

Cheshire Police and Crime Panel

Agenda

Date: Friday 12th March 2021

Time: 11.00 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: 234810043# 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 at Part 3 paragraph 2.6, 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.

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3. **Public Participation**

To receive questions from members of the public. 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. At the Chair's discretion the period made available for questions and statements may be extended.

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 3 clear working days before a meeting of the Panel. The Chair has the discretion to waive the 3-day rule for issues deemed to be urgent.

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 a questioners chosen address.

Those wishing to ask a question or make a statement should register by email to: martin.r.smith@cheshireeast.gov.uk or send the question or statement by post to:

Cheshire Police and Crime Panel
Democratic Services and Governance
c/o Municipal Buildings
Earle Street
Crewe
CW1 2BJ

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.

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.

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.

The Panel will not accept a question or statement if:

There is insufficient detail to enable a proper response to be provided.

It is not about a matter for which the Police and Crime Panel has responsibility.

It is potentially defamatory, frivolous or offensive against named individuals.

It is substantially the same question which has been put at a meeting of the Police and Crime Panel in the last six months.

It requires the disclosure of confidential or exempt information.

4. **Minutes of Previous Meeting** (Pages 5 - 14)

To approve the minutes of the meeting held on 5 February 2021.

5. **Chair's Announcements**

6. **Scrutiny Items** (Pages 15 - 126)

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

7. **Work Programme** (Pages 127 - 128)

To consider the work programme.

11.30am THE POLICE AND CRIME COMMISSIONER WILL BE IN ATTENDANCE FOR THE FOLLOWING PART OF THE MEETING

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

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Minutes of a virtual meeting of the **Cheshire Police and Crime Panel**
held on Friday, 5th February, 2021

PRESENT

Councillors:

Cheshire East Councillors JP Findlow, L Jeuda and M Warren

Cheshire West and Chester Councillors R Bisset, M Delaney and L Riley

Halton Councillors N Plumpton Walsh and D Thompson

Warrington Councillors J Davidson and P Walker

Independent Co-optees Mr E Morris (Chair), Mr B Fousert and
Mrs S Hardwick

Officers Mrs D Nickson and Mr M Smith, Cheshire East
Council

37 APOLOGIES

No apologies were received.

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

No declarations of interest were made.

39 PUBLIC PARTICIPATION

There were no public speakers.

40 MINUTES OF PREVIOUS MEETING

Councillor Lynn Riley, who had only been appointed to the Panel two days before the November 2020 meeting, asked for her apologies to be noted.

RESOLVED:

That the Minutes be approved, with two minor amendments; on page nine the final sentence of the Commissioner's response to Councillor Findlow's question on data accuracy should read "The Commissioner advised that, through Scrutiny, he had sought assurances that the Chief Constable had the correct resources in the right places to ensure the integrity of crime

data". The second point related to the bullet point immediately below the above, where the final two sentences should read "The Commissioner acknowledged that he could have private discussions with Panel members, where having taken appropriate advice they could consider matters covered in Part II of his scrutiny meetings. Councillor Thompson indicated that the informal meetings were a good opportunity for the Commissioner to discuss matters that could not be discussed in formal meetings."

41 CHAIR'S ANNOUNCEMENTS

The Chair informed the Panel that he had written to the Chief Constable thanking him for what he had done during time in office and wishing him well for his forthcoming retirement.

The Chair informed the Panel that following the work he had undertaken on the Emergency Services Network (ESN), he had been contacted by the House of Commons Public Accounts Committee and would shortly be meeting informally with the Committee's Chair, Meg Hillier MP, a number of other MPs and the Committee's support officers.

On behalf of Panel members, the Chair congratulated Councillor Norman Plumpton Walsh, whose wife was expecting twins.

42 DATES AND TIMINGS OF PANEL MEETINGS

The Panel reviewed the suggested programme of meetings for the 2021/22 Municipal Year. Councillor Findlow requested that clashes with Cheshire Pension Fund meetings be avoided if at all possible. Provisional dates for meetings were:

Friday 11th June 2021 (Annual Meeting).
Friday 10th September 2020
Friday 26th November 2020
Friday 4th February 2022
Friday 29th April 2022

The Panel noted that the meeting planned for Friday 12th March 2021 had been brought forward so as to avoid the pre-election period, in advance of the planned Police and Crime Commissioner elections which would be held in May 2021. The indications were that these elections would be held as planned, but the Panel agreed that should they be postponed due to Covid -19 (as they had been in 2020), the meeting would be pushed back to April.

RESOLVED:

The programme of meetings be agreed, with the Secretariat authorised to vary meetings when the programme of Pension Fund Meetings for the

forthcoming year was known and confirmation received on the date of the Police and Crime Commissioner elections.

43 **SCRUTINY ITEMS**

The Panel reviewed the Commissioner's scrutiny papers which has been circulated with the Panel's papers. It was noted that the Task and Finish Group which had been established at the previous Panel meeting would be addressing this issue.

Panel members commented that they found the inclusion of the Commissioner's Scrutiny papers with the agenda and supporting documentation for the Panel to be very helpful. Councillor Riley indicated that she would find it helpful if the Commissioner's Scrutiny meetings could be recorded and made available to members of the public to listen to at their leisure.

There was discussion about the best way of collating and asking questions of the Commissioner. Councillor Riley suggested that it was possible that technology could support the process, noting that MS Teams had a wide range of functionality. Councillor Findlow asked if the minutes of the Commissioner's Management Board meetings could be shared with the Panel.

44 **WORK PROGRAMME**

The Panel's future work programme was noted.

The Chair noted that at the previous meeting of the Panel Councillor Paul Findlow and Mrs Sally Hardwick had commented that the Panel had not discussed the relative merits of Police and Crime Commissioners assuming responsibility for Fire and Rescue Services. There was agreement that this issue should be discussed at the next meeting of the Panel, with external speakers outlining both the perceived benefits and disadvantages of Commissioners assuming responsibility for the Fire and Rescue Service.

RESOLVED

That the issue of Police and Crime Commissioners nationally assuming responsibility for Fire and Rescue Services be discussed at the Panel's next meeting.

45 **POLICE AND CRIME COMMISSIONER'S PROPOSED PRECEPT FOR 2021/22**

The Chair welcomed the Commissioner to the meeting.

The Commissioner outlined the background to his proposed precept, thanking those Panel members who had been able to attend the detailed

informal briefing the held the week before. The Commissioner briefed Panel members on the consultative process he had followed, the outcome of the consultation had fed into the setting of his proposed precept. Taken overall, public support for policing in Cheshire remained very high.

The Chair thanked the Commissioner for the informal briefing meeting held the previous week and for the detailed additional information that he had provided following that meeting. He also congratulated the Commissioner for undertaking a consultation exercise under very difficult circumstances.

The Commissioner outlined his priorities for the coming financial year.

Members of the Police and Crime Panel questioned the Commissioner on a range of issues related to his proposed Precept.

Councillor Rob Bissett:

- Noting the very regressive nature of Council Tax, asked if the Commissioner knew the socio-economic breakdown of those who had responded to his consultative exercise. The Commissioner recognised the limitations of any consultative exercise, especially one conducted at the present time, but noted the steps taken to reach out to those who were traditionally difficult to engage with.

Councillor Martyn Delaney:

- Sought clarification over the numbers responding to the Commissioner's consultation exercise when compared to previous years. The Commissioner noted a good response from elected representatives at all levels to his consultation. Taken overall 2,282 people had responded, very slightly fewer than in 2020, although the number of online responses had increased. The Commissioner noted that he had missed the personal contact with people, but that had been a necessary consequence of lockdown.

Mr Bob Fousert:

- Sought clarification on the way in which the Constabulary managed debt, referring to the published performance indicator. The Commissioner responded by stressing the importance of recovering all income that was due to the Constabulary, noting that this was an issue which was regularly followed up by him at scrutiny meetings with the Chief Constable.
- Noting that a mortgage guarantee scheme was being introduced, sought clarification of the likely ongoing cost. The Commissioner indicated this was a health and wellbeing measure, that should operate at no revenue cost to the Constabulary. The aim of the scheme was to assist Officers and staff get on the "mortgage

ladder". It was also anticipated that it should assist with Officer and staff retention.

- Making reference to the McCloud judgement which related to public sector pensions, he sought clarification over the likely cost to the Constabulary and the estimates that were detailed in the Commissioner's supporting papers. The Chair, at the Commissioner's suggestion, asked Wendy Bebbington, the Constabulary's Head of Finance to respond. She outlined how the estimated figure had been arrived at.
- Sought clarification on the expected capital borrowing required by the Constabulary and the impact of any longer-term increase in interest rates. The Commissioner explained that the overall levels of Government funding had reduced, meaning that levels of borrowing had increased, but he stressed that borrowing had always been a feature of Police budgets. During his term as Commissioner his aim had always been to introduce a degree of stability to the Police budget. He noted that at present, interest rates were extremely low.

Councillor Peter Walker:

- Recognising the imminence of elections, sought the Commissioner's and Constabulary's support for the ongoing role of PCSOs. The Commissioner indicated that the importance of local policing had been confirmed by the recent consultative exercise. He stressed that his proposed budget included funding for 200, Police and Crime Commissioner funded PCSOs.

Councillor Lynn Riley:

- Challenged the Commissioner on the effectiveness of his consultation exercise, noting that overall response rates had only been approximately 0.2 percent of the Cheshire population. She noted that the Commissioner had spent £192,000 writing to all households in Cheshire. She also sought clarification on the operational cost of the Commissioner's local policing model.
- The Commissioner outlined that the budget consultation exercise was not a referendum, but that he was proud of the overall effectiveness of the exercise run by his Office, noting that response levels had been higher than those experienced by Cheshire Councils. He clarified that the letter sent to households had not been part of the budget consultation exercise and had been funded from money recovered from criminals. Referring specifically to his local policing model, he stressed that this had not been funded at the expense of operational, front line emergency response.

Councillor Dave Thompson:

- Supported the Commissioner's proposed precept, stressing that it needed to be viewed in the context of over ten year's reduction in overall levels of funding.

Councillor Paul Findlow:

- Suggested to the Commissioner that the proposed precept was too high and that many people, especially those on fixed incomes could not afford the proposed increases. He noted that referenda on increases in Council Tax always resulted in the rejection of the proposed increase. In response the Commissioner highlighted the very large cuts in central funding that the Police had experienced over recent years. He noted that the 7 percent increase that he was proposing had been built into Government assumptions on funding for 2021/22. The Commissioner reminded the Panel that financial savings had been delivered in each of the years he had been Commissioner.

Councillor Laura Jeuda:

- Highlighted that many of her constituents had welcomed the communication from the Commissioner informing them about local policing arrangements. She noted that the nature of crime was changing and that whilst increases in Council Tax were unfortunate, residents did appreciate the services that were delivered by the Constabulary.

Councillor Martyn Delaney:

- Sought reassurances from the Commissioner that he would continue to attempt to replace the number of Police Officers that had been cut over the previous ten years. The Commissioner indicated that his priority would always be to protect policing and the public. His budgets had always been about sustainability. He was looking for sustainable growth and sustainable community safety.

RESOLVED

That the Panel support the Commissioner's proposed Precept for 2021/22 without qualification or comment.

Eleven Panel members (Councillors Bissett, Davidson, Delaney, Jeuda, Plumpton Walsh, Thompson, Walker, Warren, Mr Fousert, Mrs Hardwick and Mr Morris) voted in favour. Two Panel members (Councillors Findlow and Riley) voted against.

46 **OVERVIEW AND SCRUTINY OF THE POLICE AND CRIME COMMISSIONER**

Members of the Police and Crime Panel questioned the Commissioner on a wide range of issues, including:

Councillor Jan Davidson:

- Sought the Commissioner's view on a scheme in operation in Wales where those who used cannabis for medicinal purposes, but who purchased the drug illicitly, were given a card by a charity which explained their medical need for cannabis. Having consulted with staff in Warrington Council, Councillor Davidson saw some potential drawbacks in the scheme.
- The Commissioner indicated that he was aware of the Scheme from conversations with the North Wales Police and Crime Commissioner. His favoured approach would be a national one, he indicated that he would be happy discuss the issue with the Chief Constable and to be involved in a national debate on this issue. He reaffirmed his commitment to working with those with addictions.

Councillor Paul Findlow:

- Noted media coverage about a national shortage in Detectives, asking the Commissioner how this was impacting on Cheshire. He also referred to Cheshire Constabulary's adoption of a fast track scheme for the recruitment of Detectives, which could see 18-year olds with two A Levels joining the Constabulary. The Commissioner agreed that there was a national shortage and it was an issue that he had discussed with the Police Federation. He noted the contribution that the direct entry scheme could make, but also highlighted the need to make the role of a Detective more attractive and the important contribution that non warranted Police staff could make to detection, although he recognised that reductions in national funding over the years had significantly impacted the number of Police staff.
- At Councillor Findlow's request the Commissioner agreed to provide information, in writing, on the current position over the number of Detectives in Cheshire.

Councillor Mick Warren:

- Asked for the Commissioner's views on Police Officers receiving Covid 19 vaccinations. The Commissioner indicated that he had discussed this issue with the Chief Constable. He supported the principle of Police Officers receiving Covid vaccinations, noting that this was a national issue. He said he would continue to push for a change in national policy.

Mr Bob Fousert:

- Asked why enforcement levels relating to the “fatal five” (careless driving, drink and drug driving, not wearing a seatbelt, using a mobile phone and speeding) were as low as they were in Cheshire. The Commissioner indicated that this was an issue where he constantly scrutinised the Chief Constable. He indicated that he wanted the Constabulary to focus on these issues, recognising also the impact on the Fire and Rescue Service and paramedics. His budget for 2021/22 allocated additional resources to address these issues.

Councillor Norman Plumpton Walsh:

- Sought clarification over the balance between sending warning letters and enforcement over issues such as speeding. The Commissioner indicated that he saw Community Speed Watch schemes as playing an important role in road safety, but that they did have their limitations, especially when it came to enforcement. He could not comment on operational policing issues such as who received warnings and who was prosecuted. He saw the way forward as changing the overall culture and habits in relation to such things as speeding. He informed the Panel that he was proposing the introduction of a number of average speed camera areas in Cheshire over the coming year.

Councillor Lynn Riley:

- Commented on the important role played of Police staff. The Commissioner agreed that these staff were key to the overall ability of the Constabulary to respond effectively.
- Asked for information on the Constabulary’s current capacity and the number of suitability qualified staff available to address issues such as cyber-crime. The Commissioner recognised that cyber-crime and cyber enabled crime were major international issues, whilst Cheshire Constabulary had its own unit, he was also working through the National Association of Police and Crime Commissioners to improve overall standards. Locally he saw that the best way forward was to educate people and businesses. Councillor Riley indicated that she would be happy to receive a written response in relation to the number of staff working on cyber-crime in the Constabulary.
- Sought information on the availability of Covid testing in Custody Suites. The Commissioner indicated that testing was available but committed to speaking to the Chief Constable to get more information. An operational briefing would be provided in writing. Councillor Riley also sought information on Covid testing across the

Constabulary. The Commissioner indicated that there was a policy but would provide more information in writing.

Mr Evan Morris:

- Congratulated the Commissioner on his success in 2020 in gaining funding from the Government's Safer Streets Fund, noting that a further round of funding was now available. The Commissioner indicated that his staff were working on a submission for funding. However, he did note that the criteria had changed, with 20 percent funding needing to be provided locally. Councillor Findlow hoped that the Commissioner would work with the four Cheshire Local Authorities to build partnerships.

Councillor Dave Thompson:

- Expressed concerns that in the year up to March 2020 there had been a 276 percent increase in the use of Section 60 "Stop and Search" powers. The number of people of colour stopped had very significantly higher than could have been expected from a cross section of the Cheshire community. He saw the powers as being very ineffective. The Commissioner clarified the detailed figures quoted by Councillor Thompson, but recognised the overall issues raised by him were very valid. The Commissioner indicated that this was an area where he regularly scrutinised the Chief Constable. He offered to ask the Constabulary to provide further information which could be shared with the Panel. Councillor Findlow clarified that Section 60 powers were exceptional powers which could only be exercised in exceptional circumstances and following approval by a Police Superintendent, or more senior officer.

Councillor Laura Jeuda:

- Sought clarification on the status of the Constabulary's Integrated Anti-Stalking Unit. The Commissioner indicated that the Unit had undertaken some excellent work. Covid had led to some delays with partner organisations in 2020, but he reassured the Panel that there was funding for the Unit in the 2021/22 budget.
- Asked the Commissioner what was being done to support the mental health of young people in custody. The Commissioner responded by saying some issues had been brought to his attention and that he was about to undertake a review.
- Asked the Commissioner if he thought that the protracted periods of lockdown were contributing to social unrest across Cheshire communities. The Commissioner responded by saying that lockdown was having an impact and that he had concerns about many people's mental health.

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David Keane
Police & Crime
Commissioner
for Cheshire

SCRUTINY BOARD

Date: Wednesday 13 January 2021

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 Tuesday 12 January 2021 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		<i>Page</i>
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2	DEEP DIVE: EQUALITY, DIVERSITY & INCLUSION	6
3	HMICFRS REPORTS	-

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
<i>Part 2 Minutes of the 16 December 2020 Scrutiny Board</i>	<i>(31) Law Enforcement</i>
<i>Scrutiny Board Action Log</i>	<i>(31) Law Enforcement</i>

4 **PART 2 MINUTES OF THE 16 DECEMBER 2020 SCRUTINY BOARD**

5 **SCRUTINY BOARD ACTION LOG**

For further information about this Agenda, please contact Claire Garner on 01606 364000



MINUTES OF THE SCRUTINY BOARD HELD ON 16 DECEMBER 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 Hodgson, Head of Finance, Operations & Governance
C Garner, Head of Scrutiny and Improvement
C Tozer, Head of Engagement and Policy
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
J Gill, Assistant Chief Officer

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

1. MINUTES OF THE 04 NOVEMBER 2020 SCRUTINY BOARD

1.1 The minutes of the meeting on 04 November 2020 were noted and approved.

2. THEMATIC REPORT: ROAD SAFETY

2.1 The Commissioner opened the meeting by welcoming all in attendance, which was hosted via Skype.

2.2 The Commissioner said the significant reduction in collisions where people had been killed or seriously injured (KSI) on Cheshire's roads over the last five years was testimony to the work that had been done by improving the safety of Cheshire's roads by both the Constabulary and partners.

2.3 Both the Commissioner and the Chief Constable recognised the contribution made by partners, making particular reference to Cheshire Fire and Rescue Service for their work in both prevention and response to the scene of serious collisions. Recognition and appreciation was also given to the North West Ambulance Service, NHS and to the Local Authorities for their substantial contribution in saving lives.

2.4 The Chief Constable provided an overview of Cheshire's vast and varied road network. Cheshire's large motorway network is managed in collaboration with the North West Motorway Partnership Group (NWMPG), however the motorway network did not have the same amount of KSIs as fast A-roads and dual carriageways.

2.5 The Chief Constable stated that the 122 community based PCSOs and Police Officers provide a vital contribution to road safety providing visibility, enforcement and preventative activity and are a close link to partners such as the Cheshire Road Safety Partnership.

2.6 The Chief Constable said the 'Fatal Five' campaign continues since its launch in 2018 as these

preventable offences were responsible for approximately 80% of KSI collisions. Weather conditions, unsafe vehicles and tiredness were also contributing factors. The Chief Constable said that whilst fatalities were reducing, he was deeply saddened to report there were 35 lives lost on Cheshire's roads last year, with devastating consequences for victim's families.

2.7 The Commissioner talked about emotional support for victims and families following a serious collision was a necessity and explained how charities such as 'Brake' and 'Aftermath Support' offer important services which could make a real difference to those affected and their ability to cope and recover.

2.8 The Commissioner said he had recently spent time on an operation with the Roads Crime Unit, and praised the officers for their dedication, effective team work and use of technology.

2.9 The Commissioner asked the Chief Constable if the attention given to serious collisions was commensurate with other serious non-road related deaths. The Chief Constable assured the Commissioner and explained the end to end process which is managed by specialist officers, forensic experts and technology with victims offered an equivalent wrap-around support service. The Chief Constable explained serious collisions can be traumatic for the attending officers and Family Liaison Officers (FLOs) and reassured the Commissioner that they were also given appropriate support.

3.0 The Commissioner was reassured with the pace of internal cultural change over the last couple of years and the journey of the Constabulary where officers, staff and volunteers feel more able to come forward and ask for support. Reassurance was given to the Commissioner that the Occupational Health Service provides ongoing support to those involved following traumatic incidents.

3.1 The Commissioner has been considering ways to commission further support for victims and families following a serious collision and felt the support given to victims and families could be strengthened. He wanted referrals, for support, to charities such as Brake and Aftermath to be mandatory as it appears that there had only been a small proportion of referrals made. The Chief Constable agreed to review the referral process to ensure all currently available support is made available to victims.

ACTIONS:

2020/30: Chief Constable to review the referral process and establish the support available for victims of serious road collisions and their families.

3.1 The Commissioner asked the Chief Constable why the number of KSIs involving pedestrian children and cyclists had not reduced and what was being done for vulnerable road users.

3.2 The Chief Constable said there was a lot of activity taking place to address this disparity. The 122 community PCSOs and PCs are providing visibility around schools and offering road safety education and the 'Close Pass' scheme is receiving excellent feedback from road safety groups in the community.

3.3 The Chief Constable said that 20mph areas on residential roads and near schools had been welcomed by residents and local councillors and when enforcement is used in parallel with education and other traffic calming measures, it will deliver a positive, long term impact.

3.4 The Commissioner asked for assurance that body-cam and dash-cam submissions were being dealt with appropriately. The ACC explained that a large volume of footage was received into the Constabulary via 'Single Online Home' which was then viewed and assessed by a dedicated officer. Enforcement action, warning letters and intelligence reports are issued if the submission qualifies, leaving 43% with no further action.

3.5 As submissions continue to increase year on year, the Commissioner wanted reassurance that the dedicated officer represented sufficient resource to manage increasing demand, and that consideration could be given to the matter in the budget setting process. The Chief Constable confirmed there is a dedicated officer with experience, giving continuity and consistency of decision making and demand put onto this officer is continually reviewed.

ACTIONS:

2020/31: The Chief Constable to provide a briefing for any budget requirements arising from an increase in dash-cam footage demand.

3.6 The Commissioner stated that the financial cost of fatal collisions in 2019 amounted to over £79m. With both the financial and human costs being so high, the Commissioner said this should be a consideration when exploring the potential investment in additional average speed cameras in high collision areas in the near future and asked the Chief Constable for his opinion.

3.7 The Chief Constable explained that the A537 (Cat and Fiddle) was a route that had the second highest level of fatalities in the country before the implementation of average speed cameras in 2010. He said they have been phenomenally successful was pleased to report there had been no fatalities since 2016.

3.8 The Commissioner said he was committed to making a series of investments based on the success of the Cat and Fiddle, and was looking forward to finalising budget discussions for further average speed cameras, to sit alongside other methods of enforcements, such as red light cameras on suitable roads in high harm routes.

3.9 The Commissioner said the financial cost of collisions on partners is huge and looked forward to discussions to try and influence spending to reduce the number of serious road collisions across the County.

4.0 The Commissioner ask the Chief Constable to explain how 20mph areas were enforced. The Chief Constable said this was done following national guidance, alongside local measures. TRU-CAM, which are speed detection devices used as part of the PCSOs minimum one hour of road safety per week provided a strong enforcement message in 20mph areas.

4.1 The Commissioner asked for assurance that there was sufficient budget provision, currently and in the next financial year, to ensure sufficient equipment such as TRUCAM. The Chief Constable confirmed there are twenty three devices across the Constabulary and confirmed they have added a further eight more devices into next year's budget which will have added functionality to operate in reduced light. The Commissioner welcomed the offer of a TRU-CAM demonstration, and a discussion to ensure their use is maximised.

ACTIONS:

2020/32: The Chief Constable and the Commissioner to have a discussion outside of the meeting on how the new TRUCAM system operates, and provide a demonstration.

3.9 The Chief Constable provided a brief update on the Constabulary's action plan in response the HMICFRS report 'Roads Policing – not optional' confirming that all actions were complete.

4.0 The Commissioner thanked the Chief Constable and the Constabulary for their hard work and commitment to road safety. He also praised Chief Superintendent Marshall-Bell for her significant contribution to Road Safety in Cheshire and wished her well in her retirement.

4.1 The report showed a significant reduction in KSIs over a five year period and the Commissioner asked the Chief Constable how Cheshire compared against other similar forces. The Chief Constable said Cheshire was performing favourably compared to other Forces and attributed this to the support and drive from the Commissioner.

4.2 The Commissioner asked the Chief Constable if there would be a resourcing impact on the inland border facility that is planned to be near to the Lymm interchange on the M6/M56 at Warrington. The Chief Constable explained that provision had been made and should there be challenges on the Constabulary's resources it will be highlighted regionally and nationally.

4.3 The Commissioner thanked the Chief Constable for the improvements made and recognised the efforts made by staff throughout the Constabulary as well as partners and volunteers. The

Commissioner will continue to listen to people's needs, hopes and fears and respond with further investment into prevention to keep people safe.

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

DIVERSITY, EQUALITY & INCLUSION SCRUTINY REPORT

PURPOSE OF THE REPORT

1. This report updates the Police & Crime Commissioner on the work that the Constabulary is doing in relation to Diversity, Equality & Inclusion (DEI) and the progress that has been made by the force since 2016. An overview of the work completed from both an internal and external basis is included as below:
 - **Internal**
 - Workforce Representation
 - Governance and Strategy
 - Attraction & Outreach
 - Recruitment
 - Retention & Development
 - **External**
 - Stop & Search
 - Community engagement

INTERNAL – WORKFORCE REPRESENTATION

2. The force has maintained significant focus on the levels of representation within the Constabulary and regularly reports and analyses the data for a number of reasons including:
 - Assessing representation levels and comparing this to Cheshire population data that in turn provides rationale for the application of positive action initiatives.
 - To understand if recruitment & promotion stages disproportionately impact those with protected characteristics.
 - To understand if there is disproportionality in processes such as disciplines/grievances.
 - Supporting statutory reporting such as annual equal pay reporting and as part of the forces equality duty.
3. This report has a series of appendices that show the forces current representation levels which is reported by staff type i.e. Police Officer/Police Staff/PCSO for the period from March 2016 to March 2020 (half year progress to Sept 2020).
4. The appendices show that from March 2016 to March 2020 the proportion of the overall workforce from BAME communities has increased from 1.07% to 1.51% (1.55% in September 2020) but is still below the 3.1% Cheshire resident BAME population. Police Officer BAME representation has increased from 0.78% to 1.83% (1.93% in September 2020) while the proportion of Police Staff and Volunteers from BAME communities has reduced very slightly.
5. The proportion of overall female staff has increased from 43.5% in March 2016 to 47.4% in March 2020 (stable to September 2020) but is still slightly below the Cheshire resident

population of 51%. Female representation for both Police Officers and Police Staff have increased while female volunteer representation has decreased.

6. The proportion of the overall workforce with a disability has increased from 1.7% to 2.8% (3.03% in September 2020) and while information for Cheshire is not known national information suggests 6% of the population have a disability. The proportions have increased in all categories of the workforce.
7. The overall proportion of staff who have recorded as LGBT has increased from 1.4% in March 2016 to 3.3% in March 2020 (3.54% in September 2020). The proportions have increased in all categories of the workforce.
8. The ability for the force to understand representation levels is an important factor allowing detailed analysis to be completed of any areas of disproportionality and ability to optimise legislative options such as positive action. Due to this the force is developing a dedicated campaign to be run during the last quarter of the financial year with the aim of increasing the number of officers and staff who have self-declared their protected characteristics allowing for better levels of information to be held internally. Advice and guidance has been sought from best practice examples found through Stonewall etc. in the development of the campaign.
9. The monitoring campaign is designed to be internally focused to begin with, building on lessons learnt in order to target diversity data as part of potential candidates applying for roles from an external basis ensuring confidence of applicants through the forces recruitment processes.
10. This information is a central focus of the National Police Uplift Programme (PUP) with specific scrutiny increasing on the levels of diversity through the programme. Reporting and analysis has developed during the last reporting quarter with dedicated diversity reports now distributed from the programme including representation, recruitment and leaver's information scrutinised. The force are working with the PUP to access additional funding to progress elements of monitoring through systems and also to increase representation levels. This is a dedicated deadline as part of the programme with all forces being assessed as at 31.3.21.

INTERNAL – GOVERNANCE AND SCRUTINY

11. The force has implemented a strong governance and scrutiny regime surrounding the area of DEI. The Constabulary has had DEI as a central theme to its People Strategy for a number of years and has recently developed a dedicated DEI Strategy to further support this business area. The strategy is currently out for initial consultation within the Constabulary including the staff networks as key stakeholders in the plan.



12. In addition to the force's internal strategy is the national NPCC DEI Strategy which is a key document to drive a lot of the activity being undertaken. The strategy focuses on 4 key toolkits:
- **Our communities** – understanding our communities, engagement and good relations, increasing confidence
 - **Our organisation** – Transparency and scrutiny, understanding our workforce, developing our workforce
 - **Our partners** – understanding the partnership landscape, tackling disparity, joint service delivery
 - **Workforce ARRP** – understanding our Workforce Representation. Attraction, Recruitment, Retention and Progression
13. The force has developed a dedicated action plan in line with the national NPCC DEI toolkits; owned by the HR DEI Manager and force DEI team. This has now been developed to include clear reporting, scrutiny and governance structures. Each toolkit has a bi-monthly silver coordination meeting to ensure that all business owners are not only updating individual objectives within the toolkits but also guaranteeing that the good work of the force is reflected within them and linked across business areas.
14. The individual DEI toolkit silver coordination meetings feed into a force wide internal gold DEI board chaired by the Deputy Chief Constable. This meeting seeks to provide strategic oversight of all four toolkits to enable clear progression and set key priorities and actions as part of the important ongoing force DEI agenda.
15. The force wide project focused on DEI which was introduced by Chief Officers is now well underway working to a structured cultural road map to increase inclusivity within the force allowing all our staff members can come to work as their true selves. The project is designed to achieve DEI as daily business and considered in everything we do to ensure that every member of our staff feels valued and included. The project also seeks to ensure that in everything we do we engage all of the diverse communities of the public to enable us to represent everyone's views in how we police Cheshire.

16. The new DEI team led by Superintendent Alison Ross is now fully embedded within people services consisting of a HR Manager, HR Assistant, an inspector, sergeant and police constable. The team led an initial DEI staff engagement event on 12th August 2020 as a scoping exercise in understanding how our staff felt about diversity and more specifically in how 'included' they felt in our organisation. The *'Time to Listen, Ask Questions and Start the Conversation'* event took place virtually and was hosted by senior leaders DCC Julie Cooke and ACC Matt Welsted as well as representatives from our staff networks. The event was designed to look at what the issues and concerns of our staff were and feedback highlighted that our staff would like more opportunity to have a 'voice' in this area.
17. As a result the team are now focused on a DEI cultural road map; embarking on a force wide engagement plan to enable all our staff to have a voice on how we can develop workforce inclusivity. This will consist of a force wide survey developed from the national 2019 Diversity and Well-being survey and will continue with *'Time to Listen, Ask Questions and Start the Conversation'* events across the force.
18. The force has also been open to external scrutiny on a voluntary basis with a number of assessments completed including:
 - NPCC Peer Review which included representatives from three forces who assessed the Constabulary in relation to progress with the NPCC Strategy and general DEI activity.
 - An Independent Review was carried out across all of the recruitment & promotion processes following an employment tribunal finding. The review made several recommendations which have been fully implemented across all processes.
 - NPCC DEI Self-Assessment
 - NPCC Police Uplift Programme independent assessment of the forces website in relation to access to recruitment opportunities. Simple changes such as 'Expression of Interest' system is now up and running to allow for more targeted roll out of information when new campaigns go live.
19. All actions from the reviews are tracked in terms of delivery through the forces People Board which is chaired by the Deputy Chief Constable. Ultimately the force will be subject to a HMIC DEI inspection which has been delayed due to the COVID pandemic but is likely to now commence during 2021.

INTERNAL – ATTRACTION & OUTREACH

20. Recruitment events - The recruitment & promotions team have participated in a number of 'connection' events by attending recruitment events across Cheshire and wider. These include a number of career fairs at Colleges, Universities and community based locations such as the Barclays Apprenticeship Fair and the World Skills UK event at the NEC in Birmingham.
21. Network events have been held with key Muslim community members and the force has also contributed at local events such as Pride marches to promote equality and diversity and highlight recruitment opportunities in Cheshire Constabulary.

22. PCSOs and local campaigns have been used to encourage applications from protected groups, we have developed information packs and postcards to raise awareness across communities on all of our entry routes. These provide key information about joining the police service and the support that is available to individuals. These have been made available to our PCSOs in order for them to reach out to community groups and convey the message of recruitment opportunities and the importance of a representative workforce. The recruitment & promotion team have also attended localised events across Cheshire in shopping centres as well as the Warrington Mela.
23. Attraction events have been held to highlight the opportunities available in the force and show what to expect from Cheshire Constabulary as an employer. Staff Associations have supported market place events to share their experiences with candidates and to offer support and guidance. In addition we have held successful large scale events such as the Thomas Cook career event and have engaged in the community across a number of events facilitated by the Job Centre.
24. The force have reviewed its current attraction approach and the overarching strategy that supports the key messages and materials contained within it with support from an external agency who have completed extensive research and community testing internally and externally to the force. Under an overarching strategy of Cheshire Constabulary being a force 'Where you can be you' the force are building on the work being undertaken by the Chief Officers to encourage staff to be able to bring their whole self to work, developing a culture of inclusivity.
25. As part of the review the force are working closely with the National Single Online Home team to make wider improvements to the forces application section of the website. Improvements were identified following on from a full review by the attraction strand of the Uplift programme. Follow up audits have shown clear improvements already being completed which include offering Expression of Interest routes for Police Officer and other recruitment campaigns which allows the recruitment team to follow up with dedicated support events and familiarisation sessions.

INTERNAL – RECRUITMENT

26. The recruitment & promotions team are fully engaged with the College of Policing in relation to the national recruitment process. Prior to Covid-19 we were engaged in reviewing SEARCH to ensure best practice was maintained across Cheshire and by ensuring Cheshire was progressing towards the implementation of the national 'Day One' recruitment assessment. Due to the pandemic, these assessment process were cancelled by the College of Policing and an Online Assessment alternative developed. Cheshire is currently a pilot force for the online assessment and continue to be part of the review and evaluation of this process to ensure it meets the needs of the force, our candidates and to support and inform the process going forward for national implementation. The force is also working with Police Now which has evidenced its ability to bring greater levels of diversity into policing and is looking to on-board 4 places on to the programme during 2021. Current indications are very encouraging with Cheshire receiving over 100 applications for the programme with 60% female and 9% ethnicity representation in applications.
27. All assessors across the recruitment & promotions process are trained in Standards of Practice and signposted to Unconscious Bias. The individuals participating in recruitment

and promotion processes sign a commitment and are awarded License to Practice Status to ensure standards are in place and fair and transparent processes are maintained.

28. The Constabulary is committed to the Disability Confident employer scheme and ensures that provisions are in place across our recruitment and promotion processes in relation to Reasonable Adjustments for all candidates. A full review of the standard is to be completed during the last quarter of 20/21 prior to formal re-assessment.
29. The Constabulary can evidence that representation across our protected groups is low, therefore through the application of Section 158 of the Equality Act events have recently been held to support applications from officers from protected groups prior to promotion processes being held. These positive action events have included an input on 'Imposters Syndrome' and a confidence session on 'Image and Impact'.
30. The force has agreed recruitment and promotions frameworks which are reviewed and agreed through the forces People Board and clearly articulates the way in which processes are completed. As part of these documents is a statement regarding the application of section 159. This is used when there is a situation where candidates are as qualified as one another (tie break) and is applied during a linear decision making process.
31. An Evaluation Framework has been developed and implemented to ensure continual improvement of our processes and implementation of best practice. To support our processes information and briefing documents are produced for candidates and assessors to ensure that our DEI and positive action initiatives are clearly communicated to all.

INTERNAL – RETENTION AND DEVELOPMENT

32. The force has a long established set of Staff Networks working alongside the Constabulary as follows:
 - Cheshire Constabulary Women in Policing (CCWIP)
 - Cheshire Constabulary Multicultural Network (CCMN)
 - Christian Police Association (CPA)
 - Enable Disability & Carers Network
 - Lesbian, Gay, Bisexual & Transgender Network (LGBT+)
 - Gypsy Roma Traveller Police Association (GRTPA)
33. The Staff Networks have a dedicated Chief Officer allocated to support them in their work and also have an open forum with the Chief Constable where any issues/blockers can be discussed. The Networks have contributed significantly over the past few years and held their own joint conference which was a huge success. They are looking to continue working together to continue this as a group as well as developing their own individual areas of business.
34. The force currently has more than 100 'Diversity Allies' within the Constabulary. The scheme plays an important part in making Cheshire Constabulary an inclusive place to work. The allies are volunteers from across the force who are committed to increasing their understanding of equality and fairness, particularly in relation to people who have different characteristics than their own.
35. The DEI team are working to develop this programme and ensure the allies are part of the cultural inclusion road map. The development plan will seek to establish further tiers of

allies with skills sets supported by training to offer a visible role in advice, bespoke guidance, advocacy, raising awareness and promoting our organisation as an inclusive place to work.

36. The scheme will become an 'inclusion scheme' to promote individuality and ensuring our staff feel valued for who they are. This supports Cheshire Constabulary's 'We Care' commitment and strategy which includes the three values from the Competency values Framework and Code of Ethics that set out the attitudes, behaviour and commitment of everyone in the way they work and interact. These are: Respect, Integrity and Fairness. The scheme aligns with Cheshire Constabulary's People Strategy, in particular, the objective in relation to creating an inclusive workforce that respects and celebrates difference and will form an integral part of the force DEI strategy.
37. The scheme will be further strengthened by force wide 'Champions' representing all areas of the force and will meet on a regular basis to ensure organisational reflection, learning and progression.
38. The force has placed a key focus on DEI through its recent promotion boards from the ranks of Sergeant through the Chief Superintendent. This has included a DEI focused Stakeholder panel with representation from Staff Network Groups and members of the IAG. Dedicated questions on the area of DEI were asked. The feedback from the panel was fed in to the promotional panel where follow up/probing questions were asked during the interviews. More recently ranks of Sergeant and Inspector have participated in Operational Briefing exercises with a clear focus on the management of DEI operational responses as well as dedicated DEI promotion panel questions. The development of the assessment criteria to score candidates has placed increased emphasis on this element of the process highlighting its importance to the force.
39. This was again focused on more recently in the Inspector and Sergeant promotion process including a work based assessment designed to replicate operational policing issues. DEI was a golden thread running through the assessments including workplace inclusivity and engaging with diverse communities to problem solve.
40. The force continues to support the National Fast Track programme aimed at identifying talent from the rank of PC to fast track through to Inspector within three years. Workshops and seminars are in place to support the identification of talent with specific events aimed at protected groups. The force currently has one candidate on the programme with protected characteristics who is a strong role model across the force and who actively supports the DEI agenda.
41. The force has established a Dyslexia Assessors Group which comprises of 14 trained assessors of both police officers and police staff from across the force who have been provided with Level 4 accreditation as Dyslexia Assessors. This has provided them with knowledge and skills to deliver workplace assessments for colleagues across the force. The assessors have ensured that Cheshire Constabulary is now among the most progressive force in this area with other forces and wider organisations requesting information and advice on improving their own provision.
42. At local level, the group is currently supporting 27 colleagues who are within the dyslexia assessment process. During the past three months, 24 colleagues have completed the process and where required, reasonable adjustments/support has been identified.

43. To further support the development and retention of staff with protected characteristics the force has developed a Cheshire Aspire Programme which is aimed at supporting staff and officers in a number of key areas including leadership & culture, retention, progression, wellbeing and fulfilment. Twelve candidates joined the programme in November, with the programme running for three months on a pilot basis. The course will be supported by dedicated coaching sessions where specific objectives will be agreed and will allow the force to measure the success of the programme through the achievement of these objectives and through managers and participant feedback. There will be a program review half way through, as well as overall evaluation at the end however current indications are positive.

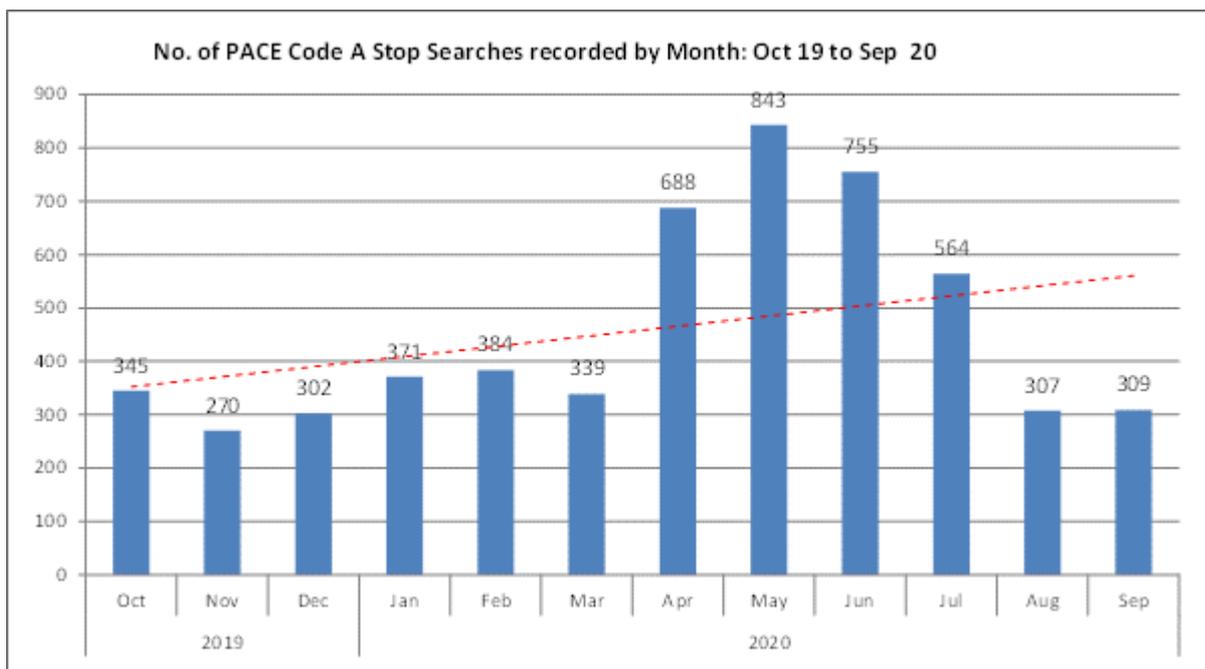
EXTERNAL – ACCESSIBILITY

44. The Constabulary has arrangements in place to ensure that services are accessible to individuals with a variety of different needs.
45. The Force Contact Centre and local Helpdesks utilise a 2h hour a day, 7 days a week telephony-based professional translation and interpreting service for non-English speaking callers and visitors. The service is provided through Capita 'LiveLink' with a 15 second maximum connection time, providing translation in 170 languages. This is a live time service, which effectively operates as a conference call.
46. Through BT and the Royal National Institute for Deaf people (RNID), services are also available for those with hearing difficulties. These are known as TypeTalk and TextDirect.
47. Type talk is in effect a "relay service." A Typetalk subscriber needing to call the emergency services (police, fire, ambulance or coast guard) just dials **18000/1/2**. The BT operator will then pass the call to a Typetalk operator and they will confirm whether there is a genuine request or the call was dialled in error. If it is a genuine request then the BT operator will pass the call through to the emergency service and relay messages. The number passed to the police from BT will be the subscriber's telephone number. Once connected the usual details of the incident or matter they are reporting are taken.
48. Where a BT TextDirect call is being made between people using an ordinary voice phone and a text phone, an RNID Typetalk operator will automatically join the call and translate what is being said. To make a telephone call using the app or a textphone the prefix is **18001**. To make a telephone call from a standard landline, users dial **18002** and the full telephone number including the code.
49. Demand from these services is very minimal. Calls are answered in line with 999 and PNE normal calls.
50. All police stations have provision at the main entrance for access by wheelchair users and those with mobility difficulties, with the exception of Dragon Hall and Sandbach. Access is provided either by level access, means of ramps or by mechanical means (lift). All buildings where attendance is expected by the public (helpdesks) have automatic opening doors and call points for out of hours use.

51. All helpdesks and some other areas of police buildings (particularly interview rooms) have hearing loop provision, the only exceptions being Widnes and Runcorn police stations. There is access to disabled toilet facilities at all stations and public access at 10 stations. At Force Headquarters the building has been designed to incorporate the needs of disabled users and recently hearing loops have been installed in the main conference facilities.
52. At the majority of sites where accommodation is located on floors above the ground level, lift access is available. Stockton Heath, Ellesmere Port, Northwich and Macclesfield stations have multiple floors but no lift. In these instances accommodation for public interaction is located on the ground floor.
53. Access compliance surveys are undertaken periodically to check for any issues preventing access to buildings.

EXTERNAL - STOP & SEARCH

54. The Constabulary monitors the use of stop and search powers through a Police Accountability meeting which is Chaired independently and which also informs the Constabulary Procedural Justice meeting which is Chaired by the Assistant Chief Constable and attended by both the IAG Chair and the Chair of the Police Accountability Meeting. A regular report is provided and a summary of relevant information for the 12 months up to the end of September 2020 is included below.
55. Between October 2019 and September 2020, there were **5477** PACE Code A “Person”, “Person and Vehicle” or “Vehicle Only” Stop Search reports recorded on NICHE. The monthly trend is increasing. Please note: these figures do not include stop searches related to Creamfields.



56. The number of associated PACE Code A Stop Searches recorded per **Self Defined Ethnic Group** is shown below. The highest stop search rate per 1000 population was for

individuals whose Self Defined Ethnic Group was Black or Black British (32.78 Stop Searches/1000 pop). This is approximately 8 times greater than the equivalent rate for individuals defined as White.

Self Defined Ethnic Group	Total	Population (2011 Census)	Stop Searches per 1000 pop
White	4286	995998	4.30
Asian or Asian British	41	12794	3.20
Black or Black British	107	3264	32.78
Mixed	61	10423	5.85
Chinese or other ethnic group	29	5230	5.54
Not Stated	950	0	0.00
Grand Total	5474	1027709	5.33

57. Overall, the number of individuals stop searched from Black, Asian & Minority Ethnic groups is low (238). However, 17% (950) of stop searched individuals are categorised as 'Not Stated', and these individuals could fall into any of the Self Defined Ethnic groupings, thus, impacting on the totals.
58. The total number of PACE Code A stop searches recorded per **Officer Defined Ethnicity** is shown below. The highest stop search rate per 1000 population was for individuals whose Officer Defined Ethnicity was Black (56.99 Stop Searches/1000 pop). This is approximately 11 times greater than the equivalent rate for individuals defined as White.

Officer Defined Ethnicity	Total	Population (2011 Census)	Stop Searches per 1000 pop
White	5023	995998	5.04
Asian	133	12794	10.40
Black	186	3264	56.99
Other	28	15653	1.79
blank	104	0	0.00
Grand Total	5474	1027709	5.33

59. The Force records whether the outcome of stop searches is linked to the Object of the Search, e.g. an officer was searching for drugs and found drugs. During the period, 24% (1302) of all PACE Code A stop searches (5474) resulted in an outcome that is linked to the Object of the Search.
60. The number of PACE Code A stop searches that are linked to the Object of the Search are higher for those whose self-defined ethnicity is either 'Asian or Asian British' (34%) and 'Mixed' (33%) compared to 'White' stop searched individuals (25%) and to the rate overall (24%).

PACE Code A Stop Searches	White	Asian or Asian British	Black or Black British	Mixed	Chinese or other ethnic group	Not Stated	Grand Total
Number of Outcome Linked SS	1058	14	23	20	9	178	1302
Total Number of SS	4286	41	107	61	29	950	5474
% Find Rate	25%	34%	21%	33%	31%	19%	24%

61. As a result of discussions at the Police Accountability Meeting a further review of stop search disproportionality was undertaken. This has included using additional specific

data relating to the address of the individual stop searched in order to assess how far any disproportionality is affected by stop searches undertaken on residents from other, more diverse, police force areas.

62. The table below shows the percentage of the stop searches for the last 12 months where the person stop searched was a Cheshire resident by officer defined ethnic group. It shows that a smaller proportion of the BAME population stopped were Cheshire residents than the white population (84%). This makes the comparison with resident population problematic, particularly as Cheshire's BAME population is small - less than 32,000 (3.1%) out of more than one million Cheshire residents, based on the 2011 Census. Cheshire is also impacted by criminality from bordering forces with more diverse populations.

Officer Defined Ethnic Group	Not Cheshire Resident	Cheshire Resident	Not Known	Total
Asian	32%	44%	24%	100%
Black	33%	53%	14%	100%
Other	34%	50%	16%	100%
White	14%	81%	6%	100%
Grand Total	15%	79%	7%	100%

63. The table below shows only those stop searches where the individual is known to be Cheshire resident and compares the percentage of stop searches by officer defined ethnic group with the percentage of the Cheshire population using the 2011 Census. It also shows the number of stop searches per 1000 population. Using this data, stop searches on black or black British resident population is almost 8 times that of the white population. The 2011 census data reports that there are 3264, black or black British residents of Cheshire.

Stop search forms for Cheshire residents only			
Officer Defined Ethnic Group	% of Stop Searches (where officer defined ethnicity has been provided)	% of population Cheshire resident population (2011 census)	Stop Searches per 1000 pop
White	95.8	96.9	4.14
Asian or Asian British	1.4	1.2	4.61
Black or Black British	2.4	0.3	32.17
Mixed	0.0	1.0	0.00
Chinese or other ethnic group	0.4	0.5	3.06
Grand Total	100	100	4.19

64. Work continues in relation to understanding the use of stop search by officers led by a Chief Superintendent and overseen by the Assistant Chief Constable Operations. This is complimented by capabilities now available within Power BI that can provide a comprehensive insight in relation to the persons, locations, rationale and outcomes for searches which can then be overlaid with crime and intelligence hotspots to reinforce

legitimacy. Further to this, extensive research has been progressed by the force in relation to what led to searches being conducted (i.e. Control Room Incident, Intelligence or Spontaneous) and to scrutinise this across different ethnic groups. This has indicated a greater prevalence for intelligence led searches of those defined as Black British when compared with other reasons albeit, further work is ongoing to establish reasons for this. Reviews have also been conducted around the rationale of each case undertaken by officers conducting multiple searches on Black British persons as well as outcome rates from such searches. This has found nothing of any significant concern in relation to officer's grounds or outcomes.

65. There is a strong commitment within the Constabulary to understand disproportionality and evidence from these reviews has been shared with the Independent Advisory Group along with the plans to focus more on qualitative auditing through dip sampling of Body Worn Video encounters. Agreement has also been reached around DPIA requirements for viewings of such encounters to be shared with Community Cohesion Groups over coming months.

EXTERNAL – USE OF FORCE

66. The Constabulary monitors the use of force through a Police Accountability meeting which is Chaired independently and which also informs the Constabulary Procedural Justice meeting which is Chaired by the Assistant Chief Constable and attended by both the IAG Chair and the Chair of the Police Accountability Meeting. A regular report is provided and a summary of relevant information for the 3 months up to the end of September 2020 is included below. The report is provided by the Superintendent Uniform Operations who also chairs a quarterly meeting which brings together a wide variety of departments to scrutinise the use of force. Attendees include officers and staff from the Cheshire and North Wales Firearms and Dogs Alliance, Professional Standards Department, Taser and Public Safety Training, Custody, the Diversity, Equality and Inclusion team, Health and Safety, Partnerships, Research and Analysis and the Police Federation. The purpose of the meeting is to provide scrutiny and transparency of the Constabulary's use of force in order for Senior Officers to be confident that force is applied in a fair and proportionate manner, enabling the communities of Cheshire to have confidence in the Police.
67. When force is used in relation to an incident each officer/staff member is required to submit one form per subject. This means that if 2 officers both use force on 1 individual at an incident 2 forms would be completed and if 2 officers both use force on 2 individuals at an incident 4 forms would be completed. The form is required when any of the following tactics are used:
- Compliant handcuffing
 - Ground restraint
 - Non-compliant handcuffing
 - Unarmed Skills
 - Irritant spray – with categories of drawn (but not used) and used
 - Taser
 - Limb / body restraints
 - Spit Guard
 - Baton - with categories of drawn (but not used) and used
 - Dog – with categories of deployed and dog bite.
 - Shield

- Tactical communication

68. Tactical communication is recorded when it has been used in addition to one of the other forms of 'force'. The requirement to record this has now been removed nationally and the Force is amending its processes accordingly.

69. It should be noted that the same tactic could be used against multiple subjects at the same time but would be counted as separate uses of force. For example, a dog could be deployed against 2 subjects at the same time. Additionally, tactics can be used more than once during the same incident, including the same officer against the same subject. All uses of force are recorded.

70. The table below shows the tactics used for the period 1st July – 30th September 2020.

Tactics Used	No. of Times Used	% Total Tactics Used
Tactical communication	1400	27.1%
Compliant Handcuffing	1100	21.3%
Ground Restraint	949	18.4%
Non-compliant handcuffing	671	13.0%
Unarmed Skills	474	9.2%
Irritant spray - PAVA used	162	3.1%
C.E.D.	141	2.7%
Limb / Body Restraints	117	2.3%
Irritant spray - PAVA drawn	82	1.6%
Spit Guard	29	0.6%
Baton Used	9	0.2%
Firearms	9	0.2%
Dog Deployed	8	0.2%
Baton Drawn	5	0.1%
Dog Bite	2	0.0%
Shield	2	0.0%

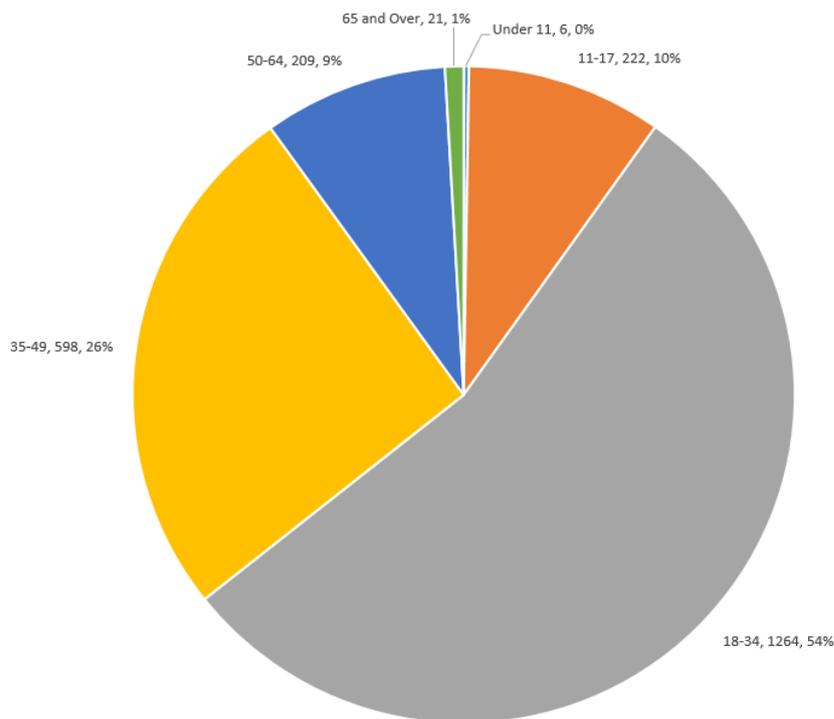
71. When completing the use of force form, officers/staff are presented with the subject's ethnicity as recorded on their Niche person record (where available). They have the opportunity to amend this information or confirm it as correct.

72. Duplicate subjects may be included in these counts. I.e. where more than one officer used force against the same subject or where the subject was involved in more than one use of force incident. In order to highlight where this may be the case, the information is provided based on the number of forms submitted (shown as OEL entries on the table below) and the number of incidents that these relate to (shown as separate occurrences on the table below) which may represent multiple subjects during the same use of force incident.

73. The table below shows the ethnicity / perceived ethnicity of the subjects in relation to use of force forms submitted between July and September 2020.

	No. OEL Entries	No. Separate Occurrences
Asian (or Asian British)	32	24
Black (or Black British)	46	35
Chinese	1	1
Don't Know	429	289
Mixed	15	12
Other	36	27
White	1761	1153

74. If those entries where the ethnicity is not known are removed, 93% of the use of force forms relate to 'white' subjects (compared to 96.7% of the Cheshire population based on the 2011 census), 2.4% were 'black or black British' subjects (compared to 0.3% of the population), 1.9% showed ethnicity as 'other' (compared to 0.5% of the population) and 1.7% showed ethnicity as 'Asian or Asian British' (compared to 1.2% of the population). Information concerning whether those involved in use of force incidents are residents of Cheshire or surrounding areas is not available.
75. Information is also collected on the use of force form concerning the age of the individual based on their age at the time the force was used (using the date of birth from the Niche person record) or, where this is not recorded, perceived age recorded by the officer/staff member on the use of force form. Duplicate subjects may be included in these counts. I.e. where more than one officer used force against the same subject or where the subject was involved in more than one use of force incident.
76. The chart below shows that over half of the forms relate to subjects who are between 18 and 34 years old, and more than a quarter relate to those between 35 and 49 years old. 10% of records relate to individuals between 11 and 17 years old with 9% relating to those aged 50 to 64. There are a small number of forms relating to those aged 65 and over and those aged 11 and under and all of these records are reviewed as part of the public accountability meeting.



77. The use of force form also contains information concerning the subject's perceived gender, as recorded by the officer/staff member. Duplicate subjects may be included in these counts. I.e. where more than one officer used force against the same subject or where the subject was involved in more than one use of force incident. For this quarter, 83% of the forms related to male subjects, 17% to females with 3 forms recording the subject as transgender.

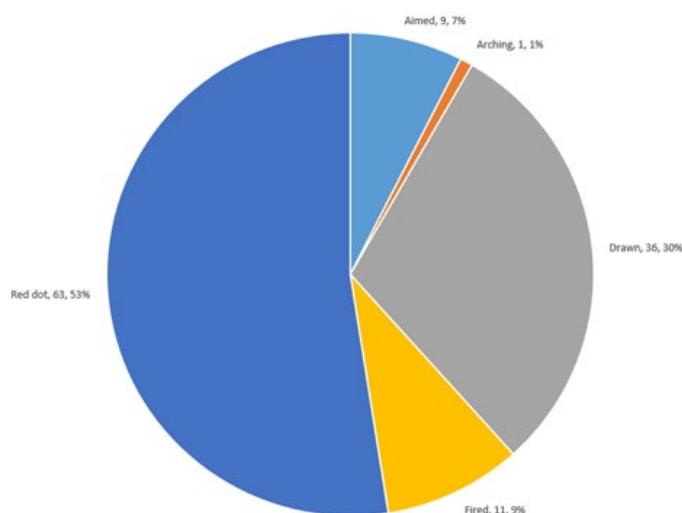
78. The forms also capture whether the subject was perceived by the officer/staff member to have a mental disability. Duplicate subjects may be included in these counts. I.e. where more than one officer used force against the same subject or where the subject was involved in more than one use of force incident. There were 112 forms where the officer/staff member recorded that they believed the subject to have a mental disability (4.8%). This relates to 97 separate occurrences, 14 of which have more than form.

CONDUCTED ENERGY DEVICES

79. The use of force information contained above includes information in relation to the use of Conducted Energy Devices (CED) - *TASER*®. The use of a CED ranges from the physical presence of a drawn CED through to discharge. Carrying a CED does not, in itself, constitute a use of force. The term 'use' includes any of the following actions carried out in an operational setting:

- drawing the device in circumstances where any person could reasonably perceive the action as a use of force
- sparking of the device, commonly known as 'arcing'
- aiming the device or placing the laser sight red dot onto a subject
- firing a device so that the probes are discharged at a subject or animal
- application and discharge of a CED in both angled and drive stun modes
- discharged in any other operational circumstances, including an unintentional discharge.

80. For the period July to September 2020 there were 120 use of force forms which related to the use of CED. More than one device may have been used during the same incident (multiple entries by different officers against the same subject, the same officer against multiple subjects or multiple officers against multiple subjects during the same incident). Each device use is recorded as separate uses of force.
81. In addition, the same tactic can be used more than once during the same incident, including the same officer against the same subject. All tactics used are recorded.
82. For the purposes of the chart below, only the 'highest' tactic used has been incorporated to illustrate how devices have been used for the period July to September 2020. It shows that in 36% of cases the device use was 'drawn' and was not used further. In a further 60% of cases the device was aimed or the laser sight red dot was placed onto a subject. The device was fired on less than 10% of the occasions it was used (11 forms)



83. When completing the use of force form, officers are presented with the subject's ethnicity as recorded on their Niche person record (where available). They have the opportunity to amend this information or confirm it as correct. Duplicate subjects may be included in these counts. I.e. where more than one officer used force against the same subject or where the subject was involved in more than one use of force incident.

	No. OEL Entries	No. Separate Occurrences
Asian (or Asian British)	3	3
Black (or Black British)	2	2
Chinese	0	0
Don't Know	34	32
Mixed	0	0
Other	0	0
White	81	61

84. If those entries where the ethnicity is not known are removed, 94% of the CED use of force forms relate to 'white' subjects (compared to 96.7% of the Cheshire population based on the 2011 census), 2.3% (2 forms) were 'black or black British' subjects (compared to 0.3% of the population), and 3.5% (3 forms) showed ethnicity as 'Asian or Asian British'

(compared to 1.2% of the population). Information concerning whether those involved in use of force incidents are residents of Cheshire or surrounding areas is not available.

85. There were 3 forms where the officer recorded that they perceived the subject to have a physical disability. There were 15 forms where the officer recorded that they perceived the subject to have a mental disability. These related to 15 separate occurrences, suggesting 15 different subjects. On 6 forms the outcome of the incident was recorded as detention under the mental health act.
86. Through the Police Legitimacy Structure shown in the appendix below the Constabulary remains committed to ensuring fair, proportionate and transparent use of police powers.

EXTERNAL – COMMUNITY ENGAGEMENT

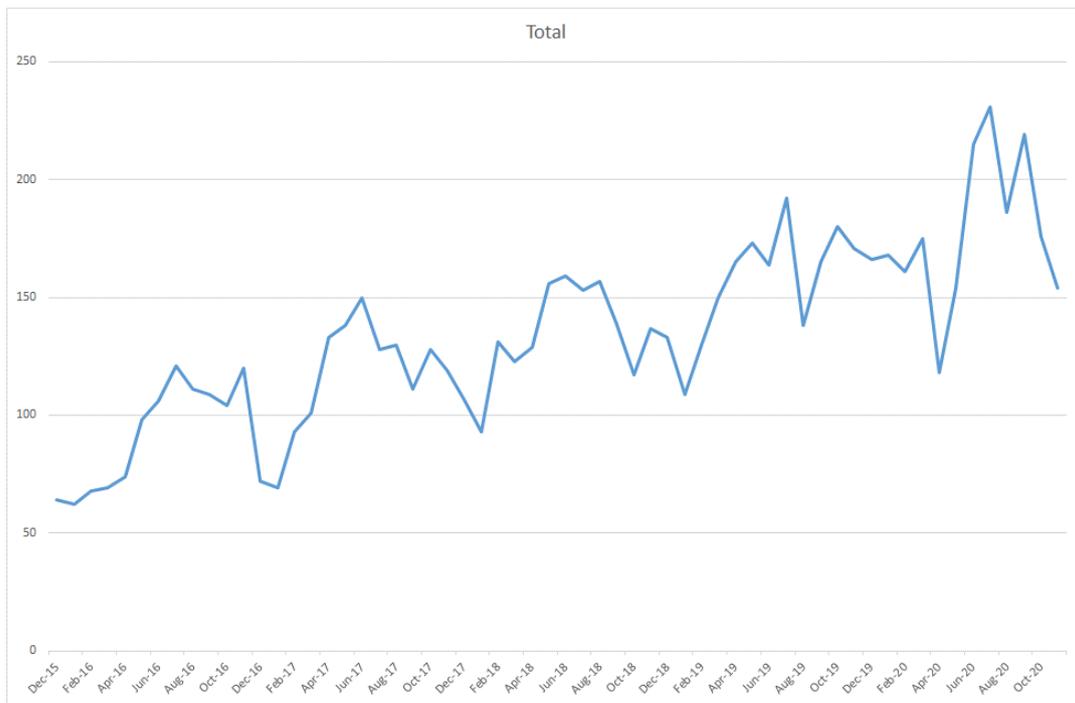
87. Through its Community Policing model the Constabulary has a range of local community engagement activities being undertaken by local officers and PCSOs. This involves regular contact through local surgeries, schools, places of faith, community groups and third party reporting centres. Activity undertaken in this area is regularly reported to the Police and Crime Commissioner through scrutiny reports, particularly related to the Police and Crime Plan priority 'Connected with Communities'.
88. The Constabulary also co-ordinates a range of engagement and consultation activities through its Corporate Communications Department. This involves holding focus groups with a diverse range of communities to better understand community needs in relation to policing. This has included a variety of disability groups and groups representing differing sexualities and genders. Feedback from these groups is provided to directly influence the development of operational policies and procedures. Work is currently ongoing with the Force Control Centre (FCC) to bring together a diverse range of the Cheshire public to shape how services from the FCC can be further developed.
89. The force also attends a range of other formal events to maximise opportunities to engage with a range of communities. This includes large scale events such as the Cheshire Show, the Nantwich show and a range of Cheshire based 'Pride' events.
90. The Constabulary also makes use of an Independent Advisory Groups to advise on all aspects of equality and diversity, in particular the 'nine protected characteristics' arising from the Equality Act 2010. Cheshire's IAG was set up in February 2004 and provides the Constabulary with independent guidance and advice on policies, procedures and police operations.
91. The IAG is committed to working with Cheshire Constabulary in order to provide an independent voice in representing the interests of minority communities. It embraces the opportunity to provide an independent view on local community issues. By being independent, members are able to see things from a different perspective and can anticipate how police responses to problems may be interpreted by the communities of Cheshire.
92. The force has an established external DEI board consisting of independent members of the community that feeds into the structure and governance of the internal DEI board. The external board is updated on the force DEI toolkits and strategy and provides a critical ear

on DEI work streams to ensure a community perspective gives a holistic approach to our strategy.

93. Community Cohesion Groups (CCG) are also now established in each Local Policing Unit with a Terms of Reference to work towards. Some of these groups are more embedded than others and there has been disruption recently to CCG meetings during Covid-19 pandemic due to ability of public to access virtual police platforms
94. Minutes of each CCG meeting are stored on a central Teamsite which can be accessed and reviewed by other units and central teams alike to check progress and cross reference issues across the County. The CCG meetings at a local level also help inform the local business plans in terms of service delivery and priorities for their local communities.
95. A diagram is included as an appendix to illustrate how CCGs feed directly into the Constabulary, both through the independently chaired, public facing Police Accountability Meeting (PAM), through to the internal meeting (with external attendees including the PAM Chair and IAG Chair) Procedural Justice Meeting chaired by the Assistant Chief Constable Uniform Operations. The purpose of the Procedural Justice Framework is to ensure the voice of communities, especially those with protected characteristics or minority communities is fed directly into the Constabulary at all levels. This ensures it helps influence and shape policy, procedure and culture wherever possible to demonstrate that the Constabulary truly listen and care.
96. Single On Line home now has a section for the publishing of minutes from meetings within the Procedural Justice framework, including CCG, PAM, Ethics Forum and Procedural Justice minutes (redacted as necessary) so that they can be viewed externally. This is in addition to existing data sets regarding use of force, stop search and hate crime. This ensures transparency of practice, again crucial to building and maintaining public confidence.

HATE CRIME

97. The table and chart below shows the overall number of offences flagged as 'Hate Crime' over the last five years. Overall there has been a 71% increase in recorded Hate Crime between 2016 and 2019.



Year	Total	% change annually
2016	1114	-
2017	1407	26.3%
2018	1627	15.6%
2019	1903	17.0%
2020 - to date	1957	2.8%

98. The table below shows the information for the same period but by protected characteristic. It shows that between 2016 and 2019 large increases have been seen across all categories with racially motivated hate crime up 63% over the period, religiously motivated up 27%, disability hate crime up 100%, sexual orientation up 132% and transgender hate crime up 242% (although low numbers of recorded crimes remain in this category).

Year	Race		Religion		Disability		Sexual Orientation		Transgender	
	Recorded	% change annually	Recorded	% change annually	Recorded	% change annually	Recorded	% change annually	Recorded	% change annually
2016	747		49		108		146		19	
2017	941	26.0	86	75.5	130	20.4	193	32.2	21	10.5
2018	1059	12.5	70	-18.6	168	29.2	282	46.1	43	104.8
2019	1215	14.7	62	-11.4	216	28.6	339	20.2	65	51.2
2020 - to date	1211	-0.3	50	-19.4	293	35.6	1211	257.2	39	-40.0

99. Over recent years the Constabulary has sought to improve both officer and public awareness to improve reporting and recording of hate crime. Increased levels have also been experienced during times of significant national and international events such as terrorist events, the EU referendum and subsequent brexit negotiations.

100. The Constabulary also operate with Truevision. This is a national group in place to assist people who have been victims of Hate Crime. This group allows a victim to report online. The Constabulary also used third party reporting centres to support and facilitate the reporting of hate crime.

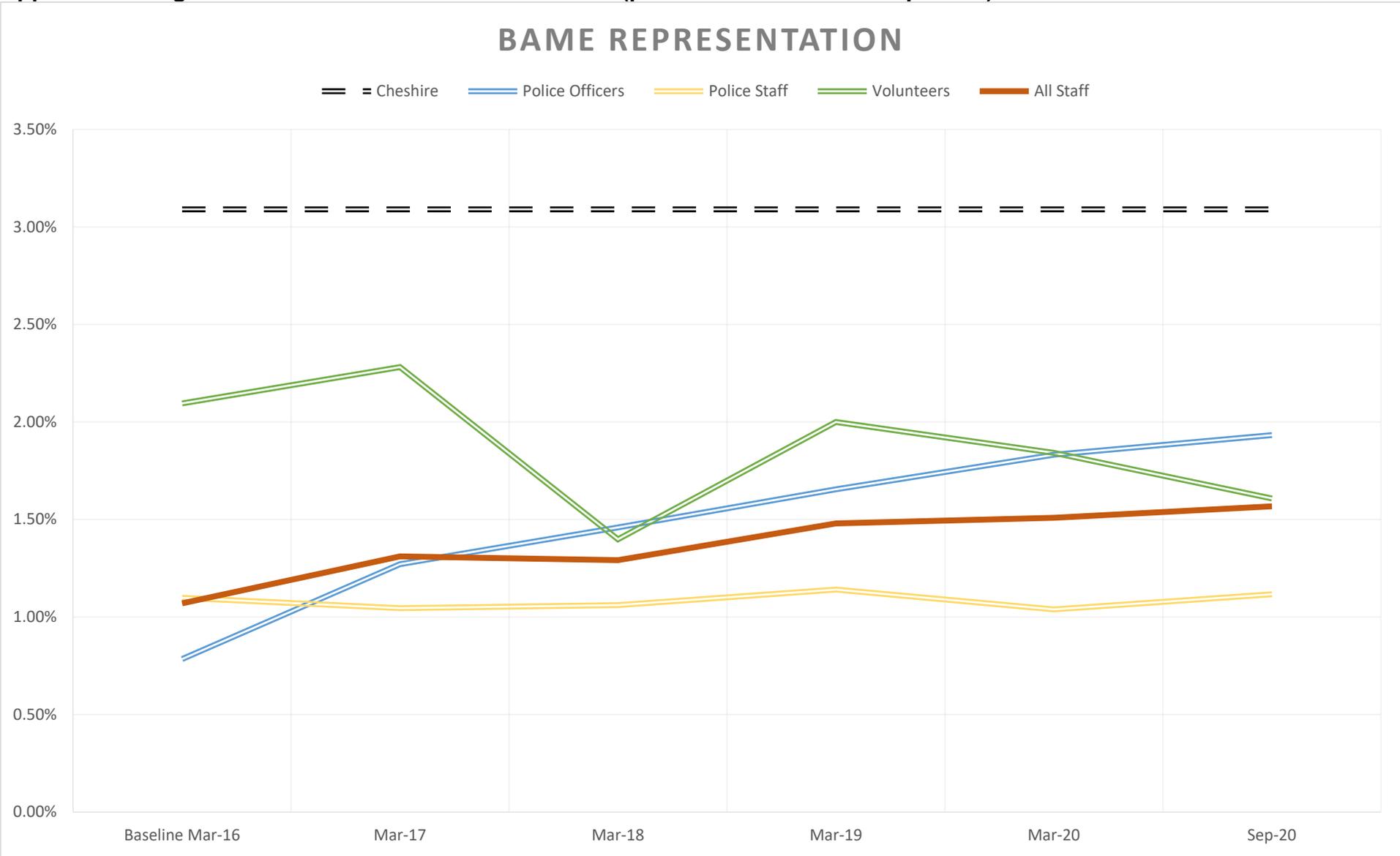
101. There are a large number of third party reporting centres spread across the county. These are listed on the force's website. They include charities and public venues and provide help and support for people who would prefer not to report a hate crime directly to police. This provides ease of access and is to encourage victims to come forward.
102. There is a robust process in place following the report of Hate Crime to the Constabulary. This involves oversight from the Duty Inspector to ensure appropriate action is taken.

FOR CONSIDERATION:

To consider and receive the report.

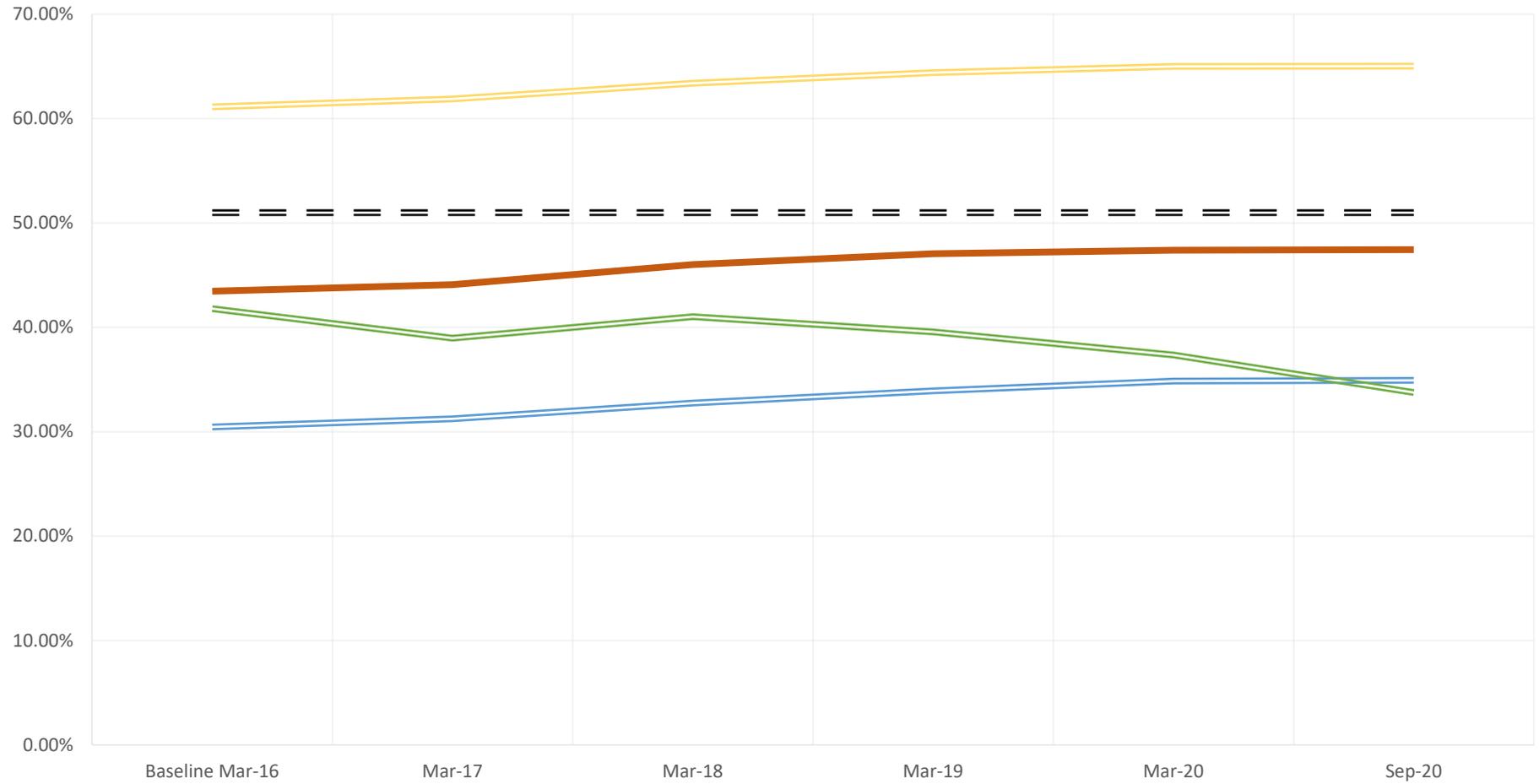
DARREN MARTLAND
CHIEF CONSTABLE

Appendix – Progression from March 2016 – March 2020 (plus 6 months data to Sept 2020)

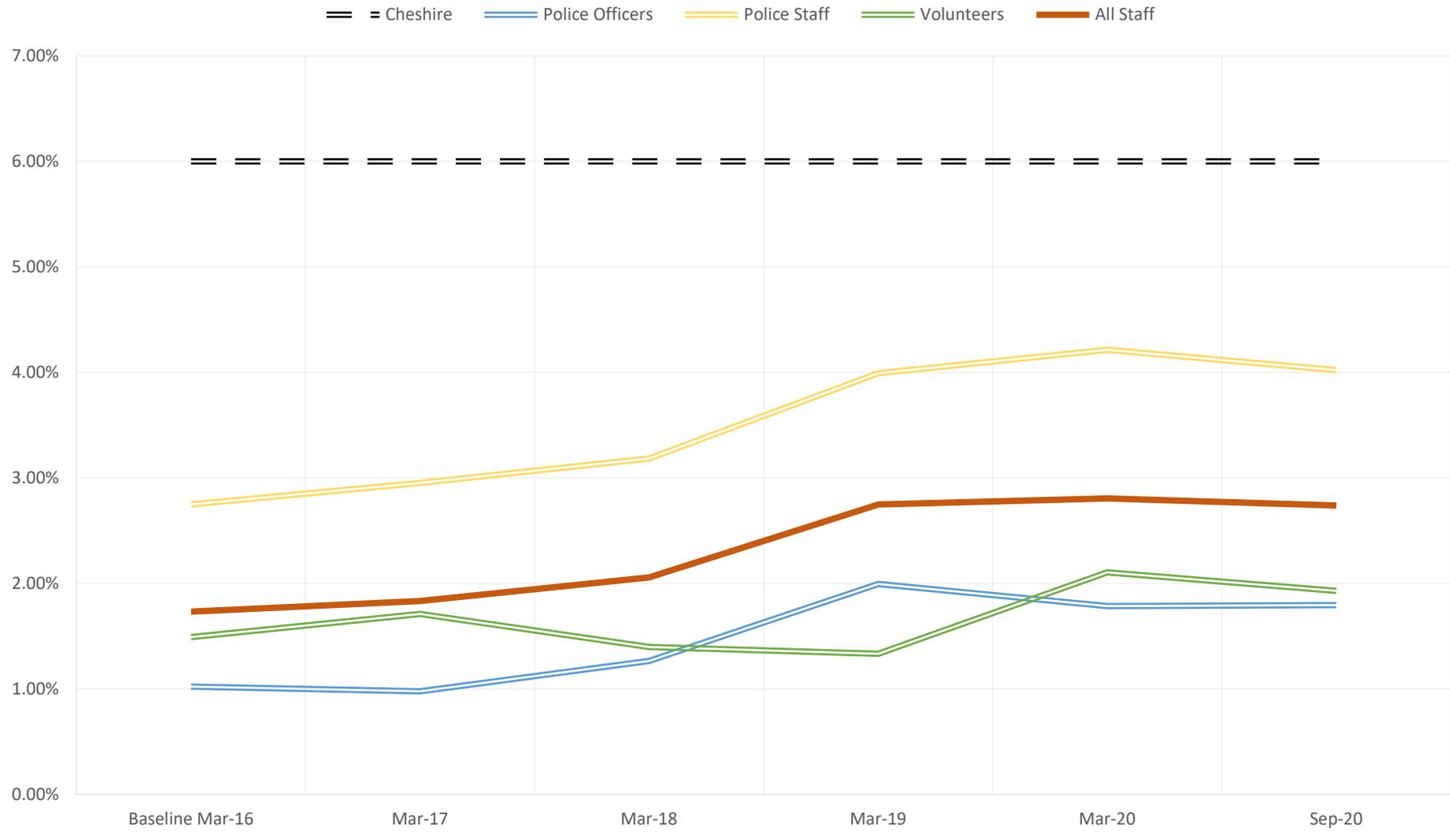


GENDER - % FEMALE REPRESENTATION

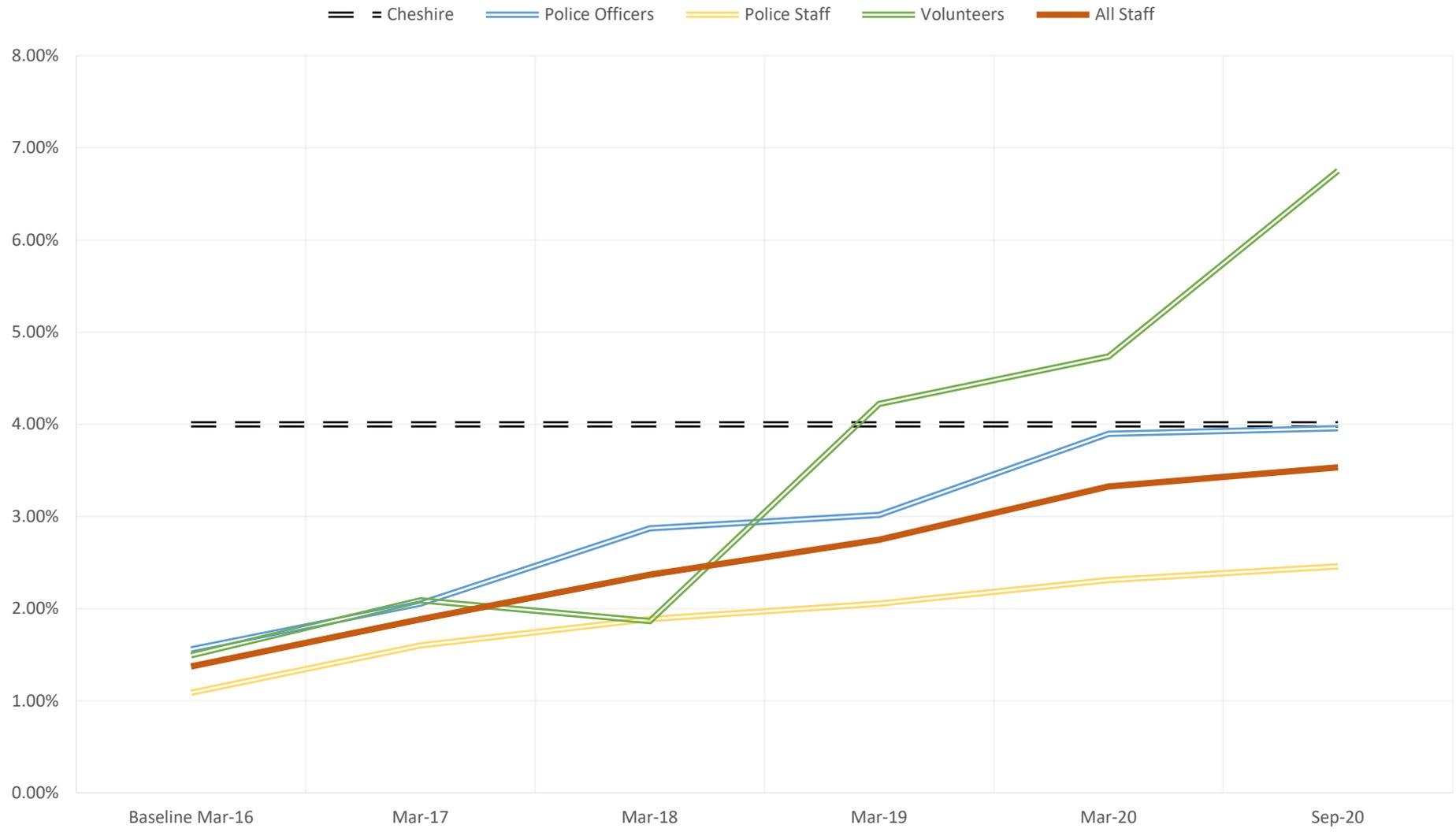
Cheshire Police Officers Police Staff Volunteers All Staff



DISABILITY REPRESENTATION



LGBT+ REPRESENTATION



	National	Cheshire	Baseline Mar-16	Mar-17	Mar-18	Mar-19	Mar-20	Sep-20	Increase since baseline	Represent gap						
BME																
Police Officers	n/a	3.09%*	0.78%	16	1.27%	26	1.46%	30	1.65%	34	1.83%	39	1.93%	42	1.05%	-1.26%
Police Staff			1.10%	17	1.05%	17	1.06%	18	1.14%	20	1.04%	18	1.12%	20	-0.06%	-2.05%
Volunteers			2.10%	11	2.28%	12	1.40%	6	2.00%	9	1.84%	7	1.61%	5	-0.25%	-1.25%
All Staff			1.07%	44	1.31%	55	1.29%	54	1.48%	63	1.51%	64	1.57%	67	0.44%	-1.58%
Females																
Police Officers	n/a	50.99%**	30.46%	626	31.25%	639	32.75%	673	33.92%	697	34.85%	742	34.93%	759	4.39%	-16.14%
Police Staff			61.13%	956	61.87%	1006	63.38%	1075	64.40%	1129	65.01%	1126	65.03%	1164	3.89%	14.02%
Volunteers			41.79%	224	38.97%	205	41.03%	176	39.56%	178	37.37%	142	33.76%	105	-4.42%	-13.62%
All Staff			43.47%	1806	44.08%	1850	46.03%	1924	47.06%	2004	47.39%	2010	47.45%	2028	3.93%	-3.60%
Disability																
Police Officers	6.00%	n/a	1.02%	21	0.98%	20	1.27%	26	2.00%	41	1.78%	38	1.79%	39	0.76%	-4.22%
Police Staff			2.75%	43	2.95%	48	3.18%	54	3.99%	70	4.21%	73	4.02%	72	1.47%	-1.79%
Volunteers			1.49%	8	1.71%	9	1.40%	6	1.33%	6	2.11%	8	1.93%	6	0.61%	-3.89%
All Staff			1.73%	72	1.83%	77	2.06%	86	2.75%	117	2.81%	119	2.74%	117	1.07%	-3.19%
LGBT																
Police Officers	4.00%	n/a	1.56%	32	2.05%	42	2.87%	59	3.02%	62	3.90%	83	3.96%	86	2.34%	-0.10%
Police Staff			1.09%	17	1.60%	26	1.89%	32	2.05%	36	2.31%	40	2.46%	44	1.22%	-1.69%
Volunteers			1.49%	8	2.09%	11	1.86%	8	4.22%	19	4.74%	18	6.75%	21	3.24%	0.74%
All Staff			1.37%	57	1.88%	79	2.37%	99	2.75%	117	3.32%	141	3.53%	151	1.95%	-0.68%

*Based on 2016 mid-year estimates

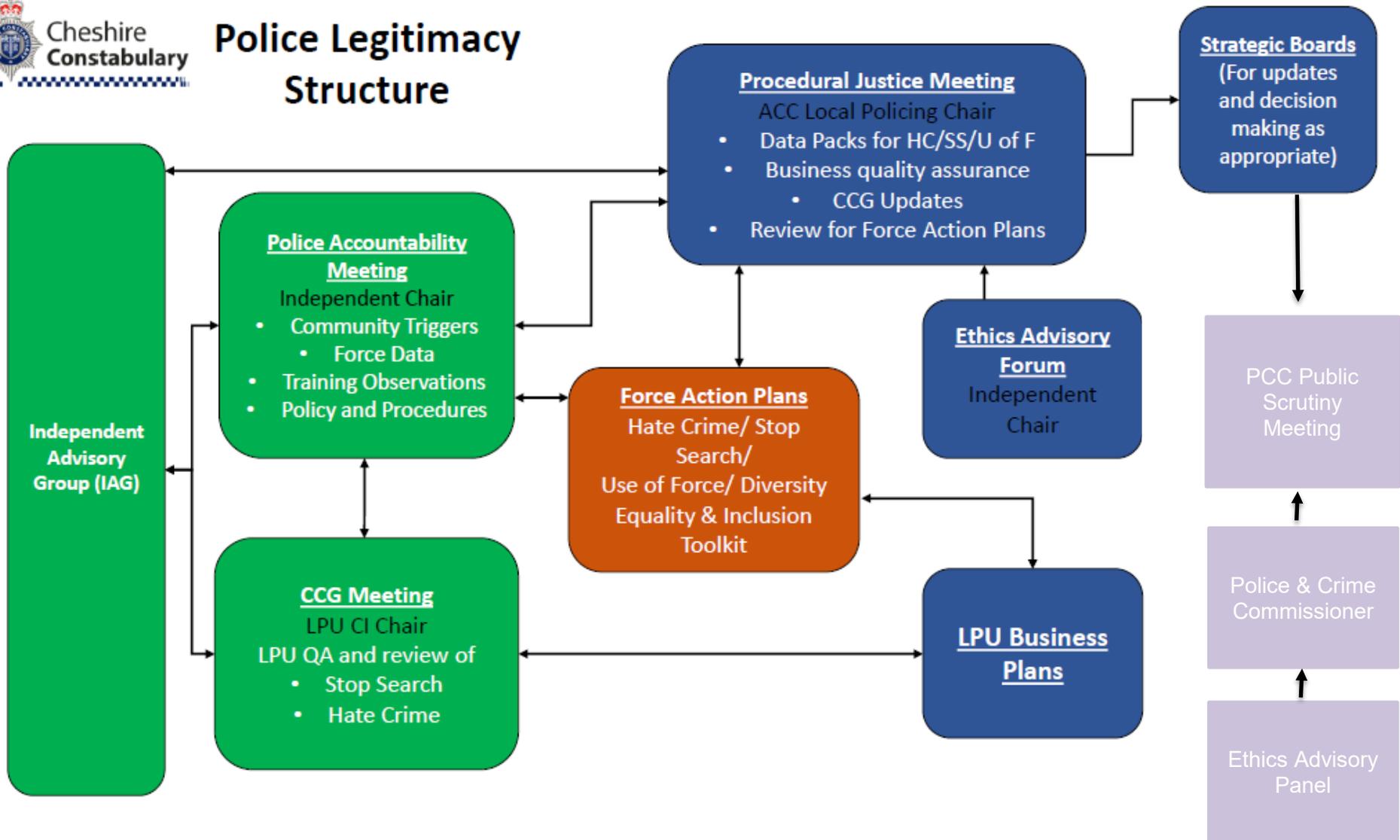
** Based on 2019 mid-year estimates

The following table details the application and attrition rate to date for the first Police Constable and Police Constable Degree Apprenticeship recruitment process across the first campaign for 2020-2021. Please note that the recruitment system in place cannot report on internal candidates Equal Opportunities data.

STAGE	GENDER						BAME	LGBT	DISABILITY
	MALE	FEMALE	TRANSGENDER	GENDER NOT STATED	INTERNAL				
Cheshire Constabulary received a total of 776 applications for this campaign:									
Applications Received	62.1%	34.2%	0.4%	1.5%	1.8%		4.3%	8.2%	5.0%
CBQ Assessment was completed resulting 57% (446) being successful and 43% (330) being unsuccessful at this stage									
CBQ Successful (446)	62.0%	33.4%	0.2%	1.8%	2.7%		3.8%	8.3%	4.7%
CBQ Unsuccessful (330)	62.4%	35.2%	0.6%	1.21%	0.6%		4.8%	8.1%	5.5%
The 57% successful at CBQ were invited to complete the College of Policing National Assessment Centre. A total of 87% (392) were invited to complete this stage of the process. 74 individuals didn't book on to the assessment centre and the assessment centre is still outstanding for 83 individuals – the College of Policing are supporting 29 individuals who had technical difficulties with the National Assessment Centre along with a further 54 candidates who are currently on hold at this stage									
Assessment Centre Successful (214)	62.2%	31.7%	0.5%	1.9%	3.7%		2.3%	8.4%	1.9%
Assessment Centre Unsuccessful (75)	61.3%	34.7%	0.0%	1.3%	2.6%		5.4%	8.0%	6.7%
The 55% (214) successful at the National Assessment Centre were invited to the inforce interview stage of the process, eight (8) declined and 58 are outstanding.									
Interview Successful (96)	58.3%	31.3%	1.0%	2.1%	7.3%		3.1%	15.6%	5.2%
Interview Unsuccessful (52)	59.6%	36.5%	0.0%	3.8%	0.0%		0.0%	1.9%	3.8%
INTAKE June 2020 (32)	56.2%	43.8%	0.0%	0.0%	0.0%		3.1%	9.4%	0.0%



Police Legitimacy Structure





SCRUTINY BOARD

Date: Wednesday 3 March 2021

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 Tuesday 2 March 2021 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		Page
1	PART 1 MINUTES OF THE 13 JANUARY 2021 SCRUTINY BOARD	3
2	CHESHIRE CONSTABULARY ACTION PLAN - HUNTING	9
3	2020/21 BUDGET PRIORITY DEVELOPMENTS - SIX IMPLEMENTATION PLANS UPDATE	28
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6	THEMATIC REPORT: DOMESTIC ABUSE	72
7	COMPLAINTS, CONDUCT MATTERS, EMPLOYMENT TRIBUNALS AND GRIEVANCES: QUARTERLY REPORT	-
8	HMICFRS REPORTS	-

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
<i>Part 2 Minutes of the 13 January 2021 Scrutiny Board</i>	<i>(31) Law Enforcement</i>
<i>Strategic Policing Requirement 2021</i>	<i>(31) Law Enforcement</i>
<i>Conduct Matters/IOPC Referrals</i>	<i>(40) Personal Information</i>
<i>Scrutiny Board Action Log</i>	<i>(31) Law Enforcement</i>

- 9 PART 2 MINUTES OF THE 13 JANUARY 2021 SCRUTINY BOARD -
- 10 STRATEGIC POLICING REQUIREMENT 2021 -
- 11 CONDUCT MATTERS/IOPC REFERRALS -
- 12 SCRUTINY BOARD ACTION LOG -

For further information about this Agenda, please contact Claire Garner on 01606 364000



MINUTES OF THE SCRUTINY BOARD HELD ON 13 JANUARY 2021 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 Hodgson, Head of Finance, Operations & Governance
C Garner, Head of Scrutiny and Improvement
C Tozer, Head of Engagement and Policy
J Park, Operational Support Officer

Cheshire Constabulary

J Cooke, Deputy Chief Constable
J Sims, Assistant Chief Constable
A Ross, Superintendent DEI Lead
P Woods, Head of Planning & Performance
J Gill, Assistant Chief Officer

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

1. MINUTES OF THE 16 DECEMBER 2020 SCRUTINY BOARD

1.1 The minutes of the meeting on 16 December 2020 were noted and approved with minor amendments (officer rank).

2. DEEP DIVE: EQUALITY, DIVERSITY & INCLUSION

2.1 The Commissioner welcomed all to the meeting which was a thematic deep dive into Diversity, Equality and Inclusion (DE&I). The Constabulary submitted a report in advance which was broken down into two areas, being internal organisational matters and external public matters.

2.2 The Commissioner noted that trust and accountability between the police and communities are paramount to legitimate, effective policing and noted that, by improving engagement, we can improve both our service and ability to keep Cheshire safe.

2.3 The Commissioner noted that DE&I was more than statistics and percentages, and recognised the benefits of different experiences and perspectives that a diverse work force offers, both inside and outside of the organisation. He stressed the importance of embedding a culture of change in the organisation where people feel able to feed in their experiences and add value.

2.4 The Commissioner thanked the Constabulary for the work that had already been done and reflected on the journey of the last years as he recalled two headlines that had featured the Constabulary immediately prior to his term of office. These were that Cheshire Constabulary did not employ any black officers and had been suspended by the Home Secretary from the Best Use of Stop and Search scheme (BUSS). The Commissioner had inherited this unacceptable position and had focused efforts to ensure meaningful progress on both matters and the cultures surrounding both issues. He was happy that some significant progress has been made in terms of moving towards a police service that better represents our communities and Cheshire re-admittance to the BUSS had successfully and promptly taken place. However, he was more than aware that the journey was far from complete and was much more complex than the statistics

presented.

- 2.5 The Chief Constable thanked the Commissioner for his ongoing support, commitment and challenge and agreed that Cheshire still had improvements to make to ensure the workforce was representative of the community and that percentages of representation should only be seen as a measure and not an outcome.
- 2.6 The Commissioner asked the Chief Constable to explain how the Constabulary intends to achieve a more inclusive culture, both within the organisation and its work within our communities.
- 2.7 The Chief Constable said the Constabulary was striving to create positive image to be an employer of choice. There has been notable improvements with the amount of applicants from minority groups and positive action would be utilised as appropriate. The organisation is striving to support employees and was pleased with the significant improvements over the past few years.

ACTIONS:

2021/01: Chief Constable and Commissioner to discuss further alternative pathways for police officer recruitment and approaches to removing barriers of all kinds.

- 2.8 The Commissioner expressed concern that the proportion of BAME police staff and volunteers had reduced and asked the Chief Constable for an explanation. In response, the Chief Constable said many Police Staff had moved to other forces and also internally into officer positions and this has contributed to change. The Commissioner noted that austerity often appeared to have had an adverse impact on minority groups and questioned whether the decreased numbers were a result of having less staff or whether recent recruitment had been less proportionate. The Commissioner wished to look into the matter further as he did not wish this to continue in the wrong direction.
- 2.9 The Commissioner noted the increase in the overall workforce as having a disability and identifying as LGBT+. He enquired if this was due to recruitment practices or a change in organisational culture where staff are confident to make disclosures. The Chief Constable said it was a combination of both and congratulated the excellent work done by the staff associations via their networks in supporting their colleagues and contributing to a change in organisational culture. The Deputy Chief Constable added that the Constabulary's Inspector recruitment process had attracted praise from an applicant with dyslexia who stated they were overwhelmed by the support given to them.
- 2.10 The Commissioner noted the Constabulary's internal DE&I governance, including peer review and self-assessment activity as well as implementing the NPCC DE&I toolkits. It was clarified to the Commissioner that a future HMICFRS inspection would be for Police officers only, and was likely later in the year.
- 2.11 The Commissioner asked if applicants who come from a policing background, either through family connections or as a retired officer, would have an advantage in the application process and what was being done to ensure recruitment into the Constabulary was equitable. The Chief Constable agreed and said the Constabulary had many family links within the organisation and credited that to its staff being its greatest ambassadors. However this was not at the expense of the outreach and attraction work ongoing particularly with potential applicants that are not represented within the organisation
- 2.12 Superintendent Ross added to the Chief Constable's remarks and said there are Silver and Gold level meetings to address DE&I however PCSOs are providing a vital link with communities in being ambassadors for the Constabulary using their engagement plan and community days to work alongside recruitment campaigns. For applicants without a policing background there is access to 'insight', buddies and community programmes. The Constabulary are mapping applicants and expressions of interest to understand this further.
- 2.13 The Chief Constable said there was a rank structure for officers to progress their careers. Work was being done to give opportunities for police staff to progress in order to improve retention and

retain talented, experienced people who fulfil critical roles to keep the organisation functioning.

- 2.14 The Commissioner noted that early life experiences with the police may have a huge impact on the desire of an individual to join policing. The 122 community policing model is essential in building those early relationships where communities and individuals develop their views of the Constabulary and can work closely with under-represented communities to attract new talent into the organisation. The Chief Constable said when Covid19 restrictions allow, PCSOs go into schools and engage with young people. He did not want to limit anybody's life opportunities through entering the criminal justice system because of a mistake and making proportionate decisions and preferring to use community resolutions instead.
- 2.15 The Commissioner highlighted the disproportionate makeup of people in prison and said the criminal justice system in its entirety needed consideration. He envisioned that much work will be done by the Criminal Justice Board over coming months where the reasons for disproportionately can be better understood.
- 2.16 The Chief Constable said that work was ongoing to improve data at a departmental level to thoroughly understand the makeup of the organisation. Superintendent Ross was pleased to report that work done to comply with NPCC changes to ethnic categories was ahead of schedule and therefore able to launch a campaign around 'Confidence to Share' in the very near future. This activity is anticipated to improve internal data and a new Data Protection Impact Assessment (DIPA) has been completed so the data can be used for future recruitment campaigns
- 2.17 The Commissioner asked if representation was increasing and present across all areas of the organisation, for instance where complaints were considered by the Professional Standards Department (PSD) was representative in order to make informed decisions from varying viewpoints. The Chief Constable said many departments five years ago were significantly under represented but this had changed significantly. Superintendent Ross said PSD was over represented with protected groups and this aids the complaint process for both employees and communities.
- 2.18 The Commissioner asked how representative the workforce was across the ranks and pay scales and asked how the Chief Constable is ensuring there is proportionality throughout the Constabulary.
- 2.19 The Chief Constable said that the Constabulary ensured that practical issues that could present barriers were addressed in both application and promotion processes, and was pleased that the last Superintendent promotion process saw four successful female applicants. Deputy Chief Constable Cook added there had been focus on the promotion process over the last 12 months to support improvement in workforce representation.
- 2.20 The Chief Constable confirmed the Constabulary has become more flexible through agile working, which is thought to be a contributing factor in reducing sickness absence alongside investment in occupational health support.

ACTIONS:

2021/02: The Constabulary to report on attrition rates amongst employees or officers from underrepresented groups

- 2.21 The Chief Constable confirmed that exit interviews are offered to all employees leaving the Constabulary and provides a final checkpoint for people wanting to leave the organisation. It is at this point reasons as to why people leave are fed into the Organisational Learning Board. Exit interviews are offered to all people leaving the regardless of their length of service or rank,
- 2.22 The Commissioner said accessibility should be considered in depth in a separate meeting and asked for a deeper dive outside of the meeting.

ACTIONS:

2021/03: To hold a deeper dive into accessibility outside of the meeting.

- 2.23 The Commissioner concluded discussions on internal issues and moved onto the external content within the report.
- 2.24 The Commissioner said stop and search was a concern to him and many others, particularly our minority communities, and asked why there was such disparity in the months during lockdown where stop searches nearly doubled.
- 2.25 The Chief constable said that Cheshire, along with all other Constabularies have been on a significant journey with stop and search. He said in many cases there had been insufficient stop and search carried out and this was thought to be due to officers being reticent due to the ensuing scrutiny. Work is being done to address this as stop and search is a legitimate and appropriate tool when it is used appropriately. He explained the disparity had been due to targeted, intelligence led activity towards serious and organised criminality therefore is not an accurate whole picture.
- 2.26 ACC Sims (who is the Cheshire Constabulary's lead for stop and search) is working with officers to confidently use stop and search, and providing reassurances to communities that it is being used to target those most likely to cause harm. External scrutiny has been built into the process, and educational videos are available to the public which explain how and why they are carried out.
- 2.27 The Commissioner recognised the legitimacy of stop and search but wanted to understand why, put simply, black people were several times more likely to be stopped than white people, despite this group having the lowest find rate.
- 2.28 The Chief Constable expressed concern that the 2011 census data may not provide an accurate reflection of our communities and noted that the motorway network was capturing criminals from outside of Cheshire travelling through the County. He said officers should be conducting stop and search for correct purposes only, making intelligence led decisions directed towards criminals at risk of causing harm. Body worn video has been useful in understanding how officers have carried out stop and search.
- 2.29 The Commissioner did not feel the response adequately addressed his concerns that black people are being stopped and searched disproportionately and would like to understand further what had led to the search being carried out, asking for consideration to be given to how the search was initiated. He was interested to understand the breakdown between officer initiated, intelligence led or response to complaints from members the public.

ACTIONS:

2021/04: Constabulary to prepare a detailed briefing to explain what rationale was used for the stop and search.

- 2.30 The Commissioner asked the Chief Constable to explain why the ethnicity of a subject who had been stop and searched in so many cases was unknown, in both self-defined and officer defined circumstances.
- 2.31 The Chief Constable said there were many contributing factors, however officers felt in some circumstances uncomfortable asking a subject to provide their ethnicity. ACC Sims agreed with the Chief Constable saying that by asking what could seem an obvious question could be provoking and the subject would not necessarily accept the importance of recording the information. She added there was a challenge of some individuals who will deliberately define themselves incorrectly. There is a training issue which is being addressed with officers.

ACTIONS:

2021/05: The Constabulary to provide a briefing on local and national recommendations for accurate recording of stop and search.

- 2.32 The Commissioner noted that this was a recurring theme when examining use of force data, and given 25% of entries fell within the unknown category, this raised concerns over the legitimacy of the conclusions drawn in the report. However, when removing the unknown element, a disproportionate use of force had been used on BAME groups. He also asked the Chief Constable to explain why 10% of the incidents involved juveniles between the ages of 11 and 17 and to apply some context to the level of force used.
- 2.33 The Chief Constable said the presence of uniform officers can be intimidating which sometimes influences the behaviour of people. The classification of use of force ranges from tactical communication to lethal force and the officers use discretion to ensure it is proportionate.
- 2.34 The Commissioner asked what mechanisms were in place to triage incidents, especially when officers suspected an individual was suffering with mental ill health or had a hidden disability. He also wanted reassurance that there was sufficient support and referral processes in place in police custody following such an incident.
- 2.35 The Chief Constable said many incidents that officers attend are in response to mental health. Call handlers will obtain information about the individual before the officers arrive, and officer will use their information and professional judgement. Assistant Chief Constable Sims explained that managing these episodes is included on every officer safety training course. She said that officers are not only mindful of the effect custody has on someone with mental health issues, but also on how they transport people.
- 2.36 The Chief Constable said that all officers receive first aid training, with fire arms officers having enhanced training should there be a resulting injury. He said use of force is an essential tool for officers to use to keep themselves and their communities from harm. However, when force is needed it is used appropriately, recorded and monitored.
- 2.37 The Commissioner was reassured that use of force was being deployed proportionately, and consideration was given to people perceived as suffering with mental ill health. He reaffirmed that custody was not the right place for people suffering with mental ill health and said there needed to be a collaboration with partners and other agencies to treat people with dignity, respect proportionality and avoiding criminality where possible.

3. HMICFRS Reports

- 3.1 The Commissioner and the Chief Constable discussed the HMICFRS report '*Released under Investigation – Striking a Balance*' which was published on the 8th December 2020. A briefing giving a response to the recommendations was provided by the Constabulary to the Commissioner prior to the meeting.
- 3.2 The Chief Constable, who is the national lead, said he fully supported the recommendations in the report. He said a change in legislation was a priority and Cheshire Constabulary are giving advice to the government.
- 3.3 The Commissioner noted the majority recommendations were for the Home Office, but supported the recommendations for Constabularies. He thanked the Constabulary for their briefing and would submit the section 55 response to HMICFRS.
- 3.4 HMICFRS circulated a report on the super-complaint '*Safe to share? Report on Liberty and Southall Black Sisters' super-complaint on policing and immigration status*' to Constabularies. HMICFRS are yet to clarify if a response is required however the Commissioner asked the Constabulary to provide a briefing on the document for review at the next scrutiny meeting.

ACTIONS:

2021/06: The Constabulary to provide a briefing on the super-complaint 'Safe to share' prior to the scrutiny meeting in February.

Duration of meeting: Part One of the meeting commenced at 11.00 and finished at 13:10.

Cheshire Constabulary Action Plan - Hunting



Intention: *Following an independent review of the Constabulary's response to fox hunting commissioned by the Police and Crime Commissioner, a number of recommendations have been made. This action plan addresses those recommendations.*

Key Themes to be Progressed, Business Leads & RAG Status:

1. Leadership and accountability

2. Engagement and Communication

3. Learning and Development

4. Quality of investigations

5. Operational Response to incidents

Plan last updated: 19/05/2020

Stakeholders, decision makers and governance:

Gold Strategic Lead
T/ACC Matt Welsted

Silver Operational Lead
T/Supt Julie Westgate

Force Wildlife and Rural Crime Lead
Chief Inspector

Rural investigations lead
Detective Inspector

Regular Gold meetings are chaired by T/ACC Matt Welsted

Code of Ethics:

Accountability:

We are answerable for our decisions, actions and omissions

Fairness:

We treat people fairly

Honesty:

We are truthful and trustworthy

Integrity:

We always do the right thing

Leadership:

We lead by good example

Objectivity:

We make choices on evidence and our best professional judgement

Openness:

We are open and transparent in our actions and decisions

Respect:

We treat everyone with respect

Selflessness:

We act in the public interest

Cheshire Constabulary Action Plan - Hunting



1. Leadership & Accountability

Key Themes to be Progressed:

- Review of Gold Strategy
- Sharing of best practice

Business Lead:

ACC Operations

Desired outputs, criteria for success & benefits:

- Clear and transparent Gold strategy for the Constabulary response to and investigation of reports of illegal hunting and for any other related matters.

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
1.1	The Cheshire Constabulary Strategic Lead for Wildlife and Rural Crime should take this opportunity to share good practice via the NPCC lead for rural crime	ACC Operations	Completed	Independent Review of Fox Hunting Across Cheshire and NPCC National Guidance circulated nationally in March 2019. Update May 2020 - This is embedded as continuous learning with regular links with national best practice through the Rural Crime Lead. The Hunting Tactical Commander has also shared best practice with surrounding Forces to compliment the national picture	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
1.2	The Gold Strategy should make reference to other criminal / Road Traffic Act offences that could be committed. This does not need to be prescriptive, but in its current form it only focuses on the Hunting Act.	ACC Operations	Completed	<p>Gold Strategy to be reviewed and amended</p> <p>Gold Strategy reviewed by ACC (Operations) and includes all criminal activity that occurs. <i>To prevent and detect criminal offences arising out of either exempt or non-exempt hunting events through a reasonable and proportionate response to any crime committed.</i></p> <p>It would be appropriate however that the Silver Tactical Plan gives more prescription to all associated crimes.</p> <p>Silver Plan updated (17.12.18) to include reference to all legislation.</p> <p>In March 2019 a 'peer review' was conducted of the Gold Strategy (Outside Police Force), which included 1 recommendation concerning that responsibility for overall safety of all involved in the hunt.</p> <p>Update Oct 2019 - consultation was conducted during the engagement meetings and the Gold Strategy has been re-written and will be uploaded onto the Cheshire Police website.</p> <p>Update 19/05/2020 - The Gold Strategy was written in collaboration with all stakeholder groups and was published on the Police website inviting feedback, which has been constructive and incorporated. The Gold Startegy for 20/21 will be completed from the good foundation already established throug the previous year's strategy, focusing on the lesson learnt.</p>	Green	
1.3	Contact to be made with NPCC 'Lead' in relation to the GPMS of the NPCC guidance which is currently Official - Sensitive	ACC Operations	Completed	<p>Enquiries (5th April) confirmed that the document is designated 'Official Sensitive' and therefore can not be circulated.</p> <p>Update 19/05/2020 - A redacted version is now available on the internet.</p>	Green	
1.4	Public Scrutiny Board 25/02/2019 - Police & Crime Commissioner to engage with legislators to encourage that any changes to legislation include a clear definition of the role of Terrier men.	OPCC	Completed	<p>The Police & Crime Commissioner has written to all MPs outlining the outocme of the independent review and recommendations.</p> <p>The Police & Crime Commissioner will, however, continue to engage with legislators in relation to this matter.</p>	Green	
1.5	Public Scrutiny Board 25/02/2019 - Chief Constable to confirm whether staff or officer participation in hunting would constitute a business interest or any other declared conflict of interest	ACC Operations	Completed	<p>In accordance with Cheshire Constabulary policy, participation in Hunting activity is not deemed to be a 'Business Interest' unless the participant receives monetary benefit / gain from membership or ownership.</p>	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
1.6	Public Scrutiny Board 25/02/2019 - Cheshire Constabulary Ethics Panel to consider whether officers and staff should declare an interest if participating in hunts.	ACC Operations / OPCC	Completed	To be considered by the Constabulary / OPCC 'Ethics Panel'. Update 15/08/19 - subject will be taken to the next Ethics Panel (4/9/19) <u>Update 11/10/2019</u> - subject was discussed at the Ethics Panel held on 11/10/19 <u>Update 19/05/2020</u> - There is no legal requirement for this to be done, however, in the interests of public accountability and transparency, we have asked all members of the Rural Crime Team to volunteer information if they are a member or have an affinity to a pro or anti-hunting group.	Green	
1.7	Public Scrutiny Board 25/02/2019 - Cheshire Constabulary to liaise with the pro-hunt and anti-hunt communities to agree a coordinated and planned approach to hunting activities for the 2019/2020 season onwards.	ACC Operations	Completed	Available dates are currently being agreed with ACC Operations and meetings will be convened in the summer. Meeting held between OPCC and Constabulary to plan engagement event whereby a Code of Conduct will be presented, with a view to seeking agreement to adopt by interested parties. Letter of invite to be sent by 5th June with a view to holding meeting in July. <u>Update July 2019</u> - Engagement event held 10/7/19. Voluntary protocol and policing response discussed. Follow up meeting to be held 14/8/19. <u>Update 15/08/19</u> - Further Engagement event held 14/8/19. Engagement will continue with all groups both through the Rural crime team and with further meeting with ACC Operations. The next date for which is 27/11/2019. <u>Update 19/05/2020</u> - the Constabulary has a healthy relationship with all stakeholders, however, we have found the most effective engagement is conducted at a local level and is being progressed by the Rural Crime Team. Strategic engagement will be offered to all parties to ensure these constructive relationships continue (subject to Covid 19 restrictions).	Green	
1.8	Public Scrutiny Board 25/02/2019 - The Commissioner is to be provided with a copy of the NPCC guidance and the Constabulary is to ensure that such guidance is reflected in the Constabulary action plan in relation to the policing of hunting.	ACC Operations	Completed	NPCC Guidance circulated to police forces in March 2019 and it is confirmed that suggested 'good practice' has been included in the Cheshire Constabulary action plan. However, unable to circulate widely due to 'Security Marking' (Official Sensitive).	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
1.9	Public Scrutiny Board 25/02/2019 - Cheshire Constabulary to develop an action plan to respond to the independent report recommendations and actions resulting from today's scrutiny board. The action plan is to be presented at the next public scrutiny board.	ACC Operations	Completed	Action Plan drafted and led by ACC (Operations), which includes the recommendations from the independent report, commissioned by the OPCC.	Green	

Cheshire Constabulary Action Plan - Hunting



2. Engagement & Communication

To ensure clear and effective communication with all community groups involved in or affected by Hunting and with the wider public, officers and staff.

Key Themes to be Progressed:

- Effective communication strategy
- Regular updates
- Review of good practice

Business Lead:

Head of Corporate Communications

Desired outputs, criteria for success & benefits:

- To have in place a clear communications plan addressing the needs of all stakeholders prior to the commencement of each hunt season
- To provide regular dialogue with interested parties
- To learn from good practice in order to improve the policing response

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
2.1	An effective communications strategy to be implemented in the lead up to and during the hunting season.	Head of Corporate Communications	Completed	<p>Corporate Communications Department drafted and updated and revised communications strategy, which has been subject to independent review.</p> <p>The strategy will be reviewed and updated in advance of the 2019/20 season.</p> <p>Update 17/10/19 - the updated communications strategy has been reviewed and agreed by ACC Operations.</p> <p>Update 19/05/2020 - During the last season there was a weekly meeting between command and comms to ensure our communication strategy remained effective. Communication will be part of our on-going engagement and will be continually reviewed.</p>	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
2.2	The Cheshire Constabulary Strategic Lead for Wildlife and Rural Crime to ensure that land owners are provided with feedback and made aware of the outcome of any allegations of illegal hunting.	Investigative Lead (Crime Bronze)	Completed	<p>When necessary and appropriate, the Investigative Lead will ensure that land owners are updated with the outcome of investigations. We will also ensure, when appropriate, that future allegations are reported to land owners.</p> <p>Update July 2019 - where the land owner was known, they were updated in relation to the NFA decisions on the 5 fox kill investigations.</p> <p>Update 19/05/2020 - part of the engagement process last season involved liaison with land owners. This will continue into the new season with effective communication to ensure land owners are kept up to date.</p>	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
2.3	Arrangements to be made for post 2018/19 and pre 2019/20 season meetings to be held with representatives of relevant stakeholder groups. Discuss planning with the hunt groups for the 2019/20 season.	Tactical Commander	Completed	<p>Tactical Commander to coordinate meetings with hunt and anti-hunt groups in summer 2019, prior to the 2019/20 season.</p> <p>The meetings will be arranged (by mid-June) and chaired by the ACC (Operations) by the end of August 2019.</p> <p>Wildlife Officer met with representatives from anti-hunt groups in March / April 2019.</p> <p>Update July 2019 - Engagement event held at Cheshire Police HQ on 10/7/19. Future policing response and proposed behaviour protocol discussed. Further event planned for 14/8/19.</p> <p>Update 15/08/19 - further engagement meeting held 14/8/19. Gold strategy and policing response discussed and agreed.</p> <p>Update 19/05/2020 - the Constabulary has a healthy relationship with all stakeholders, however, we have found the most effective engagement is conducted at a local level and is being progressed by the Rural Crime Team. Strategic engagement will be offered to all parties to ensure these constructive relationships continue (subject to Covid 19 restrictions).</p>	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
2.4	Review of 2018/19 season in order to identify 'good practice' and lessons learned that will be incorporated into the planning for the 2019/20 season.	Hunt working group	Completed	<p>A number of update meetings are to be held throughout the summer, in order to document good practice, lessons learnt and, where appropriate, incorporate into planning for the 2019/20 season and share with the NPCC 'Lead'.</p> <p>Update May 2020 - the Constabulary is linked in with national best practice and continually reviews the Constabulary activity in relation to responding to hunting. This feeds the continuous learning for the organisation.</p> <p>A debrief was held from the 19/20 and the learning will be carried forward into the planning for the 20/21 season.</p>	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
2.5	Public Scrutiny Board 25/02/2019 - Cheshire Constabulary to provide advice to Hunts in relation to the recording of the setting of trails.	Hunt working group	Completed	<p>Meeting held between OPCC and Constabulary to plan engagement event whereby a Code of Conduct will be presented, with a view to seeking agreement to adopt by interested parties. Letter of invite to be sent by 5th June with a view to holding meeting in July as per 2.3.</p> <p>Update July 2019 - Engagement event held 10/7/19. Voluntary protocol discussed.</p> <p>Update 15/08/19 - further engagement meeting to be held with hunts and discussion in progress with Countryside Alliance representatives.</p> <p>Update Oct 2019 - advice has been given to the Hunts. This is being considered by them.</p> <p>We are working hard to facilitate understanding of the various groups and where possible, encouraging changes which adds transparency to the activity undertaken. For example Cheshire Hounds and Cheshire Forest have both adopted transparency with the anti-hunt stakeholders. Work is ongoing with other hunts who attracted increased attention from anti-hunt protestors towards the end of the 19/20 season.</p>	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
2.6	Public Scrutiny Board 25/02/2019 - Cheshire Constabulary to communicate with all stakeholders in relation to the future approach to hunting within Cheshire.	Tactical Commander	Completed	<p>Incorporated in the engagement event in July (see Ref 2.5).</p> <p>Update July 2019 - Engagement event held 10/7/19. Voluntary protocol discussed.</p> <p>Update 15/08/19 - further engagement event held 14/8/19. Continuous engagement agreed.</p> <p>Update May 2020 - there are various ways in which we communicate and work with the stakeholders involved, such as Scrutiny Board, Gold Groups, engagement events and building relationships with local MPs. This assists in understanding the complex nature of the subject and the varying views which feeds into our robust operational modelling to ensure an appropriate policing focus to hunting activity.</p>	Green	

Cheshire Constabulary Action Plan - Hunting



3. Learning & Development

To ensure that appropriate officers and staff receive relevant training to allow them to carry out duties in relation to the hunt.

Key Themes to be Progressed:

- Ensure officers and staff are familiar and confident with Hunt legislation and issues

Business Lead:

Head of Learning and Development

Desired outputs, criteria for success & benefits:

- Officers attending hunt meetings understand the relevant legislation
- Officers can provide a transparent, impartial response to hunting related activity

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
3.1	The Cheshire Constabulary Strategic lead for wildlife and rural crime to ensure that staff are familiar with the legitimate role of the terrier men.	ACC Operations	Completed	Training and awareness sessions include a description and observation of all groups associated with hunts and protest. Wildlife officers have provided details of training presentations. We now have a Rural Crime Team who are subject matter experts and available to provide support and advice where required.	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
3.2	The Cheshire Constabulary Strategic lead to ensure a sustained programme of training is delivered across the force utilising IT, force intranet system and providing practical advice for all officers and staff.	Head of Learning and Development	Completed	<p>Training PowerPoint has been sent to Learning & Development and an 'Aide Memoire' has been created for officers. Wildlife officers will deliver inputs / advice to 'Beat Management' and Taskforce officers. The training programme to be reviewed for 2019/20 season, which will include the delivery of 'specialist training' for investigators.</p> <p>Update July 2019 - Training has now been delivered to all frontline officers in the relevant LPUs and the Roads and Crime team. Aide memoir has been compiled and will be issued pre-season.</p> <p>Update Oct 2019 - Aide memoire has been distributed to all front line officers.</p> <p>Update May 2020 - We have a continual training programme to support officers called to attend hunts. This is bolstered by the Rural Crime Team as subject matter experts.</p>	Green	

Cheshire Constabulary Action Plan - Hunting



4. Quality of Investigations

To ensure that any investigations into reports of illegal hunting are progressed efficiently and effectively by appropriately trained and supervised staff

Key Themes to be Progressed:

- Monitoring of crime investigations, ensuring these are being progressed diligently and in a timely manner.

Business Lead:

Crime Bronze

Desired outputs, criteria for success & benefits:

- To ensure consistency of investigation and decision making
- Offences reported are dealt with as quickly as possible

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
4.1	Cheshire Constabulary should ensure that allegations of Cyber-Crime where business websites are targeted are investigated robustly given the impact on the individuals and the business.	Crime Bronze	Completed	All reported allegations of criminal activity are assessed and appropriately and proportionately investigated. Each crime is considered individually on its merits.	Green	
4.1.1	Cyber crime specifically reported to the review team to be reviewed and appropriate action taken if required.	Crime Bronze	Completed	Crime Bronze has reviewed the cases and learning has been embedded for future incidents	Green	
4.2	Officers investigating offences under the Hunting Act should seek the advice of Wildlife officers where further guidance is needed.	Wildlife Tactical Lead	Complete	Wildlife officers are available to provide advice on any relevant investigations. We now have a Rural Crime Team who are subject matter experts. All hunting related crimes are reviewed by the Detective Inspector who ensures all proportionate lines of enquiry are pursued.	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
4.3	Officers investigating hunting offences should use the appropriate websites to gain an understanding of the operation of hunts.	Crime Bronze	Complete	Information obtained from relevant 'web-sites' will be included in officer briefings and Aide-Memoire where appropriate. Update Oct 2019 - Appropriate websites and other advice from experts are continually monitored and fed into our training advice through the engagement of our Rural Crime Team.	Green	
4.4	Updated review to be completed of all Op Swiftness profile crimes and allegations reported during the 2018/19 season.	Crime Bronze	Completed	Action allocated to Crime Bronze. A working group has been convened, which has reviewed the investigations from the 2018/19 season and will report by 14th June. Update May 2020 - all hunt related crimes are flagged for further scrutiny by the crime bronze. who reviews the investigative progress on a weekly basis, the outcome of which is scrutinised by the Gold Group. 19/20 season saw 67 crimes reported, the majority of which were: assaults, criminal damage and public order offences.	Green	
4.5	Status of 2018/19 crime reports to be reviewed, including the on-going fox kill investigations.	Crime Bronze	Completed	All investigations overseen and reviewed by the dedicated 'Crime Lead'. On-going investigations, concerning alleged illegal hunting, have been subject to 'Early Investigative Advice' from the CPS. Final decisions on the outcomes of the investigations will be made in due course and communicated to 'interested parties'. Update Oct 2019 - all investigations for the 2018/19 season have now been concluded. Update May 2020 - all hunt related crimes are flagged for further scrutiny by the crime bronze. who reviews the investigative progress on a weekly basis, the outcome of which is scrutinised by the Gold Group.	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
4.6	Public Scrutiny Board 25/02/2019 - The Commissioner is to be provided with a briefing that details the cases referred to the CPS during the review period.	Crime Bronze	Completed	Summary briefing completed in relation to the number of cases under investigation and has been provided to the Commissioner.	Green	

Cheshire Constabulary Action Plan - Hunting



5. Operational Response to Incidents

To ensure that operational response to hunt incidents is appropriately planned and managed

Key Themes to be Progressed:

- Operation order under Op Swiftness

Business Lead:

Tactical Commander

Desired outputs, criteria for success & benefits:

- Op Order and TAC plan are regularly reviewed and updated
- Policing response remains effective and proportionate

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
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Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
5.1	The Cheshire Constabulary Strategic Lead for Wildlife and Rural Crime to ensure that all agreed plans relating to hunting include prompt response and clear operational guidance and are in place prior to the start of the hunting season.	Tactical Commander	Complete	<p>Operational plan and guidance is in place (Operation Swiftness), which will be reviewed and updated prior to the commencement of the 2019/20 season.</p> <p>Update Oct 2019 - Gold strategy and Silver tactical plan have been appropriately updated ready for the season commencing.</p> <p>Update May 2020 - we now have an effective approach to our policing response to hunting which was developed over the 19/20 season and subject to reviews and debriefs. This will continue into the 20/21 season and consists of a command structure including Gold Commander, dedicated Silver, and Bronzes for community, communications and investigation. Subject matter experts are embedded within the Rural Crime Team and the frontline response is provided by appropriately trained Roads and Crime Team. This is all built on a foundation of effective learning, engagement , communication and problem solving.</p>	Green	

Ref	Recommendation	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
5.2	Cheshire Constabulary to review and reduce the number of incident type descriptions used in relation to hunt related activity	Head of FCC	Complete	<p>The Tactical Commander has liaised with the head of the Force Contact Centre to ensure that measures are in place to record and report 'hunt related activity'.</p> <p>Update 12/09/2019 - An incident qualifier is to be included from 13/9 on all incidents related to hunting, whatever the incident type. A proforma will also be used by call operators for reports of alleged illegal hunting.</p> <p>Update Oct 2019 - the qualifier is now live and being used by call operators, therefore we can now identify hunt related incidents which supports our response and promotes problem solving.</p>	Green	

Budget Priority Delivery Plan

Priority: A named, faced police officer for every community in Cheshire - *The plan to deliver 122 named, faced community police officers aligned to each of our communities in Cheshire. The officers will complement the existing 122 PCSOs, which have become a strong and recognised brand, and enable the Constabulary to continue to deliver the Police and Crime Plan.*

Ref	Deliverable	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
1	Complete role profile revisions and changes to establishment	Chief Constable	31/07/2020	The revised role profile, job description and title for the posts have been completed. COMPLETE		
2	122 named faced community police officers aligned to Cheshire's 122 communities	Chief Constable	01/08/2020	All appointed and will be released for 31st July 2020 except two staff who are in specialist roles until September. Update Oct 2020 All staff are now in post - COMPLETE		
3	Agreed plan in place to maintain 122 community police officer establishment throughout the year taking into account attrition and handover	Chief Constable	01/08/2020	Update Oct 2020 The Constabulary now has an additional 10 Neighbourhood officer appointed to support the 122 Neighbourhood Police Constables, and assigned to the high demand communities, such as town / city centres and high footfall localities. COMPLETE		

Budget Priority Delivery Plan

Priority: Increased investment in Cheshire Constabulary's Force Control Centre to provide an improved service for callers to 999 or 101 - The planned increase within Force Control Centre (FCC) to expand the overall headcount by eleven posts. This supports the FCC leadership team to deliver the services on behalf of the public of Cheshire.

Ref	Deliverable	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
1	Agreement of recruitment plan to increase FCC establishment by 11 posts	Chief Constable	01/04/2020	The department, working with HR colleagues have a rolling programme of recruitment with 4 intakes per year. COMPLETE		
2	Recruitment of additional staff to FCC to increase establishment	Chief Constable	31/08/2020	FCC Establishment exceeded the FTE by 4 operator posts on 28th September. COMPLETE		
3	Agreed plan in place to maintain FCC establishment throughout the year taking into account attrition and handover	Chief Constable	01/08/2020	In order to sustain the department at FTE given the transition of staff to police officer posts and forecast retirements there are further intakes confirmed for the 9th November, February and a tentative intake in March if it is required. COMPLETE		

Budget Priority Delivery Plan

Priority: Improved Occupational Health Service for police officers, police staff, specials and volunteers with a particular focus on mental health-Improved occupational health for police officers and staff with a particular focus on mental health. *The overall objective to develop and improve the Occupational Health Service currently operating within the Constabulary. Planning for the future provision of occupational health services is to move towards an in house model.*

Ref	Deliverable	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
1	Draft terms of reference for organisational consultation and agreement on requirements and scope	Chief Constable	31/05/2020	This was completed within timescales. COMPLETE		
2	Produce map of wellbeing services	Chief Constable	31/05/2020	This was included carried out alongside the production of the terms of reference. COMPLETE		
3	Produce initial findings and recommendations with an outline business case	Chief Constable	31/08/2020	Outline business case prepared and agreed by Chief Officers. COMPLETE		
4	Outline Business Case to be presented to PCC and Chief Constable for consideration	Chief Constable	30/09/2020	Outline business case agreed by PCC and Chief Constable in September 2020. COMPLETE		
5	Implementation plan and timelines to be agreed with Full Business Case	Chief Constable	04/11/2020	Business case to be considered at November Joint Mgmt Board		

Budget Priority Delivery Plan

Priority: Further investment in 'pro-active' operations to tackle county lines drug activity and other organised crime- Planned investment to enhance delivery of the Constabulary's strategy aligned to activity that directly supports the North West Regional Organised Crime Unit and the National SOC strategy, set by the NCA and Home Office. This approach adopts the 4Ps in Pursue, Prevent, Prepare and Protect around three pillars of SOC threat - commodity, vulnerability and prosperity

Ref	Deliverable	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
1	<u>Equipment</u> - Review of serious & organised crime unit equipment and asses upgrading and / or replacement needs to keep pace with advances in technology to provide the best possible service to the public	Chief Constable	31/03/2021	<p>Work has started and it is envisaged that a capital bid will be formulated over the next 3 months for equipment upgrades and replacement</p> <p>A detailed SWOT analysis is being conducted of the equipment together with how this improves our ability to proactively investigate those engaged in SOC</p> <p>Update October 2020 - COG paper prepared and is to be submitted at the next COG.</p> <p>Update January 2021 - COG paper has been approved and additional camera platforms have been identified, costed and ordered. Liaison has taken place with fleet so that there are no additional costs for vehicles etc. All funds will be spent and receipted by end of financial year. The impact of this equipment will mean that the force has 6 camera platforms for forcewide deployment to tackle SOC that will future proof the capability for a number of years and should reduce length of deployments/risk to staff in getting closer to targets. An additional 15 SSD drives have also been purchased for Digital Forensics to improve processing speeds of downloads.</p>		

Ref	Deliverable	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
2	<p><u>Software</u> - Investment in specialist software to allow investigations of online crime to be conducted to an evidential standard that will stand up to scrutiny of the criminal justice system.</p> <p>The proposal is to increase the number of software licenses from 64 to 464.</p>	Chief Constable	31/03/2021	<p>Agreement in principle achieved. A plan is being formulated to increase the number of specialist software licences and coordinate the associated training required throughout the remainder of the financial year</p> <p>The software will be purchased and training rolled out across the third and fourth quarters of the current financial year</p> <p>Update October 2020 - Business case has been through Change Board and COG, following queries over the finance required, further options are now included in the amended business case that will be tabled at the November COG</p> <p>Update January 2021 - COG paper approved and procurement sign off for additional licenses is imminent.</p>		The National Policing Digital Strategy indicates that over 90% of all crime now has a digital footprint
3	<p><u>Resources</u> - Alignment of resources to target those involved in Serious and Organised Crime who use the road network across the county</p>	Chief Constable	31/03/2021	<p>A new dedicated resource from the Roads and Crime Unit has been formed under Operation Impact – to proactively disrupt SOC offenders who use the road network to commit crime. This team is dedicated to this function and comprises of a Sergeant and five Constables</p> <p>This team is currently being assessed by the Cheshire Futures Programme with a view to making recommendations including this function in the future operating model of the force</p> <p>Update January 2021 - The approach has been endorsed by Cheshire Futures Programme and agreed for the posts to move from Roads and Crime Unit to Serious Organised Crime Unit. Advert about to go live for the Sgts post and then 5 x Constable posts to follow. Also consideration is being given to having 2 of the posts occupied on a rotational basis.</p>		

Budget Priority Delivery Plan

Priority: Funding to support the further development of Cheshire's Integrated Anti-Stalking Unit- The plan to develop the integrated anti-stalking unit in to a Threat Management Unit. This will provide a collaborative service delivered by integrated Criminal Justice and National Health Services and working in conjunction with existing partner agencies. The Unit will manage the threat, harm and risks associated with the highest harm and serial perpetrators of problem behaviour in Cheshire.

Ref	Deliverable	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
1	Strategic Agreement between partner agencies to engage with the Harm Reduction Unit (formerly Threat Management Unit)	Chief Constable	Complete	CWP and NWB have agreed, recruitment consultation to now go ahead. January 2021: All required partner agencies have agreed- unit will have integration of CC, Cheshire and Wirral partnership, North West Boroughs Health and NPS Cheshire. Action can be closed.		
2	Engage Liverpool John Moores University to support evidence base of the programme	Chief Constable	Ongoing Review in March 2021	Ongoing. January 2021: Harm Reduction Unit leads have been invited to give a presentation to N8 Innovation Forum regarding HRU model to seek academic support in the HRU evaluating model. Date not yet fixed but later this year. Liverpool John Moores have not progressed matters since Covid Pandemic took hold, they are involved in N8 and through N8 funds would be available which were required for us to progress the LJM work but would have to have been found by Constabulary.		

Ref	Deliverable	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
3	Recruitment of staff by partner agencies to be seconded to the Unit.	Chief Constable	31/03/2021	<p>It has been agreed by DCS Public Protection that the approach to CWP for recruitment is to go ahead. Update 12/10/20 Meeting took place on 21st September. PO set up and monies transferred, active recruitment to take place by CWP.</p> <p>January 2021: CWP staff have been recruited and vetted. One member starts in January, second starts in February.</p> <p>Probation staff member has been recruited and expected to be released from current role in March 2021.</p> <p>Negotiations are starting with NWBH to extend their staff member until end of pilot (c. June 2021) as they are currently due to return at the end of March 2021.</p> <p>The full service can now commence, although not in maximum volume before the full compliment of staff are available, so perpetrator and victim engagement due to re-commence end of January 2021.</p>		
4	Commence delivery of full service across Cheshire	Chief Constable	31/03/2021	<p>January 2021: Service is still being provided in relation to advice, consultancy and victim support functions. Full perpetrator engagement and victim support anticipated to commence by end January 2021. Full volume of engagement will be from mid March 2021.</p>		
5	Development of sustainable Harm Reduction Unit (formerly Threat Management Unit) model for Cheshire in partnership with the health sector.	Chief Constable	31/03/2021	<p>Update 28/9/20 DCI Hancock has now taken over the portfolio from DCI Cherrington and the appointment of T/DI Morgan and T/DS Thomason agreed and in place. Supported by the movement of 3xPC's who are previously DA specialists.</p> <p>January 2021: DSupt Cherrington has returned to PPD and taken ownership of HRU. Model will pilot additional DA victim and perpetrator service across Cheshire footprint, with appropriate performance framework and ideally independent academic evaluation to demonstrate value of model. This model will also be adapted (if required) to meet the requirements of the Serious Violence Bill requiring multi agency collaboration and integration of services (including Health) to reduce serious violence. Strategic support will be given to have service delivered by model adopted as a Commissioned Service by Cheshire CCG's to ensure financial sustainability.</p>		

Budget Priority Delivery Plan

Priority: Further support for Cheshire's Women's centres to support survivors of domestic abuse- *The plan to support delivery of the innovative multi-agency Women's Centre model led by Cheshire Criminal Justice Board which works with female offenders to understand the root causes of the issues affecting them and their families with the aim to improve outcomes for women who offend or who are vulnerable to offending. Delivered alongside the continued roll out of the DA matters Responding Well programme in Cheshire Constabulary.*

Ref	Deliverable	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
1	To work in partnership to ensure a joint approach to woman's centres to improve outcomes for women who offend or who are vulnerable to offending	Chief Constable	Ongoing	<p>This is being managed centrally by the Public Sector Transformation team. Cheshire Constabulary have been supportive of this development and will continue to work jointly. The Constabulary will continue to support problem solving in relation to female offending</p> <p>Terms of reference for review of female offenders within the criminal justice system has been agreed – objective is to understand the end to end processes and how effective signposting (linked to women's centres can become commonplace)</p> <p>Update December 2020. Awaiting the partners update in relation to the PST work stream around womens centres. Agenda item on the DA strategic Board.</p> <p>Update January 2021. This remains on the Partnership Strategic Board agenda. The Public Services Transformation Team have been able to support the introduction and development of womens centres throughout Cheshire which can provide support for vulnerable females in each of the local authority footprints. Next stage of this development is to work with the Criminal Justice partnership to map out and agree a Constabulary wide programme to encourage female offenders to engage with these centres as part of the criminal justice journey. The force is mapping the journey of a female offender in Cheshire to identify offences and locations. This will provide important data to understand the wider picture.</p>		

Ref	Deliverable	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
2	To develop an effective support referral mechanism for females in Cheshire Custody Facilities.	Chief Constable	Ongoing	<p>Actions:</p> <p>To map out the current process for female offenders in Custody. To identify the referral mechanism currently in place and the work of the custody nurse and staff in this process.</p> <p>To identify a number of Domestic Abuse investigations where females have been arrested to map the end to end process. The objective will be to assess our safeguarding/referral practice in Custody and to consider how this can be improved. This will be developed with our partners within the Domestic Abuse strategic partnership.</p> <p>Update December 2020. Ongoing, tasked to specialist DA officer to examine open crimes with female suspect. This item is on the agenda for the DA strategic board.</p> <p>Update January 2021. Ongoing. The Criminal Justice process can be mapped, however, there is also a need to understand how out of court disposals can be introduced with the support of the woman's centres. This currently sits within the Criminal Justice team with support from Public Protection and Partnerships.</p> <p>A review of 300 Domestic Abuse cases identified 82 where a female was identified as the suspect. A high level review of this identified 54 of these females as being vulnerable. This supports the hypothesis and the objective that the female offenders in Custody need support. This work supports the objective of the plan. The next objective is to understand how vulnerabilities have been managed and what support requirements are required both within the Constabulary and through the woman's centre projects.</p>		

Ref	Deliverable	Action Owner(s)	Due Date	Latest Update	RAG	Additional Evidence
3	Roll out of Evidence Led DA Prosecution/DA Bitesize and DA Matters training to continue to develop investigative standards around Domestic Abuse .	Chief Constable	Bitesize training ongoing DA Matters Due to recommence	<p>The development of evidence led domestic abuse prosecution is crucial to provide confidence to our response to Domestic Abuse. Extensive training and focus on this and the wider investigative standards have been undertaken and improvements have been noted. Further partnership work with our CPS colleagues is ongoing to consider how effective the Constabulary are in their decision making around DA.</p> <p>The Constabulary's objective is to deliver DA Matters training to all front line staff – of which approximately 600 officers have already attended. DA Matters train the trainer package is currently set for October 2020. To date approximately 900 frontline staff have accessed DA Bitesize training</p> <p>Update December 2020. 1200 officers completed the bitesize training (up from 900). Training officer and 3 x IDVA's are attending Surrey for DA Matters train the trainer course (13/14/15th October). Further course proposed for November which will include an additional IDVA and police staff. ** DA matters / Safelives are not extending their training delivery online, so we are very dependant upon this **</p> <p>Update January 2021. DA Bitesize training has now been delivered to the majority of front line teams. A DA Champions programme is ongoing - Police officers and Staff within the Constabulary to ensure wide ranging approach to DA.</p> <p>DA Matters programme to be delivered in early 2021, delayed owing to COVID restrictions and difficulty in delivering the course effectively. Updated plan to be delivered to the D/Supt to reduce delay (owing to Covid) and start the roll out. Officers will support ongoing DA cases and be a visible 'go to' for advice and guidance. They will have regular CPD over the year. Police staff will develop our organisational awareness of Domestic Abuse and will provide a holistic approach to abuse with the Constabulary. This will support the PCC objectives around vulnerability.</p>		
Ref 3 continued from above			Ref 3 continued from above	<p>Update January 2021 - continued from above- Constabulary focus on outcome 16 ongoing to understand levels of victim non-support reported within the Constabulary. This has senior leadership governance and weekly performance meetings to understand the picture. Focus following recent HMICFRS GMP statement which identified high level of Outcome 16 finalisation in their organisation. This focus will involve joint working with our partnership and the development of a vulnerability hub (12 police officers) who will screen all calls for service where vulnerability is identified – thus supporting early intervention from the first point of contact.</p>		

POLICE AND CRIME PLAN - PERFORMANCE REPORT



December 2020

Visibility

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
% of PCSO time in their allocated community	81.0%	Nov-20

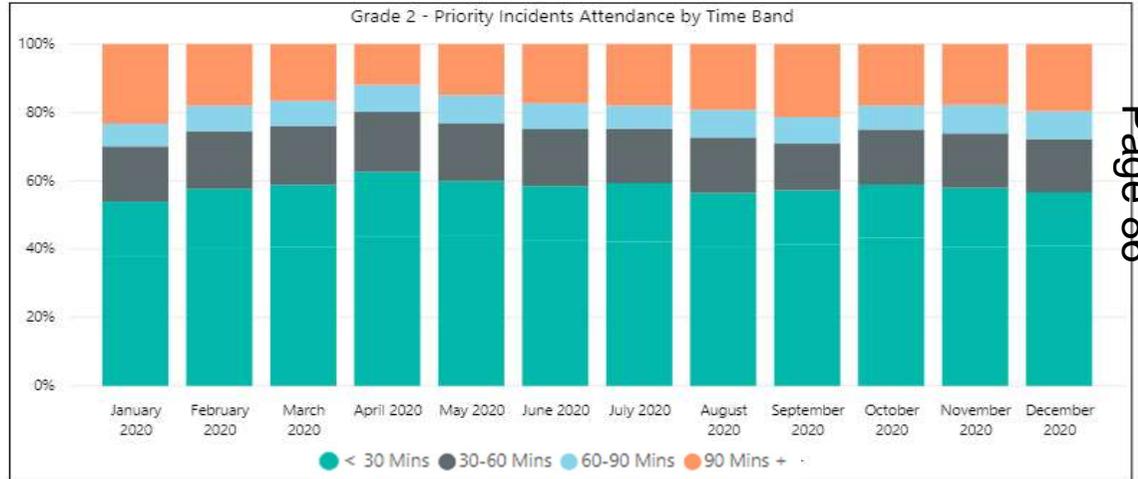
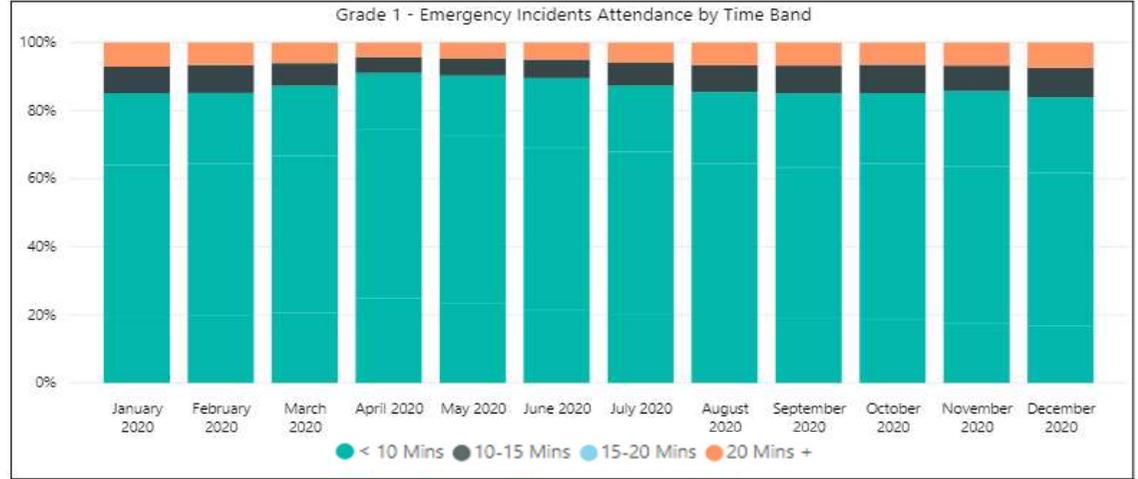
The Constabulary undertakes a monthly PCSO audit survey to assess how key aspects of local policing are undertaken. The December survey shows that 94% of respondents said that they spent more than half of their time in their allocated community or conducting Operation Jingles patrols as part of the visibility drive and that 95% had four or more community surgeries.

The Constabulary regularly monitors information in relation to the Commissioner's priority to have policing 'connected with communities'. At its latest meeting, the Constabulary confirmed that all 122 named PCs and PCSOs are in place and that 121 communities had a recognised community base.

POLICE AND CRIME PLAN - PERFORMANCE REPORT

Response

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
% of Grade 1 Emergency incidents attended within 10/15/20minutes	64.5% in 10 mins (+3 pp) 84.4% in 15 mins (+2.7 pp) 91.4% in 20 mins (+2.1pp)	Dec-20
% of Grade 2 Prompt incidents attended within 30/60/90 minutes	49.8% in 30 mins (+4.6 pp) 63.7% in 60 mins (+4.7 pp) 70.2% in 90 mins (+4.7pp)	Dec-20

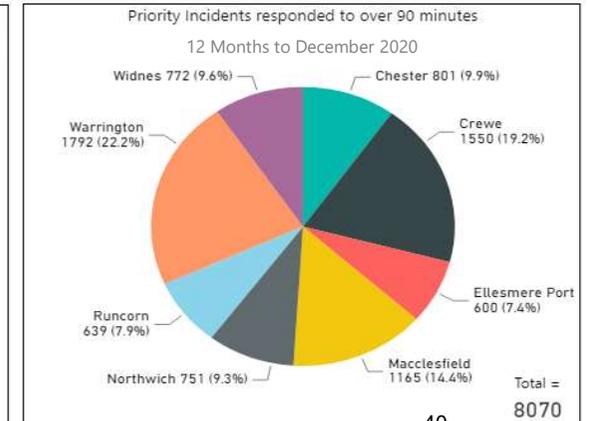
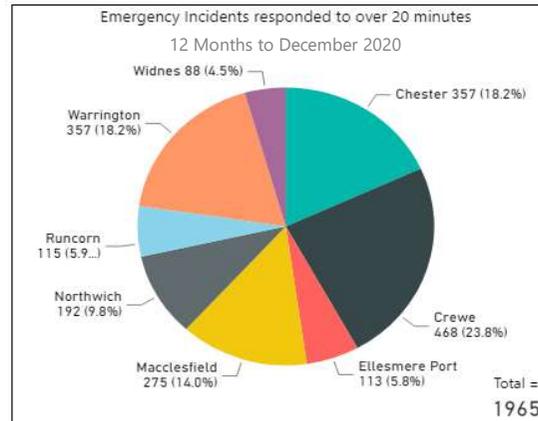


% Attended Grade 1 Emergency

Response times for Grade 1 Emergency response incidents have seen the percentage attended increase across all time bands.

Attended Grade 2 Prompt

Grade 2 Prompt response incidents have seen the percentage attended increase across all time bands.



Stop and Search

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Number of stop searches per 1,000 resident population - White	4.6	Dec-20
Number of stop searches per 1,000 resident population - BME	8.4	Dec-20
% of stop searches which result in arrest	12.5% (-3.4 pp)	Dec-20
% of stop searches which result in arrest - White	12.9% (+4.4pp)	Dec-20
% of stop searches which result in arrest - BME	24.5% (-0.3 pp)	Dec-20

Number of Stop Searches:

The total number of stop searches undertaken has significantly increased (62.2%, +2236) when comparing 12 months to Dec 2020 with 12 months to Dec 2019.

% of Stop & Search resulting in arrest:

At the same time the proportion of stop searches which result in arrest has decreased by -3.4 percentage points to 12.5%.

Overall, the proportion of stop searches which resulted in Police Action being taken has decreased from 38.7% during the 12 months to Dec 2019 to 34.9% during the 12 months to Dec 2020.

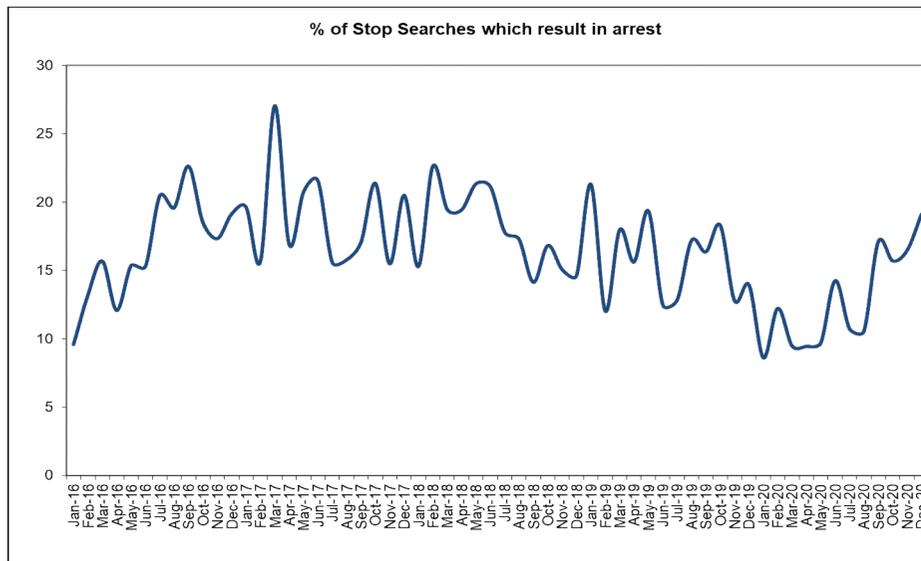
Number per 1000 'White' resident population:

The number of stop searches per 1,000 'white' resident population (based on self defined ethnicity) has increased from 2.9 to 4.6, when comparing 12 months to Dec 2019 with 12 months to Dec 2020. This equates to an additional 1682 stop searches.

Number per 1000 'BME' resident population:

The number of stop searches per 1,000 'BME' resident population (based on self defined ethnicity) has increased from 5.1 to 8.4, when comparing 12 months to Dec 2019 with 12 months to Dec 2020. This equates to an additional 104 stop searches.

During the same period the proportion of stop search records where self defined ethnicity was refused or not recorded has increased from 15.6% to 17.3%.



Stop Searches by Outcome: Jan-Dec 2020			Total	% Split
Generalised Outcome	Detailed Outcome			
Police action Taken	Article found - Detailed outcome unavailable	231	4.0%	
	Arrest	726	12.5%	
	Summons / charged by post	91	1.6%	
	Caution (simple or conditional)	28	0.5%	
	Penalty Notice for Disorder	27	0.5%	
	Khat or Cannabis warning	299	5.1%	
	Community resolution	635	10.9%	
Nothing found - NFA	A no further action disposal	3794	65.1%	
Grand Total		5831		

34.9%

Human Resources

Performance at a glance		
	Rolling 12 Months (comparison shown in brackets)	Period ending
% of workforce self defined as BME ¹	1.6% (+/- 0.0 pp) - Total 1.9% (+/-0.0 pp) - Officer 2.1% (+1.0 pp) - PCSO 1.0% (-0.1 pp) - Police Staff	Dec-20
% of workforce self defined as Female ¹	47.8% (+1.1 pp) - Total 35.2% (+0.4 pp) - Officer 49.0% (-1.0 pp) - PCSO 67.4% (+1.6pp) - Police Staff	Dec-20
% of workforce self defined as LGBT ¹	3.7% (+1.3 pp) - Total 4.1% (+1.2 pp) - Officer 2.6% (-1.1 pp) - PCSO 2.6% (+1.0 pp) - Police Staff	Dec-20
% of workforce self defined as Disabled ¹	2.7% (+0.3 pp) - Total 1.8% (+0.1 pp) - Officer 1.0% (-1.1 pp) - PCSO 4.3% (+0.6 pp) - Police Staff	Dec-20

% of workforce self-defined as BME:

1.6% of the workforce had self-defined as BME, compared with 1.6% at December 2019, an increase of 0.0 percentage points.

% of workforce self-defined as Female:

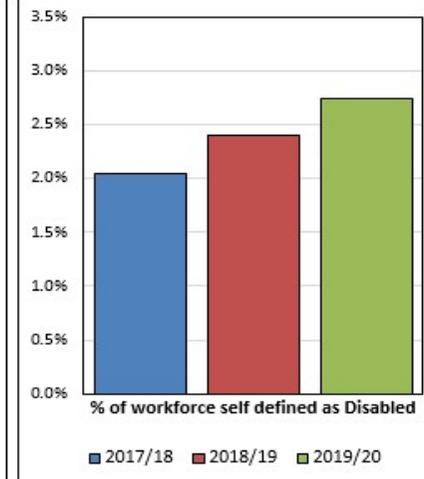
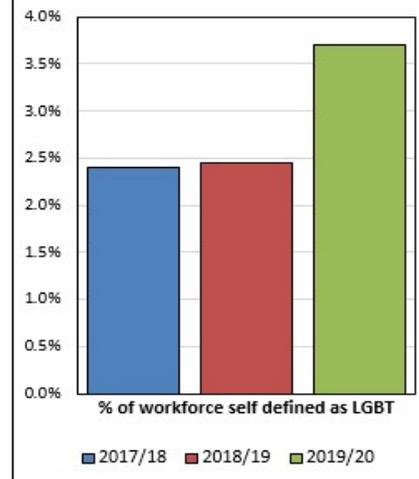
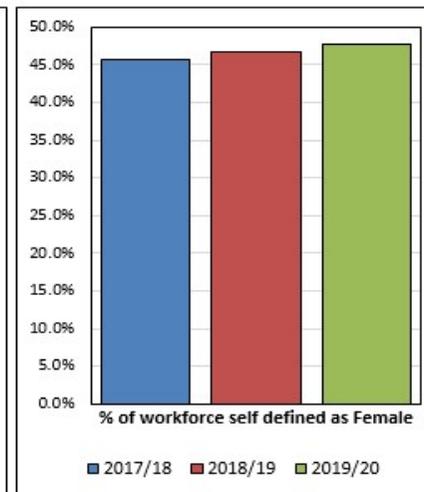
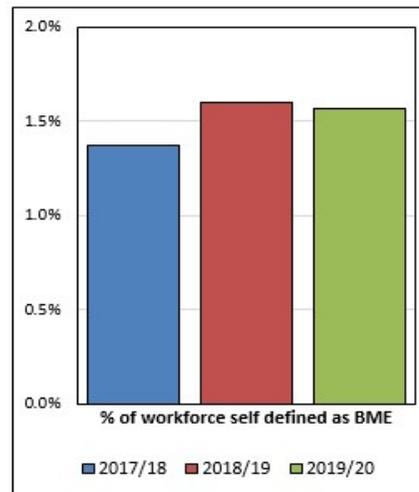
47.8% of the workforce had self-defined as female, compared with 46.7% at December 2019, an increase of 1.1 percentage points.

% of workforce self-defined as LGBT:

3.7% of the workforce had self-defined as LGBT, compared with 2.4% at December 2019, an increase of 1.3 percentage points.

% of workforce self-defined as disabled:

2.7% of the workforce had self-defined as disabled, compared with 2.4% at December 2019, an increase of 0.3 percentage points.



NB : ¹ Performance here is compared to the previous year.

Child Sexual Abuse

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Number of CSA recorded Crimes	1,569 (-4.0%)	Dec-20
CSA Crime Outcomes - % 'Solved'	9.5% (+1.9 pp)	Dec-20
CSA Crime Outcomes - % Suspect Identified	77.2% (+3.1 pp)	Dec-20
CSA Crime Outcomes - % No Suspect Identified	29.1% (1.1 pp)	Dec-20

Number of CSA crimes recorded:

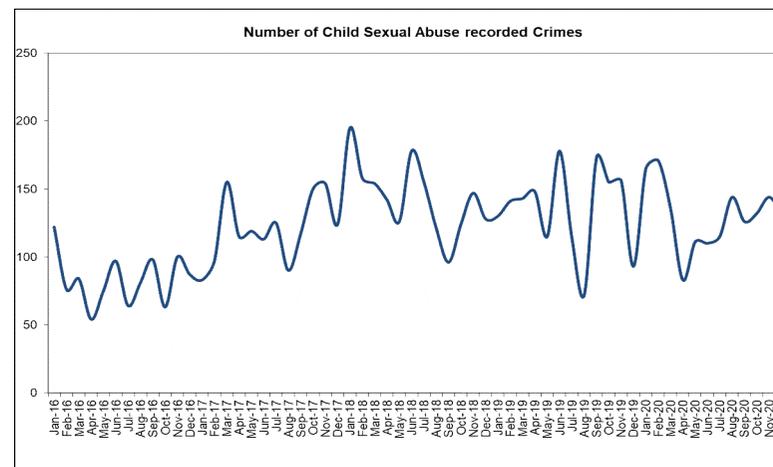
The overall number of recorded child sexual abuse offences has decreased slightly during the most recent 12 month period to 1,569 (-4.0%) when compared with the previous 12 months to December 2019.

% of CSA crimes solved:

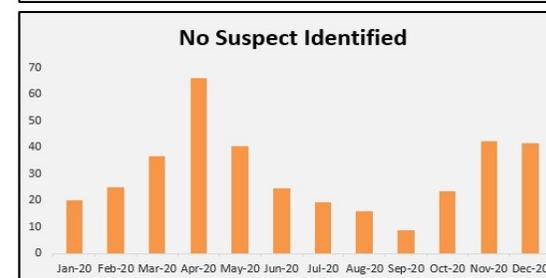
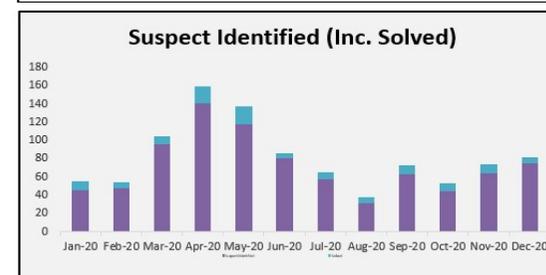
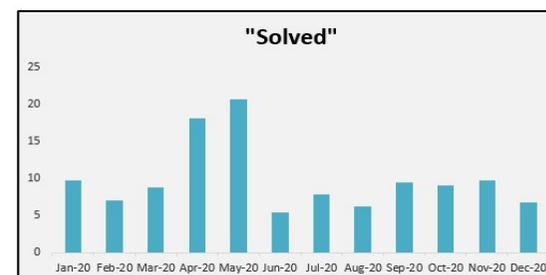
The proportion of CSA offences 'solved' has increased by 1.9 percentage points to 9.5%.

% of CSA crimes with a Suspect Identified:

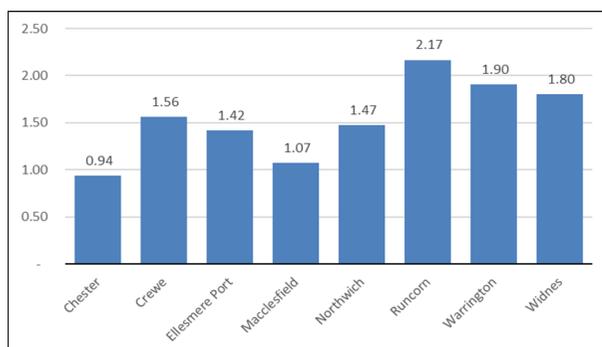
The proportion of offences where a suspect has been identified has increased by 3.1 percentage points to 77.2%



Outcomes

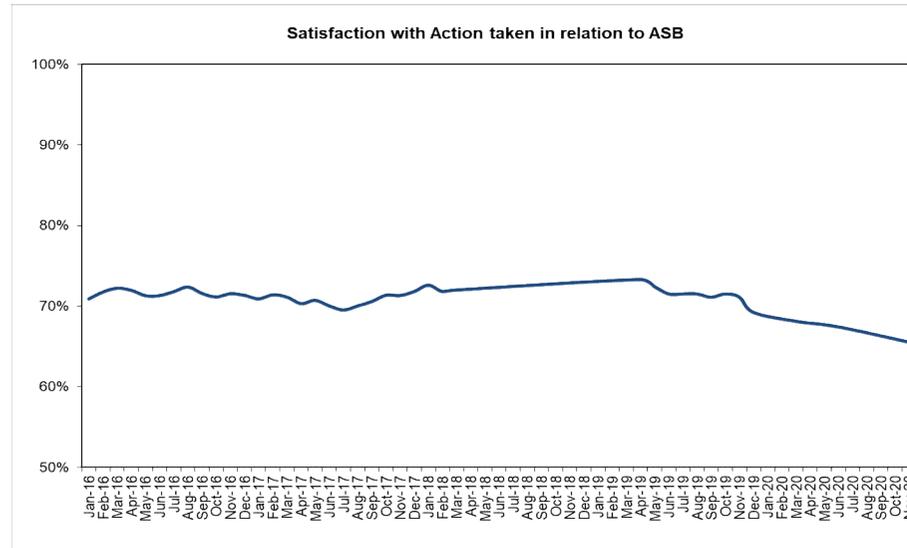
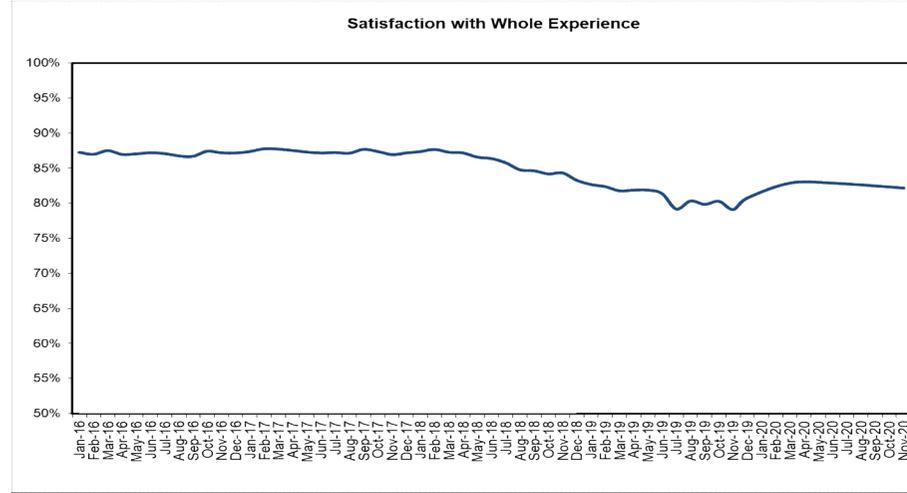


LPU Rate per 1,000 Population
CSA Offences 12 Months to December 2020



Victim Satisfaction

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
% of crime victims satisfied with whole experience ¹	82.2 % ± 3.4% (+0.0 pp)	Nov-20
% of ASB victims satisfied with action taken ²	65.5% ± 3.3% (-5.6 pp)	Nov-20
% of domestic abuse victims satisfied	87.2% ± 5.5% (+1.8pp)	Dec-20



% of crime victims satisfied with whole experience:

The gathering of victim satisfaction data for victims of Violent, Vehicle, and Burglary and Hate crime no longer forms part of the Annual Data Requirement for the Home Office. The force will continue to collect this information, however method of collection will change in the future. Comparative data will no longer be available from other forces. The method for collecting ASB victim satisfaction is also changing.

% of ASB victims satisfied with action taken:

For the year ending November 2020, just under 7 out of 10 victims were satisfied with the action taken in response to their incident. Whilst this percentage has decreased, it has not decreased enough to consider it a statistically valid reduction.

% of domestic victims satisfied with whole experience:

There has been no Domestic Abuse victim survey carried out throughout the COVID-19 lockdown periods (April / May/ June / November 2020), due to safeguarding issues.

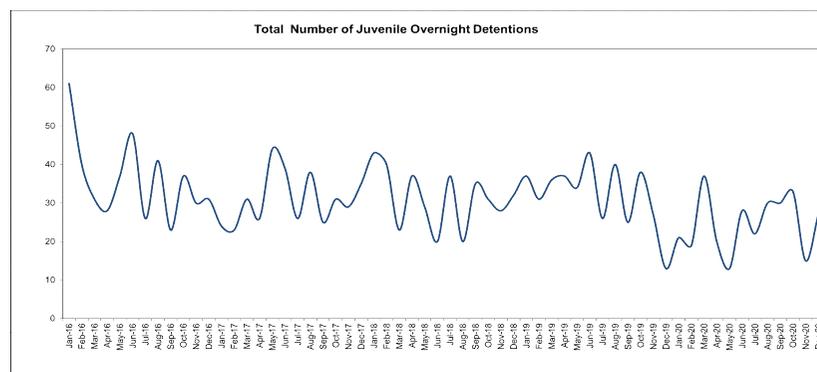
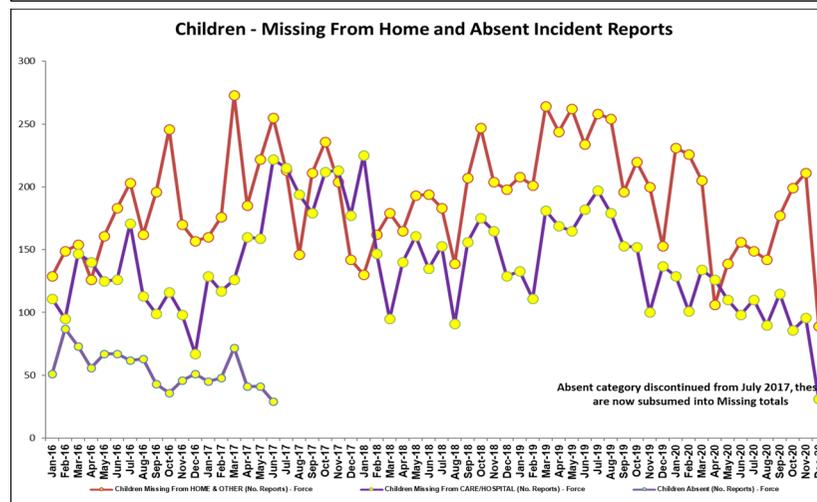
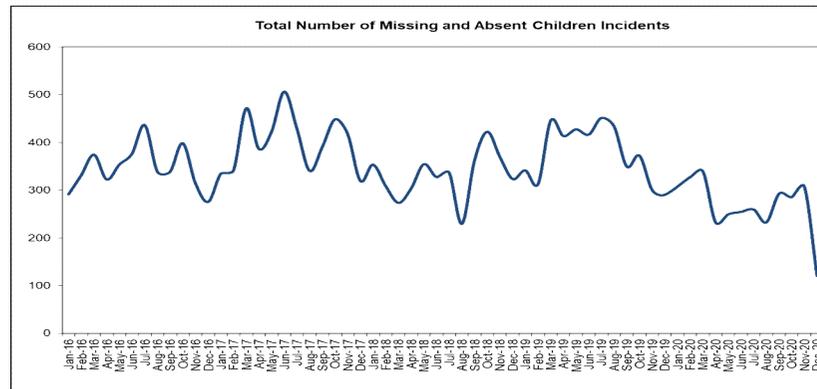
Surveys have been conducted with domestic abuse victims via Leicestershire Constabulary as part of a Home Office requirement. For the surveys conducted in the 12 months period ending December 2020, 87.2% of victims stated they were satisfied with the service received.

NB : ¹ Average of respondents Completely, Very or Fairly Satisfied for Violent Crime, Vehicle Crime or Burglary Dwelling as a % of sample for each user group. Feedback from users aged 16 and over is obtained between 6 and 12 weeks after initial contact and is conducted independently by telephone survey

² Percentage of ASB Callers Completely, Very or Fairly Satisfied with the action taken in relation to their incident (not nationally mandated)

Vulnerable Persons

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Number of missing and absent children incidents ¹	3,221 (-29.2%)	Dec-20
Number of mental health custody detentions (s 136)	0 (-100%)	Dec-20
Number of juvenile overnight detentions ¹	295 (-23.8%)	Dec-20



Number of missing and absent children incidents:

The overall number of missing and absent children incidents has decreased (29.2%) during the 12 month period to the end of December 2020 when compared with 12 months to the end of December 2019.

Decreases during the year have been experienced throughout the lockdown periods, as well as seasonal decreases that are seen each December.

Children who continue to go missing are managed under the Pan Cheshire protocol, where multi agency meetings are held and problem solving is used in order to safeguard the child.

Mental health custody detentions:

There has been no detentions under the mental health act in custody during the 12 months to the end of December 2020; with 3 in the comparative period.

Juvenile overnight detentions:

The number of juvenile overnight detentions during the most recent 12 months has decreased by 23.8% when comparing 12 months to the end of December 2020 with 12 months to the end of December 2019.

NB : ¹ Missing and Absent Children relate to Incidents where a child has been reported missing or absent whether from Home, Care or Elsewhere.

² The term 'overnight' refers to any individual that spends more than 4 hours in custody between 12.00 midnight and 8.00 am.

Domestic Abuse

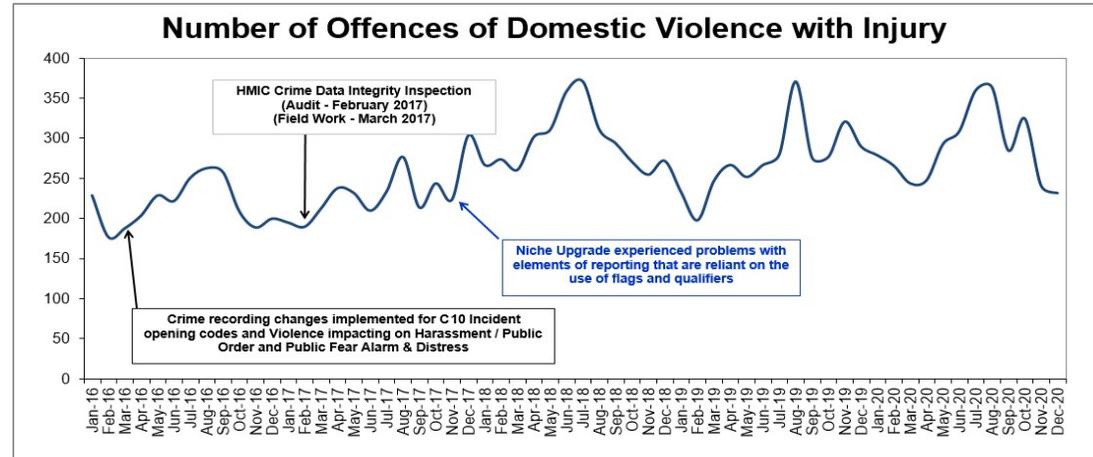
Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Recorded Number of Domestic Violence with injury Crimes	3,446 (+5.0%)	Dec-20
Domestic Violence with Injury Crime Outcomes - % Solved	17.4% (-1.0 pp)	Dec-20
Domestic Violence with Injury Crime Outcomes - % Suspect Identified	94.2% (-4.2 pp)	Dec-20

Number of Domestic Violence with Injury crimes recorded:

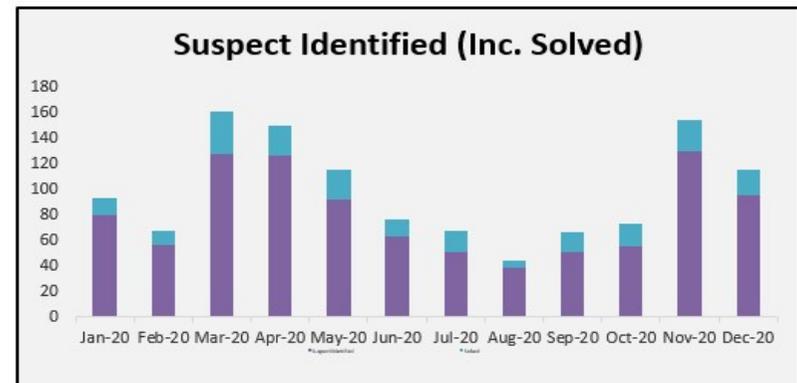
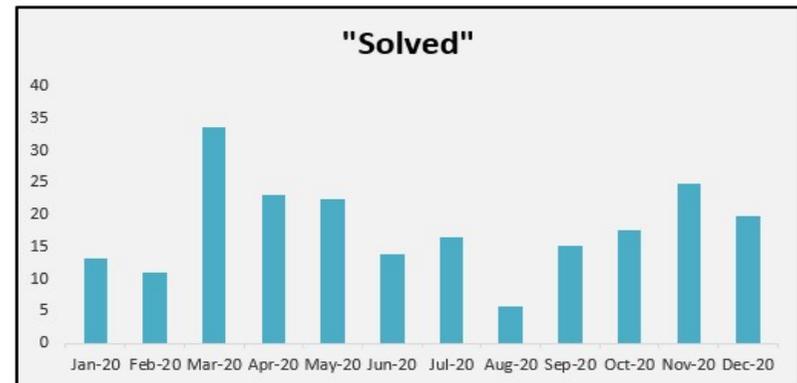
Domestic violence with injury crime during the 12 months ending December 2020 is up 5.0% on the previous 12 month period.

% of Solved Domestic Violence with Injury crimes:

The proportion of offences that have been 'solved' has decreased (-1.0 percentage points) during the most recent 12 month period, and is currently 17.4%.



Outcomes



Rape

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Recorded Number of Rape Offences	1,065 (-1.1%)	Dec-20
Rape Offence Outcomes - % 'Solved'	5.8% (+0.6pp)	Dec-20
Rape Offence Outcomes - % Suspect Identified	69.0% (-11.0 pp)	Dec-20
Rape Offence Outcomes - % No Suspect Identified	22.0% (-8.8pp)	Dec-20

Number of recorded rape offences:

The overall number of recorded rape offences has decreased by 1.1% during the 12 months to December 2020.

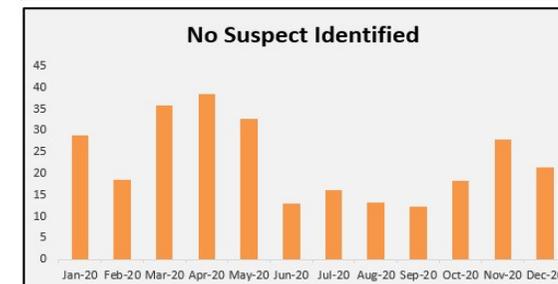
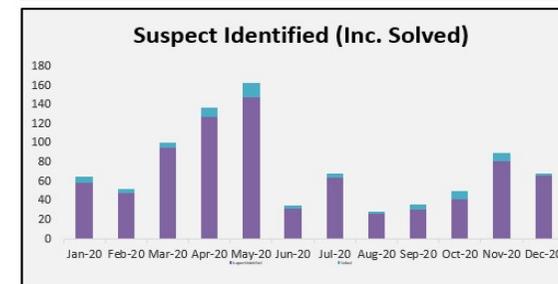
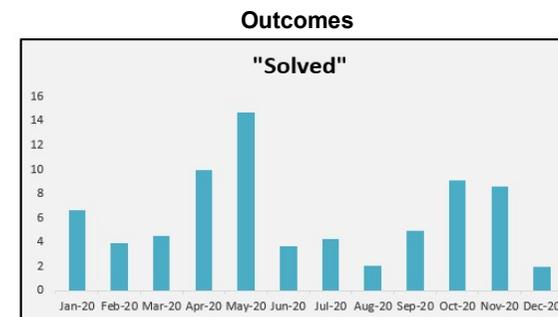
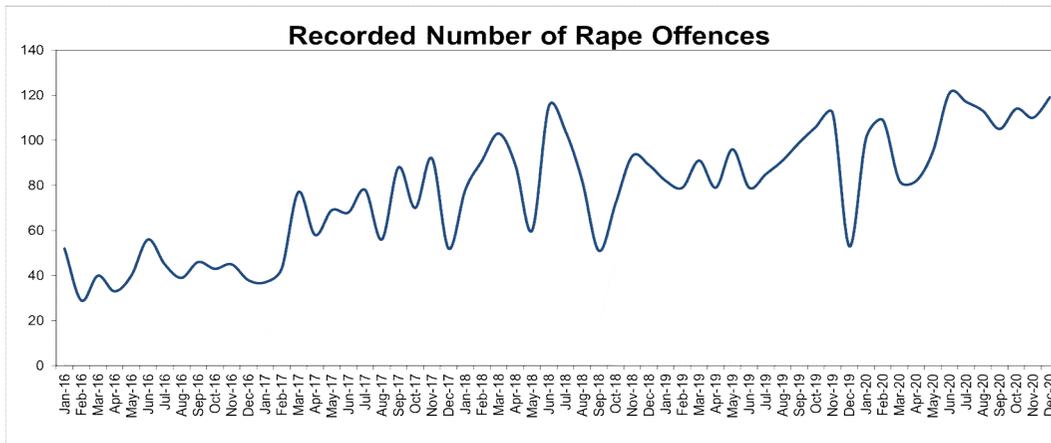
% of rape offences solved:

The proportion of offences 'solved' has increased by 0.6 percentage points to 5.8%.

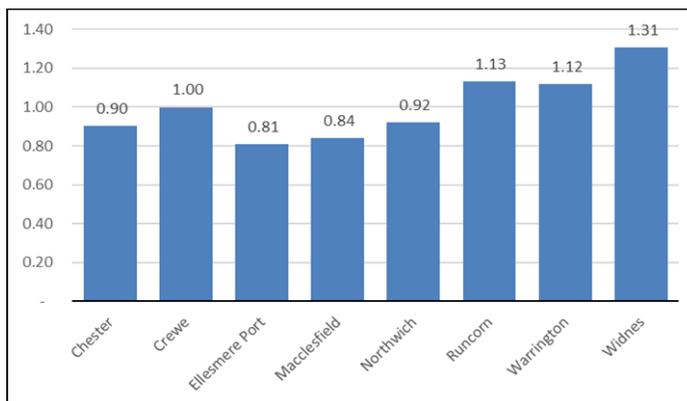
% of rape offences with a Suspect Identified:

The proportion of offences where a suspect has been identified has decreased by 11.0 percentage points to 69.0%

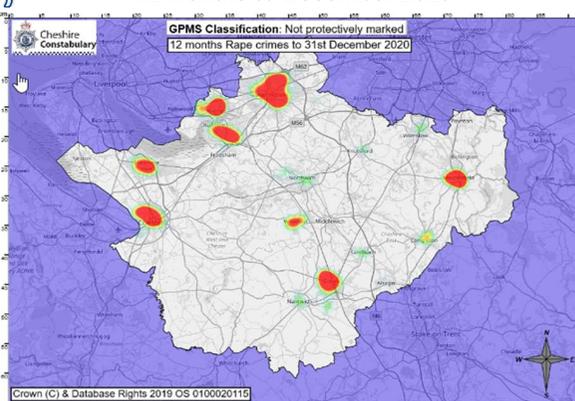
Offence prevalence continuing to center around Warrington, as illustrated below. However, when taking resident population into consideration, Widnes shows the highest prevalence of offences, with Runcorn also showing high offence prevalence.



LPU Rate per 1,000 Population
Offences 12 Months to December 2020



Hotspot Map - Rape Offences
12 Months to December 2020



Hate Crime

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Recorded Number of Hate Crimes	2,088 (+9.7%)	Dec-20
Hate Crime Outcomes - % Solved	13.4% (-1.4pp)	Dec-20
Hate Crime Outcomes - % Suspect Identified	65.8% (-0.8 pp)	Dec-20
Hate Crime Outcomes - % No Suspect Identified	26.3% (-2.5 pp)	Dec-20

Number of hate crime offences:

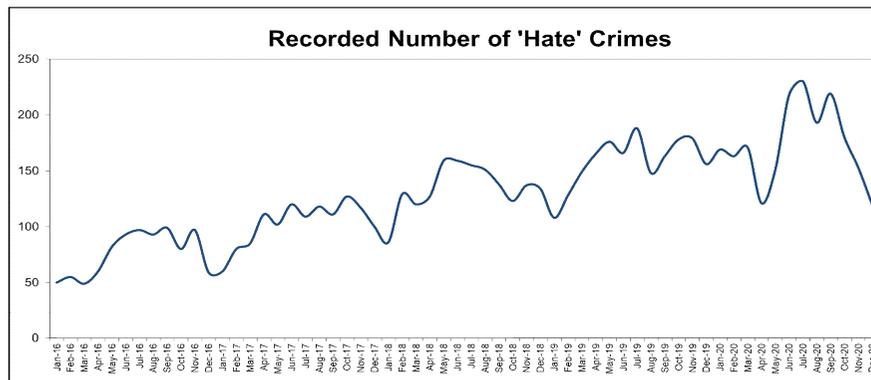
The number of recorded hate crimes has increased by 9.7% over the latest 12 month period when compared with the previous 12 months. This increase is particularly associated with increases in recorded 'public order' offences.

In terms of the specific 'offence' types, the most frequent hate offence during the 12 months ending December 2020 related to causing 'Racially or religiously aggravated public fear, alarm or distress' (33.0%), causing 'Public fear, alarm or distress' (17.9%) and 'Malicious Communications' (13.3%).

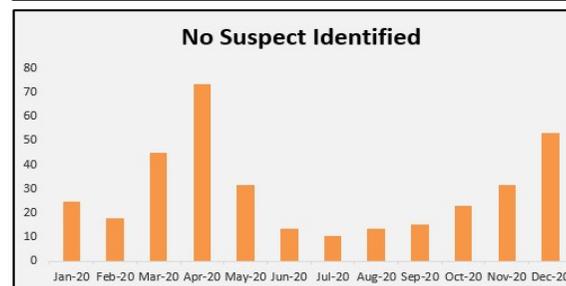
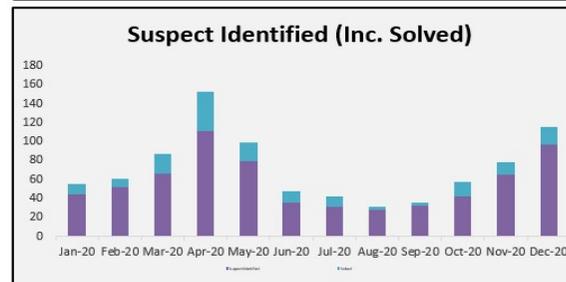
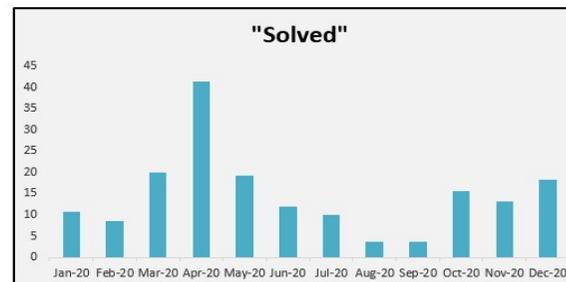
In terms of 'hate' type, the majority of hate crime recorded during the 12 months in question related to Racial incidents (61.7%).

% of hate offences solved:

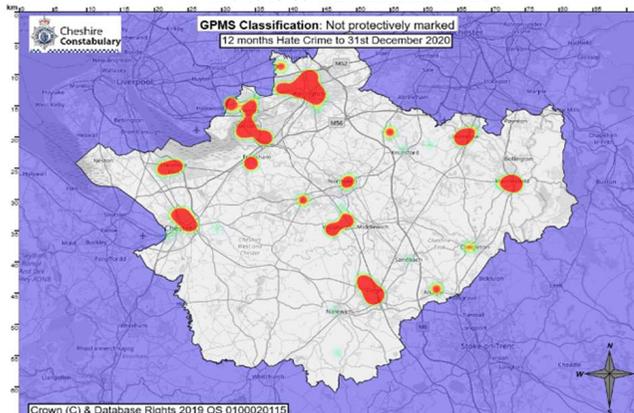
The rate of offences 'solved' has decreased by 1.4 percentage points to 13.4%



Outcomes

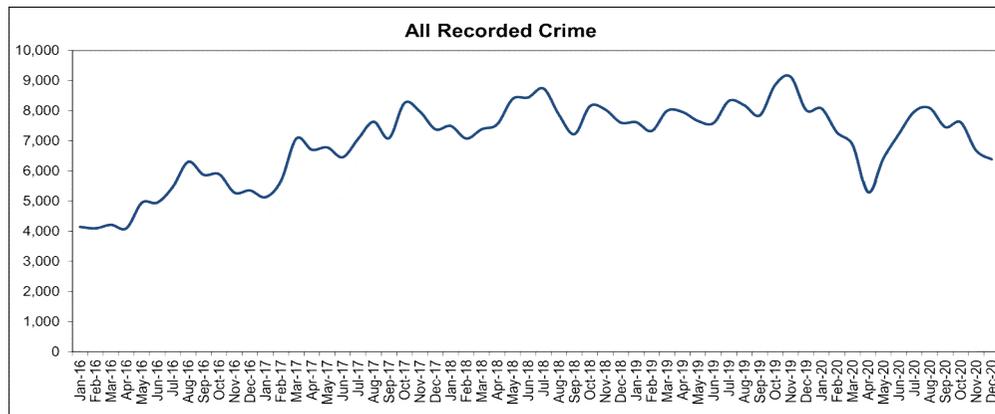


Hotspot Map - Hate Crime
12 Months to DECEMBER 2020



All Crime

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Total recorded crime ¹	85,302 (-11.6%)	Dec-20
Crime Outcomes - % 'Solved' ²	11.0% (-0.9 pp)	Dec-20
Crime Outcomes - % Suspect Identified ²	62.2% (-2.6 pp)	Dec-20
Crime Outcomes - % No suspect Identified ²	34.4% (-6.3pp)	Dec-20



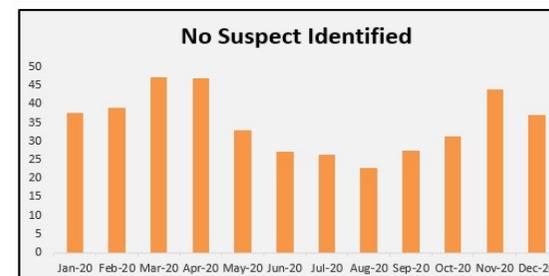
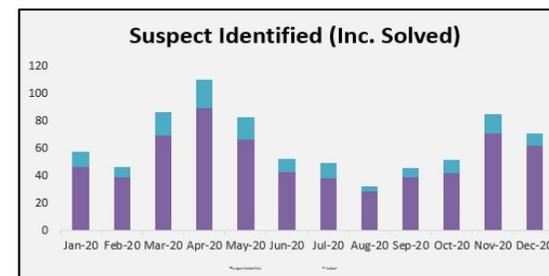
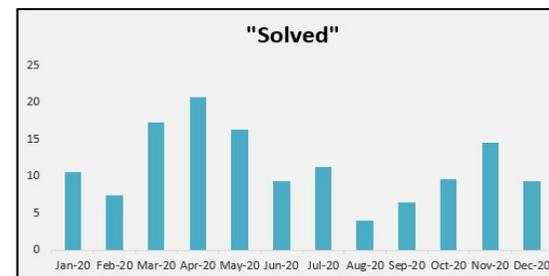
Number of all crime offences:

During the twelve months ending December 2020, the overall number of crimes recorded decreased by 11.6%.

% of all crime solved:

Over the same period there has been a slight reduction in offences 'solved' by 0.9 percentage point to 11.0%.

Outcomes

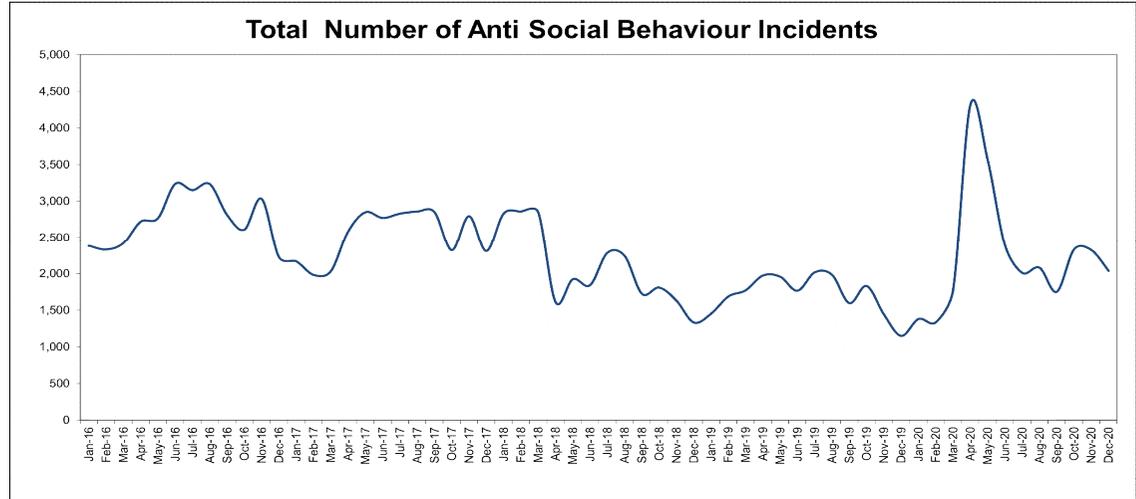


NB : ¹ Any crime (notifiable offence) reported in the specific period less any offences No-Crimed during the same period.

² Offence Outcomes broken down into broad categories of Solved, Suspect Identified (inclusive of Solved) and No Suspect Identified, which do not necessarily sum 100%

Anti Social Behaviour

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Total number of Anti-Social behaviour incidents	27,306 (+32.3%)	Dec-20



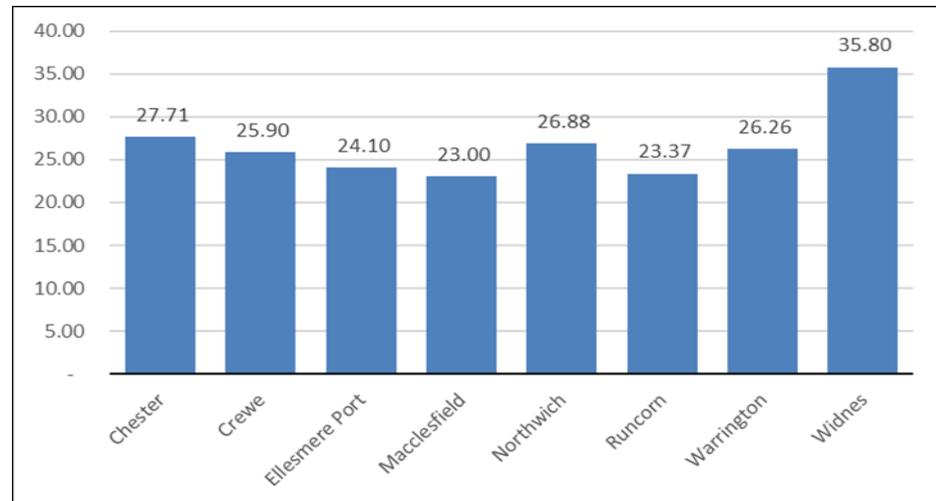
Total number of ASB incidents:

Overall reported ASB incidents have shown an increase of 32.3% during the 12 months ending December 2020.

The increase in ASB incidents between March and June is related to regulation breaches throughout the COVID-19 lockdown period being recorded under ASB incident codes. Another slight increase was recorded in November during the second lockdown, however the increase was not as significant as the increase seen between March and June.

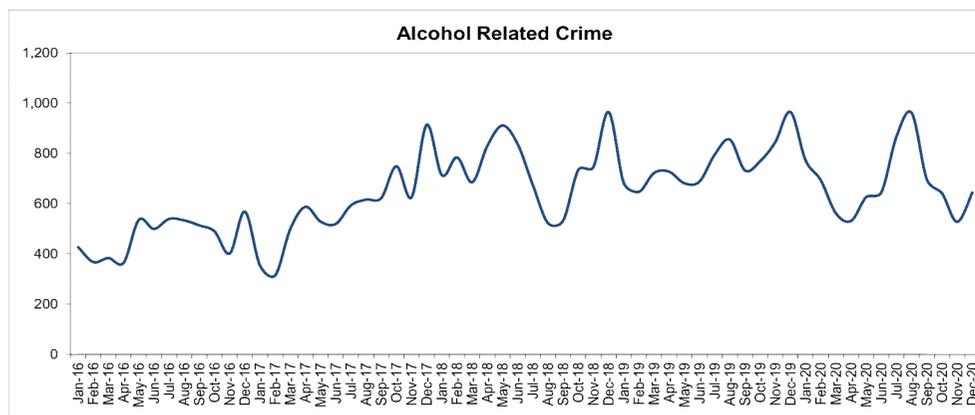
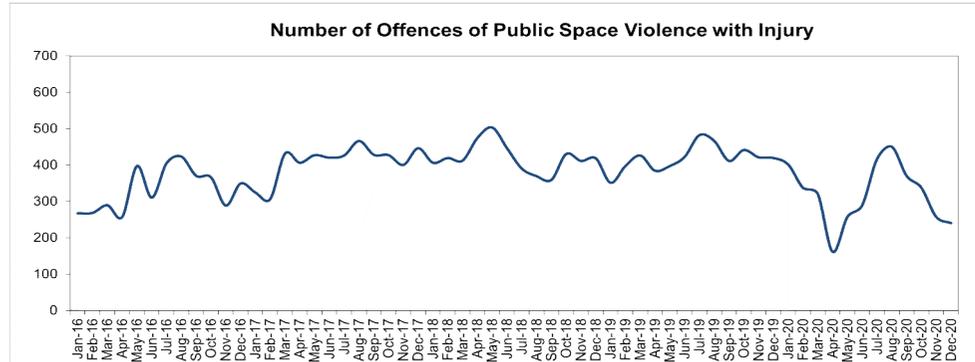
Widnes LPU has the highest rate of ASB per 1,000 population at 35.80.

**LPU Rate per 1,000 Population
ASB Incidents 12 Months to December 2020**



Public Space Violence

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Recorded public space violence with injury ¹	3,835 (-23.6%)	Dec-20
Recorded number of crimes where alcohol is a contributing factor ²	8,177 (-10.4%)	Dec-20



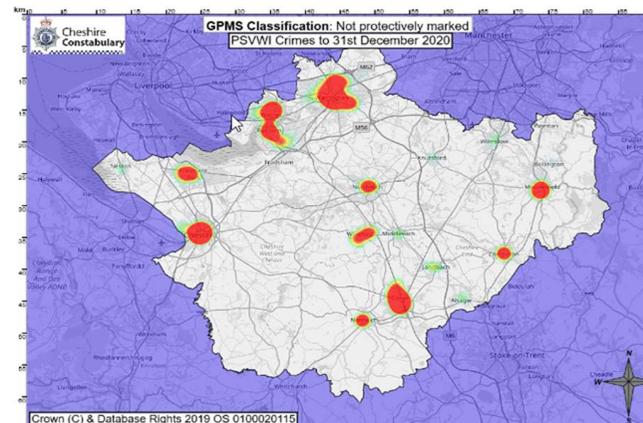
Number of public space violence with injury offences:

Volumes for the 12 months to December 2020 are slightly down on the previous 12 months, with expected decreases in April - June throughout the initial COVID-19 lockdown period with an increase in volumes between June and August as restrictions were reduced.

Number of recorded crimes where alcohol is a contributing factor:

The number of crimes where alcohol is known to be a contributing factor has decreased when compared with the previous 12 month period, with hotspots concentrating in larger towns.

**Hotspot Map - PSVWI (Alcohol a Factor)
12 Months to December 2020**



NB : ¹ Public Space Violence with Injury is any offences recorded under the Home Office offence Sub-Group of Violence with Injury that carries either a Public Place or a Licensed Premises Flag in the NICHE Crime Recording System.

² Alcohol Related Crime is any offence that includes any of the Alcohol related criteria within the Offender Substance Use field of the NICHE Crime Recording System.

Serious and Organised Crime

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Recorded Cyber Crime	8,783	Dec-20
Number of OCG disruptions ¹	30	Dec-20

Recorded Cyber Crime:

A total of 8,783 crimes recorded on the force systems have been flagged as 'cyber enabled' during the 12 months to the end of December 2020. The flagging of cybercrime is to be done at the point a crime is recorded.

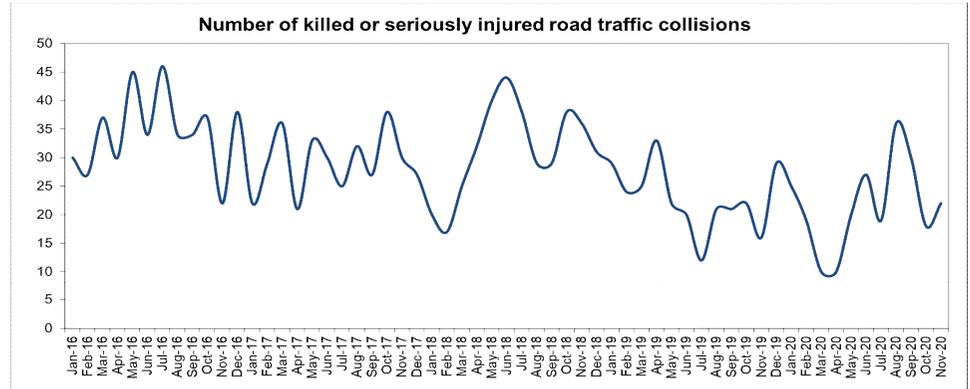
OCG Disruptions:

OCG disruption data has now been collected for over 12 months and focuses on those disruptions classed as high, priority and significant. During the 12 months to December 2020, there were 30 OCG disruptions. The primary threat type associated with the majority of these disruptions remains to be drugs.

¹ This includes those defined as High, Priority and Significant as defined by the national data unit.

Road Safety

Performance at a glance		
	Rolling 12 Months (change shown in brackets)	Period ending
Enforcement Activity in relation to speed (TOR)	2,301 (-14.9%)	Nov-20
Enforcement Activity in relation to drink (arrests)	1,162 (-14.6%)	Dec-20
Enforcement Activity in relation to drug drive (arrests)	951 (+29.6%)	Dec-20
Enforcement Activity in relation to seatbelts (TOR)	619 (-45.5%)	Nov-20
Enforcement Activity in relation to use of devices (TOR)	503 (-5.1%)	Nov-20
No of KSI Collisions	265 (-4.7%)	Nov-20



Enforcement Activity:

Over the 12 month period ending in November / December 2020, there have been decreases in the volume of sanctions resulting from enforcement activity in relation to speed, seatbelts and device use.

There have been an increase in the number of arrests in relation to drug driving (+29.6%) but a decrease in relation to drink driving (-14.6%) when comparing the 12 months to December 2020 with the previous period.

There have been significant changes to amount of vehicles using the roads since the introduction of public health regulations in March 2020.

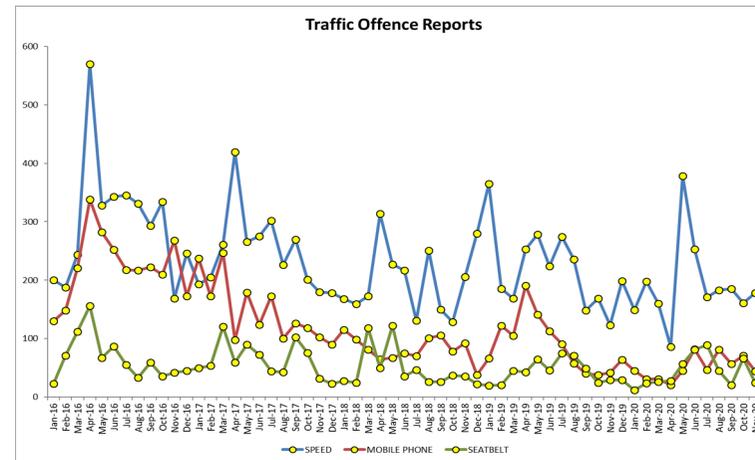
The way the data is collected across each of the measures differs and therefore the availability of the information depends on the system used for collation. Arrest data is more readily available than the information derived from traffic offence reports.

The hotspot map details the location of where arrests for drink or drug driving have been made over the 12 month period to December 2020.

Using the monthly PCSO audit survey, 43 (35%) of communities have an active Community Speed Watch and 113 (93%) of respondents said that they had undertaken 4 or more road safety activities during December.

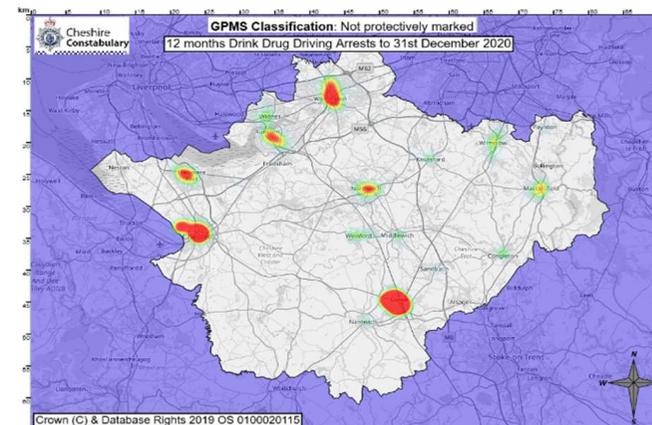
Number Killed and Seriously Injured (KSI):

During the 12 months ending November 2020 there has been a 4.7% decrease in the number of road traffic collisions which resulted in death or serious injury.



Hotspot Map - Drug/Drink Driving Arrests
Months to December 2020

12



Glossary

Contains a comprehensive list of descriptions for the names and terms used in the Police and Crime Plan Performance report.

ACPO

Association of Chief Police Officers

Alcohol Related Crime

Any offence that includes any of the Alcohol related criteria within the Offender Substance Use field of the NICHE Crime Recording System.

Allegation

An allegation relates to each reason for a complaint, these are categorised into groups according to their nature.

Anti-Social Behaviour

Any incidents with a primary finalisation code of BE (Environmental ASB), BN (Nuisance ASB) or BP (Personal ASB). Anti-Social Behaviour is defined as "Behaviour by a person which causes or is likely to cause harassment, alarm or distress to one or more persons not of the same household as the person" (Anti Social Behaviour Act 2003 & Police Reform and Social Responsibility Act 2011).

ASB Satisfaction Rate**BME**

Black Minority Ethnic is based on self defined ethnicity.

Child Sexual Abuse

Sexual Offences where the age of the aggrieved at the date of the occurrence is less than 18 OR the offence classification is Abuse of Children through Sexual Exploitation; Rape of a female child under 12; Rape of a male child under 13; Rape of a male child under 16; Sexual activity involving a child under 13; Sexual activity involving a child under 16; Sexual assault on a female child under 13 or Sexual assault on a male child under 13.

Complaint Cases

A complaint case relates to all issues against any officer made by each complainant.

Confidence Interval

A 95% confidence interval is a range within which the true population would fall for 95% of the times the sample survey was repeated. For example, for a 95% confidence interval, the true (unknown) value of the estimate would be expected to lie within it 19 times out of 20. It is a standard way of expressing the statistical accuracy of a survey-based estimate.

Crime Severity Score (CSS)

The CSS is a measure that aims to take account of the differing levels of severity associated with a crime. By applying a measurement of severity, it is hoped that the relative harm of an offence to society and the likely demand placed on the police is taken into consideration, given the fact that these will be greater for offences of a more serious nature.

Domestic Violence with Injury

Offences within the Home Office offence sub-group of Violence with Injury where the Victim/Offender relationship is Domestic Related within the NICHE Crime Recording System. This reflects the ACPO definition of Domestic and excludes under 16 year olds.

Grade 1 Emergency

The Public Assistance Service Standard (PASS) grades calls when a deployment is necessary/requested and which is suitable and appropriate. Grade 1 are primarily those incidents where: there is an immediate or imminent threat to life, Violence is being used or threatened, a crime is in progress or likely to occur, a suspect for a crime is nearby, There has been a road traffic collision involving injury or causing a danger to other or a person who is vulnerable needs urgent assistance.

Grade 2 Prompt Response

The Public Assistance Service Standard (PASS) grades calls when a deployment is necessary/requested and which is suitable and appropriate. Grade 2 are primarily those incidents where: Deploying a police officer or PCSO will have significant impact on the outcome of the incident, there is an element of race/hate crime, Where evidence of a crime needs to be secured as soon as possible, a vulnerable person or repeat caller/victim needs assistance, a person is upset and needs assistance or we are responding to a neighbourhood priority.

Hate Crime

Recorded Crime that are Racially or Religiously Aggravated OR those marked with a Hate Crime flag that falls into one of the protected characteristics. Hate Crime is any offence perceived by the victim or any other person as being motivated by hostility on the grounds of Disability, Gender identity, Race, Religion/Faith or Sexual orientation.

KSI Collisions

The number of collisions where a casualty was killed or seriously injured as a result of a road traffic collision on a public road.

LGBT

Lesbian, Gay, Bi-Sexual or Transgender.

Missing and Absent Children

Number of Incidents where a child has been reported missing or absent whether from Home, Care or Elsewhere.

NFA

No Further Action

No Suspect Identified

Offences concluded with the following outcomes: OC17 Prosecution time limit expired; OC18 Investigation Complete; OC14 Evidential difficulties victim based - Suspect not identified.

OCG disruption

Organised Crime Group disruption data focuses on those disruptions classed as high, priority and significant, as defined by the National Data Unit. A disruption considers whether there has been a reduction in the level of criminality, intent or capability, Reduction in the level of threat/OCG band and score, Reduction in the accessibility of a crime enabler, Reduction in the exploitation of a vulnerability, Reduction in the use of a methodology, Increase in the perception of risks to criminals, Increase in the victim or community safety and/or Asset seizure/financial disruption.

Overnight

Refers to any individual who spends more than 4 hours in custody between 12:00 Midnight and 08:00 a.m.

Percentage of Cheshire public who see a Police Officer / PCSO once a week or more

This is calculated from Public Perception Survey data based upon the responses to the question "How often do you see a Police Officer or PCSO in your local area?"

Public Perception Survey

This survey is undertaken with a representative sample of approximately 2,500 Cheshire residents each year.

Public Space Violence with Injury

Offences recorded under the Home Office offence sub-group of Violence with Injury that carries either a Public Place or a Licensed Premises Flag in the NICHE Crime Recording System.

Recorded Crime

Any crime (notifiable offence) reported in the specific period less any offences No-Crimed during the same period.

Satisfaction Rate

Average of respondents Completely, Very or Fairly Satisfied for Violent Crime, Vehicle Crime or Residential Burglary (in the Dwelling) as a percentage of sample for each user group. Feedback from users aged 16 and over is obtained between 6 and 12 weeks after initial contact and is conducted independently by telephone survey.

Solved

Offences concluded with the following outcomes: OC1 A person has been charge or summonsed; OC2 A Youth offender has been cautioned by the police; OC3 An Adult offender has been cautioned by the police; OC4 The offender admits the crime by way of a PACE compliant interview where the suspect has made a clear and reliable admission of the offence and which is corroborated with additional verifiable auditable information connecting the suspect to the crime; OC5 The offender has died; OC6 A penalty notice for disorder (or other relevant notifiable offence) has been lawfully issued under S1-11 of the Criminal Justice and Police Act 2001; OC7 A warning for Cannabis or Khat possession has been issued in accordance with College of Policing guidance; OC8 A Community Resolution (with or without formal restorative justice) has been applied in accordance with College of Policing guidance.

Stop searches

Stop and Search are conducted according to the Police and Criminal Evidence Act, Code A, where the officer must have formed a genuine suspicion in their own mind that they will find the object for which the search power being exercised allows them to search and that the object will be found must be reasonable. Stop Searches undertaken at the Creamfields Festival are excluded from these figures.

Suspect Identified

Solved Offences with the addition of offences concluded with the following outcomes: OC9 Prosecution not in the public interest - CPS decision; OC10 Formal action against the offender is not in the public interest - Police decision; OC11 Prosecution prevented - Named Suspect identified but is below the age of criminal responsibility; OC12 Prosecution prevented - Named suspect identified but is too ill (Physical or Mental Health) to prosecute; OC13 Prosecution prevented - Named suspect identified but victim or key witness is dead or too ill to give evidence; OC15 Evidential difficulties named suspect identified; OC16 Evidential difficulties victim based - Named suspect identified.

Time outside station

The proportion of time spent out of the police station, based upon a ring fence methodology i.e. a polygon is drawn around police station and officer movement is assessed using GIS software (FOXI) the proportion of time spent outside station is then calculated, irrespective of activity.

Trend

Trend is a measurement of change over time and has been expressed using the following terminology:

Stable: Volumes are within normal levels with little fluctuation or change.

Increase / Decrease: Volumes have fluctuated (either up or down) but not outside of what is considered to be normal or expected.

Significantly Increased / Decreased: Volumes have fluctuated (either up or down) and are considered to be outside of the norm and not due to expected variations such as seasonality.

Upheld

If a complaint is upheld it means that the service the police provided did not reach the standard a reasonable person could expect

PEOPLE & HR: PERFORMANCE REPORT**PURPOSE OF THE REPORT**

1. This report updates the Police & Crime Commissioner on the People Strategy and progress against key performance indicators. Update reports on the Constabulary's work plan over the last quarter are summarised in respect of:
 - **Workforce capacity** - maximise the capacity and capability of officers, staff and volunteers through effective workforce planning
 - **Workforce capability** – build the skills of our staff and volunteers to meet current and future needs
 - **Wellbeing** – create a healthy working environment conducive and beneficial to staff and volunteers
 - **Diversity Equality and inclusion** - recruit, develop and retain a workforce more representative of the community

WORKFORCE CAPACITY

2. The Constabulary continues to undertake significant work in relation to the recruitment of Police Officers as part of both the attainment of the forces budgeted establishment and the achievement of the additional officers as part of the Police Uplift Programme (PUP) for 2020/21.
3. As at the 31.12.20, the forces Police Officer establishment stood at 2130.65 which is only 5.95 below the expected officer establishment for the year end of 2136.6. The Constabulary continues to work towards further intakes of both PCDA and IPLDP intakes in March 2021.
4. The following table highlights the remaining 3 months officer forecasts and highlights the moving profile of numbers which is contributed to as a result of leavers and starters across the last quarter of the year. Engagement with Police Officers eligible to retire has been undertaken by the force to establish leaving plans which have now been confirmed and officers joining the force on promotion are scheduled for April 21 meaning this should now be a relatively stable position as we move to year end.

	Jan	Feb	March
Starters	0	0	38
Leavers	14	6	7
Total Establishment (FTE)	2116.89	2110.89	2141.89

5. The forecast is showing slightly over in terms of budgeted establishment against year-end targets due to the strong position of intake ready PC applications the force current has in process. Any additional officers on-boarded by the end of the financial year will be reviewed however the above forecast optimises student officer courses and also the spend against the Apprenticeship Levy.

6. The Force has recently advertised for a Fast Track Detective programme as a further intake route in to the Police Force. The programme has been very popular with the number of applications far exceeding expectations and the force considering how to further expand the number of places that could be utilised through the campaign.
7. At the start of the financial year the Constabulary had a budgeted establishment of 200 PCSO's which included Cheshire funded and partnership (fully) funded posts. During 2021 the force have seen a number of partnership funded posts withdrawn which has resulted in in year changes to the establishment to 196. The Constabulary are aiming to reinstate the budgeted establishment of PCSO's to 200 for 21/22 which will be fully funded by the Constabulary.
8. The Constabulary continues to actively recruit PCSO's and have focused more on localised attraction to ensure the Force has allocated PCSO's to each of the identified ward areas. As at the end of December 2020 the Constabulary had an FTE of 190.01 against the current budgeted establishment of 196. An intake of 12 PCSO's commenced in force on the 2nd November with a further intake of 9 planned for both February and March 2021 taking the force to a forecast establishment at year end of 197.1.
9. The following table summarises the current budget v's actual position for the force in relation to Police Officers and PCSO's. In relation to Police Staff establishment the force currently monitors actual budget spend for staff and manages changes to posts in year through the Scheme of Delegation and the Chief of Staff.

	Budgeted Posts	Actual	Variance	Variance %
Police Officers	2136.6	2130.65	- 5.95	- 0.28%
PCSO's	196	190.01	- 5.9	- 3.02 %

10. Formal offers were issued to 14 Special Constable recruits for the 21st November 2020 intake, however 1 candidate declined at this stage due to a change in circumstances. This resulted in 13 commencing on the intake. A further intake of Specials is being progressed and will commence on 27th February 2021. This is to be a double intake of approximately 24 candidates.
11. Due to the Special Constabulary also being a natural career pathway to Police Constable roles the Force continues to focus on this entry route with a year round recruitment campaign open.
12. The Force completed the promotion for officers to the ranks of Inspectors and Sergeants and are in the process of agreeing postings for these officer.

WORKFORCE CAPABILITY

LEARNING AND DEVELOPMENT:

13. The Force Training Needs Analysis (TNA) has been sent to all departments. Submitted training needs will be reviewed during February which will then go on to form the Corporate Training Plan.

14. Key training priorities for 2021/2022 are in the process of being identified from the Police and Crime Plan, Force Management Statement, 2025 Policing Vision and the Force 'We Care' areas which will be incorporated into the 2021/2022 training delivery plan.
15. In order to ensure the Force meets its PIP2 Investigative capacity five trainee detective courses will be delivered during 2021/2022. An additional trainee detective process closed on the 10th January 2021. Tutor detective courses will be delivered to support and mentor trainee detectives through their mandatory specialist rotations and county cover rotas.
16. Road Fatalities/road safety – Training for both dedicated road policing staff and LPU officers who are predominantly first at the scene of reported incidents. This training will provide the skills, best practice and investigational strategies to manage and secure forensic evidence relating to road traffic collisions including fatalities. In September, 85 road policing staff, including crime car, received 'fatal on the motorway' table top exercise training and an additional 365 LPU officers received RTC initial actions and scene preservation training.
17. Domestic abuse training continues to support officers/staff when responding to an investigating domestic abuse reports. This training is delivered utilising a blended approach of knowledge and understanding and immersive exercises within initial training programmes to officers, trainee detectives and staff including new recruits joining the Force Control Centre (FCC).
18. Bespoke domestic abuse Bitesize training have been created and is currently being rolled out to officers and staff. To date this training has been delivered to 75% of frontline officers and civilian investigators and 76% of FCC staff.
19. Crime data integrity (CDI) remains a priority training area to upskill officers and staff to ensure CDI performance and National Crime Recording Standards (NCRS) compliance for the victims of Cheshire.
20. Initial CDI training has been delivered to 88% of officers/staff that require this training due to their role. However to build on this further CDI training has been developed and is being delivered to include:
 - ✓ CDI for New Starters (PC's, Sgts, Inspectors, Detectives and FCC inductions)
 - ✓ Refresher training as part of the FCC CPD
 - ✓ NCALT - Public Protection
 - ✓ Investigative Skills and File Quality (IS&FQ) course – mandatory for all operational officers/staff
 - ✓ Refresher training via the Learning Hub to all officers/staff
 - ✓ Your Role as Sgt in CDI – course commences 1st quarter 2021
 - ✓ All Occurrence Management Unit (OMU) staff – currently 45% of OMU staff trained
 - ✓ New Sgts/Inspectors training course (PROMOTE).
21. Investigation Standards & File Quality continues to be a priority training. This training upskills operational officers and staff involved in investigations to ensure court case files are submitted in line with the Forces 'We Care' principles to support the most vulnerable members of our communities and bring offenders to justice.
22. A three day Investigative Skills and File Quality (ISFQ) course has been delivered to 123 officers and staff. The Force have mandated this course to all operational officers and

staff, however in light of the current Covid-19 situation, and social distancing obligations, this course will be delivered virtually to ensure staff are upskilled in a timely manner whilst adhering to Covid-19 restrictions.

23. The Force continues to focus on its approach to staff 1-2-1 meetings, supporting staff in setting priorities in line with “We Care”, continuous professional development and skills based assessment. The Force’s approach to Performance Conversations continues to ensure to support this. Work is underway to simplify the Performance Conversation software to ensure that it is not a barrier to managers having these important conversations about performance, development and wellbeing with their direct reports.
24. The new Performance Conversation application is also looking to include Pause Point and the new DEI passport. The new toolkit to support staff and managers having Performance Conversations that was introduced at the Senior Leaders Forum in September 20 will be updated to include these new elements ready for its launch.
25. The importance of first line supervisors in developing and supporting employees has been identified as a key issue for the Force. The roll out of a suite of Management Bitesize courses designed to support managers with core skills has continued. These sessions have been adapted due to the impact of COVID-19 and are now being run digitally.
26. Leadership development solutions are run in line with promotion processes to equip newly promoted officers with management and leadership skills they need to succeed. Work is currently being done to finalise the content for the PROMOTE courses for the newly promoted Sergeants and Inspectors. These comprehensive programmes aim to develop the technical skills, business acumen and personal skills required for the rank. A blended approach will be adopted combining videos, interactive workbooks, quizzes and Skype workshops etc.
27. Further leadership development workshops have been designed for first line leaders within the Public Contact Centre with the first session taking place in January.
28. Cheshire’s online learning platform ‘The Learning Hub’ has 57% of our current staff count with activated accounts. The Corporate Induction has moved to on-line delivery through the Learning Hub.
29. The second cohort of Police Constable Apprentice Programme (PCDA) passed out on 11th September 2020. 30 students successfully completed the initial training and all assignments were completed to a good standard. Our HEI partner, the University of Chester were very complimentary of the commitment and engagement of all students demonstrated throughout the course. The third cohort commenced on 21st September 2020 and due to the COVID-19 pandemic, course have been digitally adapted to reduce face to face delivery. Work has started to develop an evaluation programme.
30. The new IPLDP enhanced programme has been developed, the first cohort commenced on 28th September 2020 with the second cohort in November.
31. Sufficient PCSO courses have been planned for 2021-22 to maintain our establishment and work will begin to develop the PCSO PEQF programme.
32. Training has been delivered to our tutor constables to assist in the coaching and mentoring of our new Student Officers throughout their in-company period.

WELLBEING AND ENGAGEMENT

Wellbeing

33. During this challenging time, the Constabulary remains committed to ensuring a safe and supportive environment for officers and staff who face the demands of working on the front line, those who have returned to the work place, and those working from home. The impact on staff of both their physical and mental health is the focus of the 'We Care' and People Strategy, with wellbeing and engagement being the main outcome measures.
34. The Wellbeing Champions Steering Group chaired by the DCC has been expanded to include representation from the Special Constabulary to ensure they are included in the wellbeing support available. Profiles have now been created for each Wellbeing Ally and Champion outlining specific life experiences they are able to provide support to their colleagues on, for example cancer, dementia, etc. The profiles are available on the force intranet. Wellbeing Champions and Allies continue to act as focal points within LPU's and Departments across the Force to cascade information and articles on wellbeing initiatives to support the wellbeing calendar of events.
35. Wellbeing and Resilience Awareness training is now included in the force induction, for new IPLDP and PCDA intakes and provides an overview of the four strands of wellbeing; the importance of building resilience and signposting for support. PERMA Resilience Training has been revised for remote delivery to officers and staff during 2020/21.
36. The 8 Point Plan has been reviewed and renamed 'Our 8 point promise'. It now provides descriptive step by step guidance on the support available to officers and staff subjected to assault and hate crime. Three C's have been introduced to demonstrate the Care, Compassion and Commitment in place along with a Care Plan to provide physical and psychological support from occupational health (including testing where officers are exposed to COVID-19). The revised 8-Point Promise and care plan was rolled out to all response officers during November 2020. It will be rolled out further to Beat Managers, Specials Constables and Line Managers across the force commencing January 2021. Defuse training has also been revised to be delivered remotely to Sergeants and line managers as part of the Constabulary's updated Debriefing Framework commencing in January 2021.
37. The Wellbeing Tile on the Force Intranet "#Gettingthroughthistogether" continues to be updated to provide support and guidance on the four strands of wellbeing: Physical, Financial, Social and Psychological. There are also links to the support available via Wellbeing Champions and Allies, CiC (Employee Assistance Programme), Staff Association and Networks, Occupational Health and MIND Mental Health Counselling and NWPBF Programme of Care, Police Mutual, Police Care UK, and the OK National Police Wellbeing Service.
38. HR work collaboratively with the Staff Associations and Networks on monthly events to highlight the specific financial and psychological support available for officers and staff. A virtual conference was run for the first time for International Men's Health, which proved to be a great success. Officers and staff skyped into the conference either at local briefing rooms or remotely at home.

39. An Agile Working Group has been set up in force to support staff during covid including working from home risk assessment to ensure they have the required equipment and surrounding to work from home effectively. A Smarter Working Procedure has been compiled to recognise the different working arrangements.
40. To ensure social distancing the ACE Awards planned for September took place via a virtual setting due to impact of covid-19. The Awards Framework is currently under review to ensure a consistent approach is applied to nominations and localised recognition.
41. Due to the reported shortages of the flu vaccination this year, Cheshire Constabulary has purchased 2,000 vaccinations and have offered the opportunity for a free flu jab to officers, specials and staff across the force at their place of work.
42. Work is ongoing to bring core occupational health services in-house and a project board has been established to monitor progress. Recruitment for a Practice Manager is underway.

Benefits

43. An Emergency Loan scheme has been introduced for all staff to access. There have been 5 employees, to date, who have taken up the scheme and have received a loan payment.
44. A web based benefits portal is due to be launched in February 2021 and will be accessible by all employees. The portal will be provided to the Constabulary via Edenred and will initially house both Childcare Vouchers and Cycle2Work, alongside various retail discounts.

Sickness Absence

45. Absence for the Force for 2020 is 3.77%. Police Officers alone is 3.89% and Police Staff is 3.61% - see table below. Officer and staff absence have both seen the lowest absence rates of the year in December with a 2% decrease from January.

	% hours lost due to sickness												Total
	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	
Officers	4.83 %	4.91 %	5.29 %	4.18 %	3.54 %	3.27 %	3.16 %	3.17 %	3.52 %	3.91 %	3.57 %	3.39 %	3.89 %
Staff	4.67 %	4.47 %	5.45 %	4.12 %	2.93 %	2.48 %	3 %	3.26 %	3.6 %	3.64 %	3.44 %	2.41 %	3.61 %
Officers and Staff	4.76 %	4.72 %	5.36 %	4.16 %	3.29 %	2.96 %	3.1 %	3.21 %	3.55 %	3.8 %	3.52 %	2.97 %	3.77 %

46. Officer absence has primarily tracked higher than staff absence throughout the 12 month period but following the high absence levels at the start of the year absence has decreased for both groups. Graphs to show the absence levels over the last six months are contained in Appendix A.
47. Using data from 31st December 2020, the total number of individuals off sick was 124 - of these, 30.4% were off on short-term sickness (defined as 1 to 7 days), 21.6% were off on medium term sickness (defined at 8 to 28 days) and 47.2% were off on long term sickness (defined as 29+ days). One of the long term cases relates to the pandemic.

48. The main reason for long-term sickness continues to be mental health at 50% (a mix of both personal and work related) followed by musculo-skeletal disorders 15.78% and then Hospital Investigation/Treatment/Op, Serious Illness and Cancer all at 7.89%.
49. All sickness cases are regularly reviewed to ensure all interventions and support is in place for the individual. Close working relationships with Occupational Health, Unison, the Federation and Staff Associations to supports those absent from work is ongoing.
50. In line with the changes to Police Regulations 22 and 28A under the new definitions of Limited Duties, the Constabulary continues to review police officers who are on adjusted duties. To date we have 83 Police Officers who are categorised as `not fully deployable' due to medical reasons. Reviews are scheduled for officers who have been on adjusted duties for a period of 12 months.
51. Mental wellbeing and work related trauma remains an increasing concern for officer and staff wellbeing as well as a key factor for absence. Mandatory Consultative Support sessions are available for employees working in identified 'high risk, sensitive roles and are being delivered by HealthWork. In addition, we have recently engaged Associate Counsellors through HealthWork to maintain low waiting times for officers and staff requiring support, with a view to ensuring those requiring assistance are seen with the minimum of delay.
52. Serious injuries (reportable to the HSE) remain within the norms for previous years. A full Health & Safety Team Site has been published and publicised on Weekly Orders and E-Catalyst. In this area you can view Health & Safety guidance and bulletins plus various other resources and risk assessments.
53. At present we have 2 officers going through the medical retirement process. For the financial year 2020/21 to date 15 officers and 3 members of staff have been retired on the grounds of ill health.

Diversity, Equality & Inclusion

54. Attached at Appendix B is a breakdown of the forces staffing by protected characteristic. The force has seen some positive inroads in relation to the movement of representation across protected characteristics but is still dedicated to furthering this in line with national/regional representation figures as per below:

	National Population	Cheshire Population 2011 census	Cheshire Police Officer Baseline May 2016	Cheshire Police Officer September 2020	
BAME	14.5%*	3.09%	0.7%	1.83%	↓
Females	51%**	51%	33.5%	35.17%	↑
Disability	6.00%	Not available	0.89%	2.11%	↑
LGBT	4.00%	Not available	2.52%	2.53%	↑

*Based on 2016 mid-year estimates

** Based on 2019 mid-year estimates

55. The Constabulary has seen a reduction in the number of BAME Officers in force. The force have followed up on the leaving reasons for those officers leaving which have been driven by both personal and professional reasons. Exit interview processes have been offered through both the forces normal exit process and also the DE&I team.
56. The Constabulary has recently launched a new attraction video which can be adapted to all of the different intake routes for policing and also for police staff roles. The video based around the theme of 'Where you can be you' is focused on making sure that the force is seen as a fully inclusive organisation.
57. Members of the force's external DEI Board have made a key contribution to the development of the forces dedicated attraction campaign for recruitment of all roles within Cheshire but specifically the achievement of diversity through the uplift of officers.
58. The force continues to roll engagement events across the force with events being run recently in Northwich LPU's. Again members participated in a focus group aimed at helping the force to identify key barriers to attracting and recruiting candidates from Black Asian and Minority Ethnic backgrounds and potential strategies for improvement. An internal focus group also took place involving Cheshire Constabulary Multi cultural Network and Gypsy Roma Traveller Police Association. Ideas from the internal focus group were also incorporated into the project.
59. The DEI team continue to engage across the force and are working closely with managers to ensure the NPCC toolkits are being progressed and maintained. Also an Inclusion Survey has been launched with a video by Superintendent Ross who highlights the importance of inclusion in the Constabulary and inviting officers and staff to give their views and opinions to assist in developing best practice and future strategies.

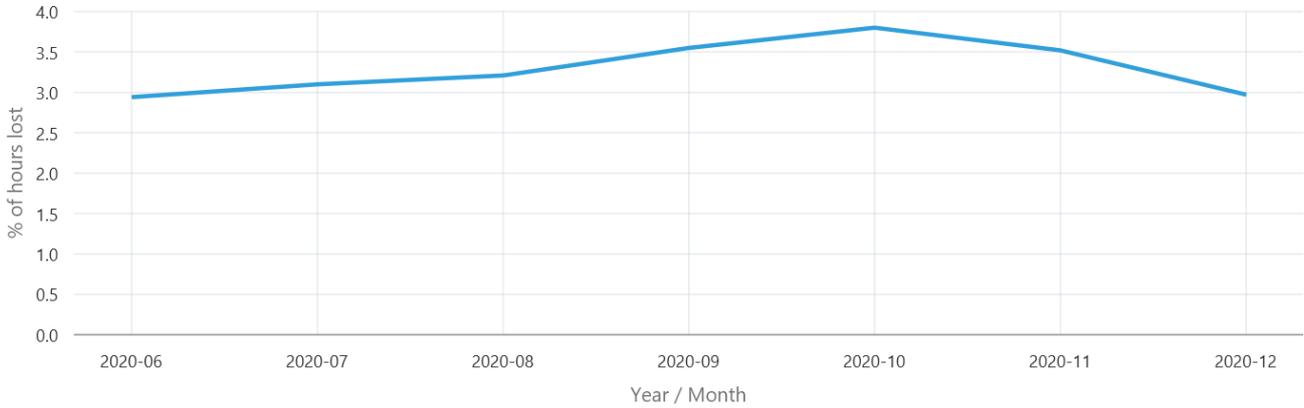
FOR CONSIDERATION:

To consider and receive the report.

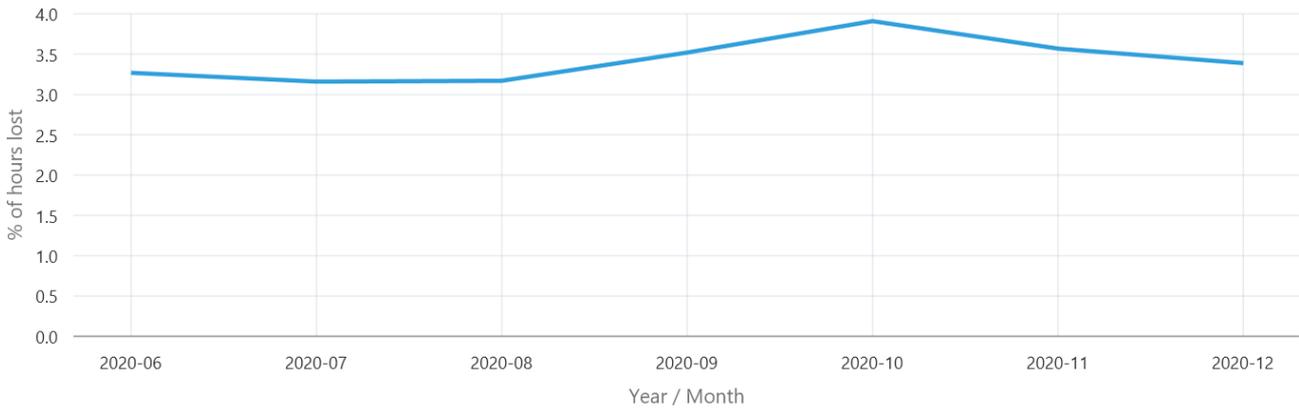
**DARREN MARTLAND
CHIEF CONSTABLE**

Appendix A – Absence Data

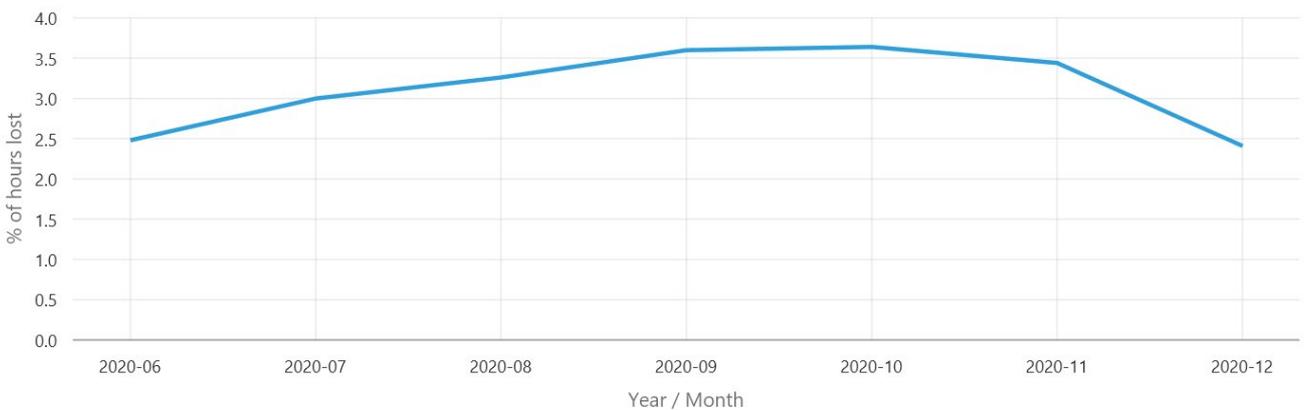
The below graph shows total Force sickness absence from June 20 to December 20 with a significant decrease from 2.94% to 2.97%.



The below graph shows Police Officer sickness absence from June 20 to December 20 with a decrease from 3.27% to 3.39%.



The below graph shows Police Staff sickness absence from June 20 to December 20 with a decrease from 2.48% to 2.41%.



APPENDIX B – Breakdown of protected characteristics by headcount

Police Officers, PCSOs, Police Staff & Specials ethnicity

NB. Includes staff from Tiers 1 – 3 including those on secondment

NB. This data is headcount and includes therefore part time / job share posts. Data as at 31st December 2020.

NB. Significant reduction in number of employees listed as “Not Known” due to data quality exercise.

Employee Type	Grade	Asian		Black		Mixed		Not Known/Provided		Other		White		Headcount	%
		Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%		
1. Officer	1. ACPO											5.	100.00%	5.	100.00%
1. Officer	2. Chief Superintendent											6.	100.00%	6.	100.00%
1. Officer	3. Superintendent											17.	100.00%	17.	100.00%
1. Officer	4. Chief Inspector	1.	3.45%									28.	96.55%	29.	100.00%
1. Officer	5. Inspector					2.	2.17%	2.	2.17%			88.	95.65%	92.	100.00%
1. Officer	6. Sergeant	1.	0.30%	2.	0.60%	2.	0.60%	5.	1.51%			322.	96.99%	332.	100.00%
1. Officer	7. Constable	13.	0.76%	2.	0.12%	17.	1.00%	22.	1.29%	2.	0.12%	1,644.	96.71%	1,700.	100.00%
1. Officer Total		15.	0.69%	4.	0.18%	21.	0.96%	29.	1.33%	2.	0.09%	2,110.	96.74%	2,181.	100.00%
2. PCSO Total		1.	0.52%	1.	0.52%	2.	1.04%	1.	0.52%			187.	97.40%	192.	100.00%
3. Staff	1. SM Grades							3.	12.00%			22.	88.00%	25.	100.00%
3. Staff	2. PO Grades			1.	0.63%	1.	0.63%	1.	0.63%			155.	98.10%	158.	100.00%
3. Staff	3. SO Grades					1.	0.70%	4.	2.80%	1.	0.70%	137.	95.80%	143.	100.00%
3. Staff	4. Scales 4-6	1.	0.12%	4.	0.46%	2.	0.23%	29.	3.36%			828.	95.83%	864.	100.00%
3. Staff	5. Scales 1-3			3.	0.72%	2.	0.48%	17.	4.09%			394.	94.71%	416.	100.00%
3. Staff Total		1.	0.06%	8.	0.50%	6.	0.37%	54.	3.36%	1.	0.06%	1,536.	95.64%	1,606.	100.00%
4. Special Total		2.	0.90%	2.	0.90%			7.	3.14%			212.	95.07%	223.	100.00%
Grand Total		19.	0.45%	15.	0.36%	29.	0.69%	91.	2.17%	3.	0.07%	4,045.	96.26%	4,202.	100.00%

Police Officers, PCSOs, Police Staff & Specials by gender

NB. Includes staff from Tiers 1 – 3 including those on secondment

NB. This data is headcount and includes therefore part time / job share posts. Data as at 31st December 2020.

Employee Type	Grade	Female		Male		Headcount	%
		Headcount	%	Headcount	%		
1. Officer	1. ACPO	2.	40.00%	3.	60.00%	5.	100.00%
1. Officer	2. Chief Superintendent	1.	16.67%	5.	83.33%	6.	100.00%
1. Officer	3. Superintendent	8.	47.06%	9.	52.94%	17.	100.00%
1. Officer	4. Chief Inspector	10.	34.48%	19.	65.52%	29.	100.00%
1. Officer	5. Inspector	28.	30.43%	64.	69.57%	92.	100.00%
1. Officer	6. Sergeant	73.	21.99%	259.	78.01%	332.	100.00%
1. Officer	7. Constable	645.	37.94%	1,055.	62.06%	1,700.	100.00%
1. Officer Total		767.	35.17%	1,414.	64.83%	2,181.	100.00%
2. PCSO Total		94.	48.96%	98.	51.04%	192.	100.00%
3. Staff	1. SM Grades	11.	44.00%	14.	56.00%	25.	100.00%
3. Staff	2. PO Grades	91.	57.59%	67.	42.41%	158.	100.00%
3. Staff	3. SO Grades	90.	62.94%	53.	37.06%	143.	100.00%
3. Staff	4. Scales 4-6	578.	66.90%	286.	33.10%	864.	100.00%
3. Staff	5. Scales 1-3	312.	75.00%	104.	25.00%	416.	100.00%
3. Staff Total		1,082.	67.37%	524.	32.63%	1,606.	100.00%
4. Special Total		66.	29.60%	157.	70.40%	223.	100.00%
Grand Total		2,009.	47.81%	2,193.	52.19%	4,202.	100.00%

Police Officers, PCSOs, Police Staff & Specials by disability

NB. Includes staff from Tiers 1 – 3 including those on secondment

NB. This data is headcount and includes therefore part time / job share posts. Data as at 31st December 2020.

Person Type	Grade	No		Yes		Headcount	%
		Headcount	%	Headcount	%		
1. Officer	1. ACPO	5.	100.00%			5.	100.00%
1. Officer	2. Chief Superintendent	6.	100.00%			6.	100.00%
1. Officer	3. Superintendent	17.	100.00%			17.	100.00%
1. Officer	4. Chief Inspector	28.	96.55%	1.	3.45%	29.	100.00%
1. Officer	5. Inspector	85.	92.39%	7.	7.61%	92.	100.00%
1. Officer	6. Sergeant	324.	97.59%	8.	2.41%	332.	100.00%
1. Officer	7. Constable	1,670.	98.24%	30.	1.76%	1,700.	100.00%
1. Officer Total		2,135.	97.89%	46.	2.11%	2,181.	100.00%
2. PCSO Total		189.	98.44%	3.	1.56%	192.	100.00%
3. Staff	1. SM Grades	25.	100.00%			25.	100.00%
3. Staff	2. PO Grades	151.	95.57%	7.	4.43%	158.	100.00%
3. Staff	3. SO Grades	136.	95.10%	7.	4.90%	143.	100.00%
3. Staff	4. Scales 4-6	823.	95.25%	41.	4.75%	864.	100.00%
3. Staff	5. Scales 1-3	396.	95.19%	20.	4.81%	416.	100.00%
3. Staff Total		1,531.	95.33%	75.	4.67%	1,606.	100.00%
4. Special Total		218.	97.76%	5.	2.24%	223.	100.00%
Grand Total		4,073.	96.93%	129.	3.07%	4,202.	100.00%

Police Officers, PCSOs, Police Staff & Specials by age

NB. Includes staff from Tiers 1 – 3 including those on secondment

NB. This data is headcount and includes therefore part time / job share posts. Data as at 31st December 2020.

Employee Type	Grade	25 and Under		26 to 40		41 to 55		56 and Over		Headcount	%
		Headcount	%	Headcount	%	Headcount	%	Headcount	%		
1. Officer	1. ACPO					5.	100.00%			5.	100.00%
1. Officer	2. Chief Superintendent					6.	100.00%			6.	100.00%
1. Officer	3. Superintendent					17.	100.00%			17.	100.00%
1. Officer	4. Chief Inspector			3.	10.34%	26.	89.66%			29.	100.00%
1. Officer	5. Inspector			21.	22.83%	70.	76.09%	1.	1.09%	92.	100.00%
1. Officer	6. Sergeant	1.	0.30%	105.	31.63%	220.	66.27%	6.	1.81%	332.	100.00%
1. Officer	7. Constable	173.	10.18%	895.	52.65%	614.	36.12%	18.	1.06%	1,700.	100.00%
1. Officer Total		174.	7.98%	1,024.	46.95%	958.	43.92%	25.	1.15%	2,181.	100.00%
2. PCSO Total		33.	17.19%	75.	39.06%	65.	33.85%	19.	9.90%	192.	100.00%
3. Staff	1. SM Grades			1.	4.00%	16.	64.00%	8.	32.00%	25.	100.00%
3. Staff	2. PO Grades			42.	26.58%	81.	51.27%	35.	22.15%	158.	100.00%
3. Staff	3. SO Grades	2.	1.40%	48.	33.57%	67.	46.85%	26.	18.18%	143.	100.00%
3. Staff	4. Scales 4-6	44.	5.09%	290.	33.56%	340.	39.35%	190.	21.99%	864.	100.00%
3. Staff	5. Scales 1-3	52.	12.50%	100.	24.04%	148.	35.58%	116.	27.88%	416.	100.00%
3. Staff Total		98.	6.10%	481.	29.95%	652.	40.60%	375.	23.35%	1,606.	100.00%
4. Special Total		68.	30.49%	100.	44.84%	47.	21.08%	8.	3.59%	223.	100.00%
Grand Total		373.	8.88%	1,680.	39.98%	1,722.	40.98%	427.	10.16%	4,202.	100.00%

Police Officers, PCSOs, Police Staff & Specials by Sexual Orientation

NB. Includes staff from Tiers 1 – 3 including those on secondment

NB. This data is headcount and includes therefore part time / job share posts. Data as at 31st December 2020.

Sexual Orientation	Bisexual		Gay/Lesbian		Heterosexual		Not Known		Prefer Not To Say		Headcount	%	
Person Type	Grade	Headcount	%	Headcount	%	Headcount	%	Headcount	%				
1. Officer	1. ACPO					3.	60.00%	2.	40.00%			5.	100.00%
1. Officer	2. Chief Superintendent					3.	50.00%	3.	50.00%			6.	100.00%
1. Officer	3. Superintendent			2.	11.76%	9.	52.94%	6.	35.29%			17.	100.00%
1. Officer	4. Chief Inspector					12.	41.38%	15.	51.72%	2.	6.90%	29.	100.00%
1. Officer	5. Inspector	1.	1.09%	4.	4.35%	52.	56.52%	28.	30.43%	7.	7.61%	92.	100.00%
1. Officer	6. Sergeant			4.	1.20%	132.	39.76%	171.	51.51%	25.	7.53%	332.	100.00%
1. Officer	7. Constable	14.	0.82%	30.	1.76%	612.	36.00%	989.	58.18%	55.	3.24%	1,700.	100.00%
1. Officer Total		15.	0.69%	40.	1.83%	823.	37.73%	1,214.	55.66%	89.	4.08%	2,181.	100.00%
2. PCSO Total		1.	0.52%	2.	1.04%	75.	39.06%	109.	56.77%	5.	2.60%	192.	100.00%
3. Staff	1. SM Grades			1.	4.00%	10.	40.00%	14.	56.00%			25.	100.00%
3. Staff	2. PO Grades	1.	0.63%			73.	46.20%	80.	50.63%	4.	2.53%	158.	100.00%
3. Staff	3. SO Grades	1.	0.70%	3.	2.10%	67.	46.85%	62.	43.36%	10.	6.99%	143.	100.00%
3. Staff	4. Scales 4-6	5.	0.58%	6.	0.69%	368.	42.59%	454.	52.55%	31.	3.59%	864.	100.00%
3. Staff	5. Scales 1-3	2.	0.48%	4.	0.96%	127.	30.53%	276.	66.35%	7.	1.68%	416.	100.00%
3. Staff Total		9.	0.56%	14.	0.87%	645.	40.16%	886.	55.17%	52.	3.24%	1,606.	100.00%
4. Special Total		2.	0.90%	6.	2.69%	89.	39.91%	124.	55.61%	2.	0.90%	223.	100.00%
Grand Total		27.	0.64%	62.	1.48%	1,632.	38.84%	2,333.	55.52%	148.	3.52%	4,202.	100.00%

Police Officers, PCSOs, Police Staff & Specials by Religion/Faith

NB. Includes staff from Tiers 1 – 3 including those on secondment

NB. This data is headcount and includes therefore part time / job share posts. Data as at 31st December 2020.

Religion		Any other religion		Buddhist		Christian (all denominations)		Declined to State		Hindu		Jewish		Muslim		No Religion	
Person Type	Grade	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%
1. Officer	1. ACPO					4.	80.00%										
1. Officer	2. Chief Superintendent					4.	66.67%										
1. Officer	3. Superintendent					11.	64.71%									1.	5.88%
1. Officer	4. Chief Inspector					21.	72.41%									2.	6.90%
1. Officer	5. Inspector					58.	63.04%	1.	1.09%			1.	1.09%			15.	16.30%
1. Officer	6. Sergeant	1.	0.30%	1.	0.30%	205.	61.75%	3.	0.90%					1.	0.30%	55.	16.37%
1. Officer	7. Constable	7.	0.41%	2.	0.12%	838.	49.29%	8.	0.47%					8.	0.47%	453.	26.55%
1. Officer Total		8.	0.37%	3.	0.14%	1,141.	52.32%	12.	0.55%			1.	0.05%	9.	0.41%	526.	24.92%
2. PCSO Total						79.	41.15%	2.	1.04%	1.	0.52%					65.	33.85%
3. Staff	1. SM Grades					11.	44.00%									3.	12.00%
3. Staff	2. PO Grades	2.	1.27%	1.	0.63%	71.	44.94%	2.	1.27%							24.	15.19%
3. Staff	3. SO Grades	2.	1.40%			43.	30.07%	1.	0.70%					1.	0.70%	33.	23.08%
3. Staff	4. Scales 4-6	5.	0.58%	2.	0.23%	313.	36.23%	6.	0.69%			1.	0.12%	1.	0.12%	169.	19.56%
3. Staff	5. Scales 1-3	3.	0.72%	2.	0.48%	142.	34.13%	1.	0.24%					1.	0.24%	104.	25.00%
3. Staff Total		12.	0.75%	5.	0.31%	580.	36.11%	10.	0.62%			1.	0.06%	3.	0.19%	333.	20.73%
4. Special Total				2.	0.90%	63.	28.25%	1.	0.45%	1.	0.45%			1.	0.45%	88.	39.46%
Grand Total		20.	0.48%	10.	0.24%	1,863.	44.34%	25.	0.59%	2.	0.05%	2.	0.05%	13.	0.31%	1,012.	24.08%



5626
(-89)



770
(-95)

Total Establishment	211
Non Operational	7
Leave of Absence	13
Total Operational	191 (89%)
Male = 72%	Female = 28%

Active Officers	191
Active Officer IP %	46 %
Supervision totals	18 (+11)

Hours variance (Oct)	89
Dec – Jan %	1.5 %
Avg hrs – Active Officer (16)	27
Avg Duties – Active Officer	4
Students (Intake 59)	16 (+9)

Officers over 16h	101
Officers under 16h	42
Active officers not worked	30
Active officer variance (Dec)	4
Resignations Dec 20	3

Chester



109

27

10

IPS 47%

Crewe



75

15

18

IPS 32%

Ellesmere P



43

10

4

IPS 44%

Macclesfield



81

18

16

IPS 50%

Northwich



72

20

7

IPS 38%

Runcorn



51

6

11

IPS 30%

Warrington



151

21

31

IPS 45%

Widnes



22

6

3

IPS 27%

Specialist



72

14

6

IPS 65%

PUBLIC SCRUTINY BOARD
3 MARCH 2021

THEMATIC REPORT: DOMESTIC ABUSE

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. Under the priority relating to supporting victims and protecting vulnerable people the Commissioner and the Chief Constable have specifically prioritise Domestic Abuse. This report seeks to provide an update of ongoing activity and performance
3. Given the national lockdowns and tiered restrictions which have been in place for much of 2020, there has been significant national concern about a likely increase in domestic abuse and the potential for multi- agency safeguarding and protection arrangements for victims to be adversely affected.
4. From the start of the first national lockdown, the Constabulary sought to prioritise Domestic Abuse and protect the service to victims.

OVERSIGHT AND GOVERNANCE

5. The Constabulary has specifically prioritised Domestic Abuse as a top level 'gold' operational focus – making it a specific priority area. This means that the Constabulary's response to Domestic Abuse is covered at the monthly Force Tasking Group chaired by the ACC's and performance is also covered on a monthly basis at the Force Performance Meeting chaired by the Deputy Chief Constable.
6. The Constabulary has also established a monthly 'Vulnerability Board' and also a weekly Domestic Abuse Performance Meeting chaired by the Detective Chief Superintendent Public Protection who is also the Constabulary lead for Domestic Abuse. The meeting is attended by Superintendent and Chief Inspector department leads from across the force covering Force Control Centre, Criminal Justice and Custody and local and central uniform and detective functions. A dedicated business intelligence dashboard has been created to support the improvement activity.
7. There is also a We Care 'Victims Board' Chaired by the Chief Superintendent Local Policing which reviews incidents, initial call and resulting investigations and outcomes. Through this group, a crime quality assurance framework has been introduced which provides a structured mechanism for Inspectors to quality assure crime investigations. A sample of crimes is provided each month for Inspectors to review in a consistent, structured way using an intranet based web tool. For the first month, all of the crimes

subject to quality assurance are Domestic Abuse offences with the intention that the findings can inform the work of the Victims Board and the Vulnerability Board.

MEDIA CAMPAIGN

8. A co-ordinated communications campaign was launched during 2020 which included :
- **‘Alone at Last’** supermarket (and places frequented) campaign. This was focused on helping victims who may be alone for the first time to access support and advice. Posters have been distributed by officers/staff with a briefing note to ensure store staff are aware and are compassionate. This is supported by a national campaign “Ask for ANI”, which was launched on 14th January 2021 focused on local pharmacies in particular Boots the Chemist.
 - **‘Open the Door Cheshire’** – Engagement from four local authority areas and support services including
 - Social Media information and support.
 - Posters at key locations signposting to the website.
 - Single point of contact for all Domestic Abuse support in Cheshire.
 - Continuation of **‘Eyes & Ears’** social media campaign requesting community information for domestic abuse and child safeguarding.
 - **Domestic Abuse online Facebook** chat with support from key partners. Since April 2020, 160000 interactions and over 200 questions have been logged within this chat which continued over key dates in lockdown and over the Christmas period where the risk can increase.

PARTNERSHIP

9. It has been agreed across all 4 local authority areas to use the Open the door Cheshire website. Officers and staff will signpost victims and families to the website where both local and national support is available. Since March 2020, usage of the site has increased significantly, up by more than 200%.
10. Contact information for Independent Domestic Violence Advocate (IDVA) services have been shared across Local Policing Units. IDVA’s will support the police at the scene of or after a domestic abuse incident to provide guidance. All information is located on the Open the door Cheshire website and through established contacts within local policing units.
11. During the initial lockdown period a weekly partnership meeting with Co-ordinators / Service Managers was established within each Local Authority area which focussed on vulnerability including Domestic Abuse. The frequency of the meeting changed after the restrictions were lifted but continued to take place and returned to weekly meetings during subsequent lock down periods.

12. There is a monthly Community Safety and Enforcement Group that is chaired by the Chief Executive of Halton Borough Council which covers all aspects of vulnerability including Domestic Abuse during COVID.
13. The Chief Constable chairs a quarterly Domestic Abuse Board that involves partners across the force footprint to ensure a joined up strategic partnership focus.
14. The Multi Agency Risk Assessment Conference (MARAC) process has been managed remotely when necessary with all key partners engaged and supportive in maintaining these critical arrangements.
15. Witness Care and Cheshire CARES have a collaborative agreement to support victims of Domestic abuse leading up to court appearance.
16. The Constabulary and the Commissioner have also continued with partners and the Pan-Cheshire Public Sector Transformational Team to ensure a joint approach to woman's centres and female offending.

OPERATIONAL FOCUS

17. As part of the Constabulary wide focus on effective service to domestic abuse victims, the force has prioritised scrutiny of key operational activities including:
 - Reviewed focus on initial response including renewed DA standards for response officers and expectations of Sergeants at DA incidents and initial investigation. 7 minute briefings to support the approach.
 - Focus on DA Performance including positive action/victim focussed not victim led approach.
 - Deep dive into Outcomes for DA especially Outcome 16 to ensure we understand our use of it and it is appropriate.
 - Force Incident manager to review ongoing arrest attempts and ensure appropriate ownership.
 - Key updates on domestic abuse incidents to be included on the Force 'Overnight summary'.
 - Ensuring wanted perpetrators are targeted quickly and effectively.
 - Ensuring that all key evidence is obtained to maximise the ability to prosecute where appropriate – including through police evidence led prosecution.
 - An effective management plan for Custody cases and ongoing investigations.

- Effective management of DVPN/DVPO process and bail information. Supported by training and 7 minute briefings.
 - Using information within the dedicated Power Bi dashboard each Local Policing Unit to identify and seek to problem solve repeat Domestic Abuse cases.
 - Proactive visits to victims where appropriate in conjunction with partnership discussions and joint visits to provide support and engagement.
 - The Harm Reduction Unit (HRU) is focussing on management of offenders and currently establishing a RFGV Tool, which will allow us to establish who the highest harm offenders for DA are across the force so that we can target them with the HRU/IOM and LPU's.
18. The Constabulary is introducing a Vulnerability and Safeguarding Team of 12 officers who will consider calls for service where vulnerability is identified in order to support early intervention at the first point of contact, this will initially focus on Domestic Abuse and Missing from Home incidents.

TRAINING

19. The Constabulary's objective is to deliver DA Matters training to all front line staff. By January 2021, almost 1300 frontline officers had completed the DA Matters 'bitesize' training, representing over 75% of frontline staff, with similar numbers also having completed the 'abusive relationship' and 'family disturbance' training.
20. The external provider who deliver DA matters training, 'Safelives' will only conduct the training face to face. One training session was completed prior to the second lock down but further sessions we are now delayed until the current restrictions are lifted. The Constabulary are exploring the possibility of using another supplier recommended by the College of Policing and this training will continue as soon as is possible. In addition, a Domestic Abuse 'champions' network of officers and staff is being further developed to provide support and access to specialist skills. A continuous professional development training day for these Champions is being prepared at the moment.

PERFORMANCE INFORMATION

21. 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."

22. 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.
23. The results of the survey for the 12 months ending December 2020 compared to the previous year show that overall satisfaction has increased from 85.4% (+/- 5.5%) to 87.2% (+/- 5.5%), 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.
24. The table below shows the number of recorded offences and 'solved' rate for overall Domestic Abuse offences for the 12 months to January 2021 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 1.6% increase in the number of recorded offences and an increase in the overall 'solved' rate from 8.8% to 10.3%.

	12 months to January 2020	12 months to January 2021	% Change	12 months to January 2020	12 months to January 2021	PP Change
Cheshire West and Chester	5017	5155	+2.8%	9.8%	9.6%	-0.2
Cheshire East	5169	5412	+4.7%	7.0%	10.3%	+3.3
Halton	2942	2904	-1.3%	10.2%	10.7%	+0.5
Warrington	3463	3400	-1.8%	9.1%	11.0%	+1.9
No location recorded	162	154	+1.6%	3.7%	5.8%	+2.1
Force	16753	17025	+1.6%	8.8%	10.3%	+1.5

25. 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 January 2021 compared to the previous year, by Local Authority. Overall at Force level there has been a 4.2% increase in the number of recorded offences and an increase in the 'solved' rate from 16.6% to 18.2%.

	12 months to January 2020	12 months to January 2021	% Change	12 months to January 2020	12 months to January 2021	PP Change
Cheshire West and Chester	1019	1086	+6.6%	17.7%	16.0%	-1.7
Cheshire East	1060	1147	+8.2%	13.7%	19.3%	+5.6
Halton	585	568	-2.9%	18.3%	18.8%	+0.5
Warrington	653	651	-0.3%	18.5%	19.7%	+1.2
No location recorded	14	18	+28.6%	7.1%	11.1%	+4.0
Force	3331	3470	+4.2%	16.6%	18.2%	+1.6

DVPN / DVPO

26. 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.
27. 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.
28. The table below shows the number of DVPNs authorised between April and December 2020 and also the numbers of DVPOs granted and denied by Local Authority area.

Area	DVPN Authorised April 2020 To March 2021	DVPO Contested Hearings	DVPO Granted	DVPO Denied	DVPN Breached	DVPO Breached	Court Actions
Cheshire West & Chester	44	9	39	5	2	10	8
Cheshire East	25	7	22	3	0	5	4
Halton	15	3	12	3	2	3	2
Warrington	8	0	8	0	0	1	1
Total	92	19	81	11	4	19	15

DOMESTIC VIOLENCE DISCLOSURE SCHEME

29. 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.
30. 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'.

31. 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.
32. 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.
33. 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.
34. The table below shows the number of disclosures made under the ‘Right to Ask’ ‘Right to Know’ strands of the DVDS for the period April to December 2020 by Local Authority area.

Local Authority	Right to Ask Disclosures	Right to Know Disclosures
Cheshire West & Chester	33	27
Cheshire East	23	4
Halton	21	34
Warrington	26	48
Total	103	113

FOR CONSIDERATION:

That the report be noted.

DARREN MARTLAND
CHIEF CONSTABLE

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Cheshire Police and Crime Panel – Work Programme 2021/22



Formal meetings of the Panel (all at 10.00am)

- 11th June 2021 (Annual meeting)
- 17th September 2021 (NB: change from date originally agreed by the Panel)
- 26th November 2021
- 4th February 2022
- 29th April 2022

Informal meetings with the Commissioner (all at 1.30pm)

- 24th March 2021

Commissioner's Scrutiny Meetings

- The Commissioner's website is currently showing no future meetings.

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