

Cheshire Police and Crime Panel

Agenda

Date: Friday 18th September 2020

Time: 10.00 am

Venue: Virtual Meeting

How to Watch the Meeting

For anybody wishing to view the meeting live please click on the link below:

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or dial in via telephone on 141 020 3321 5200 and enter Conference ID 631 763 475# when prompted.

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. Apologies

Members are reminded that, in accordance with governance procedure rule 2.7, Panel Members, or their constituent authority, may nominate substitute members of the Panel in the event that the appointed representative(s) is/are unable to attend the meeting. Advance notice of substitution should be given to the host authority wherever possible. Members are encouraged wherever possible to secure the attendance of a substitute if they are unable to be present.

2. Code of Conduct - Declaration of Interests. Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

Members are reminded of their responsibility to declare any disclosable pecuniary or non-pecuniary interest which they have in any item of business on the agenda no later than when the item is reached.

Contact: Martin Smith, Registration and Civic Services Manager
Tel: 01270 686012
E-Mail: martin.r.smith@cheshireeast.gov.uk

3. **Public Participation**

To receive questions from members of the public in accordance with governance procedure rule 14. A total period of 15 minutes will be allocated for members of the public to speak at Panel meetings. Each member of the public shall be limited to a period of up to 5 minutes speaking.

Members of the public may speak on any matter relating to the work of the Panel. During public speaking time, members of the public may ask questions of the Panel and the Chairman, in responding to the question, may answer the question, may decline to do so, may agree to reply at a later date or may refer the question to an appropriate person or body.

Questions will be asked and answered without discussion. In order for officers to undertake any background research, members of the public who wish to ask a question at a Panel meeting should submit the question at least a day before the meeting.

Members of the public are able to put questions direct to Cheshire's Police and Crime Panel via social media platform Twitter.

The Cheshire Police and Crime Panels' Twitter account @CheshirePCP

4. **Minutes of Previous Meeting** (Pages 5 - 12)

To approve the minutes of the meeting held on 12 June 2020

5. **Amendments to Procedure Rules** (Pages 13 - 24)

To consider and approve the amendments to the Procedural Rules.

6. **Creation of a new Complaints Management Sub Committee and Adoption of Revised Way of Managing Complaints** (Pages 25 - 36)

To consider the recommendations of the Complaints Sub Committee on the Terms of Reference for a new Complaints Management Sub Committee and the adoption of a revised way for managing complaints made against the Police and Crime Commissioner and Deputy.

7. **Submission to Stage 1 of the Home Office review into Police and Crime Commissioners** (Pages 37 - 40)

To receive the Chairman's submission to the Home Officer review into Police and Crime Commissioners.

11.00 am THE POLICE AND CRIME COMMISSIONER WILL BE IN ATTENDANCE FOR THE FOLLOWING PART OF THE MEETING

8. **Police & Crime Commissioner for Cheshire Draft Annual Report 2019/20**
(Pages 41 - 54)

To receive the Police and Crime Commissioner's Draft Annual Report for 2019/20.

9. **Overview and Scrutiny of the Police and Crime Commissioner**

Questions for the Police and Crime Commissioner.

10. **Scrutiny Items** (Pages 55 - 90)

To receive, note and inform any future scrutiny or work programme items.

11. **Work Programme** (Pages 91 - 92)

To consider the Work Programme.

12. **Date of Next Meeting**

Friday 27 November 2020 at 10.00 am

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Minutes of a virtual meeting of the **Cheshire Police and Crime Panel**
held on Friday, 12th June, 2020

PRESENT

Councillors:

Cheshire East: Councillors JP Findlow, L Jeuda, and M Warren

Cheshire West & Chester Councillors R Bisset, A Dawson and M Delaney

Halton Councillors N Plumpton Walsh and D Thompson

Warrington: Councillor Amanda King.

Independent Co-optees: Mr B Fousert, Mrs S Hardwick and Mr Morris MBE.

Officers: Mr Brian Reed and Mr Martin Smith, Cheshire East Council.

1 APOLOGIES

Apologies were received from Councillor Brian Maher and Councillor Jan Davidson (Warrington Borough Council).

2 APPOINTMENT OF CHAIRMAN FOR THE 2020/21 MUNICIPAL YEAR.

RESOLVED:

That Mr Evan Morris be elected as Chair of the Panel for the 2020/21 Municipal year.

3 APPOINTMENT OF DEPUTY CHAIRMAN FOR THE 2020/21 MUNICIPAL YEAR.

RESOLVED:

That Councillor Dave Thompson be elected as Deputy Chair for the 2020/21 Municipal year.

4 CODE OF CONDUCT - DECLARATION OF INTERESTS. RELEVANT AUTHORITIES (DISCLOSABLE PECUNIARY INTERESTS) REGULATIONS 2012

There were no declarations of interest.

5 PUBLIC PARTICIPATION

Three members of the public spoke at the meeting.

Ms Joanne Jeffers, a Cheshire East resident raised an issue in relation to road safety for pedestrians. The Chairman agreed to bring her concerns to the attention the Police and Crime Commissioner.

Mr Robert Selby, a Cheshire West and Chester resident raised two issues. He sought clarification as to whether the Panel had received a response from the Home Secretary following the submission of a report over the suspension of the former Chief Constable. He also sought clarification over a complaint he had made against the Commissioner and staff in the Commissioner's Office.

The Chairman indicated that a response had been received from the Home Office (accessible on the Panel's page of the Cheshire East Council website). The Chairman informed Mr Selby of the work that the Panel's Complaints Sub Committee was undertaking to make recommendations to the Panel as to how complaints should be managed in future.

Mr Francis Kwateng a Cheshire West and Chester Council resident raised an issue of alleged racial profiling by Cheshire Constabulary which he stated had seriously affected both him and his family. He gave a number of specific examples and highlighted a recent complaint that he had made to Cheshire Constabulary and the way in which the complaint had been managed. He thanked Councillor Andrew Dawson for the support he had provided. The Chair, whilst noting that the issues raised were operational ones, offered Mr Kwateng his and the Panel's full support and hoped that they could work with the Commissioner to help change attitudes within the Constabulary.

Councillor Dave Thompson sought clarification from the Secretariat over whether comments made by members of the public during public participation could prejudice the Panel's involvement in determining the outcome of a complaint at a future date. This issue would be referred to the solicitor who advised the Panel, who was not present at the meeting. Councillor Andrew Dawson noted that the issue of handling complaints was a complex one and that a collaborative approach was frequently the most appropriate and effective way forward.

6 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the meeting held on 7th February 2020 be approved.

The Panel noted that it had held an informal virtual meeting with the Commissioner on 24th April 2020. A video recording of this meeting was available to view via the Panel's page on the Cheshire East Council website.

The Panel also noted that, at the meeting held on 7th February the Panel had agreed a programme of future meetings, including a meeting on 16th April 2021. As the elections for the Police and Crime Commissioner had been moved from 2020 to 2021, this meeting was likely to now fall during the pre-election (purdah) period. The Secretariat were asked to reschedule the meeting.

7 PANEL MEMBERSHIP 2020/21

Members noted that the membership of the Panel for the 2020/21 Municipal Year remained unchanged.

Independent co-opted members of the Panel each served a three-year term, with Mr Bob Fousert's current term expiring on 30th September 2020. The Panel discussed a range of options in relation as to how best to proceed with the expiration of Mr Fousert's term of office.

RESOLVED

That recognising the exceptional circumstances created by the Coronavirus emergency, all three independent co-opted members have their current terms of office extended by one year, with the Panel's Procedure Rules being annotated to indicate the exceptional circumstances under which this decision was taken.

The terms of office of the three independent co-opted Panel members would be:

Mr Bob Fousert	30 th September 2021
Mrs Sally Hardwick	30 th September 2022
Mr Evan Morris MBE	30 th September 2023

8 CHESHIRE POLICE AND CRIME PANEL BUDGET 2020/21

Prompted by Councillor Dave Thompson, but with Panel support, the Secretariat were asked to undertake research in relation to the possible payment of an increased allowance to the Panel's Chairman and the provision of IT equipment to the three independent co-opted members, with reports on these issues being taken to the September 2020 meeting of the Panel.

RESOLVED:

That the Panel's budget for the 2020/21 Municipal Year be approved, and that a report be made back to the Panel in September 2020 upon allowances, and the provision of ICT equipment.

9 PANEL ARRANGEMENTS: RULES OF PROCEDURE

The Panel reviewed the proposed Rules of Procedure which would apply for the 2020/21 Municipal Year, noting proposed changes in relation to virtual meetings and the use of urgency powers. Panel members also discussed the issue of proportionality of Members on sub committees. The Secretariat were asked to draft for consideration at the meeting in September 2020 a revised option for the operation of urgency powers (Section 13 of the draft procedure rules) and suggested wording in relation to proportionality.

RESOLVED:

That, subject to the Head of Democratic Services and Governance making changes to the Procedure Rules to reflect the Panel's desire to ensure proportionality of Members on sub committees and working groups the draft Procedure Rules be adopted, with further reports being presented to the September 2020 meeting of the Panel.

10 OVERVIEW AND SCRUTINY OF THE POLICE AND CRIME COMMISSIONER

The Chairman formally welcomed the Commissioner to the meeting.

Mrs Sally Hardwick asked all those present at the meeting to join with her in observing a minute's silence to mark the death of George Floyd in Minneapolis and all those who suffer racial, sexual, gender or disability discrimination. She also wished to remember all those who had died as a result of COVID -19 and the brave Police Officers who were working in such difficult circumstances during the current emergency.

The Panel observed a minute's silence.

The Commissioner echoed the comments made by Mrs Hardwick, following which he briefly outlined the work he was undertaking to hold the Chief Constable to account and the work he was undertaking with fellow Commissioners at a regional and national level.

Mr Evan Morris asked the Commissioner for an update on progress with the Emergency Services Network (ESN) project, an issue that had been raised at a meeting of Cheshire Police Management Board on Wednesday 4th March 2020 which he had attended. Mr Morris recognised that this was a complex issue, with wide ranging implications.

The Commissioner gave a brief update and committed to discussing the issue in more detail at an informal meeting, where one of the national leads could participate. He noted that there were potentially very high costs associated with the failure to implement the ECN in a timely manner. His view was that the residents of Cheshire should not be liable for failures with a national system.

Councillor Andrew Dawson raised an issue relating to the comments made by Mr Francis Kwateng earlier in the meeting (item 5, above). He asked the Commissioner how the Constabulary would learn from the experiences of those in society who felt that they were not being treated fairly, noting concerns that Cheshire Constabulary was not a learning organisation. He also asked if the Commissioner would join with the Panel in joint scrutiny of the Constabulary on this issue.

In responding the Commissioner noted that the complaints system should enable learning by the Constabulary. He informed the Panel that he only had access to the detailed information relating to a complaint if the complainant gave their permission. The process had changed in February 2020 with a revised appeal mechanism being introduced. He suggested that a joint session at an informal meeting would be a sensible way forward, this would enable the Panel to better understand the process. The Commissioner also extended an invitation for anyone have a confidential conversation with him about a complaint against the Constabulary.

Councillor Paul Findlow asked the Commissioner for information on the number of Special Constables in Cheshire and for comparative information as to how this compared in percentage terms with the regular Constabulary. He wondered if there was a difference per head of population between Cheshire and neighbouring areas?

The Commissioner responded by saying that recruitment to the Special Constabulary was open, at present the Special Constabulary stood at 13 percent of the regular force. The national average was 8.5 percent. The respective figures for Greater Manchester and Merseyside were 5.6 and 7.2 percent. The Commissioner paid tribute to the contribution that the Special Constabulary made to the policing of Cheshire.

Councillor Mick Warren asked the Commissioner to outline the means by which Multi Agency Public Protection Arrangements (MAPPA) and Multi Agency Risk Assessment Conference (MARAC) meetings were currently being undertaken. He noted that such meetings played an important role in reducing risk from the perpetrators of violent and sexual offences. The Commissioner agreed that these meetings played a very important role and that whilst meetings were at present being held virtually, it was very much the case of “business as usual” in terms of delivery and effectiveness.

Mr Bob Fousert asked the Commissioner if he would outline the interventional measures that had been undertaken in relation to child and domestic abuse throughout the period of the implementation of the Coronavirus Act 2020 and what lessons had been learnt? He noted that a large number, but not all victims were known to a range of agencies, including the Police.

The Commissioner, in a detailed response indicated that a wide range of work was being undertaken by both the Constabulary and by himself; this had included an increase in the number of proactive visits, effective use of Domestic Violence Protection Orders (DVPOs), meetings with key partners and a bid to the Ministry of Justice for additional funding for charities and social enterprises. The Commissioner noted that the number of reported incidents had increased in line with the national trend.

Councillor Laura Jeuda asked the Commissioner how easy it would be for the Constabulary to enforce the newly introduced quarantine laws? In response the Commissioner indicated that this was an operational issue of more relevance to the Chief Constable. However, he noted that enforcement was the last resort, observing that over 200 fixed penalty notices had been issued since the start of the lockdown period. With specific reference to the newly introduced quarantine measures relating to people returning from abroad, he indicated that he wished that the measures had been introduced sooner but recognised that they were very difficult to enforce.

Councillor Andrew Dawson asked the Commissioner for information on the financial impact of COVID -19 on the Constabulary. The Commissioner indicated that it had not yet been necessary to use financial reserves. He also noted that the Government had brought forward some payments and that this had helped with issues of cashflow. Overall levels of staff absence had been lower than originally expected. He paid tribute to the Constabulary for the sound financial management that they had demonstrated during the current crisis. Councillor Dawson asked if more detailed information could be shared at a future informal meeting.

Mrs Sally Hardwick, noting that the Commissioner was a member of the Fire Authority asked the Commissioner for progress following a meeting he had held earlier in the year with the Cheshire Deafness Support Network and the Chairman of the Police and Crime Panel. The meeting had addressed ways of better understanding the special needs of the deaf community in engaging and alerting the emergency services. She noted that the outcome of this meeting had been the production of a comprehensive and low-cost project proposal. This had been forwarded to Cheshire Fire and Rescue Service on 22nd February 2020 by the Chief Executive of the Deafness Support Network. It had outlined how emerging technology could reduce risk for some of the most vulnerable in Cheshire. Mrs Hardwick indicated that recent events had highlighted that one size did not fit all when it came to dealing with those with protected characteristics.

The Commissioner said that he would wish to support any initiatives that reduced inequality. He noted that he only attended Fire Authority meetings as an observer but was happy to raise this issue at one of his collaborative meetings with the Fire and Rescue Service which were held on a regular basis. Councillor Martyn Delaney noted that this was an area where he

had a particular interest and committed to raising the issue with the Fire Authority, of which he was a member.

Councillor Rob Bissett noted that at the commencement of the implementation of the Coronavirus Act 2020, the National Crime Agency had published a threat assessment for Coronavirus related crime. He asked the Commissioner to tell the Panel what steps Cheshire Police had put in place to counter these threats.

The Commissioner responded by indicating that he was involved in this issue at the local, regional and national level. He noted that criminality had changed, with criminals using Coronavirus as a cover to commit crime, including fraud and drug related crime. He paid tribute to the work that had been undertaken during the lockdown period, particularly work relating to combatting child abuse.

Councillor Norman Plumpton Walsh commended the Commissioner for recently holding a remote scrutiny meeting with the Chief Constable. He asked the Commissioner to give an undertaking to inform the Panel's Secretariat well in advance, of the frequency and dates of such meetings, so as Panel members could benefit from attending remotely as members of the public. The Commissioner committed to this.

Councillor Dave Thompson noted the very commendable work undertaken by Cheshire Constabulary during the COVID - 19 outbreak which had seen excellent and cohesive working between NHS, Public Health and a range of agencies. He asked the Commissioner to outline the steps that were being put in place to secure and build on this work, which could have such beneficial outcomes in multi agency risk reduction.

The Commissioner agreed that that levels of cooperation and collaboration had increased during the emergency. He was confident that this could be built on in the post COVID - 19 world, noting that work on recovery had already commenced sub regionally at the Officer level.

Councillor Andrew Dawson asked the Commissioner if he would be willing to take a leading role in organising a multi faith service of thanks following the Coronavirus outbreak. This could commemorate those sadly lost to COVID – 19 and the way in which communities had come together to respond to the emergency. Such a service could only take place when the risk had been reduced to an absolute minimum. The Commissioner responded that he would be supportive of such an initiative and that discussions had already commenced and that he would welcome as wide an involvement as possible.

11 SCRUTINY ITEMS

Panel members noted the papers that had been circulated with the agenda. Councillor Paul Findlow suggested that in future more attention should be given to this item. The Chairman indicated that he intended to pull a small group together to review issues such as this.

12 **WORK PROGRAMME**

The Panel's work programme was reviewed. Mr Bob Fousert asked if the Commissioner's Scrutiny Meetings could be included in the work programme.



Cheshire Police and Crime Panel

Date of meeting: 18 September 2020

Report of: Brian Reed, Head of Governance and Democratic Services

Subject: Amendments to Procedure Rules

1. Report Summary

- 1.1 This report makes a number of recommendations in relation to amendments to the Panel's Procedure Rules.

2. Recommendation

- 2.1 The Panel is recommended to:

- (i) Amend the Procedure Rules (Part 2 (c)) adding the text in Appendix I in relation to proportionality of membership on sub committees and working groups;
- (ii) Amend the Procedure Rules (creating a new Part 3, Section 13) adding the text in Appendix II in relation to urgency powers; and
- (iii) Amend the Procedure Rules (Part 3, Section 15) replacing the Section on public participation with the text in Appendix III.

3. Background

- 2.1 At the Panel's Annual Meeting in June 2020 members instructed the Secretariat to draft an amendment to the Procedure Rules ensuring that the political proportionality of the Panel is reflected, as far as is possible, on any sub committees and working groups that are established by the Panel. A suggested amendment can be found in Appendix I. At the same meeting the Panel considered recommendations in relation to the introduction into its Procedure Rules of urgency powers; further work was commissioned, and revised recommendations are set out in Appendix II.
- 2.2 The Chair and Deputy Chair have asked the Secretariat to review the Procedure Rules in relation to public participation. A revised way of working is set out in Appendix III, this is based on best practice adopted by a number of other Police and Crime Panels across the country.

3. Equality Implications

- 3.1 There are no equality implications.

4. Financial Considerations

- 4.1 There are no financial implications to report to the Panel in considering this matter.

5. Contact Information

Contact details for this report are as follows:-

Name:	Brian Reed
Designation:	Head of Governance and Democratic Services
Local Authority:	Cheshire East Council
Tel. No.:	01270 686670
Email:	brian.reed@cheshireeast.gov.uk

Appendix I

Membership of any Sub Committee or Working Group established by the Panel will be proportionate to the overall political representation on the Panel. Proportionality will be determined by the Head of Democratic Services and Governance. Membership of any Sub Committee or Working Group by an independent co-opted member of the Panel will be excluded from any determination on proportionality.

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Appendix II

Urgency Powers

- 1.1 A decision will be urgent in the case of: civil emergency, natural or man-made disaster; matter of serious public health; matters regarding safeguarding of people; or where the Panel, or the local authorities from which Panel Members are drawn, are at risk of serious reputational damage; loss or claims; or any other matters where the Monitoring Officer of the host local authority has declared that an urgent decision is required.
- 1.2 If a decision would normally be required to be made by the Panel, the decision may be made by the Monitoring Officer of the host local authority, or in his/her absence the Head of Service responsible for the host authority's secretariat (or in their absence their nominee) in consultation with the Panel's chair, deputy chair, at least one member representing each constituent Council (which may include the Chair and Deputy) and one representative of each political Group represented on the Panel (which may include the Chair and Deputy and a member consulted as a representative of their authority), subject to the following requirements being met:
 - (a) The decision-maker is satisfied the matter is urgent and cannot await the next meeting of the Panel, or an urgently convened meeting of the same;
 - (b) The decision is reported for information to the next available meeting of the Panel;
 - (c) The provisions of the legislation are complied with;
 - (d) Advice has been taken from the host local authority's, Monitoring Officer and Section 151 Officer;

All members of the Panel are notified by email of the decision taken.
- 1.3 A form to be completed to record the taking of the urgent decision is attached to these Procedure Rules as Appendix 1

Cheshire Police and Crime Panel

URGENT PANEL DECISION

PANEL PROCEDURE RULE xx.x

Contact Officer: Brian Reed

Email: Brian.reed@cheshireeast.gov.uk

Contact Number: 01270 686670

The Police and Crime Panel's Procedure Rules provide for Urgent Decisions taken outside of meetings. The definition of an Urgent Decision in paragraph 12.11.1 is:

"A decision will be urgent in the case of: civil emergency, natural or man-made disaster; matter of serious public health; matters regarding safeguarding of people; or where the Panel, or the local authorities from which Panel Members are drawn, are at risk of serious reputational damage; loss or claims; or any other matters where the Monitoring Officer of the host local authority has declared that an urgent decision is required."

The Procedure Rules provide that, if a decision would normally be required to be made by the Panel, the decision may be made by the Monitoring Officer of the host local authority, or in his/her absence the Head of Service responsible for the host authority's secretariat (or in their absence their nominee) in consultation with the Panel's chair and deputy chair, at least one member representing each constituent Council and one representative of each political Group represented on the Panel subject to the following requirements being met:

- (a) The decision-maker is satisfied the matter is urgent and cannot await the next meeting of the Panel, or an urgently convened Panel meeting;
- (b) The decision is reported for information to the next available meeting of the Panel;
- (c) The provisions of the legislation are complied with;
- (d) Advice has been taken from the host local authority's, Monitoring Officer and Section 151 Officer;
- (e) All members of the Panel are notified of the decision taken by electronic means.

The need has arisen for an urgent decision in respect of the following:

SUBJECT/TITLE:

(insert summary)

Further details are attached

The reasons for urgency are as follows:

(insert reasons for urgency)

The following Panel Members have been consulted on *[insert date]*:

- *[Add details of Chair]*
- *[Add details of Vice Chair]*
- *[Add details of Cheshire West and Chester member]*
- *[Add details of Cheshire East member]*
- *[Add details of Halton member]*
- *[Add details of Warrington member]*
- *[Add details of any other members consulted to ensure all four constituent Councils are represented and all Groups represented]*

Any comments received have been taken into consideration.

Advice has been taken from the following Officers of the host authority on *[insert date]*:

- (1) Section S151 Officer
- (2) Monitoring Officer

Their comments have been taken into consideration in producing this decision form and any attached information. This decision is subject to the relevant provisions of the Panel's Procedure Rules.

DECISION

That

(1) >

Signature of Decision Taker:

Signed:

OFFICIAL

.....

Date:

Signatures of Panel Members consulted:

A copy of this decision form and any supporting documentation will be made available to all Members of the Panel by electronic means subject to the Access to Information Procedure Rules.

This decision will be reported for information to the next meeting of the Panel.

Appendix III

Cheshire Police and Crime Panel

Procedure for Public Speaking

1. A period of up to 15 minutes is made available for questions or statements submitted by members of the public. At the Chair's discretion the period made available for questions and statements may be extended, but no one may speak for more than 5 minutes.
2. The Police and Crime Panel is a scrutiny body and exists to scrutinise the Police and Crime Commissioner and therefore questions or statements must relate to the role and statutory function of the Panel. The Panel's Terms of Reference are:
 - (i) To review and make a report or recommendation on the draft police and crime plan, or draft variation, given to the Panel by the Police and Crime Commissioner (the PCC).
 - (ii) To review the annual report of the PCC, and to put questions about the annual report to the PCC at a public meeting and make a report or recommendation upon it.
 - (iii) To hold a confirmation hearing and review, make a report, and recommendation (as necessary) in respect of proposed senior appointments made by the PCC.
 - (iv) To review and make a report on the proposed appointment of the Chief Constable.
 - (v) To review and make a report and recommendation (as necessary) on the proposed precept.
 - (vi) To review or scrutinise decisions made, or other action taken, by the PCC in connection with the discharge of the PCC's functions.
 - (vii) To make reports or recommendations to the PCC with respect to the discharge of the PCC's functions.
 - (viii) To support the effective exercise of the functions of the PCC.
 - (ix) To fulfil functions in relation to complaints about conduct matters, in accordance with the responsibilities accorded to the Panel by the Police Reform and Social Responsibility Act 2011.
 - (x) To appoint an Acting PCC where this becomes necessary.

- (xi) To suspend the PCC if it appears to the Panel that the PCC has been charged in the United Kingdom with an offence which carries a maximum term of imprisonment exceeding two years.
3. In order that an appropriate answer to the questions can be given, the deadline for indicating a wish to speak or for submission of questions is 5 clear working days before a meeting of the Panel.
 4. In response to questions or statements the Panel may choose to agree to either provide an agreed verbal response, that will be minuted or to provide a written reply to questioners chosen address.
 5. Those wishing to ask a question or make a statement should register should email **[add address]** or send the question or statement by post to:

Cheshire Police and Crime Panel
c/o Democratic Services and Governance
Cheshire East Council
Westfields
Middlewich Road
Sandbach
CW11 1HZ
 6. A list of those speaking or asking questions at a meeting of the Panel will be drawn up by the Panel's Secretariat in order of receipt. Copies of questions and statements will be circulated to all Panel members in advance of the meeting and will be made available to the public attending the meeting. Copies will also be available on the Police and Crime Panel's page of the Cheshire East Council website.
 7. Nobody may submit more than one question or make more than one statement at the same meeting, but a supplementary question, related to the subject raised in the question /statement, will be permitted for clarification at the discretion of the Chair.
 8. Those speaking or asking questions will not be permitted to address any issue that is the subject of a current or proposed complaint by them against the Police and Crime Commissioner. They are also advised that reference to an issue that could become the subject of a future complaint by them could prejudice the Panel's consideration of that complaint.
 9. The Panel will not accept a question or statement if:
 - (i) There is insufficient detail to enable a proper response to be provided.
 - (ii) It is not about a matter for which the Police and Crime Panel has responsibility.

- (iii) It is potentially defamatory, frivolous or offensive against named individuals.
- (iv) It is substantially the same question which has been put at a meeting of the Police and Crime Panel in the last six months.
- (v) It requires the disclosure of confidential or exempt information.

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Cheshire Police and Crime Panel

Date of meeting: 18 September 2020

Report of: Brian Reed, Head of Governance and Democratic Services

**Subject: Creation of a new Complaints Management Sub Committee
and adoption of revised way of managing complaints**

1. Report Summary

- 1.1 This report makes a number of recommendations which are consistent with the decisions made at a recent meeting of the Complaints Sub Committee. At that meeting the Sub-Committee discussed the Terms of Reference for a new Complaints Management Sub Committee and the adoption of a revised way for managing complaints made against the Police and Crime Commissioner and Deputy (when one is appointed).

2. Recommendations

- 2.1 The Panel is recommended to:
- (i) Appoint a new Complaints Management Sub Committee with the powers and the Terms of Reference detailed in Appendix I.
 - (ii) Determine the number of members on a Complaints Management Sub Committee.
 - (iii) Appoint the members of a new Complaints Management Sub Committee.
 - (iv) Appoint a Chair and Deputy Chair of a Complaints Management Sub Committee.
 - (v) Adopt a new procedure, to be introduced with effect from 1 November 2020, for the management of complaints made against the Police and Crime Commissioner (and Deputy, when appointed), as detailed in Appendix II.
 - (vi) Delegate to the Head of Democratic Services and Governance the authority to make such changes to the Panel's Procedure Rules to give effect to the wishes of the Panel in relation to the management of complaints made against the Police and Crime Commissioner

(and Deputy Commissioner, when appointed).

- (vii) Delegate to the Head of Democratic Services and Governance the authority to develop the information that will appear on the Panel's page of the Cheshire East Council website in relation to a revised procedure for managing complaints, and any other incidental changes necessary to give effect to the wishes of the Panel.

- (viii) Abolish the current Complaints Sub Committee.

3. Background

- 3.1 At its meeting on 4th September 2020, the Complaints Sub Committee discussed the creation of a new Sub Committee to manage complaints made against the Police and Crime Commissioner. The Sub Committee also discussed a revised procedure for the management of such complaints. Draft Terms of Reference for a new Sub Committee and a draft complaints procedure, recommended by the Sub Committee can be found in Appendix I and II.
- 3.2 The Complaints Sub Committee discussed the size of a newly created Complaints Management Sub Committee. The Secretariat were asked to develop a number of options for further consideration. Panel members are reminded of the need for sub-committee membership to be proportionate to overall Panel membership. Assuming that the Panel would always wish to see one of the three independent co-opted members on the Sub Committee, options include:
 - (i) **7 Members**, 1 independent co-opted, plus 4 Labour, 1 Conservative and 1 Independent grouped Councillor.
 - (ii) **6 Members**, 1 independent co-opted, plus 4 Labour and 1 Conservative.
 - (iii) **5 Members**, 1 independent co-opted, plus 3 Labour and 1 Conservative.
 - (iv) **4 Members**, 1 independent co-opted, plus 2 Labour and 1 Conservative.
- 3.3 Once the Panel has agreed to the creation of a new Sub – Committee and the introduction of a revised procedure for the management of complaints, it will take a little time to develop information for the Panel's page of the Cheshire East Council website and the associated systems necessary to support a new procedure. LGA guidance is that a flowchart is developed to outline how the complaints system operates. It is therefore recommended that the new procedure is introduced with effect from 1st November 2020.

4. Equality Implications

4.1 There are no equality implications.

5. Financial Considerations

5.1 There are no financial implications to report to the Panel in considering this matter.

6. Contact Information

Contact details for this report are as follows:-

Name:	Brian Reed
Designation:	Head of Governance and Democratic Services
Local Authority:	Cheshire East Council
Tel. No.:	01270 686670
Email:	brian.reed@cheshireeast.gov.uk

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CHESHIRE POLICE AND CRIME PANEL

COMPLAINTS MANAGEMENT SUB-COMMITTEE

TERMS OF REFERENCE AND PROCEDURE

- (1) The role of the Police and Crime Panel's Complaints Management Sub-Committee (hereinafter called the Sub-Committee) is to administer the arrangements for non-criminal complaints made against the Police and Crime Commissioner for Cheshire (and Deputy Commissioner, when appointed); together with other complaints and conduct matters referred to the Panel by the Independent Office for Police Conduct (IOPC).
- (2) The Sub - Committee will report on its work to the Police and Crime Panel on a regular basis (minimum twice a year). It has delegated authority from the Panel to undertake all of the Panel's complaint management and resolution roles but may, if the Chair and Deputy Chair of the Sub-Committee so determine, refer matters to the full Police and Crime Panel for resolution.
- (3) The Sub-Committee will seek to resolve complaints through informal resolution. This means dealing with a complaint by resolving, explaining, clearing up or settling the matter directly with the complainant and/or the Commissioner, without investigation or formal proceedings. It is a flexible proportionate and fair process that may be adapted to the needs of the complainant and the individual complaint. This may be done, for example by correspondence and/or in a face to face meeting. The Sub - Committee cannot conduct an investigation of a complaint, such as by taking statements or obtaining evidence about it, however, as is to be expected in any fair process, it can invite the complainant and Commissioner to clarify or comment on matters.
- (4) The Sub Committee may only consider relevant complaints as defined in the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. There are separate procedures for complaints about operational policing matters, complaints about the Chief Constable and other police officers and complaints about the Police and Crime Commissioner's staff. The Sub-Committee (and Panel) has no role to play in such complaints.
- (5) The Sub - Committee (and Panel) are not an appeals body for complaints against Cheshire Constabulary or the Chief Constable and has no legal power to look

into, investigate or order actions to be taken in such cases. Such complaints fall outside of the Sub-Committee's and Panel's jurisdiction.

- (6) The Chair and Deputy Chair of the Sub - Committee, advised as necessary by the host authority's Monitoring Officer, will determine whether a complaint can be considered by the Sub Committee.
- (7) Complaints about the merits of a decision made by the Police and Crime Commissioner; for example, where somebody disagrees with a policy the Commissioner has introduced, cannot usually be considered by the Sub-Committee, although complaints about whether a decision was taken properly and in accordance with procedures can be considered. The potential remit of the Complaints Sub-Committee necessarily matches the scope and reach of the Commissioner and the Commissioner's office.
- (8) Concern from the general public about a particular policy is something the Police and Crime Panel should be aware of, and reflect upon, as it scrutinises the Commissioner's policies. These concerns would not, of themselves be matters to be considered through the Complaints procedure.
- (9) The Sub – Committee will endeavour to conduct its work within 40 working days of receiving a complaint. The Panel's Secretariat will keep a complainant updated on progress with a complaint and inform them of any unexpected delays.
- (10) The Sub – Committee will comprise of x Panel Members¹, appointed by the Police and Crime Panel. Proportionality will be in accordance with the Panel's Procedure Rules as they relate to the constitution of Sub – Committees and Working Groups. The Chair and Deputy Chair of the Sub-Committee will ordinarily be appointed at the Panel's Annual Meeting.
- (11) Sub – Committee will be advised by the Panel's Secretariat and the host authority's Monitoring Officer.

¹ The number of Panel members who will serve on the Sub Committee will be determined by the Panel at its meeting on 18th September 2020.

APPENDIX II

Complaints Procedure

The Cheshire Police and Crime Panel Complaints Procedure has been drafted in accordance with the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. Where there is any doubt over the application of the Complaints Procedure reference should be made to the Regulations.

1. Introduction

- 1.1 The aim of this procedure is to ensure that complaints made against the Police and Crime Commissioner for Cheshire (and Deputy Commissioner, when appointed); together with other complaints and conduct matters referred to the Panel by the Independent Office for Police Conduct (IOPC) are managed efficiently and transparently.
- 1.2 Details on the operation of the Complaints procedure can be found on the Panel's page of the Cheshire East Council website as can details of how previous complaints have been resolved.
- 1.3 The Complaints Management Sub – Committee will endeavour to conduct its work within 40 working days from receipt of a complaint.

2. Roles and Responsibilities

- 2.1 The Complaints Procedure and the management of complaints is delegated to the Police and Crime Panel's Complaints Management Sub – Committee with the initial filtering and administration performed by the Chair and Deputy Chair of the Sub-Committee acting together.
- 2.2 The Chair and Deputy Chair of the Sub – Committee may in some circumstances determine that a complaint is best managed by the full Police and Crime Panel.
- 2.3 The Chair and Deputy Chair of the Sub – Committee (consulting with Sub - Committee members and the wider Panel as necessary), will decide the most appropriate and proportionate arrangements for managing a complaint. They are not empowered to determine the outcome of complaints other than determining that a matter need not be considered further as one or more of the circumstances set out in Appendix A applies or it is otherwise clear the complaint does not relate to the Police and Crime Commissioner (or Deputy).

- 2.4 The work of the Chair and Deputy Chair and of the Sub – Committee will be supported and advised by the Panel's Secretariat and the host authority's Monitoring Officer.

3. Making a complaint

- 3.1 Wherever possible complaints should be submitted on the prescribed form to ². If sufficient information is not provided, further clarification may be sought. Complaints cannot be submitted by social media or by phone.
- 3.2 Complaints will be logged by the Panel's Secretariat and acknowledged by e-mail or letter, within 3 working days.

4. Following receipt of a complaint

- 4.1 Within 4 working days of a complaint being received the information provided to the Secretariat will be shared with the Chair and Deputy Chair of the Sub – Committee for determination as to whether the complaint can be considered by the Sub – Committee (or wider Panel). This decision should be taken expeditiously and ideally within 4 working days.
- 4.2 If it is determined that the matter should be referred to the Independent Office for Police Conduct (IOPC) the complainant will be informed and the IOPC contacted. If the IOPC subsequently refer the matter back to the Panel the complaint will re-enter the Police and Crime Panel's complaints process.
- 4.3 If the Chair and Deputy Chair determine that the complaint cannot be considered by the Sub - Committee because, for example, it relates to an operational police matter, or is a complaint about the Chief Constable or a member of the Commissioner's staff, the complainant will be informed in writing. If deemed appropriate the complainant will be advised as to how best to proceed with their complaint.
- 4.4 If the Chair and Deputy Chair consider that one or more of the circumstances set out in Regulation 15 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 (see Appendix A) apply, and they consider that there are not circumstances justifying the continued consideration of the complaint either in whole or in part, they shall after having given the complainant a reasonable opportunity to provide further information or clarification advise the Sub-Committee of their decision and the reasons for it. Should they choose to do so they can refer this decision to the Sub-Committee as a whole; however, if they do not their decision is final and binding. If a complaint is not considered further on this basis the fact of the complaint and the reasons why it was not considered further shall be recorded in the Register of Complaints and both the complainant and the Commissioner notified.

² A dedicated Cheshire Police and Crime Panel email address will be created. In addition, a Cheshire East Council's postal address will be provided.

- 4.5 If the Chair and Deputy Chair consider that the complaint should proceed, details of the complaint will be forwarded to the Commissioner or Deputy Commissioner with confidential information redacted if this is seen as necessary, they will be asked to comment on the complaint within 10 working days.
- 4.6 Whether or not a response has been received from the Commissioner or Deputy Commissioner, details of the complaint, including the form detailing the nature of the complaint, any supporting documents and any response from the Commissioner or Deputy Commissioner will be forwarded to all Sub – Committee members for initial evaluation. This will be undertaken by them within 5 working days. If the Chair and Deputy Chair determine that the Panel collectively should review a complaint details will be sent to all Panel members.
- 4.7 The Chair and Deputy Chair; having consulted with other Complaints Management Sub – Committee members, or wider Panel membership, or having held a formal meeting of the Sub – Committee to discuss the complaint and having taken advice from Officers as necessary, will determine how best to administer the complaint. Options open to the Sub – Committee include:
- Asking the complainant and or Commissioner (or Deputy Commissioner) for further written information; giving a clear timescale for its submission;
 - After fully evaluating all submitted documentation, providing written feedback to the complainant and the Commissioner; and
 - Inviting the complainant and the Commissioner (or Deputy Commissioner), with the Chief Executive, or other member of the Commissioner's staff, to a private meeting to attempt to resolve the complaint by informal resolution. Ten days' notice of such a meeting would normally be given.
- 4.8 If at any stage a complainant decides that they wish to withdraw their complaint, or that they wish to discontinue it, the Chair and Deputy Chair will be informed, and the Register of Complaints updated. In some circumstances the Chair and Deputy Chair may decide that they wish the Sub – Committee to proceed to consider issues arising from the complaint and should they so decide, the complainant and Commissioner (or Deputy Commissioner) will be informed accordingly.
- 4.9 If a meeting of the Sub-Committee or Panel is held to discuss an individual complaint and how it should be managed, any confidential or exempt issues will be considered in Part II of the Meeting with the press and public excluded. If allowed by national Regulations and by the Police and Crime Panel's own Procedure Rules, the meeting may be held virtually using a technological platform approved by the host authority's Monitoring Officer.

5. Record keeping

- 5.1 A record of the outcome of the informal resolution will be made as soon as practicable after the process has been completed. Copies will be sent to the complainant and the Commissioner or Deputy Commissioner.
- 5.2 The record of the outcome of informal resolution will ordinarily be published, with any confidential information such as the name of the complainant being redacted. Before publishing, the Chair of the Complaints Management Sub - Committee will give the complainant and the Commissioner or Deputy Commissioner the opportunity to make representations in relation to the proposed publication.
- 5.3 In cases where an informal resolution cannot be agreed, the record will detail the reasons given by the parties why the matter could not be resolved.
- 5.4 The Secretariat, on behalf the Sub - Committee will maintain a formal register for the purposes of recording complaints and conduct matters under the Regulations. The Recorded Complaints and Conduct Matters Register will record key details pertaining to a complaint including the date received, the complainant, a summary of the complaint / the category into which it falls, the date on which it was recorded, actions taken on the complaint under the Regulations and any other information deemed relevant. A report detailing the number and nature of complaints will be taken to the Panel's Annual Meeting and the December meeting.

6. Following the consideration of a complaint

- 6.1 There is no appeal regarding the outcome of a complaint once it has been determined.
- 6.2 The Local Government and Social Care Ombudsman has jurisdiction over the administrative functions of the Police and Crime Panel, and complainants can contact the Ombudsman if they are unhappy with the way that the complaint was handled. The Panel's complaints procedure will need to be followed to its conclusion, before the Local Government Ombudsman will become involved.

7. Fairness, transparency and confidentiality

- 7.1 If a Panel member is approached by either a complainant or a potential complainant, they should take care so as not to discuss the merits of the complaint or otherwise express any views on it. The Panel member should look to confine their involvement in any interchange to explaining the complaints procedure and where the actual or potential complainant can obtain advice or register their complaint. The Panel member so approached must disclose every contact he or she has had with a complainant or potential complainant and describe the extent of their contact or interchange with him or her at the first reasonable opportunity. The Panel member should consider:

- His or her obligations under the Code of Conduct;

- Whether the contact should be seen as prejudicing their impartiality, and
 - Whether he or she should withdraw from any further involvement in the matter.
- 7.2 All information sent to Complaints Management Sub-Committee members by the Secretariat containing confidential details of any complaint and all written communication between Sub - Committee members containing confidential details of any complaint will be sent using secure, encrypted email or by Royal Mail Special Delivery post. No communication will be made by SMS (text), WhatsApp or similar media.
- 7.3 General Data Protection Regulations (GDPR) will be complied with at all times by the Secretariat, the host authority's Monitoring Officer and all Panel members.
- 7.4 The Secretariat will keep complainants updated on the progress of their complaint.

Appendix A

The circumstances in which a complaint need not be considered further include:

- The complaint has been made by a member of the relevant office holder's staff, arising from the staff member's work as such (see Regulation 15(3)(a)).
- The complaint is more than 12 months old and there is no good reason for the delay, or the delay would be likely to cause injustice (see Regulation 15(3)(b)).
- The complaint is about conduct that is already the subject of another complaint (see Regulation 15(3)(c)).
- The complaint has been made anonymously (see Regulation 15(3)(d)).
- The complaint is deemed to be vexatious, oppressive or otherwise an abuse of process for dealing with complaints (see Regulation 15(3)(e)).
- The complaint is repetitious (see Regulation 15(3)(f), and also Regulation 15(4) for the particular circumstances in which a complaint is deemed to be repetitious).



Cheshire Police and Crime Panel submission to stage 1 of the Home Office review into Police and Crime Commissioners

Police and Crime Panels were formed following the implementation of The Police Reform and Social Responsibility Act 2011. This also saw the election of Cheshire's first Police and Crime Commissioner (PCC). The Cheshire PCCs responsibility is: "to ensure the police respond to local priorities and are directly accountable to the public." The PCC sets the strategic direction and aims of the Cheshire Constabulary and has responsibility for delivering community safety and reducing crime and delivering value for money. The PCC also has a statutory responsibility to appoint a Chief Constable as well as for their removal. The Act also provided for the establishment of the Cheshire Crime Panel who have a dual scrutiny and support role in respect of the PCC and have some powers of veto on budgets and on the appointment of a Chief Constable.

The statutory Policing Protocol sets out how PCCs, Chief Constables and Police and Crime Panels functions will be exercised in relation to each other. It makes clear that all parties will abide by the Seven Principles of Public Life – Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership (The "Nolan Principles").

In seeking to build a constructive and effective relationship with the Cheshire PCC we wish to influence a review of the legislation and the governance model. The Cheshire Police and Crime Panel supports the serious concerns raised by the Home Affairs Select Committee in May 2013 and by the House of Lords Committee on Standards in Public Life (2015). These highlighted the barriers faced by Police and Crime Panels in their scrutiny role. These included lack of support, inadequate resources and absence of timely, accessible information.

The Cheshire Panel notes that the creation of Police and Crime Panels were a late addition to the legislation by the then policing minister Nick Herbert, who agreed to the introduction of Panels following pressure from the Liberal Democrats, coalition partners with the Conservatives. His view was that PCPs should be 'light touch' in their approach to PCC scrutiny. It is the Cheshire Panel's view that the resulting rushed legislation has proved, at the very least to be ambiguous.

In respect of the Cheshire PCP, there is no formal central guidance available that sets out the desired skills and relevant background or experience required of Panel members. The role of the PCC in Cheshire is highly responsible and if not effectively delivered and managed can lead to a lack of confidence in policing, community resilience and cohesion. The view of the Cheshire Panel is that those who drafted the legislation leading to the governance model were of the view that local democracy was the overriding consideration. When in reality it has left the Cheshire Panel with questionable powers and resources to deliver effective scrutiny and support to the PCC.

Cheshire sadly has been through some well publicised challenges around the suspension and subsequent tribunal hearing for the former Chief Constable. The Police and Crime Panel invested considerable time, effort and resources in ensuring effective scrutiny in the role of the PCC and his Office (OPCC) in Cheshire throughout the process of the Chief Constables

suspension, investigation and subsequent tribunal. The Cheshire Panel note that the Police Reform and Social Responsibility Act 2011 details several statutory functions, which are aimed at providing checks and balances. Section 28(6) of the Act requires the Panel to 'review or 'scrutinise' the PCC in the exercise of his/her statutory functions including, for example, the dismissal of a Chief Constable. However, the PCC is not bound by the Panel's decisions. Rather, the legislation states simply that PCCs 'must have regard for' the reports of the Panel. Consequently, the Panel relies solely on its powers of persuasion, which is insufficient for its scrutiny role. Section 28(2) of the Act requires Panels to be supportive of their PCCs in the effective exercise of their functions.

The Cheshire Panel supported by the lead local authority (Cheshire East) produced a comprehensive report into the conduct of the PCC and OPCC making recommendations and highlighting lessons learned. The level of legal support required to work with members of the Panel in the formulation of the report placed pressures on the host authority. The annual grant received from the Home Office in no way covered the cost of the Officer time expended in undertaking research and drafting the report. The subsequent report was forwarded to the Home Secretary, the College of Policing and HMICFRSs.

The above case had a significant impact on the wellbeing of many individuals in Cheshire Police. The Cheshire Panel remain of the view that if the Panel were mandated to have been actively involved as a critical friend with the case at a far earlier stage, many of the highly negative outcomes and very significant financial cost could have been avoided. This could and should have been the case, but would require a change in legislation and guidance to PCPs.

The Cheshire Panel have a public responsibility to scrutinise the Commissioner which is clearly not understood by all in our communities. As such we seek to establish a far broader understanding with our communities and stakeholders. The Panel is seeking to raise its profile through social media, inclusion in the PCC Annual Report and fostering already excellent working relationships with the media. Our aim in doing this is to propagate a broader understanding with our communities of the role of the PCP as a partner in making Cheshire safer. Much more needs to be done at a national level to articulate the importance of PCPs roles.

The Cheshire Panel support the highly credible report findings into the need for clarity in the role of PCP. This was identified as a major issue in the Report of the Committee on Standards in Public Life ("Tone from the Top", 2015), which drew attention to the debate about the meanings of scrutiny and accountability. The fact remains that the current legislation and guidance perpetuate the belief that many PCCs can argue that they are accountable only to the public and not to PCPs, the final arbiter being the ballot box.

We are actively seeking to work with the Cheshire Commissioner to share his future programme of work with Cheshire Panel members. We believe much friction could be avoided in this way. We recommend a formal requirement placed on PCCs to publish their planning programmes so that members should be engaged at a far earlier stage.

The issue of inadequate funding in Cheshire has long been acknowledged as an issue. Home Office calculations are based on the original expectation that the Panels would require a single full-time scrutiny officer, and that they would meet only four times a year. It is now clear that the current funding does not reflect the workload of the Cheshire Panel. We have met at least eight times a year including informal meetings with the PCC and Chief Constable and training days. Such is the commitment in Cheshire, the Chairman and

Independent Members also attend scrutiny and Cheshire police management meetings, between the Commissioner and the Chief Constable and senior officers. The Cheshire Panel has out of necessity been subsidised informally by its host Authority to help with legal, finance and HR advice, as well as policy and administrative support. In the long term the current funding levels are insufficient for our growing and essential workload. The necessary and ongoing proactive scrutiny and support by the Cheshire Panel into the activities of their commissioner, is almost certainly unsustainable under the current funding arrangements.

The 2011 Act requires that the Cheshire Panel's membership must broadly reflect the geographical and political make up across the police force area. This can result in the majority of Panel members having the same political affiliation as the PCC they are scrutinising. Whilst the Cheshire Panel are committed to be apolitical the legislation needs amending to ensure a balance of experience and expertise of Independent members and political affiliations.

The Cheshire Panel are of the view that members would benefit from training similar to that provided through a national pack including an interactive CD which OFSTED provides to all school governors. Alternatively an eLearning induction module which could be produced by the LGA where members could engage and improve knowledge and awareness of their role as a members tasked to effectively give oversight and scrutiny of policing. It is essential for Panel members to understand the landscape of policing and the criminal justice system in order to be effective in holding the PCC to account.

Review the Governance Model to include Fire and Rescue services

Cheshire Police and Fire and Rescue Services have co-located their HQ and share the majority of back office staff. The Fire and Rescue Service still retain a large location which was their previous HQ. Whilst their integration thus far is encouraging much more needs to be done in relation to the sale of capital assets and shared accommodation which could lead to far more capital returns and significant revenue savings. Cheshire Fire and Rescue Service have been at the cutting edge of prevention and demand reduction and at the forefront of developing the now national approach to Safe and Well visits. Whilst this is the case we can find little evidence of cross fertilisation between Police and Fire on the issue of community safety. We believe much could be learned and gained from adopting a joint approach to early intervention of vulnerable people and interagency risk reduction as highlighted in Policing Vision 2020. As a first step this could be achieved by more cohesive working between PCSOs and fire crews broadening the concept of Safe and Well visits to include matters around security and crime prevention thus greatly reducing the re-assurance gap and fear of crime which can be totally disproportionate. We would go so far as to suggest that under a new governance model instead of producing separate Police and Crime Plan and Integrated Risk Management Plan (FRS) that one plan "Community Risk Reduction Plan" could be produced which the Police Fire and Crime Commissioner would be responsible for overseeing the delivery. We are aware of the Fire Brigades Union opposition to further mergers or joint working and as a panel we understand the need for FRS to maintain the confidence in the community. We actually believe a more cohesive approach to demand reduction and planning would have great benefits, clearly defining the separate roles of the services, while aiding a public understanding of the benefits of collaboration.

Conclusion

Our view is a full review of the current model is required, so that the powers of panels acting as an important element in having oversight of and developing effective policing through

scrutinising the PCC, can be properly assessed. This ultimately requires fresh legislation and an amended governance model. As stated earlier Commissioners can express their final arbiter is the ballot box. Given the low level of turn out of the PCC elections the democratic legitimacy amongst the elected members of the Panel is greater than that of the PCC. The conflict between the PCC scrutinising the Chief Constable and the PCP scrutinise the PCC does draw confusion. We would propose that the new model of PFCC has oversight and performance manages the delivery of a joint agency Community Risk Reduction Plan. The Police and Crime Panel would then hold the Commissioner to account and scrutinise them using existing dashboard or traffic lighting tools which could be transparent and accessed on the Panel's webpage.

The democratic accountability of the PFCC must not negate oversight of those who hold public office. The Cheshire community needs to have confidence in the Cheshire Panel's role to scrutinise and assess the Commissioner's performance and they need to know the Commissioner can be called to account with effective scrutiny and appropriate checks and balances, which do not currently exist. The Cheshire Panel were the first in the England and Wales to hold a virtual meeting with the Commissioner very shortly after the Coroner virus Act 2020 was published. The panel produced key lines of enquiry specifically around COVID-19 and sought clarity around the policing strategy during the lockdown period. We have had three virtual meeting to date with a further scrutiny meeting scheduled in September.

Accountability needs to be assessed and published between elections by demonstrable compliance with standards of conduct, propriety and performance. It should be tested and verified by the Cheshire's Panel's independent scrutiny, with failure addressed with appropriate and timely sanctions.

In Cheshire the Panel seeks to develop new arrangements. These consistently look to adopt new relationships and ways of working, with relatively little guidance and support from central Government. We empathise with the Cheshire PCC and indeed wish to support and assist in the challenges of balancing the development of the Police and Crime Plans and the publics perception of crime and their aspirations. Not an easy task!

The Cheshire Panel commit and endeavour to develop ways of working and improve relationships that makes Cheshire safer and its Policing more effective and efficient. We believe the time is right for a critical review of current legislation with revisions and amendments to remove ambiguity and develop a more cohesive approach to oversight and the delivery of safer communities. The legislation which created PCPs was, arguably, deliberately opaque. This has led to confusion in the perception and delivery of their role. We believe in the need to consistently work with the PCC as a critical colleague. Without reform this could continue to lead to a void in which both panels and PCCs interpretation of their respective roles will include varying perceptions of support and scrutiny.

Evan Morris MBE

Chairman Cheshire Police and Crime Panel

Vice Chair National Association of Police Fire and Crime Panels

David Keane

Police & Crime Commissioner for Cheshire

ANNUAL REPORT 2019/20



David Keane
Police & Crime
Commissioner
for Cheshire



Delivering an accessible
police service based in
the heart of your
community



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Introduction

The COVID-19 pandemic that gripped the nation towards the end of this 12-month period has brought into sharp focus the value of local communities and the support we can give each other. These efforts have undoubtedly saved lives across Cheshire.

Policing has a vital role to play in delivering stronger, safer and fairer communities after one of the most challenging periods in living memory. But a one-size-fits-all approach will never work. Instead, we need a truly local policing service, based in the hearts of our communities and genuinely connected with the very people it exists to serve.

I want to make Cheshire Constabulary the best police service nationally in its delivery of community policing and with the support of the residents of Cheshire, I have been able to guarantee a dedicated Police Constable and PCSO for each of our 122 policing communities.

These officers will be working closely with local residents and other key partners to identify and solve the problems specific to the place where you live.

This will be supported by a funding package for your local policing area, made available from money seized from criminals under the Proceeds of Crime Act. By investing this money back into our communities, I hope to send a clear message that crime doesn't pay and that I am investing in our communities to make them even safer.

This now means that you have:

- A local community police base
- A dedicated PCSO
- A dedicated PC
- Regular community policing surgeries
- Funding for your local community

My focus has and will always remain on preventing crime and anti-social behaviour, supporting victims and protecting vulnerable people. I believe that the best way to do this is by delivering a truly local police service that is fit for the future and visible in our communities.

Of course, improved policing alone cannot offer all of the solutions we need to tackle the challenges ahead. Issues such as mental health, county lines, youth violence, homelessness, street begging and violent extremism can only be solved by a truly partnership approach. I continue to be committed to strengthening the multi-agency work that exists across Cheshire.

This year, I have continued to focus on putting more local police resources into the heart of our communities by developing problem solving teams which bring together community police officers and PCSOs and representatives from key partner agencies such as local authorities and health to tackle crime and anti-social behaviour at its root-cause.

These teams have been pivotal in a number of successful operations to not only make our communities safer but also bring local people together to develop a sense of pride in their community whilst working with the police to prevent crime.

Whilst preventing crime from happening in the first place is always the best possible outcome, it is vital that we continue to make sure that victims of crime are a top priority. I have commissioned a comprehensive victim needs assessment to map our existing services, to gather the views of victims across Cheshire and to ensure that their views and needs are placed at the centre of our future model.

I have also continued to invest in a number of vital services which support victims of crime to cope and recover from their ordeal and commission new services which offer innovative methods to support victim recovery.

Whilst putting local policing priorities and the needs of victims at the heart of everything I do, I have also ensured your police service continues to provide

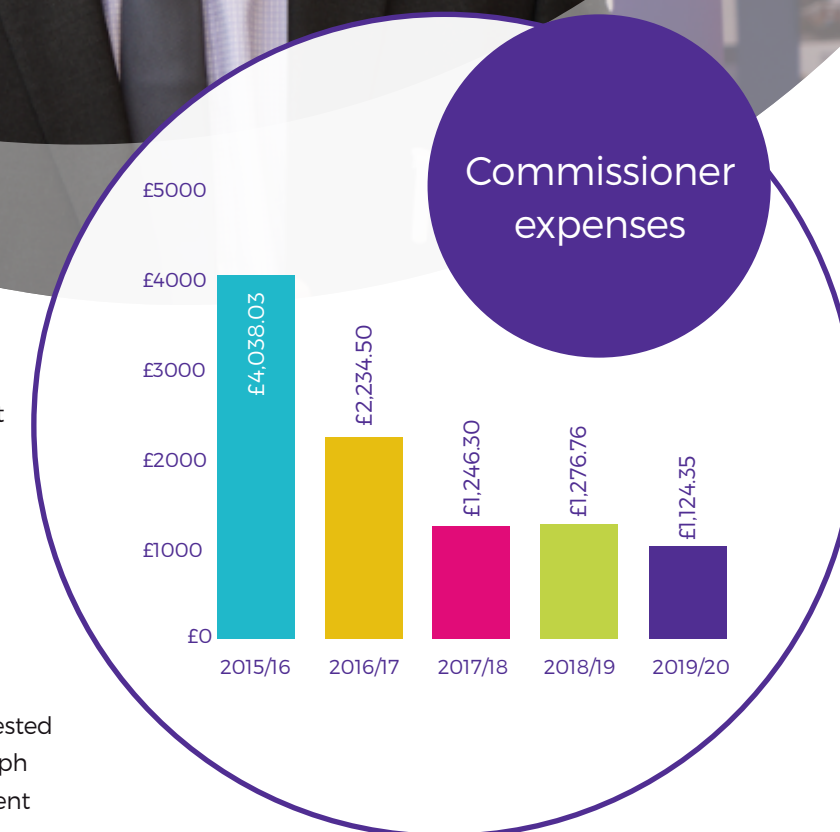
value-for-money. With the support of the public, I have been able to significantly increase our police officer numbers, despite the challenges we have faced due to severe cuts to central government funding. Without this investment in our front-line, I would not have been able to deliver a dedicated officer for every community in Cheshire.

Furthermore, my office costs and my spending on essential travel away from the office have remained at their lowest possible level so I can ensure the majority of the police budget is invested in local policing and keeping you safe. The graph below shows that I am now spending 72 per cent less on expenses than the previous Commissioner.

My main priority will always remain being your voice within local policing and ensuring that you have a police service which operates effectively and keeps you safe.



David Keane
POLICE AND CRIME COMMISSIONER FOR CHESHIRE



Delivering my Police and Crime Plan

My annual report provides a yearly update on how I am delivering the priorities set out in my Police and Crime Plan. This plan was developed in close consultation with local residents and key stakeholders to ensure they have a 'voice' in local policing.

In my role to hold the Chief Constable to account, I make certain he is delivering the priorities set out in my Police and Crime Plan to ensure we have a truly efficient and effective police service to keep Cheshire safe.

Throughout this report, I will update on what I have delivered between April 2019 and March 2020 in regards to the following priorities:



Cheshire Police and Crime Panel

Since November 2012, police and crime panels have had a vital role in scrutinising and supporting each Police and Crime Commissioner.

The Panel ensures I am delivering against the objectives set in my Police and Crime Plan and that I am effectively holding the Chief Constable to account.

The Panel is made up of cross-party local councillors and independent members with an interest in policing and crime.

Throughout 2019-20, I have attended public meetings to answer any questions they may have about my work, I am also required to submit my precept proposal for the panel's consideration. The panel supported my precept, which has allowed me to deliver the budget priorities for this period.

The roles and responsibilities of the Police and Crime Panel are set out in the Police Reform and Social Responsibility Act 2011.



You can find more information on the Panel here:

https://www.cheshireeast.gov.uk/council_and_democracy/your_council/cheshire-police-and-crime-panel.aspx
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/117474/policing-protocol-order.pdf

My year at a glance

Quarter 1: April-June 2019

- ✓ Launched Cheshire's Anti-Bullying Commission to tackle bullying amongst under 25s
- ✓ Secured £400K in central government funding for a major project that tackles the root causes of serious violence among children and young people
- ✓ Outlined my concerns about police custody suites being used for mental health triage
- ✓ Published a Cheshire Youth Commission report to recommend how leaders in the criminal justice sector can improve their engagement with young people
- ✓ Welcomed a government decision to return the supervision of all offenders in the community to state run probation services
- ✓ Opened up my Safer Communities Fund, making £100K available to community organisations wanting to reduce crime and anti-social behaviour in their area
- ✓ Held an event to celebrate the work of OPCC and Cheshire Constabulary volunteers
- ✓ Produced a film in partnership with Cheshire Youth Commission to highlight the rights of young people during police stop and search
- ✓ Commended a Cheshire Police investigation to take £20million of illegal drugs off our streets

Quarter 2: July-September 2019

- ✓ Completed a county-wide consultation with under 25s to understand the impact bullying is having on our communities as part of Cheshire's Anti-Bullying Commission
- ✓ Established four problem solving teams across Cheshire to tackle crime at its root-cause
- ✓ Held a special Scrutiny Board meeting to hold its Chief Constable to account on police recruitment issues
- ✓ Commissioned a new mental health support package for police officers and staff
- ✓ Launched my annual policing survey to determine policing priorities for Cheshire residents
- ✓ Made funding available for every local policing unit to hold their own diversionary engagements events over the summer
- ✓ Expressed my concerns that the proroguing of parliament could lead to delays in the approval of the domestic abuse bill
- ✓ Engaged with residents at various events across the county including the Cheshire Police and Fire Open Day, Chester Pride and Pride in the Park in Crewe
- ✓ Funded a Citizens Advice project in Cheshire West to reconnect people with their communities and employment
- ✓ Supported the delivery of hate crime awareness workshops for 700 young people through commissioned victims support service 'Got Your Back'
- ✓ Encouraged more residents to set up Neighbourhood Watch Schemes by providing funding to promote the benefits
- ✓ Joined officers on a raid to disrupt serious and organised crime in Warrington

Quarter 3: October-December 2019

- ✓ Welcomed the Knife Angel to Cheshire to raise awareness of the impact of knife crime on our communities
- ✓ Brought together a team of community representatives to review evidence collated as part of Cheshire's Anti-Bullying Commission
- ✓ Provided funding for the successful 'mini police' scheme to be rolled out across Cheshire
- ✓ Produced a video in partnership with restorative justice provider 'Remedi' and local students to raise awareness of the effects of hate crime
- ✓ Travelled the county with the Chief Constable to give residents the chance to talk to us about policing issues and priorities
- ✓ Welcomed the allocation of an additional 90 officers for Cheshire police as part of the government's uplift scheme
- ✓ Held the Chief Constable to account over Cheshire Constabulary's support at Remembrance Day events
- ✓ Brought together partners to improve support services for victims of sexual violence
- ✓ Supported the establishment of a specialist team to protect communities against rural and wildlife crime
- ✓ Held an event to recognise the impact of restorative justice on the criminal justice system
- ✓ Expressed my concerns about how government money to recruit police officers was being spent
- ✓ Contributed to a Chester Women's Aid campaign to stand up against domestic abuse

Quarter 4: January-March 2020

- ✓ Launched a public consultation to ask Cheshire residents about their priorities for police funding in 2020/21
- ✓ Allocated funding to provide all 122 police communities with its own dedicated police constable as part of 2020/21 budget
- ✓ Completed a tour of the county with the Chief Constable to speak to residents about policing issues and priorities
- ✓ Spoke at a number of events across the county to encourage residents to work with us to make their areas safer
- ✓ Held a social value event to encourage local businesses to bid for work with Cheshire Police
- ✓ Produced a training package for frontline officers to improve their support for victims of rape and sexual violence
- ✓ Worked closely with the Chief Constable to ensure the Constabulary was prepared for the impending COVID-19 pandemic
- ✓ Commissioned a review to improve victim support services in Cheshire
- ✓ Secured £100K in government funding to purchase 130 new Tasers for frontline officers
- ✓ Joined other PCCs in a call for an urgent review into assisted dying laws following the tragic death of Durham PCC Ron Hogg
- ✓ Allocated £200K in funding to allow the successful approaches used by Cheshire's Anti-Stalking Unit to be extended to other serious crimes



A continued focus on community policing

My priority has always been to prevent crime and anti-social behaviour, support victims and protect vulnerable people and I believe the best way to do this is by delivering a truly local police service that is fit for the future and visible in our communities.

During 2019/20, I continued to prioritise my focus on delivering a real community police service for Cheshire residents by prioritising spend on frontline policing as we have battled real-term cuts to local policing budgets.

The initiative to provide all of Cheshire's 122 police communities with its own dedicated PCSO and community police base is operating successfully with increased police visibility and assurance across Cheshire.

This year, I also worked with the Chief Constable to establish dedicated Problem Solving teams in each of Cheshire's four local authority areas to extend our partnership working to tackle emerging issues and crimes more efficiently and effectively.

The teams consist of a police sergeant, four police officers and a PCSO, supported by officers from the local authorities' Anti-Social Behaviour and Community Enforcement teams.

They focus on addressing the root cause of the most prominent community safety issues in each area by looking at data and speaking to residents, coming up with a plan of what they are going to do and then working with the community to tackle the issues.

The feedback the teams have received so far has been overwhelming positive with residents and local businesses feeling more secure in their surroundings.

The teams' work builds on the approach of the dedicated PCSOs for each policing community and officers who have problem solving with partners and communities at their core.

Looking ahead to the next 12 months, I have already allocated funding to provide all 122 police communities with its own police constable and I look forward to seeing how this development further connects our communities.

Standing up against bullying

Bullying is endemic in our society and is something that cannot be addressed by policing alone. In May 2019, I founded Cheshire's Anti-Bullying bringing together key partners and community representatives to take a closer look at the issue on behalf of Cheshire residents.

The aim was to identify ways individuals and organisations can work more effectively together to support those who have been impacted by bullying, prevent such behaviour in the first place and intervene to address the behaviour of those perpetrating it.

The Commission recognised that taking on the topic of bullying is a huge task. As such the work has been split into three phases:

- Phase 1**
Under 25s (2019/20)
- Phase 2**
Bullying in the workplace (2020/21)
- Phase 3**
Over 65s (Post April 2021)

Over the last year the Commission spoke to hundreds of people across Cheshire who have experienced bullying. It also reviewed academic research, serious case reviews and coroner's reports on suicides where bullying has been a factor.

The first phase of the Commission found there is an urgent need for a coordinated approach if we are to achieve a caring society in which all individuals are afforded the tolerance, respect and support needed to achieve their full potential and live a happy and fulfilled life. Individual voices need to be heard and all agencies involved need to share information and act together to ensure early identification of vulnerability and enable intervention.

As a result of the first phase of the Commission's work, we have developed an Anti-Bullying Charter for organisations to sign to show their commitment to eradicate bullying in our society. The Charter is the first time a county-wide pledge has been implemented to tackle bullying.

It was due to be rolled-out to all schools, workplaces and community organisations across Cheshire in March 2020 but, due the COVID-19 pandemic, will now be launched in the autumn of 2020, alongside the phase 1 report.





Working in partnership to make our communities safer

Prevent crime and anti-social behaviour

More than
£1.1m
invested in
partnership
projects

Examples of services
funded by Community
Safety Fund

£198,000
to support young
people through the
Youth Justice
Service

£170,000+
invested in reducing
the impact of anti-
social behaviour
across Cheshire

£100,000+
to assist those
with substance
abuse issues

£100,000+
invested into
community
interventions to find
innovative solutions to
community issues

My Community Safety Fund provides funding to Cheshire's four Community Safety Partnerships. This year, I improved the funding structures in support of each partnership to ensure that activity met the needs of communities, and in doing so supported the priorities my Police and Crime Plan.

I was able to ring-fence and maintain the funds allocated whilst ensuring the activity continued to stimulate positive change. I observed a step change in the appetite of partners to pool budgets to improve the value for the community and also in the adoption of more innovative approaches to prevent crime and keep communities safe. Each grant is carefully monitored against agreed outcomes; this will ensure that I am continually able to improve the effectiveness of my future commissioning decisions.

During 2019/20, the Community Safety Fund also supported a number of bespoke projects which tackled key issues in our communities.

Improving outcomes for female offenders

Improving the outcomes for women who offend and those who are vulnerable to offending has continued to be a key priority for me as Chair of Cheshire's Criminal Justice Board.

Ongoing work alongside Criminal Justice Board Partners and with charities such as MyCWA has meant that we have delivered women's centres in Warrington, Crewe and Macclesfield. In addition, through further investment from myself, the National Probation Service and our community safety partnerships, I am delighted to confirm that further centres in Halton and Cheshire West will be established in 2020/21; delivering my commitment of centres in each part of the county.

The priority in the forthcoming year will be continuing to enhance our partnership working across our women centres, continue to explore opportunities to develop local problem solving courts and crucially establishing sustainable funding to embed women centres within our core services.

Connecting our communities

In the spirit of championing new innovative responses to the needs of the community, I invested £20,000 in the Community Connector programme led by Citizens Advice. This scheme builds bespoke packages to support the more vulnerable members of the community who have complex and varied needs but are all too frequently associated with debt and the associated risks of exploitation. This approach places experienced resources alongside the vulnerable to assist in navigating frequently complex public services and assist them in accessing the services they need.

Providing funding to empower local communities

Over the last three years, my Safer Communities Fund has supported hundreds of small community groups across Cheshire to run projects or initiatives to make their communities safer.

The fund empowers local people to make a real difference by preventing crime or anti-social behaviour and this year, I focused on awarding more of the grants to grassroots community groups.

In 2019/20, I awarded 27 grants of up-to £5,000 to Cheshire community projects as part of the £100K fund.

Safer Communities funding was allocated slightly differently this year. A new application triage system

was put in place to ensure applications were suitable for funding and met the criteria prior to completing the application. This resulted in a higher standard of applications received and closer partnership working with the OPCC and local policing teams.

Since launching the Safer Communities Fund three years ago, it has been fantastic to see so many community projects develop and to witness the significant impact this funding has on making our communities a safer place to live.

The high number of applications we receive each year is testament to the level of passion and commitment from local people in Cheshire who want to make a real difference in their communities.

Examples of projects funded...

Action Transport Theatre

to develop theatre based workshops which raise awareness of the effects of exploitation and county lines on young people

Dane Valley Community Orchard

to support ex-offenders and those with a history of substance misuse to volunteer

A better Tomorrow

to allow refugees and asylum seekers to receive cultural awareness sessions and support

Warrington Open Doors at Christmas

to provide support to vulnerable and homeless people during the Christmas period

Kops N Kids

to provide free, fun sports sessions for young people enabling enhanced relationships with local police officers

Barnies

to reduce social isolation amongst older people

Elworth Speedwatch

to help residents clamp down on speeding in their local area

Padgate Sports Club

to reducing anti-social behaviour among young people



Prevent crime and anti-social behaviour

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Thanking our dedicated volunteers

34
ACTIVE
VOLUNTEERS

My dedicated volunteers support me in my role to hold the Chief Constable to account by ensuring we have an efficient and effective police service which protects local communities.

This year, I was able to dramatically increase the number of volunteers that support my office with 34 individuals now representing the OPCC in the following roles:

- Independent custody visitors
- Front desk auditors
- Police dog welfare visitors
- Call management auditors
- Independent observers of protests and demonstrations
- Consultation volunteers

Over the last year they have made 193 unique visits to custody suites, police station front desks, police kennels and protests or demonstrations and spent 24 hours listening to police 999 and 101 calls to ensure services are operating effectively.

In early 2020, I advertised for more police dog welfare visitors to join the scheme, which resulted in an overwhelming 474 enquiries for the position and 84 formal applications for the role. We had some really experienced people apply for the role and we have recently recruited seven new visitors who will start visiting the kennels and training grounds in the coming months following vetting confirmation. This is testament to the high level of support for my volunteering schemes to independently ensure Cheshire Constabulary is delivering an effective service to local communities.



Giving young people a voice on policing and crime

This year, Cheshire Youth Commission (CYC) consulted a further 2,000 under 25s in Cheshire on my behalf to find out how police and other organisations in the criminal justice sector can improve their engagement with young people.

They visited schools, colleagues and youth clubs across the county to determine the priority areas for 14-25 year-olds in Cheshire for us to focus on. The six priorities they identified were:

- Knife crime
- Misuse of social media and hate crime
- Mental health
- Relationships
- Stop and search
- Substance misuse

They worked with their peers to establish how police and partners could work together and with young people on these priority areas and produced and presented a report to key leaders on what improvements could be made.

As part of one of their priority areas, members of CYC also teamed up with police officers to produce a short film to promote the rights of young people during police stop and search. The film highlights how the process should work and looks at the issues from both a young persons' and police officers' point of view.

I look forward to working with the Chief Constable and other key partners to ensure the issues highlighted by the Youth Commission are addressed and we improve the services we deliver to young people across Cheshire.

Engaging young people with policing

During 2019/20, I set aside funding to roll-out Cheshire's successful Mini Police programme across the county. The scheme encourages 9-11 year-olds to make their area safer by supporting local police officers and PCSOs to tackle issues in their communities.

The mini police officers work with their local primary school teachers to identify the key issues in their area and then draw up a plan to proactively tackle them. This has seen pupils in Cheshire supporting officers in speed checks, taking part in litter picks or delivering to food banks. They are given a police uniform, loosely based on a regular police uniform, so they look and feel like they are part of the policing family.

Mini police is a fantastic scheme which not only helps us to engage with our young people and address police priorities, it also increases confidence in local policing and reduces perceived barriers.

It also educates young people about responsibility and the importance of contributing positively to their community.

The scheme was first rolled-out in Runcorn in 2018 and I'm looking forward to seeing how other young people across the county get involved to make their communities stronger.

IMPROVING THE RELATIONSHIP between YOUNG PEOPLE and the POLICE

As part of my commitment to delivering a community police service that engages with local people, I provided funding this year for local policing teams to hold events to prevent anti-social behaviour during the summer holidays.



The free events offered diversionary sports activities for young people giving them the opportunity to stay active and stay out of trouble during the holiday period.

I made the funding available for all local policing units in Cheshire after seeing the success of the Victoria Park Experience (VPX)

in Warrington which is delivered annually. The event, which was established by local PCSOs 12 years ago, and has gone from strength-to-strength and now attracts participants from across the whole of Cheshire. I wanted more of our communities to reap the benefits of a free sports event in their local area, which provides healthy activities and prevents anti-social behaviour.

Young people often commit anti-social behaviour because they have nothing else to do, but events like this provide a positive focus for young people's attention.

Each local policing unit in Cheshire was given the opportunity to bid for up-to £1,000 from to get the events off the ground.

The following events took place during summer 2019:

- FRIDAY 2 AUGUST
Phoenix Park, Runcorn
- TUESDAY 6 AUGUST
Victoria Park, Warrington
- TUESDAY 13 AUGUST
Victoria Park, Warrington
- WEDNESDAY 14 AUGUST
Pebblebrook Park, Crewe
- THURSDAY 15 AUGUST
Victoria Park, Widnes





Putting victims first

Support victims and protect the vulnerable

Alongside providing a truly local police service, I am committed to putting the needs of victims at the heart of everything I do and I prioritise funding support services to ensure victims of crime across Cheshire are given the right support to help them cope and recover from their ordeal. In 2019/20, I invested a further £1.2 million into victims' services across the county through a grant allocated to my office by the Ministry of Justice.

This included providing support for three key victims' services commissioned by my office; Cheshire CARES which offers support to every single victim of crime across the county, RASASC which provides bespoke support to survivors of rape and sexual abuse and Remedi which offers restorative justice and mediation services to reduce reoffending.

Individual projects funded...

£600,000
to deliver a service
to all victims of
crime in Cheshire

£358,000
with partners to
support victims of
rape and sexual
abuse

£100,000
to support victims
with restorative
justice and
mediation

£204,000
to support victims
of domestic abuse

£42,000
to work with
NSPCC to support
victims of sexual
abuse

£15,000
to reduce the risk
of child sexual
exploitation

£31,000
to support young
victims of crime
and bullying

Supporting all victims of crime

Cheshire CARES offers practical and emotional support to all victims of crime in Cheshire. It is the core service meeting the needs of many victims of different crime types that also serves to direct victims to specialist services as required. Cheshire CARES received **more than 66,000 referrals** in 2019/20. This year, I have worked with them to extend provision to ensure victims of fraud, who report offences via a national hotline, are still able to access much needed support and crime prevention advice locally.

66,000
victims
supported



CASE STUDY

Sarah a female victim of domestic abuse self-referred into Cheshire CARES for practical and emotional support. Staff were able to refer her into the 'gateway programme' to assist meeting her needs. Feedback from Sarah praised the level of contact and the provision of counselling helping her through a very difficult period and preventing her from having a breakdown.*

Bespoke support for survivors of sexual abuse

RASASC supported **more than 1,100 survivors of sexual abuse** throughout the year. They provide vital emotional and practical support, alongside specialist counselling services, as well as helping survivors negotiate the criminal justice system.

Helping
1,100
survivors of
sexual abuse
recover



CASE STUDY

Amy a female aged 16 years was referred to RASASC following disclosures that family members had taken indecent photographs of her. This survivor was quickly supported by a trained and experienced Independent Sexual Violence Advisor (ISVA) and future support was provided following an assessment of needs through the implementation of a bespoke care plan. Support was provided over a two year period due to the complexities in the case and the justice system. Throughout this extended period, the ISVA maintained regular contact providing emotional and practical support alongside access to services as required. In 2019, the perpetrators were sentenced to periods of imprisonment. The survivor describes the support of the ISVA as wonderful, saying she does not know how she would have got through the criminal justice process without it.*

Repairing harm

Remedi provide much needed restorative justice and mediation services for victims in Cheshire, primarily aimed at assisting their ability to cope and recover. Sometimes this involves communication with a perpetrator. This can be face-to-face or by other means and is recognised as an effective means of providing closure for victims. Furthermore, the process allows a perpetrator to understand first-hand the harm they caused and is a recognised means of reducing future offending. Remedi have been using mediation as a means of addressing chronic long term community disputes with excellent results. Throughout the year Remedi have dealt with **322 restorative justice and mediation cases** and **71 young victims through Got Your Back** - their bespoke service for victims of crime under the age of 18.



CASE STUDY

Following a dangerous driving incident, Jodie was left with injuries and traumatised because she had two young children in the vehicle with her. The restorative justice process allowed Jodie to communicate her thoughts and feelings. She was able to forgive the offender, Dave*, accepting that he too would relive the events daily. The fact that Dave had accepted responsibility for his actions provided a degree of closure. For Dave, the process allowed him to discuss what happened with someone who was impartial. He was further able to understand the impact and apologise for his actions which is something he desperately wanted to do.*

Supporting
322
victims and
offenders to
repair harm

*All names on this page have been changed to protect identities.



Support victims and protect the vulnerable



Improving

victim services

Giving a voice to victims of sexual violence

Following a consultation I commissioned with survivors of sexual violence, I have implemented a number of initiatives over the last year to improve the services that provide them with support to recover from their ordeal. Survivors of rape and sexual abuse, along with service providers who help people recover from their ordeal, were asked for their views on after care services as part of a consultation.

The needs of survivors of these crimes and their experience of the criminal justice system are not always fully understood. That's why I wanted to put survivors at the heart of the consultation to give them a voice.

The consultation identified a gap in the knowledge of some frontline workers, including police officers, responding to sexual violence incidents. In response, I produced a scenario-led video training package which will be rolled-out to all new officers joining Cheshire Constabulary, with existing officers receiving refresher training.

As a result of the consultation, I also brought together key decision makers across Cheshire to discuss how they can enhance existing partnership working to improve services for survivors.

A range of organisations, including local authorities, health providers, charities and support services attended the event to understand the needs of survivors and how they can work together to improve support mechanisms.

I hope the conversations between service providers and decision makers about improving our approaches will see Cheshire deliver one of the best quality support services to all victims of sexual violence.

Reviewing all victim services

As Commissioner I am wholly committed to ensuring that the voice of victims in Cheshire is heard.

This allows me to not only represent the views of victims at a local and national level but also ensure that the services I commission meet their needs. This year I also launched a full review of victims' services across the county to ensure victims of crime have access to most appropriate support to help them recover from their ordeal.



Highlighting the effects of hate crime

In order to help young people understand the impact of hate crime, I commissioned two Cheshire students who had been victims of hate crime themselves to produce a video resource which tells the powerful stories of people throughout Cheshire who have experienced hate crime and how it has impacted their lives.

Hate crime is a heinous crime as it targets its victims right at the heart of who they are. No one should be targeted for being themselves. We've seen incidences of hate crime increase on both a local and national scale over recent years. That's why it's important that we educate young people from an early age so they understand what a hate crime is and how they can seek support if they or someone they know is victim to a hate crime.

The video is being used at hate crime workshops facilitated by Halton Got Your Back, a service run by restorative justice charity, Remedi, which supports victims of crime under the age of 18 whether they've reported the crime to the police or not.

Advocating restorative approaches

During International Restorative Justice Week in November, in partnership with Remedi, I brought together representatives from policing, prisons and rehabilitation services to understand the impact restorative approaches can have on supporting victims and reducing reoffending.

Victims of crime take part in restorative justice (RJ) for a number of reasons. They may feel let down by the court outcome or have questions around why the offender did what they did. They may want the offender to know what life is like for them after the offence or they may feel angry and want to express their feelings in a safe way in order to move on. RJ can address any of these issues with its main aim to repair harm.

It also aims to reduce reoffending by encouraging offenders to face-up to the personal impact of their crime and explore the reasons behind why they committed the crime in the first place.



I am committed to doing everything possible to put victims first and ensure the best level of support is available to help people cope and recover from their ordeal.

The Victim Needs Assessment is reviewing existing services, highlighting good practice and also identifying gaps and areas where improvement could be made.

Victims of crime are very much involved in the review and are being asked for their views on the support they have received via a survey and virtual focus groups.

I want to ensure that victims of crime in Cheshire have access to some of the best victims' services in the country. Views and feedback from victims are

very important in helping to shape the services that are provided to them in the future.

I also recognise that there are victims who do not report crime to the police but they may still need support to cope and recover. It is therefore vital that support is available in the community and is offered to all victims of crime, regardless of whether the crime has been reported.

The findings from the Victim Needs Assessment will inform the commissioning of victims' services in Cheshire from April 2021 and beyond.



Local police funding in 2019/20

A police service
fit for the future

Over the last four years, I have continuously lobbied the government for fairer funding for local policing in Cheshire as the demand and pressures placed on our frontline has increased year-on-year whilst central Government funding has decreased.

In 2019/20, we saw the Government finally recognise that we need more money for local policing in Cheshire as it increased its provisional settlement for the first time since 2013 but unfortunately, it put the burden on local taxpayers through a proposed increase to the policing precept. I believe that police funding should come centrally but with non-pay budgets now over stretched, we had a stark choice to either fund this locally or significantly cut the policing workforce.



Police precept consultation

I consulted Cheshire residents and local businesses on the proposed increase to the policing precept and there was strong support for increased investment in community policing with two thirds of local people supporting an increase in the policing precept (up to £2 per month extra for the average Band D household).

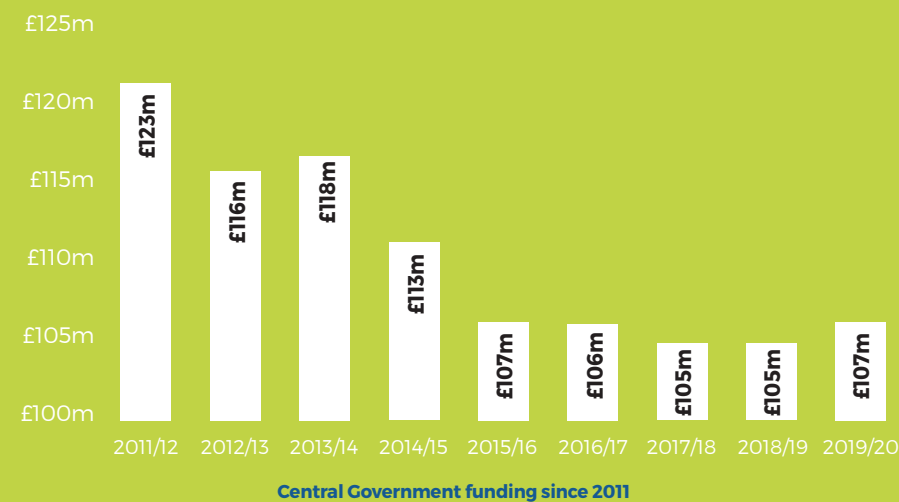
Raising the precept is not a decision I take lightly as I realise any increase in taxation will be challenging for some of our residents. However, this was necessary to protect the front-line and to deliver the service that the public rightly expects.

The precept funding allowed me to set aside funding for an additional 43 frontline police officers and seven PCSOs in 2019/20 to increase police visibility in our communities. These extra officers have been integral in further developing our community policing model, in line with my vision for bringing back a truly local policing service across Cheshire.

Addressing the effects of austerity

Cheshire Constabulary has had to make more than £60 million worth of savings since 2010 as a result of government cuts to funding. Through a strict budgeting process, my priority has been to ensure that the Constabulary is as efficient as it can be, allowing me to invest in the front-line and protect the service to the public.

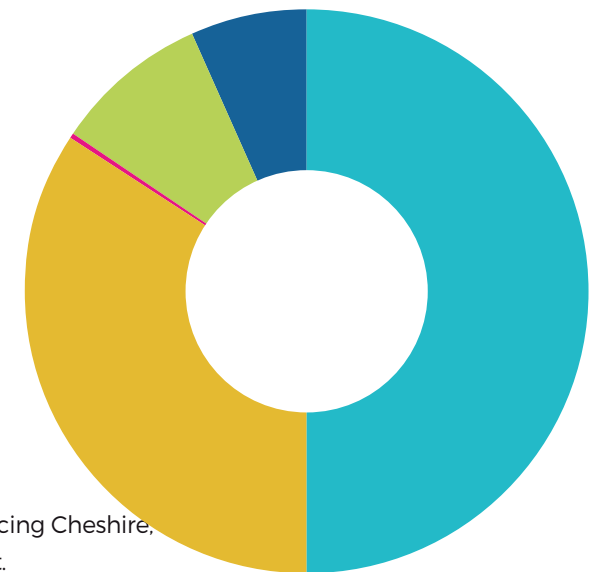
I have also adopted this budgeting approach to my office and managed to reduce expenditure on my office budget in real-terms again this year. This has ensured my office has one of the lowest budgets in the country, costing just 0.3% of the overall Cheshire Police expenditure.



The charts below provide details of funding for policing in Cheshire and an overview of expenditure for 2018/19.

Cheshire Police funding 2019/20

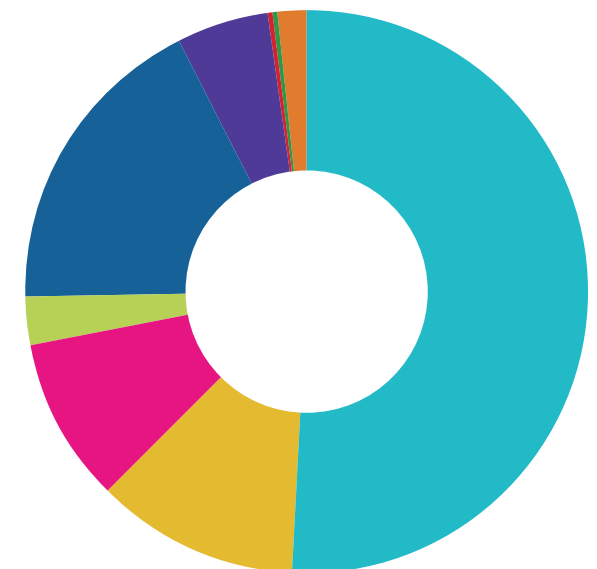
	Funding £000	%
Government Grants	110,012	50.2%
Council Tax Precept	75,548	34.5%
Interest on Balances	164	0.1%
Specific Grants	18,964	8.7%
Service Income	14,480	6.5%
	219,169	100.0%



Your Council Tax contributes **34.5%** towards the cost of policing Cheshire, with Government grants and other income providing the rest.

Cheshire Police Expenditure 2019/20

	Expenditure £000	%
Police Pay	116,522	51.2%
Local Policing	26,106	11.5%
Investigations	22,157	9.7%
Centrally Delivered Services	6,380	2.8%
Business Services	40,170	17.8%
Collaborations	11,829	5.2%
Corporate Costs	258	0.1%
OPCC Office Costs	783	0.3%
OPCC Commissioning	3,196	1.4%
	227,401	100.0%
Corporate Costs and Accounting Adjustments	-13,192	
Transfer to/(from) reserves	4,959	



*Information is provided from the unaudited draft statement of accounts income and expenditure analysis and may be subject to change prior to final accounts sign off. This has been delayed to November 2020 on a national basis as a result of the COVID-19 pandemic.



A police service
fit for the future



Future proofing our police service



A police service
fit for the future

An increase in officer numbers

Over the last four years, I have continuously called on the government to increase police resources for local communities in Cheshire.

Cheshire Constabulary has lost a significant number of officers since 2010, whilst demands on the service have increased tremendously in terms of both volume and complexity.

By raising the precept, with the support of the public, I have been able to invest in our front-line and increase officer numbers. This investment has allowed me to further develop our community policing model, with the introduction of problem solving teams across the county and plans to deliver a named, faced Police Constable for each community in Cheshire.

Whilst I welcome the government's commitment to replace some of the officers that have been lost since 2010, it is important to recognise that it will take a minimum of two years for these officers to be operationally independent and that officer numbers will still not return to the levels seen before 2010.

With demands on policing increasing significantly over the past decade, there are still significant challenges ahead.



Supporting local businesses

I am committed to putting Cheshire first and, where possible, supporting local businesses to provide our services whilst still delivering value for money, providing local jobs and reducing environmental impacts. In March 2020, I launched the OPCC and Constabulary's first social value and ethical procurement policies to ensure the contracts we procure have benefits for the local community. To mark this launch, I held an event at Cheshire Police HQ with local businesses across the county to encourage them to bid for work with us. It was attended by a number of businesses from a range of sectors from those working in recruitment to and construction to charities and other organisations in the third and voluntary sectors. They were all shown how to access the constabulary's contract database and tendering system. I look forward to working with them in the future.



Increased health support for employees

Police officers and police staff work in an incredibly high pressured environment every day, often putting themselves in harm's way to keep us safe. From witnessing excessive trauma to working long hours on a regular basis, sometimes the demands of the job can be too much and it's our job to ensure they have the right support in place to help them carry-out their roles, whether that is for their physical, psychological, social or financial wellbeing.

This year the Chief Constable and I committed to enhancing occupational health care for all members of staff in Cheshire Constabulary. This included providing early intervention support and increased mental health counselling for front line police officers as part of a new 12 month pilot programme. We also committed to offering fully-funded respite care away from the frontline at specialist treatment centres and providing in-house screening and support for employees showing signs of dyslexia.

Looking forward

The COVID-19 pandemic has brought into sharp focus the value of local communities and the support we can give each other. Over the next year I will focus on reconnecting our communities, following one of the most challenging periods in living memory. Building on the success of providing every policing community in Cheshire with its own PCSO, I will ensure all 122 police communities has its own dedicated Police Constable working in the heart of the community. This will further strengthen our community policing model and will see officers and PCSOs working closely with local communities to develop problem solving approaches to tackle crime and anti-social behaviour. This will be complemented by increased funding for local policing units, with all 122 communities offered a £1,000 grant, made available from money seized from criminals under the Proceeds of Crime Act (PoCA), to develop projects which reduce crime and anti-social behaviour. This will send a message to local communities that crime doesn't pay and money from PoCA will be reinvested to support local communities that have suffered as a result of such criminality.

I will also continue to prioritise care for victims with increased investments into Cheshire's Women's Centres to support survivors of domestic

abuse alongside the continuation of funding for Cheshire's Integrated Anti-Stalking Unit to develop it into a Threat Management Unit, assessing other serious crimes, including rape and sexual abuse, using the same successful methods.

Increased investment into the Force Control Centre to improve service for callers to 999 and 101 will also be prioritised, along with investment into 'pro-active' operations to tackle county lines drug activity and other serious and organised crime.

As we see our officers and staff work in increasingly challenging environments, improved occupational health will continue to be a priority as we move towards an 'in-house' model for workplace healthcare.

I will also launch the second phase of Cheshire's Anti-Bullying Commission, focusing on workplace bullying and its effects on moral.

Once again, I will continue to put Cheshire residents at the heart of key decisions made to ensure I continue to remain the 'voice of the people' and that their police service remains truly local and effective in keeping them safe.



A police service
fit for the future

Ensuring Cheshire Constabulary delivers a high level of service

As your elected Police and Crime Commissioner, it is my responsibility to hold the Chief Constable to account on your behalf to ensure Cheshire Constabulary is delivering an efficient and effective police service which keeps you safe.

I regularly review the performance of the Constabulary and scrutinise key operational decisions to ensure our local police service is answerable to the communities it serves.

Throughout 2019/2020, I continued to hold Scrutiny Board meetings in public to consider performance against the priorities identified in my Police and Crime Plan, as well as a wide range of performance information relating to all aspects of policing.

Following the introduction of thematic reporting in each of the four key priority areas of the Police and Crime Plan in 2018/2019, I continued this approach to ensure a deep dive in one of the key priority areas at each meeting, scrutinising performance and delivery of key priorities within local communities throughout Cheshire. Here are some of the key issues I highlighted in 2019/20 through the Scrutiny Board process.

Knife Crime



Given the national increase in knife crime and associated media coverage, I asked the Chief Constable to give an update in relation to the Constabulary's approach to tackling knife crime across Cheshire. I supported the ongoing work of Cheshire Constabulary in relation to knife crime within Halton (Operation Abolish) and welcomed the Chief Constable's decision to continue to roll out this approach across the whole of Cheshire. This year I provided funding to support the Knife Angel visit to Cheshire to raise awareness of the effects of knife crime on our communities. Made entirely of confiscated knives, the statue is a symbolic reminder of the devastating knife crime can have on people's lives. To mark the Knife Angel's visit to Cheshire, I co-hosted a Tackling Weapons Conference at Chester Cathedral where the Knife Angel was in situ. The event showcased Cheshire Constabulary's partnership approach to tackling knife crime, the habitual carrying of weapons and serious violence across the county.



Vulnerable people

At the Scrutiny Board meeting in November 2019, I requested a presentation from the Chief Constable in relation to adults at risk and vulnerability within our local communities. This followed the publication of the joint HMICFRS and HMCPSI national thematic report published in July 2019 entitled 'the poor relation'. The report had concluded that nationally, 'crime against older people isn't well understood' and police forces only have a 'superficial understanding' of the nature and extent of crimes against older people. I sought assurances on behalf of the public that there would be a focus and commitment in relation to vulnerability in Cheshire and welcomed the assurance provided by the Chief Constable.



Recruitment processes

As part of the scrutiny process, I also held an 'extraordinary' Scrutiny Board meeting in September 2019 in order to scrutinise recruitment processes within Cheshire Constabulary. The Scrutiny Board focused upon the ruling of an employment tribunal following the 2017/18 police officer recruitment process. Following the employment tribunal and a review of current recruitment processes, the Chief Constable provided assurance that the recruitment, selection and promotion processes (for police officers and staff) operating in Cheshire Constabulary are in line with the College of Policing standards of practice, equality legislation and current industry best practice.



Major investigations

The Scrutiny Board meeting in November 2019 also included presentations in relation to serious and organised crime / county lines and the work of the Major Investigation Team following a homicide.

I welcomed the real insight with regard to the most serious crimes committed within society and the massive resource, effort, commitment and partnership required for a murder investigation. Due to the increase in homicides within Cheshire over the previous 18 month period, I sought assurance from the Chief Constable that the Constabulary was adequately resourced given the ongoing significant challenges for the Major Investigation Team and the requirement to mobilise resources from across the organisation to support investigations. I committed to further discussions with the Chief Constable as part of the budget setting process for 2020/2021.

Crime statistics

Between April 2019 and March 2020, there was a slight increase in crime in Cheshire. Figures released by the Office of National Statistics (ONS) show a 1.4 percent increase in overall crime.

It is worth noting that these figures cover the 12-months before the introduction of the restrictions put in place as part of the fight against COVID-19.

Through my public scrutiny programme, I have sought to identify any areas for improvement and ensure that plans are in place to make our communities safer.

The reduction in knife offences is in contrast to a national increase, and what I believe is down to the proactive approach the Constabulary has taken to tackling knife crime working alongside partners and other agencies.

I would like to reassure residents that Cheshire continues to be a safe place to live and I will continue to monitor performance to ensure Cheshire Constabulary is doing all it can to reduce crime and bring those responsible to justice.

The full release of the April 2019 to March 2020 crime statistics from the Office of National Statistics can be accessed below:



<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingmarch2020>



Assessment of Cheshire's Constabulary's performance

The latest Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) PEEL inspection of Cheshire Constabulary was completed in March 2019 and reported in my annual report for 2018/19. This inspection found that Cheshire Constabulary was rated as 'good' in all areas of assessment; Efficiency, Effectiveness and Legitimacy.

Full details assessment can be read at HMICFRS Cheshire:



<https://www.justiceinspectorates.gov.uk/hmicfrs/police-forces/cheshire/>



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David Keane
Police & Crime
Commissioner
for Cheshire

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Scrutiny Boards

Since the last meeting of the Police and Crime Panel the Commissioner has held three Scrutiny Board meetings.

A copy of the minutes of the meetings held on 8th July and 12th August are attached (please note that the minutes for the meeting on 12th August are draft minutes and are part of the papers for the meeting held on 8th September 2020).

A short summary of the supporting papers for the meeting held on 8th September is attached.

Papers for all meetings can be found on the Commissioner's website at:
<https://www.cheshire-pcc.gov.uk/what-i-do/holding-the-chief-constable-to-account/scrutiny-board/scrutiny-board-documents-2020-21/>

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MINUTES OF THE SCRUTINY BOARD HELD ON 08 JULY 2020 MEETING HELD VIA SKYPE VIDEOCONFERENCE CALL

Present: D Keane, Police & Crime Commissioner
D Martland, Chief Constable

Office of the Police & Crime Commissioner

P Astley, Chief of Staff
C Jones, Programme Manager
M Walton, Senior Governance & Performance Officer
C Tozer, Senior Communications Officer
J Park, Operational Support Officer

Cheshire Constabulary

J Cooke, Deputy Chief Constable
J Sims, Assistant Chief Constable
M Burton, Assistant Chief Constable
J Gill, Assistant Chief Officer
P Woods, Head of Planning & Performance

Two members of the public were present to observe the meeting.

1. MINUTES OF THE 13 MAY 2020 SCRUTINY BOARD

1.1 The minutes of the meeting on 13 May 2020 were noted and approved.

2. POLICE & CRIME PLAN THEMATIC: A POLICE SERVICE CONNECTED WITH COMMUNITIES

2.1 The Chief Constable provided a thematic report including the Police and Crime Plan commitments underpinning the approach to the community policing model in Cheshire. The Chief Constable discussed ongoing work, the developments for the future and also what is in progress with delivery anticipated by the end of July.

2.2 The Chief Constable explained there are 122 communities with an aligned PCSO which was delivered and in operation with the approach of PCSOs with specific responsibilities as part of the community policing model work on priorities of visibility, engaging with communities and road safety. The Chief Constable explained how pleased and proud of the approach that the Constabulary has taken to virtual surgeries, calling on vulnerable people whilst maintaining visibility throughout COVID. The Chief Constable explained that the increase in officer numbers following the precept increase of last year had provided sufficient resilience to deliver the commissioners budget priority of a named police officer to each of the 122 communities. The Chief Constable confirmed that the Constabulary has identified 122 officers and the vast majority will be aligned to communities by August.

2.3 The Chief Constable explained there remains a dedicated problem solving team in each of the four local authority areas which continues to respond to issues relevant to that area, the team would work with the 122 community police officers and PCSO's to deliver a problem-solving capacity. The Chief Constable highlighted how successful such teams have been, including examples of safeguarding some incredibly vulnerable people within our local communities. The Constabulary was recently nominated for the Tilly award and subsequently won the national award, creating an opportunity to present at the Goldstein award, a global event, once current restrictions allow.

- 2.4 The Chief Constable applauded the Special Constabulary for the ongoing work it has done over the previous months and acknowledged the contribution to support the Constabulary with over 6000 hours committed to policing. It was noted that the Special Constabulary continues to support the community policing approach in addition to various policing operations.
- 2.5 The Commissioner explained his pride in relation to the efforts of the Constabulary to ensure it is connected with local communities throughout Cheshire and the relationship developed between Cheshire residents and officers/staff that remains supportive, for example the Constabulary reaching out to communities for support and intelligence as well the commitment to the four E's approach, with enforcement only used as a last resort. The Commissioner applauded the efforts of the Constabulary in ensuring that all of the 122 communities continue to have a dedicated PCSO aligned to increase visibility and engagement with local residents. The Commissioner sought assurance in relation to the current establishment for PCSOs against the budgeted establishment of 200, recognising that there are 122 PCSOs aligned to communities, but whether the additional 78 and in place to provide resilience where necessary.
- 2.6 The Chief Constable reassured the Commissioner that recruitment of PCSOs remains ongoing and in addition to the recruitment campaign for police officers. The ongoing recruitment of PCSOs will not only ensure the achievement of the budgeted establishment, but also to ensure the Constabulary continues to achieve the commitment of a named faced PCSO aligned to each of the 122 communities throughout Cheshire.
- 2.7 The Commissioner explained that the Cheshire public pay for the full complement of 200 PCSOs as per the budget agreed in January. As such, the Commissioner requested an update within the HR report presented at the Scrutiny Board in August in relation to the current number of police officers, police staff and PCSOs compared to the budgeted establishments. The Commissioner recognised that there will be fluctuations throughout the year, but requested clear plans for attrition and hand-over periods. The Commissioner stated that he expected the Constabulary's recruitment plans to anticipate people leaving throughout the year and to mitigate this by ensuring sufficient recruitment programmes throughout the year to ensure the budgeted money is spent where it is required.

ACTIONS:

2020/07: The HR report presented at the Scrutiny Board in August to provide an update in relation to the current number of police officers, police staff and PCSOs compared to the budgeted establishments.

- 2.8 The Chief Constable offered some reassurance to the Commissioner in that there are currently 185 PCSOs within Cheshire, just under the establishment. The Chief Constable confirmed ongoing recruitment of PCSOs over the coming months to ensure resilience for issues such as abstraction, sickness, illness, maternity leave, etc. The Commissioner thanked the Chief Constable for the reassurance, particularly given the large number of PCSOs who have left to become a police officer during the ongoing recruitment within Cheshire. The Commissioner urged the Chief Constable to ensure such efforts are maintained to ensure the Constabulary reaches the budgeted establishment of PCSOs as soon as possible.
- 2.9 The Commissioner noted the noticeable drop in the number of surgeries and social media posts throughout the COVID period, although the Commissioner recognised that this is to be expected where surgeries can't physically be held due to various locations being closed throughout the COVID period. The Commissioner did, however, recognise that some PCSOs have continued to host surgeries online or at alternative locations, including open air areas. The Commissioner enquired whether such best practice could have been replicated throughout Cheshire.
- 2.10 The Chief Constable reassured the Commissioner and explained that it was made clear right from the outset of lockdown back in March, that there remains an expectation that PCSOs would continue to be visible in local communities. The Chief Constable explained how impressed he was with the innovative and imaginative work completed by PCSOs to continue to be visible, address road safety concerns and conducting either virtual surgeries

or appointment only surgeries at police stations, maintaining social distancing.

- 2.11 The Commissioner noted the decrease in the number of surgeries based upon the data presented within the thematic report and urged the Constabulary to replicated such best practice to ensure ongoing engagement with local residents. The Commissioner sought assurance from the Chief Constable that there is a plan in place to replicate best practice across all LPUs, including virtual surgeries, to ensure ongoing engagement with local communities, offering reassurance and receiving intelligence. The Commissioner stated that he would hope data presented at the next substantial meeting would indicate an increase in the number of PCSO surgeries completed.

ACTIONS:

2020/08: Chief Constable to confirm the number of PCSO surgeries and social media posts at the next substantial Scrutiny Board meeting.

- 2.12 The Chief Constable explained that as part of the Community Policing model, there is a communication strategy being developed which will include the use of social media in addition to PCSO surgeries. The Chief Constable confirmed the Constabulary will continue to be creative to ensure additional opportunities for all communities to access PCSOs and a dedicated community police officer.
- 2.13 The Commissioner thanked the Chief Constable and explained that he continues to follow the 122 community Twitter accounts that demonstrate numerous examples of our PCSOs going more than the extra mile to check in with local residents and to give that visible support of policing, particularly to those who are isolated at home. The social distance visits and the visibility of our PCSOs and neighbourhood officers has been absolutely exceptional. The Commissioner reiterated that the 122 Community Policing model will not only ensure the 'community bobby' is back, but we'll also retain a dedicated, local, named, faced PCSO in each of the 122 communities with a local base in the community. The Commissioner stated this is what policing should be about and that he is committed to ensure this will continue to be the case in Cheshire in the future.
- 2.14 The Commissioner wished to highlight the success of the Constabulary in winning the Tilly award for problem solving in Macclesfield LPU. The introduction of problem solving teams (consisting of sergeant, four police officers and a PCSO) as part of the budget last year has clearly had an impact within local communities but the Commissioner enquired how the local problem solving teams and the dedicated police officer and PCSO per community will work together and what we can we expect to see from that increased problem solving ability.
- 2.15 The Chief Constable explained that problem solving teams should be getting ahead of crime rather than just responding to it, but the key focus is increased visibility and engagement to ensure the Constabulary is connecting with communities. It was noted that some of our communities are far more likely to speak to PCSOs because they're there all the time, visible and known within the community and that is the expectation for police officers who will be aligned to the 122 communities. The Chief Constable reiterated the key focus is on school engagement and for PCSOs to know who the vulnerable people are and where such vulnerability exists within communities.
- 2.16 The Chief Constable stressed, however, that it's not just about visibility and engagement, but whether this can support efforts in relation to serious organised crime, gathering intelligence, knowing the criminal elements that are within that particular community and feeding such information and intelligence into the work of the LPU. A big part of this approach is getting in early, preventing it before it happens, not just crime, but criminality that engages with young people and to divert them from offending. The Chief Constable explained that they won't work in isolation and they have 122 Police Officers and 122 PCSOs to support if they have a particular issue. There is the flexibility to draw for a limited time period, additional resources within the area, within the LPU or across the force. There are numerous examples of outcomes of the Serious and Organised Crime work that has involved the support of the

community police officers, PCSOs and members of the Special Constabulary.

- 2.17 The Commissioner thanked the Chief Constable for the reassurance provided but requested additional information in relation to how the Constabulary is able to measure prevention and how the Constabulary collaborates on a local basis with local authorities, with the Fire Service, with other partners to support vulnerability and preventing offending.
- 2.18 The Chief Constable explained the work being undertaken in relation to problem solving and joint working which will be delivered and that the Chief Superintendent (Local Policing) has delivered seminars to community police officers and PCSOs with positive feedback and support. This remains an exciting opportunity for the Constabulary and for Cheshire residents.
- 2.19 The Commissioner explained that having a dedicated community police officer and PCSO per community is the envy of many police forces up and down the country. For Cheshire to have both in local communities to focus upon prevention, protecting the vulnerable, keeping residents safe in a dedicated fashion, where the public gain those relationships and know the name and face of their officer and PCSO, should be applauded. Local residents will know where the police base is located and the Commissioner urged the Constabulary to ensure over the coming months through communications that community police officers and PCSOs are back in touch with local communities. The Commissioner wished to ensure the consistency of the term 'communities' as opposed to 'neighbourhoods', particularly in relation to branding, recognition and one style of policing as we move forward.
- 2.20 The Chief of Staff thanked both Assistant Chief Constable Sims and Chief Superintendent Dutton for the excellent work over previous months to get to the position that we are now in and where we are able to launch the next important phase of the project. The impact the work is having in local communities is incredibly significant and the Chief of Staff explained he was looking forward to working closely with the Constabulary over the next few months in order to convey the true nature and importance of this work to the public. This will ensure local residents gain a full understanding which itself will help to drive down the fear of crime and crime itself.

3. THEMATIC DEEP DIVE: POLICE OFFICER RECRUITMENT IMPLEMENTATION PLAN REVIEW

- 3.1 The Chief Constable provided the report presented which explained the recruitment of police officers remains a key priority. With the precept uplift last year, the additional 43 officers increased the establishment to 2,046. The establishment will further increase due to the Police Uplift Programme with a target of an additional 90 officers by March 2021, increasing the targeted establishment to 2,136. The Chief Constable confirmed that the Constabulary had recruited 40 officers to date, with a further 50 officers to be recruited between now and March 2021.
- 3.2 The Chief Constable confirmed that there is a dedicated recruitment team within the HR Department specifically tasked with Police Constable recruitment to ensure recruitment targets are achieved. The Chief Constable discussed the additional challenges given the number of PCSOs who have applied to become a Police Constable both in Cheshire and neighbouring forces, with a large number of Special Constables also applying. The Chief Constable explained that there continues to be a high number of applications and the ongoing recruitment presents a real opportunity to increase inclusion and diversity to ensure the Constabulary represents the communities across Cheshire.
- 3.3 The Chief Constable explained that the process of IDPLD continues with 30 officers joining the Constabulary in the June intake, with a further intake scheduled in September. The new PCDA entry route introduced by the College of Policing involves a three year degree programme with recruits attending Chester University. The Chief Constable explained that this process is constrained to intakes in September and March each year to coincide with the academic year, but stressed that given the three year programme, it will be some time before the Constabulary will see the benefits of these recruits. The Chief Constable confirmed that the Constabulary continues to estimate attrition and the Constabulary will recruit additional officers throughout the year to compensate those leaving the Constabulary. As such, the Chief Constable confirmed that the

Constabulary aims to recruit 170 officers during the current financial year to ensure the targeted establishment to 2,136 officers is achieved.

- 3.4 The Deputy Chief Constable explained the challenges in relation to recruitment given the current restrictions linked to COVID-19 and the requirement to change recruitment processes. There continues to be real challenges in how the Constabulary reaches out to communities due to COVID-19, particularly as the Constabulary is unable to host recruitment days at Headquarters or offer the insight programme. For example, prior to COVID-19, the Constabulary hosted a recruitment day that was attended by 130 people interested in joining the organisation seeking information in relation to various roles and the application process. The Deputy Chief Constable explained that as a result, the Constabulary continues to utilise PCSO contacts within local communities across Cheshire to assist in targeted recruitment campaigns. In addition, the Deputy Chief Constable explained that the Constabulary has updated recruitment information on the website, both internally and externally, to highlight work in relation to positive action and to ensure this is clear. It was also reported that the Constabulary continues to link in with the national recruitment campaign and Cheshire is within the top five forces nationally for hits on the Constabulary website via the national campaign.
- 3.5 The Commissioner sought assurance in relation to ongoing recruitment and in particular, the use of the virtual assessment centres and that the quality of assessment and training remains high and was not sacrificing quality in any way given the pressures in relation to current recruitment and recruitment targets.
- 3.6 The Chief Constable explained that the search assessments currently completed online remain part of a national process that continue to be assessed by trained assessors and comply with College of Policing guidelines. The Chief Constable assured the Commissioner that the Constabulary continues to complete subsequent interviews with candidates via face-to-face that includes a structured interview and various role play scenarios. The Chief Constable advised that he is aware that some forces are not currently conducting interviews face-to-face. The Chief Constable also assured the Commissioner that the quality of candidates remains outstanding and the level of attrition during the initial training programme remains relatively low.
- 3.7 The Commissioner welcomed the assurance provided by the Chief Constable and stressed the importance of the recruitment processes. The Commissioner informed the Chief Constable that he intends to convene a special Scrutiny Board meeting in order to have a dedicated focus upon equality and diversity matters within policing, both in recruitment and in police interaction with the public. The Commissioner discussed the criticism the Constabulary received in 2016 due to the Constabulary having no black officers and being suspended from the best practice scheme of stop and search. Since then, with some focus and support, the Constabulary has been re-admitted to the best use of stop and search, there have been some efforts in relation to recruitment and the Constabulary has undertaken a journey to ensure the Constabulary is connected with our communities and is more representative of the communities it serves. The Commissioner however wanted to understand more deeply how we reach out to our harder to reach communities to establish trusting relationships which may, in the longer term, demonstrate real and natural interest in becoming police officers. The Commissioner requested relevant details of the 30 officers joining the Constabulary in the June 2020 intake to determine whether such recent efforts, as described by the deputy Chief Constable, had assisted the achievement of a more diverse workforce. This will also provide an opportunity to evaluate what has been achieved, to assess what the Constabulary currently does and to reach out and consider whether there are sufficiently meaningful plans in place to inspire fuller public confidence in the future.
- 3.8 The Chief Constable reiterated that the Constabulary continues to be proactive in reaching out to diverse communities and not just expecting members to apply as part of the recruitment process. The Chief Constable acknowledged the BAME representation across Cheshire is approximately 3% and although there has been an increase over recent years, the Chief Constable explained that it saddens him to say that the number of black officers within the Constabulary is currently five, 13 Asian officers and 22 mixed race officers. The Constabulary continues to make progress, but the Chief Constable acknowledged there remains a long way to go.

- 3.9 The Chief Constable explained that officers and staff continue to be the biggest assets of the organisation and as ambassadors, they continue to highlight the ongoing work across Cheshire and also the benefits of a career in policing. The Chief Constable stressed, however, that it remains a priority that once attracted into the organisation, the Constabulary needs to ensure that colleagues stay. To ensure the retention within the organisation, the approach must include providing a career structure, support and the knowledge that the organisation continues to be on a journey. The Chief Constable highlighted the active networks across the organisation that continue to work with the Senior Leadership Team. As an example, the Chief Constable discussed that following the collapse of Thomas Cook, the Constabulary hosted a careers fair for Thomas Cook employees with a total of 30 people subsequently joining the organisation in a variety of roles. The Chief Constable committed to hosting similar events in the future to support local communities. The Chief Constable explained that for him, success is not just hitting a target of 3% BAME representation, success is to have a workforce that is more diverse, inclusive and representative of all seven protected characteristics.
- 3.10 The Commissioner stressed the importance of a police service that is not only representative of the communities that it serves, but a police service that understands our communities, their concerns, issues and cultures. The Commissioner explained that following the efforts that have been described, it would be useful to scrutinise the intake of 30 officers for June and in particular, a breakdown of such officers to determine whether the current approach of the Constabulary has delivered the intended principles and desired results. This will then enable a discussion in relation to the approach of the Constabulary for future intakes. The Commissioner explained that without a breakdown of the June intake, the success of the current approach will be unknown and where exactly the Constabulary is on that journey.
- 3.11 The Chief Constable explained he didn't have the breakdown of the June intake to hand but this data would be available. The Chief Constable stated that although 60-70% of the current work force are police officers, there is a large number of police staff and the Constabulary has also adopted a positive approach to ensure a representative workforce.
- 3.12 The Commissioner thanked the Chief Constable for the update provided and stressed that he would like to see an action plan to ensure that Cheshire Constabulary continues towards being a service that understands, reflects and represents all of our communities.

ACTIONS:

2020/09: the Chief Constable is to report on the June intake of Police Constables that will include a breakdown of protected characteristics.

4. 2020/2021 BUDGET PRIORITIES

- 4.1 The Commissioner summarised the report presented by the Office of the Police & Crime Commissioner that detailed the six budget priorities agreed by the Commissioner and Chief Constable in January for the 2020/2021 financial year. The Commissioner explained that these were in support of delivering the Police and Crime Plan and were to be implemented from April. The Commissioner advised that as we approach the end of the first quarter of the year, he is keen to start to assess the delivery of the Constabulary on the main budget priorities for this year. The Commissioner explained that the report details the six key budget areas and his expectation that these are delivered throughout the year, particularly as funding is provided for the full 12 months of the year via public money.
- 4.2 The Commissioner discussed the first budget priority is to provide a named Police Constable for each of the 122 communities across Cheshire that will supplement the current PCSO per community and police base within each community. The Commissioner advised that he was satisfied with the progress to date, the update provided within the thematic report presented earlier in the meeting and subsequent update from the Chief Constable. The Commissioner explained that as per all six budget priorities, there will be a requirement for the Chief Constable to report on the delivery of progress at the August Scrutiny Board, with delivery flagged via a RAG rating to demonstrate progress throughout the year.

- 4.3 The Commissioner explained the second budget priority is an increased investment in the Force Control Centre (FCC) which was agreed as part of the budget following advice from the Constabulary that there was a need for greater resources in order to provide an enhanced service to the public who contact the Constabulary. The Commissioner discussed the associated issues in that an increase in investment should not only improve the timeliness of calls answered, but also the quality of service provided in terms of the recording of crime and the host of crime data integrity issues. The Commissioner stressed the importance of compliance, particularly in relation to crime data integrity to ensure the best service is provided to victims of crime and the best opportunity to access justice. The Commissioner confirmed that as part of the additional investment, CDI should remain a priority and regular audits must be completed to ensure ongoing compliance. The Commissioner reiterated the desire to provide the best possible service to the residents of Cheshire to ensure safer communities across Cheshire and that when crime is reported, it is properly recorded so it can be adequately investigated and dealt with through the criminal justice system.
- 4.4 The Commissioner highlighted the third budget priority is to improve and focus the occupational health service to serve all those within the Constabulary, including officers, staff and volunteers. The improved service will focus on physical, mental, financial and societal health and wellbeing but with a stronger focus on mental health and championing a caring and preventative approach. The Commissioner was clear that his priority was to ensure the best support for all officers and staff so that they can be their best in order to keep the public of Cheshire safe.
- 4.5 The Commissioner explained the fourth budget priority for investment in proactive operations to tackle areas such as county lines, serious organised crime and a collaborative approach beyond Cheshire Constabulary. The Commissioner explained that the defined investment in this area must ensure ongoing collaboration at all levels of policing, including partners at a local, regional and a national level.
- 4.6 The Commissioner explained the final two budget priorities that are linked to abuse. The Commissioner confirmed further support of Cheshire's integrated anti-stalking unit which was previously a collaborative trial and has subsequently been hailed as best practice nationally. There is a clear desire within Cheshire to continue to fund the unit and ensure ongoing collaboration with partner agencies to provide a service to not only manage the threat, harm and risks associated with the highest harm serial perpetrators, but also to ensure victims of stalking and harassment are safe. The Commissioner noted the potential increase on demand as some covid-19 restrictions are relaxed and the relevant partnership approach required.
- 4.7 The Commissioner confirmed the support of the Office of the Police & Crime Commissioner in developing ongoing action plans and a programme of delivery for each budget priority over the coming months to ensure the real delivery of budget priorities with appropriate scrutiny.

ACTIONS:

2020/10: Chief Constable to be report progress to Commissioner in order for the Commissioner to scrutinise on progress of the delivery of progress six budget priorities at the August Scrutiny Board.

- 4.8 The Commissioner sought assurance from the Chief Constable in relation to the related work around women's centres, domestic abuse and anti-stalking measures. The Commissioner noted an increasing number of police services nationally are recording these matters in a different way than they have been traditionally recorded. The Commissioner noted there had been an ongoing discussion leading up to the domestic abuse bill, supported by an increasing number of forces that record misogyny as a recorded hate crime, particularly where gender has been considered to be the aggravating factor in the offence committed. The Commissioner suggested that without this data being recorded, it will be very difficult to assess any changes and whether this should become a hate crime category. The Commissioner asked the Chief Constable whether misogyny is recorded as a hate crime within Cheshire and whether such recording could build an evidence base.

4.9 The Chief Constable explained this matter was discussed at National Police Chief Council about 12-18 months ago and the decision at the time was to not record as a hate crime. The Chief Constable assured the Commissioner that he will seek the current guidance from the National Police Chief's Council and current practices within forces nationally.

ACTIONS:

2020/11: The Chief Constable to provide update on the recording of misogyny as a hate crime, current guidance from the NPCC and current practices across the country.

4.10 The Commissioner explained there is a clear approach that several forces are now taking to build that evidence base and it would appear that gender can be a relevant factor in crimes being committed. The Commissioner stated that he wished for a wider study of such an approach and in consideration of whether there may be legislative changes within the domestic abuse bill. With the support of the Office of the Police & Crime Commissioner, the Commissioner explained that such an evidence base and report may then be considered at a future Scrutiny Board meeting.

4.11 The Commissioner explained that he had recently received a number of contacts from police dog handlers explaining that retired police dogs have now been denied access to the Constabulary kennels for rest bite or for a holiday. The Commissioner explained that retired police dogs have protected officers and residents of Cheshire for a number of years and suggested that we wouldn't wish to break a promise that within our police dogs lifetime, we would honour to continue to support or kennel the dog in the event that the dog handler is away, for example on holiday. The Commissioner expressed his concerns with the apparent change in policy and stressed that such a decision was not a budget cut or an agreed decision to save money, with what appeared to be limited consultation undertaken.

4.12 The Chief Constable assured the Commissioner that neither he, nor the Constabulary, had made a decision to restrict retired police dogs access to our kennels. The Chief Constable confirmed that the Commissioner had previously made him aware of the matters raised and he was in the process of gaining a full understanding to clarify exactly what has happened. The Chief Constable explained that the police dogs are part of an alliance with North Wales which has a separate governance system, clarifying that the Constabulary has not made the decision and that the MOU as part of the alliance is vague.

4.13 The Chief Constable confirmed that work is being undertaken in relation to what has led to retired police dogs being refused access to the kennels. The Chief Constable committed to providing an update to the Commissioner as soon as possible.

4.14 The Commissioner explained that he understood that the kennelling of dogs was not an alliance issue as Cheshire and North Wales have separate responsibilities and approaches in relation to kennelling of dogs. The Commissioner stated that he did not draw any assurance from the response of the Chief Constable and that the welfare of dogs, operational or retired, remains important. The Commissioner explained that officers had been assured that there were separate arrangements for Cheshire and North Wales and that there had been a commitment that all dogs that retire, even pre Alliance, would be supported in recognition of the sacrifices that have been made. The Commissioner requested a formal report in relation to the matters raised and that clarification is provided, as a matter of urgency, to all dog handlers, active and retired with retired police dogs, who may have been denied access to the kennels.

ACTIONS:

2020/12: The Chief Constable to provide a formal report in relation to the decision to deny retired police dogs access to the kennels.

4.15 The Chief Constable confirmed that he will establish exactly what has been decided and communicated with dog handlers, both current and those retired. The Chief Constable also committed to a review of all relationships involving retired police dogs, determining exactly what has happened and what decisions have been made. The Chief Constable explained

that he shared the Commissioner's concerns in relation to the welfare of all police dogs, both operational and retired. The Chief Constable stated that he will report back to the Commissioner and clarify the approach as soon as possible.

4.16 The Commissioner stated that he will continue to press on the matter until resolution, the as all police dogs deserve our respect and ongoing support. The Commissioner stated that if no decision had been made, he would hope that access to kennels would be made available to all retired police dogs immediately.

4.17 The Commissioner thanked colleagues and members of the public in attendance and closed part one of the meeting.

Duration of meeting: Part One of the meeting commenced at 11.15 and finished at 13:05.

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David Keane
Police & Crime
Commissioner
for Cheshire

SCRUTINY BOARD

Date: Tuesday 08 SEPTEMBER 2020

Time: 11:00am

Venue: Virtual Meeting via Skype

Any member of the public who wishes to observe this meeting is asked to register their interest by midday on Monday 07 September 2020 via email police.crime.commissioner@cheshire.pnn.police.uk. A link to enable access to the meeting and joining instructions will then be provided to all attendees in advance of the meeting.

AGENDA

Part 1 - Public Items

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Part 2 - Private Items

The following matters will be considered in private as they involve the likely disclosure of exempt information as defined in the Freedom of Information Act 2000 and in accordance with the section indicated below:-

Item	Section
Part 2 Notes of the 12 August 2020 Scrutiny Board	(31) Law Enforcement
Scrutiny Board Action Log	(31) Law Enforcement

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For further information about this Agenda, please contact Matthew Walton on 01606 364000



MINUTES OF THE SCRUTINY BOARD HELD ON 12 AUGUST 2020 MEETING HELD VIA SKYPE VIDEOCONFERENCE CALL

Present: D Keane, Police & Crime Commissioner
D Martland, Chief Constable

Office of the Police & Crime Commissioner

C Hodgson, Head of Finance, Operations & Governance
B McCrorie, Head of Policy & Partnerships
M Walton, Senior Governance & Performance Officer
D Ollier, Engagement & Policy Officer
J Park, Operational Support Officer

Cheshire Constabulary

J Cooke, Deputy Chief Constable
J Sims, Assistant Chief Constable
M Burton, Assistant Chief Constable
P Woods, Head of Planning & Performance

Four members of the public were present to observe the meeting.

1. MINUTES OF THE 08 JULY 2020 SCRUTINY BOARD

1.1 The minutes of the meeting on 08 July 2020 were noted and approved.

2. CHESHIRE CONSTABULARY ACTION PLAN: HUNTING

- 2.1 The Commissioner acknowledged the work completed since the initial public scrutiny meeting, noting the quarterly report and acknowledging the progress made in relation to the Chief Constable's action plan in order that the Constabulary could police efficiently and effectively.
- 2.2 The Commissioner noted the RAG ratings were marked as complete which provides reassurance. The Commissioner also noted within the action plan the production of a voluntary Code of Conduct which both the pro-hunt and anti-hunt communities could adhere to and to ensure compliance with the law. The Commissioner explained there has been a tremendous amount of work that had been completed and enquired whether hunts had permitted to the observing of laying of trails. The Chief Constable confirmed this had been agreed at the end of the season and confirmed how valuable this was for the Constabulary and all parties.
- 2.3 The Commissioner noted the Code of Conduct was to provide confidence to everyone involved that the law was being followed and asked the Chief Constable to confirm whether all parties had now signed the voluntary Code of Conduct or if there was work still to be done. The Chief Constable confirmed whilst there an agreement in principle, some hunts have sought legal advice earlier this year and they would not formally sign. The Chief Constable confirmed whilst such hunts have not formally signed based on legal advice, the Constabulary has seen a marked change in attitude and approach towards the policing of the hunts and the relationship with the anti-hunt community. The Commissioner enquired whether there's any correlation in reported allegations or offences between those that have or haven't signed up to the voluntary Code of Conduct. The Chief Constable confirmed he will take this away from the meeting and will provide an update at a further meeting. The Commissioner acknowledged the voluntary Code of Conduct is not mandatory, but this would provide relevant advice and guidance and national best practice to ensure all parties behave appropriately and in accordance with the law. The Commissioner

expressed concerns that there are some that are not willing to sign a voluntary Code of Conduct that encourages people to behave legally.

ACTION:

2020/13: The Chief Constable to provide a briefing in relation to any correlation in reported allegations or offences between hunts that have or haven't signed up the voluntary Code of Conduct.

- 2.4 The Commissioner explained that the engagement plan (prior to the hunting season) had previously improved relationships throughout the hunting season, with the Constabulary setting early expectations. The Commissioner sought assurance with regard to the engagement plan in advance of the 2020/2021 season and that the good progress made to date would not be lost. The Chief Constable confirmed the Constabulary would adopt the same approach this year although there remains some uncertainty of what hunting will look like due to COVID but there was an assumption that hunting will commence at the back end of the autumn.
- 2.5 The Commissioner confirmed that some relationships and understandings appear to have improved and hoped that this has led to a more efficient and effective police service. The Chief Constable agreed it had and that it wasn't the same level of intensity last year compared to previous years and that this was testament to all individuals involved in building relationships and continuing the operational order and approach learnt from previous years. The Chief Constable confirmed there will be pre-season meetings prior to the season to discuss the protocol once again in anticipation of assurance and agreement. The Chief Constable confirmed he would provide the Commissioner with the Constabulary's approach for the forthcoming season.

ACTIONS:

2020/14: The Chief Constable to provide an engagement plan for the 2020/2021 hunting season.

2020/15: The Chief Constable to provide a briefing in relation to the approach of the Constabulary for the 2020/2021 hunting season.

- 2.6 The Commissioner thanked the Chief Constable and the dedicated teams for the ongoing work and stated he welcomed a briefing ahead of the new season.

3. 2020/21 BUDGET PRIORITY DEVELOPMENTS: SIX IMPLEMENTATION PLANS

- 3.1 The Commissioner summarised the budget for the current financial year, explaining there are six clear budget priority developments in addition to the much wider realm of work in policing. The Commissioner noted progression in relation to the six key areas and that the OPCC continues to monitor the progress of delivery.
- 3.2 The Commissioner noted the dedicated, named, faced Police Officer for every community in Cheshire is underway and noted progress. The Commissioner confirmed the Chief Constable had previously offered reassurance in relation to the dedicated Police Officer in each of the 122 communities by ensuring the new role profiles and utilising last years increased precept establishment. The Commissioner applauded the ongoing work, with a clear commitment to ensure delivery, despite the constraints of COVID. The Commissioner noted that of the 122 communities, all now have a named Police Officer, although two officers will remain in specialist roles until September. The Commissioner explained this is a huge achievement, but enquired how the two officers who will be ending their specialised secondment in September will be supported to ensure a relevant handover and engage with their community at the earliest opportunity.
- 3.3 The Chief Constable confirmed the Constabulary had established a special operation response team to deal specifically the incidents in relation to COVID-19. The team has continued to offer assistance over the summer period and two of the successful candidates will be released during the first two weeks in September. Both officers are experienced and have previous knowledge of local policing, enabling them to commence their role as soon as they are released. The Chief Constable confirmed that by mid-September, Cheshire will have a

dedicated community Police Officer in every one of the 122 Police communities across Cheshire. The Commissioner thanked the Chief Constable and the whole team for the work completed and the impact this will have in communities across Cheshire to have a dedicated Police Officer and PCSO, both of whom will provide visibility and support in our local communities from local community bases.

- 3.4 The Commissioner explained there continued to be discussions with partners about the focus on people and place, particularly the fire service and ambulance in relation to the blue light approach, but also wider about how our public services family can support our communities building on a person-centred, place-based approach. The Commissioner thanked the Chief Constable and his team for the delivery to date. The Commissioner confirmed it has been noted beyond Cheshire and he continues to receive regular contacts from other Commissioners as to how Cheshire is able to deliver this model, but with the support of our local communities and the full support of the Constabulary, this does look to be a model that other forces are aspiring to replicate. The Commissioner expressed his great pride in such a team achievement.
- 3.5 The Commissioner explained the second budget priority is an increased investment in the Force Control Centre (FCC) and noted the Chief Constable was keen to make sure the Force Control Centre is able to deliver the best possible service, including an improved service for callers to 999 or 101, given the increased demand and average waiting times. The Commissioner had approved an increase in the establishment by 11 posts in the budget for this year. Recruitment continues but due to attrition, the Constabulary had planned additional recruitment for both August and September. The Commissioner sought reassurance from the Chief Constable that the Constabulary would be able to maintain the establishment throughout the year.
- 3.6 The Chief Constable assured the Commissioner that the Constabulary would maintain the establishment throughout the year, despite the level of attrition linked to both PC and PCSO recruitment. The Chief Constable explained the Constabulary has an overview of attrition and he is confident the Constabulary will maintain additional 11 posts for the foreseeable future. The Commissioner acknowledged the ongoing challenges within the FCC, noting that call operators work long shifts and are the front line of policing, dealing with the very difficult and often horrific calls and reports that come into 101 and 999. The Commissioner thanked all the Police Staff and Officers in this department and recognised the part they continue to play in making our services work and more importantly, offering reassurance to people calling in seeking help.
- 3.7 The Commissioner sought assurance from the Chief Constable in relation to welfare provisions available to support staff and new recruits to the FCC, particularly through the COVID pandemic but also the impacts of COVID beyond the daily stressful job they do on a daily basis. The Chief Constable confirmed the Constabulary has worked on hygiene factors, spacing, hand gels, wipes ect. to ensure such staff have the relevant support as they are the 24/7. The Chief Constable explained the Constabulary continues to work closely with Unison along with monthly meetings that ACC Sims chairs to support and recognise the work being done. The Chief Constable reassured the Commissioner that support staff who deal with traumatic incidents are also included in the debriefs and provided the opportunity for support and counselling following the Commissioner's additional investments over the previous twelve months into the Occupation Health Unit (OHU). As a result, counselling support, psychological support and the usual physical support is available via OHU and he is acutely aware that they are very much the front and centre of operational policing. It is right that they receive the best available help and support.
- 3.8 The Commissioner discussed with the current mapping to ensure the 11 additional posts are delivered and also the future progress report to determine whether this additional resource has improved the service, will there be a quantitative difference or are we expecting a qualitative difference or perhaps expecting both. The Chief Constable confirmed they will be looking at both as the FCC has been under resourced for some time given the increasing demands. Although the number of 101 calls have decreased slightly over the previous twelve months, the

number of 999 calls have increased and where they have, the demand within the OMU which records all crimes across the Constabulary has also increased. The Chief Constable reassured the Commissioner that staff will be in place, the establishment will be maintained and confirmed 101 and 999 performance will be monitored. The Chief Constable explained that the Constabulary are up in the upper 80s in relation to answering the 999 calls within 10 seconds and with the response cycle within twenty minutes, which is all captured within the general KPIs within the FCC, the first point of contact and making sure they are recorded appropriately through quantitative and qualitative performance improvements.

- 3.9 The Commissioner discussed the improvements in technology, with Single Online Home providing several functions for those able to use IT systems to contact the Constabulary, although confirmed that 101 will be retained for those who need to contact the Constabulary via telephone. The Chief Constable confirmed when a member of public calls 101, they will now hear his voice with a range of different routes into the organisation and the Constabulary now has the function within Single Online Home to utilise text messaging. The Chief Constable confirmed they continue to explore technology and the various aspects of contact management, exploiting all technology available given the increase in mobile phone usage, but ensuring 999 calls remain a priority, particularly with demand increasing over the previous years. The Commissioner highlighted he will continue to encourage people to contact the Constabulary via such technology for those who are able, but stressed that we must retain traditional telephone and face to face methods for those unable to use such technology.
- 3.10 The Commissioner stressed the importance of an inclusive service, highlighting the clear need for strong provision for people with impairments or disabilities to be able to contact the Constabulary. The Commissioner explained that he wished to ensure that the service was accessible and inclusive to all and asked the Chief Constable to ensure such consideration will be in the forefront of his and the team's mind in the review of the contact management strategies. The Deputy Chief Constable confirmed they are passionate about protecting vulnerable people and they're often the people who need us the most and are not able to contact us by digital methods. The Deputy Chief Constable confirmed the Constabulary continues to investigate how demand flows into the system and making sure that the Constabulary is an accessible services to all of our communities, including the most vulnerable. The Commissioner agreed that the first point of contact with policing is absolutely essential, particularly in an emergency to ensure equality of access, if not priority of access for those that are vulnerable. The Commissioner explained he would like to be more involved and work with the Deputy Chief Constable, have a deep dive at a private briefing to help assure our public at a later stage that those aspects are covered. The Commissioner explained his desire that, given the leadership role of the Deputy Chief Constable, Cheshire be the best police service in the country for equality of access issues, and the subsequent quality of service.

ACTIONS:

2020/16: The Deputy Chief Constable to provide a briefing in relation to inclusion and diversity with regards to supporting public contact and accessibility.

- 3.11 The Commissioner explained the third budget priority is to improve and focus the occupational health service to serve all those within the Constabulary, including officers, staff and volunteers, whilst looking forward to the journey of revising the Occupational Health Service offer. The Commissioner discussed the focus in relation to prevention, mental health provision by early support, increased use of counselling services and also looking at social, financial and physical health. The Commissioner confirmed that delivery was on track and he wished to look at the business cases for the best provision of health and wellbeing services future, recognising the investment that may be required but balancing this against a service that could make officers, staff and volunteers the best they could be to serve the residents of Cheshire. The Commissioner recognised that better investment could have a positive impact on health and wellbeing and could reduce illness and absence, resulting in a more efficient and effective police service.
- 3.12 The Commissioner explained the fourth budget priority for investment in proactive operations to tackle areas such as county lines, serious organised crime with a collaborative approach.

The Commissioner congratulated policing on some excellent outcomes over the last few months in terms of protecting communities against serious organised crime and felt the reassurance of the Constabulary's commitment to keep people safe. The Commissioner praised the Chief Constable on assets seized under the Proceeds of Crime Act that has been reinvested directly into the communities in an attempt to reverse some of the harm that criminals have inflicted on such communities. The Commissioner recognised the investment this year and plans to work towards further investment next year, in particular to build on the work of the serious organised crime unit in disrupting criminality that use our road and motorway networks and how we can invest to be even stronger in the fight against crime.

- 3.13 The Commissioner explained the fifth budget priority for Cheshire's integrated anti-stalking unit which was initially a national trial that Cheshire was involved in and continue to maintain on a local basis. The decision to continue was based upon the delivery of the integrated anti-stalking unit, development into a Threat Management Unit and prevention of some serious crimes. The Commissioner confirmed that ongoing partnerships are essential and making good progress, but offered his support where necessary, suggesting he and the Chief Constable continue to discuss with partner agencies where things aren't working quickly enough, reiterating our joint commitment at the highest level to influence and ensure the success of the integrated anti-stalking unit. ACC Burton provided a brief update and summary of future plans and services. The Commissioner thanked ACC Burton for the update provided and confirmed the preventative approach is the right way to go to manage the threat of individuals involved in stalking and harassment, with the intervention to prevent offenders going from victim to victim and working in partnership to support victims.
- 3.14 The Commissioner explained the final budget priority for further support for Cheshire's Women's centres to support survivors of domestic abuse, interconnected with priority five. The Commissioner confirmed the work completed by the Constabulary and partners has been exceptional and he is pleased to lead on some of that work with the Chief Constable, highlighting the successful bid to secure over £300,000 of national money for Cheshire with additional funding awarded locally via the Commissioner's Safer Communities Fund using money seized under the Proceeds of Crime Act (POCA). The Commissioner reiterated the work completed to date, from a position of limited women's centre provision in Cheshire last year, to now being able to deliver this in every local authority area, noting this isn't merely a policing issue, it's a much wider public services and societal issue. The Commissioner praised the support from Cheshire Fire and Rescue Service with its leadership on these issues of domestic abuse and standing alongside our campaigns on a multi-agency approach.
- 3.15 The Commissioner explained the work in relation to offering a referral mechanism to women within custody or preventing women going into custody by utilising women's centres is already making a difference. The Commissioner explained how essential it is that Police Officers are trained in domestic abuse matters as should Police Staff in relevant posts where they're dealing with calls coming in to give a full understanding to help make our services better. The Commissioner sought assurance from the Chief Constable that they are on track to re-establish Domestic Abuse training from autumn onwards, as it is recognised many officers have already had the training but will be a continual process going forwards. The Chief Constable confirmed this is a priority for the Constabulary, especially during COVID as a lot of resource went into such training and the importance to ensure every frontline officer has online training and when able to do so, the traditional classroom approach.
- 3.16 The Commissioner thanked the Chief Constable for the progress to date and the reassurance provided.

4. POLICE & CRIME PLAN: PERFORMANCE

- 4.1 The Commissioner noted the percentage of the public who agreed Cheshire Police are dealing with Anti-Social Behaviour (ASB) issues effectively in the area has decreased slightly, particularly over the previous months. The Commissioner acknowledged that with the additional investment via a dedicated Police Officer in each local community, there will be a greater focus on dealing with ASB, particularly in collaboration with partner agencies to ensure activities and measures are in place. The Commissioner noted the connection could be linked to COVID but unsure if there is any other statistical reason for the decrease in recent months. The Chief Constable confirmed there was only three categories of change when COVID started, a 40% reduction in overall crime but an increase in domestic abuse and a spike in ASB. The Chief Constable explained that during the lockdown period, people not adhering to guidelines was categorised as ASB which caused the spike in ASB. The Chief Constable explained from September onwards, the Constabulary hopes to see a reduction in ASB.
- 4.2 The Commissioner explained with following COVID restrictions, he hopes that there will be a real increase in visibility and engagement within local communities, with the local dedicated community PC and PCSO using a problem solving approach to reduce ASB within local communities. The Commissioner highlighted the funding that will be launched in the autumn for the local PC and PCSO to work with partners to deliver problem solving initiatives. The Commissioner acknowledged that ASB is not always related to young people and that within the problem solving approach for each community, there is the dedicated problem solving teams aligned to each local authority area that can assist. The Chief Constable explained that prevention and stopping such issues escalating is a priority for the Constabulary and is part of the responsibility of the local PC and PCSO within the local policing model.
- 4.3 The Commissioner noted the current performance data in relation to stop and search and hate crime, explaining that there is ongoing analysis of such data and a scrutiny board will be convened in the near future to ensure deeper and dedicated scrutiny on these matters.
- 4.4 The Commissioner noted the substantial decrease in the overall number of missing and absent children, as well as the reduction in juvenile overnight detentions, seeking assurance from the Chief Constable that this is not due to a change in recording. The Chief Constable confirmed that with regard to juvenile overnight detentions, there has been a desire that unless absolutely necessary, the Constabulary would not detain a juvenile overnight. The Chief Constable explained that missing from home data continues to be scrutinised on a daily basis and confirmed they have seen a reduction over the previous months which is largely attributed to the COVID-19 lockdown. The Chief Constable explained, however, that he is acutely aware that young people, particularly those in care, are incredibly vulnerable to abuse and exploitation. The Chief Constable confirmed Police Officers and PCSOs continue to work with partners and are engaging with care homes and children's homes in relation to welfare. The Commissioner thanked the Chief Constable for the reassurance provided and applauded the Youth Justice Services in Cheshire, particularly in relation to the appropriate adult schemes in custody and their part in keeping young people safe.
- 4.5 The Commissioner noted the future planning and approach to road safety, confirming future meetings with departments and partners on strategies and budget matters in the near future. The Commissioner welcomed the decrease in the number of killed and seriously injured collisions within Cheshire and applauded the ongoing Fatal 5 campaign in collaboration with Cheshire Fire & Rescue Service and NW Ambulance Service. The Commissioner explained that local speed enforcement via PCSOs within local communities must continue and that in addition to the Fatal 5 campaign and further education, it is hoped there can be a culture change with regard to speeding across Cheshire.
- 4.6 The Commissioner discussed the concept of average speed in Cheshire and the impact such technology can have, citing the Cat 'n' Fiddle road as an example. The ANPR system in Cheshire also continues to be a valuable tool in response to travelling criminality. The Commissioner acknowledged that the Constabulary's Road Safety Strategy is up for review and the Commissioner wished to discuss technology with the Chief Constable as road safety will be a focus in the plans for next year's budget given this continues to be the single biggest area of loss of life that we come across. The Chief Constable confirmed his desire to work in

partnership to reduce KSIs in the future, a key priority for Cheshire Constabulary. The Commissioner acknowledged that this will require partnerships with local authorities and other blue light services to ensure a multi-agency response with increase education and enforcement.

- 4.7 The Commissioner thanked the Chief Constable for the inclusion of date in relation to the ongoing contribution of the Special Constabulary with approximately 6,000 hours a month. The Commissioner explained he was blown away with the input of the Special Constabulary throughout the COVID period, which should be applauded. The Commissioner sought assurance in relation to investment and support to Special Constables given the contribution in previous months. The Chief Constable confirmed the Special Constabulary are an invaluable resource and also applauded the contribution over the previous months, particularly in relation to Operation Business and assisting the Roads Policing campaign. The Chief Constable confirmed the Constabulary continues to focus upon supporting the Special Constabulary to be able to patrol independently and also how it can be aligned to the 122 model to support local priorities.
- 4.8 The Commissioner confirmed he had responded to a national consultation with regard to Special Constables be able to become members of the Police Federation, providing the same level of support and protection that regular officers would receive. The Commissioner explained that he understood this would require a change in legislation and enquired whether the Chief Constable would support him in pursuing such a change in legislation. The Chief Constable praised the Special Constabulary for the ongoing commitment as well as the Police Federation that does offer some support. The Chief Constable confirmed that he is fully supportive of Special Constables becoming members of the Police Federation, the issue remains cost but this would be an investment worth making given the ongoing contribution and requirement to offer support and protection. The Chief Constable confirmed he continued to discuss the matter on a regional and national basis.

5. PEOPLE & HR: PERFORMANCE REPORT

- 5.1 The Commissioner wished to commend the ongoing recruitment over recent months and explained that he continues to support the approach of the Constabulary in ensuring recruitment of replacement officers, particularly given the challenges of COVID-19. The Commissioner noted that new recruits will be required to complete very lengthy training procedures, before becoming independent police officers, but sought assurance that virtual assessment was meaningful and that standards were maintained. The Chief Constable confirmed that Cheshire was one of the pilot forces in relation to the initial recruitment assessment and assured the Commissioner that standards were maintained with no changes to the criteria. In addition, the Constabulary has maintained face-to-face interviews following the initial assessment, noting not all forces are interviewing this way. The Chief Constable confirmed that the quality of recruits had been maintained.
- 5.2 The Commissioner highlighted the bite size training sessions that are available for Constabulary employees via the learning hub, noting 57% of staff had registered. The Commissioner urged the Chief Constable to ensure all staff access the learning hub and complete the relevant learning modules. The Chief Constable confirmed that feedback from staff has raised the issue of online learning but the Constabulary continue to develop training, for example criminal justice inputs, via traditional means that will be more instructive as opposed to online IT learning.

6. COMPLAINTS, CONDUCT MATTERS, EMPLOYMENT TRIBUNALS AND GRIEVANCES: QUARTERLY REPORT

- 6.1 The Commissioner noted the resource implications following the changes to legislation in February 2020 and the broadening of the definition of a complaint to any expression of dissatisfaction. The Commissioner noted the increase in demand within the Professional Standards Department as well as the Office of the Police & Crime Commissioner. The Chief Constable confirmed there has been additional pressures due to the legislative changes and

the Commissioner committed to discussing resources with the Chief Constable.

- 6.2 The Chief Constable offered to provide a briefing to the Commissioner detailing the increase in demand. The Commissioner stated that it would be good to review current demand and whether additional resources are required to ensure the public are assured that complaints are dealt with efficiently and effectively.

ACTIONS:

2020/17: The Chief Constable to provide a briefing in relation to current demand following changes to the police complaints system.

- 6.3 The Commissioner thanked colleagues and members of the public in attendance and closed part one of the meeting.

Duration of meeting: Part One of the meeting commenced at 11.00 and finished at 13:05.

THEMATIC REPORT: SUPPORT VICTIMS AND PROTECT VULNERABLE PEOPLE**BACKGROUND**

1. The Police and Crime Plan contains 4 key priorities:
 - A police service connected with our communities
 - Support victims and protect vulnerable people
 - Prevent crime and anti-social behaviour
 - A police service fit for the future
2. This report provides an update on progress and performance in relation to the priority – Support victims and protect vulnerable people

SUPPORT VICTIMS AND PROTECT VULNERABLE PEOPLE

3. Under this priority the Police and Crime Plan provides further direction to:
 - Provide support for all victims of crime to help them cope and recover from their ordeal
 - Support services that prevent, protect and support young people from child sexual abuse
 - Listen to the needs of victims to help shape services
 - Be a voice for victims and work with criminal justice partners to improve the experiences of victims through the court system
 - Work together to support victims and protect people from domestic and sexual violence; and hate crime
 - Work together to develop a greater understanding and response to modern day slavery and hidden harm and abuse such as female genital mutilation
 - Support the continued development of restorative justice
 - Work together to provide an effective response to individuals and families with complex needs, including mental health
4. The Commissioner has established a range of key performance indicators to be reported on against this priority which are included in the following paragraphs.

CHESHIRE CARES

5. Cheshire CARES is an enhanced service offering emotional and practical support to help victims cope and recover from the impact of crime. The service is commissioned by the Police and Crime Commissioner and was launched in November 2015.
6. The service is delivered by police staff and a team of trained volunteers who work with victims to assess what support is needed on an individual basis. The support is based

on need and can be referred at the time of reporting the crime to enable victims to access services at the earliest opportunity.

7. They offer an enhanced service including emotional support, practical support and crime prevention as well as offering an enhanced service for victims of Domestic Abuse and Sexual Violence. Staff work with a wide team of public and voluntary services and can advocate on the victims behalf.
8. Cheshire CARES work closely with Witness Care and Witness Support to ensure seamless support is provided to victims and also work alongside Remedi who can facilitate support for victims who may want to explore a restorative outcome such as a letter of apology or face to face conference.
9. Victims can self-refer and they don't have to formally record their crime with the police. The service is built around working and empowering victims to become survivors and uses a coaching approach and style of support which enables the victim to be honest about whether they are 'coping' and identify for themselves when they have recovered.
10. Based on data collated by Cheshire CARES, the number of individuals who were identified as potentially suitable for support during the 12 months ending July 2020 was 50,355. Of this number, 13,437 (26.7%) were thought to be a victim of serious crime based on occurrence/crime type (domestic, sexual offence, hate crime). Following a review of suitability for support by CARES, Victim Care Officers (VCOs) went on to offer / attempt to offer assistance to a total of 24,085 (47.9%) individuals. A total of 3,644 of these were the victim of a serious crime; 15.1% of the total who were offered assistance and 27.1% of all the serious victims who were deemed potentially suitable for support prior to review.
11. As part of undertaking a victims needs assessment to inform the commissioning of future victims' services a Victims Voice survey has been established. This survey is disseminated by Cheshire CARES and includes questions relating to the services they have provided. Since December 2019, 66 victims have answered questions regarding the service received from Cheshire CARES, however approximately 30 respondents have answered 'not applicable / don't know' in relation to their experience which are likely to be respondents who were made aware of CARES but did not access the service. Of the 36 that expressed an opinion on the service received
 - 63% agreed that the support received had a positive outcome on their emotional wellbeing or mental health
 - 54% agreed that the support received had a positive impact on their physical health
 - 57% agreed that the support received helped them to cope / start to recover from being a victim of crime.

DOMESTIC ABUSE

12. As part of the Home Office Annual Data Requirement for police forces, there is a mandatory requirement to collect victim feedback from a sample of Domestic Abuse

victims. This was introduced in 2015/16 to meet a recommendation from the 2014 report by Her Majesty's Inspectorate of Constabulary (HMIC) entitled 'Everyone's Business: Improving the police response to domestic abuse'. The report recommended that:

"The views of victims are an essential element in monitoring police effectiveness. The Home Office should ensure that the views of victims of domestic abuse are incorporated routinely and consistently into national monitoring arrangements."

13. The Home Office worked with police forces and third sector organisations to develop a survey tool and methodology and to identify learning around how to collect victims' views effectively. A survey tool, guidance and principles for this collection were sent to forces in June 2016 and remain unchanged.
14. The results of the survey for the 12 months ending March 2020 compared to the previous year show that overall satisfaction has increased from 79% (+/- 8%) to 85% (+/- 5%), although given the confidence intervals this is not significant. The confidence interval represents the range within which there is 95% probability that the result sits.
15. The table below shows the number of recorded offences and 'solved' rate for overall Domestic Abuse offences for the 12 months to July 2020 compared to the previous year, by Local Authority. This relates to any recorded crime which has been 'flagged' as domestic related. Overall at Force level there has been a 4.7% increase in the number of recorded offences and a slight increase in the overall 'solved' rate.

	Recorded Domestic Abuse Offences				Solved Domestic Abuse Offences		
	12 month to July 2019	12 month to July 2020	% Difference		12 month to July 2019	12 month to July 2020	Percentage points difference
Cheshire East	1697	1791	+5.5%		8.8%	11.2%	+2.4pp
Cheshire West and Chester	1627	1747	+7.4%		11.7%	10.9%	-0.9pp
Halton	967	977	+1.0%		13.0%	10.2%	-2.8pp
Warrington	1143	1181	+3.3%		11.8%	12.8%	+1.0pp
Force	5488	5746	+4.7%		11.0%	11.3%	+0.3pp

16. The table below shows the number of recorded offences and 'solved' rate for Violence With Injury offences which have been 'flagged' as domestic related for the 12 months to July 2020 compared to the previous year, by Local Authority. Overall at Force level there has been a 5.1% increase in the number of recorded offences and a slight decrease in the 'solved' rate.

	Recorded Domestic Violence with Injury				Solved Domestic Violence With Injury		
	12 month to July 2019	12 month to July 2020	% Difference		12 month to July 2019	12 month to July 2020	Percentage points difference
Cheshire East	362	407	+12.4%		16.6%	18.4%	+1.9pp
Cheshire West and Chester	346	397	+14.7%		22.0%	15.4%	-6.6pp
Halton	216	178	-17.6%		20.8%	20.8%	-
Warrington	215	221	+2.8%		22.8%	23.5%	+0.7pp
Force	1148	1207	+5.1%		20.1%	18.8%	-1.3pp

DVPN / DVPO

17. A Domestic Violence Protection Notice (DVPN) is the initial notice issued by the police in order to provide emergency protection to an individual believed to be the victim of domestic violence. This notice, which must be authorised by a Police Superintendent, contains prohibitions that effectively bar the suspected perpetrator from returning to the victim's home or otherwise contacting the victim.
18. Within 48 hours of the DVPN being served on the perpetrator, an application by police to a magistrates' court for a Domestic Violence Protection Order (DVPO) must be heard. A DVPO can prevent the perpetrator from returning to a residence and from having contact with the victim for up to 28 days. This allows the victim a degree of breathing space to consider their options with the help of a support agency. Both the DVPN and DVPO contain a condition prohibiting the perpetrator from molesting the victim.
19. The table below shows the number of DVPNs authorised between April and July 2020 and also the numbers of DVPOs granted and denied by Local Authority area.

Local Authority	DVPN Authorised April 2020 To July 2020	DVPO Contested Hearings	DVPO Granted	DVPO Denied	DVPN Breached	DVPO Breached	Court Actions
Cheshire East	12.0	4.0	9.0	3.0	0.0	2.0	1.0
Cheshire West & Chester	18.0	3.0	16.0	2.0	1.0	5.0	4.0
Halton	7.0	2.0	4.0	3.0	0.0	1.0	1.0
Warrington	4.0	0.0	4.0	0.0	0.0	0.0	0.0
Total	41.0	9.0	33.0	8.0	1.0	8.0	6.0

DOMESTIC VIOLENCE DISCLOSURE SCHEME

20. The Domestic Violence Disclosure Scheme was introduced as a result of the case of Clare Wood, who was murdered by her former partner in Greater Manchester in 2009.

21. Noting that her former partner had three previous convictions under the Protection from Harassment Act 1997, the Coroner's report into the murder published in July 2011 contained the following recommendation:

'Subject to appropriate risk assessment and safeguard, I recommend that consideration should be given to the disclosure of such convictions and their circumstances to potential victims in order that they can make informed choices about matters affecting their safety and that of their children'.

22. As a result of an evaluation following a 14-month pilot across four police areas, the Home Office announced the introduction of the scheme across the remaining police force areas from March 2014.
23. The scheme is focused on disclosure and risk management where the Subject is identified as having convictions (including cautions, reprimands and final warnings) for violent offences, and / or information held about behaviour which reasonably leads the police and other safeguarding agencies to believe that the Subject poses a risk of harm to the Partner. In response to the Commissioner's Police and Crime Plan priority, the Constabulary has considerably developed its local neighbourhood policing model over recent years.
24. There are two strands to the Domestic Violence Disclosure Scheme:
- Right to Ask - The DVDS gives members of the public the opportunity to apply to the police for the previous offending history of their partner to be disclosed to them if relevant information / intelligence exists and the disclosure is necessary to keep them safe.
 - Right to Know – The DVDS gives police the opportunity to make proactive disclosures when they become aware of information about the offending history of a person who may pose a risk to a current partner.
25. The table below shows the number of 'Right to Ask' requests received and the number of disclosures made and the number of 'Right to Know' occurrences created and the number of disclosures made for the period April to July 2020 by Local Authority area.

Local Authority	Number of Right to ask Applications Received	Number of Right to Ask Disclosures Made	Number of Right to Know Considered	Number of Right to Know Disclosures Made
Cheshire East	29.0	2.0	3.0	0.0
Cheshire West & Chester	34.0	9.0	10.0	1.0
Halton	10.0	0.0	5.0	3.0
Warrington	14.0	6.0	11.0	6.0
Total	87.0	17.0	29.0	10.0

RAPE OFFENCES

26. The table below shows the number of recorded offences and 'solved' rate for Rape offences for the 12 months to July 2020 compared to the previous year, by Local Authority. At Force level the number of recorded offences has remained stable and there has been an increase in the 'solved' rate.

	Recorded Rape Offences				Solved Rape Offences		
	12 month to July 2019	12 month to July 2020	% Difference		12 month to July 2019	12 month to July 2020	Percentage points difference
Cheshire East	93	100	+7.5%		5.4%	3.0%	-2.4pp
Cheshire West and Chester	93	91	-2.5%		8.6%	9.9%	+1.3pp
Halton	68	55	-19.1%		2.9%	12.7%	+9.8
Warrington	71	79	+11.2%		1.4%	8.9%	+7.5pp
Force	343	344	+0.3%		4.7%	7.6%	+2.9pp

SCHOOL INPUTS ON KEY VULNERABILITY THEMES

27. The Constabulary has a Safer Schools and Young Persons partnership team which consists of a Youth Engagement Co-ordinator and eight youth engagement officers (one within each Local Policing Unit) supported by four Youth PCSOs, one working within each Local Authority Area. These officers and staff work in partnership with local beat teams and PCSOs to support engagement activities in schools with the aim to educate and empower young people to enable them to make good choices, keep themselves and others safe from harm and prevent them from becoming involved in crime.
28. A summary of the key material supported at various school stages is included at appendix 1. The Constabulary are developing a mechanism to quantify the proportion of schools which utilise the programmes on a regular basis.

YOUNG PEOPLE MISSING FROM HOME

29. The number of young people (under 18) who have been reported 'missing' during the 12 months to July 2020 is 1,343 compared to 2,521 in the previous year, a reduction of 46.7%. These individuals have resulted in 2,291 missing persons incidents over the same time period, a reduction of 49.2% on the previous year. These figures have been significantly impacted upon during the COVID period as a result of public health regulations and the impact on schools, colleges and places of work.

RESTORATIVE JUSTICE

30. Since 2016 Remedi have been commissioned to provide a restorative justice and mediation hub within Cheshire. Remedi were established in 1996 with the aim of offering victims of crime the opportunity to engage in a restorative intervention with the person responsible and are one of the UK's leading facilitators of restorative justice services across the youth and adult criminal justice arena. In 2019, an additional service was commissioned to provide a specific young persons support service in Halton.
31. For the full year 2019/20, Remedi provided Restorative Justice services for 376 victims within Cheshire, a 27% increase on the 295 victims in 2018/19.

FOR CONSIDERATION:

That the report be noted.

DARREN MARTLAND
CHIEF CONSTABLE

Appendix – Safer Schools and Young Persons Partnership Programme

National Curriculum Framework/PSHE Education Programme of Study Key Stage 1 Primary School – Ages 4 - 7	Safer Schools & Young People Partnership Support - Tier One
<p>To recognise what is right and wrong. Rules for keeping safe, including basic road safety and people who can help them stay safe.</p> <p>PSHE Core Theme 1: Health and wellbeing - To recognise that they share a responsibility for keeping themselves and others safely.</p> <p>PSHE Core Theme 2: Relationships - How to resist teasing or bullying, that there are different types of teasing and bullying.</p>	<p>Halloween/Bonfire Night (KS1) – Power Point</p> <p>Personal Safety (KS1) – Stranger Danger etc.</p> <p>Cyber Safety (KS1) - Power Point</p> <p>Roles Of The Police (KS1) – PowerPoint & Police equipment (People who help us)</p> <p>Hate Crime (KS1) - Power Point</p> <p>Summer Safety (KS1) - Power Point</p> <p>Road Safety (KS1) – PowerPoint Cheshire Fire Service and Road Safety Teams can also support this.</p>

National Curriculum Framework/PSHE Education Programme of Study Key Stage 2 Primary School Ages 8 – 11	Safer Schools & Young People Partnership Support - Tier One
<p>Learning about the range of jobs carried out by people they know.</p> <p>PSHE Core Theme 3: Living in the wider world - Being part of a community.</p>	<p>Roles Of The Police (KS2) – PowerPoint & Police Equipment. Can include an input about Crime Scene Investigation.</p>
<p>Why and how rules and laws are made and enforced.</p> <p>PSHE Core Theme 3: Living in the wider world: Why and how rules and laws exist to protect themselves and others.</p> <p>PSHE Core Theme 2: Relationships</p>	<p>Halloween/Bonfire Night (KS2) – Power Point</p> <p>Personal Safety and Stranger Danger (KS2)- Power Point- Includes Road Safety/Cycle Safety- Cheshire Fire Service and Road Safety Teams can also support this.</p>

	<p>Cyber Safety (KS2) – Power Point, CEOP Think u Know resources. Focus for Safer Internet Day in February.</p> <p>Anti- Bullying (KS2) – Power Point. This information is contained within the Internet Safety and Hate Crime presentation.</p> <p>Hate Crime Awareness (KS2)</p> <p>Summer Safety (KS2)- Power Point- Railway and Water Safety and Anti-Social Behaviour</p> <p>Road Safety/Cycle Safety – Cheshire Fire Service and Road Safety Teams can also support this.</p>
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National Curriculum Framework/PSHE Education Programme of Study Key Stage 3 Secondary School Ages 11-14	Safer Schools & Young People Partnership Support - Tier Two
The legal rights and responsibilities underpinning society, aspects of the criminal justice system and how these relate to young people.	Good Citizen (KS3c) – PowerPoint Rules, laws, rights and responsibilities.
The importance of resolving conflict fairly. PSHE Core Theme 2: Relationships – To further develop communications skills.	Personal Safety (KS3c) - Practical sessions looking at risk taking behavior and how to stay safe.
Basic facts and laws, including school rules, about alcohol, tobacco and illegal drugs. PSHE Core Theme 1: Health and wellbeing - The positive and negative roles played by drugs in society (including alcohol). Factual information about legal and illegal substances.	<p>Drugs & Alcohol (KS3pshe) - PowerPoint & activities (which includes New Psychoactive Substances)</p> <p>AET – Alcohol Education Trust resources, Talk to Frank and highlighting new trends.</p>
To recognise and manage risk, and make safer choices about lifestyles and their environment.	<p>Personal Safety (KS3pshe) - PowerPoint</p> <p>Domestic Abuse (KS3pshe) - Focusing on healthy relationships.</p>

<p>PSHE Core Theme 1: Health and wellbeing</p> <p>Ways of recognising and reducing risk, to recognise and manage different influences on their decisions, insight into when pressure from others threatens their personal safety and wellbeing, and to develop effective ways of resisting pressures, including knowing when and where to get help.</p> <p>PSHE Core Theme 3 : Living in the Wider World</p> <p>How to live safely in an ‘online’ and ‘connected’ world</p>	<p>Crime and Consequences and Resilience</p> <p>Knife/Gun Safety (KS3phse) – PowerPoint & activities,</p> <p>County Lines – PowerPoint and films to highlight Child Criminal Exploitation.</p> <p>`Crossroads` (KS3) – Discussion about Prison Life</p> <p>Road Safety – various presentations understanding the problems on our roads, recognizing the consequences (More detail in appendix)</p> <p>Bullying – PowerPoint</p> <p>Internet Safety – Presentations and talks, using CEOP Think u Know resources. Focus in February for Safer Internet Day.</p>
<p>About the effects of all types of prejudice, bullying, racism and discrimination</p> <p>KS3 PSHE Core Theme 2: Relationships - To recognize bullying and abuse in all its forms.</p>	<p>Hate Crime Awareness and Diversity</p>

National Curriculum Framework Key Stage 4 Secondary School Ages 14 - 16	Safer Schools & Young People Partnership Support - Tier Two
<p>To recognise influences, pressures and sources of help to respond them appropriately.</p> <p>KS4 Core Theme 1: Health and wellbeing – The short and long-term consequences of substance misuse for the health and mental and emotional wellbeing of individual, families and communities.</p>	<p>Drugs & Alcohol (KS4pshe) - Includes information on current trends, signposting for support and where to get good information. For the older ages, suggestions on delaying drinking or being responsible if alcohol is being consumed.</p>
<p>To think about the alternatives and long and short term consequences when making lifestyle decisions.</p>	<p>`CrxxsRoads` - Discussion about Prison Life.</p> <p>Crime & Consequences (KS4pshe) – PowerPoint</p>

<p>KS4 Core Theme 1: Health and wellbeing – personal safety and protection, reducing risk and minimising harm, realizing that pressure from others can threaten their personal safety and wellbeing. Advice how to develop effective ways of resisting pressures, including knowing when and where to get help.</p>	<p>Includes theft, knife awareness and exploitation.</p> <p>Good Citizen (KS4pshe) - PowerPoint</p> <p>Online Safety – PowerPoint & DVDs, using Get Safe Online Resources and CEOP Think U Know.</p> <p>Road Safety – various presentations understanding the problems on our roads, recognising the consequences of irresponsible driving, how to be a safe passenger, driver / rider, seatbelts, speed, alcohol and drug effects on the driver (More detail in appendix)</p>
<p>To use assertiveness skills to resist unhelpful pressure</p>	<p>Personal Safety (KS4phse) – PowerPoint & discussion</p>
<p>To challenge offending behaviour, prejudice, bullying, racism and discrimination assertively and take the initiative in giving and receiving support.</p>	<p>Hate Crime Awareness – Recognising what hate crime is and how the police respond.</p> <p>Diversity - Diversity and Equality PowerPoint & activities</p> <p>Love has no Labels - https://lovehasnolabels.com</p>
<p>To develop working relationship with a range of adults, including people they meet in the community.</p>	<p>Roles of the Police in the Community</p> <p>Into Employment - PowerPoint regarding roles of the police and recruitment process</p>
<p>The work of parliament, the government and the courts in making and shaping the law, The legal and human rights and responsibilities underpinning society and how they relate to citizens</p>	<p>Rules and Laws – PowerPoint discussing Police Powers, how human rights legislation impacts on policing.</p> <p>Reviewing how Stop Search legislation evolved and how the police force adapts to changes in laws.</p>

PUBLIC SCRUTINY BOARD
8 SEPTEMBER 2020

THEMATIC REPORT: CRIME DATA INTEGRITY

BACKGROUND

1. In 2014 the HMIC inspection programme in relation to Crime Data Integrity found failings in Crime Recording accuracy and consistency across forces in England and Wales. The Inspection report in to Cheshire Constabulary made a number of recommendations. In 2017 a further Inspection of Cheshire Constabulary's arrangements graded the Force's arrangements as 'Inadequate' and made further recommendations. In 2018 a re-inspection graded the Force's arrangements as 'outstanding'. This inspection was undertaken just prior to the introduction of a new Command and Control System within the Force Control Centre.
2. Following the introduction of the new system in 2018, there was a period of significant resourcing difficulties within the Force Control Centre that saw critical services concerning call handling and incident response prioritised.
3. In the last 12 months further work has been undertaken to introduce an Interactive Voice Response (IVR) within the call handling system and to introduce the new Single-On-Line Home website, which enables more services to be accessed on-line and further opportunities to report and record crime and service victims. Channel shifts have improved the Constabulary's capacity to undertake critical activities, but consequently and in line with other forces it has increased workloads requiring more crimes to be recorded and investigated which leads to additional management and scrutiny.
4. In February 2020 the force was faced with the emerging crisis of Covid-19. Operation Proportionate was launched to ensure the force was able to effectively investigate, with reduced staffing levels. ACC Sims, Gold Commander for Op Panda's took the decision to change the way we audited CDI during this period. This meant that the Crime Registrar and his team were able to focus on the reclassification of the Niche pots, as other teams worked hard to process crime investigations amongst significant concerns relating to sickness and self-isolation, impacting on the forces ability to cope during this period. This was one of the many business continuity decisions taken during the operation, eg separating the control room. Hence the gap in audit during February, April and May. However auditing and quality assurance continued in the FCC with weekly reports submitted to ACC Sims during the Covid-19 period.

AUDIT RESULTS

5. The Constabulary's Force Crime Registrar undertakes regular audits of Crime Data Integrity to monitor compliance with Home Office Counting Rules. In February 2020, following audit results from January, the Constabulary's Chief Officer group agreed to recommend escalating Crime Data Integrity to the Joint (Constabulary and OPCC) Strategic Risk Register. This was subsequently agreed at the Joint Management Board meeting in April 2020.
6. Audits are undertaken of a small sample of records associated with key incident types within the Command & Control system, namely Violence Incidents (C10), Sexual

Incidents (C20) and Domestic Incidents (SE). Audits on other incident types are also undertaken however these 3 key incident categories are audited most regularly and provide the best indication of likely HMIC areas of focus.

7. The audits are undertaken in line with HMIC methodology including listening to the initial telephone call.
8. Detailed feedback both positive and developmental is provided to all officers and staff in relation to the audit findings including details of each record reviewed. The findings are also considered by the Strategic Crime Recording User Meeting which is chaired by ACC Operations and is overseeing the delivery of an action plan to improve compliance with national crime recording standards. Further details of the Constabulary's response to the risk are included on the Joint Strategic Risk Register.
9. Audits are not necessarily undertaken monthly - the audit approach is agreed through the Strategic Crime Recording User Meeting with consideration given to recent audit results, timescales associated with ongoing improvement activity and other quality assurance processes. Undertaking audit activity in line with the HMIC methodology is time consuming and is predominantly undertaken by 2 of the 3 designated decision makers (DDM) within the Force Crime Registrars team with the results validated by the deputy Force Crime Registrar. None of these roles are dedicated to audit activity and all have other responsibilities in relation to crime cancellations, re-classifications and advice to officers and staff. Whilst they are auditing, the backlog of other 'Crime Registrar' work increases so this risk is effectively managed by ACC Operations through SCRUM.
10. Audit results appeared to be gradually improving through 2019 with the December 2019 results the highest in the period. However, January 2020 saw lower compliance rates, which caused Chief Officers to highlight the area of risk. The March audit results showed improvements in some areas with the results of the June audit seeing further increased compliance in violence incidents. A small dip sample of 15 records of each incident type in July suggests that some improvements in compliance in sexual incidents and domestic incidents had been made and this will be reviewed as part of an audit of records in August.
11. The Constabulary's approach to improving crime data accuracy is based around the HMICFRS Crime Data Integrity inspection areas of;
 - Leadership and Governance
 - Systems and Processes
 - Training and Awareness
12. The following paragraphs outline some of the ongoing improvement activity.

LEADERSHIP AND GOVERNANCE

13. The Constabulary has a Strategic Crime Recording User Meeting chaired by ACC Uniform Operations which oversees improvement activity in relation to crime data accuracy. The meeting is attended by Senior Leaders from across the Constabulary.

14. In March 2020 the Constabulary formerly established 'Op Proportionate', under Operation Pandas to ensure business continuity. It was led by the Assistant Chief Constable for Crime with a remit to improve crime management processes to support more effective service to victims. This has included significant work to improve the quality of information recorded on crime records and the local supervision of crime investigation. A 'closure template' report has been rolled out for officers and supervisors to complete when a crime investigation is sent to a supervisor for review – this will help to reduce a range of data quality issues on crime records and also help to capture additional crimes which may have been identified during the course of an investigation. Guidance material has also been prepared for officers which outlines exactly how crimes should be managed within the Constabulary record management system, 'Niche'.
15. The quality assurance framework within the Force Control Centre has been revised and enhanced. In the latter part of 2019 an internal QA team was established within the FCC to provide a feedback loop to call takers and seek to rectify errors. The benefits of this were reflected in the improved audit figures in December. Due to the specific health conditions of staff involved, this process was disrupted at the onset of the COVID pandemic. The impact of staff abstractions to shielding more widely within the OMU placed additional strains on productivity and timeliness. In spite of this, a small team of staff working from home, continued to provide a QA function across the priority crime types assessing the accuracy of crime recording from the initial contact. These findings were reported on a weekly basis to inform feedback to individual staff and teams.
16. We have ensure a consistent approach to crimes identified through multi agency strategy meetings as these can often involve the most vulnerable in society. This has generated additional workload pressures within the OMU.
17. In July the approach to QA has been refreshed further with a small number of the Occurrence Management Unit's most competent staff undertaking 'live time' quality assurance of sexual and domestic incidents, including re-listening to the original call. Under this approach, the staff are receiving direction and support from the Force Crime Registrar, Deputy Force Crime Registrar and their staff. The early indications are that this is resulting in additional crimes being identified and recorded and where required additional activity is undertaken to ensure that the victim receives the appropriate service. As well as improving the service to the victim, as the quality assurance is undertaken well before any audit activity is completed it should also therefore improve audit results.
18. The Constabulary is also introducing local 'victim service boards' that we report to a 'Force Board' chaired by Chief Superintendent Dutton to quality assure the response to individual incidents and crimes. This process will review the Constabulary response from 'end to end' and seek to identify opportunities to improve the service to victims.

SYSTEMS AND PROCESSES

19. Within the Force Control Centre, a review is being conducted of the 'end to end' flow from the numerous contact routes to identify critical decision points and areas where errors occur in order to inform improvements. Operators and supervisors are involved in this work as subject matter experts allowing them to shape any future recommendations.

20. As part of the budget process an additional 11 posts for the FCC were funded, this has enabled us to provide support for the Occurrence Management Unit in meeting the demands associated with accurately recording and closing almost 100,000 crimes a year. Recruitment and training across the FCC overall and specifically within the Occurrence Management Unit is taking place to increase the capacity of the unit.
21. Under Op Proportionate significant work has been undertaken to reduce the number of 'open' crimes and reduce the number of crimes waiting to be 'finalised and closed'. This work means that local supervisors have a greater ability to provide meaningful supervision to crime investigations. The number of crime records which contained identified data quality issues has also been significantly reduced.

TRAINING AND AWARENESS

22. Following audit results at the start of the year a bespoke training input was developed and has been delivered to every Force Control Centre operator to increase their awareness of crime recording requirements. The focus of this training is the need to accurately record all that members of the public report to them, to put the victim at the heart of everything we do and to fill knowledge gaps around crime recording rules that lead to repeat failures. Members of the Senior Leadership Team have introduced and delivered this training and it has been well received by operators.
23. Within the Force Control Centre, 'active listening' and 'effective questioning' have been identified as core skills gaps which are contributing to some crime recording failures. Supporting colleagues to improve their skills in this area, the leadership team have explored work from Keele and Loughborough Universities and have developed an 'Active listening' training module which was launched in July 2020.
24. Specific continuous professional development is being rolled out for both Force Control Centre operators and staff within the Occurrence Management Unit to focus on the areas for improvement identified within the audit findings.
25. A bespoke Crime Data Integrity awareness training session has been developed for staff working within the Referral Units under the Public Protection Directorate and training commenced in July.
26. The Crime Data Integrity training package provided is regularly updated and made available. In total 85% of PC's and 87% of Sergeants have been trained. All new starter PC's, transferees and PCSO's are also trained.

FOR CONSIDERATION:

That the report be noted.

DARREN MARTLAND
CHIEF CONSTABLE

Cheshire Police and Crime Panel – Work Programme 2020/21**Formal meetings of the Panel (all at 10.00am)**

- 27th November 2020
- 5th February 2021
- 12th March 2021 (provisional date – meeting brought forward to avoid pre-election period for PCC elections)

Informal meetings with the Commissioner (all at 1.30pm)

- 21 October 2020
- 27th January 2021
- 24th March 2021

Ninth Annual Conference for P(F)CPs from 5 pm on Monday 23rd November to 5 pm on Tuesday 24th November 2020.

At the time of drafting, dates of the Commissioner's Scrutiny meetings are not known.

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