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Chief Constable Sacha Hatchett

T/ACC Jason Devonport

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- D. Electronic Monitoring
- E. Out of Court Resolution (OOCR)

T/Chief Constable Steve Cooper
Chief Constable Sacha Hatchett

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Chief Constable Tim De Meyer

3. HMICFRS – joint inspection

Chief Constable Sacha Hatchett

4. Duty to Collaborate

Chief Constable Sacha Hatchett



A) Introduction: Challenges Criminal Justice faced in April 2025

Independent
Sentencing Review :
David Gauke

*Focused on reducing Prison
Population*

Independent Criminal
Court Review : Sir
Brian Leveson

Focused on Court Backlog

Engagement and
consultation poles
apart

Government Policing
Missions at odds with
Review objectives

Policing expected to
bridge a gap in
Criminal Justice
System risks

B) Work CJCC progressed since April 2025

Providing
collective
Policing voice
into
Government

Law
Enforcement
– provided
clear
requirements
from
Government:

*to implement
Criminal
Justice Reform*

Early
planning and
focus on
risks and
issues:

*seeking
opportunities
to negotiate
and influence.*

Cross
criminal
justice
system
engagement :

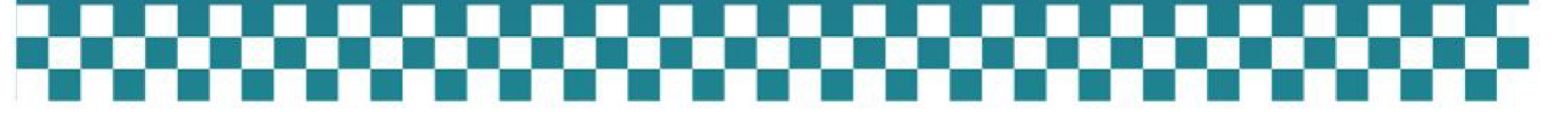
*Multi-agency
planning &
implementation
for reform*

Financial and
impact
planning:

*Working with
NPCC Finance
Coordination
Committee*

Path to
mitigation for
Law
Enforcement:

*Articulating
operational
impact*



C) Sentencing Review Briefing

T/ACC Jason Devonport

4th December 2025

OFFICIAL SENSITIVE – NOT FOR WIDER SHARING WITHOUT PERMISSION FROM ACC DEVONPORT



Independent Sentencing Review: Recap

- **October 2024:** Lord Chancellor appointed David Gauke to lead the Independent Sentencing Review.
- **The aim of the Review:** to address the **prison capacity crisis** - ensuring no future government has more prisoners than prison places
- **44 Recommendations :** 16 require legislative change.

Revisiting the statutory purposes of sentencing

Strengthening alternatives to custody in the community

Reducing reliance on custody

Incentivising progression from custody to community

Providing support to victims

Targeted approaches to different groups of offenders

The role of the Probation Service

The role of technology

Longer term considerations for a sustainable prison service

Sentencing Review: Impact on Policing

More...

1. Offenders serving more and longer sentences in the community.
2. Demand on policing through crime and enforcement.
3. Management of offenders through statutory routes.
4. Risk mitigation requirements through safeguarding routes.

Less ...

1. Opportunities to remand an offender into custody
2. Available probation support for low-risk offenders
3. Recall opportunities outside of new criminal charges.

Sentencing Review: The reality of the impact on Policing ?

Themes

Short Sentences

Presumption of no custody sentence for 12 months or less

Remand/Bail

Bail Act changes to reflect less custody cases

Offender Management

Risk management /Enforcement and diversion

Impact

- Suspended sentence cohort 23,400 per annum
- Increased Crime & Policing demand by 27.5 %

Sources MOJ/Policing

- Reduce remand : 10-30% less remands into prison
- Increased court bail 10,400 (average per annum)

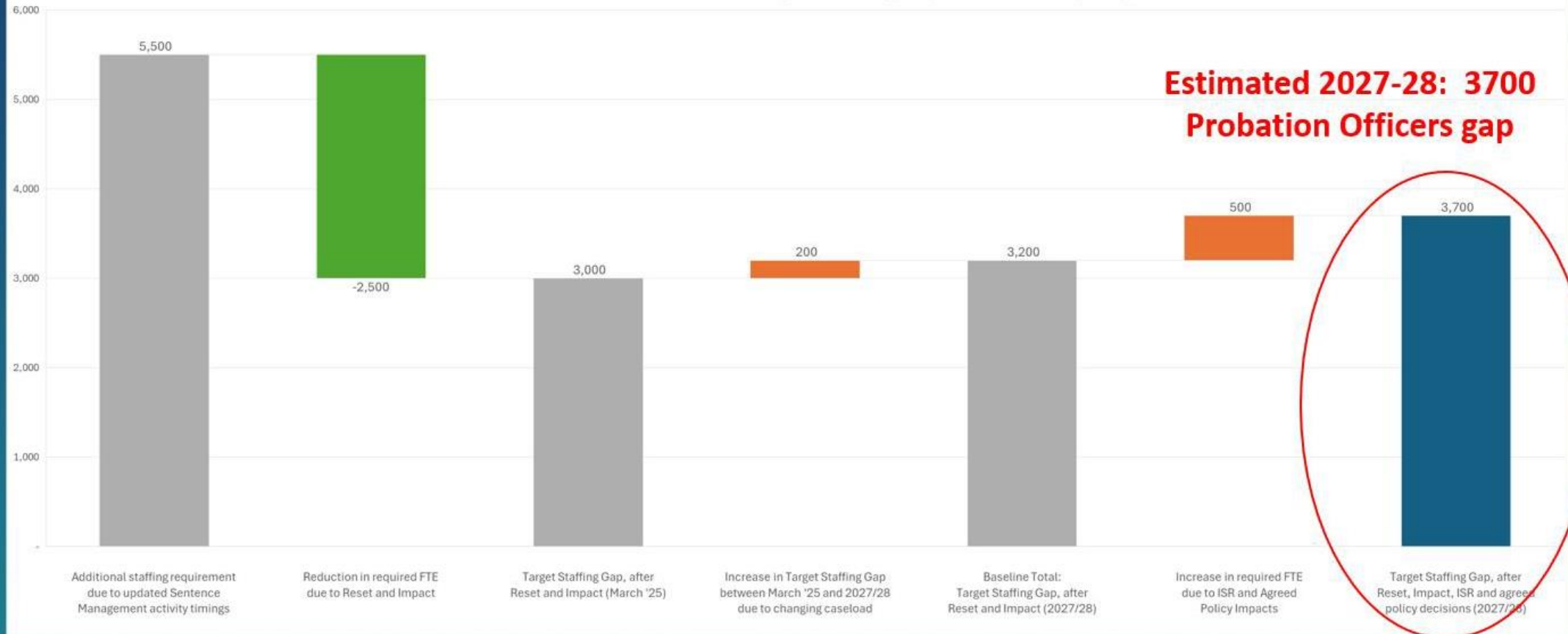
Sources MOJ

- 73,047 MAPPA - Category 1, (4% increase)
- Recall numbers : Increase to 250 per day (average)

Sources MOJ

Sentencing Review: Impact on Probation

Drivers of Probation Service Target Staffing Gap to 2027/28 (FTE)



Figures shared
with HO
colleagues who
are modelling
their own
assumptions.

Cost head	£m	Basis
Control room staff	20	Additional 400 staff ie 4% increase
IDVA staff	25	Additional 560 staff
Crime response and investigation	100	Additional 1,200 officers
Integrated offender management	23	Additional 400 staff to achieve recommended caseload
Perpetrator programmes	50	
EM/LFR/AI	20	Use of technology to manage demand.
Probation backfill	72	Up to 1,500 PO vacancies which will displace demand to police
Other costs eg training , data analysts and optimism bias	90	
Total	400	

Proposed Next steps

Dec 2025

Jan-March 2026



CULTURE – Minimal Cost

1. Improve deliberate intelligence & information sharing
2. NIM Business Tools
3. Embed a new approach: Measuring **Compliance** of offenders to prevent reoffending and reduce risk.

Requires Investment



Identify the best Digital tools to aid assessment of risk and reoffending

Understand Neighbourhood Policing and enforcement resource required.

Foundation : Meaningful Partnership Collaboration



Decisions for Chiefs Council

Seeking Endorsement from Chiefs to:

1) Change Culture:

- Implement immediate proposed cultural changes - Information sharing, NIM tools and changes to how we effectively measure offender management.

2) Examine Investment requirements:

- Identify best digital tools to assess and manage offenders and risk
- Understand local Neighbourhood Policing and enforcement demand to determine resource requirement

Any Questions?



D) Impact of Criminal Justice Reform: Risk Areas: Electronic Monitoring (EM)

Presented by:

T/Chief Constable Steve Cooper



MoJ lead on EM

1999 RF tags introduced for curfews

2018 GPS tags for location

2020 Alcohol tags

- Currently >27000 individuals with EM in England & Wales
- Court Bail 1/3
- High rates of non-compliance from small numbers of wearers
- Use of EM increasing
- ISR likely to increase further
- Lord Timpson's ambition is **10,000s** more tags.

Challenges

- Delivery is contracted out to Serco
- Current performance is poor but improving
- Multi million-pound contract to 2030
- Plan to Stabilise the service before Transforming EM
- Policing responsible for breaches of court bail
- MG7 completion – guide decision makers
- **Police Court Bail Breach Process: RADU - Receive; Assess; Decide; Update.**

Opportunities

- Power BI products – who is on a tag in your area
- Data Access Processes - Apply for their data
- MG7 Remand Applications – suggest conditions including EM
- Court Bail breaches – RADU
- EMAC Project – Acquisitive crime
- Tag at source pilot has begun
- Training on EM available
- Every force has an EM SPoC.

EMAC Project

Since 2021 project implemented across 19 police force areas.

Licence condition for SAC offenders to wear a GPS tag.
Burglary, robbery and vehicle crime are included.

Policing provide details of serious acquisitive crimes.

Tag and crime data are compared.
Primary aim is desistance; Secondary to capture offenders.

Evaluation published: **It works.**

<https://www.bbc.co.uk/news/articles/c2lpxx2re5wo>



Supporting Documents shared

- **Police Court Bail Breach Process**
- **Summary Briefing – EM**

X2 attachments to
this slide as part of
session 6

Asks of Chiefs

Seeking agreement from Chiefs:

- 1. Police Court Bail Breach Process - RADU** - Receive; Assess; Decide; Update.
- 2. Focus on MG7** – Reinforce to officers on their MG7 - remand applications - to suggest conditions which include Electronic monitoring.
- 3. EMAC Pilot** - addresses acquisitive crime - 24 Forces who are not in the pilot are asked to reach out to EM lead and consider adopt the approach

E) Impact of Criminal Justice Reform: Risk Area: Out of Court Resolution

Change is coming – Is investment?

Presented by:

Chief Constable Sacha Hatchett



Change is coming - The Policy drivers for OOCR

- **Policing Crime Sentencing Courts Act 2022**- Introduced 2-Tier framework
- **Governments Safer Streets Mission**- reduce serious harm and increase public confidence in policing and in the criminal justice system.
- **More recently: Leveson's Review** - making the societal case for OOCR to reduce the backlog, making a range of recommendations including:
 - **Increased the use of OOCR** at the charging stages and its effectiveness with new tech (*Rec 1 & 4*)
 - **Develop a National standard** - and scrutiny (*Rec 2*)
 - **OOCR is captured alongside all police outcomes** (*Rec 5*)
 - **Increase investment.** (*rec 6*)

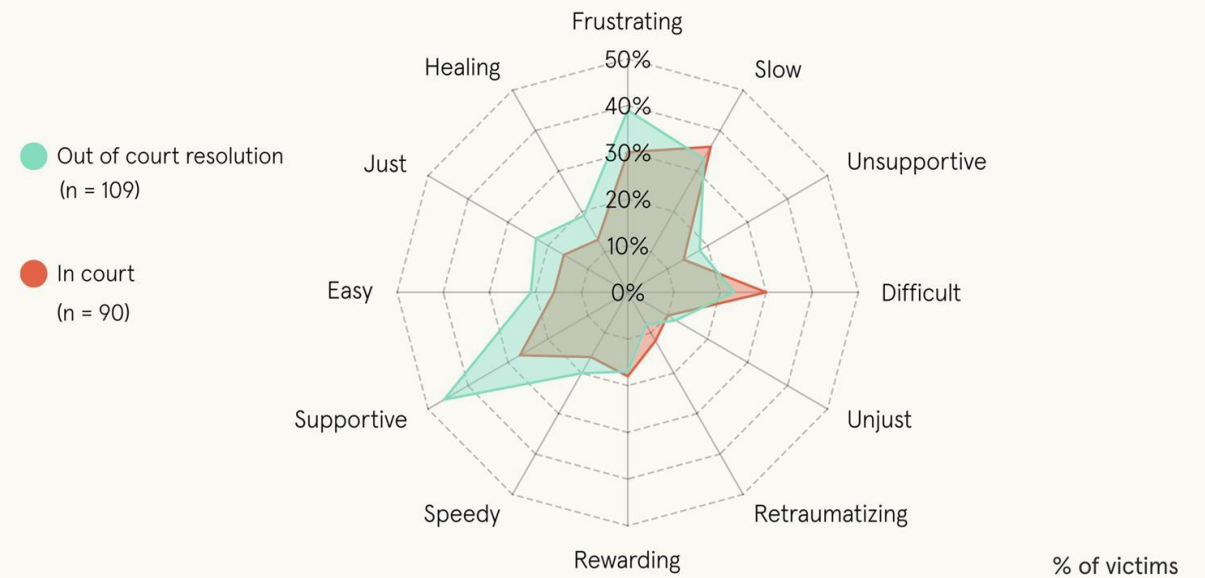
[33.80 - MOJ - Sir Brian Leveson.mp4](#)

Benefits of OOCR for victims of crime

Recent survey conducted by Transform Justice showed the victims stating the below as the benefits of OOCRs:

- *“I avoided the stress of going to court”*
- *“It was dealt with quickly”*
- *“It was the sensible thing to do”*
- *“I had a say over how the issue should be dealt with”*

How did victims describe their justice experience?

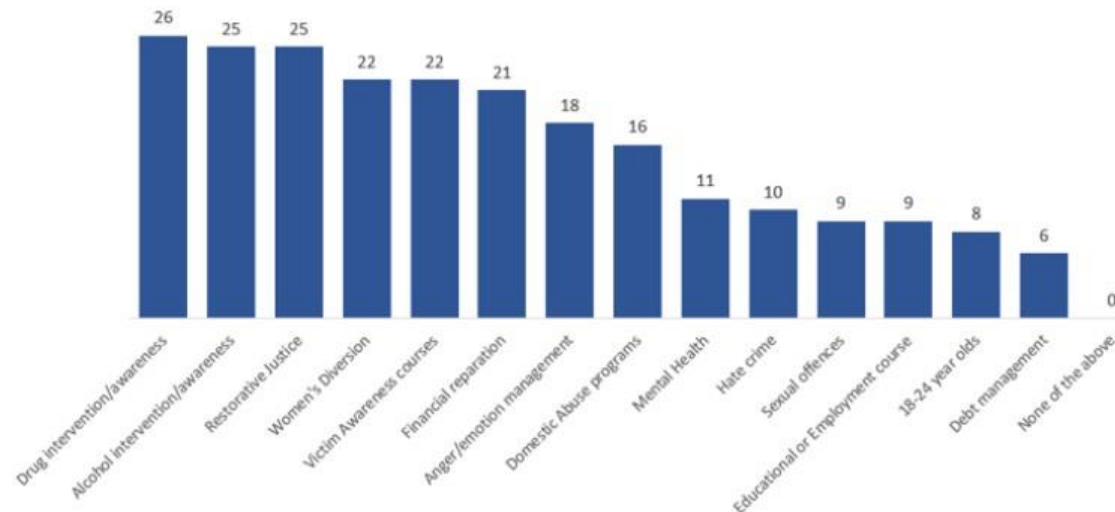


The Breadth of OOCR intervention = disparate offer and funding arrangements across England and Wales

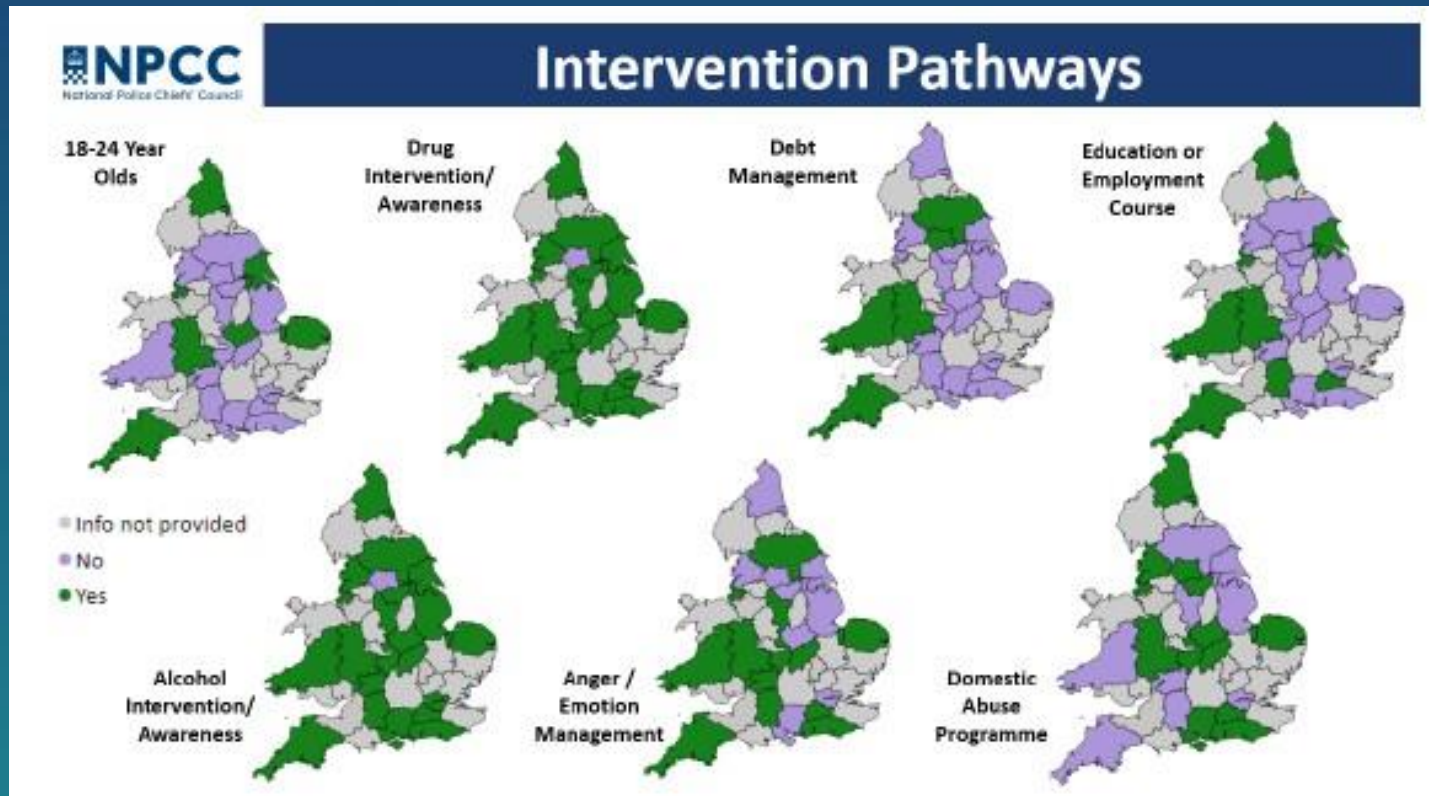
What type of intervention pathways do Forces currently have available to rehabilitate offenders?

Respondents were able to select more than one response, where applicable:

Type of intervention	Count
Drug intervention/awareness	26
Alcohol intervention/awareness	25
Restorative Justice	25
Women's Diversion	22
Victim Awareness courses	22
Financial reparation	21
Anger/emotion management	18
Domestic Abuse programs	16
Mental Health	11
Hate crime	10
Sexual offences	9
Educational or Employment course	9
18-24 year olds	8
Debt management	6
None of the above	0



Complex OCCR landscape = No robust evidence base to create national programme that 'works'



Forces offering a range of OCCR

- West Mercia
- Northumbria
- Devon and Cornwall
- Dyfed Powys

Questions for Chiefs and Next steps

The benefit of doing OCCR is to individual, society (prevention) and wider CJS .

Ask of Chiefs:

Do you understand the current cost of OCCR in your force:

- What you pay for
- What the PCC pays for

Ask of Chiefs:

To endorse for Chief Hatchett and Alison Heydari – with support finance committee if / when required - to seek funding from HO/ MOJ to fund any industrialisation of OCCR.

2. Disclosure

Presented by:

Chief Constable Tim De Meyer



NPCC Disclosure Portfolio

**Criminal Justice
Coordination
Committee**



REDACTION

- National Text Auto-Redaction Framework
- National Peer Support Network
- £2.74m to improve AVMM Redaction Tool Capability
- Redaction process exploration continues



NEW IMD

- Investigator feedback acted on.
- Reduced requirement
- Point of completion moved to pre-charge
- New update process to save time
- Form streamlined (11 pages down to 3)
- New comprehensive guidance



DISCLOSURE PILOT

- 17 Nov launch in South East area
- Expedites charging submissions & decisions
- Prevents frontloading
- Addresses rebuttable presumption waste
- Reduces redaction burden
- Provides an effective disclosure safeguard



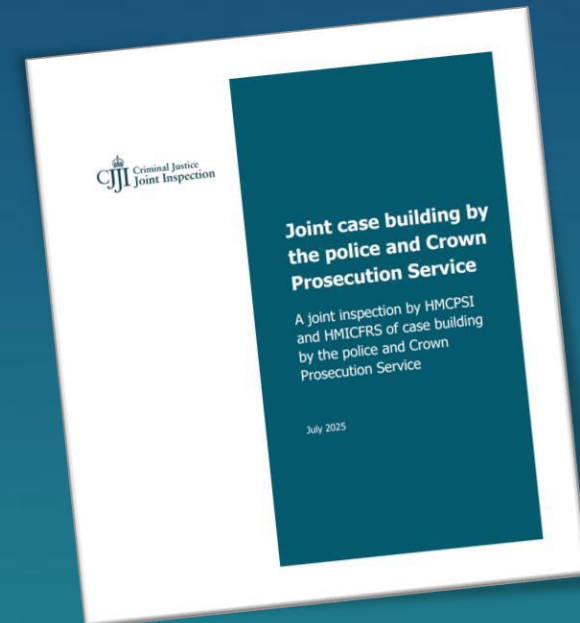
THIRD PARTY MATERIAL

- New Victim Information Requests: Code of Practice coming
- NPCC TPM Request Form & Guidance updates underway
- Investigator feedback acted on.
- Form Streamlined (currently down from 11 pages to 6)
- Guidance enhanced to support investigators / individuals / third parties.

3. HMICFRS Joint Inspection

- Overview of the Recommendations
- Focus on Recommendation 5 - Gatekeeping arrangements – discuss national policing approaches

Presented by:
Chief Constable Sacha Hatchett



Summary of Recommendations and Owner

Recommendation	Owner	Timeline
1. Create and publish a clear strategy and oversee the delivery of improvement Rec 3 – The Strategy to includes a plan to secure joint DCF management system	National CJB	July 2026
2. Extend membership to include - chair of the CJ Chief Inspectors' Group	National CJB	Oct 2025
4. Embed a clear Digital Case File Development & implementation action plan	JOIB	Jan 2026
5. Effective Gatekeeping arrangements , which include Timely investigations through strong governance, clear communication, trained decision-makers, and efficient case file systems.	Police	July 2026
6. Develop a national supervisor's training course-case file building	CoP	July 2026
7. Case File Supervisors Trained	Police	July 2027
8. Review Case file submission check	JOIB	July 2026
9. JOIM - Local Joint training plans	JOIB	Via JOIB
10. Commission joint review of performance data	NCJB	July 2026
11. Outcomes of the independent review (rec. 10) to define & publish a national set of common metrics - to effectively scrutinise relevant aspects of the police's and CPS' performance in pre- and post-charge	NCJB	Jan 2027
12. Review DG6 to reduce burden on Police and CPS - Reassess needs for front-loading; limit pre-charge presumption material; clarify evidence format; remove ambiguity from guidance.	JOIB	July 2026
13. CPS take steps to ensure action plans are compliant with DG6, Clear rationale and contain relevant document/evidence	CPS	July 2026
14. Review redaction systems to determine - the most effective and compatibility with the CPS' CMS and share with forces	NPCC	Jan 2026
15. Working with partners to progress existing actions , including Data protection act amends, Disclosure guidance on redaction amends and system reforms –inc. use of AI.	JOIB	July 2026
16. take steps to ensure prosecutors provide their contact details on MG3s & MG3As to facilitate communication where required.	CPS	Oct 2025
17. DPP - consider amending the current Director's Guidance on Charging	CPS	Oct 2025
18. Evaluation of Early Advice	JOIB	Oct 2026

18 recommendations of which:

4 recommendations for Policing

- 2 X training related
- 1 Disclosure
- 1 Effective gatekeeping

Focus on Recommendation 5 - Gatekeeping

Police Force Recommendations

- **Rec 5 – Effective Gatekeeping arrangements which include:**
 - Effective governance and decision-making capability to ensure **investigations are timely & completed** to the appropriate standards
 - Contact arrangements in place in forces and CPS to facilitate **communication**
 - Sufficient, **trained, and competent decision-makers**
 - **Effective systems /processes to manage case file submission** queues, to avoid delays to statutory time limits.

Work so far via NPCC Case Progression Portfolio

5th Nov 2025 - Survey sent to forces to gather a national picture of gatekeeping approaches

Decision making -Timely & completed investigation

- Hallmarks of effective CJU shared with forces
- Rolled out PIP 1 investigator and investigative supervision products

Communication between CPS/Police

- Range of communication methods in place - primarily MS Teams channels – to discuss the case.
- Early Advice, Real Time Case Conversations and DA/VAWG case conversation are embedded
- Communication methods are overlaid through local JOIMs

Trained decision makers, effective systems to manage case files

- Actions above will improve decision making and management of case files
- The Joint Collaboration and Coordination group launched a framework (Feb 2025) to increase the use of joint Teams channels nationally and provides a national model with guidance for real time case conversations.

Timeline

July 2026

Ask for Chiefs

National gatekeeping survey has been sent to all forces.

Seeking agreement from Chiefs:

**To ensure they have provided a response to the
Gatekeeping survey**

4. Duty to Collaborate

Presented by:

Chief Constable Sacha Hatchett



What is the Duty to Collaborate ?

What we have now:

- **Prosecution of Offences Act 1985:** establishes a formal relationship and necessitates collaboration between CPS and Police to ensure cases are properly prepared and prosecuted.
- **National Protocols and Memoranda of Understanding** – CPS and NPCC have multiple protocols that reinforce operational joint working e.g. Rape, disclosure and time limits.
- **Joint Inspections and Reports** – reinforce need to work together especially disclosure and case building.

New consideration :

- **Policing Reform** - Considers the introduction of a legal duty for Police and CPS to collaborate

Ask of Chiefs

CPS and Police already have extensive example of when and how they collaborate at a local and national level to drive improvement, therefore:

Seeking endorsement from Chiefs:

To support a discussion with Government that the Duty to Collaborate should be extended to all CJ partners?

Purpose of LCJBs?

Effectiveness of LCJBs?

Data used at LCJBs?

Thank you

Any questions

