



NATIONAL POLICING CRIMINAL JUSTICE STRATEGY 2030



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Welcome to the NPCC National Policing Criminal Justice Strategy 2023



I am pleased to introduce the NPCC Criminal Justice Strategy for 2030. This is our strategy for the next 6 years, setting out what we want to achieve by 2030.

After extensive consultation I am confident we have developed a strategy that sets out what we want the criminal justice response to be for policing by 2030. It is intentionally ambitious and aspirational.

Putting victims at the heart of what we do is a golden thread throughout this strategy. We need to ensure our staff are trained and applying the Victims Code and we are delivering the best service to victims.

There is no denying the CJS is under significant pressure. The changing nature of crime, increased demand and complexity places additional burden on a system at breaking point.

We need to start thinking differently about our contribution to the system. We need to solve the systematic challenges facing policing within the CJS and ensure that we provide a consistently good quality product into the system, which we can be proud of.

There is need to grasp the importance of data. We need to ensure that we have strong governance mechanisms in place and create a culture of transparency between CJS agencies.

The CJS does not operate in isolation and relies on strong cohesive relationships. We need to build these relationships at every level to ensure that the system is working in unison for the benefit of the public, especially victims. Trust and confidence in the CJS is at an all-time low and we need to build confidence across our diverse communities.

This isn't just our vision, we have listened to the voice of policing, along with our partners across government and the wider CJS, and we hope that this strategy clearly sets out what we collectively aim to achieve by 2030.

The strategy will be underpinned by our annual Business Plan, which sets out our aspirations for each portfolio area for the forthcoming year. The Committee will monitor the Business Plan, which will determine how we meet the aims, along with measuring our progress, which I will report through Chiefs Council.

CC Rob Nixon QPM,

**NPCC Criminal Justice Committee
Chair**

NPCC Criminal Justice Coordination Committee

The purpose of the Criminal Justice Coordination Committee (CJCC) is to oversee the delivery and implementation of the National Policing Criminal Justice Strategy, providing strategic direction and guidance to deliver the strategic outcomes.

The Committee works with a number of criminal justice stakeholders, including CPS, HMCTS, MoJ, Home Office and HMPs.

During 2024/2025 the Committee will be supported by a Home Office funded team to deliver an Improvement Plan for policing. This team will support the delivery of the strategy, engage with forces to help them navigate the complexities of the criminal justice landscape and drive improvements across the system and bring consistency across policing.

The CJCC also works with other NPCC Committees/portfolios to identify common thematic areas to

best practice, address any significant gaps, threats, or opportunities where a more collaborative approach is required.

The Committee leads on the development and commissioning of key pieces of work which supports the delivery of the Strategy. This will include academic research & evaluation, key products, services and training on behalf of the NPCC to influence across policing, government departments, third sector and industry.

The Committee formally meets every 3 months and consists of 9 portfolios, each led by a Chief Officer. The Committee membership includes a number of key stakeholders including the MET, NCA, CoP, HMICFRS, Police Scotland, VAWG, Prevention Committee and the APCC.

Chair – CC Rob Nixon QPM
Committee Capability Coordinator – Kim Morris

Membership of the CJCC

Victim and Witnesses	Language and Interpreter Services	Custody	OOCR	Pre-Charge Bail	Case Progression	Disclosure	Charging	Courts
ACC Genna Telfer	ACO Paul Dawkins	DCC Nev Kemp	T/DAC Alison Heydari	DCC Jon Roy	DCC Ciaron Irvine	CC Tim DeMeyer	CC Nick Dean	ACC Jenny Gilmer

CJCC partner representatives; CoP; NCA; Police Scotland; HMICFRS TBC In addition: SME, Academics and External Partners subject to change

Home Office funded NPCC Improvement Team until 2025



Our Strategic Intent

As the first point of contact with the criminal justice system for most people, the police service is responsible for investigating crimes, gathering evidence, and arresting suspects. Therefore, our initial response, decision-making, and investigative standards are crucial for any prosecution or community-based resolution. It is essential for the police service to be adequately equipped to proportionately respond to crime based on threat and risk, gather evidence, provide victim support services, and adhere to the expected standards and procedures of their wider partners in the criminal justice system. This is critical for addressing the current strategic delivery issues faced within the broader criminal justice system.

To enhance our current service and lay a stronger foundation for long-term reform in the CJS, it is essential to thoroughly assess all aspects of our performance, resources, capability, working relationships, and governance structures.

These areas need to be improved and, where necessary, changed or reformed in order to achieve our goals for 2030 and beyond. This will require ambition, while also being realistic, and collaboration to share best practices and make collective changes within our service and with our partners in the wider CJS.

Cross government analysis of the CJS has identified four key themes, resourcing, capacity, performance and cohesion that are in need of improvement to improve the efficiency and effectiveness of the system. To meet the current demands, the backlogs and future anticipated increase in demand for criminal justice services to be better prioritised, managed and resolved.

In response to these themes the CJCC has sought to reshape the CJCC Strategy to align to these four themes with the ambition of working across the CJS to *'create and encourage agile and responsive processes that are fair, effective, and inclusive of the needs and rights of the victims, witnesses and suspects.'* To achieve this, the ambition of the NPCC is to *'deliver consistently high-quality leadership and guidance to policing'*. Working with our criminal justice partners the NPCC go further to state the intention of promoting *'efficient and cohesive collaboration that enhances operational process innovation through the rapid deployment of technology solutions and evidenced based practice'*.

As the CJS seeks to improve efficiency and effectiveness, it is crucial for policing to optimise its resources and capabilities. The CJCC is starting to develop alternative solutions for three core crime thematic areas:

1. *Preventing High Harm and Vulnerability*
2. *Tackling Major Crime Threats and National Security*
3. *Managing Volume Crime and Summary Offences*

The current CJS applies the same methodology and approach to justice for all offences, across all three areas. This results in outstanding cases and volume entering the system, that could, arguably, be better prioritised or resolved at an earlier stage or at a lower level of court – moving the demand in the system from the right to the left, and at the same time freeing up valuable resources from policing through to the CPS, Courts, Prisons and probation to focus on those individuals and offences that pose the more serious potential harm, threat and risk to the public – moving their efforts from the left to the right of the system in terms of prioritising time and effort.

Strategic Objective 1: Resources

We will enhance skills, leadership and collaborative culture across our workforce to ensure that we have high standards and are working cohesively with our CJS partners.

Criminal Justice is an integral part of policing and therefore it is critical for the workforce to have the right skills. We need to better understand how policing is making best use of its existing resources within the CJS, ensuring consistency and good competence in the criminal justice service it provides to the public. Understanding and improving our existing resources and capabilities will secure a better service standard for all victims, and also seek to strengthen the confidence of our partners in the skills, capabilities and capacity of policing to support wider Criminal Justice reform.

This means making sure we get the basics right, whilst also recognising and building on our strengths within the service and sharing of best practice. We must strengthen our collective professional skills from investigation through to engagement with the criminal justice system and use of effective decision making to maximise the full range of criminal justice outcomes and resolutions that are available to the police service.

Effective communication and the efforts of our people are also vital in driving change. We have engaged with individuals across the service and the criminal justice community, as well as with central government, to gather feedback and insights on how to improve. It is important to ensure that our staff operate within a clearly defined and proportionate criminal justice system, where they have the necessary skills, tools, information, and support to do their jobs effectively. They also want to be part of an inclusive system where their input is valued and trusted.

We commit to the following objectives to achieve this:

- design and implement a Force Engagement and Improvement Plan that will utilise a combination of inspectorate data, key performance metrics and qualitative survey data from Heads of Criminal Justice and Crime from Forces to develop a baseline assessment at an individual force level, and develop a national understand of common issues and challenges.
- design and deliver roadshows covering key topics from across the CJS to enhance learning, support, best practice and promote standardised practices. These will be target at both operational and strategic level.
- lead regional roadshows that prepare forces for the range of upcoming policy and legislative changes in 2024, and support forces within their regions to be prepared for changes and achieve a state of readiness for effective roll out or implementation.
- Establish a professionalised CJ network for staff, which will support education, share best practice and promote collaboration.
- Provide enhanced coordination and support to those areas of policy and operational development that are anticipated to improve the overall improvement in the police service initially: Investigation Standards, Victims and witnesses, Case File Progression, Charging, Disclosure, Out of Court Resolutions and ensuring effective use of Transforming Summary Justice Proedures and Better Case Management.
- identify best practice, and understand barriers to improvement within individual forces and regions to develop a maturity matrix for forces that will define 'the characteristics of good' for policing within the criminal justice process in

establishing both an effective model for case progression into the criminal justice system, but also the expected standards in investigation;

- Support forces in ensuring that mechanisms are in place to facilitate effective collaboration between stakeholders and create a collaborative culture.
- support Violence Against Women and Girls with enhanced coordination and advice to the development of the Joint Justice Plan for Domestic Abuse, and look to shape and support the implementation of the plan.
- identify forces that are best placed to undertake pilots to test alternative approaches to improve criminal justice for policing
- work with defence partners, the MOJ and Home office to understand the pathway in providing early legal advice to enable driving up performance in respect of early guilty pleas, supporting the efficiency of court processes and improving victim confidence and attrition.
- Develop in conjunction with College of policing, for areas outside of the curriculum CPD events within policing and in collaboration with CJ partners.

Strategic Objective 2: Capacity

We will focus on efficiency, prevention, out of court resolutions and diversionary activity, which contributes to reduced reoffending.

By 2030 the police service wants to better understand how it is making best use of its existing resources within the CJS, ensuring consistency and good competence in the criminal justice service it provides to the public. Understanding and improving our existing resources and capabilities will secure a better service standard for all victims, and also seek to strengthen the confidence of our partners in the skills, capabilities and capacity of policing to support wider Criminal Justice reform.

This will require us to advocate for specialist support from our partners in the broader CJS to identify where policing may take a more prominent role in responding to and developing resolutions to local crime and community matters that may not be in the public interest to seek a prosecution, or may be more effectively resolved without entering a court. In doing so, policing will make more effective use of prevention strategies and interventions to better manage the flow of demand into the CJS.

This will create greater opportunities for out of court resolutions and restorative justice for those who offend or are convicted, while also empowering officers and staff to make effective decisions. In addition, the police service aims to provide alternative outcomes and resolutions for certain offenses, as well as greater capability to handle complex case work.

We recognise that this will require the police service to demonstrate our capacity and capability to own such decisions and to be held accountable locally for these. In doing so, we support the concept of our courts being focused on those offences that causes greater harm, or pose a greater risk to the public and for whom those who commit such offences can expect to be dealt with in a timely, professional and effective manner that assures all victims of the competence and commitment of the police service to securing proportionate justice for all.

We commit to the following objectives to achieve this:

- Work closely with the NPCC Prevention Committee to deliver a whole systems prevention approach. We will explore opportunities to align priorities and support the aim of prevention of having fewer victims, fewer offences and less demand on policing, by addressing underlying cases and using partnership oriented problem solving.
- We will explore opportunities to utilise Out of Court Resolutions (OoCR) in a wider range of offences, whilst working with stakeholders to promote the positive benefits of OoCR as a criminal justice outcome and address the perception that it is 'a soft option'.
- Recognise the opportunities Outcome 22 (Deferred Prosecution Scheme) can provide to policing and the role it can play in reducing recidivism.
- Engage with HMICFRS around the role of OoCR to ensure appropriate independent review and assessment with benchmarking and recommendations for forces.

- Engage with key stakeholders to explore commissioning opportunities for OoCR, which are proven to reduce reoffending and address offending behaviour.
- Maximise opportunities for conditional cautions to be administered in suitable domestic abuse cases.
- Create an Evaluation Strategy that aligns across OoCR and provide an evidence base to support the use of OoCR.

Strategic Objective 3: Performance

We will strengthen our performance, governance and maximise innovation at a local and national level and ensure greater transparency of outcomes

Policing is a part of a wider system that relies upon effective governance and accountability for the delivery of criminal justice outcomes, and the effective prioritisation of resources and capability.

The improvement of the police service's performance within the CJS is a complex and multi-faceted issue that requires a strategic and comprehensive approach. Policing, as a key component of the CJS, plays a crucial role in ensuring that justice is served and public safety is maintained.

In order to achieve optimal performance, it is essential to harness and optimise the existing resources within police forces, while also working collaboratively with partners across the wider CJS. This will require joint ownership of performance data, and accountability of criminal justice outcomes at both a strategic and tactical level within each police force.

Establishing effective performance and governance structures within individual forces will be the foundation on which improvement expectations set, objectives defined and collaborative solutions will be sought. We need to be clear on the expected standards of accountability, expectations of professional delivery for victims and witnesses, and develop strong managers and leaders to support change and reform within policing to meet the challenges posed with the current criminal justice system.

Making best use of Local Criminal Justice Boards, and Joint Operational Improvement Meetings (JOIMs) to address specific performance or operational issues will develop consistent approaches to managing increasing levels of demand and collaborative problem solving.

Criminal Justice is an integral part of the policing service and therefore it is critical to have the right skills and technological tools to drive improvement. As the profile of both our workforce and the availability of technology changes, ensuring that there are clear standards of expectations in both training, skill and technology will be critical in not just driving improvement, but evidencing the need for wider reform in our Criminal Justice System.

We commit to the following objectives to achieve this:

- Support the development and roll out of the Criminal Justice Visualisation Tool to gain insights into CJ performance and assist in understanding disproportionality in the CJS.
- Support the development of standardised criminal justice governance and accountability structures through Local Criminal Justice Boards linking through to the National Criminal Justice Board.
- Provide enhanced coordination and support to Criminal Justice Portfolio leads to address local or national issues that are identified through the refreshed structures, and prioritised by the CJCC.
- Support effective and focused delivery oversight to the improvement framework through locally established Strategic and Operational JOIMs that are overseen

through the Joint Operational Improvement Board with consistent and common terms of reference, and reporting structures. (at both operational and strategic levels, including specific focus on RASSO and DA)

- Collate the views of policing as to the barriers and enablers to current digital challenges within the Criminal Justice System for policing;
- Advocate for criminal justice within the work with the Home Office and MOJ to support Centre for Data and Analytics in Policing project and join its working groups
- Work together with College of Policing, CPS and Courts to agree best practice principals, identify key skills and professional development for the CJS and support the design a programme of professional development programme for police staff.
- Develop a CJ Technology Strategy for Policing with the DDAT Committee to advocate for wider change and streamline the investment choices through an approved framework do we need to refer to the newly formed Science and Tech Coordination Committee
- Have developed and trialled a professional development programme with the College of Policing that reflects the refreshed standards and 'characteristics of good' for all Forces and staff
- Work with Courts, CPS and the defence to remove barriers of in collaboration with the courts and understand the barriers to utilising technology within the criminal justice system through establishing a Policing CJ Digital Partnership working group

Strategic Objective 4: Cohesion

We will build trust in our communities through effective collaboration with CJS partners, providing good quality support for victims and witnesses

We need to continue to strengthen our working relationship with our core partners in our Police and Crime Commissioners, the Crown Prosecution Service, HMCTS, Probation and learned colleagues in both defence and prosecution roles to make sure that all parts of the criminal justice system, not just policing, understand our competing pressures, demands and expectations of the public.

Victim confidence and satisfaction is worryingly low. We know that only a third of victims would report a crime again. Victims want, and should be, treated with respect and dignity. Backlogs within the Crown Court are likely to continue for the foreseeable future which will require us to support victims for longer. In order to improve victim confidence and satisfaction we need to evaluate the service offer to victims, which will be enshrined in law by the Victims Law in 2024.

We commit to the following objectives to achieve this:

- Ensure forces are prepared for the introduction of the Victims' Law.
- Work with Ministry of Justice on a revised Victims' Code and compliance framework that meets victims needs and is achievable for policing.
- Support the Ministry of Justice on their work on the feasibility of a cross CJS victim satisfaction survey
- Collaborate with our criminal justice partners to ensure communications between the agencies and with victims and witnesses are streamlined and simplified.
- Explore the use of technology to enhance our communication methods with victims and witnesses.
- Understand the long term impacts of the court workload on Witness Care Units and explore opportunities to reduce the burden on WCU staff.
- Undertake a research project to understand the effectiveness of an end-to-end support model for victims and prevention opportunities and streamline support through the CJ system.
- Identify a digital victim support process and trial this before providing recommendations for forces based on victim research.
- Implement key performance indicators and disseminate best practice
- Evidence a practical way of working to support s28 and victim engagement without increase time delays in investigations.
- Evidence the impact of s28 on policing if extended to victims of domestic abuse.
- Strategy to enhance victim harm prevention at the first point of contact.
- Ensure victims are supported at all stages throughout the criminal justice journey

Appendix A

NPCC Strategic Objectives 2021-2025

NPCC Strategic Objectives 2021 - 2025

The NPCC
will provide...

Coordination

- Provide collective operational coordination and delivery on critical areas of business and emerging threats, on behalf of the service.
- Ensure the views of the service are represented throughout decision making and governance structures, shaping future investment, service delivery and performance management.

Collaboration

- Develop multi-agency partnerships to mitigate circumstances which lead to crime and criminality, while developing a whole systems approach to policing, partnership and criminal justice to safeguard communities.
- Collaborate with partners to deliver transformative innovation and new technologies that improve all aspects of policing.

Communication

- Enable police forces and partners to shape and access important national information and initiatives that help to protect local communities.
- Communicate the collective professional expertise, views and actions of UK police chief officers to the public, government and stakeholders.



Appendix B

Policing Criminal Justice Problem Statement

Policing operates within a complex criminal justice system that is facing significant challenges. Its 'core' function is preventing and detecting crime and keeping people safe, however by default it has become the face of the CJS, whilst managing increasing demands, conflicting priorities and an inexperienced workforce.

For policing to be effective, it must have the trust, confidence and support of the public. Delivery of positive outcomes for victims is at a historical low, coupled with decreased trust and confidence in policing.

The NPCC Criminal Justice Committee assessed the CJS challenges identified by forces and ensured these were included in the CJAG cross agency CJS problem statement.

- *Capacity issues across the system impact on the Police's ability to conduct its core role with:*
- *Increased time/cost burden in respect of DG6/AG Guidelines*
- *CPS capacity to deliver timely charging decisions*
- *Crown Court backlogs at an all-time high, heightened by a shortage of judiciary*
- *Capacity challenges/conflicting objectives undermine collaborative working across the system*
- *Prison capacity in the adult male estate, with population outstripping capacity, resulting in increased use of electronic monitoring/management of offenders within the community*
- *Management of offenders within the community, pending court outcomes*
- *Management of victims/witnesses, who are requiring emotional support for prolonged periods*

Forces identified the urgent need for greater innovation and flexibility across the system to optimise performance within the existing system.

Equally forces requested comprehensive CJS reform to meet the needs of victims and match the changing requirements of criminal investigations and prosecutions.



