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Chief Constables' Council Minutes

17-18 September 2025

Attendees

AC Gavin Stephens	NPCC Chair
CC Sara Crew	Avon and Somerset
CC Trevor Rodenhurst	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire

Cmsr Pete O'Doherty	City of London
Dep Com Nick Adams	City of London
CC Mark Webster	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 Sam De Reya	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
AC Matt Jukes	Metropolitan Police Service
AC Laurence Taylor	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
CC Ivan Balhatchet	Northamptonshire
DCC Steven Cooper	Nottinghamshire
ACC Rob Griffin	Nottinghamshire
CC Vanessa Jardine	Northumbria
DCC Scott Bisset	North Yorkshire
CC Jo Farrell	Police Scotland
CC Jon Boutcher	Police Service for Northern Ireland
CC James Vaughan	South Wales
CC Lauren Poultney	South Yorkshire
CC Chris Noble	Staffordshire
DCC Rob Jones	Suffolk

CC Tim De Meyer	Surrey
ACC Pete Gardner	Surrey
CC Jo Shiner	Sussex
CC Jason Hogg	Thames Valley
CC Alex Franklin-Smith	Warwickshire
DCC David Gardner	Warwickshire
CC Richard Cooper	West Mercia
CC Craig Guildford	West Midlands
CC John Robins	West Yorkshire
CC Catherine Roper	Wiltshire
CC Lucy D’Orsi	British Transport Police
DCC Rachel Etebar	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CEO Andy Marsh	College of Policing
Tom Harding	College of Policing
Rachel Tuffin	College of Policing
Closed	Closed
Closed	Closed
Closed	Closed
CC Kier Pritchard	Ministry of Defence Police
Col Kristian Rotchell	Royal Navy Police
Col Mark Shapland	Royal Army Police
CO Damian Kitchen	Guernsey Police
CO Robin Smith	States of Jersey Police
CO Russell Foster	Isle of Man Police
Cmsr Owain Richards	Royal Gibraltar Police

In attendance

Rt Hon Dame Diana Johnson	Home Office
ACC Jason Davenport	Lancashire Constabulary
ACC Gary Hooks	Nottinghamshire Police
T/DCC Wendy Gunney	Serious and Organised Crime Lead
Louisa Rolfe	NPCC Police Reform
Closed	NPCC Police Reform
Closed	NPCC Police Reform
Sarah Johnson	Ch Superintendent – NPCC PRAP Team
Closed	Police Digital Service (PDS)
A/DAC Helen Millichap	NCVPP
DCC Becky Riggs	Staffordshire Police

Professor Paul Taylor

ACC Mark Williams

Gemma Stannard

Closed

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NPCC Chief Scientific Officer Policing

NPoCC

NPCC Strategic Hub Lead

NPCC Head of Organisational Development and Change

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 Assistant

NPCC Business Support Officer

NPCC Business Support Officer

NPCC FOI

NPCC FOI

NPCC Office Assistant

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: July minutes accepted.

Action Log Update

One action remains ongoing from the July CCC meeting regarding the Police Race Action Plan (PRAP), raised via the Independent Scrutiny and Oversight Board (ISOB). The central team is preparing a response to the report, which will be published on ChiefsNet. All other actions are complete.

Parish Notices

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

New Appointments:

- CC Alexis Boon: Hampshire and Isle of Wight Constabulary
- CC Becky Riggs: Staffordshire Police
- CC Simon Megicks: Cambridgeshire Constabulary
- CC Pippa Mills: Leading work on Operation Ordo

Retirements and Transitions:

- Melanie Dales: Retiring as CC at the Ministry of Defence (MOD)
- CC Kier Pritchard: stepping into the MOD Chief Constable role

National Appointments:

- Denis Murray: Trust and Confidence Lead
- Arman Mathieson: Mis and Disinformation Lead

Chair's Update

1. Reform Implications for NPCC Functions

The Chair shared reflections on the transition to a national centre for policing and its implications for NPCC. Earlier in the year at Ryton, the team outlined NPCC's current roles — including committee structures, national programmes, and funding coordination. They are now considering what functions would remain if a more ambitious national centre were established. Chiefs are encouraged to reflect on the future structure and share collective views.

2. Hub Funding 26-27

The Chair noted ongoing financial pressures. The NPCC Hub is currently operating at minimal viable product. Any reduction in funding could result in reverting to the previous ACPO model, without a central hub. Further discussion to take place during the finance session.

3. National Operating Budget

There is significant oversubscription for the National Operating Budget, requiring prioritisation and difficult decisions. Committee Chairs should be aware of the breadth of funding requests.

Grant funding analysis for 2025/26 and 2026/27 shows:

- £298 million awarded to NPCC-badged activity in 2025/26
- 79 national programmes/functions across 18 forces and organisations
- Fewer than 25% are hosted or managed by the NPCC centre

4. Orgreave Inquiry

Initial meetings have taken place with the Bishop of Sheffield, who is leading the statutory inquiry. The Home Secretary wrote to Chiefs on 8 July requesting retention of relevant materials.

Key points:

- Draft terms of reference are in development
- Proposal to consider the Miners' Strike within the broader policing context
- Expected duration: two years
- Panel of three, preferably including public order and health experts
- Anticipated financial compensation claims following the inquiry
- Office space being sought in Sheffield
- 28 forces involved nationally
- Opportunity for retired officers and others to register interest in giving evidence
- NARPO has expressed intent to participate
- Launch communications expected end of October

Current Operational Demands

1. **Closed** - Overview:

A challenging period for forces, with thanks extended to Chiefs, Gold Commands and planning teams. NPoCC colleagues were commended for their outstanding support.

Key points:

- First test of an operation against the Navette recommendations
- First use of tier 4 command, adding 10% public order assets to meet SPR requirements
- Strong intelligence flow and the community tension assessments supported monitoring
- Threat matrix assessed by NPoCC
- Mercury systems kept up-to-date for resource tracking
- 591 protests recorded: 462 anti, 136 pro
- Welfare checks improved due to increased assaults on staff and long working hours
- The autumn communications plan should include messaging on abuse of police officers, to align with the survey work in the summer on online abuse

Decision: Chiefs noted the update.

2. **Closed** - Overview:

Gold group convened in early summer to manage legislative changes on fixed-term recall (effective 2 September).

Key points:

- Statutory instrument reduced custody time for individuals (4 years or less) to 28 days
- Six tranches through September to November for releases on this fixed term recall
- **Closed**
- There is accurate recording on the prison system
- 410 individuals under investigation nationally for crimes whilst out on license
- 90 cases fast-tracked to the CPS for charging decisions
- Sentencing Bill proposes increasing fixed term recall to 56 days
- Working in conjunction with the College of Policing and CPS to provide guidance to forces
- Interim CPS measures in place to support early charging decisions.
- Some challenges with SERCO electronic monitoring and tagging resulting in breaches coming through to forces

Decision: Chiefs noted the update.

Closed

Casey Recommendations Update

Overview:

- NPCC Lead updated on progress following the Casey review (publicised June), focusing on 12 recommendations
- Scoping and mapping exercises identified areas where policing has influence, and highlighted associated risks
- Pilot initiatives planned to improve data quality through unique identifiers, MASH teams, and support with data from the Vulnerability Knowledge and Practice programme (VKPP)
- Approval from the Home Office to release funds to support TOEX on digital support to identify perpetrators within the system across the boundaries.

Closed

Armed Policing Capability Review

Overview:

- Review initiated post-NX121 trial, focusing on officers' ability to step back from firearms duties
- Key findings: 1,000 armed officers nationally, reduced post-uplift; 6% attrition rate, (13% in MPS); need for broader pay review

- Updates proposed to the Authorised Professional Practice (APP) for reflection periods and temporary stand-downs
- Call for HMG to reaffirm its commitment to the accountability review
- Emphasis on policing by consent and response times
- A paper has been submitted to the Home Office for the Home Secretary.

Actions and Decisions:

Actions:

- Armed Policing report to be shared with force leads.
- Draft submission to the Home Secretary to be circulated.

Decision: Chiefs noted the update.

Continuous Integrity Screening Update

Overview:

- Proof of concept work completed in Merseyside (July-Sept); now in pre-pilot phase with national rollout planned for spring
- Linked to Angiolini Assurance Board (recommendation 6); **Closed**
- Aim: Develop a single national solution for continuous integrity screening, supported by the Home Office
- Non-Home office forces contacted for future onboarding.

Pilot and Data Work:

- Pilot includes Kent, Essex, MPS and North Wales Police
- Purpose: to refine the proof-of-concept findings, and test operational viability using PND data
- Development underway of a national data integrity dashboard

Governance:

- Broad representation from NPCC Committees and portfolios
- Programme is Home Office funded; awaiting Spending Review bid

Key Data Requirements:

Forces are asked to ensure:

- HR data is current and aligned with resourcing types
- Contractor data is accurately recorded in HR systems
- PND uploads are up to date and complete

Decision: Chiefs supported the following asks:

- HR data readiness
- HR resourcing types accurate (27 Forces confirmed as compliant)
- Contractor data accuracy

- PND data uploads

Performance Framework

Overview:

- Ongoing collaboration with the Home Office's new Performance Directorate to develop a national performance framework
- Engagement has been strong across regional Chiefs, Coordinating Chairs, CCs, and Performance Leads
- A white paper is expected before summer, although timelines have previously shifted.

Challenges:

- Multiple, uncoordinated performance data requests from different parts of the Home Office
- Forces are manually responding to numerous requests (8-9 Government asks, 159 from Chief Officer leads)
- There is a need for coherence and reduced duplication in performance reporting, which the Performance Coordination Committee aim to achieve, with the support from Performance Leads.

Actions and Decisions:

Decisions:

- Chiefs supported the next steps slide
- Chief supported a December briefing to Chiefs' Council on the new tiered performance system and HMICFRS support ladder

Action: National lead to share feedback submitted to Home Office with all Chiefs

Police Race Action Plan (PRAP) Update:

Overview:

- Around 50 submissions received for the PRAP call for good practice; will inform knowledge-sharing events in October and November
- 37 forces visited; return visit planned for Wales to showcase local work
- Around 1,500 responses to the Black Workforce Survey; report due in November
- Independent scrutiny model under discussion
- Maturity matrix finalised through 10 pilot forces; national rollout planned end of month with accompanying guidance
- NPCC compiling a national data pack to benchmark force progress
- Regular engagement with Committees and portfolio leads continues around delivering actions from the plan.

Resourcing and Delivery:

- Concerns raised around limited capacity to deliver PRAP actions
- Bid supported by six NPCC Committee Chairs for additional resources to help integrate

PRAP into existing national police structures:

- Superintendent
- Analyst
- Business Support Officer
- Community Scrutiny and Engagement Fund
- Total cost: 279K.

Decisions:

- Chiefs noted the update
- Secure a volunteer Chief Officer to lead the PRAP portfolio
- Chiefs noted the funding bid, which will be considered as part of the National Operating Budget discussions (session 6) and prioritised by Chiefs ahead of December's Chiefs' Council.

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.

National Protected Characteristics Code Schemes

Decision: Chiefs agreed the paper for implementation.

Actions:

- Circulation of the communications plan to all stakeholders.
- Share the planned roadmap for rollout and IT system updates across Forces.

Closed

NABIS 2 Year Funding 26-27 and Year 3 Funding 2027-28

Decision: To be discussed in session 4.

Session 2: National Police Reform – White paper

Overview:

- NPCC and Home Office Reform Leads emphasised collaborative reform to modernise policing, improve standards, and publish a White Paper later this year
- Focus areas: public protection, victim support, and street safety
- Plan to create evidence/data-driven modernisation
- International learning continues to inform the approach

Police Efficiencies Collaboration Programme (PECP):

- Predates the broader reform program and integrates technology and forensics
- Programme Board seeks delegated authority for faster decision-making
- Opportunity for policing to adopt government-spec laptops
- Key priorities: Ensuring appropriate representation and exploring delegated authority
- Key efficiency areas: energy, fleet, and devices.

Challenges and Considerations:

- CFOs have participated in 120 engagement sessions on energy alone to build consensus
- Cautioned that exiting existing contracts may be complex and could involve short-term cost increases for some forces to achieve long-term gains
- Fleet framework clarified as offering multiple vehicle options
- Need to understand PCCs' positions and ensure their representation in PECP (confirmed this is the case)
- Reform Lead proposed working with committees to develop CCC-approved delegated authority
- The NCOP will be responsible for efficiencies
- Collaboration across policing and government is essential

Interim Reform Areas:

- 13 areas outside PECP scope identified for advancement by JPRT and PCCs
- Reform Lead sought to gauge appetite for specific areas
- Chiefs requested more detailed papers and time for review before decision-making.

The NPCC Chair closed by noting ongoing policy discussions with Ministers, underscoring the need to advance interim reforms due to the lack of detailed papers.

Actions and Decisions:

Action: Survey and slides to be shared with Chiefs: deadline for responses: 19th September

Decision: Chiefs requested advance sharing of papers/slides before Chiefs' Council meetings to allow for proper consideration and discussion.

Session 3 – Operations Coordination Committee

Overview:

- NPCC Chair opened the session with focus on the Strategic Policing Requirement (SPR) and the consolidated response to the Home Office review
- Need for a deeper exploration of specialist capabilities to assess the potential for a consistent national approach or transition to national service provision
- The SPR may be replaced with national police priorities set by the Home Secretary, pending a white paper and further consultation
- Refreshed SPR expected by end of 2025 to inform Police and Crime Plans.

Key Themes:

- Emphasis on collective capability, acknowledging resource trade-offs, and broader definition of capability beyond personnel
- Topics discussed: Violence Against Women and Girls (VAWG) definitions, the National Centre for Violence Prevention and Protection (NCVPP), training clarity, counter-terrorism (CT) state threats, Serious Organised Crime (SOC) structure, Child Sexual Exploitation and Abuse (CSEA), Public Order, Civil Contingencies, and cross-cutting capabilities
- CC Harrington emphasised the need for flexible “pulse and surge” capabilities.

Chiefs’ Feedback:

- Link SPR prioritisation to budget discussions
- Avoid siloed approaches to VAWG and CSEA
- Recognise wider statutory responsibilities
- Increasing focus on technological capabilities.

Specialist Capabilities Feasibility Assessment

The Operations Committee Chair presented a feasibility assessment of alternative approaches to specialist capabilities:

- Marine policing, underwater search, mounted policing, specialist dog provision, and strategic training estates
- Finding: current models are disparate but functional; national approaches are complex and costly with long-term degradation risks
- Funding risks and alignment with SPR and police reform noted.
- Areas discussed:
 - **Marine policing:** varying roles across forces, high cost, need for a clearer definition
 - **Underwater Search:** training provided at a loss by Northumbria and Police Scotland
 - **Mounted Policing:** local and national roles, mutual aid challenges, and strategic needs
 - **Specialist Dogs:** training and accreditation risks
 - **Strategic training estates:** funding gaps, potential for cost-sharing models.
- Chiefs were asked to vote on the way forward for each portfolio.

Command Training Review

The Operations Committee Chair and College of Policing updated on the review of command training across operations portfolios:

- Review focuses on Initial Command Courses (Strategic and Tactical), accreditation, reaccreditation, and Continuous Professional Development (CPD)
- Aim: reduce duplication, inefficiencies, and training burden while maintaining leadership and operational readiness
- Initial focus: public order, firearms, public/personal safety training
- Next update due at December Chief Constables' Council.

SPR Review

Decision: Chiefs supported the following:

- Consolidated NPCC response with inputs from NPCC portfolios and CTPHQ; offering a rounded assessment of implications for adjusting capabilities, enabling functions or threat response
- Light touch refresh based on a limited update to address urgent inaccuracies or outdated content, not a full revision
- The response does not represent wider views on future SPR iterations. It supports the development of national strategic policing priorities as part of broader reform
- Emerging areas: notes the importance of future SPR versions addressing Civilian Assistance to the Military Authority; policing 'home guard' duties; infrastructure, equipment and technology, alongside human capabilities.

Chiefs agreed the direction of travel for the following specialist capabilities, based on poll outcomes:

Underwater Search

- Chiefs supported development of an outline business case with options that would come back to CCC for review
- Chiefs agreed that it would be beneficial to explore a lead force approach to delivering this capability, and there was broad support for a funding model aligned to that solution

Mounted Policing

- Chiefs supported development of an outline business case with options that would come back to CCC for review
- Chiefs agreed that it would be beneficial to explore a regional approach to delivering this capability, and there was broad support for a funding model aligned to that solution

Strategic Training Estate

- Chiefs agreed that at this time, would not progress to an outline business case

Specialist Dog Provision

- Chiefs supported development of an outline business case with options that would come back to CCC for review

- Chiefs agreed that it would be beneficial to explore a regional approach to delivering this capability, and there was broad support for a funding model aligned to that solution

Marine Policing

- Chiefs supported development of an outline business case with options that would come back to CCC for review

Work with the College of Policing on Command Training Review

Decision: Chiefs noted the update on the planned steps to review Command Training across Operations Portfolio. Relevant portfolios will be engaged via the College of Policing over the coming few months and be integral to the assessment and, if necessary, delivery of any changes.

Session 4: NABIS 2 Year Funding 2026-27 and Year 3 Funding 27-28 (Regional Paper)

Overview:

- The Lead for Professional Standards & Ethics presented a funding proposal for the National Ballistics Intelligence Service (NABIS).
- Chiefs were reminded of their prior agreement to a 3% uplift, prompting efforts to reduce future costs
- The Lead noted a lack of previous scrutiny by senior officers on the service's design, and presented key findings from the current project.

Key Points:

- NABIS operates with fewer staff than originally planned; it achieved efficiencies by closing one office and relocating staff
- Service levels are unchanged, with Performance Indicators emphasising speed and reliability
- The paper covers the transition, a new case management system, reporting, and intelligence flows
- Assessment processes and personnel remain consistent
- Recruitment challenges for hub experts are addressed by a proposed internal career pathway
- Despite rising costs (e.g. Met bill) the service remains effective and could be more efficient under its current structure
- Oversight is being provided through the Finance Committee.

Chiefs thanked the Lead for their work, noting the project as a valuable case study for cost reduction in other areas.

Decision: Chiefs supported the NABIS funding proposal as outlined in the paper.

Session 5 – Angiolini Inquiry Recommendations, including decisions on Recommendations 8C

Overview:

- Chaired by Gavin Stephens, the session focused on progress against Angiolini Inquiry recommendations, with emphasis on Recommendation 8C
- Covered updates on training, vetting, public commitments and workforce reforms

Key Discussion Points

Recommendation Status

- Slide presented showing recommendations marked as either:
 - Completed – fully met; or
 - Closed – taken as far as possible with minor deviations
- Some recommendations linked to broader vetting and workforce reforms
- Assurance support is being provided by a fast-track scheme colleague.

Recommendation 2: Indecent Exposure Guidance and Training

- College of Policing developed a training package
- High uptake in some areas; low completion rate in others
- Forces urged to audit and improve frontline uptake

Public Commitment to Anti-Sexist and Anti-Racist Policing

- Marked as complete, but inquiry noted low visibility
- Forces encouraged to reassure communities of their commitment

Completed Recommendations

- A group of recommendations was addressed in the revised Vetting APP in December 2024 and earlier via the Code of Ethics

Recommendation 6: Flushing Out Previous Allegations

- Marked as closed
- Continuous integrity screening and historic data washing in place
- Forces urged to maintain vigilance.

Recommendation 8C: Vetting and Sexual Offence Convictions/Cautions

- The inquiry emphasised a declaratory effect that individuals with sexual offence convictions or cautions should not join policing
- Initial debates distinguished between adults and juveniles, citing over-criminalisation concerns for young people
- New legal advice from the College, Home Office, and the inquiry suggests a blanket ban for new applicants (adult or juvenile) with sexual offence convictions/cautions is legally viable, overriding Article 8 (private life) concerns due to public protection
- However, Article 6 (fair trial) requires a process for serving officers/staff, preventing a blanket ban for those already in service.
- **Proposed Position (Option 3):**
 - **New Applicants:** Blanket ban, with guidance for juveniles to challenge inappropriate cautions
 - **Serving Officers/Staff:** Rebuttable presumption with vetting review process.

Actions and Decisions:

Decision: Chiefs supported Option 3.

Actions:

- Forces to provide complete data on serving personnel with relevant convictions/cautions
- Operational Gold Group to develop implementation plan, including APP amendments, and Home Office regulation changes
- Chair to write to the inquiry confirming support and closure of Recommendation 8C.

Other Recommendations

- **Recs 3 and 4:** Home Office-led indecent exposure reviews progressing
- **Rec 5:** NPCC toolkit developed for local campaigns. Forces encouraged to tailor and use it locally
- **Rec 7:** Home visit pilots underway; alternatives being explored. Evidence being gathered to inform decisions
- **Rec 15:** Work ongoing to remove barriers to reporting; university research and guidance in development. Forces should self-assure that female colleagues have robust reporting routes
- **Equipment and Uniform:** Lancaster University survey highlighted issues for female officers; guidance on family support and procurement in progress

Next Steps

- Forces to:
 - Address low training completion rates
 - Confirm **Closed** version usage
 - Engage with the indecent exposure toolkit
- Implementation plan for Rec 8C to be developed
- Continued engagement with inquiry ahead of November report.

Closing

- Chiefs thanked Tom Harding for his work on Recommendation 8C
- Next meeting to include finance session and engagement with the new policing minister

Session 6: Finance Update

Overview:

- NPCC Finance Committee Lead outlined a three-part discussion:
 1. Post-Comprehensive Spending Review (CSR) and pay decisions
 2. Central funding
 3. National Operating Budget review.
- Key message: the current £122m funding should not be assumed to roll over into 2026/27. Advice has been submitted to the new Policing Minister.

CSR and Budget Planning

- Force allocations expected by mid/late December; HO knows total settlement but not Council Tax/core grant split
- National financial plan developed by the Finance Committee using unified assumptions to

assess resilience over 3 years

- Current gap: £628m this year, projected £1.6bn deficit over three years due to:
 - Neighbourhood Policing Guarantee (NPG): £500m+
 - Sentencing Review: £300m+
- Chiefs advised to avoid over-reliance on national funding and engage CFOs in robust local planning
- Chiefs raised concerns about the funding formula's disproportionate impact
- Reserves are expected to decline across most forces
- The HO acknowledges issues with borrowing for short-term assets.

Central Funding and Strategic Hub

- 77% of 2025/26 grant funding lacks NPCC oversight
- Informal vote:
 - 80% of Chiefs support maintaining the Strategic Hub
 - 52% support a small contribution (0.01%) from £300m grant awards.
- Chiefs raised concerns about one-year grant funding inefficiencies and the National Crime Agency's fragmented funding model, proposing NPCC-NCA collaboration.

National Operating Budget

- Historic contribution: 0.14% of Net Revenue Expenditure (NRE); approx £8m
- Six new bids: £7.3m, raising total to £8.8m; potential increase to 0.2% of NRE
- Finance Committee requested:
 - Single-sheet documents from funding recipients outlining delivery and rationale
 - A prospectus for Chiefs to prioritise bids
- Committed costs include:
 - National Rewards Team
 - National Pensions
 - Ongoing inquiries.
- Warning: distributing national functions to local forces could raise costs and create redundancy risks.

Actions and Decisions:

Decisions:

- Chiefs supported Option 1: Maintain the Strategic Hub if HO funding reduces/ceases.
- Chiefs agreed to next steps for National Operating Budget bids, including:
 - Circulation of bid overview
 - Chiefs' prioritisation
 - Regional review before December CCC

Actions:

- Reserve Guidance to be shared with CFOs and Chiefs for PCC discussions
- Budget Gap Slide to be sent to each force CFO and shared with Chiefs
- Single-Sheet Funding Requests to be collected and shared via a prospectus for Chiefs'

preferencing

Policing Minister

Overview:

- NPCC Chair welcomed the new Policing Minister, providing context on finance and reform discussions.
- Minister expressed enthusiasm for returning to the policing brief and emphasised
 - Importance of ongoing dialogue
 - Police reform as critical to future service delivery
 - Focus areas: budget pressures, public expectations, changing crime landscape, innovation (AI, facial recognition), performance standards, and the Safer Streets agenda, (NHPG, knife crime, VAWG, ASB).

Core Challenges:

- NPCC Chair outlined policing's core challenges as an interconnected triangle of mission, funding fragility, and reform
- Current system financially unsustainable due to broadening demands and spending restrictions
- Strong ambition for reform driven by need to address these issues holistically.
- Financial pressures:
 - Diminishing police reserves
 - Mandated costs (e.g. radios, decarbonisation)
 - Projected £1.6bn deficit over next three years
 - NHPG unaffordable without restored capital grants.
- Technology and innovations:
 - Investment in AI needed to drive efficiency
 - Officer number targets causing unintended consequences, such as redundancies of skilled staff to recruit less experienced officers
 - Need for greater precept flexibility beyond the £14 cap
 - Risk aversion hindering technological advancements
 - Football policing cost recovery review requested.
- Minister invited to visit Hertfordshire and Bedfordshire to observe ASB town centre work and AI innovation.

Additional Topics Raised:

- SPR refresh: increasing capacity in one area reduces others; need for balanced prioritisation
- Accountability Review: progress needed
- Immigration and asylum: policy decisions causing protests, disorder, and community tensions; policing burden increasing. Vulnerability of some communities highlighted and the need for strong national voices to counter fear and division.

Actions and Decisions:

Decision: Chiefs to share consolidated questions with NPCC Chair for presentation at next week's Ministerial meeting. Responses will be shared with Chiefs.

Actions:

- Funding Overview: Short- and long-term options to be shared with the Minister.
- Core Script: To be created for Chiefs to use when engaging with the Ministerial team, ensuring consistent messaging and clarity on key policing issues.

Session 7 – Crime Coordination Committee

Closed

Intelligence – National Intelligence Model (NIM)

Phase One: Independent Review

- An 8-week independent review conducted by Larsen Consultants
- Included interviews, analyst survey (192 responses), and document analysis (43 items)
- Key findings:
 - NIM's is vital for resource management
 - Inconsistent adherence due to weak leadership, outdated systems and skills gaps.
- Recommendations:
 - Strengthen intelligence-led policing
 - Build a national intelligence system
 - Update NIM and training
 - Creating national threat assessment system
 - Improve analysis tools and reduce spreadsheet reliance
 - Upgrade technology and inspection standards
 - Launch reform program and explore AI applications.

Phase Two: Organised Immigration Crime (OIC) Focus

- An 8-week review with 50 hours of interviews and 68 documents.
- Key issues:
 - Fragmented intelligence between national and local levels
 - Poor coordination of cross-regional threats and reactive specialist team use
 - Inadequate data sharing.
- Proposed improvements:
 - Better outcome measurement,
 - Enhanced analysis tools and workflows
 - Enhanced data access
 - Stronger leadership and national alignment
 - Comprehensive staff training.
- A new framework was developed to ensure consistent, connected intelligence work nationwide, aiming to avoid duplication, save resources, and enhance public safety.

Strategic Goal:

- Unify and strengthen intelligence-led policing
- Phased plan includes risk review, funded implementation, and Home Office support
- Expected benefits:
 - Smarter decision-making
 - Better training
 - Stronger national policing
 - Efficient resource use
 - Improved information sharing.

Decision: Chiefs supported and agreed to:

- Prioritise and reinvigorate intelligence-led policing
- Progress to phase three of the NIM review
- Approach the Home Office for funding of the next phase as a priority.

Session 8 – Immigration Risks **Closed****Closed**

- Focus areas:
 - Supporting forces
 - Improving data sharing
 - Influencing Home Office decisions.
- Strategic risks identified around foreign national offenders and immigration.
- Need for better communication with government and partners to address local variations and ensure consistency.

Key Discussion Points: **Closed****Decisions:**

- Support for problem statements:
 - Policing to support Home Office in identifying new options, including legislative change.

- NPCC to take a more assertive stance with Home Office on the immigration/asylum crisis.
- NPCC to voice this nationally on behalf of Policing.
- Unanimous support for stronger national policing engagement with government.
- **Closed**
- Chiefs supported NPCC Chair and national lead reviewing the policing responsibilities terms of reference to include an ethical stance for operational and public safety concerns.

Session 9 – Policing across the Defence Estate – An Insight into the Ministry of Defence Police and RAF Police

Overview:

- Ministry of Defence Police (MDP) opened the session, highlighting their critical role in securing the Defence Estate.

MDP Overview and Key Functions

- Armed police force operating on land and sea.
- Core functions:
 - Nuclear protection
 - Defence infrastructure security
 - Safeguarding US military assets in the UK
 - Counter-terrorism response
 - Intelligence gathering
 - Investigating fraud and serious crimes involving Defence assets.
- Specialist capabilities:
 - CT Armed Officers
 - Marine Armed Officers
 - Tactical Firearms Units
 - Anti-drone systems
 - Chemical/biological response teams.

Closed

Legal Powers and Oversight

- Operates under Defence Acts (1987, 2001) with full police powers
- Independent of Defence Secretary; oversight via statutory committee

- Standards aligned with national policing guidelines; complaints handled under MOD regulations.

Guardian Model and Operational Limits

- Guardian model enhances coordination for Defence security and emergency response
- MDP patrols across 14 Home Office Police areas, guided by intelligence.
- Not responsible for civilian public order, community policing, local safeguarding, or non-Defence crimes but can assist under specific legal provisions.

Recommendations

- Chiefs recommended:
 - **Closed**
 - Maintaining cooperation with Defence and police forces
 - Respecting MDP's operational limits
 - Ensuring local police resources
 - Raising awareness of MDP's role in national policing discussions.

Decisions:

- Chiefs noted the update on MDP capabilities and support across Defence estates.
- Chiefs supported the following asks:
 - **Closed**
 - **Operational Support:** Continue collaboration under Article 2 and MoUs.
 - **Joint Planning:** Engage in joint planning for Defence-related risks/events.
 - **Visibility and Advocacy:** Champion MDP's role within Chiefs' Council discussions.

Session 10 – Current Operational Issues

Overview:

- NPCC Chair opened the session with updates on key operational areas including online investigations, crime recording, Non-Crime Hate Incidents (NCHI), accountability, and autonomous vehicles.

Online Investigations and Crime Recording:

- Recent media cases highlighted the need for police to ensure safety and civility across online spaces.
- Emphasis on identifying real threats and collaborating across government.
- Proposed new approach:
 - Flexible decision-making
 - Review of NCHI recording
 - Revised crime recording mechanisms
- HMICFRS report prompted calls for a broader review of crime recording standards.
- Chiefs stressed:
 - Proportionate recording

- Protecting vulnerable individuals
- Recognition of online regulatory bodies
- Academic support for online crime analysis

Non-Crime Hate Incidents (NCHI):

- Review underway with stakeholder interviews and public survey
- Final draft report expected early 2026
- NPCC Chair proposed coordinating the NCHI review with online investigations pilot
- Next steps:
 - Develop positional statements
 - Run pilot to review crime recording and NCHI processes concurrently.

Decision: Chiefs agreed need to review crime recording standards and that a paper with a proposed plan and statement should come back to next Chiefs’ Council. Tom Harding and Mark Hobrough to lead.

Accountability Review:

- Update provided on anonymity legislation (second reading in the House of Lords).
- Continued collaboration with Home Office via Memorandum of Understanding (MoUs).

Decision: Chiefs noted the update.

Secure connected autonomous vehicles

NPCC Roads Policing Lead updated on Secure Connected Autonomous Vehicles (CAVs), noting their expected introduction next year.

- Challenges:
 - Complicate crash investigations
 - Data storage and ownership
 - Vehicle interception tactics
 - Potential use in illegal goods transportation.

Decisions: Chiefs supported:

- Establishing a task and finish group between Operations and Crime Committees and identifying a Lead
- Scoping a business case
- Linking related portfolios/working groups
- Submitting a paper via regional process for feedback ahead of December CCC.

Any other Business

No other business recorded.

DATE OF NEXT MEETING

The next full CCC meeting will be held on **3-4 December 2025**.