost to Essex Police was significant both financially, and in welfare impacts on staff
- In line with the HMICFRS report into Op Navvete, there is an opportunity to formalise welfare coordination nationally. Whilst Oscar Kilo were part of the national structure, and forces appointed welfare bronzes, there remain gaps in formalising across police command structures how welfare should be best managed and integrated at every level of an operation..

2.5 Policy and Frameworks

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

2.6 Resources

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

3. Strategic Recommendations

3.1 Strengthen National Intelligence and Horizon Scanning

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

3.2 Standardise Information Sharing and Reporting

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

3.3 Enhance Command Visibility and Multi-Agency Integration

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

3.4 Prioritise Officer Welfare and Organisational Resilience

- Consider appoint of a National Welfare Lead to coordinate wellbeing efforts in this type of operation.
- Embed welfare considerations as a strategic priority during prolonged operations.

3.5 Align Policy Frameworks with Emerging Threats

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

3.6 Build Sustainable Public Order Capability

- Introduce incentives to retain public order commanders and trained inspectors.
- **S31(1)**

4. Areas of Good Practice

The debrief highlights several strengths that contributed to the success of Operation Leste:

- Strong leadership and credibility of the NPCC National coordinator.
- Effective weekly NPCC reporting and structured national framework.
- High levels of cooperation across forces, demonstrating the value of mutual aid.
- NPoCC's continued effectiveness in coordinating national resources.
- Tier 4 mobilisation provided reassurance and readiness during heightened threat periods.
- **S31(1)**. Learning from Operation Navette has helped shape the new process which is currently awaiting approval from the National Police Chiefs Council. Once the model has been approved, the process is to be adopted for all significant events.

5. Strategic Conclusion

Operation Leste underscored the importance of national coordination, intelligence-led planning, and resilient public order capability and demonstrated the implementation of learning from Operation Navette in 2024. While the policing response was ultimately successful, the operation revealed some vulnerabilities that should be addressed to ensure future readiness.

Implementing the recommendations from this debrief will strengthen national preparedness, enhance multi-agency collaboration, and ensure that UK policing can effectively manage complex public order challenges in an increasingly dynamic threat environment.

APPENDIX A

DEBRIEF MATRIX

	Structured Debrief Matrix Operation Leste
Debrief commissioned by:	CC Hobrough – National Police Chiefs Council (NPCC) strategic lead for Public Order Public Safety (POPS)
Event:	Operation Leste – National Public Order Mobilisation/ Coordination
Date of Event:	July – September 2025
Date & Location of Debrief:	Monday 1st December 2025; National Police Coordination Centre, 50 Broadway; 1441hrs – 1631hrs
Debrief Reference:	25.29 (City of London Police reference)
Debrief Team:	*S40(2)* – College of Policing (Facilitator); *S40(2)* – City of London Police (Scribe)
Debrief Participants:	In line with guidance set out by the College of Policing, the names of participants have been redacted to ensure feedback is anonymised. Please contact the Structured Debrief Coordinator within the City of London Police 'Preparedness, Resilience & Debriefing' Team if further details are required.
Debrief Summary:	Uk Policing response to the upsurge of protests at Hotels housing Asylum and Immigration applicants leading to the potential for significant disorder nationally during the summer of 2025. In response to the growing national sentiment, the National Police Chiefs Council instigated Operation Leste to ensure a consistent and effective coordination response.

No.	Recommendations – arising from areas of improvement	Comments	Owner
001	**S31(1)**		
002	**S31(1)**		
003	**S31(1)**		
004	**S31(1)**		
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011	**S31(1)**		
012	**S31(1)**		
013	**S31(1)**		
014	**S31(1)**		
015	**S31(1)**		

Areas for Improvement	Identified By	Rec No.	Comments
Systems and Processes			
S31(1)	**S31(1)**	**S31(1)**	
S31(1)	**S31(1)**	**S31(1)**	
S31(1)	**S31(1)**	**S31(1)**	
S31(1)	**S31(1)**	**S31(1)**	

S31(1)	**S31(1)**	**S31(1)**	
Communication			
S31(1)	**S31(1)**	**S31(1)**	
S31(1)	**S31(1)**	**S31(1)**	
Command and Tactics			
S31(1)	**S31(1)**	**S31(1)**	
S31(1)	**S31(1)**	**S31(1)**	
S31(1)	**S31(1)**	**S31(1)**	
Health and Welfare			

S31(1)	**S31(1)**	**S31(1)**	
S31(1)	**S31(1)**	**S31(1)**	
Policy and Frameworks			
S31(1)	**S31(1)**	**S31(1)**	
S31(1)	**S31(1)**	**S31(1)**	
Resources			
S31(1)	**S31(1)**	**S31(1)**	

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

Areas of Good Practice	Identified By	Rec No.	Comments
General Themes			
The successful outcome was due to the unanimous support Chief Constable Harrington received from the Police Chiefs Council which can be attributed to his high level of credibility.	13		
Professional judgement which was demonstrated by Chief Constable Harrington can also be attributed to the success of the operation.	8		
The first National Police Chiefs Council (NPCC) meeting was good and set the tone for future meetings. The decision to implement weekly reporting was a great way to maintain momentum and ensure clear communication and progress tracking.	12		
The structure and framework that was stood up to support the National Police Chiefs Council (NPCC) was good and well organised which made the process of reporting into the Home Office efficient and streamlined.	11		
Combined reporting was effective and aided the decision making.	4		
National Police Coordination Centre (NPoCC) continues to be a central pillar of UK policing, recognised for its ability to rapidly mobilise and coordinate resources across force borders. The national coordination of support services like the Criminal Justice System also enabled UK policing to meet the surge in demand.	11		
Moving to Tier 4 under the National Public Order Mobilisation Plan (NPOMP) enables commanders to hold their nerve knowing that asset is available if support is required. It allows forces to be in a state of readiness in the event of significant disorder.	12		