



National Police Chiefs' Council

Impact Report

2025 - 2026

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



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Chair's Introduction

Over the past year, policing has faced significant societal change, financial pressure and rapid technological advancement. Throughout these challenges, we have worked collectively to improve the service we provide to the public, modernise systems, strengthen our capability to prevent and investigate crime and support the wellbeing of our workforce.

We engaged closely with Government to ensure policing expertise informed the development of ministerial ambitions, including through the Spending Review and the Strategic Policing Requirement. We supported the Safer Streets Mission by expanding neighbourhood policing, tackling knife crime, reducing violence against women and girls and strengthening confidence in policing and the criminal justice system. Alongside this, we continued to lead the Police Reform Programme, recognising that the existing policing model is no longer sustainable in the face of modern crime and the findings of last year's State of Policing report. The Government's announcement last year to create a National Police Service was an important step, alongside proposals for a future governance model that transfers accountability to elected mayors and policing and crime boards.

Last year also saw major progress in technology and evidence-based practice. The Government's £115 million investment in a new national centre for Artificial Intelligence led to the creation of Police.AI, which will accelerate the safe and consistent use of AI tools across all forces. We also secured funding, in partnership with UK Research and Innovation, to establish nine Policing Academic Centres of Excellence, strengthening policing's research base and supporting innovation in tools, skills and practice.

Strengthening public confidence remained central to our work. We advanced the duty of candour through the Code of Ethics, reinforced our commitment to being an anti-discriminatory organisation and drove reforms to the police accountability system. We also launched the Policing and Media Charter — a landmark agreement between policing, the criminal justice system and major media organisations — setting shared principles to support open, honest and consistent communication with the public.

Across the year we focused on enhancing the way we police by improving how we work as a whole-system endeavour and deepening collaboration with partners. Despite ongoing challenges, last year gave a unique opportunity to shape a more deliberate and future-ready model of policing that prevents crime more effectively, responds rapidly to emerging threats, delivers justice for victims, and strengthens the trust and confidence of the communities we serve. Our focus remained firmly on the fundamentals: fighting crime, bringing offenders to justice, supporting victims, listening to our communities and working with partners to protect the vulnerable so that the public are safe and feel safe.



Gavin Stephens
Chair, National Police Chiefs' Council



2025-26 at a Glance

BELOW ARE SOME KEY DELIVERABLES AND ACHIEVEMENTS FROM THE NPCC DURING 2025-26.
MORE DETAIL AND ADDITIONAL SUCCESSES ARE DOCUMENTED THROUGH THE IMPACT REPORT.

120 KEY DELIVERY
OBJECTIVES COMPLETED



£5.8m cost reduction
via shared services delivery



>400 RISKS & ISSUES
EFFECTIVELY MITIGATED

DELIVERY OF THE NPCC
OPERATING BUDGET:

- **28** NATIONAL FUNCTIONS
REVIEWED, PRIORITISED & FUNDED
- **£6.5M** FUNDING BURDEN REDUCED

344

work requests
completed on
behalf of policing

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1700 working days
saved for forces via
national data protection
coordination activity

£115m investment
in police.ai secured

400

service support
requests delivered



NATIONAL
ENGAGEMENT AT

FOUR POLICE PERFORMANCE
OVERSIGHT GROUPS AND
CREATION OF **TWO**
NATIONAL PERFORMANCE
SCRUTINY ARRANGEMENTS

120 PROJECTS LAUNCHED
& **£20M** INVESTMENT
FROM STAR* FUNDING:

- INCLUDING 11 POLICE PROJECTS AND
16 'TEST AND LEARN' INITIATIVES

41

national operations
coordinating response
to key priorities

including **4** studies into implications of 'deepfakes' and launch of **9** Policing Centres of Excellence with UKRI**

13

key tech blueprints
for national use

145

O I C :
R E L A T E D :
T A C T I C A L :
A S S E S S M E N T S +

675

O I C :
R E L A T E D :
D I S R U P T I O N S :
+49 ROCU
D I S R U P T I O N S

1,409

S U S P E C T S :
A R R E S T E D , 464 :
C R I M I N A L S :
S E N T E N C E D T O :
O V E R 3,300
Y E A R S I N P R I S O N

2,225

Y O U N G P E O P L E
A N D 717 A D U L T S
S A F E G U A R D E D
F R O M V I O L E N C E
& D O M E S T I C A B U S E

Serious Organised Crime (SOC)

* Science, Technology, Analysis, and Research. ** UK Research and Innovation. *Organised Immigration Crime.

Our Purpose

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

We seek to achieve this through 3 key principles of the NPCC's purpose:

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.

How We Operate

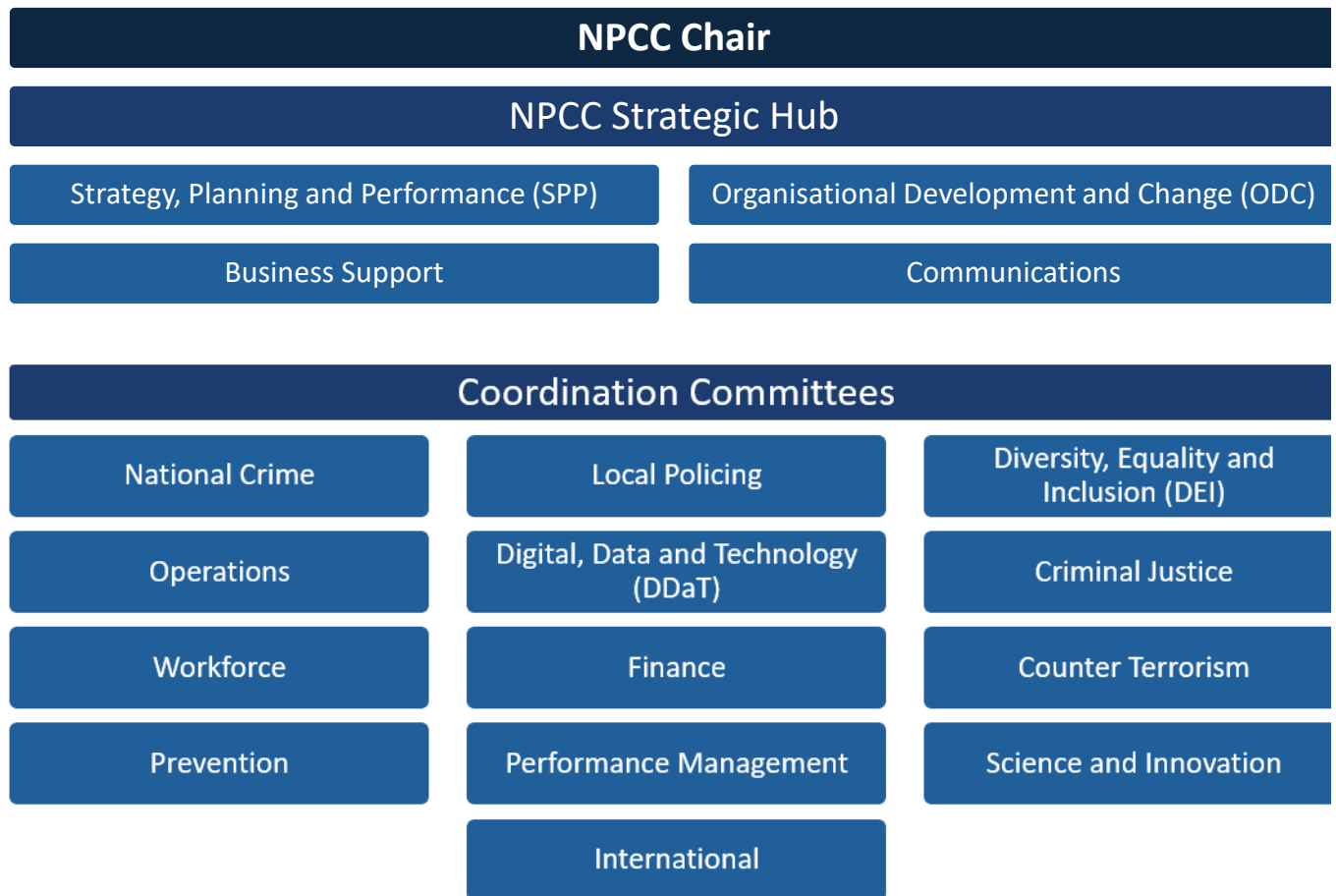
The NPCC works closely with partners across law enforcement, government and the criminal justice sector, including the College of Policing (CoP), the National Crime Agency (NCA) and the Association of Police and Crime Commissioners (APCC).

The NPCC helps policing to cut crime and keep the public safe by joining up the operational response to the most serious and strategic threats. Through the development of partnerships across agencies, we seek to develop a whole system approach to policing, partnership and criminal justice to safeguard the public, working collaboratively to deliver transformative innovation and new technologies, to improve all aspects of policing.

NPCC – An Overview

Our Structure

NPCC Strategic Hub



The NPCC provides national delivery across 13 thematic committees, supported by the NPCC Strategic Hub – coordinating and supporting forces to respond to the most significant threats and challenges. In an increasingly complex and high demand environment, the Strategic Hub enables NPCC to operate as a connected system, strengthening collaboration, reducing duplication, and improving outcomes for the public.

The NPCC was initially established in 2015 under a Section 22a Agreement following the Parker Review, with a small core team that provided support to Chief Constables' Council.

In 2021, NPCC secured Home Office funding to establish a central NPCC Strategic Hub, with an initial £3.2million investment to build teams for strategic planning, policy engagement, analysis, communications, business support, and organisational development. The NPCC now comprises over 380 portfolios and working groups, leading on national capabilities, programmes and projects.

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.

The [NPCC Strategic Plan 2025-2028](#) identifies six strategic objectives aligned to our three key principles: coordination, collaboration and communication.

Objective 1 - Coordination	Objective 2 - Coordination	Objective 3 - Collaboration
To provide operational coordination and response to threats to public safety across UK policing interests home and abroad.	To advocate for and lead the reform of policing so it is able to prevent crime and protect the public from new and emerging threats.	To promote the adoption of science and technology with partner organisations, which will make policing more productive, get more justice for more victims, and outpace criminality.
Objective 4 - Collaboration	Objective 5 - Communication	Objective 6 - Communication
To find better and more sustainable solutions to community safety problems through collaboration with national partners.	To provide expert advice to Governments and policing stakeholders in order to keep communities safe and feeling safe.	To promote greater awareness of the capacity, capabilities and resilience of UK policing so that the public and Governments are well informed.

These objectives are underpinned by a set of more detailed strategy and policy documents on specific areas of policing business.

Our Functions

The NPCC provides **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. The leadership and coordination of Counter Terrorism Policing is carried out via the CT Coordination Committee (CTCC), with CTP's missions delivered by CTP Headquarters and CTP Regions across the country. More information on CTP's work is available via <https://www.counterterrorism.police.uk/>

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.

The NPCC Strategic Hub (the Hub) is a central coordinating function within the NPCC. It operates as the strategic support function of UK national police leadership and is designed to enhance national coordination, collaboration, and communication across the policing system. It provides dedicated support to Chief Officers and NPCC leads, enabling them to progress national policing priorities more effectively.

The Hub supports the NPCC mission and ensures the collective national work of NPCC and Chief Officers is achieved with improved outcomes, efficiency, and effectiveness from national, to regional, and into local policing. By building dedicated resource and skills, the Hub enables national cross-cutting policing initiatives to deliver improved services to keep the public safe; prevent crime, reduce harm, and support victims, as part of a wider law enforcement network. It also ensures NPCC can better operate as a more influential, integral part of system wide consultation and decision-making.

Throughout 2025-26, demand for delivery support and the shared services provided by the Hub continues to increase with over 300 work requests and 400 service support requests completed.

Through the Strategic Hub the NPCC:

- **Coordinates** national policing activity across forces and portfolios.
- **Prioritises** effort against the most significant national threats and demands.
- **Provides insight** through data, analysis and performance tracking.
- **Drives delivery** by supporting implementation across forces.

The Hub delivers a cost-effective, centralised support service that reduces duplication, promotes consistent practices and enables more efficient ways of working across policing. By providing specialist expertise and shared resources, it avoids the need for individual functions to invest in separate capabilities, reducing costs and limiting additional pressure on local policing. The service delivery by the Hub has taken additional burden from forces and saved 2000+ working days which would have been forces capacity if not delivered by the Hub.

Reducing Costs and Boosting Efficiency

The Hub delivers cost savings and operational efficiency by providing shared corporate enabling services to national policing functions and partner agencies. This shared service model allows business areas to purchase only the services they need, avoiding the financial burden of maintaining dedicated staff.

In addition to other core business, the Hub provides shared services to 27 teams and national functions, contributing over 500 days each month to delivering key business areas such as HR, financial management, data protection, analysis, project support and risk management. This approach removes the need for separate capabilities within each business area and is saving policing over £5.8 million annually.

By centralising these shared services, the Hub:

- breaks down silos.
- fosters collaboration.
- improves training consistency.
- and enables subject matter experts to share insights that enhance strategic decision-making and create synergy across functions and programmes.

The Hub also effectively builds trust among forces and partners, ensuring national functions and programmes are consistently supported with expert guidance – thus freeing operational teams to focus on frontline delivery rather than enabling services.

The Joint Police Reform Team was established in 2025 and has grown to support the creation of the Police Reform White Paper. The NPCC has been a key part of the JPRT. Further detail about the JPRT and key achievements in 2025/26 is provided in the National Functions section of this report.

Our People

To meet the challenges of policing across the UK, the NPCC relies on contributions from officers and staff of all ranks drawn from police forces throughout England and Wales. From Chief Officers leading thematic areas of work to officers and staff supporting portfolios, operations and shared services in addition to their day-to-day responsibilities, the NPCC benefits from a broad network of expertise. However, the number of individuals dedicated exclusively to NPCC delivery is significantly smaller.

In 2025/26 there were 113 staff and officers within the Strategic Hub, with just under half on fixed-term contracts and approximately one third were 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.

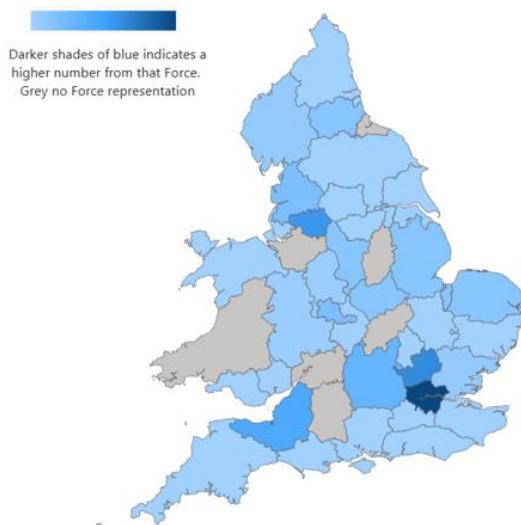


Figure 1. Map of home force location for seconded staff from England and Wales police forces

Supported by the Hub HR team, NPCC staff are given a strong voice within the Hub. During 2025/26 the 'People Delivery Group' has made strong progress, with the People Plan agreed, the Terms of Reference finalised early on and a dedicated intranet page. Key initiatives include: the rollout of the Wellbeing Passport to support an inclusive workplace; a live skills audit; and the launch of a culture survey. A coaching and mentoring cohort are now embedded, offering staff a

supportive leadership pathway, alongside a Reward and Recognition framework which was rolled out across the organisation in March 2026. In supporting this work, two subgroups were established: a Wellbeing Working Group and a Culture and Standards subgroup, both aimed at driving positive cultural change.

Building on the findings of the previous staff surveys a bespoke 'Culture Audit' was administered in January 2026 across NPCC Teams; and returned an overwhelmingly positive response:

- 90% of respondents stated that NPCC is effective in promoting openness and transparency in the workplace and that inclusion and diversity are embedded well.
- Respondents used described the NPCC culture as 'supportive', 'inclusive', 'open', 'collaborative', 'professional', 'welcoming' and 'fair'.
- Supporting further collaboration across the NPCC's broad range of teams was identified as key opportunity to further develop the positive working culture.

HR has also introduced a robust vetting and monitoring process, created an HR Service Point to oversee sickness, retention and wider workforce trends and reviewed all contract agreements to ensure they reflect organisational needs and working practice with legal sign off. More reliable dashboards and workforce report now support the NPCC Senior Leadership Team, HR Leaders and senior managers, reflecting a proactive, data driven and supportive people management approach.

Coordination & Response

- ❖ National coordination to emergencies
- ❖ Coordination and response to national policing priorities
- ❖ Central coordination and support for NPCC leads
- ❖ Dedicated committee coordination
- ❖ Hosting of national capabilities

Data, Performance & Risk

- ❖ Strategic risk assessment
- ❖ Tactical risk management
- ❖ National coordination
- ❖ Data Cell for critical incidents
- ❖ DDaT management and development
- ❖ Security, compliance and data protection
- ❖ Performance and data analysis and insight

People & Communications

- ❖ Reactive and proactive media relations
- ❖ Human resource management and recruitment
- ❖ Internal and external communications and messaging



Leadership & Strategy

- ❖ Driving policing's response to national inquiries
- ❖ Coordination of governance and assurance
 - ❖ Strategic financial insight and planning
 - ❖ Government affairs coordination
 - ❖ Strategic & delivery planning

Programme & Change Delivery

- ❖ Benefits management
- ❖ Growth, builds and transitions into NPCC
- ❖ Commissioned project and change management
- ❖ Accelerated start-up for national programmes/functions
- ❖ Cross-system continuous improvement and engagement



Strategic Coordination & Leadership Support

Supports chief officers and NPCC leads with strategic planning, risk management, and performance tracking. Facilitates national coordination through 13 coordination committees, each supported by a dedicated coordinator.



Shared Corporate Services ("Once for Many" Model)

Provides HR, finance, analysis, communications, governance, and project support to 27 national functions. Saves over £5.8 million annually by centralising services and avoiding duplication.



Data, Analysis & Insight

Delivers rapid, high-impact data products to inform national decision-making. Data Cell established to provide real-time insights during national crises and support strategic planning.



Policy & Government Affairs

Supports the NPCC Chair in engaging with government and shaping policy. Tracks legislation and provides briefings to influence national policing strategy



Crisis & Incident Response

Provides surge capacity and coordination during national emergencies (e.g., COVID-19, public disorder). Example-supported Op Navette with over 3,000 hours of critical support



Risk & Assurance

Supporting all NPCC business areas to deploy the NPCC risk management framework (RMF), identify and assess tactical and strategic risk, leading the National Risk Management Forum (NRMF).



Programme & Change Delivery

Drives transformation through project management, benefits identification and realisation, and business analysis.



Recruitment & HR

Delivers fast hiring for national functions—job adverts can go live in as little as 5 working days.



Governance & Assurance

Ensures compliance with the NPCC's Section 22a Agreement. Manages strategic meetings and internal audit processes.



Data Protection

Provides robust security and data standards guidance, produces national templates for data protection compliance, saving forces over 538 days annually. Represents policing in legislative reform discussions.



Media & Communications

Provides 24/7 press office support, strategic comms, and crisis management. Ensures consistent and transparent messaging across UK policing.



Organisational Development

Supports sustainable change and innovation across NPCC. Leads on grant governance and strategic alignment of national programmes driving efficiencies out of £300m work.



Committee Coordinators

The NPCC Committee Chairs lead on a broad area of policing business (further information on Coordination Committees is provided in the Coordination Committees section of this report) each is supported by a dedicated coordinator provided by the Hub. The Committee Coordinators are an integral part of the Hub and contribute towards the delivery of the NPCC objectives. Their main purpose is to lead, coordinate, and support the delivery of national and local policing objectives by acting as a strategic link between police forces, national bodies, and Government stakeholders.

Business Support & HR

The **Business Support** team provides comprehensive support to the remote workforce, including IT and equipment provision; Health & Safety; HR services; finance; governance assurance; information management; data protection; and host-force management responsibilities.

The Hub launched the Hub Service Point (HSP) in September to consolidate multiple request routes into a single, structured process. This has reduced reliance on individual inboxes; simplified how ad-hoc and business as usual requests are submitted and recorded; and improved tracking and response management. The platform has already processed 1,000 submissions - an average of 166 per month.

Human Resources (HR)

Delivers end to end recruitment for NPCC roles, supporting hiring managers with secondments, contracts, MOUs, and pre-employment checks such as vetting. HR currently supports all human resource requirements for 27 NPCC hosted functions, totalling 326 officers and staff.

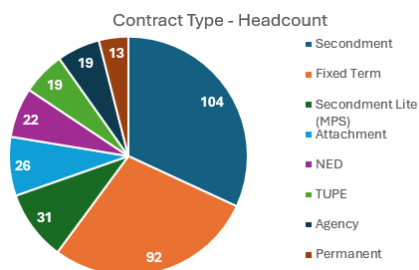


Figure 2. Pie chart showing contract type of all NPCC staff.

Governance

Ensures compliance with the NPCC Section 22a Collaboration Agreement, providing guidance to Chief Constables and Police Crime Commissioners (PCCs). The team manages logistics and coordination for key strategic meetings including Chief Constables' Council (CCC); Regional Chiefs' Meetings; and Committee Chairs' Meetings. This ensures items requiring approval follow the correct governance route. The Team also has responsibility for overseeing the hosting arrangement with the Metropolitan Police Service, managing the NPCC estate at 50 Broadway, and supporting internal audit activity delivered by the Directorate of Audit, Risk and Assurance (DARA).

Health and Safety

Management of health and safety, policies, training and statutory requirements for all staff.

IT Management

Working with the Police Digital Service as NPCC's service provider and providing significant corporate IT support, equipment and guidance.

Data Protection and Information Security

The Data Protection Officer, supported by an Information Security Officer, undertakes the statutory functions as set out in UK GDPR & Data Protection Act including acting as point of contact with the Information Commissioner's Office and assisting NPCC colleagues in relation to compliance with data protection legislation, in particular data sharing, Data Protection Impact Assessments, Data Processing Contracts and management of data breaches.

Communications

The NPCC Communications team strengthened national communications across policing, enabling forces to deliver more consistent, coordinated and effective messaging. Grounded in the NPCC's communications strategy and CLEAR principles, this supported improved public understanding, stronger engagement, and greater alignment across forces in responding to national priorities.

Strategic Approach

The NPCC's communications approach focused on building public trust and confidence through clear, consistent and evidence-led messaging, guided by the CLEAR principles: Clear and Consistent, Locally Relevant, Evidence-led, Authentic and Responsive. The NPCC provided national coordination, guidance and best practice to help forces manage complex communications challenges, maintain consistency and support public confidence.

With a communications team of 18 staff and increasing demand, the function was restructured to improve resilience, strengthen alignment with national priorities, adopt a more audience-focused approach and enhance the sharing of expertise across policing. A dedicated internal communications role was also established to support organisational change, including Police Reform, by ensuring effective engagement and two-way communication with NPCC and Hub staff.

National Coordination

The NPCC Communications team provided national leadership and coordination, helping align forces, policing portfolios and partners to deliver consistent communications and reduce fragmentation across the service. It played a key role in strengthening relationships between policing and the media, improving professionalism, trust and consistency nationwide.

Key achievements included the development of the first Policing and Media Charter with media partners; the introduction of Journalist Safety Liaison Officers in every force; alignment of communications guidance with national prosecution and policing standards; enhancements to training for police communicators; and the introduction of national guidance on the release of suspect nationality and ethnicity

information. The team also strengthened partnerships with journalism bodies to support professional standards and future workforce development.

Policing Reform Communications

The NPCC Communications team played a central role in supporting the Police Reform Programme, working closely with the Joint Police Reform Team, government and the APCC to deliver coordinated engagement and communications activity. This included the development of stakeholder engagement frameworks, regular briefings and forums for chief officers and senior leaders, dedicated reference groups for communications leads, staff associations and trade unions, and the production of communication resources to support forces following publication of the Police Reform White Paper.

The team's embedded approach ensured consistent messaging and effective stakeholder engagement across policing. In addition, the Hub's internal communications function supported organisational change by maintaining two-way engagement with NPCC and Hub staff, while helping to build awareness, pride and advocacy for the work of the NPCC across the policing system.

Media and External Relations

The NPCC Communications team led national media engagement, campaigns and strategic messaging on behalf of policing, helping to ensure consistent, coordinated and proactive communication across forces. Building on stronger relationships with key media stakeholders, the team implemented recommendations from national reviews, developed the first Policing and Media Charter, and managed increasing volumes of media enquiries, interview requests and proactive communications activity.

Through a business partner model, communications support was aligned to national policing portfolios and committees, enabling effective media handling, stakeholder engagement and delivery of national priorities. The team issued over 120 media statements, delivered regular briefings with national journalists, and supported high-profile issues including police reform, public order events, major inquiries and national investigations.

The NPCC also strengthened its approach to national campaigns and messaging, providing forces with communications strategies, toolkits and coordinated messaging to support shared priorities while retaining local flexibility. Activity included communications leadership on police reform, neighbourhood policing, violence against women and girls, artificial intelligence in policing, roads policing and other nationally significant operational and policy issues, helping to maintain public confidence and promote a consistent national policing narrative.

Campaigns and National Messaging

The NPCC strengthened national coordination of campaigns and communications to help forces deliver consistent messaging on shared priorities while retaining flexibility to respond to local issues. Through regular engagement with media stakeholders and the promotion of a national policing narrative, the team supported policing in speaking with one voice on key public issues.

The team provided communications leadership and coordination for high-profile and complex national matters, including major public order events, national investigations, policy announcements and operational challenges. This included developing communications strategies, toolkits, stakeholder engagement plans and media handling approaches, while coordinating activity

across forces, government partners and other stakeholders. Work supported areas such as police reform, neighbourhood policing, violence against women and girls, roads policing, AI in policing and nationally significant investigations, helping to maintain public confidence, transparency and consistency across policing.

Supporting Forces

The NPCC Communications team provided national leadership, guidance and coordination to help forces communicate consistently and effectively, particularly during periods of heightened demand, scrutiny and emerging risk. Through strengthened governance and collaboration with Heads of Communications across policing, the team improved national alignment, prioritisation and capability development.

Key achievements included establishing the Communications Advisory Group to coordinate national priorities, developing information disorder training through the Executive Leaders Programme, launching work with the College of Policing to create the first national communications curriculum, piloting a major incident communications strategy across 20 forces, and developing a minimum communications capability model. Together, these initiatives helped build a more resilient, consistent and professionally equipped communications function across policing.

Internal Communications

The Strategic Hub supported internal communication across policing, helping to ensure that leaders, officers and staff were aligned to national priorities and able to communicate effectively during periods of change.

Together, this approach enabled the NPCC, through the Strategic Hub, to support policing in communicating as a coordinated national system, strengthening public confidence, supporting legitimacy, and improving engagement with the public and partners.

Organisational Development & Change (ODC)

The Organisational Development and Change team (ODC) plays a pivotal role in enabling the National Police Chiefs' Council to deliver sustainable and impactful change. By integrating project management, change management, benefits realisation, and business analysis expertise, the team provides a structured and agile approach to driving transformation across short, medium, and long-term initiatives within the NPCC landscape.

During 2025/26, the team were well connected with National Policing Reform activities and continue to provide professional advice and support to key stakeholders responsible for developing new ways of working including the Home Office Business Change Centre of Excellence and the Joint Programme Reform Team (JPRT); with design of the Target Operating Model, transition of NPCC to the new National Police Service and managing interim change.

ODC provide expertise in Digital Data and Technology and represent the Strategic Hub at national boards. The team also brings specialist knowledge in grant funding compliance and governance, ensuring that externally funded programmes meet sector-wide standards and accountability requirements.

The ODC Team reports into the NPCC Change and Improvement Governance Board (C&I). This Board provides strategic oversight and decision-making for change programmes and workstreams that influence or reshape NPCC's operational practices, ensuring alignment with the overarching vision and priorities of NPCC. More recently, the membership has expanded to include senior stakeholders from the Home Office,

Policing Reform Programme, National Centre for Violence Against Women and Girls & Public Protection (NCVPP) and the College of Policing.

The ODC Team also supports the Growth Builds and Transitions Steering Group (GBT SG) and the Tactical Coordination Group (GBT TCG). This governance provides oversight of all programme and function activity that requires support from, or affects the resourcing capacity of, the NPCC Strategic Hub. Through this structure, strategic risks are escalated, and recommendations on new GBT activity are presented to the C&I Board. This ensures all Growth, Build and Transition work is fully assessed, receives the right level of support from the Strategic Hub, and is managed effectively in line with available capacity.

During 2025/26 the Hub enhanced its governance enabled collaboration and resource to establish, growing and transitioning teams/roles. In conjunction with the SPP team, ODC formalised processes and developed a prioritisation matrix to aid decision making, focusing on transitions in light of Policing Reform announcements.

Benefits Management

The NPCC Strategic Hub has continued to make significant progress in strengthening and embedding benefits management across national policing activity. Helping to ensure that change is driven by a clear understanding of the improvements to be achieved, and that outcomes are evidenced to demonstrate successful delivery and the effective use of public funds, through an ethos of 'once for many'.

During 25/26, the Hub has provided practical support to more than 31 NPCC business areas, helping them build benefits management into their improvement activity. This includes major national initiatives such as the Joint Police Reform Team (JPRT); the Neighbourhood Policing Guarantee Programme; the Police Race Action Plan (PRAP); and the Continuous Integrity Screening Project.

NPCC – Strategic Hub

To further enhance national practice, the Hub has brought together benefits management specialists from across policing, including the College of Policing Centre for Police Productivity, Police Digital Service, South Yorkshire Police and the Home Office, through the Benefits Standardisation Working Group. This group was established during 2025/26 and will continue into 2026/27 to work collaboratively to drive greater consistency and alignment in benefits management approaches in support of the wider Police Reform agenda.



Figure 3. A Selection of Reported Benefits (NPCC Strategic Hub, 2025-26)

Strategic Planning and Performance (SPP)

The Strategic Planning and Performance (SPP) team are the authors of the [NPCC Strategic Plan](#) and track the delivery of coordination Committee business through Committee delivery plans and the NPCC risk management process.

The team are responsible for:

- Data analysis and insight,
- Policy, government and public affairs,
- Risk management,
- And strategic planning and delivery.

During 2025/26, a number of SPP areas of business have developed in response to growing demand from Chief Officers. Some of those developments are listed below.

Data Analysis and Insight

The SPP team provides data analysis and insight capability on behalf of the Hub, supporting NPCC business areas, national programmes and forces to develop evidence, recommendations and strategic insight to support delivery and decision making across policing. The SPP team delivers a 'core demand' analysis functions dealing with ad hoc requests from across the NPCC and forces, coordination data requests and returns to inform national, regional and local activity, and during 2025 has established dedicated resource to support specific analysis and insight functions.

NPCC Data Cell

Following significant periods of civil disorder during the summer of 2024 the NPCC identified an opportunity to enhance policing's ability to deliver rapid, strategic performance insights during national crises. In response, NPoCC SIB secured Home Office funding for 2025/26 to create a dedicated and separate Data Cell team within NPCC's SPP team, comprising of:

- 1x Senior Analyst and 3x Analysts
- Forming a remote working national team
- Providing subject matter expertise in analysis and insight, with experience in operational policing, data science and intelligence.

The team was created to support national policing response to major incidents through data collation, analysis and monitoring; focused on demand, performance, capacity and capability insight to

enhance situational awareness and help to shape strategic direction, rather than intelligence led operational response.

The team are stood up in response to incidents of national significance and, immediately following their establishment, the Data Cell have actively engaged in a number of national operations, providing support for Gold command groups relating to public order, criminal justice and immigration crime. The team utilised memorandums of understanding (MOUs) and data sharing agreements to ensure all activity is compliant with best practice and data management requirements and team works closely with teams across the NPCC and within SPP, linking data and insight analysis with our risk management and government affairs teams.

Workforce Data Team

The NPCC Workforce Data team, part of the SPP team, collect monthly data which is standardised and published back to forces to ensure there is no barrier to forces accessing the data and using it for their own internal benchmarking.

The data collated and disseminated by the team, has been of significant value to forces, utilising the extensive data available to create a sophisticated benchmarking tool, providing insight into where they may be an outlier. Merseyside Police, for example, have developed insight tools from the data, structured into thematic sections of workforce management and planning, which is now shared across force departments, allowing teams to explore performance against workforce delivery in greater depth.

The Workforce Data team have also enabled analysis of Professionalising Investigation Programme (PIP) 2 capability across England and Wales, an essential capability to effectively investigate criminal activity. The team collated data and provided analysis of cross-force capabilities, providing benchmarking and comparisons with similar forces to identify capability and resource availability, as well as capability gaps and opportunities for collaborative working and change requirements. This level of comparison and cross-force response would not have been possible without the expertise of the Workforce Data team and the established dashboards.

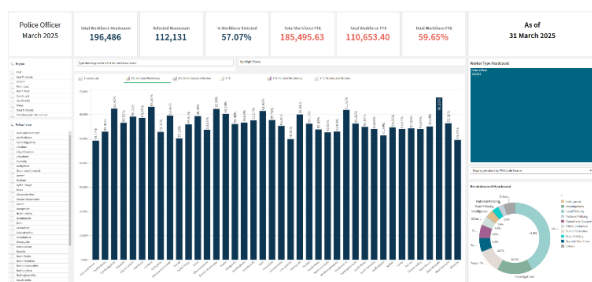


Figure 4. Example of the workforce data dashboards.

Insight into flexible working is another strong example. Analysis using the tool identified Merseyside as a significant outlier for part-time working in 2025/26 when compared with other forces. This triggered review by the Inclusion team to assess whether stricter

measures may be applied when considering requests, enabling further exploration of this issue.

The tool also supports the examination of Lifetime Allowance (LTA) and 'deployability'. data is shared with the Corporate Performance team to enable comparison and prompt enquiry, including potential wellbeing issues requiring attention. Additionally, the protected characteristics section continues to be used monthly by the Chair of the Disability Network.

Overall, the dashboards have enabled Forces in 2025/26 to understand their national position, identify outliers and drive evidence-based improvement that may otherwise remain unknown.

The Workforce Data Team “have quickly established a reputation as being instrumental in the delivery of meaningful and evidenced based products which have benefited both forces, and the ability to influence the policing landscape nationally... [establishing] close working relationships with forces across the UK to develop analytical products, which provide insight at national level and the ability to make meaningful comparison locally. This insight has provided policing, at the very highest level, the evidence on which to influence Government workforce policy and strategic decision making.”

- The Workforce Data Team’s nomination for ‘Police Staff Team of the Year’, Senior Police Staff Network 2026 Awards

Policy, Government and Public Affairs

SPP's wide reach also spans engagement with Government departments, the wider policing sector, and its partners. Their subject matter expertise mirrors this, extending beyond strategy and data to providing the NPCC with a policy function, to ensure operational policing is heard, understood and considered in the development of Government policy by providing products, evidenced by data and insight (see below).

The team also supports Chief Officers engaging in parliamentary business and tracks the progress of legislation and engages with parliament in a focussed manner to ensure policing takes every opportunity to bring about meaningful improvement for the public. This includes the monitoring and oversight of key recommendations from national inquiries and inspections, during 2025/26 this has included Casey, Angiolini, Southport and Post Office Horizon.

Risk Management

The Strategic Planning and Risk team provided comprehensive support to NPCC's business areas, overseeing more than 400 risks and issues recorded across 23 business areas. Working with over 80 NPCC groups and more than 160 individual risk owners, the team supported the identification, assessment and reporting of 409 risks and issues, helping to embed consistent risk management practices across the organisation. During the year, 202 entries successfully closed or completed and a further 45 accepted for ongoing monitoring., ensuring the NPCC focused on high priority (high impact) threats to our successful delivery. The team also maintained and coordinated reporting on 29 strategic risks, providing regular updates to the Chief Constables' Council and National Risk Management Forum (NRMF).

The team has continued to lead the NRMF during 2025/26, bringing together representatives (risk leads and practitioners) from all police forces across England and Wales, Police Scotland and the Police Service of Northern Ireland, as well as partner agencies (Bluelight Commercial, College of Policing and National Audit Office) and non-Home Office forces (including Civil Nuclear Constabulary). The forum acts as a peer support and engagement network with the NPCC leading national discussion on strategic risks, best practice and risk management professions.

In 2025 the NRMF launched a 'peer assessment' process, in conjunction with the National Audit Office – supporting forces to review their local risk management arrangements, providing an independent assessment of delivery and identifying opportunities for development and improvement.

The forum also established 5 working groups to deliver focused development on key areas of risk management activity, drawing together volunteers from across policing at a national level:

- Horizon Scanning,
- Knowledge Sharing,
- Professionalism, Assurance and Standardisation (PAS),
- Systems & Software
- Training and Continuing Professional Development (CPD).

The NPCC's Strategic Risk Assessment (SRA) is a now standing agenda item at Chief Constables' Council (CCC) and is a trusted and valued part of national policing governance activity. The SRA brings together strategic risks from across the policing system into one coherent picture - supporting better visibility, stronger assurance and more informed decision-making across the NPCC. The SRA documentation is shared with risk leads (via the NRMF), partners and government (via the NPCC Chair). The SRA strengthens collaboration across the service and provides a shared platform for identifying cross-cutting pressures, highlighting where coordinated activity may be required and giving leaders greater confidence that key risks are monitored, understood and acted upon.

Strategic Planning and Delivery

During 2025/26, the Strategic Planning and Risk team provided extensive support across a breadth of NPCC activity, coordinating delivery plans across 14 business areas, including committees and national programmes. The team supported the articulation and reporting against 108 delivery objectives, with 570 individual sub-objectives, working with 96 different working groups to support the tracking and reporting of activity and the completion of 140 priority objectives due during the year. This represented a significant coordination effort, balancing strategic planning, delivery reporting and risk management across a complex portfolio, maintaining oversight of ongoing and emerging priorities, helping to drive delivery, improve organisational alignment and support informed decision-making across the NPCC.

In support of coordinated and effective delivery across the NPCC, the SPP team launched a new Strategic Insight Dashboard (SID) platform for use across multiple business areas, supporting management and governance processes (including risk management, delivery planning and reporting, actions and decision tracking, recommendations reporting, and benefits management). The platform utilises existing IT infrastructure to maximise efficiency, high-quality data for effective strategic insight and evidence-based performance management and decision-making.

The SID was recognised nationally as a finalist in the NPCC Innovation and Digital Summit Awards and has received national praise and interest from 15 forces looking to replicate the approach. The SPP team continues to support forces to explore development options and share lessons learned - potentially aligning working practices more consistently, improving local effectiveness and saving forces money on long term software solutions.

Hub Finance Team

The Hub Finance Team leads challenge and scrutiny of budgeting and forecasting. It provides quarterly reports to AAB, and working in collaboration with Metropolitan Police Service Commercial, ensures adherence to procurement and value-for-money principles. The team works with force finance departments and the Home Office on income collection, grant returns, secondment agreements, and oversees development of the Medium-Term Financial Plan.

For the financial year 2025/26, the Hub fully utilised the grant funding provided by the Home Office. The Hub was also provided with funding from forces and reported a £62,208 overspend against budget for

2025/26 and drawn down on reserves to balance the budget. 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 2025/26 financial year, the Finance Committee received 28 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 Chief Constables' Council for approval. Following this process, a total budget of £23,879,034 was allocated for the year.

The Hub received £3million of its funding via a Home Office Grant. 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 to policing.

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 2025/26 financial outturn report ([click here](#) for pdf).

Governance

As the NPCC is not a legal entity, it has a hosting arrangement with the Metropolitan Police Service, 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 AAB Board Report 2025/26 is published on [the NPCC website](#). In addition, the Mayor's Office for Policing and Crime (MOPAC) Directorate of Audit Risk and Assurance (DARA) provides the NPCC internal audit service, stating in the 2025/26 annual report that:

"The NPCC has a reasonable system of governance, risk management, and control in place. Improvements have been made, and risks are generally managed effectively. Further action is required in some areas to enhance the overall effectiveness of the framework and provide greater assurance over the achievement of organisational objectives. Effective resource prioritisation, alongside continued focus on robust financial and operational controls, will be essential to manage increased demand alongside business-as-usual operations."

Following a governance review, to assess the effectiveness of its arrangements and identify opportunities for development, the Hub sought to improve its delivery against the Chartered Institute of Public Finance and Accountancy ([CIPFA](#)) good governance principles.

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

- *The NPCC continued to maintain strong ethical and accountability arrangements through established governance structures, publication of conduct and complaints information, and oversight of leadership standards. During 2025/26, these arrangements were strengthened through the introduction of the NPCC Principles of Conduct and enhanced focus on organisational culture and professional standards.*

Ensuring openness and comprehensive stakeholder engagement

- *The NPCC remained committed to transparency through the publication of governance information and regular engagement with staff, partners and stakeholders. During 2025/26, a more consistent approach to stakeholder engagement was introduced, supporting clear communication and effective collaboration across national policing activity.*

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

- *The NPCC continued to operate within established governance and financial frameworks to ensure effective stewardship of public resources. During 2025/26, the introduction of a Benefits Strategy and Framework strengthened the identification and measurement of outcomes, supporting value for money and long-term sustainability.*

Determining the interventions necessary to optimise the achievement of intended outcomes

- *The Strategic Hub maintained effective business planning and financial planning arrangements to support delivery of NPCC priorities. During 2025/26, new performance dashboards improved oversight and evidence-based decision-making. Further development of performance measures and reporting has been identified as an area for continuous improvement.*

Developing the entity's capacity, including the capability of its leadership and workforce

- *The NPCC continued to invest in workforce wellbeing, leadership development and professional capability. During 2025/26, skills and culture audits, leadership training and coaching initiatives helped strengthen organisational resilience and support future workforce development.*

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

- *The NPCC maintained effective risk management and financial control arrangements, underpinned by established governance and assurance processes. During 2025/26, financial governance was further strengthened through updated financial policies, enhanced budget-holder support and continued transparency in financial reporting.*

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

- *The NPCC continued to maintain strong accountability through independent internal audit arrangements, regular scrutiny by governance bodies and publication of key organisational information. During 2025/26, transparency was further enhanced through publication of the NPCC Strategic Plan 2025-2028 and continued development of reporting and assurance arrangements.*

Freedom of Information and Transparency

- *Effective information governance extends beyond data protection and security to include transparency and public accountability. The NPCC FOI team and the Central Referral Unit (CRU) provide a nationally coordinated service that supports lawful, consistent and proportionate disclosure of information across policing. Through the management of FOI requests, publication activities and specialist advice to forces, these functions help balance openness with the need to protect operational tactics, investigations and public safety. Their work contributes directly to public trust, organisational resilience and the reputation of policing at a national level.*

More information on NPCC governance and accountability, with associated reports may be found at:

[Governance and Accountability](#)

Coordination Committees

A significant amount of the NPCC's work is carried out by 13 Coordination Committees structure. Each committee focuses on a specific element of policing delivery, led by a Chief Officer and supported by a Committee Coordinator – overseeing a number of portfolios and working groups, delivered and supported by of Chief Officers and police staff.

These committees each report into Chief Constables' Council.

The following pages cover just some examples of the NPCC Coordination Committees' work, key achievements and progress during 2025/26, providing an insight into the much broader scope and impact of the activity these groups deliver.



Criminal Justice

The Criminal Justice Coordination Committee (CJCC) brings together 13 portfolios (below) to support national policing leads and partners from across the criminal justice system to improve outcomes for victims and witnesses, ensure cases progress through the system as swiftly and effectively as possible, and support fair, proportionate decision-making that builds public trust and confidence.



The Criminal Justice System (CJS) is broad and complex. It consists of multiple organisations, including police forces, the Crown Prosecution Service, courts, prisons and probation services, who each play a distinct role in achieving justice. Importantly, for the system to work effectively, particularly for victims and witnesses, all organisations must work together in a consistent and joined-up way.

The CJCC plays an integral role, working collaboratively with national criminal justice partners to drive consistency, improve practice and support whole system change.

National policing leads support forces by developing national guidance, testing new approaches, and agreeing shared performance measures across key areas of work. This helps reduce duplication, so forces are not working in isolation or duplicating effort. Instead, best practice and learning can be identified, shared and implemented consistently across the country. It also enables policing to speak with one clear, consistent voice when working with criminal justice partners—supporting more effective, whole-system decision-making that leads to better outcomes.

Key Areas of Success in 2025/26

- **Victims and Witnesses** - Work to support victims and witnesses has included engagement with the Home Office review of Witness Care Units and the launch of a joint police CPS victim communication framework, helping to improve the consistency and timeliness of updates provided to victims. National surveys and joint working groups are informing further improvements in how victims experience the justice process.
- **Out-of-court resolutions** - national mechanisms for sharing best practice have been established, including regular force drop-ins, a national conference and a dedicated knowledge hub, supporting greater consistency while work continues to address disproportionality.
- **Electronic monitoring** - The Committee has supported innovation in electronic monitoring, with an acquisitive crime project now live in 19 police areas. This has enabled the monitoring of some individuals subject to electronic

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tagging and has contributed to reductions in acquisitive crime.

- **Disclosure** - Significant effort has been directed towards improving disclosure, which include updated national guidance on third party material requests and victims' information has been implemented. Alongside a pilot to test a proportionate file build approach. The pilot trialled a more streamlined disclosure model with fewer categories to speed up the criminal justice process.
- **Case progression and charging** - A further charging authority pilot in selected forces has enabled officers to charge cases more quickly, particularly in domestic abuse cases, speeding up access to justice for victims. Early findings are positive, with evaluation due to be completed summer 2026. Early adopter forces have also piloted enhanced auto redaction tools, with learning being prepared for national

rollout. Joint NPCC CPS performance measures and national reviews of case files and gatekeeping have led to measurable improvements in case file quality.

- **Bail** – work in this area has strengthened victim consultation through national coordination with victims' leads, while redesigned bail information sheets with a reduced reading age have improved understanding of conditions. National data has also been collated to better assess the impact of custody and court release decisions, strengthening the evidence base for future policy.
- **Custody** - work commenced to integrate custody healthcare IT systems with police case systems, improved safeguarding through aligned suicide prevention activity. Work commenced to pilot virtual remand hearings to reduce unnecessary court delays and the court backlog.

Criminal Justice Reform and CJCC 2030 Plan

During 2025/26, policing and the CJS have undergone some of the most significant and wide-ranging reforms in a generation, including the Independent Review of the Criminal Courts, the Independent Sentencing Review and subsequent legislation, and the Police Reform White Paper.

The CJCC held a strategic planning day to respond to the change and challenges proposed by the reviews. As a result, a refreshed CJCC Strategy for 2030 was developed. The strategy sets out a clear long-term vision, underpinned by four cross-cutting ambitions to drive delivery. These will be implemented through annual strategic delivery plans, starting in 2026–27, ensuring clear accountability, sustained focus, and pace of delivery.



Digital, Data and Technology

The Digital, Data and Technology Coordination Committee (DDaTCC) is the coordinator, facilitator, and monitor of the National Police Digital Strategy, ensuring the best use of technology to maximise public safety, security, and value for money. DDaTCC is facilitated by four sub-boards (below) and also oversees the National Disclosure & Barring Service (DBS) portfolio.



National Police Digital Strategy 2025-2030

Following an extensive consultation process, the refreshed National Police Digital Strategy 2025-2030 ([NPDS 2025-30](#)) was launched in May 2025.

This strategy outlines key areas of focus for DDaTCC and provides a clear roadmap to guide the digital transformation for policing, ensuring forces are supported throughout and understand the operational benefits we are working to deliver. In articulating clear timeframes, the strategy will keep us accountable and set the necessary pace, empowering our teams to transform policing through better, more accessible data, the safe and effective use of advanced technology and a digitally literate, data confident workforce.

Central to the NPDS 2025-2030 is the need for better collaboration with industry and academia. During 2025/26 we announced policing's partnership with TechUK, a leading UK trade association with over 1100 members from across the technology sector. This partnership will open the dialogue between policing and industry and enable subject matter experts to guide the changes we make and ensure they are cost-effective, cyber resilient and sustainable.

To improve gender representation across the data field and upskill those already in post, memberships with Women in Data and the International Association of Law Enforcement Intelligence Analysts have been extended/launched, providing the opportunity for CPD training, specialist certification and cross-sector networking.

NPCC Innovation and Digital Summit

In October 2025 the NPCC Innovation and Digital Summit brought together over 800 delegates from law enforcement, Government and industry for three days of discussion and debate on all things digital, data and technology – opening conversation on the problems being faced by policing and the public and crucially, how technology might help to solve them.

Hosted jointly by the NPCC DDaTCC and the Science and Innovation Coordination Committee, the summit also provided the backdrop for the NPCC Innovation and Digital awards, bringing together teams and individuals from forces across the country in acknowledgement of the work they're doing already to transform policing.

National Policing IT Strategy

The National Policing IT Strategy and an accompanying roadmap was launched at the end of 2025, to empower policing with a vision on how to transform the national IT provision. This outlines the necessary areas of improvement across a ten-year roadmap to transform policing through new digital capabilities, whilst resolving the issues being posed by ageing, legacy IT systems. This work underpins the ambition of wider Police Reform to maximise the data and technology services to provide the best possible service to the public as a strategic enabler, and core capability in the future policing model.

National Data and Analytics Office (NDAO)

As a key deliverable of the NPDS 2025-30, the National Data and Analytics Office (NDAO) are in place to drive nationally consistent data standards, improve data quality and unify how we manage our data as a service.

With a focus on data ethics, the NDAO will work to ensure we utilise data in a way that is ethical, proportionate and fully compliant with data protection law. To ensure our workforce are data literate and confident in the use and management of policing data, the NDAO will work to upskill teams across all forces, providing nationally consistent products, guidance and advice.

The NDAO is growing at pace and well positioned to drive this work forward. In the last year, the NDAO has hired a new Director of Data and Analytics, grown by 290% and launched a series of projects, including (but not limited to):

- **Prometheus** - Prometheus is an analytical tool which helps investigators to rapidly assess large and complex datasets and provide a threat triage. It has been trialled in the investigation of Child Sexual Abuse and Exploitation cases. Prometheus has been piloted with four forces and one Regional Organised Crime Unit (ROCU), in the investigation of child sexual exploitation and abuse (CSEA) cases. The use of Prometheus led to:
 - the faster identification of victims, including the identification of previously unknown victims.
 - the faster identification of actionable intelligence, which led to the faster apprehension of offenders.

The project team are now working to trial the tool with a new crime type, and onboarding to Prometheus is now being offered to all forces and ROCUs.

- **Premier League Partnership** - During 2025/26, the NDAO and Premier League announced a

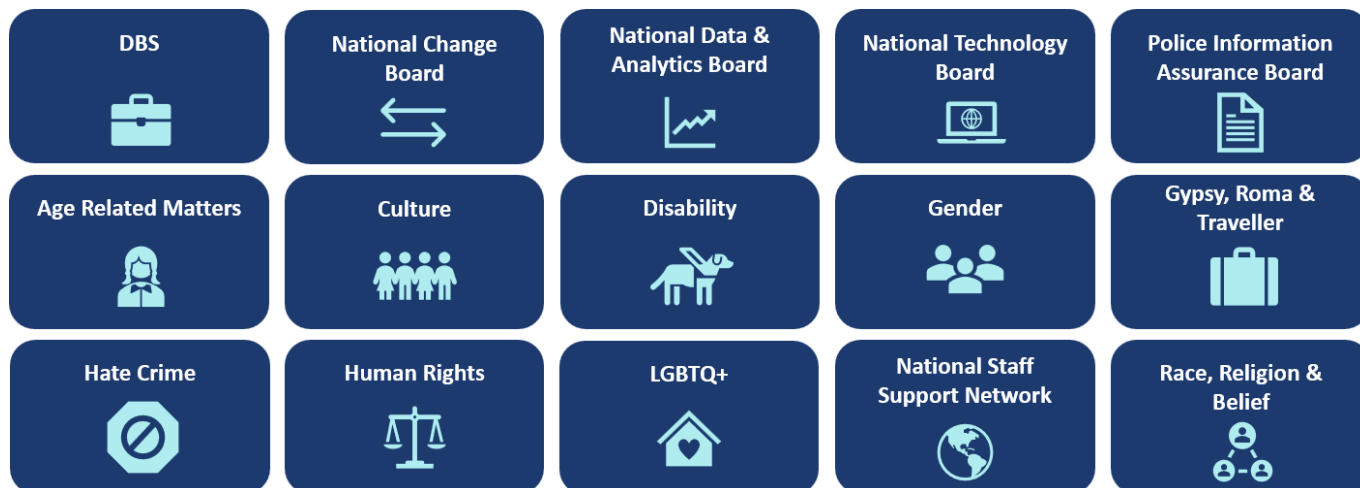
new working partnership which looks to utilise data and technology to support matchday safety and maximise the safety of football fans and the wider public.

- **AI data readiness** - The NDAO is leading on work to ensure force data is of the necessary standard for advanced AI tooling and, provide support to improve data quality where necessary. The initial pilot stage is now complete, involving six forces who will receive strategic summary reports and detailed technical assessment documents to guide their data management. Once these outputs have been shared and reviewed, a report will be developed to draw together the overarching findings, themes and recommendations. Feedback from these forces will shape future assessments and optimise a national rollout.
- **National Data Integration and Exploitation Service (NDIES)** - Numerous public inquiries into serious policing failings have highlighted the same issue: the data was available but was not effectively connected or used. As agreed at Chief Constables' Council during 2025/26, work to put the infrastructure in place to make sure police data is accessible and usable has started. Led by the NDAO, the National Data Integration and Exploitation Service (NDIES) will allow policing to bring together data from forces (and partners where appropriate) to provide:
 - A safe and streamlined way to access policing datasets, without having to log into multiple systems, saving valuable time and resource.
 - Proven, nationally accessible exploitation tools and services that demonstrate the responsible use of data and technology, with measurable, real-world benefits for officers, staff and the public.

Guidance has been published by the NDAO to support forces in their local innovation and data integration, while the full scope of NDIES is established.

Diversity, Equality and Inclusion

The Diversity, Equality and Inclusion (DEI) Coordination Committee brings together working groups across a variety of interest and priority areas of delivery and aims to ensure policing delivers a fair and responsive service that engages effectively with policing's workforce, our partners and communities, and builds positively on policing's organisational values and culture.



The DEI Committee is made up of 15 national portfolios and groups and has the following vision: *'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.'*

The DEI Committee has other portfolios and completed other delivery objectives during 2025/26. Including providing guidance to forces to support in leading teams through heightened tension and complex societal dynamics – ting to Race, Inclusion, Religion and Belief. The committee supports several conferences and network events such as the NPCC Faith and Belief Conference held in November.

A key example of work carried out by the DEI Committee in 2025/26, in partnership with the College of Policing, was developing a National Protected Characteristics Coding Scheme to enable the consistent, lawful, and accountable recording of protected characteristics across UK policing.

Forces in the UK generate and manage ever-increasing amounts of data including crime records; incident logs;

intelligence reports; body-worn video; and performance data. The value of this asset is in part predicated on the quality of the data; the ability to share at scale; and the pace and transparency in what is recorded and why.

The current landscape means that recording of protected characteristics across forces is often inconsistent or incomplete.

Over 30 different reports have been published since 2017 describing the problem of a lack of accurate data on race and recommendations for improvement. A review of crime data recorded during 2021-22 found that where a victim had been identified, 61% of cases had no victim ethnicity recorded.

In addition, recent contributory factors such as the UK Supreme Court judgment in relation to the scope of the Equality Act on sex and gender identification and the 2025 Casey National Audit on Group-based Child Sexual Exploitation and Abuse have raised further scrutiny and queries relating to the recording of protected characteristics on policing systems.

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Significant consultation has taken place to inform the new coding scheme which serves as the foundation for both the workforce and operational recording of protected characteristics data standards for UK Policing.

For policing to be able to make operational decisions about risk, it needs to do so with high quality, reliable data, recorded in a consistent manner. The consistent recording of protected characteristics will:

- Improve the identification of disproportionality and disparity at both local and national levels.
- Improve the quality of policing data relating to victims, witnesses, suspects, etc. which will improve greater community confidence, improved investigation capability, improved outcomes for victims.

- Improve capability to monitor community impact, identify disparity and react to risks.
- Enable forces to share information more effectively, leading to improved customer service and more effective resourcing and
- Develop a greater understanding of diverse communities, which will ultimately improve police relations.

The DEI Committee is now leading work to ensure the national protected characteristics data standards are embedded effectively across policing IT systems and we equip our workforce with the correct knowledge and skills to ensure a consistent and scalable implementation.

Finance

The Finance Coordination Committee aims to improve financial management across all police forces and national functions, developing processes and procedures for procurement and contract management across 5 national portfolios - engaging with government on police funding, budget, spending reviews and financial management.



All-Force Finance Surve 2025/26

The All-Force Finance Survey was delivered to collate and report the overall financial position of forces, as of 25/26, across a multi-year period. The survey's analysis and findings were shared with the Home Office Police Funding Team to enable their deliberations with HM Treasury colleagues in advance of the 2026-27 grant settlement, key findings included:

- A structural financial deficit across the service of approximately £0.4billion, rising to £0.6billion by 2029.
- Rising debt levels as a result of a lack of capital grant,
- Reducing reserve levels,

- Rising financial distress for a number of forces.

The analysis and findings were also shared with the following key stakeholders:

- NPCC Chief Constables
- APCC Finance Leads and PCC CFO's
- All Force Chief Finance Officers (CFOs).

The survey is due to be repeated again during 2026/27 as an ongoing strategic assessment of funding situations across policing.

In 2025/26 the Committee also worked closely with the Home Office to ensure that the implications of the 2026-27 grant settlement were understood at force

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level as well as national level, due to the changes to the way that funding is allocated to forces.

During 2025/26 the Finance Committee also:

- Worked closely with Blue Light Commercial in relation to agreeing and monitoring the delivery of cashable and non-cashable savings, as part of wider value for money objectives,
- Updated the annual fees and charges guidance, Supported the process of ensuring that the Memorandum Trading Account (MTA- national ICT system payments from forces pay back to the Home Office) charging mechanism gives value for money,
- Continued to support a number of key national workstreams e.g. insurance, Emergency Services Network, and Independent Sentencing Review,

- Worked with the National Audit Office to support their report into police productivity,
- Delivered a deep dive into grant administration and management,
- Continued to work closely with partners across policing, including the Home Office Policing Funding team.

“As well as offering strategic insights into the policing sector, our constructive relationship with the NPCC continues to provide an important critical challenge on behalf of all forces. We look forward to working with the NPCC to consider how we can improve the quality and consistency of the data we collect on police force finances.”

*Home Office Policing Funding Team,
February 2026*

International

The International Coordination Committee is coordinated by the International Police Assistance Service (IPAS). IPAS coordinates UK policing support to international partners. Operating as a joint Home Office and NPCC policing function, IPAS provides a single national mechanism to prioritise, assure and align international policing activity with His Majesty’s Government and NPCC priorities. Central coordination enables effective oversight of demand, risk and resources, helping ensure UK policing capability is deployed responsibly and sustainably.

The current global security environment is increasingly complex, with geopolitical instability, transnational organised crime, evolving safeguarding risks and rapid technological change all having direct and indirect implications for UK policing. In this context, international policing assistance plays an important role in protecting UK interests, maintaining public confidence and supporting high standards of policing overseas. A clear, nationally coordinated approach is essential to ensure that international engagement is lawful, ethical, well governed and strategically focused.

During 2025/26, IPAS focused on strengthening national coordination and assurance of international policing assistance, ensuring all activity was aligned to strategic priorities and delivered clear outcomes.

A key area of work was continued support to the British Overseas Territories (BOTs), reflecting UK Government responsibilities for good governance and security. Building on an agreed, evidence based three-year strategy, IPAS oversaw delivery against priority capability gaps and strengthened coordination of UK policing contributions across the territories. This work aligns with the HMG Overseas Territory Security Roadmap and supports improved security, governance and public confidence.

IPAS continued to coordinate longer term international reform programmes aligned to national priorities. Work in Thailand forms part of a three-year programme focused on improving custody provision,

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procedures and governance, supporting professional and human rights compliant custody practices. A further three-year programme with Mauritius continued, strengthening investigative practice and improving capability to respond to cyber and internet enabled crime.

All requests for international policing assistance are routed through IPAS, enabling consistent assessment and prioritisation of demand and appropriate oversight of risk, resourcing and impact on UK policing. During the year, it became clear that further work is needed to strengthen the network of international leads across police forces - variations in capacity and connectivity highlighted the need for a more consistent, connected and resilient national approach. Learning from this work has informed plans to improve coordination, accountability and information sharing in future years.

Work continued to expand the number of police forces with Memoranda of Understanding with the Home Office. These provide clear legal authority, governance and assurance for international activity and are a key enabler of coordinated deployment.

Significant delivery was achieved across the BOTs, including progress on regional and shared approaches to specialist capabilities, leadership development, firearms training and improved forensic capacity. This supports sustainability, resilience and value for money.

Work also began on the Overseas Territories Investigators' Programme, developed with the College of Policing. This will establish a consistent, accredited baseline for investigative practice across the territories, improving professionalism, governance and public confidence. Specialist safeguarding practitioners and Volunteer Police Cadets were also deployed to support safeguarding, community engagement and harm prevention overseas.

In 2026-27, IPAS will focus on strengthening the international leads network, expanding MoU coverage and delivering a new joint Home Office and FCDO implementation plan for the BOTs. Further work will continue to review and refine the IPAS operating model to ensure it remains resilient, scalable and aligned with wider police reform.

Local Policing

The Local Policing Coordination Committee aims to work proactively in partnership with all stakeholders, to keep communities safe, building trust and confidence for all. The committee is made up of 12 portfolios/programmes of work - promoting 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 following are key examples of work carried out by the Local Policing Committee in 2025/26:

Super-Complaint Response

Following the Criminal Justice Alliance's super-complaint regarding Section 60 of the Criminal Justice and Public Order Act 1994, submitted in May 2021, Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), the College of Policing, and the Independent Office for Police Conduct (IOPC) published their joint report in December 2023. This report included a series of recommendations directed at various public bodies, including the NPCC.

In response, the NPCC Stop and Search portfolio has been actively working to address these recommendations, and national guidance has been developed - adopted nationally and shared with forces, and the Criminal Justice Alliance. It outlines minimum standards for all police forces in logging, recording, and reviewing Section 60 authorisations, including in fast-moving situations where an officer of Inspector rank may initially authorise the use of the power.

Children & Young Persons Policing Charter

The Children and Young Persons (CYP) portfolio have collaborated with the Youth Endowment Fund, Youth Justice Board and CJI to create a 'Children and Young Persons Policing Charter' which was launched and rolled out to forces in 2025. The charter provides tangible examples under the three pillars of the CYP Strategy; "Your Trust, Your Voice, Your Future", of how forces can be truly child-centred in their approach to deliver consistent, high-quality policing for children and young persons.

Neighbourhood Policing Guarantee Programme (NPGP)

During 2025/26, delivery of the NPGP marked a significant national milestone: every force can now provide named, contactable officers online, supported by a national dashboard that improves local accountability. A scalable model for managing public enquiries within 72 hours was also rolled out nationally at no cost to forces.

Digital Public Contact (DPC)

Over the past year, the DPC portfolio has delivered major improvements to the way the public engage with policing, strengthening accessibility, transparency and service consistency. Single Online Home (SOH) continued its expansion, with coverage reaching over 94% of the population. Forces benefited from improved content, and ongoing optimisation of the platform to reduce demand and increase responsiveness.

The National My Police Portal (NMPP) has been progressed and is now a core national capability, first going live in South Yorkshire Police on 20 January 2026. NMPP integrates with GOV.UK. systems and provides a single trusted account for updates and case management. Significant advances were also made in AI enabled contact, including Operator Assist, Past Call Analysis, and preparations for the Natural Language Switchboard.

Across all areas, DPC delivered substantial financial benefits, improved service resilience, and laid the foundations for a unified, modernised "Contact Centre of the Future."

The Local Policing Committee has several other portfolios and has coordinated completion on a variety of other delivery objectives during 2025/26, more information about the Trust & Confidence portfolio and Neighbourhood Policing Guarantee Programme, which sit within the LPCC, is provided in the National Functions section of this report.

National Crime

The National Crime Coordination Committee aims to develop the best capability led police system in the world – one that is threat agnostic, to target offenders and protect victims. With 9 portfolios, the committee aims to achieve this by upholding the law fairly and firmly, investigating crime, bringing offenders to justice and working collaboratively with our networks & partners.



As the crime landscape has changed, the committee has been working to support forces and their approaches to tackle crimes including violence against women and girls; cyber and fraud; and serious organised crime. The following are key examples of work carried out by the National Crime Committee in 2025/26:

National Crime Committee Review

The National Crime committee was the first of the NPCC coordination groups to review how it operates, looking for efficiencies and prioritisation of delivery objectives. As a result, the committee restructured and realigned its working groups to ensure prioritised objectives and effective delivery of the best service for policing and the public.

National Intelligence Model Review

Over the past year, the National Intelligence portfolio has prioritised strengthening intelligence-led policing, commencing with a full review of the National Intelligence Model (NIM). Phase One found that while the NIM remains the core framework for prioritisation, inconsistent application resulted in unclear focus and missed opportunities. Phase Two, using Organised Immigration Crime as a case study, highlighted fragmented systems, unclear ownership and weak alignment between local and national capabilities. Across both phases, the conclusions are clear: the NIM requires urgent modernisation, governance is limited, and both the intelligence workforce and threat assessment processes need development. As such, the

NPCC and Home Office have prioritised the implementation of Phase 3 with a full business case for future intelligence capability due in Autumn 2026.



Figure 5. Strengthening Intelligence-led policing principles.

Report Fraud

The Cyber & Fraud portfolio launched 'Report Fraud' in January. Hosted by the City of London Police this new national service is transforming how victims and businesses across England, Wales and Northern Ireland report cybercrime and fraud. For the first time, it provides a single modern platform for reporting, triage and intelligence, enabling the force to lead policing's national 4Ps response.

The service assesses intelligence, identifies serious cases for specialist investigation and ensures victims receive a consistent national standard of care. It also strengthens the force's role in the UK's financial sector by using strong industry links for real-time collaboration and faster disruption of criminal networks. Supported by specialist training from the Economic and Cyber Crime Academy, the service brings cybercrime and fraud reporting into one place, making the process clearer, more supportive and ensuring every report helps protect others.

Forensics

The Forensics portfolio has been working on expanding the national DNA database by introducing Y-STR Profiling. Y chromosomes are a type of DNA found in people born male. Investigators use Y-STR profiling to identify suspects, primarily in cases of rape or sexual offences where tiny amounts of male DNA are present among a sample which is mostly female. This capability will help in policing's response to major and serious crime (including violence against women and girls) by identifying offenders and improving the strength of evidence in court.

The 'Swab Out Crime' campaign has gathered over 10,000 samples for the reference database. The availability of specialist DNA techniques significantly enhanced case outcomes where traditional methods reach their limits, reinforcing the need for continued investment in advanced capabilities.

Investigations

Investigations portfolio is working with the Home Office to analyse demand across investigative functions, aiming to create metrics that support recruitment, retention, and well-being initiatives. Alongside this, collaboration with Anglia Ruskin University is helping to shape a long-term policing well-being strategy that treats well-being as a business risk and seeks to measure investment and outcomes. The portfolio has re-established a PIP Board to strengthen oversight, standardisation, and governance of investigative professionalism.

Investigation standards have set four core objectives: enhancing investigative mindset; strengthening supervision; improving delivery frameworks; and advancing the use of AI and technology. The Portfolio is working with several forces to build upon insights gained from AI-driven quality audit tools. The PIP 1 Supervisor Programme continued across from pilot forces with feedback being analysed to enhance implementation across all forces. The Portfolio is about to embark upon a series of national workshops to support the development of an effective national coordination capability that ensures a consistent, coherent, fully funded and well-resourced, high-quality policing response to Major Investigations and Public Inquiries across England and Wales.

International Criminality

The International Criminality Portfolio continues to roll out Operation Skylark, which seeks to coordinate multi agency intelligence exchange regarding Foreign National Offenders, (FNOs). This is enabling an enhanced multi-agency response expediting disruption and removal. The Portfolio is also working with partners to gain insight into POCA seizures and Asset Recovery at ports and borders.

The Joint International Crime Centre (JICC) continues to work with partners in readiness for changes to legislation regarding the Immigration Bill.

Volume Crime

The Volume Crime portfolio has supported the Home Office with analysis on knife-enabled robbery and mobile phone theft, contributing to the Safer Streets mission and informing upcoming national events, including the mobile phone theft conference in March 2026. Work on organised retail crime is progressing through the development of a fusion cell model that blends industry data with policing expertise to target high-harm locations and prolific offenders, with plans to extend this approach across the wider supply chain in partnership with NAVCIS.

Coordination Committees

National Vehicle Crime Strategy

The National Vehicle Crime Strategy has been implemented, and ongoing engagement with manufacturers aims to identify disposal routes for stolen luxury vehicles sent overseas; meanwhile, the first year of the National Vehicle Crime Reduction Partnership has demonstrated the benefits of public-private data sharing.

Rural Crime

In rural crime, the network is exploring AI solutions to address under-reporting on PNC/LEDs, while the recently enacted Equipment Theft Act is entering an assessment phase. Wildlife Crime teams continue to use partnership data, with innovative GPS and satellite analysis identifying high-risk locations for rare bird theft- an approach that has delivered a 100% reduction in this offence type.

The National Crime Committee has other Portfolios and completed other delivery objectives during 2025/26. More information about the NSOC Portfolio and NVCP is provided in the National Functions section of this report.

Operations

The Operations Coordination Committee brings together national policing specialists to strengthen how forces prepare for, respond to and learn from major operational challenges. The Committee coordinates 14 specialist areas and ensures policing across England and Wales is well equipped to deal with a fast-changing environment.



Delivery Strategy

During 25/26, the Committee has introduced a refreshed delivery strategy that brings all specialist portfolios together behind a shared national plan. This focuses on five priorities: building strong specialist capability, supporting diversity and wellbeing, improving command skills, embracing new technology and data, and ensuring reforms are put into practice consistently. This approach creates a clear, more joined up national model, helping policing stay effective, forward looking and resilient.

Over recent years, policing has faced rapid operational pressures and rising public expectations. Work following HMICFRS Operation Navette highlighted the need for stronger mobilisation and better national intelligence sharing. Increasing immigration related demand led to the creation of Operation Ordo, which has shown the importance of early engagement and clear roles across agencies. A review of specialist capabilities also revealed areas where long standing skills need renewed investment and long-term planning.

Joint Emergency Service Interoperability Programme (JESIP)

Delivering the Committee's programme has required sustained effort across all committee portfolios, supported throughout by partner agencies and Government departments. Senior leaders and technical specialists have contributed extensively through reviews, working groups and planning activity, with strong engagement from Joint Emergency Service Interoperability Programme (JESIP) partners ensuring joint working remains aligned and responsive. This collective investment has delivered significant improvements. Operation Navette strengthened mobilisation and enhanced the national operating picture, while Operation Ordo has brought agencies together around a unified model for managing immigration related pressures. The strategic review of specialist capabilities is also shaping the future of key functions such as mounted policing and underwater search by clarifying where capabilities should sit and how they can remain resilient.

Information Disorder

The Information Disorder Portfolio has implemented a clear and ethical operating model that reinforces policing's ability to counter harmful narratives and protect public trust. The portfolio has drafted and shared best practice guidance with forces, supporting forces to best set policy and procedures, as well as articulate strategic risks, related to information disorder, across policing.

Accountability Review

The Committee has also been instrumental in delivering the national Accountability Review, coordinating policing input, shaping key reforms and ensuring operational perspectives informed legislative and policy decisions. This work has strengthened national consistency, improved fairness and timeliness in accountability processes, and ensured forces are

prepared for the practical implications of the review's recommendations.

Drones and Aviation Strategy

Progress within the drone's programme has accelerated further through the BVLOS (Beyond Visual Line of Sight) Pathway Programme, which is laying the foundations for beyond visual line of sight operations across policing. This includes the development of Authorised Professional Practice (APP), peer review assurance frameworks and a national Operating Safety Case, supported by successful long-distance trials in Norfolk Constabulary and further testing in coastal and urban environments.

This work sits alongside the launch of the NPCC Aviation Strategy 2025–2035, which sets a transformative direction for policing aviation by integrating uncrewed systems with a modernised crewed fleet and moving towards a flexible, blended air support model. Together, the maturing BVLOS capability and the new aviation strategy position policing to deliver faster, safer and more sustainable aerial support, underpinned by strong national governance, consistent standards and a clear roadmap for future technology adoption.

Looking Ahead

The Committee will focus on strengthening long term sustainability and national coherence across all specialist areas.

Over the coming year it will embed improvements in mobilisation and command, implement recommendations from specialist capability reviews, and continue to develop sustainable specialist workforces supported by strong diversity, wellbeing and technological modernisation.

Major national events in 2028 will drive significant planning, with the Committee ensuring policing has the right capabilities, robust command structures and a consistent national operating framework.

Coordination Committees

The Information Disorder Portfolio will continue to support public confidence, while programmes such as drones and BVLOS evolve in readiness for more integrated use. In a public order and protest

environment that is changing faster than ever, the Committee will also ensure policing adapts at pace, remaining resilient, agile and aligned to public expectations and the wider operational landscape.

The Operations Committee has other Portfolios and completed other delivery objectives during 2025/26. More information about the Information Disorder Portfolio and NPoCC is provided in the Programmes and Units section of this report.

Performance Management

The Performance Management Coordination Committee (PMCC) plays a pivotal role in driving meaningful progress towards a more consistent, transparent, and credible approach to police performance management across the service.



At the heart of this transformation are four strategic pillars that guide the Committee's work:

- **Networks and Partnerships** – fostering collaboration across policing and key external stakeholders.
- **Clarity** – ensuring shared understanding of priorities, measures, and expectations.
- **Standards** – establishing consistent, robust approaches to performance measurement.
- **Capability** – strengthening the skills and expertise of the performance community.

Together, these pillars have underpinned the Committee's efforts to move towards a single version of the truth in police performance data-reducing ambiguity and building confidence in how performance is understood and assessed.

The committee is invested in enhancing professional networks, delivering continuous professional

development (CPD), and contributing to the Executive Leadership Programme (ELP), helping to shape understanding amongst the next generation of Chief Officers.

The Committee has 6 national portfolios on specialist aspects of performance management. There were several key achievements in 2025/26, these include the following examples. Over the past year PMCC has brought greater structure and transparency to the performance landscape by clarifying roles and responsibilities through the development of a comprehensive stakeholder map.

[Force Data Request \(FDR\) Process](#)

In partnership with the Strategic Planning and Performance (SPP) team at the NPCC hub, the committee introduced the Force Data Request (FDR) process—an important step in reducing duplication and easing the data burden on forces, allowing them to focus more effectively on operational delivery.

'Getting A Grip 2023' Response

Responding to the recommendations of [Getting a Grip 2023 \(4a and 4b\)](#), and aligning with wider police reform, PMCC has worked collaboratively with the Home Office, Ministry of Justice, NPCC Portfolios, the College of Policing, HMICFRS, and the Association of Police and Crime Commissioners (APCC). This collective effort has led to the design of a new Police Performance System, supported by a single national performance framework, launched in Spring 2026, marking a

significant milestone in modernising and bringing clarity to performance management across policing.

Excellence in Policing Conference

PMCC hosted the flagship Excellence in Policing Conference, bringing together Chief Officers, strategic performance leads, and national partners. This event provided a valuable platform to strengthen alignment, share best practice, and offer a clear and forward-looking vision for performance management across forces.

Partnership Working

In parallel, PMCC has tackled long-standing inconsistencies in performance outcomes, working to ensure that key organisations—including the Home Office, the Office for National Statistics (ONS), and HMICFRS—are aligned in the data they publish. The Committee has also continued to support the annual review process for the Annual Data Requirement (ADR) for forces, ensuring it remains proportionate, relevant, and focused on the measures that matter most to policing and the public.

While significant progress has been made, PMCC remains focused on the challenges ahead—particularly the need to resolve definitional differences that can undermine consistency in performance measurement.

PMCC continue to work closely with partners across policing and beyond, including the NPCC Response Policing Lead, the Digital Public Contact Portfolio, the National Data and Analytics Office (NDAO), HMICFRS, the College of Policing, and the Home Office Police Performance Unit. A key priority within this collaboration is the development of a nationally agreed definition of Grade One response, alongside clear data specifications to support consistent and comparable measurement across all forces.

Police Performance System

In 2026-27, PMCC will play a central role in supporting the embedding of the new Police Performance System led by the Home Office. The committee will also focus on professionalising the performance community, in line with [Getting a Grip 2023 recommendations \(5a and 5b\)](#), ensuring that performance management is recognised as a critical and skilled discipline within policing. This includes working with the College of Policing to develop a tailored Deputy Chief Constable (DCC) development offer, ensuring senior leaders are equipped to lead data-driven performance cultures.

Through strong leadership, collaboration, and a clear strategic focus, PMCC is helping to reshape how police performance is understood, measured, and improved. By continuing to invest in people, partnerships, and data integrity, the committee continues to lay the foundations for a more consistent, transparent, and effective performance system—one that ultimately supports better outcomes for the public.

The Performance Management Committee has other Portfolios and completed other delivery objectives during 2025/26.

Coordination Committees

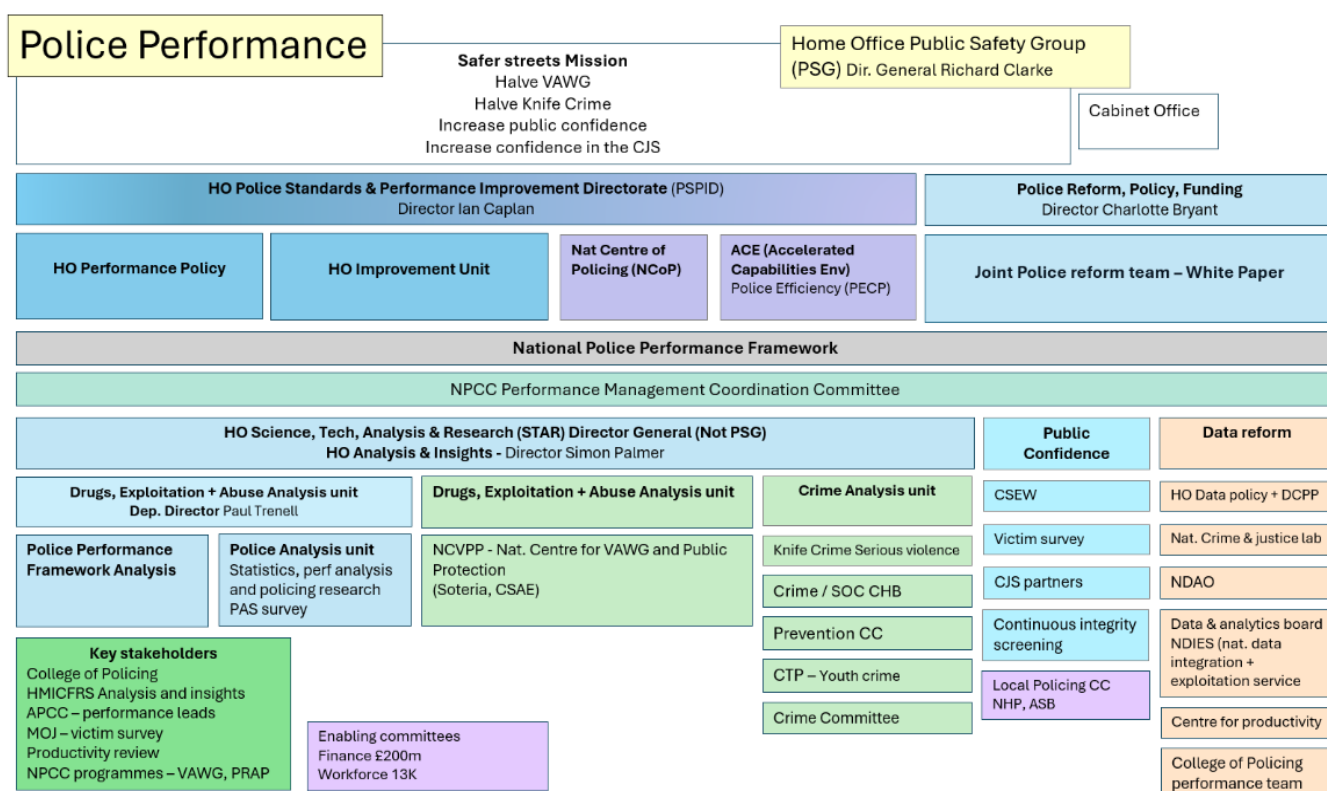


Figure 6. Overview of the Police Performance stakeholder landscape.

Prevention

The Prevention Coordination Committee plays a pivotal role in delivering the National Policing Prevention Strategy by fostering collaboration across policing, Government, academia, and industry. The committee's activity during in 2025/26 demonstrates how strategic partnerships have accelerated progress in embedding prevention and problem-solving at the heart of policing.



The Committee coordinates the development of a national integrity screening capability for policing to improve public trust, enhance confidence and reduce harm to communities. During 2025/26, the Committee has been supporting the Government Safer Streets Mission, this will remain a key delivery priority for 2026-27.

In response to threats to public safety, two task and finish groups were established in 2025. E-mobility focuses on Anti-Social Behaviour (ASB) and criminal usage of e-bikes and e-scooters, and a national toolkit of emerging good practice provided forces with evidence-based guidance to enable local response. The Violent Fascinated Individuals (VFIs) group work with a

cross sector of partners and stakeholders to support police specific guidance to direct national policing policy.

Key Objectives

The Committee's nine National Portfolios continue to deliver key strategic objectives and activity:

- Embedding problem solving across forces
- Review of Community Safety and Accreditation Scheme (CSAS) and guidance
- Crime prevention e-learning packages and guidance on initiatives including Secured By Design (SBD) and Licensing SAVI
- Delivering a national capability for Integrated Offender Management
- Drug threat guidance and evidence-based analysis to inform local intelligence and trends.
- Reducing harm in the NTE through professionalising the role of force Alcohol and Licensing Officers (PALO) and
- Securing and advocating for longer term sustainability of Government funding for Government funded initiatives.

Regional workshops and tailored peer support visits created platforms for forces to share best practice and embed prevention beyond neighbourhood policing. 30 spotlight regional inputs showcased innovative approaches, while peer support visits delivered practical guidance on governance, evidence-based tools, and local harm reduction priorities. Feedback suggests improved confidence and consistency in applying prevention frameworks.

Partnership Working

Working with the Home Office to shape the development of Young Futures Hubs and Prevention Partnerships, providing coordinated responses to youth vulnerability and serious harm. Exemplifying how shared governance and integrated strategies can reduce duplication and strengthen early intervention.

Working with the Office of the Police Chief Scientific Adviser (OPCSA) to support the launch of Police Academic Centres of Excellence (P-ACEs) forming a

national network between academia and policing to deliver mission-focused research and practical solutions. Additionally, the committee's partnership with the Office for Health Improvement and Disparities led to the refreshed Health & Policing Public Health Consensus, launched in July 2025, reinforcing a whole-system approach to harm reduction, promoting ethical data-sharing and upstream interventions.

PEEL Inspection

"PEEL Inspection activity for the 23/25 cycle has now concluded. The evidence from all these inspections has been analysed and show that the prevention and deterrence question of PEEL had a majority of outstanding and good grades. This reflects Forces commitment to this area of policing and also made it the strongest performing area of PEEL in the last cycle."

HMICFRS – Martin Moizer, July 2025

Close collaboration with HMICFRS ensured prevention is a core measure within PEEL frameworks and partnership with the College of Policing continues to shape a national CPD framework, aligning professional development with strategic priorities. Recent inspection results have shown a focus on prevention amidst positive reporting from forces.

The focus for 2026-27 will be to continue to support policing to drive forward cultural change at force and Government level and to promote evidence-based practice on the benefits of Prevention.

The Prevention Committee has other Portfolios and completed other delivery objectives during 2025/26.

Science and Innovation

The Science and Innovation Coordination Committee (SICC) was established in 2024 to ensure a collaborative, connected approach to innovation across the NPCC and wider policing, through close working with Coordination Committees, the Office of the Police Chief Scientific Adviser, and partner agencies.

Artificial Intelligence
in Policing



National Science and
Innovation Board



During 2025/26, SICC focused on strengthening the national innovation ecosystem and improving coordination between policing, academia, and Government. This included delivering a Science and Innovation Network across nine regions, enhancing connectivity and enabling forces to access expertise and innovation more consistently.

SICC supported the creation of the Police Problem Book, providing a structured national mechanism to capture and prioritise operational challenges, ensuring investment is directed toward real policing problems. SICC also played a key role in enabling POLICE.AI, securing £115million to accelerate adoption of AI-enabled capabilities. In parallel, SICC supported the launch of Police Academic Centres of Excellence (P-ACEs in October 2025), strengthening collaboration with academia and embedding evidence-based approaches.

National Blueprints

To support delivery at scale, SICC oversaw 13 national blueprints and a national evaluation strategy, providing forces with practical step-by-step “how-to” guides to adopt proven approaches and measure what works, for example standardising elements of digital investigation and case handling, reducing the need for local solutions and speeding up rollout.

National Science and Innovation Board (NSIB)

Delivery has been driven through the National Science and Innovation Board (NSIB), which acts as the engine

room of SICC-coordinating innovation activity, supporting Test and Learn (T&L) activity, and enabling bottom-up innovation through mechanisms such as the STAR Fund, which has supported over 120 projects and £20million of investment nationally, alongside Regional Science and Innovation Managers (RSIMs).

These interventions are now being used in practice to improve how policing identifies and responds to frontline operational challenges.

The Police Problem Book

The Police Problem Book has shifted the approach from technology-led to problem-led and is now being used to prioritise national challenges such as managing high volumes of digital evidence and improving frontline decision-making. This has enabled solutions to be developed and tested directly against defined operational needs.

Science and Innovation Network

Through the Science and Innovation Network, forces are sharing and adopting practical approaches more quickly. For example, forces are improving digital case file processes and using automation tools to reduce administrative burden, freeing up time for frontline activity.

SICC has also strengthened engagement with industry, improving how policing articulates its challenges and enabling faster, more agile collaboration with partners to develop and adopt innovative solutions.

Police.AI

The Police.AI programme is supporting early operational use cases, including AI-assisted document review to speed up case preparation and data analysis tools to support decision-making, reducing manual effort and improving consistency.

Some innovation activity is already delivering measurable benefits, including significant time savings

in digital processes and improvements in officer productivity.

Police Academic Centres of Excellence (P-ACEs)

The Police Academic Centres of Excellence (P-ACEs) are strengthening the evidence behind these approaches, ensuring that new methods are tested and evaluated before wider adoption.

Overall, this has led to more consistent ways of working across forces, reduced duplication, and improved the ability to respond to operational demand more efficiently.

Delivery has taken place within a complex landscape, with differing levels of digital maturity and competing priorities. A key learning has been the importance of maintaining a clear link between operational problems and innovation, supported by strong governance and early engagement.

Embedding evaluation has highlighted the need for consistent data and measures of success to demonstrate impact and inform decision-making.

SICC's work has been delivered through coordinated effort across forces, NPCC Portfolios, Government, academia, and industry, strengthening national coherence and maximising resources. Benefits include improved alignment between demand and innovation, increased investment, reduced duplication, and stronger use of evidence—enhancing policing's ability to deliver efficient and effective services.

The focus for 2026/27 will be to embed the Police Problem Book as the primary mechanism for capturing and prioritising operational demand from the frontline, while supporting POLICE.AI and driving adoption of national blueprints. A key priority will be supporting the development of a Science and Technology Directorate within the National Police Service, shaping its role, governance, and integration with existing capabilities. SICC will continue to strengthen evaluation to ensure innovation delivers measurable operational outcomes and supports long-term transformation.

Workforce

The Workforce Coordination 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.

One of the main objectives of the NPCC National Workforce plan is to ensure that policing officers and staff are well led, supported, managed and representative of the wider community. During 2025/26 the workforce Committee, and its 7 national portfolios, led on and supported:

Coordination Committees



- The development and submission of the 2025 Police Remuneration Review Body (PRRB) pay award.
- The production of the latest version of the Strategic Assessment of the Workforce (SAW) 2025 to set out the current composition, condition and configuration of the workforce as an ante-cedant to developing a national workforce strategy.
- The development of a national strategic workforce planning framework using private sector skills, service wide knowledge and Home Office experience, which will be carried forward into 2026-27 and build upon the findings within the SAW.
- The development of a practical strategic workforce planning framework, which has been rolled out to 4 pilot forces, using Skills for Justice experience. This will enable valuable learning with which to build upon across the wider service. It will act as a tool to enable all forces to take a common approach to workforce planning using a common framework, common data sets, and common question sets, and will also provide a rich picture of comparative data with which to improve workforce management.
- The production and delivery of a specific Strategic Workforce Planning event at the College of Policing Executive Leadership Programme (ELP) in March 2026. This was the first time that this has taken place, and
- The delivery of a national wellbeing survey which has provided useful insight and evidence to underpin a number of assertions and future considerations as to the health and sentiment of the workforce.

During 2025/26 the workforce Committee also contributed to:

- The submission of the 2025 comprehensive spending review and subsequent analysis and Home Office liaison. This resulted in a wider and deeper knowledge of workforce issues across key partners.
- The development of year 2 Neighbourhood Policing Guarantee rollout, using learning from year 1, and
- Improved data quality in forces in relation to the NPG year 1 enabling them to claim a higher level of NPG grant.

In support of this work, the Workforce data team have continued to support the committee, reviewing and improving data quality and harnessing the knowledge, skills and experience of a wide group of stakeholders.

Successful delivery of the committee's objectives relayed on dedicated officer and staff resources within NPCC, as well as significant support from forces via officer and staff time, and the use of consultants.

Benefits include greater knowledge of the workforce and a matured approach to its management. Next steps are:

- Taking forward the development of a national Workforce Strategy,
- Taking forward force level Strategic Workforce Planning,
- Continuing to refine and improve data quality to provide better insight,
- Enhancing and developing national wellbeing.

National Functions, Programmes and Units

The NPCC structure supports a number of national functions, programmes and units set up to lead on key delivery, strategic priorities and risks on behalf of policing and the public. The following pages provide summaries of just some of the key activity from these functions during 2025/26.

These include, but are not limited to:

- National Serious and Organised Crime portfolio
- National Police Coordination Centre (NPoCC)
- National Centre for Violence Against Women and Girls and Public Protection (NCVPP)
- Neighbourhood Policing Guarantee Team
- National Knife Crime Centre
- Office of the Police Chief Scientific Adviser
- Trust & Confidence Portfolio
- Information Disorder Portfolio
- Joint Police Reform Team
- Police Race Action Plan



National Police Coordination Centre (NPoCC)

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.

In 2025/26, NPoCC delivered operational support to forces, responding to high-impact, nationally significant events.

Over the year, 41,308 mutual aid shifts were mobilised nationally, evidencing the scale of coordinated deployment. Both units of NPoCC - Operations and the Strategic Intelligence and Briefing team - provided direct support to numerous complex national operations, including:

- **Op Solar** - the protective policing response to the Jewish community following a series of attacks and heightened community tensions, requiring coordinated national activity.
- **Op Roll** - the policing operation for a visit by USA President Donald Trump, requiring significant mutual aid planning, and
- **Op Leste** - coordinating national mobilisation, intelligence and the deployment of resources, ensuring a proportionate and proactive response to immigration related protests.

Following Op Navette in 2024, NPoCC led a review of the national mobilisation plan, and authored clear new practice for multi-force coordination. This included setting out the role of a National Coordinator, strengthening consistency in national command and mobilisation, and addressing learning from recent HMICFRS inspections. NPoCC worked with the Strategic Hub to set up the SPP data cell and College of Policing to adopt these updates into multiple Authorised Professional Practice (APP) documents.

Strategic Intelligence and Briefing (SIB)

The NPoCC strategic intelligence and briefing team now includes the National Investigation Team (NIT) and a new internet intelligence and investigation (i3) team. The NIT take the lead on investigations beyond single

force boundaries, standardise national investigations in relation to protest criminality, and maintain investigative networks across policing. The i3 team enhances public order and public safety situational awareness, supports the understanding of community sentiment, proactively develops intelligence, and plays a key role in the identification and understanding of information disorder.

NPoCC SIB has expanded its core products in support of forces, including national threat assessments, daily strategic briefings, and risk-based prioritisation tools such as the Protest Prioritisation Matrix (PPM), which supports decision making for the prioritisation of police resourcing for protest.

Operations

Beyond domestic operations, NPoCC also supported Crown Dependencies and British Overseas Territories, and has strengthened national capability through direct input into training, policy and legislation, including contributions to Public Order Act review, the Public Order Commanders Gold course, and the College of Policing MAGIC (Multi-Agency Gold Incident Command) course.

The Operations function has restructured to prioritise the development of its Mercury ICT capabilities, ensuring UK policing can maximise the benefits of the data it holds, enhancing the system to inform risk-based decisions on training investment across forces.

Working in partnership with the Euros planning team and NPCC Data Cell, Operations are central to the coordination of readiness for the Euros 2028, which will represent the largest policing deployment since the 2012 Olympics. NPoCC also continues to work with NPCC Portfolio leads and partners to design and deliver national testing and exercising activity, ensuring readiness for complex, multi-force operations.

National Serious & Organised Crime Portfolio (NSOC)

The NSOC portfolio which reports into the National Crime Coordination Committee and is responsible for leading the policing response to the national Serious and Organised Crime Strategy, published by the Home Office. As part of this responsibility, the portfolio will also work collaboratively to oversee the coordination and strategic development of the Regional Organised Crime Unit (ROCU) network on behalf of all forces and the wider SOC system. The portfolio also works closely with both the National Crime Agency as the organisation responsible for leading and coordinating the UK response to SOC and a wide range of partner organisations.

SOC Reform

Following publication of the Police Reform White Paper, work began immediately to understand how vital capabilities within NSOC and Regional Organised Crime Units (ROCUs) could complement the Government's vision for policing.

A significant amount of work had already taken place in advance of the Paper's publication through the SOC Reform programme, which was initially stood up in July 2024 as a major transformation project designed to strengthen policing's response to some of the most complex criminal threats facing the UK. The programme has sought to collaborate with partners to identify new areas to combine capabilities, coordinate across various crime types, and share best practice. This has been evidenced in the cross-organisation response to the threat around Com (Community) networks.

NSOC also focused on the importance of local policing and the wider benefits to tackling SOC, including through Clear Hold Build, where communities that have persistently been affected by organised criminal groups are reclaimed, with a focus on local groups and statutory partners working together.

Tackling Organised Immigration Crime

Since its launch, the Organised Immigration Crime Taskforce has strengthened the national policing response to organised immigration crime (OIC). Activity has increased across forces and ROCUs with a sustained rise in the identification and assessment of OIC threats.

By February 2026, the number of OIC related tactical assessments had increased to 145, reflecting continued month on month growth.

Operational disruption has also intensified. In Q3 2025/26, police forces recorded 675 disruptions against OIC, a marked increase on previous quarters, while ROCUs delivered a further 49 disruptions. Both forces and ROCUs have exceeded their national SOC ambitions for moderate and major disruptions, demonstrating a significant uplift in coordinated operational impact.

Supporting Policing Priorities

ROCUs have continued to play a vital role in protecting children and vulnerable adults from violence and abuse, supporting local and national priorities around halving Violence Against Women and Girls (VAWG).

In 2025, operations by ROCUs across the country led to 2,225 young people and 717 adults being safeguarded from threats such as domestic violence and abuse, ensuring victims get the help and support they need.

A prominent driver of exploitation and violence is the illegal drugs market, which is intrinsically linked to an array of other criminality including the coercion of young and vulnerable people, gang violence, and burglaries and robberies.

Last year alone, 1,409 suspects were arrested for drugs offences following investigations led by ROCUs, ultimately leading to 464 criminals being given more than 3,300 years of prison sentences.

In addition, more than a tonne of cocaine was seized along with 130kg of heroin, and three tonnes of cannabis.

National Centre for Violence Against Women and Girls and Public Protection (NCVPP)

The National Centre for Violence Against Women and Girls and Public Protection (NCVPP) was formed on 1st April 2025 and hosted by the College of Policing. The NCVPP is linked to the National Crime Coordination Committee as it is related to the Violence and Public Protection Portfolio.

The NCVPP is a joint initiative between the NPCC and the College of Policing, bringing together the collective knowledge and expertise of:

- the Vulnerability, Knowledge and Practice Programme (VKPP)
- Operation Soteria
- the Violence Against Women and Girls (VAWG) taskforce, and the
- Public Protection team

The NCVPP is committed to improving the police response to VAWG and public protection offences for the benefit of victims, by embedding a consistent service across the country and disrupting perpetrators to reduce offences in the first place.

NCVPP's role is to support forces through specialist training, equipping them with the right skills and knowledge to help them drive the highest standards when investigating and tackling the range of complex and harmful crimes across VAWG and Public Protection. We also offer peer review support, giving forces the opportunity to learn from each other and drive long-lasting improvements on the ground; identifying best practice and scaling up what works, to provide a clear framework to understand what success looks like, nationally.

Our priorities are underpinned by three core themes that guide our work:

- Evidence-led practice
- Continuous learning and professionalisation
- Developing deep expertise across the service

In the last year, the NCVPP has continued to drive and deliver work across existing programmes, for example

Operation Soteria, and Domestic Abuse projects such as Rapid Video Response, Raneem's Law, and early police charging for Domestic Abuse offences – to enable officers and staff to become more perpetrator focussed and improve service to victims at first point of contact. These, and many other, areas of work are agreed priorities with the Home Office collectively known as the SDP (Strategic Delivery Plan).

NCVPP also supported forces with a more streamlined approach to their work across the spectrum of Public Protection and VAWG threats; one example is creating a single self-assessment linked to HMICFRS and new national performance framework requirements. Another is by prioritising how training should be targeted, creating a curriculum that does not simply add to the burden, but seeks to identify cross-cutting learning and removing duplication.

During 2025/26, NCVPP also launched a new Public Protection Safeguarding Leadership Programme (PPSLP), voice of the victim resource and guidance on online harms.

NCVPP continues to review and work to respond to recommendations from both the Government's VAWG strategy and the 'Angiolini report, part two' – which is focussed on the safety of women in public spaces.

Policing has a vital and unique role to play in the Government's mission to reduce VAWG, and to achieve meaningful change, all parts of the system must continue to work towards the same aim. NCVPP continues to place victim voice and experience at the heart of all we do, engage with specialist stakeholders to understand impact and gather insight, and encourage partners to play their part

Neighbourhood Policing Guarantee (NPG)

The **NPG** is a government programme designed to restore public confidence and enhance visible policing in communities, as part of the [Safer Streets Mission](#). A dedicated team was created within the NPCC to deliver the NPG, alongside the Home Office. The Programme is linked to the Local Policing Coordination Committee through the Neighbourhood Policing Portfolio.

Through the Government's commitment to deliver 13,000 more neighbourhood officers by the end of Parliament, the aim of the guarantee is to enhance the capability and capacity of the neighbourhood policing (NHP) workforce to address anti-social behaviour and focus on crime prevention. The work of the programme team is to collaborate, influence design and drive delivery of the NPG's six pillars (illustrated below).

Several challenges/risks were identified early on, which the programme team have been working hard to mitigate.

Forces disengage and unable to commit to NPG:

- Concerns expressed about funding for increased officer numbers and training compliance, however year one headcount increase is strong.
- Good engagement from forces for year one, although uncertainty regarding level and structure of future funding may impact on engagement for years two to four.

Lack of timely and accurate data on NHP officer numbers:

- NPCC Workforce Data team developed a template for forces to collect data on NHP officer numbers and worked extensively with Home Office counterparts to ensure significantly increased confidence in the accuracy and completeness of the data. This continues to be monitored to ensure the process is effective.

Non-provision of 2025-26 grant payments to forces for additional NHP officers due to inaccurate data submissions to the Home Office from forces:

- Extensive work has been done with the Home Office to support the process of assessing payments due to forces to reimburse them for the increase in NHP officers. First cycle of Q1 payments highlighted challenges which were addressed for Q2 which was smoother, leading to quicker calculations.
- Payment process now more effective and provided in a timely manner. As a result of the revised funding formula, a new process will need to be developed for year two of the programme, which is underway.

Impact of the Independent Sentencing Review:

- Concerns relating to NPG delivery which include NHP's capacity to deal with increased local crime; increasing demand to action breach of bail, warrants, recalls etc, and post-conviction offender management in the community.
- Significant bail and remand risks have also emerged, with many offenders becoming 'unremandable', which is anticipated to impact on efforts to tackle retail crime and other community offences. Civil orders may become a key mitigation tool, but these still create challenges and demand in monitoring and enforcement.

Forces' ability to implement the NPG at pace against ongoing financial pressures:

- Financial support for the 13,000 NHP uplift was not guaranteed beyond 2025-26, with risks and impacts escalated to Home Office colleagues, resulting in a provisional grant confirmation of circa £200m in 2026-27. This presented a

National Functions, Programmes and Units

further challenge to forces as this would only be sufficient to maintain the 2025-26 increase.

- Over the coming year, the focus for the programme is on the delivery of an additional 1,750 NHP officers by April 2027, as well as understanding the impact regarding the future structures of policing and gaining clarity of definitions in relation to regional forces and local policing as part of police reform.
- There is also expected to be an increase in demand on the NPCC NPG team to deliver pillar six – volunteers in policing – and navigating the complexities relating to delivering national enablers (technology) in the current landscape within police reform.
- The programme team will continue to push for clarity on future funding for both the programme and forces to deliver the NPG, as well as preparing for delivery of the NPG for years three and four.



Figure 7. Key pillars of the Neighbourhood Policing Guarantee Programme.

National Knife Crime Centre (NKCC)

The National Knife Crime Centre (NKCC) was established to lead the investigation, disruption, and prevention of illegal online knife trade and to act as the national system lead for tackling knife-enabled crime. It coordinates law enforcement, statutory agencies, online platforms, delivery services, and the retail sector, building on the outcomes of the January 2025 End to End Online Sale of Knives Review and the success of Operation Athos.

By April 2026, the National Knife Crime Centre (NKCC) had been established as a national policing capability, scaling the proven Operation Athos model and implementing recommendations agreed by the Home Secretary during 2025/26. Specialist expertise had been centralised, reducing duplication across forces,

improving efficiency, enhancing the quality and speed of actionable intelligence, and providing consistent support and guidance to policing partners, retailers, regulators and online platforms.

National Functions, Programmes and Units

The NKCC oversees enforcement of new and existing legislation, including age verification, retailer compliance, online content management, and action against illegal grey market sellers and importation.

Success is measured through increased referrals of suspicious knife purchases from retailers, improved compliance with age verification requirements at sale and delivery, increased disruption of illegal online sellers, and a reduction in access to knives through unregulated platforms. Additional measures include improved intelligence sharing, consistent enforcement activity across regions, and increased number of coordinated national investigations.

The NKCC is a national scaling of tested operational models already proven through Operation Athos and has implemented recommendations agreed by the Home Secretary during 2025/26. Centralising specialist expertise has reduced duplication, enhanced efficiency, and provided accessible support to all police forces.

Knife crime remains a national priority. The NKCC directly supports violence reduction strategies and the Pursue strand of policing methodology, addressing supply-side drivers of knife-enabled harm.

The NKCC has been stood up as a national capability within the current legislative and policy cycle following the 2025 review, with operational impact expected within its first year of operation.

The establishment of the National Knife Crime Centre presents several risks that will require careful management. There is a potential diversion of resources from local priorities, as police forces may need to reallocate staff or funding to support national coordination, which could impact existing neighbourhood or violence reduction initiatives. Centralising investigations also introduces increased operational complexity, adding new governance

structures and requiring forces to adapt workflows, decision making, and lines of accountability. Without

clear alignment, there is a risk of duplication with existing national programmes, including violence reduction units and organised crime capabilities, reducing overall efficiency. Additionally, the Centre will incur initial setup costs and lead in time, including investment in infrastructure, specialist staffing, and technology, which may delay early operational impact. These risks will need to be mitigated through strong governance, clear role definition, and phased implementation.

The National Knife Crime Centre will utilise £1.75million funding to operate through two specialist units: an Investigations Team and a Partnerships and Data Analytics Team. The Investigations Team works with forces to pursue offences linked to online and physical knife sales, support legal proceedings, and lead the identification and removal of non-compliant websites. The Partnerships and Data Analytics Team engage with industry and statutory partners, analyse trends, advise forces on legislation and policy, and develop guidance and training in collaboration with the College of Policing.

This model will consolidate specialist expertise, has reduced duplication across forces, and improved the pace and quality of actionable intelligence. Benefits include disruption of illegal knife supply, reductions in knife-enabled harm, improved public confidence, cost avoidance across policing, health and justice systems, and strengthened partnerships with retailers, regulators and online platforms.

The focus for 2026-27 includes overseeing retailer licensing and bulk sales referrals, tackling importation and overseas sellers, and embedding existing NPCC knife crime activity to provide sustained national system leadership.

Trust & Confidence Portfolio

The introduction of an NPCC trust and confidence Portfolio, during 2025/26, represents a significant step toward strengthening legitimacy, transparency and accountability across policing. The programme is designed to address inconsistencies in approach, respond to evolving societal challenges, and build resilience for the future of policing. The Portfolio is part of the Local Policing Coordination Committee.

The primary objective of the Portfolio is to establish a national governance framework that promotes public trust and confidence in policing through evidence-led interventions and strategic alignment.

Key objectives include:

- Develop and implement an NPCC trust and confidence strategy and supporting governance structure that sets national direction, standards and accountability to improve trust and confidence.
- Introduce standardised evaluation measures and a national baseline to track improvements.
- Develop a national narrative focussed on fairness and outcomes, encouraging a consistent approach to feedback and localised engagement.
- Identify, share and implement best practices informed by research and academic collaboration to support forces in improving trust and confidence at a local level, and
- Identify positive practice and evidence led interventions that encourage a consistent approach to procedural justice, ensuring a focus on legitimacy and proportionality.

This work will ensure greater consistency across forces, reduce geographic and demographic disparities, and embed procedural fairness and ethical practice in public encounters.

The programme benefits from the engagement and collaboration of key stakeholders including NPCC leads, Home Office, HMICFRS, College of Policing, academic partners and community representatives. Governance will be delivered through a national board supported by sub-groups focused on procedural justice,

communication and engagement, data and insights, and an academic reference group.

The Portfolio faces several challenges, including the broad nature of trust and confidence and possible duplication of effort with other NPCC Portfolios. These risks are mitigated through a thematic approach supported by clear governance and communication. A comprehensive review of research and existing guidance helped identify common principles and early engagement with NPCC leads has sought to avoid duplication.

Extensive stakeholder engagement ensured clarity of roles and responsibilities, while early involvement of academic partners accelerated the identification of research which may assist in developing evidence-based practices. Key learning from this process highlights the importance of structured governance and collaborative engagement to achieve consistency and legitimacy.

Significant effort has been invested in stakeholder engagement and governance design since the Portfolio's creation in the autumn of 2025. Resources have included NPCC leadership, strategic partners and academic collaboration, with minimal direct financial spend to date-primarily related to theory of change events and symposium planning.

Key achievements include the development of a draft governance structure, identification of sub-groups and deliverables, and initial engagement with NPCC Portfolios and external stakeholders. A national conference in 2026 is planned to share emerging positive practice, consult on emerging initiatives and refine priorities.

The Trust and Confidence portfolio has established a unified national approach to trust and confidence, promotes transparency through open reporting and scrutiny mechanisms, and encourages evidence-led interventions and positive practice sharing. By embedding procedural justice and ethical standards, the initiative builds resilience for future policing challenges.

Next steps during 2026/27 include finalising the governance structure, appointing sub-group leads, implementing tactical reporting and risk management mechanisms, launching a national trust and confidence strategy supported by baseline data framework, and delivering the symposium to integrate community feedback into the strategy.

Information Disorder Portfolio

Policing faces growing challenges from the spread of Misinformation, Disinformation and Malinformation (MDM) which can undermine public trust, confidence, operational effectiveness, and public safety. The Information Disorder portfolio (formerly the MDM portfolio) was established in September 2025 to address these concerns, increase awareness and embed consistent practices across police forces. With all activity is being coordinated under three primary workstreams: prevention, ethics & legal principles and response. The Portfolio is supported by a range of subject matter experts from over 22 NPCC Portfolios, Government bodies and partner agencies.

There are several factors which can contribute to Information Disorder, these include:

- Rapid spread through social media algorithms which are extremely difficult to contain.
- Socio-political agendas which are intent on undermining trust and confidence and inciting unrest and may be aided by out of state actors.
- Socio-economic isolation which may increase vulnerability to misinformation that reinforces the existing belief systems.

Key Definitions:

Information disorder: Collective term covering misinformation, disinformation and malinformation.

Misinformation: Content that is either false, misleading or has been taken out of context by accident and was never intended to cause harm.

Disinformation: Purposefully false content that was created with the intent to mislead, cause harm and deceive.

Malinformation: purposefully misleading information, based on fact, which was created with the intent to cause harm and deceive.

The NPCC Information Disorder Portfolio aims to develop policy, guidance, public education and engagement strategies to enhance trust, transparency, and resilience in policing. The Portfolio is focused on

delivering sustainable outcomes that will provide a framework for policing, delivering a consistent and robust response to Information Disorder. To aid this, the portfolio created a baseline assessment of force's readiness using a national survey to collect data on current in-force capability.

The potential impacts of Information Disorder are cross-cutting and extensive and partnership working will be fundamental to tackling the issues using a whole system approach. The portfolio seeks to define the parameters which govern when the police respond or attempt to influence narratives being fuelled by misinformation, disinformation and malinformation – reflected in a problem statement drafted for inclusion in the Policing Problem Book, defining the challenge as:

“How can policing minimise the risk of crime, public disorder and harm arising from misinformation, disinformation, and malinformation, in a context where these risks are amplified by digital platforms, AI-enabled content, geopolitical interference, and societal vulnerabilities – while balancing legal, ethical, and operational principles?”

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The Information Disorder Portfolio have published a detailed 'Force Policy Guidance' document to assist forces in improving capabilities for detecting, monitoring and assessing MDM. This will assist with creating clear lines of responsibility for those involved in coordinating and implementing the force's operational response. There is a particular emphasis on the need to assess information alongside intelligence, utilising existing tools and models to effectively respond to information disorder.

In addition, forces have also endorsed and agreed to adopt the following key practice guidance documents:

- Information Disorder Strategic Risk Guidance
- Human Rights Consideration for the force Policy and Strategic Risk Guidance
- Information Disorder Decision Making Guidance

The activity of the Information Disorder portfolio has been delivered with a view to embedding a consistent approach towards enhancing policing's operational planning assumptions and understanding the key risk indicators of this growing threat.

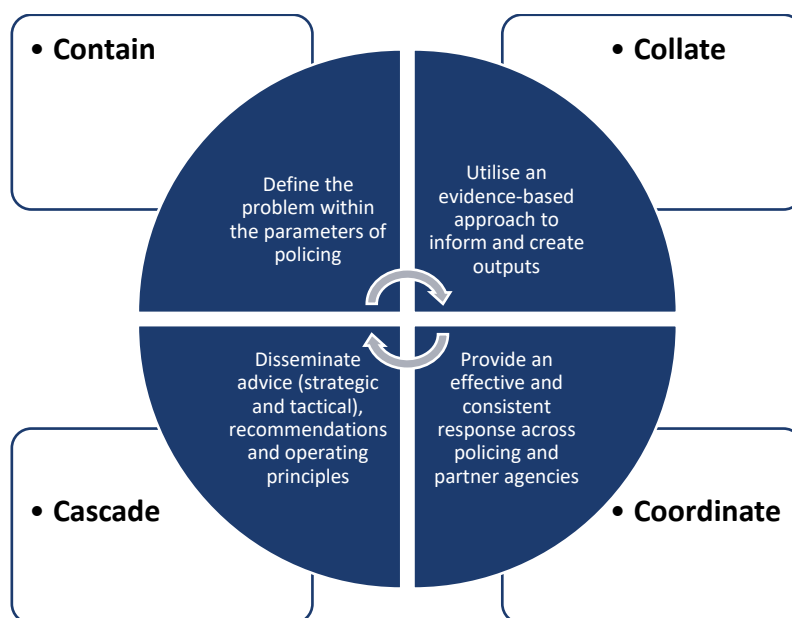


Figure 8. Information Disorder Portfolio – Strategic Intent Diagram.

Office of the Police Chief Scientific Adviser (OPCSA)

Led by the Chief Scientific Adviser for Policing, OPCSA works to ensure the strategies and practices of all areas of the service are grounded in, and exploit, the best science, technology, analysis, and research. OPCSA also ensures policing plays its part in wider Government science missions, including the Industrial Strategy.

The Office of the Police Chief Scientific Adviser (OPCSA) continues to support forces, national leads, Coordination Committees, and partners to deliver the NPCC Science & Technology (S&T) strategy. OPCSA led strategic planning and case formation for policing's

Spending Review submission, including developing with Home Office colleagues the case for Police.AI. It has provided independent scientific advice on applications of quantum, risk assessment, forensic evidence, misinformation, and facial recognition. It has

supported the maturing network of Research, Science and Innovation Managers and built a comprehensive innovation repository to support sharing and adoption. It has provided advice to Ministers and supported Police Reform by charting the future S&T opportunities and challenges. Through the work of the Police Science Council, a board of world-leading science leaders, it has continued to provide independent assurance on the quality and strategic direction of NPCC practices and policies.

The OPCSA has collaborated with partners to commission pertinent research and development for UK policing. Examples include:

- 11 Police STAR projects and 16 Test and Learn in 25/26 projects distributed across all Service Lines and forces. The Test and Learn Fund is a new initiative designed to give forces the freedom to experiment with smaller, agile funding pots before committing to large-scale investment.
- Four research projects to understand and address the implications of deepfakes for UK policing.
- Research on the impact of policing on economic growth, specifically in relation to local businesses.
- Development work with SMEs to progress, for example, new techniques for safely stopping electric vehicles.

The Police CSA is responsible for the service's Science and Technology Profession. Building on previous

research and engagement, the OPCSA is building a Science and Technology Academy; supporting the review and development of current volunteering schemes; helping to build youth engagement programmes; and fostering a centralised community for S&T professionals.

Working with UK Research and Innovation, OPCSA launched 9 Policing Academic Centres of Excellence, tasked with improving forces' access to the absolute best university expertise and infrastructure. Additionally, through the OPCSA led Futures Community of Practice, provided bespoke futures training sessions and resources to aid capability development.

This year saw the Policing Problem Book mature to an online resource available to industry to stimulate discussions about matching capabilities to needs. The growth of another online resource, science.police.uk, reaffirms policing's commitment to Open Science and public transparency. The growth of the highly successful magazine 'Policing Tomorrow' reflects policing's commitment to communicate its scientific and technological excellence to the widest possible readership.

The OPCSA has also supported the Police CSA in delivering his national duties, notably: as CSA lead for the Safer Streets Mission, the Police CSA has been active in shaping priorities for S&T spend and opportunities for investment, including UKRI's £53million R&D Mission Accelerator Program; as chair of the Social and Behavioural Science (SBS) in Emergencies group, the Police CSA has led the delivery of cross-Government SBS advice in national emergencies.

Joint Police Reform Team

The Joint Police Reform Team (JPRT), made up of police secondee specialists from the, National Police Chiefs' Council, Home Office Deputy Directors and an executive leader from the Association of Police and Crime Commissioners continues to work to ensure the views of policing are represented in the programme.

National Functions, Programmes and Units

In January 2026 the Government published the Police Reform White Paper. Potentially the biggest redesign of policing since the 1960s, the paper details how a series of radical police reforms will deliver improvements to policing services through the formation of a new National Police Service, reviewing the overall number of police forces and the police funding formula, overhauling police governance, delivering a workforce strategy, mandating national standards for leaders and implementing a new police performance system, among other measures.

The white paper publication follows a year of engagement and collaborative working between the Home Office, National Police Chiefs' Council (NPCC) and the Association of Police and Crime Commissioners (APCC) and delivers on the vision for change set out by the Government in 2024.

Police reform has the capability to set policing up to deliver a vastly better service, ensuring every officer in every part of the country is equipped with the best tools and technology they need to fight crime and keep our communities safe.

Today serious crime often crosses county borders and happens online rather than directly in neighbourhoods. Having forces doing things differently can lead to duplication and inconsistency. Effective reform will reposition and refocus UK policing to ensure it operates consistently, at the right scale, effectively and fairly, responding to the demands of modern crime, protecting communities and retaining strong local policing at its core.

The NPCC has been a key part of the Joint Police Reform Team (JPRT) alongside the Home Office and the APCC. Under the leadership of Assistant Commissioner Louisa Rolfe, the NPCC has aimed to ensure that policing has had a strong voice in shaping the Government's vision for police reform outlined in the white paper.

Following publication of the white paper, the NPCC produced a survey to collate the initial views of Chief

Constables on nearly all its proposals. This eventually took in views from the wider policing sector, to ensure there was a good understanding of different views and responses across the system.

NPCC has played a leading role in development of a new System Target Operating Model for policing, to build on the vision in the white paper, support the process of delivery and set out how these reforms will impact how the system operates in practice.

Communications and engagement have been a vital area where the NPCC has led the reform programme, ensuring regular contact between the JPRT and the wider policing system. Regular engagement and dialogue taking place with: Chief Constables; NPCC Committee chairs; future leaders in policing; trade unions; staff associations and national staff support networks. More than 650 members of the police workforce have engaged with the JPRT since publication of the white paper and the team will continue to ensure policing shapes the programme's ongoing delivery.

Regional Chief Officer Police Reform SPOCs have also been identified and appointed across every region.

The NPCC is supporting the JPRT's project management and development functions, as well as identifying areas where the ambitions in the police reform white paper can already be delivered. This includes identifying plans that are not dependent on legislation, such as projects already happening in individual forces and NPCC Committees that would be better delivered collectively. This includes for example work underway to create the first ever national workforce strategy for policing.

The NPCC will continue to be a driving force in the police reform programme as this long and ambitious package of reforms comes to fruition.

The Police Race Action Plan (PRAP)

The Police Race Action Plan (PRAP) is the flagship programme to tackle racism in policing and improve the trust and confidence of Black communities in our service, through a series of actions and initiatives to improve policing for everyone.

The past 12 months has seen PRAP achieve some significant milestones. The plan published an [update report](#) featuring renewed commitments to addressing racism in the criminal justice system from 12 leading police and partnership voices.

Last year the plan launched its [maturity matrix](#). This detailed framework will see forces provide statistical and narrative evidence of their progress in key areas identified as important for delivery of PRAP, based on consultation across policing and with communities.

Structural Change

For PRAP 2025/26 has been a transition year, as it moves from a centrally delivered change programme into an NPCC portfolio, with greater emphasis on local delivery. Work has continued to embed national actions into existing NPCC Committee structures, as well as progressing key actions at a national level. A particular highlight has been around the ethnicity of those subject to road traffic stops, which will now form part of the Home Office's annual data return required from policing.

Our delivery partner, the College of Policing, has completed some significant research projects, including the third phase of the 'Our Black Workforce Survey', a review of the evidence on adultification and analysis on the impacts of being stopped by the police as a teenager.

Force Engagement

The national programme team has now visited nearly every force across the UK to hear about their local delivery of the plan and compiled a list of key themes and challenges which forces can learn from. The team has also worked internationally with police in the Netherlands and Strasbourg to identify and share good practice in this area.

In May the PRAP team held its first ever conference, attended by nearly 200 people, which formed the start

of a comprehensive programme of knowledge sharing. Since then the plan has published [a call for practice brochure](#), held three in-person knowledge sharing events across the country and brought together nearly 200 initiatives in a [public platform](#) to showcase the promising work going on to deliver anti-racism across the criminal justice system.

Partnership Working

Partnership working has been vital. Work has continued to develop the joint disproportionality board with the Crown Prosecution Service, as well as working with academics from the University of Cambridge and the Office of the Police Chief Scientific Advisor to look at disproportionality in areas such as technology and artificial intelligence. The College of Policing led a workshop in partnership with the NPCC stop and search portfolio looking at addressing disproportionality.

The plan has shaped the Association of Police and Crime Commissioners' equality framework, and also increasingly partnered with the Home Office and the Government's [Race Equality Engagement Group](#) (REEG) on some key projects. This includes working with REEG and the PRAP's existing community and civil society partners on a future model of independent scrutiny for policing, as well as a commitment in the Government's police reform white paper to include metrics from PRAP in the new overarching police performance framework.

As the plan transitions over to new leadership, a key aim will be to work with colleagues and experts on how to get the best from the products PRAP has developed so far and use this as a framework to deepen and expand the understanding of how to build trust between Black communities and the police.

As we close out the 2025/26 period and look to what comes next, I would like to offer my sincere thanks to all those working tirelessly to support the activity, delivery and successful outcomes achieved by the NPCC – both those within the NPCC structures and those in forces and from across the wider policing sector, who dedicate time on top of already demanding roles. It is by working together collaboratively that we are able to make such a difference to the public and the communities we serve, as well as continuing to support one another at a time of significant demand and change.

Policing reform will remain the central priority in the year ahead. We will continue to work closely with Government and partners to deliver the changes set out in the Police Reform White Paper, while maintaining our core focus on fighting crime and keeping communities safe. Alongside this, there are three key themes that will shape policing over the coming year.

Global events are increasingly shaping policing demand across the UK. We are seeing this through rising protest activity, evolving crime types, and the growing impact of misinformation and online harm. In response, we will strengthen our ability to anticipate and manage these pressures. This includes improving coordination across forces, enhancing our understanding of emerging threats, and working with partners to protect communities and maintain public confidence. Policing will continue to play a vital role in responding to instability while ensuring a consistent, proportionate and effective response on the ground.

Technology will play an increasingly important role in how we prevent crime, investigate offences and protect the public. Over the past year, we have made significant progress in areas such as data, digital capabilities and artificial intelligence. In the year ahead, we will build on this progress - ensuring that innovation is delivered safely, ethically and with public trust at its core. We will continue to support forces to adopt new tools and technologies, improve access to data, and use evidence to inform decision-making. Our focus will be on delivering practical, scalable solutions that improve outcomes for victims and communities.

The demands of modern policing are changing, and our workforce must evolve to meet them. New roles, skills and ways of working are becoming increasingly important as crime becomes more complex and more technologically enabled. We will focus on developing our people - supporting them to build new skills, adapt to change and thrive in a more specialised environment. This includes strengthening leadership, improving workforce planning, and ensuring that policing remains an attractive and inclusive profession. By investing in our people, we will ensure policing has the capability and resilience needed for the future.

The Government's devolution agenda will start to take effect in certain forces in 2026-2027. The NPCC will continue to engage with the Government's Devolution Priority Programme, adopting a pragmatic approach and ensuring the implications on operational policing are well communicated and understood, particularly the effect of incidental force boundary changes. A culture of peer support and advice will be fostered between those who have experience in this area, and those likely to be affected over the next few years.

Despite the challenges ahead, policing is well placed to respond. We have the right people, strong partnerships, and a growing ability to use data, technology and evidence to drive improvement.

We will continue to make the internet a more hostile environment for criminals. We will design a policing model fit for the future. And we will build a workforce that uses the very best of science and technology to keep people safe.



Gavin Stephens
Chair, National Police Chiefs' Council



