



Impact Report 2024 - 2025

Bringing UK police leaders together to set direction in policing and drive progress for the public



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Introduction

Each year brings unique challenges for policing and public safety, and this year has been no exception. Amongst those challenges we must take every opportunity we can to improve how we work, across policing, the criminal justice system and society to prevent criminality and protect the public.

Over the past year, we have seen considerable progress in ensuring that policing responds effectively to the needs of our communities. From improvements in our response to crimes such as shoplifting and anti-social behaviour, to ensuring we have the most robust processes to root out misconduct in our ranks, upholding the highest standards for our workforce, and placing inclusion at the heart of our culture. However, we know this work needs to continue to rebuild the trust and confidence that has declined over recent years in many communities.

We are proud to share and celebrate the fantastic work taking place in forces, so that it is known more widely across policing, with our criminal justice partners, government, and the public. This is something the NPCC is uniquely placed to do.

The NPCC enables delivery on behalf of multiple forces through a coordinated 'once for many' approach, easing the demand on limited local resources and allowing forces to focus more directly on frontline policing and community protection.

With a new mission-led government we have responded promptly to support safer streets, through the neighbourhood policing guarantee, our role in supporting the newly established NCVPP and stronger initiatives to tackle knife crime.

At the same time we have made clear that to be successful in the delivery of the missions the police service needs support from government to reform, and the appetite amongst police leaders to do so is the strongest it has been for many years.



We have seen over the past year how important it is that we are able to act quickly, decisively and with one voice in moments of crisis. National coordination was vital in helping to tackle the disorder over the summer following the horrific events in Southport. It showed the heroic dedication of police officers and staff, and demonstrated the necessity for stronger national coordination and new capabilities to tackle contemporary issues such as online harm and the dangerous spread of disinformation.

It is vital that we seize these opportunities to improve how we police, improve how we work together as a whole policing system, and how we work with our partners.

We will always face challenges, but there is an opportunity now, more than ever, to have a new and deliberate design for policing that can prevent crime, tackle rapidly changing threats, achieve justice for victims, and to do so in a way that engages communities and builds confidence.

Gavin Stephens
Chair, National Police Chiefs' Council



Key Information

Our purpose and how we work

The NPCC brings UK police leaders together to set national direction in policing and drive progress for the public.

We achieve this through:

Coordination: By joining up the operational response to critical national policing issues to deliver policing today and shape the future.

Collaboration: By working in partnership as part of the whole policing system and beyond to improve public safety.

Communication: By sharing the collective expertise, views and action of UK police chiefs.

Working with partners such as the College of Policing and the Association of Police and Crime Commissioners (APCC), the NPCC helps police cut crime and keep the public safe by joining up the operational response to the most serious and strategic threats.

Our functions

Coordination of national operations including defining, monitoring and testing force contributions to the Strategic Policing Requirement, working with the National Crime Agency (NCA) where appropriate.

Command of counter-terrorism operations and delivery of counter-terrorist policing through the national network as set out in the National Counter Terrorism S22A Collaboration Agreement 2019.

Coordination of the national police response to national emergencies and the mobilisation of resources across force borders and internationally through the National Police Coordination Centre (NPoCC).

National operational implementation of standards and policy as set by the College of Policing and Government.

Working with the College of Policing, development of joint national approaches on criminal justice, value for money, service transformation, information management, performance management and technology.

Working with the College of Policing in the development of joint national approaches to staff and human resource issues (including misconduct and discipline) in line with Chief Constables' responsibilities as employers.

Strategic direction

Our strategic direction is in line with the joint NPCC and APCC Policing Vision 2030 and other relevant cross-government strategies supporting policing. We have considered the impact of COVID-19, EU Exit and the context in which our staff police local communities.

In response, the NPCC Strategic Plan 2021-2025 identifies six strategic objectives aligned to our three key principles: coordination, collaboration and communication. These objectives are underpinned by a set of more detailed strategy and policy documents on specific areas of policing business.

OBJECTIVE 1

Provide collective operational coordination and delivery on critical areas of business and emerging threats on behalf of the service.

OBJECTIVE 2

Ensure the views of the service are represented throughout decision making and governance structures, shaping future investment, service delivery and performance management.

OBJECTIVE 3

Develop multi-agency partnerships to mitigate circumstances which lead to crime and criminality, whilst developing a whole systems approach to policing, partnership and criminal justice to safeguard communities.

OBJECTIVE 4

Collaborate with partners to deliver transformative innovation and new technologies that improve all aspects of policing.

OBJECTIVE 5

Enable police forces and partners to shape and access important national information and initiatives that help to protect local communities.

OBJECTIVE 6

Communicate the collective professional expertise, views and actions of UK police chief officers to the public, government and stakeholders.



Our structure



NPCC Strategic Hub

The NPCC Strategic Hub proactively supports the NPCC’s national policing leads with the resources required to progress agreed policing priorities.

During 2024/25, the Hub provided shared services support to circa 20 national capabilities including the NPCC coordination committees, the Office of the Police Chief Scientific Advisor, NPoCC, and Serious and Organised Crime. The level of Hub support to capabilities varies but includes HR and business support, data and analysis, funding and finance, change management, media and communications support, and data protection advice. Providing this centralised support offers efficiency, clarity and strategic planning standardisation whilst enabling collaboration between stakeholders.

The Hub now has an embedded, proactive, benefits management culture to ensure that change is driven by benefits aligned with the NPCC strategic objectives, police reform ambition and the Government’s Safer Streets Mission. The Hub has played a key role in engaging with government to determine how each element of this Mission can be delivered; the weekly ‘This Week in Parliament’ publication now provides a reliable and clear update on activity within Parliament to progress commitments within the Mission, and significant development work has been undertaken to incorporate processes within the NPCC’s policy function.

Strategic Hub Highlights of 2024/25

Leveraging its unique role within policing, the Hub played a key part in Operation Navette, the policing response to the summer disorder in July 2024. In conjunction with NPoCC, the Hub collated and analysed performance data, producing reports for Gold Command and COBR, managed national communications, and coordinated efforts across agencies and police forces.

Beyond the initial response, the Hub collaborated with the Home Office to help forces assess the financial impact of the disorder and contributed to a community impact assessment. Similar Hub support was provided as part of the national police response to pressures on prison capacity (Operation Drakeful), which included the production of analytical products highlighting where the most prisoners would be released in England and Wales and revising the ‘released in error’ protocol for forces and national communications.

During 2024/25, the NPCC Strategic Risk Assessment (SRA) was developed, resulting in a strategic risk register of the high level, complex and cross cutting risks facing the organisation. The register provides a platform support discussion and decision making, avoiding duplication of tactical/operational efforts already in place.

The SRA has become a key reference tool for Force Risk Manager’s and Chief Constables’ Council. The NPCC Chair has utilised it to inform stakeholders including HMG and the NPCC’s Audit & Assurance Board.

During 2024/25, the Hub also supported Committee reviews for the Crime Coordination Committee, Finance Coordination Committee and Criminal Justice Coordination Committee; helping to drive efficiencies in structures, ways of working and partnership engagement.

Oversight of ‘Growth, Builds and Transitions’ was an important focus during 2024/25, with an increasing volume of requests to transfer or build new areas of policing business coupled with additional demand on resources. In response, the Hub developed clear governance arrangements to ensure change oversight and decision-making gateways.

In December 2024, Chief Constables’ Council agreed to appoint a lead for police reform, who would go on to establish a small team to work with the Home Office on the Home Secretary’s ambition for policing. The Hub functions provide support to the team, in conjunction with reviewing the future shape of the NPCC (support to chief officers nationally) within the wider policing reform landscape.



Strategic Hub finances 2024 - 2025

For the financial year 2024/25, the Hub utilised in full the grant funding provided by the Home Office. The Hub was also provided with funding from forces and reported a £31,000 underspend against budget for 2024/25. All grants received for the Hub and other NPCC teams were approved for receipt through MOPAC governance in accordance with the NPCC's host force arrangements with the Metropolitan Police Service.

In the 2024-25 financial year, the Finance Committee received 27 funding submissions from National Functions and Programmes operating under the NPCC. These submissions aimed to support the delivery of national policing programmes and function across England and Wales. As part of the NPCC's annual budget-setting process, each submission was carefully reviewed by the committee and subsequently presented to the Chief Constables' Council for approval. Following this process, a total budget of £20,933,872 was allocated for the year. For the first time, formal grant agreements were issued to each of the 27 National Functions and Programmes. These agreements were jointly established between the NPCC and the respective host police forces, marking a significant step forward in governance and financial accountability

The Hub receives a proportion of its funding via a Home Office Grant each year. This has decreased over the last three years from £3.2m in 2022/23 to £1.8m in 2024/25. As part of the Home Office grant assurance process, the Hub provides information on prioritised key activity aligned to measures (Key Performance Indicators) and milestones that will be delivered. The, now embedded, annual NPCC Benefits Survey tracks progress against the Home Office Key Performance Indicators (KPIs) and Grant Award agreement measures, to provide evidence on the value of the Hub's work to policing. Based on the findings from the 2024-25 Benefits Survey, overall feedback across the three KPIs remained positive. However, for KPI 2, 71% of Chief Constables felt there had been substantial improvement in committee operating practices, falling slightly below the 75% KPI target. This disparity in Hub funding was acknowledged in the survey feedback, with many respondents noting that the Hub continues to deliver valuable outcomes despite limited resources and capacity. Additionally, 76% of Chief Constables believed there was significant evidence that committees are operating effectively and efficiently in alignment with the NPCC Strategy.

The final KPI showed a positive shift, with 100% of stakeholders agreeing that partnership working has improved, enabling more coordinated engagement.

To provide an enhanced picture of nationally funded activity, the Hub has undertaken a landscape review to identify what funding is going to Forces from Government Departments and other funding providers to fund national activity. This has captured, for the first time, an understanding of the complexity of force led national activity (circa £300m). This work is being used to help improve governance, accountability and risk management.

The NPCC reviews annually its Financial Instructions, Scheme of Devolved Financial Management, Reserves Policy and Reserves Strategy and continues to publish on a quarterly basis expenditure over £500 and senior management expenses.

NPCC has published its 2024/25 financial outturn report ([click here for pdf](#)) - this document provides an overview of the financial performance of the organisation during the financial year 2024/25.

Our people

To meet the challenges of policing across the UK, the NPCC has touchpoints with innumerable officers and staff of all ranks across the country. From chief officers leading on thematic areas of business, to staff supporting portfolio's, operations or shared services alongside their business as usual roles, However, the number of our workforce, dedicated to the delivery of NPCC business is significantly less.

In 2024/25 there were 84 staff within the Strategic Hub, with circa two thirds seconded from forces across the country, other policing agencies or HMG.

Secondments from a wide range of forces provide the NPCC with policing insight from across the UK, increases the knowledge of the NPCC work across the wider workforce and allows for skills transfer between national and territorial policing.

NPCC staff are given a strong voice within the Hub, during 2024/25 a designated lead and working group has been established to develop a People plan for NPCC as well as a wellbeing plan and a coaching cohort to support staff.

The work of the 'people development group' is informed by the results of the annual staff survey, which, in 2024/25, focussed on organisational culture and wellbeing. Findings showed that 90% of respondents said they felt proud to work for the NPCC, with 87% agreeing that the NPCC's culture promotes supportive leadership, 83% agreeing it promotes teamwork and 82% agreeing it promotes inclusivity

Areas for improvement included the need for a more holistic approach to wellbeing, training and awareness of neurodiversity, greater celebration of diversity, a clearer sense of identity for the NPCC, and the need for an increased focus on reward and recognition.



Communication

Pro-active and re-active communications remains essential in supporting the NPCC in its broad remit, on behalf of Chief Constables, as a trusted national voice of policing to the public, to those working within policing, and to key national stakeholders.

A vital role of NPCC communications is to provide appropriate guidance and support to police forces and ensure that, wherever possible, policing communication remains clear, consistent and transparent - with a compelling and strong single voice. Policing communications plays a key role in building trust and confidence with communities, and in supporting the delivery of operational policing across the country.

The new model of business partnering within the small and busy NPCC communications team is working well and has enabled a much more responsive and proactive approach to supporting key initiatives, activity and transformational change. Enhanced forward planning has further strengthened service delivery.

The national policing narrative continues to expand, with Police Reform a significant area of focus. Furthermore key messaging is continually reviewed and developed to ensure a cohesive and unified voice on policing transformation and operational issues, information to the public and the policing family and stakeholders, which amplifies the Safer Streets Mission and the key priority for policing of keeping the public feeling and being safe.



Impactful NPCC communications activity during 2024 - 2025 has included:

- Creation of a Police Reform communications team - this has included regular engagement forums for Chief Officers and policing organisations and monthly updates regarding the Police Reform Programme.
- Delivery of all recommendations for national communications in the independent Nicola Bulley review; including changes to officer training to include communication, revision of the communications element within the Executive Leadership Programme for policing, review of the UK Press Card to ensure it is fit for purpose, and refreshing the Safety of Journalists scheme within force communication teams.
- An increased number of proactive briefings with journalists, hosting 20 media briefings on subjects including: Firearms amnesty campaign, XL Bully dog ban, Criminal investigation into Post Office Horizon incidents.
- Support to local police communications teams in Police Forces, through:
 - o Training on effective media briefings.
 - o Reviewing the communication training offer available to communicators in forces.
 - o Creating the Police Communication Network Teams Channel.
 - o Establishing 4 key communications disciplines networks (internal, media, digital and campaigns) to join up communication specialisms across forces.
- Provision of communication advice and support to numerous national Gold Groups responding to national critical incidents; including to the public disorder during the summer of 2024.
- Coordination of numerous national campaigns across local policing including:
 - o The second annual Police Staff Week of Reward and Recognition.
 - o Working in partnership with the Home Office to encourage the uptake of use of Police National Database.
 - o Supporting two spiking intensification weeks by producing a strategy to support forces in delivering local comms activity, which included key messages, Q&A, suggested content and a resource library.
 - o Producing national communications messaging for forces to ensure consistency in roads policing operations including Christmas drink and drug driving (Op Limit), motorbikes (Op Apex) and the July fatal four op (Op Spotlight).

Collaboration

The NPCC works closely with partners across law enforcement, government and the criminal justice sector, as part of our strategic objectives. Through the development of partnerships across agencies, we are able to mitigate circumstances which lead to crime and criminality, and develop a whole system approach to policing, partnership and criminal justice to safeguard the public. By collaborative working to deliver transformative innovation and new technologies, we are improving all aspects of policing.

“The scale and complexity of the challenges facing policing today, from tackling serious violence to online harm, cannot be overstated. Throughout this last year I have been impressed again and again by the dedication, professionalism, and skill that exists across the policing system. This year’s NPCC Impact Report is an opportunity to demonstrate how police leaders are rising to these challenges. It shows the progress being made in delivering Safer Streets for the public, strengthening neighbourhood policing, and building the strong foundations of a police service that is effective, accountable, and trusted. I am grateful for the insight and expertise of Chiefs across the country, and I look forward to continuing our work together to drive meaningful reform.”

Rt Hon Dame Diana Johnson DBE MP, Minister of State for Policing and Crime Prevention

“Serious and organised crime remains a National Security threat. It is responsible for increasing harm on the streets of the UK and online, stunting our economy, and damaging our society. The close partnership between NCA and NPCC is critical in driving a collective response to that threat, provides capabilities routinely used by all Law Enforcement partners working to shared priorities, and allows us together to combat the criminals undermining our communities and protect the public.”

James Babbage, Director General (Threats), National Crime Agency

“The NPCC Impact Report highlights policing’s progress in reducing crime and improving safety, while guiding forces to address serious and strategic threats. It shows the complexities of policing, and that our real strength lies in our ability to work hand in hand with partners. Through close collaboration with the NPCC, Association of Police and Crime Commissioners (APCC), and His Majesty’s Inspectors of Constabulary, we achieve far more together than we ever could alone. By uniting our expertise and efforts, we not only make our communities safer, but also ensure we’re prepared for the most significant challenges ahead.”

Chief Constable Sir Andy Marsh, College of Policing CEO and Joint Chair of the Strategic Policing Partnership Board

“During the course of this year, we have continued to work closely with the NPCC across a broad range of issues for the benefit of our communities and to support wider reform of the sector. The APCC and NPCC work collaboratively to ensure that policing is efficient and effective, based on a shared understanding of the unique roles that both organisations play within the wider system.”

PCC Emily Spurrell, Chair of the Association of Police and Crime Commissioners and Joint Chair of the Strategic Policing Partnership Board

Governance

As the NPCC is not a legal entity, clear governance structures are required to ensure that it can operate effectively. The agreement under which NPCC operates, is made in accordance with Section 22A of the Police Act 1996 (as amended). This enables chief officers of police and local policing bodies as defined in that Act and other parties to make an agreement about the discharge of functions by officers and staff where it is in the interests of the efficiency or effectiveness of their own and other police force areas. The agreement also recognises that the collaboration is for the benefit of the Police Service of Scotland and the Police Service of Northern Ireland.

The NPCC Audit and Assurance Board (AAB), seeks to assure that business is conducted in accordance with the law and proper standards, in an open and transparent way; that public money is safeguarded and properly accounted for and that resources are managed in an effective, efficient and economical way in achieving the NPCC strategic objectives. The Board also provides scrutiny of NPCC business operations including business plans, risk management, budgets and proposals for capital assets or liabilities.

The Mayor’s Office for Policing and Crime (MOPAC) Directorate of Audit Risk and Assurance (DARA) provides the NPCC internal audit service, the last DARA report (2023/24) states that:

“The NPCC has an adequate control framework in place to manage its central operations. Risks are generally managed effectively, although some improvement in the application of controls is required to be fully effective in supporting the achievement of objectives.”

“Building on the existing governance, capability, risk management and oversight framework, alongside planned Coordination Committee review to assure strategic alignment and effectiveness of devolved activity, should help to further guide, coordinate, prioritise, sustain, and monitor delivery and achievement of objectives. This will be key in view of increased demand on NPCC resource, financial uncertainty, and Police Reform work.”

NPCC’s Change and Improvement Board and the supporting Growth Builds and Transitions Steering group have been established to provide clear prioritisation of change activity, oversight of investment in change activity, control of resource demand placed on the NPCC Hub and enables effective alignment with established functionality. You can find more information on NPCC governance and accountability, with associated reports on the NPCC website.



Governance

CIPFA principle

Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Ensuring openness and comprehensive stakeholder engagement

Defining outcomes in terms of sustainable economic, social and environmental benefits

Action of the NPCC

The Chair of NPCC is held to account on ethical standards, conduct, integrity, and performance by the Performance Sub-Committee. Additionally, details regarding gifts, hospitality, memberships and media contacts are detailed on the NPCC website. Details regarding policies and complaint procedures can also be found on the NPCC website.

Communication is an integral principle of the NPCC and work within this area is outlined in the communication section. To provide insights in to NPCC decision making, copies of Audit and Assurance Board and Chief Constables' Council minutes are published on the NPCC website. NPCC holds an open "ask the chair" process. Staff members can submit anonymous questions on any topic to the Chair of NPCC, and wider Senior Leadership Team. These questions are addressed in open forums and on the Strategic Hub intranet site. Stakeholder engagement is bespoke to each thematic committee and programme based on need.

Due to the constitution of the NPCC (under the section 22a agreement) some of the points under this principle relate to the operating environment of our host and member organisations.

Adherence to MOPAC governance and frameworks include:

- The Police Reform and Social Responsibility Act 2011 (the Act);
- The Home Office Financial Management Code of Practice for the Police Forces of England and Wales 2018;
- MOPAC Scheme of Consent and Delegation – NPCC have adapted their own to better reflect their organisational make up
- MOPAC Financial Regulations;
- MOPAC Contract Regulations;

Under the legislative framework and local arrangements, MOPAC holds responsibility for the finances of the whole Group including the NPCC and controls the assets, liabilities and reserves.

MOPAC hold the responsibility for entering into contracts and establishing the contractual framework under which the NPCC operate. MOPAC receives all income and funding and makes all the payments for the Group including the NPCC from the MOPAC Police Fund. The NPCC operate using accrual accounting with a net nil balanced budget, utilising reserves when needed. All NPCC financial policies are published on the NPCC website.

CIPFA principle

Determining the interventions necessary to optimise the achievement of the intended outcomes

Developing the entity's capacity, including the capability of its leadership and the individuals within it

Managing risks and performance through robust internal control and strong public financial management

Implementing good practice in transparency, reporting, and audit to deliver effective accountability

Action of the NPCC

The NPCC Strategic Hub facilitate an annual business planning cycle which outlines the annual goals aligned to the strategic objectives agreed by Chief Constables' Council. The plans are used to create an annual report which highlights key delivery outcomes. This helps to ensure NPCC priorities, bring efficiency and effectiveness in working together, reducing the potential for duplication and maximising benefit to policing and the public. A medium term financial plan (MTFP) is also developed each year, reviewed and agreed by the NPCC Audit and Assurance Board, ensuring spend is linked to the wider Strategic Plan. In 2024/25, work commenced to identify key performance indicators for the Strategic Hub. Further development will be taking place during 2025/26 to add additional information into the dashboard.

Support and development of the individuals within NPCC remains a core priority. Recent staff survey results show that 87% of respondents agreed that NPCC has a supportive leadership culture. There was strong agreement that staff felt comfortable expressing opinions and ideas related to work matters, new ideas and discriminatory behaviour. In 2024/25, the Strategic Hub introduced a wellbeing group with representatives from each team who focus on improving overall health, including occupational, financial, physical and mental health. Investment has been made to train a new cohort of coaches to continue expanding development across the Hub. Supportive Leadership courses have been delivered to staff in supervisory roles and further leadership training is being developed and delivered in 25/26, with the outcomes of an internal audit looking at people management and culture also expected.

NPCC has an established risk management framework that supports the consistent identification, reporting and escalation of risk, and enables greater focus on control and mitigation. This allows NPCC to have a central corporate risk register, aligned to the NPCC Strategy, supporting strategic business operations, business planning cycles and decision-making processes providing a comprehensive overview of prioritised risks to be considered by Chief Constables' Council, and creating the opportunity for well informed, proportionate and coordinated responses. The NPCC are a non-legal entity and operate under the Section 22a of the Police Act 1996. This allows NPCC to be a hosted organisation of another force with the Strategic Hub and a number of other NPCC teams hosted through the Mayor's Office for Policing And Crime (MOPAC). NPCC operate within the governance terms as set by MOPAC but also operate independently to the MPS and hold the freedom to make their own decisions. The formality of the arrangement is to ensure adherence with legislation on Public Sector spending and value for money principles.

NPCC has partnered with DARA to undertake internal audits on an annual basis. These audits are themed and focus on key priorities which are reviewed regularly. DARA produce reports following each review with recommendations for which progress is monitored against by the NPCC Audit and Assurance Board. DARA also produce an Annual Internal Audit Report which includes a statement of assurance. NPCC's publication scheme is modelled on the Information Commissioner's Office Definition Document for Police Forces and where appropriate goes beyond the minimum requirements. During 2025/26 a publication strategy for NPCC will be developed and implemented.





Our work - Coordination Committees

The work of the NPCC is carried out by 13 coordination committees, each led by a chief officer and supported by a number of chief officer-led portfolios.

These committees report into Chief Constables' Council, which brings together chief constables from the 43 territorial police forces in England and Wales, the chief constables of the British Transport Police, Ministry of Defence Police, Civil Nuclear Constabulary, Police Scotland, Northern Ireland and from the forces of Jersey, Guernsey and the Isle of Man. It is also attended by the Director General of the National Crime Agency and the Chief Executive of the College of Policing.

Criminal Justice

The Criminal Justice Committee aims to provide leadership on emerging issues that impact on the criminal justice system, effective national collaboration with criminal justice partners, and close working with policing partners to ensure the latest learning and development supports criminal justice practice. The committee is chaired by Chief Constable Sacha Hatchett.

Over the past year, significant strides have been made to strengthen collaboration and innovation across the criminal justice system.

The Criminal Justice Capability Maturity Model (CMM) has emerged as a vital tool for practitioners' continuous improvement. The CMM provides a structured framework to identify and share innovations, good practices, and solutions across forces. It also helps spotlight the most talented and innovative individuals and teams, building a national evidence base of what works and why. A dedicated Knowledge Hub site, developed in partnership with the College of Policing, now serves as a central resource for criminal justice education and best practice sharing, supporting forces in navigating this complex area.

A Digital Evidence Sharing Memorandum of Understanding (MOU) has also been developed to formalise how multimedia evidence is shared between police forces and the Crown Prosecution Service (CPS). Jointly created by the Police Digital Service, CPS, and policing, the MOU sets out clear design principles and responsibilities, ensuring secure, consistent, and legally compliant sharing of digital media. Endorsed by both the NPCC and CPS, this agreement supports the delivery of the Digital Case File and enhances interoperability across the criminal justice system.

Work has continued collectively to improve the quality of investigations and case progression through the Joint Operational Improvement Board. This has led to tangible improvements, with notable achievements include a 5.6% increase in national police Director's Guidance Assessment (DGA) compliance and a 4.4 point rise in police compliance over the past year. The rollout of the new charging model has reduced delays, with the proportion of cases taking over 28 days to charge falling from 24% to 20%.

A Joint Justice Plan (JJP) was approved in autumn 2024 by the board, providing recommendations to better secure justice for victims, hold offenders to account and improve communication between the police and CPS to improve case outcomes.

We are continuing to focus on improving the quality of investigations and case progression, through improved collaboration and communication, including through joint KPIs, across the criminal justice system. It is recognised that the pace, aspiration and necessity for criminal justice reform will be a key focus for the committee in 2025/2026.



Digital, Data and Technology

The Digital, Data and Technology (DDaT) Coordinating Committee is the coordinator, facilitator, and monitor of the National Police Digital Strategy to ensure the best use of technology in ways that will maximise public safety, security, and value for money. The committee is chaired by Chief Constable Rob Carden.

The National Police Digital Strategy 2030 (NPDS 2030) was initially published five years ago to drive much-needed digital transformation across policing. Since then, significant external influences have led to changes across policing that have both driven and disrupted the aims of this strategy, not least with the COVID-19 pandemic and the cost-of-living crisis which followed. These factors, along with the growing need for a modernised police service, have prompted a mid-point review of this strategy.

As part of this review, an extensive consultation process took place to ensure diversity of thought, identify key areas of focus, and provide the framework necessary to ensure forces work collaboratively, embrace technology, and understand the benefits we are working to deliver.

This refresh includes the implementation of a National Data and Analytics Office (NDAO). The NDAO forms the next stage of the Centre for Data and Analytics in Policing programme, a project launched under the Committee to improve how policing utilises its data to better protect the public. Alongside this, the refresh introduces a wider set of national cyber capabilities to fulfil the requirements of the Police Cyber Strategy, and a policing technology strategy to enable consistent and future-proofed decision-making that is fit for the future.

In line with the Science and Technology Strategy, the NPDS 2030 seeks to empower leaders with the knowledge to make informed decisions around the use of digital data and technology. It aims to address fragmentation in the implementation of technology locally, to provide clear strategic direction and national-level DDaT capabilities.

In encouraging collaborative working, the NPDS 2030 will provide the necessary framework for public and private sector organisations to work together seamlessly. This includes the introduction of a robust prioritisation model—commissioned by the DDaT Coordination Committee and the Home Office—known as the NPCC DDaT National Prioritisation Model (NPM). Developed to ensure policing is empowered to make informed investment decisions in digital, data, and technology, the NPM provides a framework to align benefits most valuable to officers, staff, and ultimately, the public. Following a consultation period and formal sign-off, the model is now being implemented to ensure prioritisation of the technology most needed prior to the submission of funding bids into the Home Office.



Diversity, Equality and Inclusion

The Diversity, Equality and Inclusion (DEI) Committee aims to ensure policing delivers a fair and responsive service that engages effectively with our staff, our partners and our communities, and builds on our organisational values and culture. The committee is chaired by Chief Constable Rachel Swann.

In 2025 the NPCC and College of Policing launched the National Policing Culture and Inclusion Strategy 2025 to 2030. The strategy sets the vision for policing to have a representative police service that is a trusted profession, demonstrating the highest levels of integrity, fairness and respect towards each other and the public we serve.

This strategy positions a positive culture at the heart of good policing. There is both a moral and a legal duty to ensure that diversity, equality and inclusion sits at the heart of everything we do. Driving up standards and building the trust and confidence of every community is fundamentally good police work and will improve our service for the benefit of everyone.

The new strategy represents policing's commitment to culture and inclusion change and is a collective responsibility of all police officers, police staff and volunteers to demonstrate a real commitment to changing the culture within policing to strengthen the relationship with the communities they serve.

The strategy provides guidance, support and toolkits to eliminate discrimination, promote equality of opportunity and to foster good relationships.

Through the new strategy we're keen to continually improve the sharing of emerging good practice and lessons learned at a national and local level. By sharing insights and experiences with one another, we can reduce duplication of effort across forces and strengthen our collective efforts to drive meaningful change.

The new strategy incorporates a programme and assurance framework enabling forces to identify what good looks like, benchmark against other forces and provide evidence of how DEI is embedded across all the work that they do and how it is vital to improving trust, confidence and legitimacy from the communities we serve.

This is the first time there has been a programme and assurance framework to support and evidence the impact of our work across diversity, equality and inclusion demonstrating how improvements have been made against a performance metric. This meets a gap in our current evidence where we need to demonstrate change is happening – data is key to helping us track performance and drive-up standards.



Finance

The Finance Coordination Committee aims to improve financial management across all police forces and national functions, develop processes and procedures for procurement and contract management, as well as engage with government on police funding. The committee is chaired by Chief Constable Paul Sanford.

During 2024/5, the Finance Committee led on the production of two Comprehensive Spending Review (CSR) submissions. The first covered 2025/6 and helped secure additional service wide funding of c£1.1bn ie 6.25%, to support the costs of the 2024 pay award, the impact of the increase in employers National Insurance, and £200m for the introduction of the Neighbourhood Police Grant. This was followed by a second, more detailed, CSR submission which covered service transformation, Government mission delivery, capital and efficiency. This work assisted in securing an additional £2bn investment, over 11%, into the service over the three year period covered by the CSR. These funding increases were delivered in a collegiate way, working with the APCC and home office, and built upon existing working relationships, underpinned by service knowledge and data analysis.

The NPCC Finance Committee is also playing a key role in shaping the future of the police fleet through the development of a national Fleet Strategy covering 2024-28 aimed at creating a safer, smarter, and cleaner fleet. This strategy responds to the rapid pace of technological change in the transport and the growing need for sustainability and efficiency across policing.

A key deliverable within the strategy is the development of core national standards for our fleets, with Service Maintenance and Repair being the initial priority. The publication of the Police Fleet Maintenance Standard – First Edition, which sets out consistent expectations for service, maintenance, and repair across all forces, has been a key milestone. Work is already underway to expand this with standards for acquisition, conversion, and disposal.

The strategy is closely aligned with the UK Government's connected and automated mobility and net zero plans, positioning policing to meet both operational and environmental responsibilities.

For the vehicle fleet to continue to enable and support operational policing, it needs to continue to change and adapt. As well as issues such as the commitment to net zero, this is also being driven by the wider context, including increased financial pressures, and the need to adapt estates and infrastructure, update officer training and police tactics.



International

The International Committee is coordinated by the International Police Assistance Service (IPAS), a joint team consisting of representatives from the Home Office and UK policing. It aims to coordinate all non-operational UK policing support to international organisations, providing capability and capacity building overseas. This strategic approach enables the development of international policing relationships and coordinated delivery of UK policing support. The committee is chaired by Chief Constable Vanessa Jardine.

Throughout 2024/5 there has been substantial work carried out through the Committee to improve relationships, provide specialist thematic support and guidance, and the development and sharing of good practice across the world.

The UK Government has certain responsibilities to the British Overseas Territories in respect of their defence and governance. IPAS, alongside the Foreign and Commonwealth Development Office have developed and agreed an evidence based three-year strategic plan focusing on enhancing policing capabilities in the territories and detailing how UK policing can best support this. Each territory is twinned with a UK police force who provide support, but all activity is coordinated through IPAS to ensure alignment to the overarching plan. This year we have launched a regional firearms training centre in Bermuda, provided strategic leadership support across territories and assisted with the development of other regional support functions including digital forensic and ballistic hubs in the Caribbean.

Other work that we have coordinated this year includes, the implementation of Body Worn Video in Thailand and subsequently the review and enhancement of detention processes and facilities. We have also coordinated a police reform programme in Albania focused on performance management, culture, human resources and strategic planning. The majority of the work has been delivered in country, but we have also hosted a number of visits to the UK for Albania officials to observe good practice across these areas.

It is essential that the support UK policing provides to international organisations is coordinated and aligned to both His Majesty's Government priorities and National Policing priorities. All requests for support should be directed to IPAS who will assess, prioritise and coordinate any response.



Local Policing

The Local Policing Committee aims to work proactively in partnership with all stakeholders, to help keep our communities safe, whilst building trust and confidence. The committee promotes greater coordination, collaboration and communication between communities, police, partner agencies, government and third sector organisations. This approach acquires the evidence to inform what works in policing, developing practice and strategies for policing communities across the UK. The committee is chaired by Chief Constable Rachel Bacon.

2024-25 has seen substantial impact from Local Policing Committee portfolios.

The journey to transform the public experience of contacting the police has continued at pace over the last year and is set to continue to evolve.

The Digital Public Contact (DPC) programme has significantly advanced digital policing services. The Single Online Home (SOH) now covers over 93% of the population of England and Wales, with over 3 million forms submitted in the past year, reducing 101 calls by nearly 1 million. This shift has saved an estimated £10 million and released the equivalent of 272 full-time officers.

The MyPolice Portal is live in several forces, offering secure updates to the public about their investigation and integrating with national systems.

AI pilots are enhancing contact triage and call analysis, aiming to reduce non-policing demand. Digital Desks and social media tools are improving public engagement, while the Digital Youth Engagement team reached over 3.5 million views in 2024.

These initiatives are improving efficiency, public satisfaction, and operational capacity across UK policing.

With the increased focus from the new Government on neighbourhood police numbers, work has taken place with both the Home Office and College of Policing on the specifics of the Neighbourhood Policing Guarantee.

The NPCC has been working to establish a fair and accurate workforce baseline for the guarantee, as well as supporting forces in navigating baselining and funding challenges, to ensure coordinated delivery across policing.

The scope, speed and complexity of this work has been appreciated by Chief Officers and further work on this will continue into 2025-26 as neighbourhood police uplifts take place.



National Crime

The National Crime Committee aims to coordinate and directly support the case for police reform, setting standards with the College of Policing, working with the Home Office and DDaT Committee to realise investment for intelligence and investigation tools and developing new and existing partnerships and networks across many public and private sector organisations. The committee is chaired by Assistant Commissioner Louisa Rolfe.

Over the past year, significant progress has been made in strengthening national approaches to public protection and safeguarding with the implementation of the first National Centre for Violence Against Women and Girls (VAWG) and Public Protection (NCVPP) on 1 April 2025.

The NCVPP brings together previously separate public protection programmes under one unified structure, providing strategic leadership and coordinated support to NPCC leads and police forces. This followed the publication of the National Vulnerability and Public Protection Strategy in January, which is now utilised across all policing threat leads, including Serious Organised Crime.

The committee commenced a full landscape review of the National Intelligence Model in February which evidenced the 25-year-old framework requires further enhancement to enable intelligence led policing across law enforcement and partners. It provided 10 key recommendations which has resulted in a Phase 2 review to improve tasking and governance. This approach will address several findings regarding intelligence within recently published reports from HMICFRS and the National Audit on Group-based Child Sexual Exploitation and Abuse.

The committee is working with CT and the National Crime Agency to further enhance progress on SOC Policing Reform, as part of the Joint National Police Reform Programme. This includes realised opportunities for convergence across capabilities and enabling services, as part of the activity known as Fix, Converge and Merge.

The first phase of focus is Fix – in particular, delivering reform of the ROCU funding model, and progressing work to refresh and update the ROCU core capability model. In addition, the SOC portfolio lead was appointed by the Home Secretary in May to lead a dedicated taskforce to transform the way in which the police respond to organised immigration crime gangs operating from the UK. also working closely with the NCA to tackle Organised Immigration Crime.

The committee has significantly progressed the replacement for Action Fraud with a 'go live' of the new Report Fraud system expected in December. This follows the launch of the new Target Operating Model for the shape and structure of the organisation transitions to support the future state technology, strategy, and ambitions of the new service. Critical new roles have been introduced to ensure the foundations are in place to deliver the service into the future.

As part of the Government's Mission for Safer Streets, the committee has worked with retail partners and PCCs to launch the Retail Crime Strategic Delivery Plan which includes the implementation of offender management programs and hotspot/prolific offender identification. Already the committee has achieved early successful results, including 198 arrests responsible for £8m of offending, 33 court outcomes, 284 High harm nominals identified, 2 mapped OCG's and 8 deportations.

Operations

The Operations Committee covers various operational portfolios, including on armed policing, public order, roads policing and aviation. It aims to improve the consistency and approach forces use in operational matters through the sharing of best practice, and where appropriate, developing training. The committee is chaired by Chief Constable BJ Harrington.

Operation Navette

Following the worst disorder since 2011 in the summer of 2024, the committee is responding to the recommendations made by HMICFRS but also to continuing the learning following this outbreak of violence. This includes improving resource mobilisation, ensuring appropriate command structures, and focusing on the welfare, training, and tactics of officers. This work will continue into 2025 and beyond as we seek to improve the work cross portfolios and also build further capability.

The committee is also shaping the work across the NPCC on investigation and intelligence gathering required for large-scale operations such as Operation Navette; aiming to enhance future policing capabilities.

Accountability Review

Following the acquittal of NX121 and the sentiments of armed officers, the committee has been consulting with the government and other bodies. This includes armed policing and various other portfolios, with proposals expected to start coming to fruition in 2025/2026.

This has been an extensive process that has involved the committee managing a large amount of views and consultation from across policing landscape in addition to external stakeholders such as CPS and the IOPC.

Civil Contingencies & Aviation

These portfolios have evolved following events like the Covid Inquiry to address modern threats. Reviews have been or are ongoing to ensure they focus on the most significant threats to policing in the future.

Manchester Arena Inquiry (Vol 2)

The implementation of recommendations is nearly complete, with strong coordination across policing and tri-services to ensure these recommendations are fully delivered for victims and the public. Work is now ongoing as the portfolio moves from Manchester Arena Inquiry into being named JESIP. Work is planned to ensure that JESIP remains a constant thread alongside all our command training. The process of making sure JESIP remains a “way of working” embedded through all training remains an ambition.



Performance Management

The Performance Management Committee (PMCC) seeks to bring consistency and clarity to performance management with the ultimate aim of establishing a single version of the data truth, coordinating and communicating good practice and seeking continuous improvement across the sector. The committee is chaired by Assistant Commissioner, Matt Twist KPM.

During 2024/25, PMCC and the NPCC Hub Strategy, Planning and Performance (SPP) team have been working to develop a coordinated Force Data Request (FDR) process to bring consistency and clarity to a confused landscape whereby forces receive data requests from a variety of sources including NPCC portfolios, programmes and Ministers. The work seeks to mitigate risks including duplicated requests for performance data, insufficient or poor question sets, and non-compliance leading to incomplete datasets of limited use to the requesting portfolio.

Following recommendations in the HMICFRS Getting a Grip report 2023, PMCC have been working with the Home Office, the APCC, HMICFRS and the College of Policing to develop a single national performance framework for policing. PMCC seek to ensure the framework not only enables the Home Office to understand how forces are performing, but critically, works for policing and delivers for the public. As part of this, the committee has also been advising the Home Office as they establish their Police Standards and Performance Improvement Directorate (PSPID), helping develop the future of police performance improvement. This work will continue into 2025/26.

A second set of recommendations in the Getting a Grip report focussed on the capacity and capability of performance analysis. The role of performance specialists has been a focus in PMCC, working to address retention and professionalisation of performance management through a variety of tested routes, seeking to provide police staff with expertise to enable forces to deepen the understanding of their performance and develop strategic insights that translate to effective policing. PMCC has shared with all forces examples and testimonials of tried and tested apprenticeships, and are working through plans to formalise the suite of options available for forces to seek to professionalise their performance teams.

Other areas of work during 2024/25 include:

- Engaging on the development of the National Data and Analytics Office (NDAO), ensuring performance needs, as a customer of the data office, are well understood. Ongoing for 2025/26.
- Supporting the Police Race Action Plan with their development of a maturity matrix for forces.
- Close working with the Victim satisfaction User Insights Practitioners Group (UIPG) to ensure consistency of approach to victim engagement.
- Discussions with the Ministry of Justice in terms of their plans to launch a national victim satisfaction survey. (Ongoing for 2025/26 with full reporting in 2027, linked to Victims Code compliance.
- Supporting the Annual Data Return (ADR) process; a well-established annual collaboration between NPCC and the Home Office, involving thorough review of the mandated data request from forces.

PMCC has continued to grow the police performance network, meeting monthly to discuss issues, to problem solve and to innovate. The All Forces Performance Group (AFPG) continues to meet quarterly to share good practice and insights, to collaborate with colleagues across forces and to hear from stakeholders.



Prevention

The Prevention Committee aims to provide strategic guidance and direction to embed a preventative approach as a core function of policing, reduce harm and offending, and reduce demand through a preventative evidence-based problem-solving approach. The committee is chaired by Chief Constable Serena Kennedy.

A key area of delivery has been a platform to showcase best practice and allow knowledge exchange at both quarterly Committee meetings and regional workshops, leading to an increase of exposure and on boarding of forces. An example of this would be sharing the work of Thames Valley Police on 'Project Vigilant' which aims to prevent sexual violence by targeting predatory behaviour in the night-time economy. As a result of sharing this best practice, there has been improved collaboration across multiple forces, and it has actively supported the national response to Violence Against Women and Girls (VAWG) agenda.

Recognising the rising trend of e-mobility vehicles being used in crime, antisocial behaviour and causing harm, the Committee has worked collaboratively with partners, academia and industry to deliver a Scanning, Analysis, Response, Assessment (SARA) problem-solving workshop. The outcome of this was a comprehensive report aimed at driving a coordinated national response, and as a direct result, an E-Mobility Task and Finish Group was launched, with a dedicated lead identified.

Furthermore, to support the national embedding of problem-solving guidelines, the Committee showcased effective problem-solving management and recording at a 'HMICFRS Positive Practice Webinar'.

Another major milestone was the development and publication of the Women in the Criminal Justice System Tactical Toolkit, which is accessible to all agencies. This resource aims to provide practical guidance on improving the experience of women in the justice system. It offers an evidence-based approach to tailoring interventions and supports multi-agency collaboration in addressing gender-specific vulnerabilities.

In collaboration with the police Chief Scientific Advisor, guidance has been produced on integrated economic evaluation into policing strategies, offering a framework to improve decision making by considering cost effectiveness.

It also includes resources to support forces in developing sustainable, data-driven interventions.

The Committee and the NPCC's Public Health Approaches in Policing and Serious Violence Portfolio have supported the planning and development of government mission-led Prevention Partnerships and Youth Future Hubs. These initiatives are designed to take a public health approach to tackling serious violence, embedding early intervention with prevention at the heart. By working in collaboration with key partners, the focus has been on developing sustainable frameworks that address underlying causes of violence ensuring longer-term harm reduction.

In addition, CC Kennedy and Chief Medical Officer Chris Witty co-chaired a Public Health Consensus Roundtable which agreed to revise the 2018 Public Health Consensus and strengthened the commitment to cross-sector collaboration, ensuring a multiagency response to reduce harm and reinforcing an evidence-based approach to prevention as a national priority.

The Committee has actively supported the development of Hyper-local Targeting: Crime Prevention Accelerators. This work extends to supporting Home Office policy writers, ensuring cross organisation SARA problem-solving is embedded within policy development. By fostering an environment where evidence-based approaches shape national prevention policy, the Committee is ensuring that effective prevention is sustained at both operation and strategic levels.

Lastly, the Committee have been working with the Home Office to develop a continuous integrity screening solution to be piloted later in 2025. This will enable regular, automated checks of police officers, staff, and volunteers against the Police National Database.

Science and Innovation

The Science and Innovation Committee was newly set up in 2024 to ensure a collaborative, connected approach to innovation across the NPCC and wider policing, through close working with all Coordination Committees, the Office of the Police Chief Scientific Adviser, and a range of other agencies. The committee is chaired by Chief Constable Jeremy Vaughan.

In 2024, the newly established Science and Innovation Committee was formally launched, supported by the creation of the National Science and Innovation Board and a dedicated AI portfolio. This year has focused on deepening the understanding of the science and innovation landscape, aligning with the government's four-year investment in science, innovation, and technology to drive productivity.

Development of the Problem Book

As part of this landscape review, a national 'Problem Book' was developed and published to identify and articulate the key challenges facing policing. This initiative aimed to map current innovation efforts both within and beyond policing, helping to define priorities, align funding opportunities, and highlight existing solutions. Work is ongoing to produce a public-facing version of the Problem Book, designed to help industry partners tailor their innovations to policing needs.

Regional Innovation Networks

Regional Innovation Networks have been successfully established across the country, playing a vital role in gathering data to inform strategic decisions for national portfolios—such as public contact and violence against women and girls. These networks have fostered strong engagement with innovators across police forces, enabling the National Science and Innovation Board to identify promising solutions and support their development through to the blueprint stage, with the goal of scaling them nationally.

Standardised Innovation Evaluation

To ensure a consistent and effective approach to innovation, a three-phase innovation pipeline has been introduced: baseline, evaluation, and blueprint. At each stage, innovations are assessed for their strategic alignment with policing objectives, feasibility, and potential benefits. This structured process ensures that only the most impactful innovations progress toward national implementation.



Workforce

The Workforce Committee aims to ensure the public has the most capable police workforce for the future. This is done through national work around such issues as workforce representation, wellbeing support and resilience, training, and employee retention. The committee is chaired by Chief Constable Jason Hogg.

The Committee has made progress in strengthening the police workforce capability, leadership develop and the welfare and wellbeing of our officers and staff.

The Committee has adopted the annual capability assessment to support completion of the Strategic Assessment of Workforce (SAW). Revised in 2024, the assessment now better aligns with the SAW by addressing a critical data gap around the current and future workforce. It captures essential data to inform national policy decisions on pay, wellbeing, and workforce planning.

In addition, data on public protection and promotion continues to be collected on behalf of the VAWG portfolio and the College of Policing. Once gathered, the Workforce Data Team provides both national and local summaries through the National Workforce Data Tracker, with insights feeding into the next SAW.

In parallel, the National Talent Development Strategy (NTDS), developed by the College of Policing in partnership with the NPCC, sets out a consistent national approach to leadership development. Building on the success of the Police Leadership Programme and the establishment of the National Centre for Police Leadership, the NTDS helps forces plan for long-term leadership needs and grow their internal talent

A key feature of the strategy is the appointment of a chief officer lead for talent development in every force to champion the principles of transparency, fairness, and equality of opportunity in leadership development.

Supporting officer and staff wellbeing, the National Suicide Action Plan (NAP) for policing was launched to provide a coordinated approach to suicide prevention and postvention. Developed by the Police Workforce Suicide Prevention Delivery Group (PWSPDG) under the oversight of the Clinical Governance Group and Chief Medical Officer, the plan aims to reduce suicide across the policing workforce. It serves as a catalyst for current and future wellbeing initiatives under the Police Covenant and is being shared with non-Home Office forces to promote wider adoption.

Further work has been undertaken by the National Reward Team on national police pay through the NPCC's 2024 submission to the police pay bodies, providing evidence around the long-term decline in police pay of 16% since 2010. Through close working with Government, the NPCC achieved an above inflation pay rise of 4.75%, increased the on-call allowance, and dog handlers allowance, reduced the time it takes federated ranks to reach the maximum annual leave entitlement of 30 days to 10 years, and increased the annual leave on entry from 22 to 25 days.



Our work - Programmes and Units

There are various national programmes and units that have been set up to carry out specific work and operational responsibilities, as agreed by Chief Constables.

These include, but are not limited to:

- United Kingdom Football Policing Unit (UKFPU)
- Office of the Police Chief Scientific Adviser
- ACRO Criminal Records Office
- National Police Chaplain
- National Wildlife Crime Unit (NWCU)
- Police Race Action Plan
- National Police Coordination Centre (NPoCC)
- Violence Against Women and Girls
- National Police FOI & DP Central Referral Unit (NPFDU)

National Police Coordination Centre

The National Police Coordination Centre (NPoCC) works across policing and partners, providing central coordination and intelligence functions for strategic protest, public order, major events, emergencies and issues of national significance. The Head of NPoCC is Chief Superintendent Matt Lawler and the Strategic Lead is Assistant Chief Constable Mark Williams.

The National Police Coordination Centre (NPoCC) continues to play a pivotal role in uniting national policing efforts across forces, government, and strategic partners. In 2024–25, NPoCC responded to several high-impact incidents, most notably the widespread summer disorder following the tragic knife attack in Southport in July 2024.

NPoCC was instrumental in the NPCC-led Operation Navette, facilitating the large-scale deployment of officers across the country, including significant reinforcements to London, ensuring a proportionate and effective response. Officers were repeatedly exposed to violence, with many sustaining injuries during the unrest.

Operation Navette marked the largest mobilisation of public order officers since 2011 and was the first time the national mobilisation plan was activated to create a strategic reserve of public order officers.

NPoCC's national coordination efforts ensured a cohesive and agile policing response across force boundaries. Beyond domestic operations, NPoCC also supported UK policing deployments to Crown Dependencies, helping maintain public safety and operational resilience in complex environments.

In response to recommendations from HMICFRS, NPoCC is actively enhancing the Mercury system—the national platform for mutual aid coordination—through rigorous testing, improved data accuracy, and increased user confidence and system resilience.

To continue strengthening national policing capabilities, NPoCC is:

- Advancing national mobilisation systems to ensure rapid and coordinated responses,
- Supporting forces to assess and expand their public order capacity through improved understanding, planning, and training,
- Deepening inter-force coordination and improving intelligence-sharing mechanisms.

Through continued collaboration across force boundaries, NPoCC ensures that UK policing remains agile, unified, and capable of protecting communities from harm



United Kingdom Football Policing Unit (UKFPU)

The United Kingdom Football Policing Unit (UKFPU) support police forces in England and Wales to reduce incidents of football related anti-social behaviour, violence and disorder involving UK supporters and ensure a consistent approach to football events through the provision of advice, assistance and training. It is led by NPCC Lead for Football Policing, Chief Constable Mark Roberts.

This has been another busy year for the UKFPU, with the need to continue to develop and adapt to change whilst responding to the continued policing needs of football.

UKFPU played a key role in ensuring the safety of those at the FA Cup final in May 2024, coordinating the activities of all forces between Manchester and London to prevent and plan effective responses to issues enroute to and from Wembley Stadium. This entailed hosting coordination meetings with all forces involved, clubs and other important stakeholders, coordinating communication of intelligence and ensuring that resourcing of police and other agencies was deployed effectively. This work was well received by all stakeholders involved, ensuring disorder was minimised and where it did occur, it was dealt with promptly and effectively.

2024 also saw the first major football tournament since Covid-19 that would be accessible to many English supporters. The European Football Championships in Germany required extensive planning with international partners and stakeholders, and the UK were asked to supply a large overseas contingent of operational football officers in support of the German state and federal police and officers to the International Police Coordination Centre.

A UKFPU operational hub was established to support the overseas team and coordinate daily returns from all forces on domestic demand. This included checks and reports on issues overseas, ensuring those committing offences in Germany were able to be pursued with Football Banning Orders and prosecutions where appropriate.

Our annual disorder figures have also shown how disorder, crime and anti-social behaviour in football has increased since Covid. It is vital that we assess these threats and risks in a consistent way and to do this we have developed a National Football Event Threat/Risk matrix, which was trialled by several forces at the start of the year and was promoted to all forces at the beginning of the 2024/25 football season.

Football operations remain one of the most regular, demanding and often complex areas of public order policing. Following workshops run by the UKFPU which saw concerns raised, actions being looked at include accrediting the deployment of operational football officers as a public order tactic, as well looking at training and deployment more widely, to ensure the policing response is as effective as possible.



Violence Against Women and Girls (VAWG)

Violence Against Women and Girls (VAWG) Programme is responsible for the national police VAWG framework and Strategic Threat and Risk Assessment, which aims to support forces in targeting resources effectively to tackle the rising rates of violence and sexual crimes faced by women. The Programme Director was Assistant Chief Constable Samantha Millar.

The Violence Against Women and Girls (VAWG) Taskforce, under the continued leadership of Programme Director Assistant Chief Constable Samantha Millar and National Police Chiefs' Council VAWG Lead Chief Constable Maggie Blyth, has made significant strides to strengthen its strategic direction and operational delivery in 2024/25.

In early 2024, an updated framework and self-assessment template was published to support police forces in responding to VAWG. This refreshed model brought the policing response to VAWG in line with approaches to other national threats, such as Counter Terrorism and Serious and Organised Crime, through the proven 4P methodology—Prepare, Protect, Pursue, and Prevent. It also integrated key learnings and successes from Operation Soteria.

Operation Soteria continues to provide strategic and tactical support in the police response to rape and sexual offences, with the launch of a digitalised National Operating Model app that supports first responders, investigators and supervisors in investigating rape and sexual offences.

A pivotal moment came in July 2024 with the release of the NPCC's National VAWG Statement, generating significant media attention. New data and analysis outlined the scale and threat of VAWG, the strategic policing response, and, for the first time, published national data on victims and estimated perpetrators across England and Wales.

In June 2024, the Labour Party pledged in its manifesto to halve VAWG in a decade, highlighting initiatives such as Raneem's Law. We continue to work closely with the Government to support its ambition.

Stakeholder engagement remains a cornerstone of our work, with a growing network of over 300 individuals and organisations, and 28 practice sharing events delivered to support police forces and partner organisations in improving their response to VAWG.

The taskforce also co-ordinated two Spiking Intensification Weeks, bringing police forces and partners together in a concerted effort to tackle spiking and improve feelings of safety for women and girls.

The team also supported the delivery of the Domestic Abuse Joint Justice Plan and contributed to the response to the Angiolini Inquiry recommendations.

With Chief Constables supporting a move toward permanency, this year also saw the strategic development of a new national structure. From 2025/26, the VAWG Programme will operate under the National Centre for VAWG and Public Protection (NCVPP), alongside the Vulnerability Knowledge Practice Programme and Soteria, with new leadership of Director Helen Millichap and Deputy Director Claire Bell, who will guide the policing response to VAWG and Public Protection into its next phase.

National Police Freedom of Information and Data Unit (NPFDU)

The NPFDU acts as a national coordination body in providing professional advice and support for forces and stakeholders in all matters relating to both freedom of information (FOI) and data protection (DP) within the UK police service. It is led by Ashleigh Beney.

The NPFDU provides expert guidance and strategic support to police forces and stakeholders, contributing to the development and implementation of national FOI policies and data sharing frameworks. This includes the creation and continued participation in the NPCC Data Sharing Quality Assurance (QA) Panel.

Rising Demand and Operational Pressures

Since 2021, UK policing has experienced a 25% increase in FOI requests, culminating in 65,125 requests by the end of 2024. These requests are not only increasing in volume but also in complexity, placing significant strain on resources and contributing to processing delays. Despite this growing demand, resource levels have remained static. The Central Referral Unit (CRU), a key function within the NPFDU, continues to provide essential advice and support to forces navigating these challenges.

Key Achievements in 2024–2025

The NPFDU has undertaken a range of initiatives to enhance support for policing and improve national coordination:

- Responded to 413 NPCC FOI requests, all within statutory deadlines.
- Provided expert advice on 1,118 FOI referrals through the CRU.
- Delivered FOI and DP training courses to police forces and developed new DP training packages for external stakeholders.
- Introduced FOI drop-in sessions, offering regular and accessible support from subject matter experts.

- Hosted a two-day national conference, attended by 200 delegates each day, focused on continuous professional development.

- Supported NPCC Gold Groups with specialist advice on data breaches and FOI considerations.

- Upgraded the unit's records management system, improving transparency and efficiency.

- Published and distributed an updated Manual of Guidance on FOI legislation to all UK police forces.

- Expanded the development of the QA Panel which includes regional data experts from across UK policing, the Home Office, and the NCA, ensuring alignment with UK data protection legislation.

- Coordinated a new umbrella data sharing agreement, establishing a consistent framework for data sharing between UK police forces, the Home Office, and the NCA.

- Collaborated with NPCC portfolio leads, including Business Crime, to develop national information-sharing approaches for tackling retail and rural crime, and promoted compliant use of Microsoft Teams for law enforcement collaboration.

- Facilitated the QA process for:

- o 12 Joint Controller Agreements

- o 12 Data Sharing Agreements

- o 13 Data Protection Impact Assessments across five coordination committees, ensuring lawful and ethical use of police data.



National Wildlife Crime Unit (NWCU)

The NWCU assists in the prevention and detection of wildlife crime through obtaining and disseminating information from a wide range of organisations and by assisting police forces in wildlife crime investigation, as well as providing analysis highlighting local or national threats. It is led by Chief Inspector Kevin Lacks-Kelly.

The NWCU has made significant progress in both operational delivery and strategic development. A series of high-impact operations and innovative approaches to tackling criminality have reduced risk and vulnerability.

An initiative named the Hen Harrier Taskforce successfully implemented a preventative approach to reduce crime in persecution hotspots, where satellite tagged hen harriers were being illegally killed or disappearing in suspicious circumstances. Rolling out a standardised response protocol and investing in innovative solutions, including specialist search drones and detection dogs that scent target species and radio transmitting devices has improved our ability to detect crime and recover evidence.

Partnership working continues to be at the core of our service delivery and we worked with numerous partner agencies and NGOs across the UK and Internationally. In 2025, Operation GLASSBEAK brought together police and NGOs to disrupt illegal activity at peregrine falcon nest sites in high-risk locations. The operation has protected some of the UK's most vulnerable nest sites from egg and chick thefts, and at several sites we have seen chicks flourish for the first time in years. This crime is low risk and high reward, with would be criminals profiting up to £10,000 per nest site and UK peregrines being sold in the middle east for 100's thousands of dollars.

Alarmingly, the dismantling of the international monkey torture ring was a particularly disturbing and complex investigation. Multiple prosecutions in the USA and UK have resulted in custodial sentences which sets a precedent to tackle this extreme cyber-enabled animal cruelty.

Criminals in these groups would exist online and collect money and ideas to torture wild taken monkeys, this would be videoed and shared amongst the groups. All of the UK suspects have received custodial sentences.

The launch of the NWCU Digital Training Academy has built capacity by equipping frontline officers with up-to-date tool and knowledge to investigate wildlife crime. This approach has made wildlife crime training more accessible to forces, providing efficiencies in learning and reducing abstractions.

We are proud to launch the NWCU Economic Crime Unit and have developed our financial investigation capability and now have in-house accredited FI support. This has strengthened our ability to follow illicit money flows and disrupt organised crime networks.

Operation PULKA dismantled a transnational egg trading network and highlighted the harm caused by this illegal activity both in the UK and internationally. Numerous arrests were made following a series of coordinated warrants executed across regions and borders.

Finally, the launch of our Strategic Assessment in 2025 was a key milestone. This document will guide our priorities and resource allocation over the next 3 years ensuring our resources are deployed to tackle the biggest risks in a challenging and ever-changing landscape.

Office of the Chief Scientific Adviser (OCSA)

The Office of the Police Chief Scientific Adviser advises policing's use of science and technology, ensuring it guides NPCC's critical strategies, policies and decisions, helping police to protect millions of people and reduce crime. It is led by the Police Chief Scientific Adviser Professor Paul Taylor.

The Office of the Policing Chief Scientific Adviser (OPCSA) continues to support forces, national leads, Coordination Committees and partners to deliver the NPCC Science & Technology (S&T) strategy.

Central to this year's work was our coordination of the S&T element of policing's Spending Review submission. OPCSA coordinated a prioritized, evidence-based submission of S&T needs from across the service. We provided direct advice to Treasury on mission delivery.

As part of this effort, OPCSA commissioned two studies of the role of policing in economic growth. One Greenbook compliant analysis found that every £1 invested in policing yields £4.17 in economic benefit. Our continuing work reveals the depth of policing's contribution to society and the Government's growth ambitions.

OPCSA continues to provide independent scientific advice on issues ranging from data use in court, to quantum applications, to international comparators for Police Reform. The CSA's role as chair of the cross-government Social and Behavioural Science in Emergencies sees OPCSA increasingly contributing to emergency preparedness and response.

OPCSA has supported the S&ICC in maturing its network of Research and Innovation Managers, and helped other portfolios secure independent advice (e.g., via the Police Science Council). It has also established the Futures Community of Practice, and facilitated the signing of an MoU with the Netherlands on S&T collaboration.

With the Policing CSA responsible for the science and engineering profession, OPCSA has undertaken research to understand the breadth and nature of S&T skills within policing today and what's needed tomorrow.

Working with the UK Research and Innovation, we created 9 Policing Academic Centres of Excellence, designed to streamline forces' access to the very best university expertise and infrastructure. P-ACE expertise ranges from prevention to cyber investigation to wellbeing.

OPCSA promotes wide engagement. We established the Policing Problem Book as an internal north star for our priorities and as a guide to trusted partners. We also launched the highly successful magazine "Policing Tomorrow", which communicates policing's S&T excellence to the widest possible readership.

As CSA lead for the Safer Streets Mission Fund, OPCSA has been active in shaping the S&T investments in Safer Streets so that they tackle the most pressing needs of policing. We have also continued to invest in Science, Technology, Analysis, and Research (STAR). The STAR fund supported the delivery of 15 projects (on time!) this year and a further 11 projects in 25/26. The work remains diverse, from applying microbial technologies to explore novel fingerprint visualisation to work evaluating the use of drone-mounted multispectral imaging to locate submerged human remains.



Looking ahead

2025 - 2026

This year must mark rapid progress in police reform, so as not to lose time in preparing policing to be able to tackle future threats to public safety. The joint Police Reform Unit between the NPCC and the Home Office has been a welcome development. This has made sure that policing has been engaged in the development of a Police Reform White Paper which we expect to be published within the year. This will kickstart a once in a generation opportunity to prepare policing for a very different future.

I will continue to push for an ambitious agenda for reform, starting with the implementation of a stronger national centre of policing bringing together strategic, enabling and operational capabilities. In addition any reform must also address the governance of policing, so it is clear who can decide on which issues and at which level. Reform to funding is linked to this as the current position of predominantly local allocation and protracted collaborative negotiations means we are often too slow to respond to threats or embed new technology. We must also take a decision in the next year on a two, or three, tier structure for policing. We must understand the benefits of regional collaborations combined with the current local force structures, versus fewer more resilient local forces. Whichever approach is taken, any design must be firmly focused on keeping local communities, business and visitors safe by preventing crime.

These will be difficult challenges as policing needs help to reform in the face of a difficult spending review settlement. To stay agile to criminal threats we need a flexible workforce and a step change in capital investment so that the very best of UK Science and Technology can be deployed to protect the public. We know through research published this year that every £1 invested in policing brings £4 of benefit to the economy, so this is good for safety, good for industry and good for growth.

We will see significant activity in response to the Government's Safer Streets Mission, including the launch of the National Centre for Violence Against Women and Girls and Public Protection. This is an important step forward in mobilising an effort across the whole of society to halve violence against women and girls. Finally, the first year of the Neighbourhood Policing Guarantee will lay the foundations in rebuilding confidence with communities at the local level, and Government must build on this with sufficient investment to ensure it is deliverable in full, and sustainable.

Policing is a vocation brought to life by its people, often with enormous discretionary effort. Sadly this year we have seen worrying results on workforce wellbeing and resilience. There is no doubt that the pressures placed on policing through an increasingly challenging social context are taking a toll. Any reform to policing must have our people at its heart, so that we equip them to succeed in their complete dedication to public service.

Gavin Stephens
Chair, National Police Chiefs' Council

