Refreshing the Approach to Intelligence: Building the Foundations for Effective SOC Policing

Insights from the NPCC SOC Local Conference Senior Leaders' Roundtable April 2025

Report compiled by

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Foreword

Intelligence is the golden thread that runs through every aspect of policing. It is not simply a tool; it is a critical national capability that underpins our ability to keep people safe and free from harm. Today, more than ever, we must reinvigorate Intelligence-Led Policing and build a national Intelligence capability. This means moving beyond a historic threat-based approach and embracing a capability-driven model that is agile, threat agnostic, integrated, and fit for the future.

The policing landscape has changed dramatically in recent years. Social, political, and technological shifts, combined with complex challenges such as the rise of artificial Intelligence, the spread of misinformation and disinformation, and major national incidents including the 2024 summer riots and growing anti-immigration protests, demand a renewed focus on Intelligence. We must ensure that policing stands ready and equipped to meet these evolving threats.

As the National Strategic Lead for Intelligence, I have led work to re-prioritise Intelligence across UK policing. This began with a comprehensive review of the National Intelligence Model (NIM), the framework that governs how Intelligence should be applied strategically, tactically, and operationally. Our findings reveal that implementation of the NIM is currently low, hindered by insufficient governance, underdeveloped capability, and inefficient processes. Further analysis, using Organised Immigration Crime as a case study, showed that while good practice exists, it is fragmented and rarely shared nationally leading to duplication and siloed working. This is a clear example of Intelligence failing to connect at local and national levels.

The risks are significant: ineffective tasking, poor prioritisation, unclear strategic ownership, and gaps in technology and coordination. Yet the opportunity is equally clear. By embedding Intelligence as a core capability, rather than a reactive function, we can maximise operational value, deliver efficient practices, and remain threat-agnostic.

Now is the moment to act. We must prioritise change to prevent tomorrow's Intelligence failures and ensure that our approach remains progressive, integrated, and fit for purpose. This publication is a vital step supporting that vision, and I welcome it wholeheartedly.

DCC Dave Mclaren
NPCC National Strategic Lead for Intelligence

National Intelligence Portfolio

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Executive Summary

This White Paper summarises the Senior Leaders' Roundtable on Serious and Organised Crime (SOC), held on 30 April 2025 as part of the 2nd Annual NPCC SOC Local Conference at the University of Huddersfield. The closed session brought together UK and international policing leaders, policy officials, and academics to explore the future of SOC policing and reaffirm intelligence as the central driver of effective disruption and prevention.

Purpose of this Report

- Record key discussion points and leadership perspectives from the roundtable.
- Highlight emerging SOC threats, intelligence blind spots, and collaboration barriers and challenges faced across law enforcement and partner agencies.
- Provide a strategic roadmap for embedding intelligence-led approaches over the next five years.

Structure of the Report

- Event Overview: Context, aims, and outputs of the session.
- Chairs, Facilitators & Attendees: Leadership and representation.
- Round Table Structure: Format, framing questions, and engagement process.
- Themes & Key Insights:
    - Theme 1: Emerging threats – AI-enabled crime, green energy exploitation, fraud, prison corruption, and increasing adaptability of organised crime groups.
    - Theme 2: Blind spots – Intelligence ownership issues, skills gaps, political interference, and lack of access to private sector data.
    - Theme 3: Collaboration barriers – Red tape, platform disruption challenges, trust deficits, and slow international coordination.
- Strategic Recommendations: Four priorities to reposition intelligence as the engine of SOC strategy, focusing on culture, skills, data sharing, and harm-led metrics.
- Next Steps & Conclusion: Clear short-term and long-term actions to build a future-ready, intelligence-first model for SOC policing.

Key Messages

- Intelligence remains undervalued, under-resourced, and inconsistently governed across policing.
- SOC threats are evolving rapidly, demanding smarter, faster, and more collaborative approaches.
- A shift to threat and vulnerability focused, intelligence-led policing is essential to anticipate, disrupt, and dismantle organised crime effectively

Glossary of Terms

Acronym	Definition
NPCC	National Police Chiefs' Council
PCC	Police and Crime Commissioner
AGS	An Garda Síochána (National police service of the Republic of Ireland).
SOC	Serious and Organised Crime
OCG	Organised Crime Group
CSE	Child Sexual Exploitation.
OAC	Organised Acquisitive Crime
HMPPS	His Majesty's Prison and Probation Service
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
NCA	National Crime Agency
ROCU	Regional Organised Crime Unit
PRA	Police Reform Act.
OBIJ	Organisational Behaviour and Justice
PCSO	Police Community Support Officer
NIM	National Intelligence Model

Event Overview

The Senior Leaders' Roundtable was part of the 2nd Annual NPCC SOC Local Conference, jointly organised by the NPCC SOC Portfolio, the Home Office, and the University of Huddersfield. This year's conference brought together over 90 organisations, including 30 UK police forces, eight ROCUs, local authorities, and international partners from Ireland, Spain, the Netherlands, the UAE and Kuwait.

The roundtable provided an invite only, high-trust forum for select senior leaders to:

- Examine the evolving SOC threat landscape over the next five years.
- Identify blind spots and systemic barriers to current SOC approaches.
- Explore new models of collaboration, both domestic and international, for tackling high harm organised crime.

Intended outputs:

- A shared understanding of future threats and intelligence needs.
- A record of leadership perspectives to inform strategy, decision making, resource alignment, innovation and capability and capacity development.
- This White Paper, to help shape future NPCC, Home Office, and partnership approaches to tackling SOC.

Chairs & Facilitators

Chief Constable Steve Jupp – Co-Chair

Chief Constable Steve Jupp leads the Sovereign Base Area Police in Cyprus and is the former NPCC Lead for Serious and Organised Crime. He has extensive operational experience in leading national SOC strategy, building intelligence-led approaches, and coordinating multi-agency disruption activity across UK policing.

Professor John Synnott – Co-Chair

Professor John Synnott is a Professor of Forensic and Investigative Psychology and Director of the Professional Doctoral Academy at the University of Huddersfield. He has led numerous research and operational partnerships with law enforcement agencies in the UK and internationally, advancing evidence-based approaches to policing complex crime.

Detective Superintendent Andy Farrell – Facilitator

Andy has served as a police officer with West Yorkshire Police is a PIP 3 Senior Investigating Officer. Currently seconded to the NPCC Serious and Organised Crime (SOC) portfolio, he leads the SOC Local Programme. He played a key role in the national rollout of Clear Hold Build (CHB), a place-based approach now embedded in 42 forces across 61 locations.

Agencies and Organisations in attendances

International Partners

- Kuwait Ministry of Interior – Crime and Security Office
- Abu Dhabi Police, UAE
- An Garda Síochána (Ireland) – National Criminal Intelligence Unit
- Spanish Civil Guard – Ministry of the Interior (Spain)
- Vrije Universiteit Amsterdam (Netherlands)

UK National Bodies

- National Police Chiefs' Council (NPCC)

UK Regional Organised Crime Units (ROCUs)

- North West Regional Organised Crime Unit (NW ROCU)
- Yorkshire & Humber ROCU (YH ROCU)
- Tarian ROCU (Wales)

UK Police Forces

- Greater Manchester Police
- West Yorkshire Police
- Merseyside Police
- Police Service of Northern Ireland (PSNI)
- Cumbria Police
- North Yorkshire Police

Introduction

Serious and Organised Crime (SOC) continues to present one of the most pressing and complex challenges to public safety, community resilience, and the rule of law. Organised crime groups are increasingly adaptive, operating across borders and exploiting technological and systemic vulnerabilities faster than traditional responses can evolve.

On 30 April 2025, the University of Huddersfield, in partnership with the National Police Chiefs' Council (NPCC) and the Home Office, hosted the 2nd Annual SOC Local Conference—a national event now firmly established as a key fixture in the policing calendar. The conference brought together over 90 organisations: 30 police forces, 8 Regional Organised Crime Units (ROCUs), government departments, local authorities, and international policing partners from Ireland, Spain, the Netherlands, the UAE, and Kuwait. Senior leaders from across the policing landscape—including the Chief Constable of West Yorkshire Police and the Deputy Mayor of West Yorkshire—were in attendance, underscoring the event's significance for national strategy and local delivery.

The conference focused on the local police and partnership to SOC with a significant spotlight on the Clear hold build framework. It highlighted the importance of sustaining and enhancing cross sector collaboration, maximising opportunities to strengthen the response to Serious and organised crime. It also showcased a growing appetite among senior operational leaders for evidence-based practice, integrating practitioner-led academic research into operational decision-making—a goal championed by the University's Professional Doctoral Academy (PDA), which played a central role in convening the event and fostering international engagement.

Within this wider conference, the Senior Leaders' Roundtable on SOC was convened as a closed, high-trust session to ensure open transparent dialog based on trust, It was designed to move beyond surface-level discussion and focus on the most critical future challenges facing SOC policing. Chaired by Chief Constable Steve Jupp and Professor John Synnott, with facilitation from T/DCS Andy Farrell (WYP & NPCC), the roundtable gathered a select group of UK and international policing leaders, government officials, and academics.

The purpose of the roundtable was to:

- Examine the evolving SOC threat landscape over the next five years at local, regional, national and global levels.
- Identify blind spots and systemic barriers that risk undermining efforts to tackle serious and organised crime.
- Explore opportunities for more effective cross-border collaboration and stronger leadership responses.

This White Paper captures the insights, perspectives, and recommendations that emerged from the round table discussions. It forms part of a broader commitment, demonstrated throughout the conference, to strengthen operational effectiveness against SOC through local focus, wider collaboration, innovative response, and research-informed strategy.

Round Table Structure

The Senior Leaders' Roundtable was deliberately designed to go beyond traditional conference panels and create a focused, action-oriented discussion among decision-makers with the ability to influence SOC strategy at all levels. The session was structured to encourage strategic reflection, open dialogue, and the generation of tangible next steps.

Format and Flow

The session followed a structured sequence:

1. Opening Remarks

Chief Constable Steve Jupp opened the discussion by framing the urgent challenge of Serious and Organised Crime. He highlighted the scale and complexity of the threat, the importance of cross-sector collaboration, and the need for strategies that deliver demonstrable, real-world impact. His remarks set a purposeful tone, calling for alignment of perspectives, shared ownership of the problem, and a collective ambition to achieve meaningful disruption of SOC activity.

2. Icebreaker Engagement

To set the stage for open and inclusive discussion, Professor John Synnott invited participants to respond to a simple but thought-provoking question:

"In one word or short phrase, how would you describe the future of serious and organised crime?"

The responses—ranging from "pscod" and "innovative" to "technologically driven" and "focused on the vulnerable"—set the context for the discussion. They underscored a shared recognition that SOC is evolving rapidly and unpredictably, challenging policing to adapt at equal speed.

3. Thematic Discussions

The roundtable was structured around three interconnected themes, each anchored by a framing question designed to challenge assumptions and encourage forward-looking thinking:

Theme 1 – Strategic Threats and Emerging Risks (Next 5 Years)

"What do we see as the most significant and emerging threats in serious and organised crime over the next five years? Consider local, national, and global levels."

This segment examined technological drivers of SOC, the growing exploitation of environmental markets, the adaptability of organised crime groups, and systemic vulnerabilities in policing responses.

Theme 2 – Blind Spots

"What do you believe remains our biggest blind spot? What are we underestimating, overlooking, or avoiding — or where are our capability gaps that could undermine our efforts to tackle serious and organised crime in the years ahead?"

This discussion explored areas where intelligence is under-utilised, skills and resources are lacking, and institutional and political pressures create gaps in SOC strategy.

Theme 3 – Collaborative Response

"How can we build deeper, more effective international partnerships to tackle serious and organised crime? What are the barriers preventing us from collaborating at the speed and scale required?"

This theme focused on opportunities and barriers to global cooperation, particularly the role of data-sharing, public-private partnerships, and the removal of bureaucratic obstacles to effective joint operations.

4. Closing Anchor Question

To conclude the session, participants were asked to reflect on missing voices:

"Who is not here that should be here? Who is not in the room?"

This exercise highlighted key stakeholders—including prisons, HMIC, education providers, victim advocates, health and social care, and private industry—whose future involvement will be critical to developing a truly whole-system approach to SOC.

Themes & Key Insights

A. Icebreaker Insights — Signals from the Room

Question posed to delegates

"In one word or short phrase, how would you describe the future of serious and organised crime?"

Observed signals:

- Velocity & volatility: *Fast-paced*
- Innovation advantage: *Innovative; the tech evolution – how to keep up*
- Victim focus: *Exploitation of the vulnerable*
- Digital operating model: *The cyber model; cryptocurrency*
- System response: *Collaboration* (as both an enabler and a solution)
- Clarity of purpose: *Shift away from semantics* (outcomes over labels/process)

Interpretation: Delegates foresee a high-velocity, technology-driven SOC environment where vulnerability exploitation scales through cyber/crypto models. Responses must be collaborative, outcome-led, and faster-learning than offenders.

B. Theme 1 — Strategic Threats & Emerging Risks (Next 5 Years)

Framing question to the room

"What do we see as the most significant and emerging threats in serious and organised crime over the next 5 years?
Frame your response either locally, nationally or globally."

1) AI-Enabled, Borderless Criminality

- What we heard: Escalating use of AI in international fraud, impersonation, deception; no geographic barriers; rising volume & sophistication outpacing capacity, tech impact on all levels of SOC through encrypted device & dark web.
- Why it matters: AI compresses intent → scalable execution, enabling rapid test-and-learn across jurisdictions.
- Intelligence—what to do: Build AI threat libraries (MO/toolchains), define early-warning indicators (victimology/payment shifts/linguistic markers), and stand up fusion cells linking cyber, fraud, economic crime and victim data.

2) Green Crime & Energy-Market Exploitation

- What we heard: Threats around copper theft, energy diversion, battery/storage fraud, and EV/renewables; policy/tariff windows create arbitrage.
- Why it matters: The transition economy becomes a new frontier with high-value assets, emergent controls, and technical skill gaps.
- Intelligence—what to do: Map green-economy attack surfaces (grid nodes, installers, suppliers); create utility/insurer liaisons to share telemetry & loss data; add regulatory horizon-scanning to detect opportunity windows. strategic assessment that identifies the scale of the issue and economic cost

3) OCGs as Strategic, Commodity-Driven Enterprises

- What we heard: OCGs run as businesses trading commodities (people, data, drugs, energy, identities); strategic planning incl. community legitimacy (e.g., COVID relief); synthetics/production highly flexible.
- Why it matters: Disruption often = displacement; profit & legitimacy fuel resilience.
- Intelligence—what to do: Build enterprise profiles (leaders, brokers, money movers, community levers); market mapping to find chokepoints; mirror "Clear-Hold-Build" to deny legitimacy. Identify opportunities to disrupt the networks and enablers.

4) Systems Under Strain: Prisons, Workforce, Integrity

- What we heard: Prison pressures as OCG opportunity spaces; young/inexperienced workforce; fast-track promotions & less vetting/"know your people" → corruption risk; prison-linked examples noted.
- Why it matters: Institutional vulnerabilities are active attack surfaces.
- Intelligence—what to do: Prioritise custodial intelligence (comms, associates, finance); strengthen insider-threat intelligence (vetting anomalies, access misuse); fuse HMPPS–ROCU/NCA targeting. focus on collaboration, joint understanding of threat and risk, improved information sharing.

5) Resource Mismatch & Narrative Drift

- What we heard: Fraud ≈ 50% of demand but under-resourced; cultural focus on guns/drugs over exploitation/harm; proactive policing constrained by finance.
- Why it matters: Allocations lag true harm → worse outcomes.
- Intelligence—what to do: Rebase performance to harm/vulnerability/disruption/recovery; triage by human/economic impact; expose threat–resource gaps on dashboards for leaders.

6) From Reaction to Prevention

- What we heard: "Stop it before it starts", PCSO empowerment, community intelligence; widen understanding of SOC breadth.

- Why it matters: Early intervention is the only scalable answer to high-velocity threats.
- Intelligence—what to do: Expand frontline collection plans (PCSOs, neighbourhoods, youth services); embed predictive triage for fast tasking; tie problem-profiles to preventive powers. Equip and educate local teams in understanding their role in the response.

C. Theme 2 — Blind Spots

Framing question to the room

"What do you believe remains our biggest blind spot?
What are we underestimating, overlooking, or avoiding — or where are our capability gaps that could undermine our efforts to tackle serious and organised crime in the years ahead?"

1) Intelligence Ownership, Culture & Accountability

- What we heard: Intel is often first cut; no PCC lead; analysts not at the table; "too busy" culture for collection; intel not aligned to tasking.
- Why it matters: Without ownership/demand, intel stays adjacent, not decisive.
- Intelligence—what to do: Strengthen ownership through Force Intelligence Boards; embed analysts in gold/silver; make intelligence use objective for all roles. Explore, with the NPCC Intelligence Lead, how these recommendations might align with the NIM Refresh.

2) Skills & "Pre-Experience" Intuition

- What we heard: Over-reliance on time-served experience; how to build intuition earlier?
- Why it matters: Proactivity at scale needs front-loaded pattern recognition & critical thinking.
- Intelligence—what to do: Teach cognitive tradecraft (hypothesis testing, bias checks, red-teaming) in initial training; create simulated exercises with synthetic datasets to accelerate intuition. Establish link understanding of who is responsible for training. Formal qualifications linked to training through a CPD credit system.

3) Representation & Misframed Harm

- What we heard: Under-examined women's roles in SOC; victim–offender overlap; CSE, modern slavery, OAC still deprioritised.
- Why it matters: Blind spots distort tasking and leave exploitation pipelines intact.
- Intelligence—what to do: Commission gendered role analyses and victim-pathway mapping (with safeguards) across health, education, social care. Link SOC response to national push re safer streets.

4) Private-Sector-Held Intelligence

- What we heard: Key intel with tech/fintech/crypto platforms; red tape on access; public scepticism sharing with police.
- Why it matters: Access asymmetry favours offenders.
- Intelligence—what to do: Pre-agreed MOUs/playbooks (lawful process, escalation, disruption windows); joint threat briefings to align risk/action standards. Clear understanding of legislative frameworks for information sharing.

5) Political & Institutional Friction

- What we heard: Political visibility can skew resourcing (e.g., protests) vs actual threat; tension between operational independence and short-term drivers.
- Why it matters: Misallocated effort amplifies harm and erodes legitimacy.
- Intelligence—what to do: Publish harm-indexed dashboards for governance; agree deployment principles that prioritise threat-proportionality.

D. Theme 3 — Collaborative Response

Framing question to the room

"How can we build deeper, more effective international partnerships to tackle serious and organised crime?
What are the current barriers preventing us from collaborating at the speed and scale needed — or what needs to be changed if we're to respond faster and more cohesively?"

1) Friction in International Working

- What we heard: Red tape, weakened liaison networks, uncertainty in routes
- Why it matters: Delay benefits offenders; time kills operations.
- Intelligence—what to do: Refresh liaison architectures (systems and processes); maintain a live partner contact database and rapid-action channels.

2) Platforms, Crypto & Fraud Disruption

- What we heard: Need tight collaboration in crypto and fraud; platform takedowns difficult without protocols; cyber networks are a relative strength.
- Why it matters: Fraud/crypto are high-volume engines of harm; platform-level disruption scales impact.
- Intelligence—what to do: Stand up joint cells with major platforms/exchanges (pattern alerts, coordinated takedowns); blend FIU/ROCU/NCA with blockchain analytics for fast tracing/recovery. Better understand the role of the COP in this.

3) Public Trust & Data Sharing

- What we heard: Public shares readily with private firms but hesitates with policing.
- Why it matters: Under-reporting and partial data blunt prevention and targeting.
- Intelligence—what to do: Build transparent data use narratives; deploy privacy-preserving reporting channels to lower disclosure barriers. Cultural reluctance to share data, often linked to DPA concerns, may require government-level intervention

4) Scale What Works

- What we heard: Causeway multi-agency model and cyber networks seen as positive exemplars.
- Why it matters: Scale proven models rather than reinvent.
- Intelligence—what to do: Codify SOC-specific playbooks (tasking, legal, escalation); resource regional fusion hubs (OSINT, financial intel, victim intel, lawful intercept).

E. Closing Anchor Question — Missing Voices

Question posed to delegates

"Who is not here that should be here? Who is not in the room?"

Named organisations / personnel missing: HMPPS; HMICFRS; Fire & Rescue; Education; Private sector/industry; Health & Social Care; National Intelligence Leads; Data Sharing Leads; Victims & survivor advocates; Policy officials.

Why they matter to outcomes:

- HMPPS: Custody is a command & market node; critical for inside-out networks and corruption risk.
- HMICFRS: Align oversight and standards with harm-led outcomes.
- Fire & Rescue: Infrastructure risk (arson, lithium battery incidents) intersects with green-crime.
- Education: Safeguarding/diversion for at-risk youth; community intelligence.
- Private Sector: Holds decisive data, payment info, platforms etc.
- Victims/Advocates: Illuminate true harm, recruitment mechanics, reporting barriers.
- Policy Officials: Convert operational need → regulatory change (data-sharing, asset recovery, prisons).

Actionable response:

Create an annual SOC Roundtable, with potential quarterly forums (in partnership with relevant stakeholders: NCA, National Portfolio Leads etc), embedding these groups; issue defined asks (intel products, data standards, prevention pilots, joint training); track participation outcomes.

Cross-Cutting Golden Thread: Intelligence

Across all themes, the unifying requirement is to reposition intelligence as the strategic engine of SOC response:

1. **Ownership & Governance:** Engagement with the NPCC Intelligence Lead to ensure alignment with the ongoing NIM Refresh; Force Intelligence Boards; embedding analysts in gold/silver; performance tied to effective use of intelligence. Future accountability arrangements should be shaped by NIM outcomes, to avoid duplication or dissonance.
2. **Tradecraft & Skills:** Cognitive methods; simulation; accelerated pre-experience intuition; analyst accreditation & communication.
3. **Collection Modernisation:** Frontline & PCSO collection plans; platform MOUs; lawful fast lanes; custodial intelligence fusion.
4. **Tasking, Coordination & Metrics:** Harm-weighted triage; disruption/prevention metrics; threat–resource dashboards.
5. **Collaboration at Scale:** International playbooks/proformas; platform joint cells; crypto asset recovery pipelines; Causeway-style templates for SOC. Scalable from local to global.

Recommendations

The roundtable discussions revealed a critical need to reposition intelligence as the strategic engine of serious and organised crime (SOC) policing. Across all three themes, participants highlighted gaps in ownership, skills, collaboration, and systemic resourcing that undermine the ability to pre-empt, identify, disrupt, and dismantle SOC threats both existing and emerging.horizon

The following recommendations consolidate those insights into four strategic priority areas, each supported by specific, actionable steps.

Priority 1 – Embed an Intelligence Led Culture

Rationale: Intelligence is too often undervalued, underfunded, and treated as a supporting function rather than the driver of SOC strategy. Without strong ownership and accountability, intelligence products lack influence, leading to reactive enforcement and missed prevention opportunities.

Actions:

- Ensure constituency across policing with all forces having established intelligence boards reporting to Chief Officers, aligning tasking and resource allocation to threat intelligence.
- Make intelligence collection and use a performance requirement for all operational roles, from neighbourhood policing to specialist units.
- Call for forces to have identified intelligence collection strategies with clear accountability and governance across operational roles, etc
- Ensure consistency across all forces in how intelligence analysts are embedded within Gold and Silver command levels, ensuring that live intelligence informs strategic and tactical decisions.

Priority 2 – Build Capability & Capacity to tackle existing / emerging threats?

Rationale: SOC is becoming more technologically driven and faster moving than ever before. Current training pipelines do not prepare officers or analysts quickly enough to recognise patterns, anticipate shifts, or challenge assumptions early in their careers.

Actions:

- Develop a national intelligence tradecraft programme, covering analytical skills, cognitive bias, hypothesis testing, and decision support linked to formal qualifications e.g CPD credits mapped to large award e.g Cert, MRes, MSc.

- Introduce simulation-based learning environments with synthetic data and real-world case scenarios to accelerate experience before experience. E.g, HYDRA, AR/VR Suites etc
- Create more formal and recognised analyst accreditation standards and communication training, ensuring intelligence outputs are clear, actionable, and decision ready.
- Commission targeted research on gendered SOC roles, victim-offender transitions, and non-traditional harm profiles to fill key knowledge gaps.

Priority 3 – Modernise Collection, Access and Data Sharing

Rationale: Key intelligence signals are either not captured, lost in silos, or held by private sector entities beyond policing's immediate reach. The current approach leaves major opportunity spaces for organised crime groups to operate unchecked.

Actions:

- Implement frontline collection plans (as mentioned above in P1), empowering PCSOs, neighbourhood teams, and safeguarding units to gather relevant SOC intelligence systematically.
- Formalise MOUs and lawful fast lanes with social media, telecoms, fintech, and crypto platforms to enable timely access to high-value intelligence (local/regional/national).
- Established greater consistency in how to optimised custodial intelligence units that link HMPPS / ROCUs / NCA together to close the prison intelligence gap and mitigate risk.
- Integrate economic crime and fraud telemetry into a shared national platform, aligning resources to fraud's true harm and scale.

Priority 4 – Embed Harm-Led Metrics and Collaborative Frameworks

Rationale: SOC tasking is still too focused on output metrics (arrests, seizures) and fragmented partnerships, rather than reducing harm and sustaining long-term disruption.

Actions:

- Shift performance frameworks to focus on threat, risk and vulnerability and long-term disruption rather than activity counts.
- Develop risk-weighted triage dashboards, linking threat level, community impact, and resource allocation for greater transparency and governance.
- Scale successful multi-agency models (e.g., Causeway AGS & PSNI) nationally, embedding playbooks/proformas for cross-agency tasking, data sharing, and disruption actions.

- Make more proactive use of existing international joint tasking groups for fraud, crypto, and cyber-enabled SOC, reducing bureaucracy and improving speed of action.
- Create independent victim and private sector advisory scrutiny panels feeding into national SOC governance, ensuring lived experience and private intelligence inform strategy.
- Recognise that shifting performance frameworks has been attempted for over a decade with limited success; treat this as a research and testing challenge rather than a fixed solution.

Impact and Intended Outcomes

Delivering these recommendations would:

- Re-establish intelligence as the cornerstone of SOC policing, shifting culture, skills, and leadership focus.
- Shorten the reaction time to emerging threats, particularly AI-driven and cyber-enabled criminality.
- Improve collaboration domestically and internationally, reducing barriers to joint action.
- Align resources to risk/harm, ensuring the biggest community and economic impacts receive priority attention.

Collectively, these steps would strengthen the UK's and international LEA's ability to anticipate, disrupt, and dismantle SOC networks, making policing more proactive, preventative, and intelligence-led in practice.

Next Steps & Conclusion

The Senior Leaders' Roundtable on Serious and Organised Crime highlighted a clear consensus among UK and international policing leaders: intelligence must be repositioned as the foundation of future SOC disruption and prevention. Without a cultural, operational, and structural reset in how intelligence is collected, owned, and acted upon, policing will struggle to match the speed, adaptability, and scale of organised crime in the years ahead. The roundtable produced a shared ambition: to move from reactive enforcement to proactive, intelligence led policing that is smarter, faster, and more collaborative. Turning this ambition into reality requires coordinated action across policing, government, and partner agencies. The following next steps are proposed to carry the roundtable's momentum forward.

Short-Term Actions

1. Publish this White Paper via the University of Huddersfield (with NPCC and partner contributions acknowledged), subject to agreement with partners, and circulate to ROCUs, PCCs, Home Office SOC teams, and international partners.
2. Engage the NPCC Intelligence Lead to align recommendations with the ongoing NIM Refresh.
3. Explore, with NPCC and NCA, a Standing Intelligence Steering Group to test delivery and ensure governance fits national frameworks.
4. Pilot frontline collection plans in two ROCUs, testing PCSO- and community-led capture models.
5. Convene a follow-up SOC Roundtable with missing stakeholders (HMPPS, HMICFRS, education, private sector, victims).
6. Issue an interim review of prison-based intelligence flows and corruption risk (HMPPS/ROCUs).

Medium- to Long-Term Actions

1. Develop/roll out a National Intelligence Programme, embedding cognitive analysis skills, bias checks and scenario training for analysts and officers.
2. Create a national empirically tested risk-weighted triage framework via the SOC systems tasking and the national SOC master list within the federated tasking team (NCA) for tasking and resource allocation, shifting performance to risk outcomes.
3. Launch dedicated international SOC task groups for fraud, crypto, and AI-enabled threats, modelled on successful Causeway-style collaborations.
4. Scale custodial intelligence fusion hubs, linking HMPPS, ROCUs, and NCA, with shared data and tasking authority.
5. Embed private sector and victim advisory boards into SOC governance at NPCC level to ensure lived experience and non-police intelligence are operationalised.
6. Institutionalise an annual SOC Roundtable, with potential quarterly forums in partnership with NCA. Embed missing groups, track defined asks, and provide a consistent forum for foresight planning and horizon scanning.

Conclusion

The roundtable demonstrated that senior leaders understand the gap between current SOC policing and the threat environment we face, particularly the undervaluation of intelligence as a decisive capability. There is no shortage of willingness or expertise to address these challenges, but strategic follow-through is essential.

Implementing these recommendations and next steps will:

- Reposition intelligence as the strategic engine of SOC disruption.
- Align policing resources and tactics to true harm and emerging risk.
- Strengthen international collaboration and public-private partnerships.
- Enhance public confidence in policing's ability to anticipate and outpace organised crime.

This White Paper provides a starting blueprint. Delivery will require leadership commitment, investment, and cross-sector partnership but with these elements in place, policing can reclaim intelligence and build a future proof response to serious and organised crime. This paper is presented as an academic-led contribution to NPCC, NIM, and Home Office discussions.

Acknowledgements

We would like to extend our sincere thanks to everyone who contributed their time, expertise, and insights to the Senior Leaders' Roundtable on Serious and Organised Crime, held as part of the 2nd Annual NPCC SOC Local Conference on 30 April 2025.

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- Our International and UK delegates, who provided frank, constructive, and forward-looking contributions to a complex and evolving conversation.
- The wider Professional Doctoral Academy team at the University of Huddersfield for their support in coordinating and facilitating the roundtable.

Your willingness to engage openly and challenge assumptions has been invaluable. The insights shared will help shape a more intelligent, collaborative, and future-ready approach to tackling serious and organised crime in the UK and with our international partners.

We look forward to building on this momentum and ensuring that the recommendations set out in this White Paper are turned into tangible action.