

Cheshire Police and Crime Panel

Agenda

Date: Friday 24th September 2021
Time: 10.00 am
Venue: Council Chamber, Municipal Buildings, Earle Street, Crewe
CW1 2BJ

Please note that face coverings will be required to be worn, unless exempt, by those entering the venue to attend the meeting. Anyone attending is encouraged to undertake a lateral flow test on the day of the meeting before embarking upon the journey to the venue. The meeting is open to the public but due to the social distancing layout of the meeting room public attendance will be limited.

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 in the 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.

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

3. **Public Participation**

To receive questions from members of the public. 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 Meetings** (Pages 5 - 20)

To approve the minutes of the meeting held on 11 June 2021 and for the Confirmation Hearings on 11 June 2021 and 3 September 2021.

5. **Chair's Announcements**

6. **Appointment of Independent Co-opted Member of the Panel**

To receive a verbal update from the Chair.

7. **Adoption of a Charter for the Police and Crime Panel** (Pages 21 - 24)

To consider the adoption of a Charter outlining the work of the Panel and what the public can expect from the Panel.

8. **10th Annual Conference for Police and Crime Panels - Panel Attendance**
(Pages 25 - 26)

To determine attendance at the 10th Annual Conference for Chairs, Members and Officers of Police and Crime Panels.

9. **Commissioner's Public Scrutiny Board - 19th August 2021** (Pages 27 - 66)

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

10. **Work Programme** (Pages 67 – 68)

To consider the work programme.

10.45AM THE POLICE AND CRIME COMMISSIONER WILL BE IN ATTENDANCE FOR THE FOLLOWING PART OF THE MEETING

11. **Consideration of the Commissioner's Annual Report** (Pages 69 - 74)

To consider the Police and Crime Commissioner's Annual Report 2020/21.

12. **Consideration of the Commissioner's Draft Police and Crime Plan 2021-24**
(Pages 75 - 108)

To consider the draft Police and Crime Plan.

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

This page is intentionally left blank

Minutes of a meeting of the **Cheshire Police and Crime Panel**
held on Friday, 11th June, 2021 at Council Chamber, Wyvern House, The
Drumber, Winsford CW7 1AH

PRESENT

Councillors:

Cheshire East: Councillors J Paul Findlow, Denis Murphy, and
Mick Warren

Cheshire West & Chester: Councillors Robert Bisset, Martyn Delaney and
Lynn Riley

Halton: Councillors Martha Lloyd Jones and Peter
Lloyd Jones

Warrington: Councillors Kenneth Critchley and Jane
Whalen

Independent Co-optees: Mr Bob Fousert, Mrs Sally Hardwick and Mr
Evan Morris MBE

Officers: Mr Martin Smith, Cheshire East Council

1 APOLOGIES

Apologies were received from Councillor Norman Plumpton Walsh
(Halton) and Councillor Laura Jeuda (Cheshire East).

2 APPOINTMENT OF CHAIR FOR THE 2021/22 MUNICIPAL YEAR

RESOLVED:

That Mr Evan Morris be elected as Chair of the Panel for the 2021/22
Municipal year.

3 APPOINTMENT OF DEPUTY CHAIR FOR THE 2021/22 MUNICIPAL YEAR

RESOLVED:

That Councillor Rob Bissett be elected as Deputy Chair of the Panel for
the 2021/22 Municipal year.

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

No issues were raised.

5 PUBLIC PARTICIPATION

There were no public speakers.

6 MINUTES OF PREVIOUS MEETINGS

Panel meeting 12th March 2021

Councillor Riley sought clarification over the answers to a number of questions put to the former Commissioner that were outstanding from the meeting. The Secretariat confirmed that written responses had been received from the Commissioner's Office and had been circulated the day before by email. Printed copies were available for Panel members.

RESOLVED

That the minutes be approved.

7 PANEL MEMBERSHIP 2021/22

The Panel noted the nominations made by the constituent Councils for the 2021/22 Municipal year, they also noted the need to appoint members to the Complaints Management Sub Committee; including the Chair and Deputy Chair.

Councillors Martha Lloyd Jones (Halton), Kenneth Critchley and Jane Whalen (Warrington) were welcomed to the Panel by fellow Panel members. The Panel thanked Councillors Dave Thompson, Peter Walker and Mrs Jan Davidson for the work that they had done as Panel members and wished them well for the future. It was noted that Councillor Dave Thompson, the Panel's former Deputy Chair was now the Deputy Leader of Halton Council. The Chair congratulated Cllr Martyn Delaney on this appointment as Lord Mayor of Chester.

Panel members recognised the importance of both induction training for new members and ongoing training of all Panel members, noting that the newly elected Police and Crime Commissioner had agreed to continue with the practice of holding informal meetings with Panel members, some of which could take the form of training and awareness raising events.

RESOLVED

- (i) That the nominations made by the four constituent Councils be noted.

- (ii) That following the meeting nominations for membership of the Complaints Management Sub Committee would be agreed, with proportionality being three Labour, two Conservative, one independent and one co-opted member.
- (iii) That Mrs Sally Hardwick be appointed as Chair of the Complaints Management Sub Committee for the 2021/22 Municipal year and Councillor Martyn Delaney appointed as Deputy Chair.
- (iv) That opportunities for both the induction of new Panel members and the ongoing training of all members would be taken up during the year.

8 INDEPENDENT MEMBER OF THE POLICE AND CRIME PANEL

The Panel had three independent co-opted members each of whom were appointed for a three-year term. At the Panel's annual meeting in 2020 it had been resolved that due to the pandemic and the uncertainty it had created, all three independent co-opted members should have their term of office extended for a further twelve months. Mr Bob Fousert's term of office, which had been due to expire on 30th September 2020 was now due to expire on 30th September 2021.

Panel members recognised the very significant contribution that Mr Bob Fousert had made to the Panel over a number of years and encouraged him to reapply for Panel membership.

RESOLVED

That a proportionate recruitment Panel consisting of four members (Mr Evan Morris and Councillors Martyn Delaney, Lynn Riley and Jane Whalen) be appointed to lead the recruitment process and make recommendations to the Panel over the membership of an independent co-opted member.

9 DRAFT MEMORANDUM OF UNDERSTANDING WITH THE COMMISSIONER

Mrs Sally Hardwick introduced this item, outlining the work which the working group (which she chaired) had undertaken; this had resulted in the production of a draft Memorandum of Understanding (MoU) which had been shared with Panel members for comment earlier in the year. The Chair briefed the Panel on his experience of visiting the North Wales Police and Crime Panel and also the practice in a number of other areas where MoU's had been developed or were in the process of being drafted.

Panel members were supportive of the principle of introducing a MoU, seeing the initiative as being one that would lead to better scrutiny of the Commissioner and assist the Commissioner in his work.

RESOLVED

That the draft Memorandum of Understanding be endorsed as a basis for formal discussions with the Police and Crime Commissioner, with the discussions being led by Mrs Evan Morris and Mrs Sally Hardwick with support from the Panel's Secretariat.

10 PANEL ARRANGEMENTS: RULES OF PROCEDURE

Councillor Paul Findlow sought clarification as to the position should it be necessary to appoint a new Police and Crime Commissioner between elections. The Secretariat agreed to research this issue and report back to Panel members.

RESOLVED

- (i) The Panel adopt the Rules of Procedure, as published, for the 2021/22 Municipal year.
- (ii) The Head of Democratic Services and Governance be given authority to make changes to the Rules of Procedure during the year to give effect to the wishes of the Panel.

11 REVIEW OF COMPLAINTS

Mrs Sally Hardwick introduced this item reviewing the work of the Complaints Management Sub Committee, which she had chaired since its creation late in 2020. She noted the desirability of amending the wording on the Panel's page of the Cheshire East website, to provide greater clarity over the nature of the complaints that can be considered by the Panel.

RESOLVED

- (i) That the summary of complaints considered with by the Complaints Management Sub Committee since its creation be noted.
- (ii) That the Secretariat be authorised to amend the Panel's page of the Cheshire East website to provide greater clarity.

12 LOCAL AUTHORITY REMOTE MEETINGS - CALL FOR EVIDENCE

The Chair introduced this item by outlining the process that the Government were going through to consult on the longer-term options for remote meetings. The provisions of the Coronavirus Act which had allowed for remote public meetings to be held had expired and as a consequence remote meetings were no longer lawful.

Panel members expressed the desire to see the facility for remote meetings to continue, but also saw it as being desirable for the Panel to be able to hold hybrid meetings, where some of those participating could access the meeting remotely, with others meeting in a central location. Some Panel members recognised the benefits of holding face to face meetings.

It was noted that individual Panel members could if they wished make personal submissions to the consultation.

RESOLVED

That the Secretariat make a submission to the consultation on behalf of the Panel.

13 CHESHIRE POLICE AND CRIME PANEL BUDGET 2021/22

The Panel discussed the proposed budget for 2021/22. It was noted that the cost of webcasting would be slightly higher than indicated in the report as further information and revised costings had been received from Cheshire West and Chester Council who webcast the Panel's meetings. The Secretariat were of the view that the webcasting service provided by Cheshire West and Chester represented excellent value for money.

Councillor Murphy queried whether the amount of money allocated to room hire, training, conferences and membership of a regional group would be sufficient, especially as the Panel had committed to providing training for newly appointed members. The Secretariat confirmed that much training could be delivered at little or no cost. Councillor Findlow sought clarification over the Panel's membership of a regional group, something which he favoured; the Chair confirmed that Frontline Consulting, who organised a number of regional groups and a national conference, would shortly be creating a North West regional group for Police and Crime Panels; the cost of joining would be small, but was not yet known.

RESOLVED

That the Panel budget for 2021/22 be approved.

14 WORK PROGRAMME

The work programme was noted. The Secretariat confirmed that discussions were ongoing with the Commissioner's Office over a programme of informal meetings.

The Commissioner had indicated that he would be unable to attend a meeting on Friday 17th September, the Panel agreed to the meeting being put back until Friday 24th September.

15 WELCOME TO THE NEWLY ELECTED POLICE AND CRIME COMMISSIONER

The Chair welcomed Mr John Dwyer to the meeting, congratulating him on his election to the Office of Police and Crime Commissioner for Cheshire. He also thanked Mr David Keane, the outgoing Commissioner for the work he had undertaken during his five years in office.

The Commissioner outlined his priorities for his term of office, which would only be three years. He noted that he planned to appoint a Deputy Commissioner. The Commissioner informed the Panel that he had moved the Commissioner's Office from Stockton Heath to Police HQ in Winsford.

He announced that he had launched a Community Action Fund of £100,000, with bids of up to £5,000 being accepted. Those bidding would need to secure matched funding. He also briefed the Panel on success in achieving Safer Streets funding from the Home Office and on his intention to appoint volunteers as Police Auxiliaries.

16 OVERVIEW AND SCRUTINY OF THE POLICE AND CRIME COMMISSIONER

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

Mr Bob Fousert:

- Noted the commitment of the new Chief Constable of Greater Manchester to devote more resources to issues such as burglaries and to his commitment to see his officers smartly turned out. He asked the Commissioner for his views on these issues.

The Commissioner confirmed that Cheshire's new Chief Constable would adopt a similar approach. He expressed dissatisfaction with current detection rates for offences such as burglary and promised a significant improvement in the way in which crime was dealt with in Cheshire.

Cllr Paul Findlow:

- Sought clarification over the Commissioner's plans for enforcing speeding in Cheshire, particularly in rural areas. The Commissioner responded by saying he was committed to addressing this issue and that work was being undertaken to develop a comprehensive approach. This would be shared with the Panel, probably at an informal meeting. Mr Evan Morris, the Panel's Chair welcomed this approach.

- Asked if the Commissioner's Office could publish reports for issues discussed at Scrutiny Meetings at the same time as the agenda, not weeks later as was the current practice. The Commissioner agreed to take this issue up with his staff.

Cllr Martha Lloyd Jones:

- Sought clarification over whether the Commissioner would be prepared to work with local authorities over Safer Streets funding. He indicated that he wished to work with all local authorities and all of Cheshire's Members of Parliament.

Cllr Martyn Delaney:

- Sought clarification over the Commissioner's move to Police HQ, asking if any cost savings had been identified. The Commissioner responded by saying that it had been illogical for the previous Commissioner to have moved the Office to Stockton Heath. He had moved back to Police HQ on his first day in post and his staff had also moved. Such a move would have associated costs, these were not yet known, but in his opinion, it was vital that he was co-located with the Chief Constable.

Cllr Lynn Riley:

- Sought the Commissioner's view as to how he would hold the Chief Constable to account over issues such as partnership working with local authorities and such things as the enforcement of speed limits. She noted that all four Cheshire Council's had invested heavily on such things as 20 mph zones, but that speeding in more rural areas was an issue. She also highlighted issues of rural crime more generally.

The Commissioner stressed the importance of partnership working, especially with local authorities. He gave the example of speed limit signs that were obscured or difficult to read, maintenance of such signs was a local authority responsibility, but poor maintenance created enforcement issues for the Police.

Mr Evan Morris:

- Asked the Commissioner if he was confident that community safety partnerships across Cheshire were delivering against key objectives. The Commissioner indicated that he planned to meet with the local authority Chief Executives over this important issue.

Cllr Peter Lloyd Jones:

- Sought clarification over the operation of the fast track detective scheme in Cheshire and any impact the scheme had on overall

Police numbers. The Commissioner indicated that those wishing to become detectives had to apply to join the Police in the normal way and then serve as a uniformed officer for two years; at which point they could sit a crime examination. If successful they could become a detective and receive additional training in this specialism. Any decision on the number of detectives across the Constabulary would be taken by the Chief Constable, not by him. He had made a manifesto commitment to increase the overall establishment of Police Officers in Cheshire.

Cllr Rob Bissett:

- Asked how confident the Commissioner was that the Police would have the resources that they needed to address the wide range of issues facing them. The Commissioner repeated his comment made earlier in the meeting, that partnership working was essential and that the Police working in their own did not have the resources to address all the issues that they faced, many of which were not directly ones for the Police.

Minutes of a meeting of the **Cheshire Police and Crime Panel**
held on Friday, 11th June, 2021 at Council Chamber, Wyvern House, The
Drumber, Winsford CW7 1AH

PRESENT

Councillors:

Cheshire East: Councillors J Paul Findlow, Denis Murphy, and
Mick Warren

Cheshire West & Chester: Councillors Robert Bisset, Martyn Delaney and
Lynn Riley

Halton: Councillors Martha Lloyd Jones and Peter
Lloyd Jones

Warrington: Councillor Jane Whalen

Independent Co-optees: Mr Bob Fousert, Mrs Sally Hardwick and Mr
Evan Morris MBE

Officers: Mr Martin Smith, Cheshire East Council

17 APOLOGIES

Apologies were received from Councillor Norman Plumpton Walsh (Halton), Councillor Kenneth Critchley (Warrington) and Councillor Laura Jeuda (Cheshire East).

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

Councillors Paul Findlow and Lynn Riley indicated that they knew Mr McNeilage through the Conservative Party but would approach the Confirmation Hearing with an open mind and had not predetermined his suitability for the position of Deputy Commissioner. Councillor Kenneth Critchley had sent his apologies, as he too knew Mr McNeilage, and following a conversation with his Council's Monitoring Officer, had decided not to take part in the Confirmation Hearing.

19 CONFIRMATION HEARING FOR THE APPOINTMENT OF A DEPUTY POLICE AND CRIME COMMISSIONER.

The Panel held a confirmation hearing for the appointment of a Deputy Commissioner, questioning Mr McNeilage on a wide range of issues relevant to the role.

The Panel resolved that the press and public be excluded from the meeting to allow for the Panel to review the Confirmation Hearing and the answers provided by Mr McNeilage to their questions, pursuant to Section 100(A)4 of the Local Government Act 1972 as amended on the grounds that it involved the likely discussion of exempt information as defined in Paragraphs 1 and 2 of Part 1 of the Schedule 12A of the Local Government Act 1972 and the public interest would not be served in the discussions being held in public.

RESOLVED

That it was the Panel's unanimous opinion that Mr McNeilage should be recommended for appointment.



Mr John Dwyer
Police and Crime Commissioner for
Cheshire

By email

Cheshire East Council
Westfields
Middlewich Road
Sandbach
Cheshire
CW11 1HZ

evan.morris@cheshirepoliceandcrimepanel.org.uk

Date: 11th June 2021

Dear Commissioner,

CONFIRMATION HEARING – APPOINTMENT OF DEPUTY COMMISSIONER

Through you, the Panel would like to thank Mr David McNeilage for attending the Hearing earlier today and for answering their questions. It gives me pleasure to confirm that the Panel unanimously resolved to support his appointment as Deputy Commissioner.

The Panel did feel that Mr McNeilage will need induction into his new role and ongoing training to enable him to maximise his effectiveness. During the Hearing he informed the Panel that he was currently undertaking a Diploma in Leadership and Management with his current employer, the Panel would encourage you to enable him to continue with this qualification if that is possible.

Yours sincerely,

Evan Morris MBE
Chair

Minutes of a meeting of the **Cheshire Police and Crime Panel**
held on Friday, 3rd September, 2021 at Council Chamber, Municipal
Buildings, Earle Street, Crewe CW1 2BJ

PRESENT

Councillors:

Cheshire East: Councillors J Paul Findlow and Denis Murphy

Cheshire West & Chester: Councillors Martyn Delaney and Lynn Riley

Halton: Councillors Martha Lloyd Jones and Peter
Lloyd Jones

Warrington: Councillor Kenneth Critchley

Independent Co-optees: Mr Bob Fousert, Mrs Sally Hardwick and Mr
Evan Morris MBE

Officers: Mr Martin Smith, Cheshire East Council

20 APOLOGIES

Apologies were received from Councillor Norman Plumpton Walsh (Halton), Councillor Jane Whalen (Warrington) Councillors Laura Jeuda and Mick Warren (Cheshire East) and Rob Bissett (Cheshire West and Chester).

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

Councillor Paul Findlow indicated that he had worked with Mr Taylor when he had served on the former Police Authority.

22 CONFIRMATION HEARING FOR THE APPOINTMENT OF A CHIEF EXECUTIVE OF THE OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR CHESHIRE

The Panel held a confirmation hearing for the appointment of a Chief Executive, questioning Mr Taylor on a wide range of issues relevant to the role.

23 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting during consideration of the outcome of the Confirmation Hearing, pursuant to Section 100(A)4 of the Local Government Act 1972 as amended on the grounds that it involved the likely discussion of exempt information as defined in Paragraphs 1 and 2 of Part 1 of the Schedule 12A of the Local Government Act 1972 and the public interest would not be served in the discussions being held in public.

The Panel reviewed the Confirmation Hearing and the answers provided by Mr Taylor to their questions.

24 APPOINTMENT OF CHIEF EXECUTIVE OF THE OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR CHESHIRE

RESOLVED:

That it was the Panel's unanimous opinion that Mr Taylor should be recommended for appointment.

The letter sent to the Police and Crime Commissioner by the Chair of the Panel confirming the decision to recommend appointment is appended to these minutes as a matter of record.

The meeting commenced at Time Not Specified and concluded at Time Not Specified

Councillor (none)



Mr John Dwyer
Police and Crime Commissioner for
Cheshire

By email

Cheshire East Council
Westfields
Middlewich Road
Sandbach
Cheshire
CW11 1HZ

evan.morris@cheshirepoliceandcrimepanel.org.uk

Date: 6th September 2021

Dear Commissioner,

CONFIRMATION HEARING – APPOINTMENT OF CHIEF EXECUTIVE

Through you, the Panel would like to thank Mr Damon Taylor for attending the Hearing on Friday and for answering their questions. It gives me pleasure to confirm that the Panel unanimously resolved to support his appointment as Chief Executive.

The Panel look forward to Mr Taylor taking up his appointment and to developing a strong working relationship with him over the coming years. Panel members were impressed by the breadth of knowledge and experience that Mr Taylor demonstrated at the Confirmation Hearing and wish him well for the future.

Yours sincerely.

**Evan Morris MBE
Chair**

pe

This page is intentionally left blank



Cheshire Police and Crime Panel

Date of meeting: 24 September 2021

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

Subject: Adoption of a Charter for the Police and Crime Panel

1. Report Summary

- 1.1 This report recommends that the adoption of a short charter outlining the work of the Panel and what the public can expect from the Panel. The Charter may assist in helping the public and organisations across Cheshire better understand the Panel's role and ways of working.

2. Recommendations

- 2.1 The Panel is recommended to:
 - (i) Adopt the Charter attached as Appendix 1.

3. Background

- 3.1 The draft Charter attached as Appendix 1 was written by the Panel's Chair in an attempt to succinctly describe on a single sheet of A4 what the Panel does and what the public can expect from it. It is proposed that it sits alongside the more formal Terms of Reference that are contained in the Panel's Procedure Rules but does not replace or override anything that is contained in the Procedure Rules.
- 3.2 A draft version of the Charter was used in the pack of information provided for those interested in applying for the position of Independent Co-opted Member. If adopted, the Charter would be placed on the Panel's page of the Cheshire East Council website and would be available to Panel members to use whenever they thought it would be helpful.

4. Financial Implications

- 4.1 There are no cost implications for adopting a Charter.

5. Equality Implications

- 5.1 There are no equality implications.

6. Contact Information

Contact details for this report are as follows:-

Name:	Martin Smith
Designation:	Registration and Civic Services Manager
Local Authority:	Cheshire East Council
Tel. No.:	01270 686012
Email:	martin.r.smith@cheshireeast.gov.uk



Cheshire Police and Crime Panel

Charter

Cheshire's Police and Crime Panel is made up of ten elected Councillors representing the four Cheshire Local Authorities, (Cheshire East, Cheshire West and Chester, Halton and Warrington) plus three independent co-opted members who serve a three-year term, which can be renewed. Independent co-opted members are specially recruited and selected for their skills and the experience that they can bring to the work of the Panel.

The Panel's collective role is to challenge and support the Police and Crime Commissioner. This responsibility is mandated by an Act of Parliament and funded by the UK Government. We fulfil this mandate as a key and relevant partner; part of the team policing family striving to "Make Cheshire Safer".

We Will:

- Authorise an effective and challenging Police and Crime Plan designed to constantly improve prevention and policing across Cheshire.
- Through efficient, effective scrutiny and monitoring, ensure the effective delivery and outcomes are achieved as set out in the Cheshire Police and Crime Plan.
- Approve the most effective individual for the post of Chief Constable for Cheshire when the Commissioner has selected his or her preferred candidate.
- Review the Commissioner's chosen candidate for Deputy Commissioner and for senior members of his or her staff, making recommendations as to their suitability.
- Work with the Commissioner to ensure that Cheshire Police are effectively and efficiently resourced. This will be done through the Commissioner working with the Police in setting an annual policing precept which is presented to the Panel for final approval in February each year.
- Administer the arrangements for non-criminal complaints made against the Police and Crime Commissioner for Cheshire (and Deputy Commissioner, when appointed); together with other complaints and conduct matters referred to the Panel by the Independent Office for Police Conduct (IOPC).

This page is intentionally left blank



Cheshire Police and Crime Panel

Date of meeting: 24 September 2021

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

Subject : 10th Annual Conference for Police and Crime Panels - Panel Attendance

1. Report Summary

- 1.1 This report outlines the arrangements for the 10th Annual Conference for Chairs, Members and Officers of Police and Crime Panels and seeks the views of the Panel on attendance.

2. Recommendations

- 2.1 The Panel is recommended to:

- (i) Determine attendance at the 10th Annual Conference for Chairs, Members and Officers of Police and Crime Panels.

3. Background

- 3.1 This conference takes place on 1st - 2nd November 2021 at Scarman House, Warwick Conference Centre. There are two packages on offer, a residential package, which includes single occupancy accommodation on the night of 1st November, evening meal and access to the conference on the following day, the cost is £275; the day delegate rate for 2nd November is £140, this includes lunch. The programme for the conference is not yet available.
- 3.2 In previous years a number of Panel members have attended, as has the Panel's support officer.

4. Financial Implications

- 4.1 The Panel has a small budget to cover the cost of members attending conferences and training events.

5. Equality Implications

- 5.1 There are no equality implications.

6. Contact Information

Contact details for this report are as follows:-

Name:	Martin Smith
Designation:	Registration and Civic Services Manager
Local Authority:	Cheshire East Council
Tel. No.:	01270 686012
Email:	martin.r.smith@cheshireeast.gov.uk

PUBLIC SCRUTINY BOARD



DATE Thursday 19TH August 2021

TIME 13:00

VENUE Conference Room 7, Office of the Police & Crime Commissioner, Clemonds Hey, Oakmere Road, Winsford, CW7 2UA

Agenda

	<i>Page</i>
1 TO NOTE THE MINUTES FROM THE 3 RD MARCH 2021 MEETING	2
2 DRAFT POLICE & CRIME PLAN: SUMMARY PERFORMANCE REPORT	5
3 PEOPLE STRATEGY: QUARTERLY REPORT	16
4 COMPLAINTS, EMPLOYMENT TRIBUNALS AND GRIEVANCES: QUARTERLY REPORT	32

PRIVATE ITEMS

That the following matters be considered in private on the grounds that they involve the likely disclosure of exempt information as defined in the Freedom of Information Act 2000 and in accordance with the sections of the Act indicated below:-

<i>Item</i>	<i>Section</i>
<i>Minutes</i>	31 <i>Law Enforcement</i>
<i>Conduct Matters/IOPC Referrals</i>	40 <i>Personal Information</i>

5 TO NOTE THE PART 2 MINUTES FROM THE 3 RD MARCH 2021 MEETING	-
6 CONDUCT MATTERS/IOPC REFERRALS	-

**For further information about this Agenda, please contact Claire Deignan
Claire.Deignan@cheshire.pnn.police.uk**

**MINUTES OF THE SCRUTINY BOARD HELD ON 3 MARCH 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 Deignan, Head of Scrutiny and Improvement
C Tozer, Head of Engagement and Policy
J Connah, 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

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

The Commissioner welcomed all to the meeting and noted that a year has passed since the COVID pandemic took hold. He recognised the enormous challenges Covid19 had presented but remarked on the tremendous effort and strong leadership provided by the Constabulary.

He offered his thanks to all officers, staff and volunteers for their commitment and hard work, from enforcing guidance to safeguarding vulnerable people hidden behind closed doors and was proud of how the Constabulary adapted and remained both accessible and effective for victims of crime in Cheshire. He remarked that the organisation had remained connected with communities and had delivered the key values and priorities of Cheshire Constabulary.

1. MINUTES OF THE 13 JANUARY 2021 SCRUTINY BOARD

1.1 The minutes of the meeting on 16 January 2021 were noted and approved.

2. CHESHIRE CONSTABULARY ACTION PLAN - HUNTING

2.1 The action plan remains green and complete which the Commissioner recognised had been successfully implemented, offering confidence to both sides of the hunting debate.

2.2 The Chief Constable explained the 2020/21 season had been less active than previous years due to the pandemic restrictions. However, he said they had built on lessons learned from the previous year having a command structure in place, with dedicated resources from the rural crime team focussing on engagement. The legislation to bring about prosecutions is complex, and advice has been sought from other Constabularies and the Crown Prosecution Service (CPS).

3. 2020/21 BUDGET PRIORITY DEVELOPMENTS - SIX IMPLEMENTATION PLANS UPDATE

3.1 Updates were given against the budget priority developments

4. POLICE & CRIME PLAN: PERFORMANCE REPORT

4.1 The Commissioner thanked officers and staff for their work in the community during the pandemic.

4.2 ACC Simms thanked the representatives from the Office of the Police and Crime Commissioner for supporting the delivery of the neighbourhood policing plan.

- 4.3 The Commissioner drew attention to a satisfaction rate of over 87% for victims of domestic abuse and felt this showed the Constabulary was in a good position despite difficult circumstances.
- 4.4 The Commissioner asked the Chief Constable why there was an increase of 10% in reported hate crimes. The Chief Constable agreed that the increase was concerning but reiterated that he would rather be aware than have victims suffering in silence.
- 4.6 ACC Simms told the Commissioner that Leicestershire police had carried out an independent review of crimes in Cheshire, which resulted in a 95% satisfaction rate for victims of hate crime. With continual encouragement, coupled with Cheshire cares there is a necessity to support hate crime victims to ensure a quality investigation and the correct outcome. The next step for the future is to reach out to hidden communities who may for cultural reasons or lack of confidence in the police be reluctant to come forward.
- 4.7 The Chief Constable was asked to comment on road safety enforcement activity carried out over the last year and was asked what plans were in place for the future.
- 4.8 The Chief Constable said there had been a dedicated focus in February regarding the use of mobile phones by drivers.

5 PEOPLE & HR: PERFORMANCE REPORT

- 5.1 Successive efforts to increase diversity and equality within the makeup of the force have occurred over recent years but the Commissioner expressed concern over the slight decrease in BME officers and wanted reassurance that the current recruitment processes was attracting a broad range of applicants. The Chief Constable said recruitment had exceeded proportionality with census data for all minority groups.
- 5.2 The Commissioner asked if any spare vaccines that would otherwise be wasted at the end of the day are accessible for Cheshire officers and staff. ACC Sims said once notified of any vaccines available they are offered to staff on a priority basis

6 THEMATIC REPORT: DOMESTIC ABUSE

- 6.1 The Commissioner opened the thematic session on domestic abuse. He thanked call audit volunteers who had provided independent scrutiny and had listened to a series of domestic abuse calls for service. The Commissioner asked for reassurance that domestic incidents were appropriately scheduled by dispatch operators and given the necessary priority.
- 6.2 The Chief Constable agreed that it was imperative to get the first point of contact with victims correct and as such control room staff are included in the domestic abuse training. The training ensures the correct questions are asked so that they can identify vulnerability, as well as proficiency in using intelligence systems. Once this is established an officer will be dispatched on an emergency response or within an hour (whichever is appropriate with a small number being serviced by appointments).
- 6.3 The Commissioner remarked on the increase in demand from victims of domestic abuse during the lockdown period both on the Constabulary and other partners and asked if the Constabulary's online reporting tool, 'Single Online Home' was being sufficiently promoted to as a way to report should they be unable to make a telephone call. The Chief Constable confirmed it had been successful further to the launch last year however he made a plea that if there is a risk to call 999 where an immediate response would be given.
- 6.4 With 'Open the Door' (a Local Authority domestic abuse website) increased by about 200%, along with large numbers of victims engaging with online activity increase as well as 'Cheshire without Abuse' also seeing an increase in volumes. Considering this the Commissioner wanted

reassurance that victims had confidence to report as the increases seen with partners did not mirror the reported incidents detailed in the pack.

6.5 The Chief Constable said there was more to do but advised there would be a multitude of incidents before a victim would contact the police. He said that while the increase was only 4% but with other crimes reducing by over 30% he believed was an indication of scale. He said there really is a need to victims to come forward, if not directly to Cheshire Constabulary, there were other avenues available.

6.6 The Commissioner was pleased with the commitment by partners and the Constabulary, but did note the delays in the Criminal Justice System were concerning and the effect delays would have on the willingness from victims to pursue a case and would monitor it through the Criminal Justice Board. The Chief Constable said that the backlog has been reduced significantly, and the current position is back to pre Covid19 levels which was testament to the support received from the Crown Prosecution Service.

6.7 Drawing on from ongoing concerns, the Commissioner asked what improvements had been made since the last discussions and enquired if it was being used appropriately. DCC Cooke has been working on improving the use of outcome 16. ACC Burton said there was continued focus in this area and has committed a Chief Superintendent to chair a scrutiny performance meeting focusing on seven areas which has led to an increase in victims willing to support a prosecution. The Chief Constable added it was really important to understand what evidence is available, particularly when a victim may not support the prosecution. He noted outcome 16 is an area of concern, but it is under scrutiny to ensure it is used appropriately.

6.8 The Commissioner was reassured that the Constabulary was responding to the challenges posed at an earlier Public Scrutiny Board.

7 COMPLAINTS, CONDUCT MATTERS, EMPLOYMENT TRIBUNALS AND GRIEVANCES: QUARTERLY REPORT

7.1 The Commissioner noted the report.

8 HMICFRS REPORTS

8.1 HMICFRS inspection reports are brought to Public Scrutiny Board for discussion explained the Commissioner so that the section 55 response can be completed effectively regardless of whether they reference Cheshire Constabulary and any actions required are tracked and monitored.

8.2 There were two reports tabled at the meeting: -

- The joint view of the Criminal Justice Inspector on the criminal justice system, in terms of the response to COVID-19
- Disproportionate use of police powers - A spotlight on stop and search and the use of force

Many of the Commissioner's concerns regarding the criminal justice inspection had been addressed earlier in the meeting, recognising the report was primarily concerned the CJS.

8.3 With reference to the disproportionate use of police powers, the Commissioner asked the Constabulary to consider the recommendations contained within the report for further discussion at April's meeting prior to submitting a response to HMICFRS.

Duration of meeting: Part One of the meeting commenced at 11.15 and finished at 13:19.

PERFORMANCE REPORT

BACKGROUND

1. The Commissioner is currently preparing the Police and Crime Plan which will provide the priorities for policing Cheshire. The Plan is also key to informing the Scrutiny arrangements by which the Commissioner will hold the Chief Constable to account for delivery of the priorities and for the provision of policing within Cheshire.
2. While the Police and Crime plan is being developed, the Chief Constable has prepared a short performance summary report which provides information on a broad range of areas of policing.

RECORDED CRIME

3. The volume of overall recorded crime for the 12 months to end of June 2021 was 86,172. This is a 5.9% reduction on the same period last year and the chart below illustrates the large reductions associated with COVID lockdown periods. In recent months recorded crime has *started* to return to, but has not yet fully reached pre-covid levels.

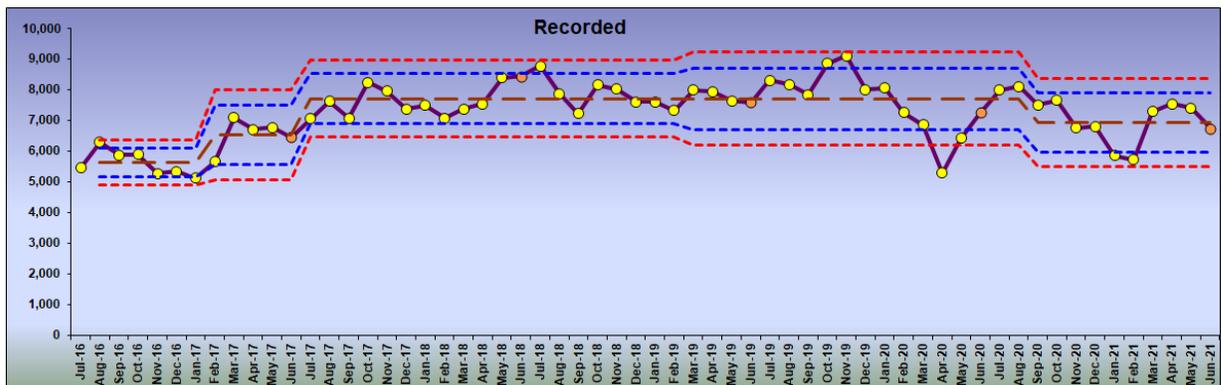


Chart 1 – overall recorded crime by month

4. However there are differences within individual crime classifications. For example the chart below shows recorded levels of burglary which saw a reduction during the first lockdown period and has remained at low levels since. For the 12 months to the end of June 2021, 3272 offences were recorded which is 22.8% reduction on the previous year.

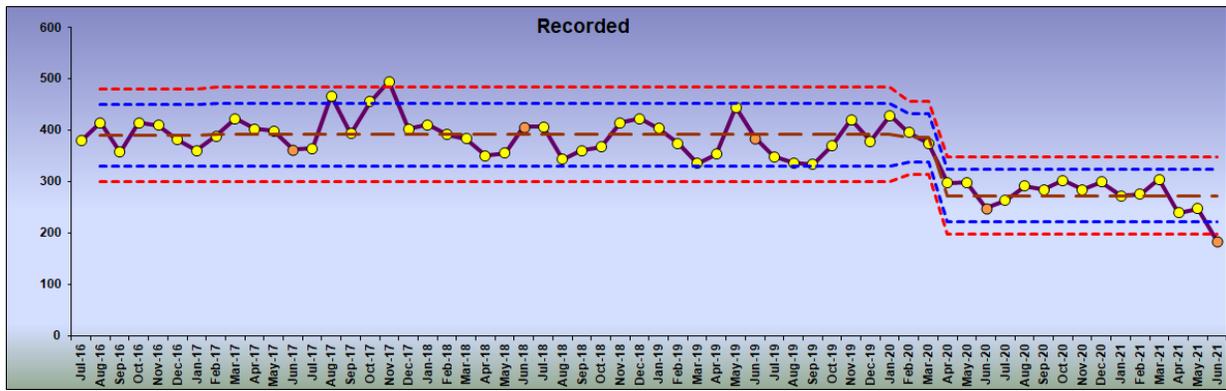


Chart 2 – recorded burglary offences by month

- Similarly, vehicle crime offences reduced significantly during the initial lockdown and has not started to return to pre-pandemic levels. For the 12 months to the end of June 2021, 2382 offences were recorded which is 27.7% reduction on the previous year

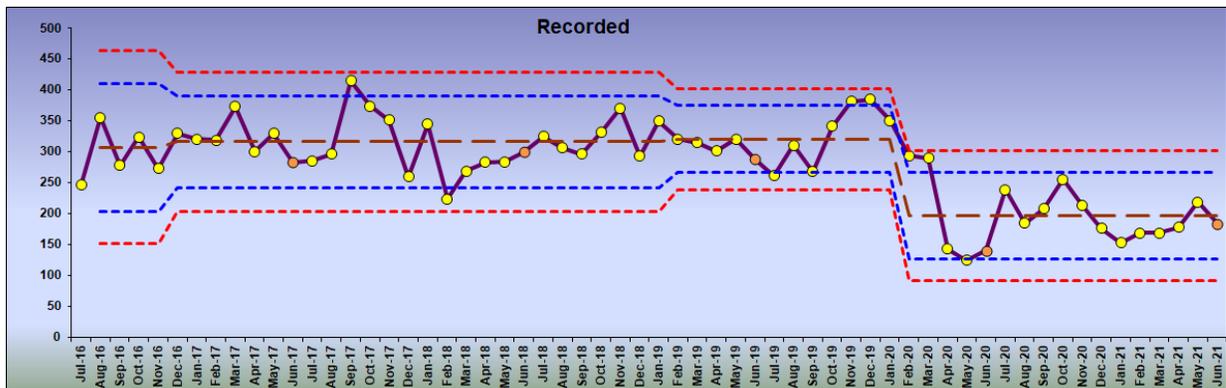


Chart 3 – recorded vehicle offences by month

- Shoplifting offences obviously reduced during lockdown, however offences have also not yet started to return to pre-pandemic levels. For the 12 months to the end of June 2021, 4233 offences were recorded which is 26.2% reduction on the previous year

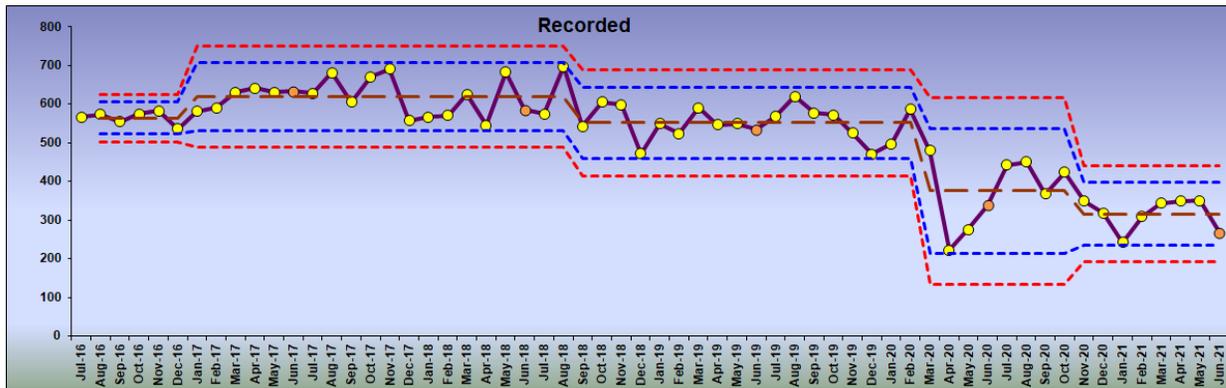


Chart 4 – recorded shoplifting offences by month

- Theft from person offences have also not yet started to return to pre-pandemic levels. For the 12 months to the end of June 2021, 193 offences were recorded which is 64.7% reduction on the previous year.

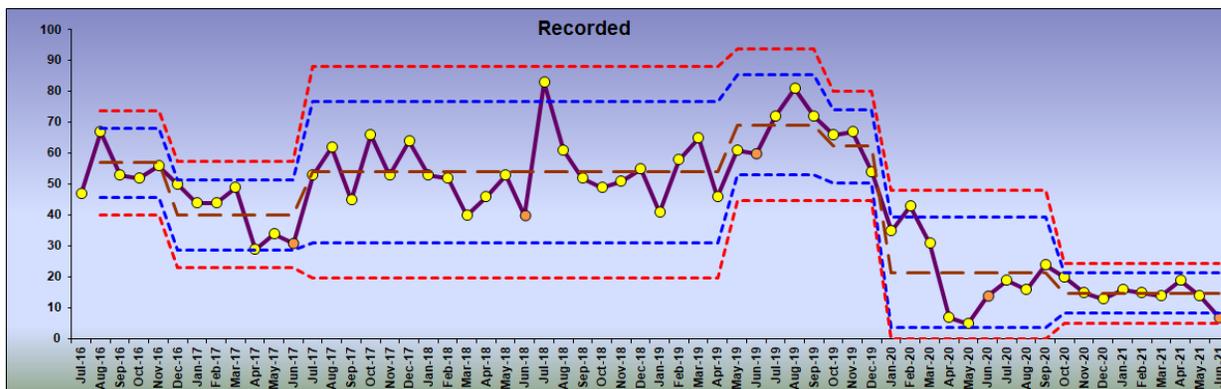


Chart 5 – recorded theft from person offences by month

8. Overall recorded violence against the person saw reductions during lockdown periods but has seen levels returning to pre-pandemic levels. For the 12 months to the end of June 2021, 39,782 offences were recorded which is 3.9% increase on the previous year.

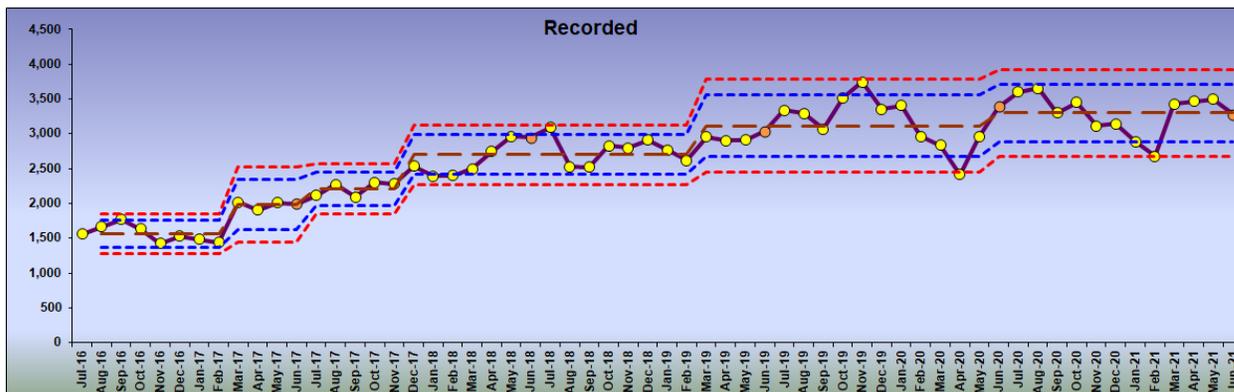


Chart 6 – recorded violence against the person offences by month

9. However, there are some variations within the overarching violence against the person category. For example recorded violence with injury offences saw large reductions associated with lockdown periods and has not quite returned to pre-pandemic levels. For the 12 months to the end of June 2021, 9,417 offences were recorded which is 4.6% reduction on the previous year.

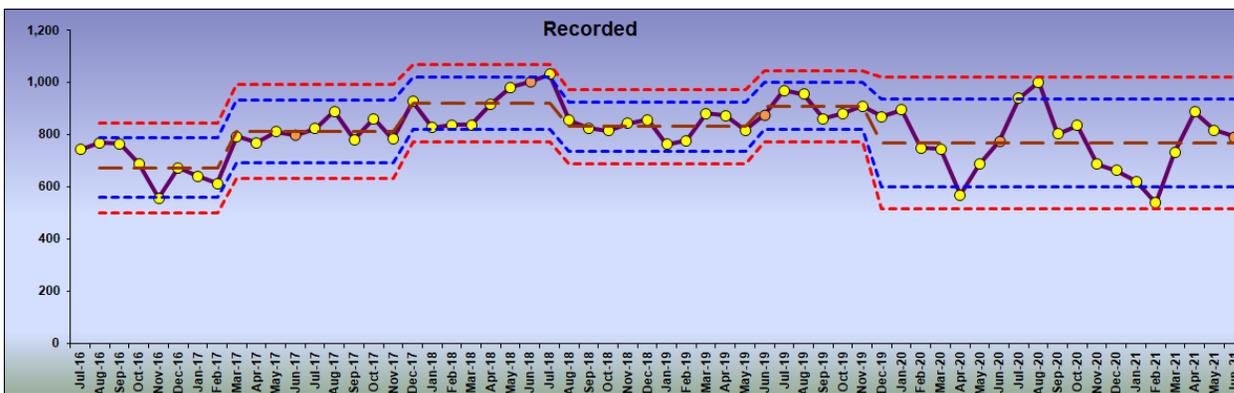


Chart 7 – recorded violence with injury offences by month

- While offences under the stalking and harassment category, which forms part of violence without injury, has seen increases since June 2020. For the 12 months to the end of June 2021, 9,417 offences were recorded which is 4.6% increase on the previous year. It is important to recognise that changes to the Home Office Counting rules and work undertaken to improve the identification and recording of these offences will have had an effect.

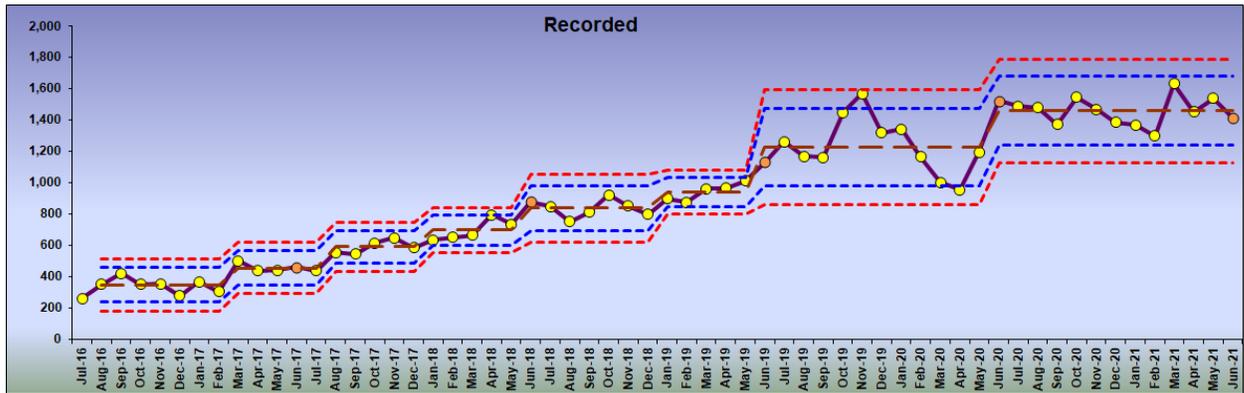


Chart 8 – recorded offences under the stalking and harassment category by month

- Recorded sexual offences remained stable from June 2020 and was largely unaffected by lockdown restrictions and has recently seen some increases. For the 12 months to the end of June 2021, 3,108 offences were recorded which is 10.8% increase on the previous year.

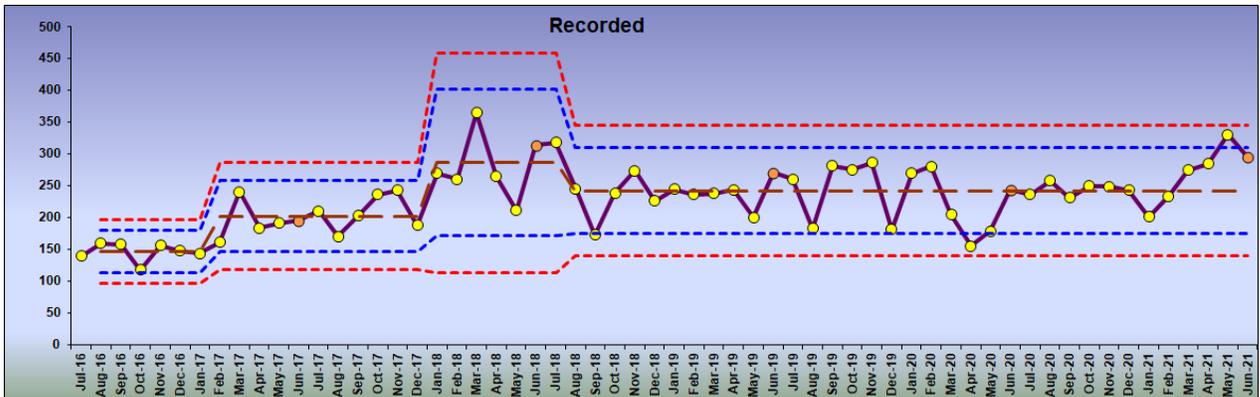


Chart 9 – recorded sexual offences by month

- The number of offences recorded which are categorised as hate offences saw small reductions associated with lockdown periods however there was a period of higher than normal recorded during the summer of 2020 and these levels have returned as lockdown restrictions have been reduced in 2021. For the 12 months to the end of June 2021, 2,281 offences were recorded which is a 15.3% increase on the previous year.

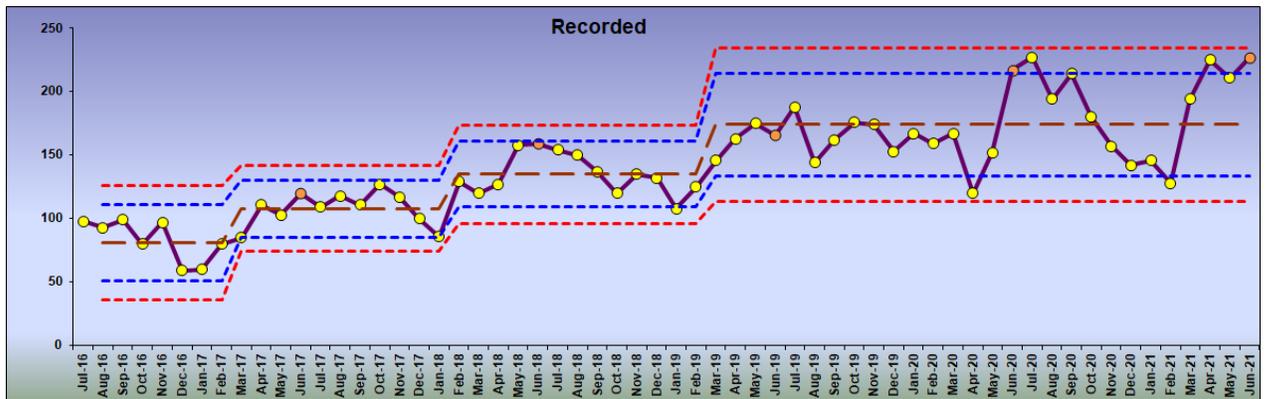


Chart 10 – recorded hate offences by month

13. The table below shows the increases by recorded ‘hate type’. The largest category for Hate crimes is racial which has seen a 14% increase over the last 12 months, with increases also seen in all other hate categories other than religion or belief.

Hate Crime	12 months ending Jun-20	12 months ending Jun-21	% Change
Disability	264	357	35%
Racial	1241	1413	14%
Religion or belief	57	43	-25%
Sexual orientation	362	399	10%
Transgender	55	59	7%
Total	1985	2309	16%

Chart 11 – recorded hate offences by month

14. The number of offences recorded which are categorised as domestic abuse offences saw small reductions associated with lockdown periods and these have not quite returned to pre-pandemic levels. For the 12 months to the end of June 2021, 17,210 offences were recorded which is a 2% decrease on the previous year.

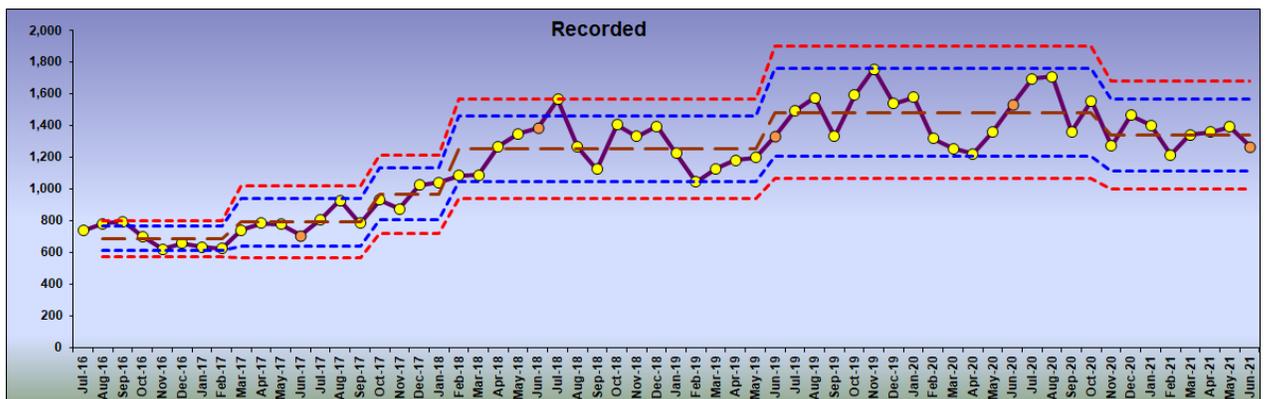


Chart 12 – recorded domestic abuse offences by month

SOLVED CRIME

15. A national 'outcomes' framework for all police recorded crime was introduced in April 2013 and expanded further in April 2014, April 2015 and January 2016. The framework provides the basis of all nationally published crime 'outcomes' information. The framework provides a range of 'outcomes' which can be applied to a recorded crime and are shown in the table below. These 'outcomes' are applied prior to a crime being finalised and closed which would normally be before cases are heard at Court.
16. In 2019 some forces piloted the use of an additional crime outcome where the accused is given the opportunity to engage with an intervention activity. The outcome is recorded as

'Outcome 22 – diversionary, educational or intervention activity, resulting from the crime report, has been undertaken and it is not in the public interest to take any further action'.
17. This additional outcome was made available for all Forces and included within the Home Office Counting Rules from April 2020.
18. Outcome 22 is used where no further action is taken but diversionary action has been undertaken to address offending behaviour or prevent further offending.
19. The offender does not have to admit the offence and it therefore differs from formal action taken or in the case of a community resolution where the offender accepts responsibility for the offence. The outcome can be used where the victim does not support formal action or where the evidential threshold is not met for prosecution but where an offender agrees to diversionary activity OR this is imposed on offender e.g. Domestic Violence Protection Notice (DVPN) / Domestic Violence Protection Order (DVPO), civil orders. The outcome can also be used where the diversion is used also as an alternative to prosecution / further investigation with victim consent. E.g. attendance at victim awareness course, drug awareness course, engagement with addiction services.
20. Traditionally many police forces have used a number of these outcomes (usually outcomes 1 to 8 on the table) to measure 'detected' or 'solved' crimes. As showing a breakdown against all of the outcomes would be difficult to display – the Constabulary generally uses 3 broad headings:
 - 'Solved' crimes (those with an outcome 1- 8)
 - Crimes where a 'suspect has been identified' (outcomes 9,10,11,12,13, 15, 16, 17, 21 and 22)
 - Crimes where a 'suspect has not been identified' (Outcomes 14 and 18)
21. The figures are often represented as a percentage using the number of crimes given an outcome in any given period (for example over a rolling 12 month period or over a month) as a percentage of the crimes recorded during the same period.

Crime Outcomes framework
1. Charge/Summons
2. Caution – youths
3. Caution – adults
4. Taken into consideration (TIC)
5. The offender has died (all offences)
6. Penalty Notice for Disorder
7. Cannabis/Khat Warning
8. Community Resolution
9. Prosecution not in the public interest (CPS) (all offences)
10. Formal action against the offender is not in the public interest (police decision)
11. Prosecution prevented – named suspect identified but is below the age of criminal responsibility
12. Prosecution prevented – named suspect identified but is too ill (physical or mental health) to prosecute
13. Prosecution prevented – named suspect identified but victim or key witness is dead or too ill to give evidence
14. Evidential difficulties victim based – named suspect not identified – the crime is confirmed but the victim declines or is unable to support further police action to identify the offender
15. Evidential difficulties named suspect identified – the crime is confirmed and the victim supports police action but evidential difficulties prevent further action
16. Evidential difficulties victim based – named suspect identified – the victim does not support (or withdraws support from) police action
17. Prosecution time limit expired – suspect identified but the time limit for prosecution has expired
18. Investigation complete – no suspect identified. Crime investigated as far as reasonably possible – case closed pending further investigative opportunities becoming available
19. National Fraud Intelligence Bureau filed (NFIB only). A crime of fraud has been recorded but has not been allocated for investigation because the assessment process at the NFIB has determined there are insufficient lines of enquiry to warrant such dissemination
20. Further action resulting from the crime report will be undertaken by another body or agency subject to the victim (or person acting on their behalf) being made aware of the action to be taken (from April 2015)
21. Further investigation, resulting from the crime report, which could provide evidence sufficient to support formal action being taken against the suspect is not in the public interest – police decision (from January 2016)

Chart 13 – crime outcomes

22. The chart below shows the solved rate for crime by month and illustrates generally higher rates during lockdown periods – largely associated with lower recorded offences during that period. The volume of offences solved has actually been lower in the 12 months to the end of June 2021 with 8,717 offences closed giving a solved rate of 10.1%. For the previous year 10,912 offences were solved giving a rate of 11.9%

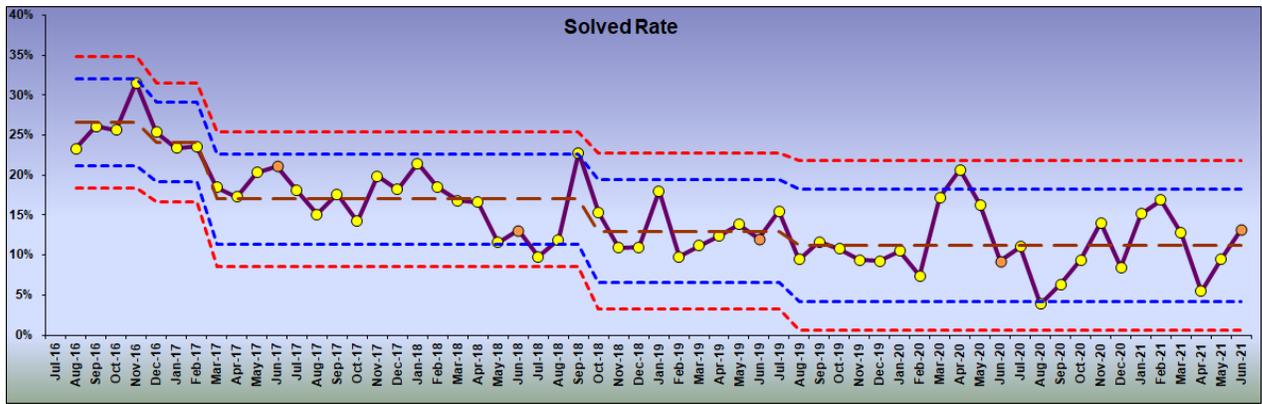


Chart 14 – overall crime solved rate by month

23. The table below shows the solved rates for some key crime types over the last 2 years.

	Volume Solved 12 months to June 2020	Solved Rate 12 months to June 2020	Volume Solved 12 months to June 2021	Solved Rate 12 months to June 2021	Percentage point difference in solved rate
All Crime	10912	11.9%	8717	10.1%	-1.8%
Burglary	366	8.6%	342	10.5%	+1.8%
Vehicle Offences	215	6.5%	158	6.6%	+0.1%
Sexual Offences	217	7.7%	282	9.1%	+1.4%
Hate Crime	299	14.9%	275	11.9%	-3.0%
Domestic Abuse	1675	9.5%	1696	9.9%	+0.4%
Domestic Violence With Injury	599	17.2%	612	17.9%	+0.7%

Chart 15 – crime solved 12 months to June 2020 and 12 months to June 2021

INCIDENTS

24. The volume of ASB incidents reported has increased by 4.4% to 22,634 for the 12 months to June 2021 compared to the previous year. This has been impacted by the reporting of incidents relating to breaches of COVID restrictions regarding group gatherings. It was possible to report these incidents via the Constabulary web-site as well as through the non-emergency telephone number.

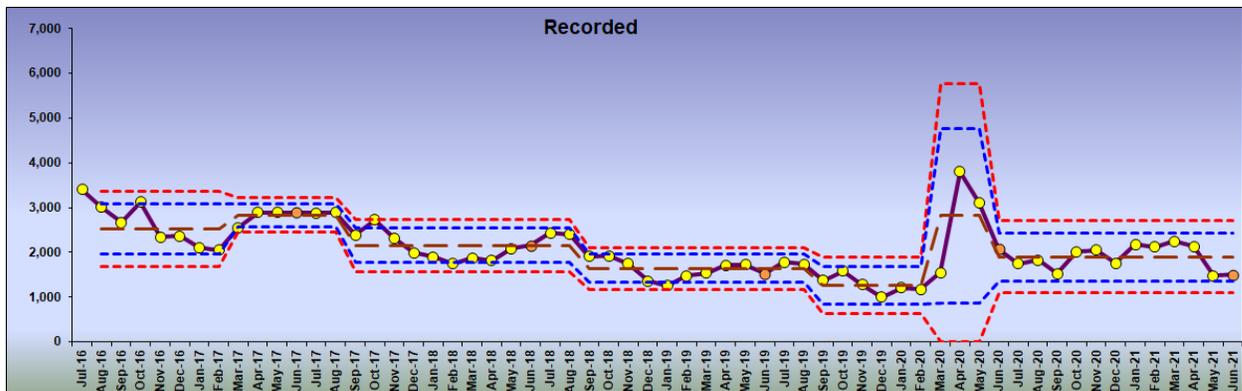


Chart 16 – reported ASB incidents by month

25. The chart below shows the percentage of Grade 1 (emergency) incidents attended within 15 minutes. The average for the 12 months ending June 2021 is 84% which is slightly lower than the average for the previous 12 months (84.6%). However, as can

be seen on the chart, the previous periods results are inflated by higher than normal figures for the period March to June 2020 which were associated with fewer emergency incidents due to the initial lockdown. The percentage of incidents attended within 15 minutes from August 2020 to June 2021 is actually slightly higher than those pre-pandemic.

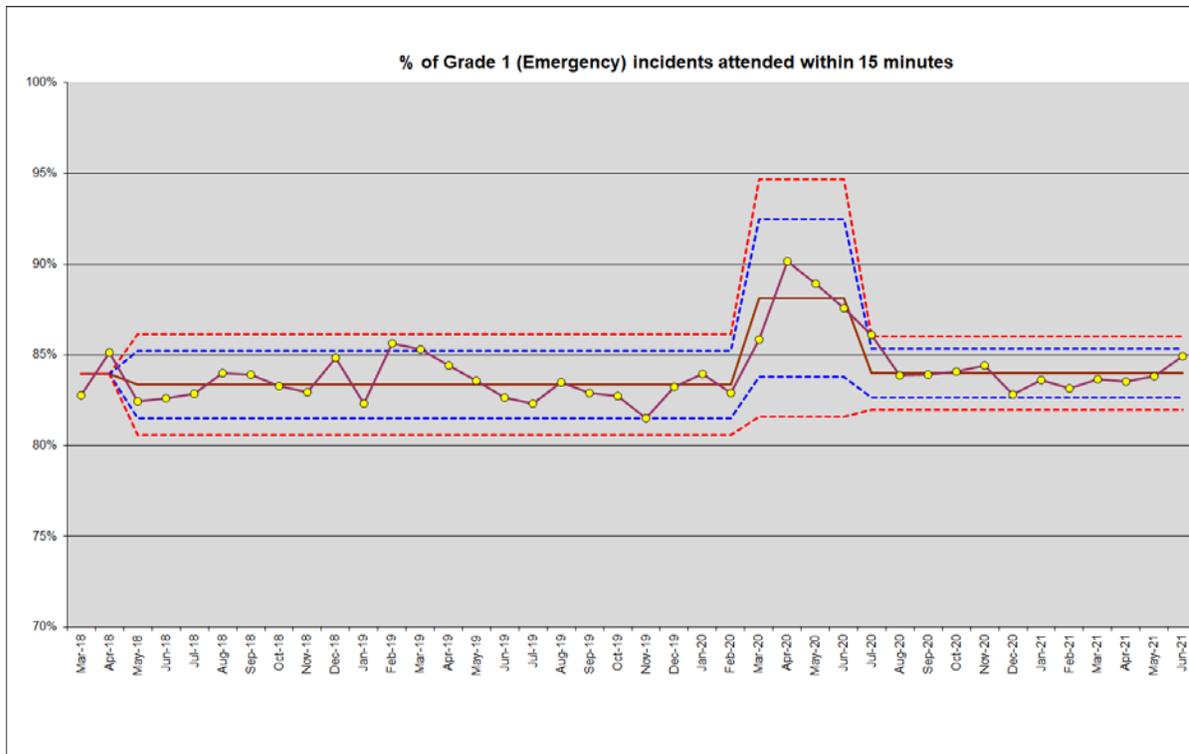


Chart 17 – % of emergency incidents attended in 15 minutes by month

26. The chart below shows the percentage of Grade 2 (prompt) incidents attended within 60 minutes. The average for the 12 months ending June 2021 is 75% which is slightly lower than the average for the previous 12 months (76.6%). However, again, the results for the comparator period are inflated by higher than normal figures for 6 months following the initial lockdown.

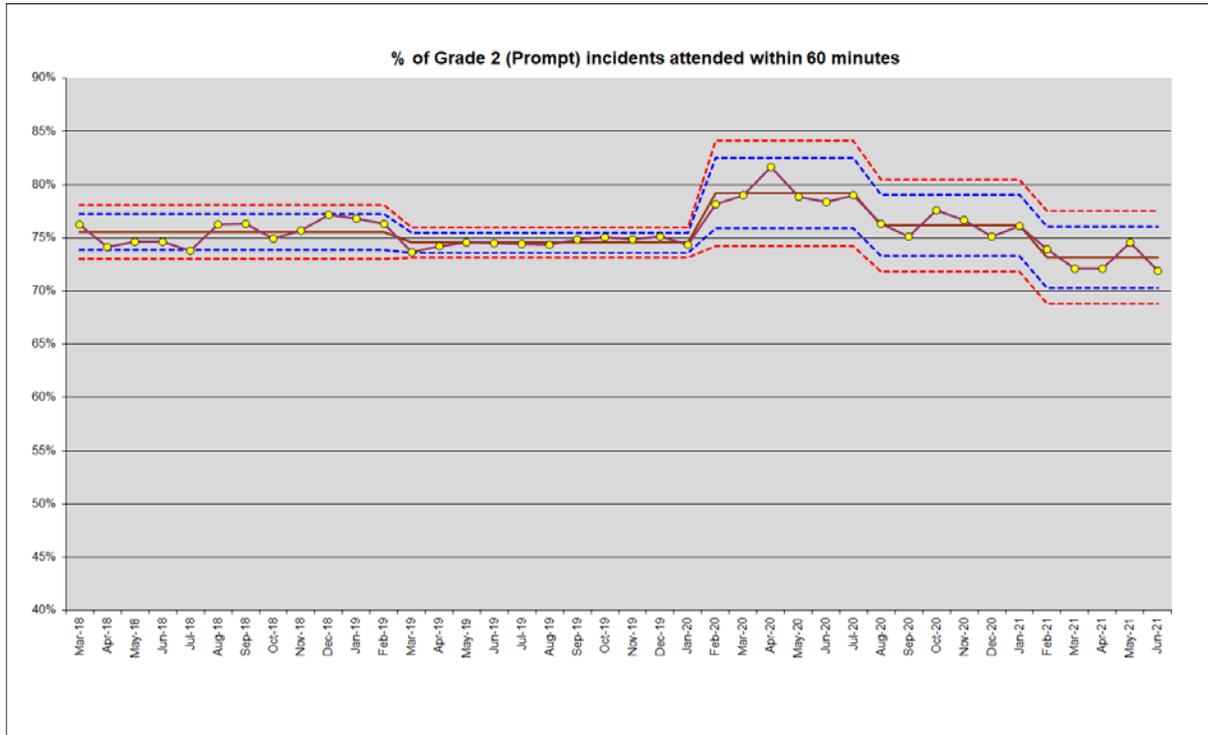
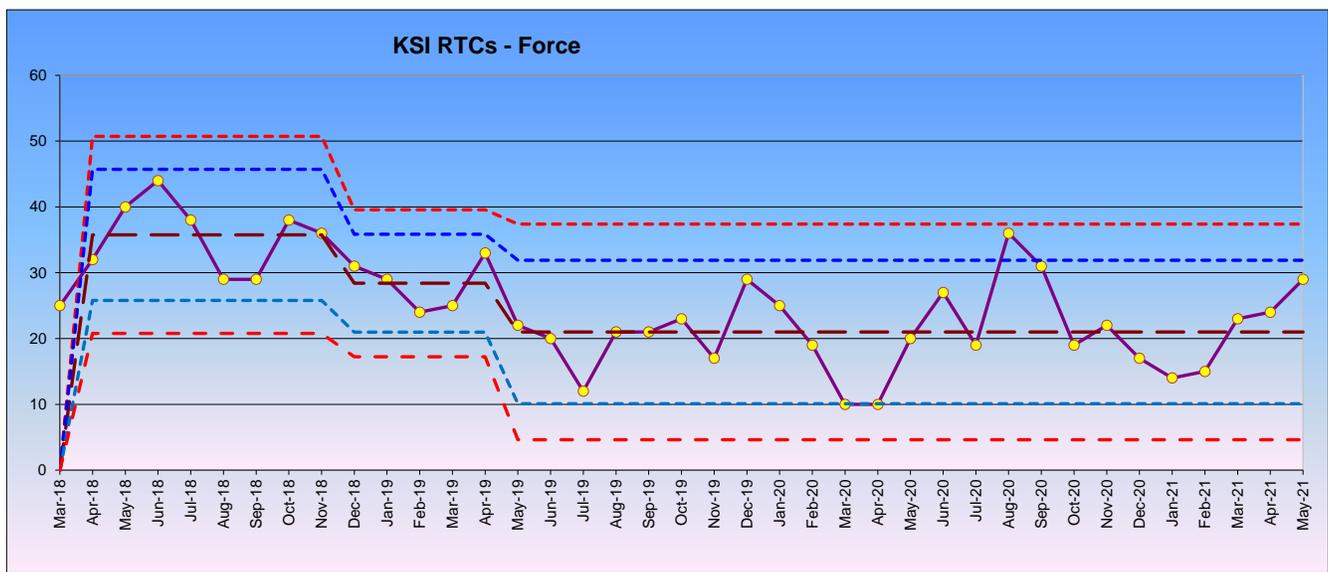


Chart 18 – % of priority incidents attended in 60 minutes by month

FATAL AND SERIOUS INJURY ROAD TRAFFIC COLLISIONS

27. For the 12 months to the end of May 2021 there were 276 collisions at which there was a fatality or serious injury. This is a 22% increase on the previous year although the control chart below shows that the numbers are within usual boundaries. At previous Scrutiny meetings, increases in collisions involving vulnerable road users, particularly cyclists were reported during and following the initial lockdown period.



28. For the 12 months to the end of May 2021 there were 29 fatal collisions an increase from 24 for the previous year.

VICTIM SATISFACTION

29. For the 12 months to the end of May 2021 overall victim satisfaction for the sample of crime victims (burglary, vehicle crime, violence crime and hate crime) was 82.4% (+/- 3.3%) which is stable compared to the previous 12 months (80.6% (+/- 3.6%)).
30. For the 12 months to the end of May 2021 satisfaction with 'actions taken' for the sample of ASB victims was 66.5% (+/- 3.2%) which is stable compared to the previous 12 months (67.1% (+/- 3.9%)).

FOR CONSIDERATION:

That the report be noted.

**MARK ROBERTS
CHIEF CONSTABLE**

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 2021/22.
3. As at the 30.06.21, the forces Police Officer establishment stood at 2150.10 which is 74.9 below the targeted officer establishment of 2225 for the year end in 2022. The Constabulary continues to work towards further intakes of both PCDA and IPLDP intakes throughout 2021 and 2022 to meet this target.
4. The Force 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. The first cohort of 30 officers started in initial training W/C 28th June 2021 and a further intake is scheduled for 10th January 2022.
5. To support with the Police Uplift Programme through the retention of officers across the force with specific skill sets, the Force is progressing with the implementation of a Returners Scheme to enable the effective return to duty of Police Officers from Cheshire Constabulary back into force
6. The force continually advertises for Transferee and Rejoiner opportunities. A cohort of 6 Detective transferees and 3 PC transferees, including 1 PC transferring as part of the Armed Forces Covenant, are progressing through the recruitment process to commence in force during August 2021.

7. For 2021/22 the Constabulary had a budgeted establishment of 200 PCSO's which included Cheshire funded and partnership (fully) funded posts. A cohort of 5 PCSO's started in training W/C 27th April 2021.
8. 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	2225	2150.10	- 74.9	- 3.37%
PCSO's	200	199.6	- 0.4	- 0%

9. Formal offers were issued to 15 Special Constable recruits for the 27th February 2021 intake, A further intake of Specials is being progressed and will commence on 11th September 2021. There are 41 candidates who are currently progressing through pre-employments for this intake.
10. 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. The force is currently scoping an internal fast track process for existing Independent Special Constables across the force and police staff who apply to be a police constable with Cheshire Constabulary.
11. The force completed the promotion for officers to the rank of Sergeant, Superintendent and Chief Inspector. The force has also completed the appointment process for Deputy Chief Constable.

WORKFORCE CAPABILITY

LEARNING AND DEVELOPMENT:

12. The Force Training Needs Analysis (TNA) was completed in the first quarter of 2021 resulting in submitted training needs identified by departmental heads being agreed and included in the Corporate Training Plan.
13. Four (4) Key training priorities have been identified for 2021/2022 from the Police and Crime Plan, Force Management Statement, 2025 Policing Vision, TNA and the Force Plan on a Page, which have been incorporated into the 2021/2022 training delivery plan.
- I. Operational Policing – Neighbourhoods/LPU's, Major and serious crimes including detective resources
 - II. Safeguarding and vulnerability – including Domestic Abuse, 'Hidden Harm', Modern Day Slavery and County Lines
 - III. Investigation Standards - Crime Data integrity (CDI), File quality improvement, Cyber and Digital investigations
 - IV. Inclusive Leadership - Equality, Diversity and Inclusion (EDI), performance culture, talent management

14. In order to ensure the Force meets its PIP2 Investigative capacity five trainee detective courses will be delivered during 2021/2022, 2 of which have been ran. An additional trainee detective process closed in April 2021. Tutor detective courses are being delivered to support and mentor trainee detectives through their mandatory specialist rotations and county cover rotas.
15. Domestic abuse training continues to support officers/staff when responding to an investigating domestic abuse reports. This training has been delivered utilising a blended approach of knowledge, understanding and immersive exercises within initial training programmes to officers, trainee detectives and staff including new recruits joining the Force Control Centre (FCC).
16. 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 84% of frontline officers and civilian investigators and 98% of FCC staff.
17. 57 police officers/police staff members have been identified as being DA Champions with 16 of these staff members receiving DA Champion's training in May/June (28%). Future courses are being planned to train the remaining DA Champions.
18. 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.
19. Initial CDI training has been delivered to 81% 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 84% of OMU staff trained
 - ✓ New Sgts/Inspectors training course (PROMOTE).
20. Investigation Standards & File Quality continues to be a training priority. This training upskills operational officers and staff involved in investigations to ensure court case files are submitted to support the most vulnerable members of our communities and bring offenders to justice.
21. A three day Investigative Skills and File Quality (ISFQ) course has been delivered to 279 out of 846 officers and staff that have been identified as requiring the training (33%). 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.

22. The Force continues to focus on its approach to staff 1-2-1 meetings, supporting staff in setting priorities in line with the “Plan on the Page”, continuous professional development and skills based assessment. The Force’s approach to Performance and Talent Conversations continues to support this.
23. A new simplified Performance and Talent Conversation was been introduced in April 2021 to ensure that the system is not a barrier to managers having these meaningful conversations about performance, development and wellbeing with their direct reports. Use of the new application was promoted on the intranet, with online demos and short videos available for staff to view explaining how it works.
24. Managers were encouraged to attend workshops focusing on best practice for having a Performance and Talent Conversations and so far 57 leaders have attended. A supporting toolkit has been developed for managers and is available on the Force Intranet. To date 22% of employees have a Performance and Talent Conversation.
25. The new Performance and Talent Conversation application promotes wellbeing including Pause Point the new Personal Support Passport. The application also houses a Talent Grid and the Integrity Health Check.
26. The importance of first line supervisors in developing and supporting employees has been identified as a key issue for the Force. The Leadership and Talent Team are supporting the roll out of the Sergeants’ Pledge – a half-day mandatory workshop where expectations of leaders are set by the Chief Constable, including development on DEI and High Performing Teams.
27. 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.
28. Leadership development solutions are run in line with promotion processes to equip newly promoted officers with management and leadership skills they need to succeed. PROMOTE courses for the newly promoted Sergeants and Inspectors have taken place throughout April and March.
29. These comprehensive programmes aim to develop the technical skills, business acumen and personal skills required for the rank and will be followed up with a further workshop every quarter. A blended approach was adopted combining videos, interactive workbooks, quizzes and Skype workshops etc. It is proposed that the PROMOTE Programme will be offered to managers new to acting up too.
30. Cheshire’s online learning platform ‘The Learning Hub’ has 82% of our current staff with activated accounts. The Corporate Induction has moved to on-line delivery through the Learning Hub.
31. The third cohort of Police Constable Apprentice Programme (PCDA) passed out on 5th March 2021. 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 forth cohort commenced on 15th March 2021. IPLDP+ 3 commenced on 2nd March 2021 and IPLDP+4 on 28th June. IPLDP+4 is Cheshire’s first fast track detective 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. To meet the demand that the Uplift Programme has created, 2 additional Tutor Constable courses, one in July and the other towards the end of the year are planned, providing an additional 30 tutors.
33. Cycle 8 of the Response Training Day ran from 26th May until 23rd June. This cycle included an input from the Head of PSD, which focused on key points such as information security, notifiable associations and sexual misconduct, such as abusing your position for sexual gain (APSG) and sexual harassment. There was also an input from a force POLSA, Police Licensed Search Advisor, outlining missing person golden hour principles, initial stages of the investigation and applying an investigative mindset from the outset.
34. Cycle 8 of the Neighbourhood training days for our Neighbourhood Management teams ran over a similar period and had an input on licencing from the Force licencing team, whilst in the afternoon, the session focused on community engagement.

WELLBEING AND ENGAGEMENT

Wellbeing

35. The Constabulary remains committed to ensuring a safe and supportive working 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 during this challenging time. The impact on staff of both their physical and mental health is the focus of the People Strategy, with wellbeing and engagement being the main outcome measures.
36. The Wellbeing Champions Steering Group chaired by the DCC has Champions representing all areas of the force. Localised wellbeing plans are now in place and are reviewed quarterly at the meeting. The 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. The force Wellbeing Newsletter is to be replaced with a quarterly force Wellbeing Magazine to capture news and good practice articles. The magazine will be available on-line and hard copies will be available on info points across the force.
37. Wellbeing and Resilience Awareness sessions form part of 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 2021.
38. The 8 Point Promise has been reviewed further and will be launched via the PCC and Chief Constable. 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).

39. 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.
40. The Wellbeing Team continue to work collaboratively with the Staff Associations and Networks on monthly events to highlight the specific physical, financial and psychological support available for officers and staff during the pandemic
41. Information and FAQ's based on GOV.UK/PHE guidance continues to be updated on the central Covid-19 tile on the Force Intranet. The tile also links to updates from PHE, the NHS and material from Oscar Kilo National Police Wellbeing Service to support the mental health and resilience of front line officers and staff during this difficult time.
42. The Agile Working Group continue to progress with meetings held with HoD's at HQ to explore ways of working, space and equipment required post Covid-19. The Smarter Work Procedure will be launched using a phased approach due to Government advice on requirement for staff to work from home where possible during Covid-19. The Agile working tile on the intranet is currently under review and will be updated to coincide with the launch of the procedure under phase 3.
43. Nominations opened for the Constabulary's 2021 ACE Awards on Monday 10 May and the deadline for nominations to be submitted has now been extended to Wednesday 23 June 2021, 98 nominations have been submitted Last year, the awards were held virtually but normal service will be resumed for 2021.
44. NPCC launched their second National Wellbeing Survey in November last year and Cheshire has signed up with Durham University to receive localised results. We have received notification that these will be shared with the constabulary in the next few weeks.
45. A Covid Support Group has been launched across the force to recognise and support officers and staff suffering from both the long term effects and concerns relating to Covid-19. The Covid Contacts include representation from Federation, Unison, Staff Networks, Wellbeing Team, HR Advisors and an OH Clinician. There will be a skype meeting each week commencing on Wednesday 21st April with specific slots for officers and staff to join for a chat to answer any questions or concerns and signpost to the support available both within the force and with our external partners.
46. Work is ongoing to review the future delivery of occupational health services. The tender process to ensure continuity of a core provision for the next three years is in progress.

Benefits

47. 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.

48. A web based benefits portal is due to be launched in March 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.

49. The Cycle2Work scheme was opened, from 1st June 2021 to 30th June 2021 for applications.

Sickness Absence

50. Absence for the Force to the end of May 2021 is 3.49%. Police Officers alone is 3.69% and Police Staff is 3.2% - see table below. Officers and staff absence both saw the largest increase in January, both have decreased since then although have increased again in May.

	% hours lost due to sickness												
	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Total
Officers	3.27 %	3.19 %	3.18 %	3.53 %	3.94 %	3.63 %	3.82 %	4.97 %	4.1 %	3.85 %	3.26 %	3.58 %	3.69 %
Staff	2.48 %	3 %	3.26 %	3.6 %	3.64 %	3.5 %	2.64 %	3.57 %	2.89 %	3.17 %	2.98 %	3.72 %	3.2 %
Officers and Staff	2.94 %	3.11 %	3.22 %	3.56 %	3.81 %	3.57 %	3.32 %	4.38 %	3.59 %	3.56 %	3.14 %	3.64 %	3.49 %

51. Officer absence has primarily tracked higher than staff absence throughout the 12 month period although this has changed in May. Graphs to show the absence levels over the last six months are contained in Appendix A.

52. Using data from 31st May 2021, the total number of individuals off sick was 116 - of these, 21.55% were off on short-term sickness (defined as 1 to 7 days), 30.17% were off on medium term sickness (defined at 8 to 28 days) and 48.28% were off on long term sickness (defined as 29+ days). Three of the long term cases relate to the pandemic.

53. The main reason for long-term sickness continues to be mental health at 51.79% (a mix of both personal and work related) followed by Hospital Investigation/Treatment/Op at 8.93% and then a mixture of other reasons in the low percentages.

54. 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.

55. 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. There is a process in place to review officers annually who are not full deployable

56. 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.

- 57. 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.
- 58. At present we have 2 officers and 1 member of staff going through the medical retirement process. For the financial year 2021/22 to date 2 officers have been retired on the grounds of ill health. For 2020/2021 16 officers and 3 members of staff were retired on the grounds of ill health.

Diversity, Equality & Inclusion

59. 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

- 60. 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.
- 61. The Personal Support Passport has been launched this quarter, along with the Performance and Talent Conversations. This will help individuals let their line managers know about their health or caring responsibilities, so they can understand and include those individuals at work. This passport also takes away the need for the individual to explain their personal circumstances each time their line manager changes or they change roles, as it stays attached to their personal support passport.
- 62. The DEI Team continues to support the force in the running of positive action webinars with new applicants for both officer and staff roles. The numbers of potential applicants that have engaged with the forces ‘Where you can be you’ campaign continue to grow.
- 63. Chief Constable Roberts has introduced the Sergeants pledge for all substantive and newly promoted Sergeants to sign and has identified DEI as a critical input to ensure that all Sergeants are focused on building a sense of inclusion to all front line teams.

The presentation highlights the importance of inclusion in the workplace, and the resources that are available to make this as easy as possible

- 64.147 Inclusion Allies have been recruited across the force and have received a 2 hour workshop from the DEI team. These allies will provide two way communications about DEI initiatives and issues that need to be addressed. In addition the DEI team have also delivered the first quarterly inclusion allies meeting which included a 1 hour CPD input from Superintendent Alex McMillan around active listening.
65. A #TimeToTalk event was held on 8 June for Crewe and Ellesmere Port LPUs. The aim of these events are to get people thinking about other people's situations in life (within and outside of work), and start to think about how important starting a conversation is, and getting to know their teams. A retired detective sergeant from Merseyside Police gave an insight into his transgender journey whilst being a serving officer. Just over 50 people attended this event. Feedback from a PCSO at Crewe highlighted how they had been able to apply learning from the event to support a member of the public causing harm to themselves on a bridge.
66. In order to improve knowledge and understanding, we have shared articles on the intranet about: International Roma Day, Ramadan Blogs, Ramadan article by Hussein Fulat, Eid Mubarak, Neurodiversity week, IDAHOBIT Day and LGBT+ parent support group, National day of prayer for police and Gypsy Roma Traveller History Month.

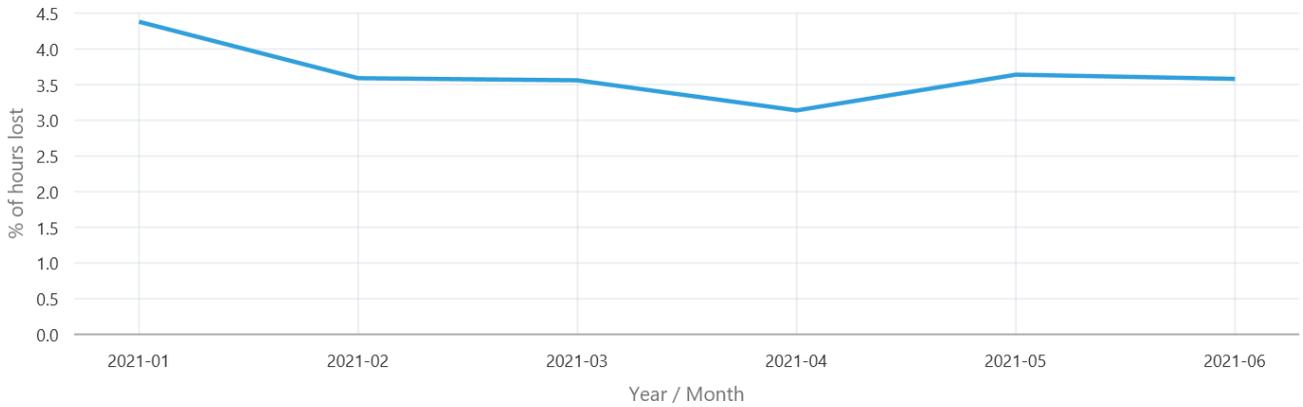
FOR CONSIDERATION:

To consider and receive the report.

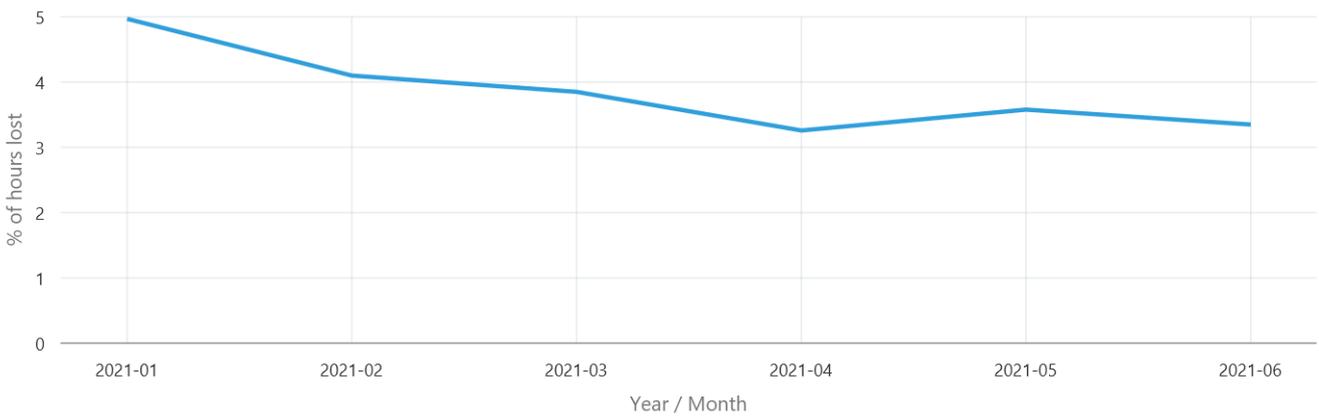
MARK ROBERTS
CHIEF CONSTABLE

Appendix A – Absence Data

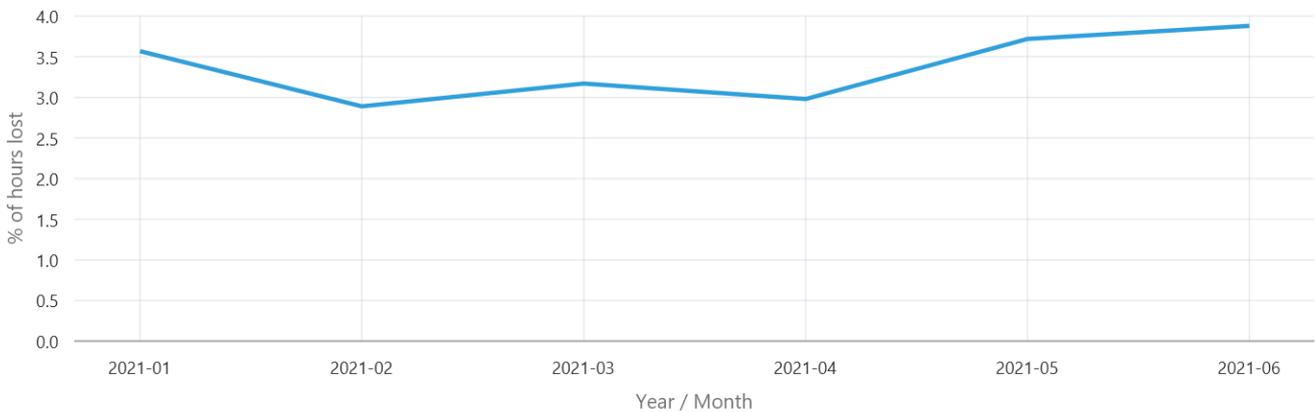
The below graph shows total Force sickness absence from January 21 to June 22. Following an increase in January up to 4.38% there has been a decrease to the current rate of 3.58%.



The below graph shows Police Officer sickness absence from January 21 to June 21 with a steady decrease from 4.97% to 3.35%.



The below graph shows Police Staff sickness absence from January 21 to June 21 with an increase from 3.57% to 3.88%.



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 30th June 2021.

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

Ethnicity		Asian		Black		Mixed		Not Known/Provided		Other		White		Headcount	%
Employee Type	Grade	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%		
1. Officer	1. ACPO											5.	100.00%	5.	100.00%
1. Officer	2. Chief Superintendent					1.	20.00%					4.	80.00%	5.	100.00%
1. Officer	3. Superintendent											18.	100.00%	18.	100.00%
1. Officer	4. Chief Inspector	1.	3.13%					1.	3.13%			30.	93.75%	32.	100.00%
1. Officer	5. Inspector					2.	2.02%	3.	3.03%			94.	94.95%	99.	100.00%
1. Officer	6. Sergeant	2.	0.57%	2.	0.57%	3.	0.85%	4.	1.14%			341.	96.88%	352.	100.00%
1. Officer	7. Constable	12.	0.71%	2.	0.12%	15.	0.89%	23.	1.37%	2.	0.12%	1,630.	96.79%	1,684.	100.00%
1. Officer Total		15.	0.68%	4.	0.18%	21.	0.96%	31.	1.41%	2.	0.09%	2,122.	96.67%	2,195.	100.00%
2. PCSO	PCSO	1.	0.49%	1.	0.49%	2.	0.98%	2.	0.98%			198.	97.06%	204.	100.00%
2. PCSO Total		1.	0.49%	1.	0.49%	2.	0.98%	2.	0.98%			198.	97.06%	204.	100.00%
3. Staff	1. SM Grades							2.	7.69%			24.	92.31%	26.	100.00%
3. Staff	2. PO Grades					1.	0.62%	4.	2.48%			156.	96.89%	161.	100.00%
3. Staff	3. SO Grades					1.	0.66%	3.	1.99%	1.	0.66%	146.	96.69%	151.	100.00%
3. Staff	4. Scales 4-6	1.	0.11%	5.	0.57%	2.	0.23%	29.	3.30%			842.	95.79%	879.	100.00%
3. Staff	5. Scales 1-3			2.	0.51%	2.	0.51%	14.	3.55%			376.	95.43%	394.	100.00%
3. Staff Total		1.	0.06%	7.	0.43%	6.	0.37%	52.	3.23%	1.	0.06%	1,544.	95.84%	1,611.	100.00%
4. Special	Special	2.	0.99%	1.	0.49%			5.	2.46%			195.	96.06%	203.	100.00%
4. Special Total		2.	0.99%	1.	0.49%			5.	2.46%			195.	96.06%	203.	100.00%
Grand Total		19.	0.45%	13.	0.31%	29.	0.69%	90.	2.14%	3.	0.07%	4,059.	96.34%	4,213.	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 30th June 2021

Gender		Female		Male		Headcount	%
Employee Type	Grade	Headcount	%	Headcount	%		
1. Officer	1. ACPO	2.	40.00%	3.	60.00%	5.	100.00%
1. Officer	2. Chief Superintendent	1.	20.00%	4.	80.00%	5.	100.00%
1. Officer	3. Superintendent	7.	38.89%	11.	61.11%	18.	100.00%
1. Officer	4. Chief Inspector	11.	34.38%	21.	65.63%	32.	100.00%
1. Officer	5. Inspector	30.	30.30%	69.	69.70%	99.	100.00%
1. Officer	6. Sergeant	75.	21.31%	277.	78.69%	352.	100.00%
1. Officer	7. Constable	659.	39.13%	1,025.	60.87%	1,684.	100.00%
1. Officer Total		785.	35.76%	1,410.	64.24%	2,195.	100.00%
2. PCSO	PCSO	101.	49.51%	103.	50.49%	204.	100.00%
2. PCSO Total		101.	49.51%	103.	50.49%	204.	100.00%
3. Staff	1. SM Grades	11.	42.31%	15.	57.69%	26.	100.00%
3. Staff	2. PO Grades	96.	59.63%	65.	40.37%	161.	100.00%
3. Staff	3. SO Grades	91.	60.26%	60.	39.74%	151.	100.00%
3. Staff	4. Scales 4-6	586.	66.67%	293.	33.33%	879.	100.00%
3. Staff	5. Scales 1-3	297.	75.38%	97.	24.62%	394.	100.00%
3. Staff Total		1,081.	67.10%	530.	32.90%	1,611.	100.00%
4. Special	Special	56.	27.59%	147.	72.41%	203.	100.00%
4. Special Total		56.	27.59%	147.	72.41%	203.	100.00%
Grand Total		2,023.	48.02%	2,190.	51.98%	4,213.	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 30th June 2021..

Disability		No		Yes		Headcount	%
Person Type	Grade	Headcount	%	Headcount	%		
1. Officer	1. ACPO	5.	100.00%			5.	100.00%
1. Officer	2. Chief Superintendent	5.	100.00%			5.	100.00%
1. Officer	3. Superintendent	14.	77.78%	4.	22.22%	18.	100.00%
1. Officer	4. Chief Inspector	28.	87.50%	4.	12.50%	32.	100.00%
1. Officer	5. Inspector	83.	83.84%	16.	16.16%	99.	100.00%
1. Officer	6. Sergeant	325.	92.33%	27.	7.67%	352.	100.00%
1. Officer	7. Constable	1,613.	95.78%	71.	4.22%	1,684.	100.00%
1. Officer Total		2,073.	94.44%	122.	5.56%	2,195.	100.00%
2. PCSO	PCSO	194.	95.10%	10.	4.90%	204.	100.00%
2. PCSO Total		194.	95.10%	10.	4.90%	204.	100.00%
3. Staff	1. SM Grades	24.	92.31%	2.	7.69%	26.	100.00%
3. Staff	2. PO Grades	136.	84.47%	25.	15.53%	161.	100.00%
3. Staff	3. SO Grades	126.	83.44%	25.	16.56%	151.	100.00%
3. Staff	4. Scales 4-6	775.	88.17%	104.	11.83%	879.	100.00%
3. Staff	5. Scales 1-3	348.	88.32%	46.	11.68%	394.	100.00%
3. Staff Total		1,409.	87.46%	202.	12.54%	1,611.	100.00%
4. Special	Special	199.	98.03%	4.	1.97%	203.	100.00%
4. Special Total		199.	98.03%	4.	1.97%	203.	100.00%
Grand Total		3,875.	91.98%	338.	8.02%	4,213.	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 30th June 2021.

Age		25 and Under		26 to 40		41 to 55		56 and Over		Headcount	%
Employee Type	Grade	Headcount	%	Headcount	%	Headcount	%	Headcount	%		
1. Officer	1. ACPO					5.	100.00%			5.	100.00%
1. Officer	2. Chief Superintendent					4.	80.00%	1.	20.00%	5.	100.00%
1. Officer	3. Superintendent			1.	5.56%	17.	94.44%			18.	100.00%
1. Officer	4. Chief Inspector			3.	9.38%	29.	90.63%			32.	100.00%
1. Officer	5. Inspector			28.	28.28%	69.	69.70%	2.	2.02%	99.	100.00%
1. Officer	6. Sergeant			109.	30.97%	237.	67.33%	6.	1.70%	352.	100.00%
1. Officer	7. Constable	180.	10.69%	891.	52.91%	594.	35.27%	19.	1.13%	1,684.	100.00%
1. Officer Total		180.	8.20%	1,032.	47.02%	955.	43.51%	28.	1.28%	2,195.	100.00%
2. PCSO	PCSO	34.	16.67%	83.	40.69%	67.	32.84%	20.	9.80%	204.	100.00%
2. PCSO Total		34.	16.67%	83.	40.69%	67.	32.84%	20.	9.80%	204.	100.00%
3. Staff	1. SM Grades			2.	7.69%	13.	50.00%	11.	42.31%	26.	100.00%
3. Staff	2. PO Grades			41.	25.47%	85.	52.80%	35.	21.74%	161.	100.00%
3. Staff	3. SO Grades	3.	1.99%	53.	35.10%	66.	43.71%	29.	19.21%	151.	100.00%
3. Staff	4. Scales 4-6	49.	5.57%	294.	33.45%	343.	39.02%	193.	21.96%	879.	100.00%
3. Staff	5. Scales 1-3	46.	11.68%	91.	23.10%	135.	34.26%	122.	30.96%	394.	100.00%
3. Staff Total		98.	6.08%	481.	29.86%	642.	39.85%	390.	24.21%	1,611.	100.00%
4. Special	Special	51.	25.12%	101.	49.75%	42.	20.69%	9.	4.43%	203.	100.00%
4. Special Total		51.	25.12%	101.	49.75%	42.	20.69%	9.	4.43%	203.	100.00%
Grand Total		363.	8.62%	1,697.	40.28%	1,706.	40.49%	447.	10.61%	4,213.	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 30th June 2021.

Sexual Orientation		Bisexual		Gay/Lesbian		Heterosexual		Not Known		Prefer Not To Say		Headcount	%
Person Type	Grade	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%		
1. Officer	1. ACPO					2.	40.00%	3.	60.00%			5.	100.00%
1. Officer	2. Chief Superintendent					3.	60.00%	2.	40.00%			5.	100.00%
1. Officer	3. Superintendent					10.	55.56%	8.	44.44%			18.	100.00%
1. Officer	4. Chief Inspector					15.	46.88%	14.	43.75%	3.	9.38%	32.	100.00%
1. Officer	5. Inspector	1.	1.01%	4.	4.04%	54.	54.55%	34.	34.34%	6.	6.06%	99.	100.00%
1. Officer	6. Sergeant			4.	1.14%	137.	38.92%	188.	53.41%	23.	6.53%	352.	100.00%
1. Officer	7. Constable	14.	0.83%	29.	1.72%	574.	34.09%	1,015.	60.27%	52.	3.09%	1,684.	100.00%
1. Officer Total		15.	0.68%	37.	1.69%	795.	36.22%	1,264.	57.59%	84.	3.83%	2,195.	100.00%
2. PCSO	PCSO	1.	0.49%	2.	0.98%	70.	34.31%	125.	61.27%	6.	2.94%	204.	100.00%
2. PCSO Total		1.	0.49%	2.	0.98%	70.	34.31%	125.	61.27%	6.	2.94%	204.	100.00%
3. Staff	1. SM Grades			1.	3.85%	11.	42.31%	14.	53.85%			26.	100.00%
3. Staff	2. PO Grades	1.	0.62%			73.	45.34%	81.	50.31%	6.	3.73%	161.	100.00%
3. Staff	3. SO Grades	1.	0.66%	3.	1.99%	70.	46.36%	70.	46.36%	7.	4.64%	151.	100.00%
3. Staff	4. Scales 4-6	6.	0.68%	6.	0.68%	364.	41.41%	475.	54.04%	28.	3.19%	879.	100.00%
3. Staff	5. Scales 1-3	1.	0.25%	4.	1.02%	116.	29.44%	266.	67.51%	7.	1.78%	394.	100.00%
3. Staff Total		9.	0.56%	14.	0.87%	634.	39.35%	906.	56.24%	48.	2.98%	1,611.	100.00%
4. Special	Special	1.	0.49%	3.	1.48%	69.	33.99%	130.	64.04%			203.	100.00%
4. Special Total		1.	0.49%	3.	1.48%	69.	33.99%	130.	64.04%			203.	100.00%
Grand Total		26.	0.62%	56.	1.33%	1,568.	37.22%	2,425.	57.56%	138.	3.28%	4,213.	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 30th June 2021.

Grade	Any other religion		Buddhist		Christian (inc CofE, Catholic, Protestant & all other Christian Denominations)		Hindu		Jewish		Muslim		No Religion		Not Known/not provided		Prefer not to Say		Sikh		Head count	%
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%		
ACPO					4	80%									1	20%					5	100%
Chief Superintendent					5	100%															5	100%
Superintendent					15	83%									3	17%					18	100%
Chief Inspector					21	66%						4	13%	7	22%						32	100%
Inspector					64	65%			1	1.0%			17	17%	16	16%	1	1.0%			99	100%
Sergeant	1	0.3%	1	0.3%	203	58%					2	0.6%	68	19%	74	21%	3	0.9%			352	100%
Constable	8	0.5%	3	0.2%	824	49%					7	0.4%	474	28%	354	21%	13	0.8%	1	0.06%	1,684	100%
Officer Total	9	0.4%	4	0.2%	1,136	52%			1	0.1%	9	0.4%	563	26%	455	21%	17	0.8%	1	0.05%	2,195	100%
PCSO					85	42%	1	0.5%					71	35%	43	21%	4	2.0%			204	100%
PCSO Total					85	42%	1	0.5%					71	35%	43	21%	4	2.0%			204	100%
SM Grades					14	54%							2	8%	10	38%					26	100%
PO Grades	2	1.2%	2	1.2%	73	45%							32	20%	50	31%	2	1.2%			161	100%
SO Grades	3	2.0%			56	37%					1	0.7%	42	28%	48	32%	1	0.7%			151	100%
Scales 4-6	7	0.8%	1	0.1%	326	37%			1	0.1%	2	0.2%	201	23%	332	38%	9	1.0%			879	100%
Scales 1-3	2	0.5%	1	0.3%	147	37%					1	0.3%	95	24%	145	37%	3	0.8%			394	100%
Staff Total	14	0.9%	4	0.3%	616	38%			1	0.1%	4	0.3%	372	23%	585	36%	15	0.9%			1,611	100%
Special			2	1.0%	60	30%	1	0.5%					87	43%	51	25%	2	1.0%			203	100%
Special Total			2	1.0%	60	30%	1	0.5%					87	43%	51	25%	2	1.0%			203	100%
Grand Total	23	0.6%	10	0.2%	1,897	45%	2	0.1%	2	0.1%	13	0.3%	1,093	26%	1,134	27%	38	0.9%	1	0.02%	4,213	100%

COMPLAINTS: QUARTERLY REPORT**PURPOSE OF THE REPORT**

1. To provide an overview of the nature, type and frequency of public complaints, relating to police officers and members of police staff, employment tribunals and grievances from 01 April to 30 June 2021.¹

BACKGROUND

2. Complaints from members of the public with regard the actions and conduct of police officers and staff, are currently recorded centrally through the Professional Standards Department. The case management system, Centurion, which is used by most Home Office police forces, is used to record all public complaints. The Independent Office for Police Conduct (IOPC) uses this data to understand how forces handle public complaints and assess trends. Quarterly meetings are held with the IOPC to review complaint handling and to consider those cases which are subject to independent investigation.
3. Cheshire Police has an internal grievance procedure to investigate internal issues. The process is publicised through the intranet and staff induction process.
4. Organisational learning from public complaints, internal conduct matters, grievances and other civil litigation, together with the IOPC's lessons learnt publication, is reviewed and shared with the wider organisation.
5. On 01 February 2020 planned changes to the statutory complaint framework were implemented. The reforms have changed the way in which 'expressions of dissatisfaction' are recorded and handled, changed the terminology previously associated with complaint handling and given the Office of the Police and Crime Commissioner (OPCC) greater opportunity to be involved in the oversight of complaints given 'reviews' (previously known as appeals) against the outcome of complaints are now undertaken by the OPCC.
6. The key reforms to the regulatory framework are set out below:
 - The complaints system has been expanded to cover a broader range of matters. Formerly the way the term 'complaint' was defined meant it needed to relate to the conduct of an individual officer. Now a complaint can be made about a much wider range of issues including the service provided by the police as an organisation. This will increase the number of recorded complaints.
 - Reforms ensure that matters can be dealt with at the most appropriate level. Less serious and straightforward issues which can be dealt with quickly with the member of the public, do not need to be subject to the framework detailed within Schedule 3, Police Reform Act 2002 however they are still recorded for the purposes of learning and understanding.
 - Those complaints not suitable to be dealt with in this way or where the member of the public considers a more formal process is more appropriate,

¹ Data from the Independent Office for Police Conduct (IOPC) is not available for this period

will be subject to the framework set out in Schedule 3. Here complaints will be dealt with in a 'reasonable and proportionate' manner and will either be resolved (otherwise than by way of investigation) or more serious / complex cases will be subject to investigation.

- The most serious allegations will still be subject to independent investigation by the IOPC.
 - The outcome of investigations will no longer be finalised as 'upheld' or 'not upheld' but will determine whether the service was 'acceptable' or 'not acceptable'. Other terminology, such as 'local resolution', 'disapplication of complaints', does not form part of the new regime.
 - Cases handled in accordance with Schedule 3 have a right to 'review' where the member of the public is not satisfied with the outcome. 'Reviews' in the majority of cases will be considered by the OPCC. More serious matters or where the complaint has been referred to the IOPC will be 'reviewed' by the IOPC. The whole process of undertaking a 'review' has been streamlined and made less bureaucratic.
 - Misconduct proceedings are now focussed on serious breaches of the Standards of Professional Behaviour with a new process being introduced (Reflective Practice Review Process) which encourages reflection and learning when mistakes and errors have been made.
 - The IOPC have revised the way in which allegations are categorised, with new categories and sub-categories for complaint allegations being introduced. This, over time, should allow greater understanding of concerns raised by the public.
7. Changes to the regulatory framework has meant changes to the type of data which is produced to help determine performance measures. As such information in this report will change as the new framework is developed by the IOPC. No public facing IOPC data has been produced since 31 December 2019. Current timescales suggest finalised performance measures from the IOPC will not be available until later in 2021. Comparison of new data, which includes the new recording framework and allegation categories should not be undertaken with previous data.

PUBLIC COMPLAINTS AND ALLEGATIONS

8. Between 01 April 2021 and 30 June 2021 Cheshire Police recorded 21,707 crimes and logged 60,534 incidents. All data with regard public complaints in this period should be considered against the level of interaction the police service has with the public, which over a three month period is extensive.

Chart 1 Overview of complaint data April to June 2021

Measure	Apr - June 2020	Apr - June 2021	Direction of travel
Recorded complaint cases	384	487	Increase
Schedule 3 cases	153	192	Increase
Non – Sch. 3 cases	231	295	Increase
Recorded allegations	496	663	Increase
% Allegations Not acceptable/ Upheld	6%	9%	Increase
Average days to finalise complaint cases	12	20	Increase
Appeals/ Reviews received	19 (3 Appeals /16 Reviews)	35 (35 Reviews)	Increase
Most common allegations	A1 Police Action Following Contact - 92 A2 Decisions - 76 A4 General Level of Service - 48 H1 Impolite Language/Tone - 33 H3 Unprofessional attitude and disrespect - 32	A1 Police Action Following Contact - 167 A2 Decisions - 83 A4 General Level of Service - 83 A3 Information - 63 B4 Use of Force - 33	

9. Recorded complaints have risen considerably however as explained above this is due to the change in the regulatory framework and recording requirements, where all 'expressions of dissatisfaction' are now recorded within Centurion. The change in the regulatory framework means any comparison to previous data, captured for 2020, is largely meaningless. The increase in numbers of public complaints demonstrates how Cheshire Police have fully embraced the recording requirements of the new regulations.
10. Of the 487 recorded complaints 295 of these (60%) have been handled outside of the formal requirements of schedule 3, Police Reform Act 2002, meaning such matters are being handled in a proportionate manner which is the whole ethos and intention behind the statutory reforms in 2020. We would hope to increase this figure over time depending upon the type and nature of public complaints.

11. The number of recorded allegations has increased, which is to be expected when the volume of complaints has increased. The ratio of allegations to complaints has decreased. Historically the allegation to complaint ratio would be (average) 2.5:1. The ratio since the regulatory change has fallen to 1.3:1. This decrease is as a result of the 'expressions of dissatisfaction' which were not previously recorded being largely single issue concerns. For example, the police have not returned my property, the police were late attending an appointment.
12. The average days to finalise complaints cases has increased to an average of 20 days in the period April to June 2021 when compared to the same period in 2020. We believe the increase is directly due to the increase in demand. In August 2021 the Professional Standards Department are introducing a 'customer service' approach to handling public complaints. Two additional members of staff are being recruited (one starts in August 2021) who will seek to resolve complaints directly with the public. This approach should increase customer service, enable some complaints to be handled in a swift and proportionate manner and reduce the number of cases being sent to Areas and departments. The new staff will need to be trained and an assessment will be made over the next few months as to how many complaints can be handled in this way.
13. The number of appeals / reviews has increased in this period (by 16). Such an increase should be expected given the increase in public complaints recorded. This is an area where comparison to previous data can still be undertaken. In the period April to June 2021 35 reviews were received, with 20 being directed to the OPCC and 15 to the IOPC. The relevant review body is determined by the nature of the complaint. Those more serious allegations are reviewed by the IOPC.
14. As set out above, changes to the regulatory framework also saw the IOPC implement changes to the way in which complaint allegations are classified. New categories of complaints have been introduced which use different terminology and include sub-categories, which over time should help in identifying trends in the data more accurately. For example the category of allegations previously known as 'incivility allegations' are now classified as 'individual behaviours allegations' with a number of sub-categories forming part of this overall category (impolite language or tone, impolite or intolerant actions, unprofessional attitude or disrespect, lack of fairness and impartiality, overbearing and harassing behaviours).
15. Similarly the category of allegations previously known as 'neglect of duty allegations' are now classified as 'delivery of duties and services allegations' with a number of sub-categories forming part of this overall category.
16. Category 'A' allegations relate to 'delivery of duties and service' and make up 59% of all allegations in this period. 25% (167) of allegations relate to 'police action following contact' which is where concern is expressed with regard police action following contact with the public. This could involve insufficient action in response to an incident, the quality of an investigation or general response to contact from the public. 12% of allegations relate to operational and / or organisational decisions and 10% of allegations in this overall category relate to information provided to the public or the lack of it. 5% of complaints in this period relate to use of force, which given the level of contact we have with the public in confrontational situations, is a low number.

Chart 2 Cheshire Police data – allegations re LPU’s and departments

LPU/Department allegations	Q4 20/21	Q1 21/22	Q2 21/22	Q3 21/22	Q3 21/22
Chester	60	91			
Crewe	75	70			
Ellesmere Port	38	32			
Macclesfield	74	72			
Northwich	44	31			
Runcorn	33	29			
Warrington	87	113			
Widnes	26	39			
Custody	18	25			
Public Contact	36	14			
IIT	2	13			
Headquarters	75	92			
PPD	8	8			
Roads and Crime	36	19			

17. In keeping with the increase in recorded ‘expressions of dissatisfaction’ there is an increase in the number of complaints recorded by local policing units and departments. These will now be shown as allegation numbers rather than complaint numbers. One complaint can consist of a number of allegations. Chester, Warrington, Widnes, Custody, Initial Investigation team, Headquarters have seen increases when compared to the previous quarter. Chester, Crewe, Macclesfield and Warrington local policing units have the highest proportion of allegations which continues to be consistent with their size and demographic and with previous data.
18. Through the Professional Standards Department (PSD) ‘tasking and coordination’ process, (which is held on a monthly basis), complaints at a local policing unit / departmental level are scrutinised and those officers with the highest volume of complaints or where patterns emerge, are subject to scrutiny and liaison with local managers to ensure appropriate understanding and intervention where necessary. People intelligence briefings are being undertaken with local policing unit commanders / department heads and the Head / Deputy Head of PSD to discuss local issues.

APPEALS

19. Following the regulatory changes introduced on 01 February 2020, where a member of the public is not satisfied with the outcome of the concerns they have raised and the matter has been recorded as an ‘expression of dissatisfaction’ in accordance with Schedule 3, Police Reform Act 2002, they have a right to seek a ‘review’ of the outcome. The majority of ‘reviews’ will likely be considered by the OPCC, with a smaller number (more serious matters or those cases which have been subject to a referral to the IOPC) being considered by the IOPC.

Chart 3 Number of appeals / reviews received and upheld

01.04.20 - 30.06.20	Number of Appeals / Reviews Received	Number of Appeals / Reviews Upheld
Local Appeal	18	2
IOPC Appeal	1	0
Total	19	2

01.04.21 - 30.06.21	Number of Reviews Received	Number of Reviews Upheld
Local Review	20	0
IOPC Review	15	1
Total	35	1

20. Chart 3 shows an increase in the number of appeals / reviews received when compared with the same period last year. This increase can be expected given the increase in recorded complaints. In the current period only 01 review has been upheld, which is a good barometer of the manner in which complaints are handled and resolved.
21. The volume and outcome of appeals / reviews receives scrutiny between the Force and the IOPC during periodic oversight meetings.
22. Chart 4 shows the number of 'reviews' currently outstanding with both the IOPC and the OPCC.

Chart 4 Number of reviews outstanding

Reviews outstanding (as at 30.06.21)	Number
With OPCC	51
With IOPC	14

EMPLOYMENT TRIBUNALS

23. There has been one case registered with the Employment Tribunal during the period 01 April to 30 June 2021.

GRIEVANCES

24. The Constabulary strives to conclude grievances within 21 days. This is not always achievable given the complex nature of some cases and the requirement for additional evidence gathering. They are tracked for updates on a weekly basis.
25. Between 01 April to 30 June 2021, four grievances were raised.
26. Chart 5 sets out the grievances raised and details of protected characteristics.

Chart 5 Grievances raised between 01 April to 30 June 2021

Date Received	Employment Status	Summary	Status	Concluded
19 April 2021	Police Staff	Police Staff has raised a grievance in relation to the recruitment process	Grievance investigation concluded	Resolved Informally
17 May 2021	Police Staff	Police Staff has raised a grievance in relation to a management decision	Investigation Manager assigned – grievance investigation in progress	
18 May 2021	Police Officer	Police Officer has raised a grievance in relation to a management decision	Investigation Manager assigned – grievance investigation in progress	
08 June 2021	Police Officer	Police Officer has raised a grievance in relation to the promotion process	Investigation Manager assigned – grievance investigation in progress	

Gender	
Female	2
Male	2
Disability	
No	4
Age	
25 – 40	2
41 – 55	1
Over 55	1
Ethnic Origin	
White British	4
Sexual Orientation	
Heterosexual	4
Religion / Belief	
Christian	2
No Religion	2

RECOMMENDED: That

(1) The report be received

Mark Roberts
CHIEF CONSTABLE

This page is intentionally left blank

Cheshire Police and Crime Panel – Work Programme 2021/22



Formal meetings of the Panel (all at 10.00am)

- 26th November 2021
- 4th February 2022
- 29th April 2022

Informal meetings with the Commissioner

Discussions are being held with the Commissioner's Office to develop a programme of informal meetings for the coming year.

This page is intentionally left blank

OFFICE OF THE POLICE & CRIME COMMISSIONER FOR CHESHIRE



2020/21
ANNUAL REPORT



Police & Crime
Commissioner
for Cheshire

Introduction

Every year an annual report is produced which details the progress made against the Police and Crime Plan.

In Autumn 2021, I will produce a new Police and Crime Plan which will set the priorities for policing and community safety until 2024 – the end of my current term of office. I hope that the priorities in that Plan will make Cheshire Constabulary the best police service in the country.

2020/2021 was an unprecedented year which saw the demands placed on policing increase as they tackled the Coronavirus pandemic. Although crime rates decreased in some areas, as police forces battled to impose the restrictions placed on the public by the Government to protect our health, we saw certain crime types such as domestic abuse increase.

Thankfully, the hard work of police officers, staff and volunteers has ensured Cheshire Constabulary has continued to deliver an excellent service. I'd like to take this opportunity to thank them for their dedication and commitment – particularly at a time when their role has put them and their families in the line of danger.

There are, however, some areas in which improvements could be made. As your newly elected Commissioner, I look forward to working with the recently appointed Chief Constable to take Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) ratings of Cheshire Constabulary from good to outstanding. We achieved this and more during my first term of office and our ambition is to return to these improved levels of service and performance again.

Engaging with our local communities to understand their priorities for community safety and ensuring the Constabulary acts on them will be key to this ambition. I look forward to working with you, the Constabulary and key partner organisations to make Cheshire even safer.



John Dwyer

POLICE AND CRIME COMMISSIONER FOR CHESHIRE



Funding your police force

Funding for police services increased in 2020/21 with Cheshire benefiting from an additional £14.8m compared to the previous year – mainly comprising of an increase in Government grants and the local council tax precept which rose by £10 per annum for a Band D household.

This increase included funding provided to Cheshire Constabulary as part of the Government's Police Uplift programme to recruit an additional 90 police officers by the financial year end – a target which was achieved.

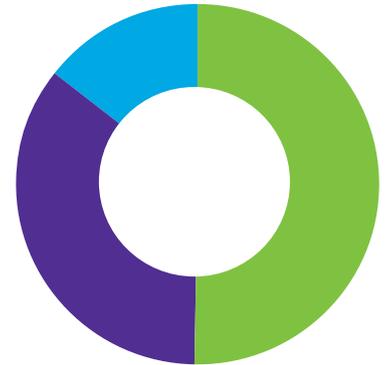
The police budget for 2020/21 also allowed for additional investment into neighbourhood policing and community alignment, supporting the vulnerable, enhancing public contact and proactive operations to tackle serious and organised crime, alongside increased support for survivors of domestic abuse and stalking.

The charts below provide details of funding for policing in Cheshire and an overview of expenditure for 2020/21.

Cheshire Police Funding 2020/21 - £000

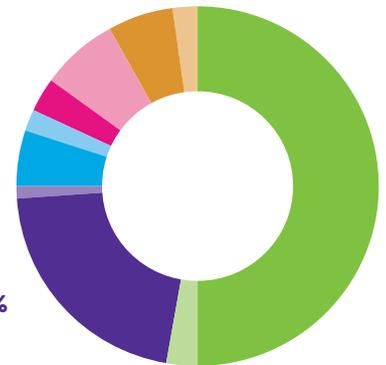
£229,194

- Government Grants **£114,968**
- Council Tax Precept **£80,652**
- Other Income & Specific Grants **£33,574**



Expenditure 2020/21

- Police Pay **50%**
- PCSO Pay **3%**
- Staff Pay **21%**
- Other Employee Costs **1%**
- Premises **5%**
- Transport **2%**
- Communication & Technology **3%**
- Supplies & Services **7%**
- Third Party Payments **6%**
- Financing Costs **2%**



Support for victims

Police and Crime Commissioners are responsible for commissioning services to support victims and witnesses to cope and recover from the impact of crime. They are also responsible for commissioning activities which will contribute to community safety and crime reduction.

In 2020/21, more than £1.2 million was invested to support services which help victims of crime. This funding came from a grant allocated to the Police & Crime Commissioner by the Ministry of Justice.

This funding supported key victims' services; Cheshire CARES our flagship service which offers support to every single victim of crime across the county which I established in my first term of office, RASASC which provides bespoke support to survivors of rape and sexual abuse and Remedi which offers restorative justice and mediation services to reduce reoffending.

During the year, the office also completed a full victim needs assessment. This review of victims' services spoke directly to those who have first-hand experience of the support on offer, whether it be victims themselves or those working for or alongside key support services. The assessment has provided a number of recommendations to improve the way victims' services are provided and promoted, which will be implemented over the coming year.



FUNDING FOR LOCAL COMMUNITIES



During the year, Cheshire was also successful in its bid to the Government's Safer Streets Fund – a multi-million pound funding pot to crack down on acquisitive crime across England and Wales.

£550,000 was awarded to tackle burglary and theft in the Bewsey and Whitecross area of Warrington. The funding was used to fit more than 2,000 homes with enhanced security devices and it also paid for improvements to the local area including the upgrading of street lighting, the installation of CCTV and a community allotment.

The Safer Communities and Express Grants funds provided funding to local organisations and community groups who ran projects to make their area safer. The funds aimed to empower local communities to work with the police on community safety initiatives.

In 2020/21, more than £130,000 was awarded from both funds to more than 100 individual projects across the county. The Express Grants Fund in particular supported the local community's response to the Covid-19 pandemic. Grants were awarded to projects which provided vital resources or care to vulnerable people who were isolating or shielding from the virus. It also helped the community response to the floods which engulfed parts of the county in January 2021.



Performance

The Commissioner ensures the Constabulary is held to account in delivering against the priorities in the Police and Crime Plan. Performance is reviewed through a broad range of scrutiny activities where assurance is given that the objectives of the Plan are being met.

2020 was a year like no other, which was reflected in the 'deep dive' sessions in the scrutiny programme for 2020/21. This approach provides a Commissioner the opportunity to look dynamically, and in detail, at how the Constabulary is performing in a specific area. The impact of the pandemic altered the demands on policing, and as a result of this, specific crime priorities such as domestic abuse and road safety were given additional focus.



The Constabulary is subject to inspections by HMICFRS and Cheshire is currently rated 'good' following the 2018/19 PEEL (police effectiveness, efficiency and legitimacy) inspection. The Constabulary has now entered into fieldwork for the next inspection cycle which will continue until around April 2022, and the findings will be published by HMICFRS later in 2022.

As well as PEEL inspections, HMICFRS produces national thematic inspections. The Commissioner holds the Chief Constable to account by ensuring the Constabulary is delivering against the national recommendations made in the reports. In 2020/21, HMICFRS published a variety of reports which focussed on some of the new challenges faced by policing. The scrutiny programme will continue to be used to ensure the Constabulary responds to the recommendations made in the reports and my responses are published on my website.

Crime statistics

Overall crime in Cheshire fell by 12% between 1 April 2020 and 31 March 2021. The total number of crimes reported decreased by 11,480. This was in line with crime statistics across other police forces in England in Wales, who saw an average decrease of 12.6%.

It is important to note that these figures cover a period during the Covid-19 pandemic, in which three national lockdowns resulted in a drop in crime in most categories due to the restrictions imposed.

In Cheshire theft from a person saw the largest reduction, with the total number of incidents recorded decreasing by 72%. There was also a significant decrease in the number of vehicle offences - falling by 43% - and thefts from vehicles decreasing by 50%.

Reports of burglary also reduced during this same period, with the total number of incidents reported falling by 24% and business burglaries falling by 36%. The number of shoplifting, robbery, criminal damage, arson and public order offences also reduced.

The one crime type that did see a significant increase was domestic abuse. During the pandemic, a number of measures were put in place to provide enhanced support to victims and also interventions to manage the risks posed by offenders. This included the ground-breaking Harm Reduction Unit, which helps to protect victims of stalking and domestic abuse, but also adopts a pioneering approach to managing offenders.





Stay in touch



Email me via:
pcc@cheshire.pnn.police.uk



Follow me on Facebook, Twitter
and Instagram: [@cheshirepcc](https://www.instagram.com/cheshirepcc)



Learn more about my work by visiting
my website: cheshire-pcc.gov.uk

If you would prefer to write to me:

John Dwyer,
**Office of the Police
and Crime Commissioner,**
Clemonds Hey,
Oakmere Road, Winsford,
Cheshire CW7 2UA

When should I call 101?



To report less urgent crime or disorder, to contact the police with general inquiries or to speak to a local officer.

For example:

- if your car has been stolen
- if your property has been damaged
- reporting a minor traffic incident
- where you suspect drug use or dealing
- giving police information about crime in your area.

**Always
call 999**
in an emergency,
where there is a
threat to life or
a crime in
progress.



Cheshire Police and Crime Panel

Date of meeting: 24 September 2021

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

Subject : Consideration of the Commissioner's Draft Police and Crime Plan

1. Report Summary

- 1.1 This report invites the Panel to question the Police and Crime Commissioner on his draft Police and Crime Plan and following discussion with the Commissioner make recommendations on the detail of the Plan.

2. Recommendations

2.1 The Panel is recommended to:

- (i) Review the draft Police and Crime Plan.
- (ii) Ask the Police and Crime Commissioner such questions about the Police and Crime Plan as the members of the Panel think appropriate; and
- (iii) Make a report or recommendations on the draft Police and Crime Plan to the Commissioner.

3. Background

3.1 Section 5 of the Police Reform and Social Responsibility Act 2011 requires the Police and Crime Commissioner for a police area to issue a Police and Crime Plan within the financial year in which he or she is elected. The Plan should include:

- (i) The PCC's police and crime objectives;
- (i) The policing the chief constable is to provide;
- (ii) The financial and other resources the PCC will make available to the chief constable to provide policing;
- (iii) How the chief constable will report to the PCC about policing;
- (iv) How the chief constable's performance will be measured; and

(v) Information about any crime and disorder reduction grants to be made by the PCC, and any conditions made.

- 3.2 Police and Crime Panels have a statutory duty under Section 28(3) of the legislation to review and comment on the Police and Crime Plan and therefore should be able to identify how they will approach scrutiny over the coming years.
- 3.3 On behalf of the Panel, the Chair informally responded to the draft Police and Crime Plan which the Commissioner put out to public consultation earlier in the summer. The Commissioner met informally with Panel members on 8th September to share a revised draft Plan, which had been produced following the public consultation exercise. Panel members were able to provide feedback on this revised version of the draft Plan.
- 3.4 In accordance with the relevant legislation, the Commissioner has now formally submitted a draft Plan for consideration by the Panel.
- 3.5 The LGA guidance document “Good Practice for Police and Crime Panels” is attached to this report, attention is drawn to pages 10 and 11, which refer to reviewing a Police and Crime Plan.

4. Financial Implications

- 4.1 There are financial implications for the Panel.

5. Equality Implications

- 5.1 There are no equality implications.

6. Legal implications.

- 6.1 Under Section 6 of the Police Reform and Social Responsibility Act 2011, Panels have a broad power to review or scrutinise both decisions made by the Commissioner in discharge of his functions. This means that the Panel has a statutory obligation to review and scrutinise all of the areas where the commissioner may be planning to develop policy and also new areas of delivery.

7. Contact Information

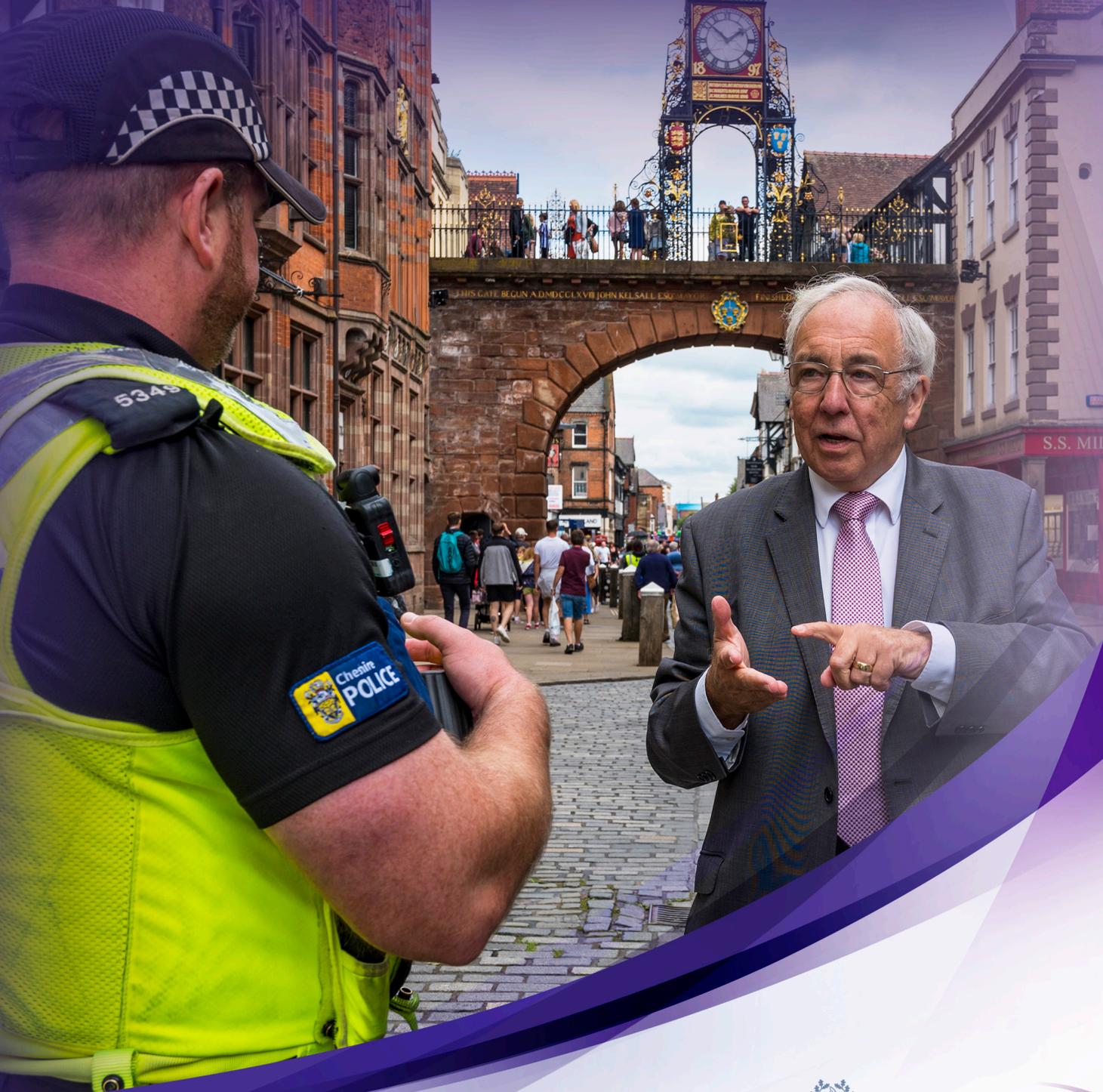
Contact details for this report are as follows:-

Name:	Martin Smith
Designation:	Registration and Civic Services Manager
Local Authority:	Cheshire East Council
Tel. No.:	01270 686012
Email:	martin.r.smith@cheshireeast.gov.uk

Police and Crime Plan

Making Cheshire even safer

2021-2024



www.cheshire-pcc.gov.uk



John Dwyer
Police & Crime
Commissioner
for Cheshire

Contents

01	Commissioner's promise	page 3
02	The role of the Police and Crime Commissioner	page 4
03	Chief Constable's commitment	page 5
04	The policing landscape	page 6
05	Policing in Cheshire at a glance	page 7- 9
06	Developing your Plan	page 10
07	Your priorities for policing and crime	page 11
	<div style="display: flex; align-items: center;"> <div style="background-color: #4CAF50; color: white; padding: 2px 5px; font-weight: bold; margin-right: 5px;">Priority</div> <div style="margin-left: 10px;"> Prevent and tackle crime</div> </div>	page 12-14
	<div style="display: flex; align-items: center;"> <div style="background-color: #4CAF50; color: white; padding: 2px 5px; font-weight: bold; margin-right: 5px;">Priority</div> <div style="margin-left: 10px;"> Make Cheshire's roads safer</div> </div>	page 15
	<div style="display: flex; align-items: center;"> <div style="background-color: #4DB6AC; color: white; padding: 2px 5px; font-weight: bold; margin-right: 5px;">Priority</div> <div style="margin-left: 10px;"> Deliver justice for victims of crime</div> </div>	page 16-17
	<div style="display: flex; align-items: center;"> <div style="background-color: #9575CD; color: white; padding: 2px 5px; font-weight: bold; margin-right: 5px;">Priority</div> <div style="margin-left: 10px;"> Protect vulnerable and at-risk people</div> </div>	page 18-20
	<div style="display: flex; align-items: center;"> <div style="background-color: #546E7A; color: white; padding: 2px 5px; font-weight: bold; margin-right: 5px;">Priority</div> <div style="margin-left: 10px;"> Improve public confidence in policing</div> </div>	page 21
	<div style="display: flex; align-items: center;"> <div style="background-color: #E57373; color: white; padding: 2px 5px; font-weight: bold; margin-right: 5px;">Priority</div> <div style="margin-left: 10px;"> Modernise our police service</div> </div>	page 22-23
08	Resources	page 24-27
09	Delivering your Plan	page 28-31

Commissioner's promise



I am delighted that Cheshire residents have put their faith in me to return to the role of Police and Crime Commissioner following my first term of office between 2012-2016.

The increased turnout at the last elections and the strong mandate you gave me shows not only an increased understanding of the role of Police and Crime Commissioners (PCCs), but that you are confident that I can support the Chief Constable to deliver an outstanding police service.

during my term of office, between 2021 to 2024, to make Cheshire even safer.

The document sets out the key areas of focus that I expect the Chief Constable to deliver on, alongside providing an overview of the national policing picture and how we deliver policing in Cheshire.

Throughout the Plan there is a clear focus on ensuring Cheshire Constabulary delivers an outstanding police service and I want it to achieve this by preventing and tackling crime, delivering justice for victims and protecting vulnerable people, making roads safer, improving public confidence in policing and delivering a modern service.

The Plan will form the basis of how I hold the Constabulary to account on behalf of Cheshire residents and within the Plan you will find details of how I'll scrutinise the Constabulary's performance to ensure it is effective and efficient and ultimately, keeps you safe.

The police cannot achieve these goals alone. Partnership working is crucial to making our communities safer and I am committed to strengthening our relationships with key partners to ensure that Cheshire has some of the best public services nationally.

The Plan details how we'll work with the likes of Cheshire Fire and Rescue Service, local authorities, health services and other community safety and criminal justice partners to make our streets safer.

Policing is constantly evolving as our lives and the needs of our communities change. There will be greater demand placed on our police service, especially over the next year and beyond as we recover from the Coronavirus pandemic and it's important that we're still able to effectively serve you. That's why I am committed to reviewing this Plan on an annual basis to ensure it is still relevant and it still delivers your key priorities for policing and community safety.

Throughout my term, I will continue to act as your voice in policing, both locally, regionally and nationally, and carry out my duties to hold the Chief Constable to account on your behalf. Together, we can ensure Cheshire remains one of the safest areas to live, work and visit in the country.

John Dwyer
Police and Crime Commissioner for Cheshire



Throughout the Plan there is a clear focus on ensuring Cheshire Constabulary delivers an outstanding police service...

The role of the Commissioner

The Police Reform and Social Responsibility (PRSR) Act 2011 created the posts of directly elected Police and Crime Commissioners for all territorial police forces in England and Wales.

I was elected as Cheshire's first Police and Crime Commissioner on 15 November 2012, taking office a week later. This followed my 30-year career in policing, which started in Nottinghamshire in 1971 before ending as Assistant Chief Constable (ACC) in Cheshire in 2001.

During my first term in office I delivered improvements which led to 'outstanding' approval ratings for Cheshire Constabulary from Her Majesty's Inspectorate of Constabularies. I stood for election again in 2016, narrowly losing to my predecessor who held the post between 2016-2021. I was returned to the role following the latest election for a three-year term. This would usually be four years but it has been reduced after the elections were postponed from May 2020 to May 2021 due to the Coronavirus pandemic.

I am responsible for ensuring that you have an efficient and effective police service, however you voted and wherever you are in Cheshire. I will do this by:

- Holding the Chief Constable to account on behalf of the people of Cheshire
- Setting the strategic direction for policing in Cheshire through my Police and Crime Plan
- Setting the Constabulary budget and policing precept and ensuring value for money
- Monitoring the performance of the Constabulary and publishing this information for Cheshire residents
- Commissioning services for victims of crime
- Funding services which prevent and reduce crime
- Delivering an effective and visible police estate
- Working with partners to enhance the delivery of criminal justice services
- Monitoring and reviewing complaints made against officers and staff, whilst having direct responsibility for complaints made against the Chief Constable
- Appointing, and where necessary, dismissing the Chief Constable.

Complaints

I take all complaints seriously. The Policing and Crime Act 2017 and supporting regulations made significant changes to the way in which complaints against police officers are dealt with – these changes took effect from 1 February 2020. The changes were designed to improve local accountability and ensure that complaints were handled more transparently.

The changes also enhanced my involvement in the police complaints system. I am now the relevant review body for complaints (recorded on or after 1 February 2020) to determine whether the outcome of a complaint was reasonable and proportionate. It should be noted, however, that depending on the circumstances of the initial complaint, the Independent Office for Police Conduct (IOPC) may be the relevant review body.

Cheshire Constabulary's Professional Standards Department is still responsible for investigating complaints in the first instance.

Chief Constable's commitment



Cheshire is a safe place with a Constabulary committed to ensuring the county becomes even safer for people who live, work and visit here.

I am incredibly proud to have re-joined Cheshire Constabulary as Chief Constable and I'm equally determined to work tirelessly with our officers, staff and volunteers to put Cheshire at the forefront of policing in the UK.

The Commissioner's Police and Crime Plan is an important document which outlines the priorities for the Constabulary on behalf of the public. It is then my job, together with the Chief Officer team, to deliver the plan's objectives alongside the national elements of the Strategic Policing Requirement, recommendations from Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) and the emerging national crime and policing measures from Government.

Whilst the public may query how these various requirements translate into practice, in reality there is a good deal of synergy between them and my role is to distil them all into simple operational directions for our people. To this end, I have introduced a straightforward 'plan on a page' which incorporates each of these elements into a single strategic intention with a performance framework to support its delivery.

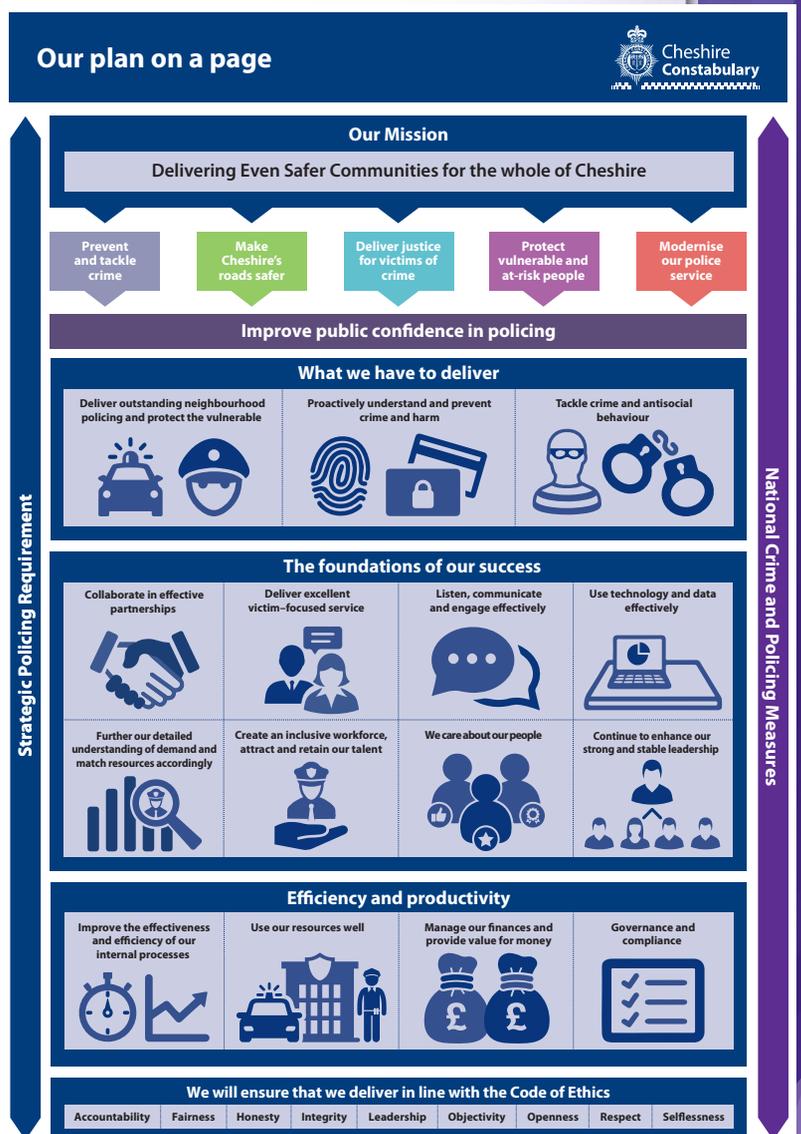
In plain language, our role is to keep the public safe and ensure that Cheshire is a hostile environment for criminals; to that end, the core role of the police has remained constant throughout the history of the service.

The bedrock to Cheshire achieving this is our neighbourhood teams based around nine Local Policing Units (LPUs). Their principal purpose is to know their communities and solve the problems that matter to them most.

At the other end of the spectrum, Cheshire is a Constabulary that punches above its weight as we have seen with our track record of prosecuting serious criminals and securing heavy sentences for them - in several cases tracking them down from far flung overseas hideouts. The message is simple, if you commit crime in Cheshire there is no place to hide.

By delivering this Police and Crime Plan, together with the Commissioner and our wider partners we will meet our shared objective of keeping the public of Cheshire safe and driving down crime, with a Constabulary the county and its people can have confidence in and be proud of.

Mark Roberts, Chief Constable



The policing landscape

At the time of writing this Plan in the summer of 2021, policing is very much under the microscope. Arguably, there has never been a time in recent history when policing has been under more scrutiny.

Recent events including the Coronavirus pandemic and how it's policed, the death of George Floyd and the subsequent Black Lives Matter (BLM) protests, have thrust the way policing is delivered into the spotlight and encouraged everyone to have an opinion on how it is delivered.

That's why it's more important than ever that we understand and consider national issues and priorities when developing Cheshire's local plan for policing.

The Strategic Policing Requirement

The Strategic Policing Requirement (SPR) means that all Commissioners and Chief Constables must focus on specific national policing issues in addition to your local priorities.

The current SPR covers the following issues:

- Terrorism
- Serious and organised crime
- Cyber security
- Public disorder
- Civil emergencies
- Child sexual abuse

As the SPR is constantly under review in order to consider emerging threats, there may be issues that emerge during the life of the Police and Crime Plan.

I will ensure the Chief Constable balances these national priorities with your local priorities. I will also ensure other Constabularies know they can call on Cheshire in times of emergency and that we will deliver mutual aid, where necessary, to keep our neighbouring areas safe.

National Crime and Policing Measures

The Home Office has recently set out a series of national priorities to achieve significant reductions in crime and restore the public's confidence in the criminal justice system, including the Beating Crime Plan. This Plan details how I expect Cheshire Constabulary to achieve these priorities.

Priority areas:

- Reduce murder and other homicide
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Improve satisfaction among victims, with a particular focus on victims of domestic abuse
- Tackle cyber crime
- Tackle acquisitive crime including burglary and theft

Cheshire Constabulary's performance against these priorities will be measured regularly at a national level and I intend to measure performance locally through regular scrutiny meetings.

Other national developments

Policing needs to keep up with the times. Through our work with key partners, the Chief Constable and I will keep abreast of developments in Government and society at large so that Cheshire Police can deliver the best possible service for you.

I will keep our eyes and ears open and work with other Constabularies and key strategic partners to understand how policing needs to change. This will enable us to provide a police service which is truly one of the best in the country.



Policing in Cheshire at a glance

Cheshire covers an area of great diversity, with rural villages, farming communities, large towns and heavy industry.

Geography

Cheshire covers 919 square miles and is bordered by Merseyside and Greater Manchester to the north, Derbyshire to the east, Shropshire and Staffordshire to the south and Wales to the west.

In terms of transport, Cheshire has good road links with key junctions of the M6, M56 and M62, and the West Coast Mainline also runs through the county. In the coming years, it will also have the HS2 rail network with a major station hub in Crewe in the south of the county and stations in Runcorn and Warrington.

People and households

Cheshire consists of four unitary local authorities; Cheshire East, Cheshire West & Chester, Halton and Warrington. There are just over 1 million people who live in Cheshire across approximately 500,000 households, which is expected to continue growing.

Cheshire is diverse in terms of the age of its population, but it is not as ethnically diverse as other areas of England with 92% of residents identifying as 'White British'. Some of our communities do have a higher proportion of ethnic minorities with 'All Other White' and 'Asian / Asian British' the next most common ethnic groups in the county.

Whilst Cheshire is a largely affluent area, there are also areas of deprivation. Halton is ranked as the 23rd most deprived area in the country but there are also pockets of deprivation across the county.

Each community has different policing needs, which is why our local policing teams are well-equipped with local knowledge and the necessary tools to deal with issues in all of our communities.

Cheshire's policing model

In Cheshire, our policing style is based on neighbourhood policing. This means that police officers and staff work with local people to solve local issues.

The Chief Constable has recently reviewed and updated the Constabulary's operating model. It now consists of nine Local Policing Units (LPUs) in Chester, Congleton, Crewe, Ellesmere Port, Macclesfield, Northwich, Runcorn, Warrington and Widnes. Each LPU is led by a Chief Inspector whose local officers and PCSOs work to solve problems and crime directly in our communities.

In addition to the LPU Chief Inspectors, four Local Superintendents are Commanders for each local authority area, managing the staff that sit under them in areas including response, neighbourhoods, CID and public protection investigations.

Some other functions, including investigation and response sit across three geographical areas in the north (Halton and Warrington), west (Cheshire West & Chester) and east (Cheshire East) of the county, ensuring resources are used effectively. Each of the three areas also has a Detective Chief Inspector assigned to it who leads on local investigations and public protection investigations.



The Major Crime Directorate includes a number of departments based at Police Headquarters (HQ) who operate across all policing areas. This includes:

- The Serious and Organised Crime Unit (SOCU) - which has a strong focus on reducing the considerable harm and threat caused by organised crime and county lines groups.
- The Cyber Crime Team - which both investigates and supports communities in the fight against cyber crime.
- The Economic Crime Unit (ECU) - which investigates fraud and through locally based Financial Investigators uses powers under the Proceeds of Crime Act (POCA) to ensure crime doesn't pay.
- The Digital Media Investigation Unit - which supports officers and staff through the analysis of seized media and also investigates reports of online abuse.
- The Force Intelligence Bureau - which receives, assesses and analyses intelligence in

support of colleagues across the Constabulary.

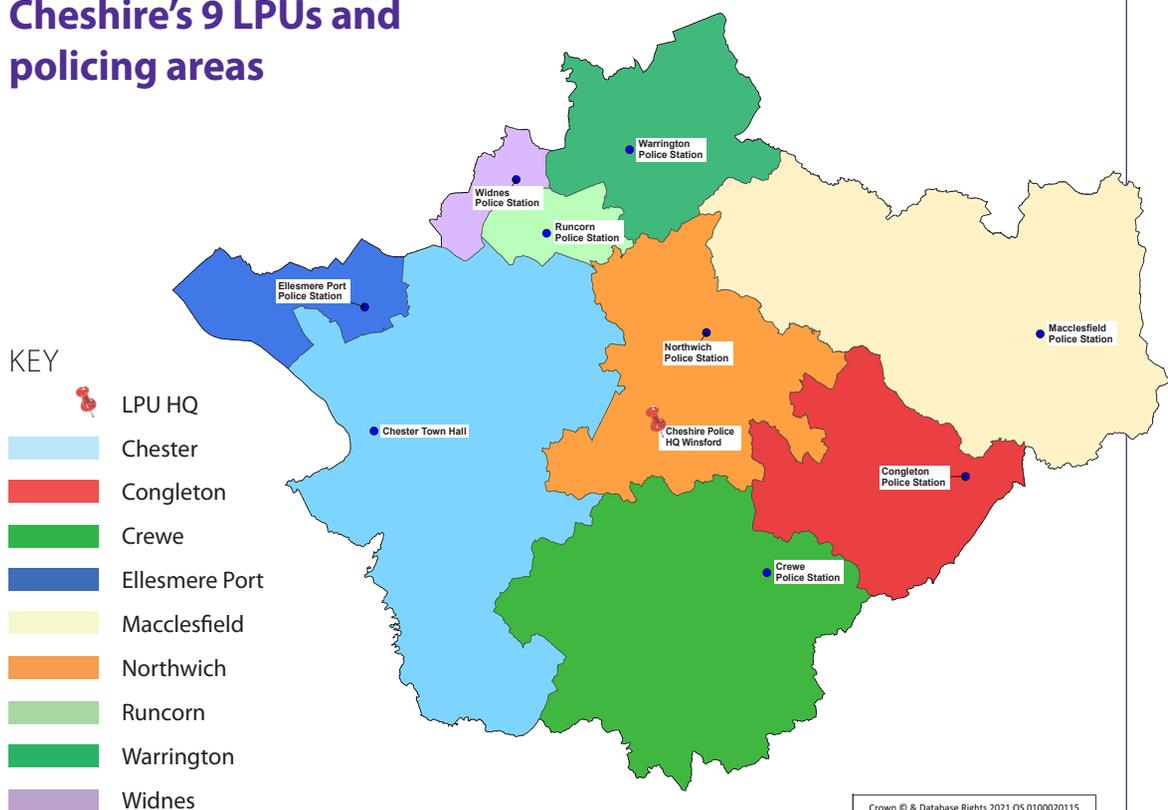
- The Public Protection and Safeguarding Department - which incorporates specially trained child protection staff, and three safeguarding and intervention hubs which will focus on referrals, early intervention and harm reduction.

Furthermore, the Forensics Unit supports colleagues at crime scenes to identify perpetrators and the Major Investigation Team (MIT) is responsible for the investigating homicide.

The Criminal Justice Department is responsible for providing custody facilities, as well as providing a vital link to colleagues across the criminal justice system.

Operational officers and staff are supported by a range of corporate services departments which are based at HQ including Force Control Centre, Information Technology, Information Compliance, Finance and Procurement, Human Resources, Planning and Performance, Corporate Communications, Legal Services, Estates, Forensics and Strategic Change.

Cheshire's 9 LPUs and policing areas



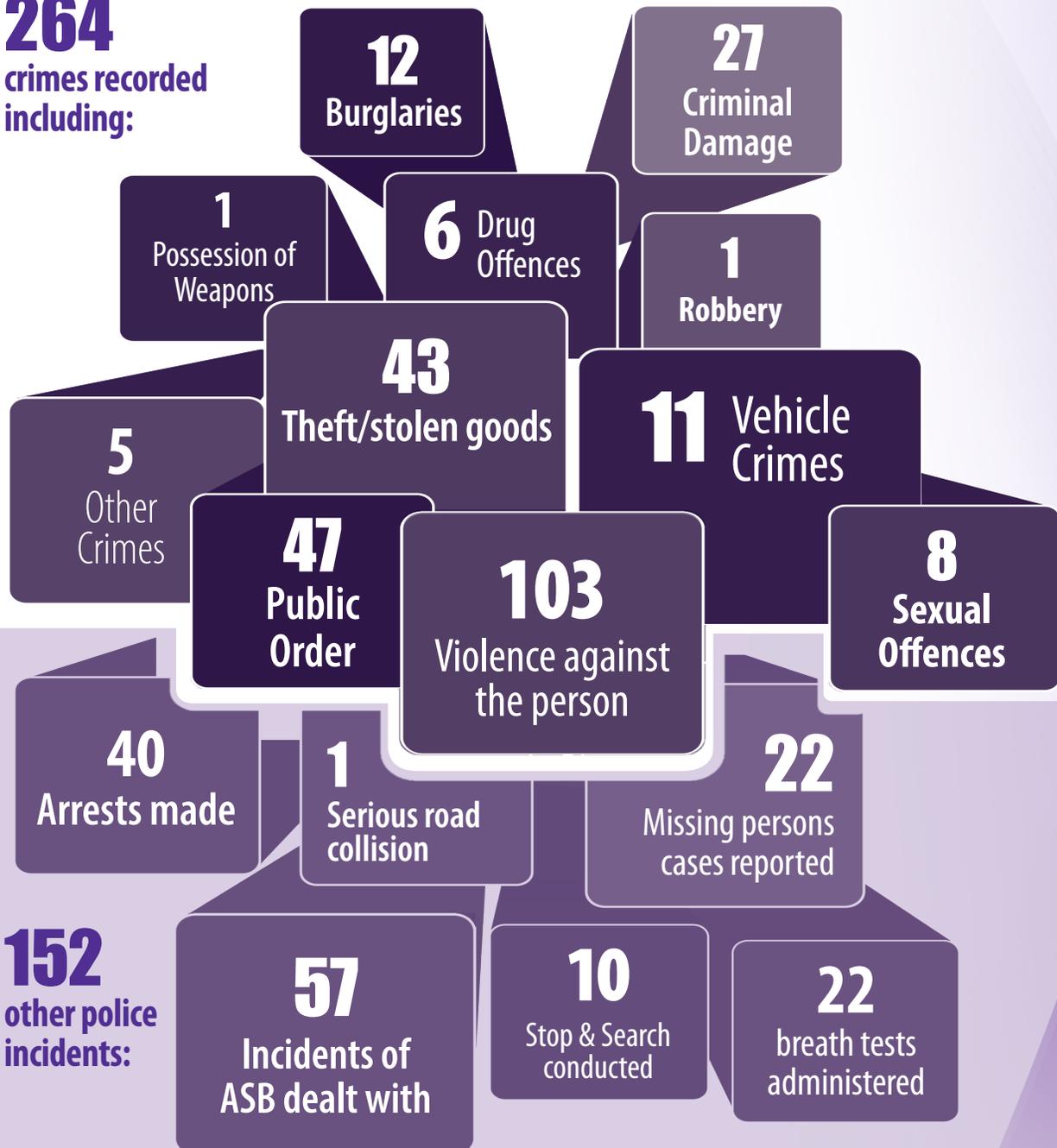
The Average Day for Cheshire Police

385
999 calls received

101
1,245
101 calls received

798
incidents recorded

264
crimes recorded including:



All the above information based on an average day in the 2019 calendar year.

Developing your Plan

As your elected representative for policing and crime, I am here to understand your needs and expectations for making our communities safer.

I want to hear your views on the issues that affect your everyday lives so I can work with the Chief Constable to tackle these concerns and improve policing in your community.

Cheshire residents' views have been paramount in developing this Plan. Whether you've spoken to me face-to-face, written to me via email or letter or taken part in a consultation, your views have been considered as I developed the Plan's priorities to ensure they reflect yours.

Victims' voices have been vital in developing this Plan too, and I have undertaken a full analysis of community safety in Cheshire and consulted local victims of crime through a Victim Needs Assessment (VNA) to understand the services required to help them recover.

Whenever we ask the public, there is a clear theme of a need for increased 'police visibility' in delivering a police service which helps communities feel safe and supports victims. To achieve this, I am committed to substantially increasing our frontline officer numbers over the next three years and I have ensured this commitment runs throughout the six key priorities in my Plan.

I promise to keep these conversations flowing over the next three years and to pursue every possible opportunity to get out into our communities, so I can understand your changing needs and key concerns and how I can work with you and others to resolve them.



...there is a clear theme of a need for increased 'police visibility' in delivering a police service which keeps communities safe and supports victims.



Your priorities for policing and crime

07

PRIORITY

Prevent and tackle crime

- ✓ Disrupt serious and organised crime
- ✓ Prevent violent crime
- ✓ Tackle anti-social behaviour and property crime
- ✓ Protect rural communities
- ✓ Tackle cyber crime

PRIORITY

Make Cheshire's roads safer

- ✓ Work with partners to educate road users
- ✓ Reduce speeding
- ✓ Raise awareness of what leads to collisions

PRIORITY

Deliver justice for victims of crime

- ✓ Robust support for victims
- ✓ Maintain satisfaction among victims
- ✓ Record crime accurately
- ✓ Increase solved crime rates
- ✓ Reduce reoffending

PRIORITY

Protect vulnerable and at-risk people

- ✓ Tackle violence against women and girls
- ✓ Extend mental health support
- ✓ Protect children, young people and adults at risk
- ✓ Tackle hate crime and bullying

PRIORITY

Improve public confidence in policing

- ✓ Visible policing
- ✓ Recruit more police officers
- ✓ Improve public contact
- ✓ Embrace diversity

PRIORITY

Modernise our police service

- ✓ Review the police estate
- ✓ Equip officers, staff and volunteers
- ✓ Increase volunteering
- ✓ Deliver value for money
- ✓ A carbon neutral Constabulary by 2040

Prevent and tackle crime

Cheshire is one of the safest places to live, work and visit in the country. It's my responsibility to ensure that the Constabulary has the right resources, so that Cheshire keeps its great record for preventing and tackling crime.

Knowing and understanding what leads people to commit crimes is vital when it comes to tackling issues in our communities. I will ensure that the police continue to work closely with partners such as local authorities and health services on early intervention programmes, so we can reduce the number of people committing their first crime.

The extra police officers recruited over the coming years will also support the work the Constabulary is doing to prevent and tackle crime, and as part of my annual budget setting, I will ensure our officers, staff and volunteers are well-equipped to tackle all forms of criminality.

Tackle anti-social behaviour

Anti-social behaviour (ASB) can have a devastating effect on local communities, and it is one of the most common issues reported to police in Cheshire.

Every person living in Cheshire has the right to feel safe and protected by the law, particularly within their home, their street and their local community.

Following slight decreases in anti-social behaviour between 2018 and 2019, incidents

rose substantially in 2020. This is in line with national figures, and was partly explained by lockdown breaches, but people in Cheshire will want to see those numbers come back down. To that end, I am committed to developing an Anti-Social Behaviour Strategy to identify how we can work together with partners like Neighbourhood Watch to reduce ASB across Cheshire.

To tackle ASB, I will ensure that officers are adequately resourced to identify issues within local communities and work with residents to solve them.

Property crime

People in Cheshire deserve to live in a neighbourhood free from serious property crimes such as burglary, robbery, theft and vehicle crime. Protecting Cheshire's communities from these abhorrent crimes means having both effective preventative measures and deterrents in place.

Through my Community Action Fund, I will make funding available for projects which prevent crime and anti-social behaviour at its root cause. I am also committed to using the Proceeds of Crime Act to its fullest extent, so that perpetrators do not benefit from their actions and that they rightly pay back to the communities affected by their crimes.



Disrupt serious and organised crime

Cheshire has a strong track-record in tackling serious and organised crime. In 2020 alone, Cheshire Constabulary disrupted 30 organised crime groups operating in our county.

Whilst organised crime often operates at a national and even an international level, its impact on the streets of Cheshire should not be underestimated. Often, criminals who are involved in serious and organised crime commit 'low level' offences, which can create a climate of fear in our communities.

The main threat from organised crime in Cheshire comes from county lines drug activity, where professional criminals target our towns to expand their trade through exploiting and forcing vulnerable people into selling drugs.

I share the Chief Constable's commitment to make Cheshire a hostile environment for offenders and I will ensure he has the necessary resources to make this a reality. I also support Cheshire Constabulary's work with other agencies, such as the North West Regional Organised Crime Unit and the National Crime Agency, to tackle these issues and I'll continue to work with local partners via Community Safety Partnerships to identify and deal with potential issues before they get out of control.

Prevent violent crime

Increasing the number of police officers on our streets is one of the ways we can reduce violent crime in our communities, including serious violence, knife crime and homicide. We must also work with our partners to prevent people from becoming involved in serious crime in the first place.

2018 saw a peak in the number of knife-related offences in Cheshire, but since then, thanks to the tremendous work of Cheshire Police and partners, we've seen a 60% decrease in knife crimes committed in Cheshire – making Cheshire the second lowest Constabulary nationally for reported knife offences.

Educating young people on the consequences of becoming involved in knife crime is important, so they understand that carrying a knife does not make them safer. National initiatives such as Operation Sceptre continue to put knife crime in the spotlight, and tackling knife crime and other violent crimes will remain a continued focus.

Through my budget setting, I will ensure the teams which investigate these serious crimes, such as the Major Investigation Team, are adequately resourced. I will also closely monitor Constabulary performance in these areas and increase support where necessary.



Protect rural communities

Two thirds of Cheshire is classed as 'rural' and crimes that are committed in rural areas often have a significant impact on victims' livelihoods.

Rural crimes committed in Cheshire tend to fall into one of five categories; agricultural (theft of farm machinery, livestock or damage to property), equine (theft from working stables), wildlife (poaching and interfering with protected species), heritage (theft from churches or protected monuments) and environmental (fly tipping or polluting land or water).

Unfortunately, many of these crimes go unreported, despite the impact they have on local communities. I want to make it easier for those living and working in rural areas to report crime or suspicious activity and I will look at how we can build on our engagement with rural communities.

Cheshire Police has its own dedicated, nationally recognised Rural Crime Team and over the next three years, I will work with the Chief Constable to refresh Cheshire's Rural Crime Strategy, so we can better serve rural communities.

I will also allocate funding to ensure our Rural Crime Team is well-equipped to build confidence in policing in rural areas through tackling crimes such as fly tipping and theft of machinery and livestock. I will ensure that the Team also works with key partners like the Environment Agency.

Tackle cyber crime and online scams

Cyber crime is now the fastest growing crime in Cheshire. In particular, fraud offences have

become more regular as criminals have become more sophisticated.

Due to the withdrawal of high street bank services and with people spending more time at home during the pandemic, there has been a heavy reliance on online services, which has put older and more vulnerable people at higher risk of online fraud.

Since many fraud offences are carried out internationally and local action can't be taken, raising awareness is key to tackling online scams. I will encourage the Constabulary to work with key partners like Action Fraud to develop more dedicated anti-fraud campaigns, and I will work with the North West Fraud Forum and other local bodies to identify and tackle new fraud issues.

Where fraud and cyber crime can be investigated locally I will ensure that the Constabulary has the most up to date technology to enable them to do this effectively. I will also ensure that we work with local authorities and schools to identify and prevent online crime linked to child and adult sexual exploitation.

Business and Retail Crime

Businesses have a role to play in tackling fraud, but can also be targets themselves and I will continue to raise their concerns in my conversations with fraud agencies. Businesses are also often targets for theft and robbery, and their staff can come face to face with violent criminals.

I am committed to engaging with local business networks so that I can directly hear the crime-related issues that affect them.



PRIORITY

Make Cheshire's roads safer

I know that making our roads safer is an incredibly important priority for Cheshire residents.

Many of you have written to me expressing your concerns about speeding or reckless driving in your communities. I share your concerns.

Collisions involving injury or loss of life happen mostly in urban areas, but there are a significant number of incidents on rural roads.

Pedestrians and cyclists are particularly at risk, with incidents involving both road users on the rise. With the Government introducing its Active Travel agenda to promote increased walking and cycling, we need to take action locally to protect and educate road users, alongside carrying out enforcement against people who put themselves and others in danger.

Although the number of people killed or seriously injured on Cheshire's roads has thankfully reduced over the past few years, the level is still too high and there is more we can do to reduce harm and promote safer road use.

Road traffic investigations show that the majority of collisions could be avoided and that in serious and fatal incidents, there are five main contributory factors. These are known as the 'Fatal Five'.

Work with partners to educate road users

Cheshire Police regularly works with key partners including Cheshire Fire and Rescue Service, local

authorities, Highways England and dedicated road safety partnerships to raise awareness of the Fatal Five and other road safety issues in schools and other community venues.

I will also continue to play an active role in, and support, the Cheshire Road Safety Group (CRSG) to ensure all the road safety awareness activity delivered across Cheshire is coordinated and delivers the same objectives.

I am committed to developing relationships with national organisations such as the Institute of Advanced Motorists and Road Peace, to understand best practice and new techniques in road safety.

Reduce speeding

Speeding offences recorded by speed cameras in Cheshire rose by nearly 10,000 between 2016 and 2019. It is statistically proven that speed deterrents change the behaviour of those unwilling to follow the rules and in turn, reduce collisions on our roads. I will work with the CRSG to significantly expand the use of average speed cameras in Cheshire where excessive speed increases road safety risk.

On roads where you tell me there is an issue with speeding and there is intelligence to support action, I will ask the Constabulary to step up its enforcement activity.



CARELESS DRIVING KILLS
IT'S NOT WORTH DYING FOR
#FATAL5



Deliver justice for victims of crime

It is my responsibility to commission local support services for victims of crime and each year I commit more than £1.2 million to fund victims' services. This includes support for Cheshire CARES (Cope and Recovery Enhanced Service), the country's first in-house victims' support service which offers support to every single victim of crime in Cheshire, alongside more bespoke services which support victims of specific crimes. You can find more details about the services on offer to support victims in the Resources section of the Plan on pages 24-27.

I understand that navigating through the complex criminal justice process can be difficult, particularly for first-time victims of crime and that's why I commission these services to ensure the process is as smooth as possible.

Victims are at the heart of everything I do and in developing this Plan, I completed a full Victim Needs Assessment (VNA) to review existing services available to victims. The VNA will help me understand victims' priorities as I commission services over the course of this Plan. It will help me ensure the criminal justice system is delivering justice for victims of crime and support services are helping them recover from their ordeal.

Support victims through every stage of the criminal justice system

The VNA found that victims of crime in Cheshire wanted to feel empowered and in control throughout their journey through the criminal justice system. For this to happen, they need to be kept informed on the progress of their case, what will happen next and be given an indication of when this will happen.

Throughout the VNA there was a clear need identified for increased promotion of victim support services in Cheshire. As well putting in place more campaigns to raise awareness of the support on

offer, I will also work with partners to make the victim services website more accessible so services can be easily identified and accessed.

I will appoint a Victims' Champion to ensure the needs of victims are being met. They will work closely with Victims' Panels and commissioned services across Cheshire, whilst producing quarterly reports for me on how victims are being offered support. I would like to appoint someone to this role who has had experience of the victims' support system and knows how things should operate. I will also work with partners nationwide to understand how we can improve victim support services in Cheshire.

Maintain satisfaction among victims of crime

In order for victims of crime to have confidence in the criminal justice system, they must feel listened to, taken seriously and supported.

I will monitor Cheshire Constabulary's performance against the Code of Practice for Victims of Crime, which sets out the level of service victims should receive through the criminal justice system. I'll ensure victims of crime know their rights through this code of practice too and are given the opportunity make a Victim Personal Statement at the earliest possible stage.



Through my scrutiny programme, I will measure satisfaction and dissatisfaction with the service provided by Cheshire Police to ensure high levels of satisfaction continue and that where problems are identified, they can be addressed quickly and effectively. If needed, I will implement further staff training using real life case studies to show how police officers, staff and volunteers should treat victims fairly and effectively.

Over the last 12 months there has been an increase in the number of domestic abuse cases reported. I will prioritise commissioning more specialised services for both domestic abuse victims and offenders. This will include specialist community support for 'repeat victims' of domestic abuse and more support for perpetrators of domestic abuse to reduce reoffending and repeat victimisation.

Ensure every crime is recorded accurately

When there are doubts about the accuracy of crime data recorded by the police, this can have an adverse effect on the public's trust and confidence in the police service, particularly among victims of crime. This was highlighted in the VNA.

Whilst Cheshire has a good track record for crime recording, I will use my scrutiny process to regularly monitor crime recording and give victims the confidence that their report will be taken seriously and actioned appropriately.

Ensuring crime is recorded accurately will also improve our intelligence to ensure victims can access appropriate support services.

Increase solved crimes

Not every case where the police know who committed a crime can be counted as solved, but some crimes are counted this way when the victim might view the case as far from solved. For any crime to be counted as solved, sufficient evidence

must be available. Currently, Cheshire Constabulary classifies crimes under the following categories:

- 'Solved' crimes
- Crimes where a 'suspect has been identified'
- Crimes where a 'suspect has not been identified'

An increase in solved crimes in Cheshire should improve victims' confidence in Cheshire Constabulary, and may lead to more victims reporting crime.

I will use my role to hold the Chief Constable to account through my scrutiny process to monitor solved rates and work with him to increase the amount of crimes solved.

Reduce reoffending

For some people, criminality is a way of life and repeat offenders commit a disproportionate amount of crime. Whilst prison should always be an option for dangerous offenders, short-term custodial sentences can be ineffective in addressing the root causes of lower-level crime. As Police and Crime Commissioner, I am in a unique position to bring partners together to work on key projects which reduce reoffending.

I will continue to fund programmes which work with offenders to tackle the root causes of the crimes they commit, for example by providing funding to extend the provision of Women's Centres across Cheshire which work with female offenders to divert them from the criminal justice system.

I will also continue to commission a restorative justice and mediation service in Cheshire, which works with both victims and offenders to help offenders understand the impact of their crimes. Restorative approaches will also be explored in other aspects of the criminal justice system, where deemed appropriate.



Protect vulnerable and at-risk people

Crime, or the fear of crime, can blight our communities and can have a severe impact on those who are most vulnerable and more likely to become victims of crime.

Gaining an understanding of the factors that increase vulnerability is key to protecting the most vulnerable and at-risk people in our communities. Vulnerability is when someone is at greater risk of becoming a victim of crime. I will work with the Constabulary, key partners and the services I commission to improve our understanding and the services we offer to vulnerable people and victims.

Tackle violence against women and girls

Recent events, including the tragic murder of Sarah Everard in London, have heightened the debate around what the police and other public services should be doing to tackle crimes that disproportionately affect women and girls, including domestic abuse, sexual violence, stalking and harassment. Across Cheshire, approximately 72% of domestic abuse victims are female. However, it's important to note that all these crimes can affect anyone in our communities, irrespective of their gender or any other personal characteristic.

During the course of the Coronavirus pandemic, the number of domestic abuse incidents reported in Cheshire increased, with one of our support services doubling its caseload from 200 to 400. Cheshire Police's caseload of crimes involving domestic abuse has also grown, from 15,325 in 2018 to 17,340 in 2020.

Stalking offences are also on the increase. In 2019/20, there were 913 stalking offences recorded in Cheshire, which more than doubled in eight months between April-December 2020. However, it should be noted that changes to crime recording have impacted on the number of stalking offences recorded and Cheshire Constabulary and partners have done lots of work to encourage victims to come forward.

The best way to reduce violence against women and girls is by preventing it from ever happening in the first place, so I will continue to provide funding for our Harm Reduction Unit which works with both victims and offenders. The

Cheshire Harm Reduction Unit brings together Cheshire Police and health partners to provide practical support and recovery to victims through Special Victims' Advocates, whilst also rehabilitating offenders and holding them accountable for their actions through a range of legal, social and psychological interventions.

I will commit to providing more community-based support for victims of domestic abuse and sexual violence through Independent Domestic Violence Advocates (IDVA) and Independent Sexual Violence Advocate (ISVA) schemes.

Harm Reduction Unit

Supporting victims, managing risk





I will also work with partners to develop a Domestic Abuse Workplace Scheme which helps employers to understand the needs of victims and support them in the workplace.

Through my scrutiny programmes, I will also ensure that the Constabulary is effectively investigating these crimes and I will continue to monitor how support services are performing.

I will also be closely monitoring the recommendations from the Government's Tackling Violence Against Women and Girls strategy to understand how they can enhance our approaches to tackling these crimes in Cheshire.

Extend mental health support

Due to increased demand on mental health services, Cheshire Police is increasingly becoming the first service called upon to support those with mental health issues, which sees frontline officers responding to complex cases that often have no or little aspect of criminality.

I do not want to see people with mental health issues who haven't committed a crime being caught up in the criminal justice system so it's important that officers and police staff are able to effectively assess whether mental health support is required for people they come into contact with.

I am committed to working with partners to extend the mental health triage system in Cheshire. This will provide a fully capable and resourced service from a trained mental health professional who can provide advice to officers and staff and ensure those suffering from mental issues, who have committed no crime, can be given a place of safety for treatment.

Protect children, young people and adults at risk

Children and young people are some of the most vulnerable people in society. They are most at risk of victimisation, particularly when the crime involves coercion or manipulation such as child sexual exploitation or county lines drug activity.

Although the number of child sexual exploitation offences have decreased year-on-year in Cheshire over the last three years, there is still a need to protect vulnerable young people through working with partners, especially in the care system and where the child in question is missing from home.

Children must also not be forgotten victims of domestic abuse and we should not underestimate the impact this trauma can have on them in later life.

I am committed to working with partners to understand Adverse Childhood Experiences (ACEs) and the links to involvement in the criminal justice system as adults.

I will also continue to support the Constabulary's involvement in Operation Encompass, which facilitates the lawful exchange of information between key authorities to comply with our statutory duty to safeguard children. This allows a multi-agency approach to provide early intervention and support to children who have witnessed criminality.

To ensure young people are represented and understood, I will appoint Youth Ambassadors to work with the Youth Commission to look into policing and crime issues affecting young people.

The last few months have seen local authorities experience an increase in adult safeguarding referrals, and elder abuse in particular will be of concern to Cheshire's aging population.

This Plan faces the challenge head on, and I want to work with organisations that support vulnerable and at-risk adults, including our local Safeguarding Adults Boards, to protect all adults in Cheshire who are vulnerable and at risk because of their age, mental or physical disability, or any other reason.

Tackle hate crime and bullying

Hate crime is an abhorrent crime that breeds further hatred, with offenders targeting victims simply because of who they are. It should not be tolerated in our communities but unfortunately in the last year, there has been a 20% increase in the number of reported hate crimes in Cheshire.

Hate crime is historically an under-reported issue but the introduction of third-party reporting centres across Cheshire as a place to make the police aware of hate crime has increased the opportunity to report them, particularly amongst those who don't have the confidence to report the crime directly to the police. I will continue to support these services and provide an enhanced training programme for staff working at the

centres in tackling hate crime. You can see all the third-party reporting centres in Cheshire at <https://www.cheshire.police.uk/advice/advice-and-information/hco/hate-crime/how-to-report-hate-crime/>

It's pleasing to see that more people have had the courage to come forward, and I will work with the Constabulary to ensure local officers and PCSOs have the tools to educate people, particularly young people, to understand the definition of a hate crime and the consequences of committing one. Through my commissioned services, I will ensure we are equipped to support victims to overcome their experiences of hate crime.

Bullying, particularly cyber-bullying has been increasing with the Crime Survey of England and Wales in 2020 finding that nearly three out of four children (72%) had experienced online bullying. Bullying can often lead to a crime being committed or, tragically, can lead to someone taking their life, as has happened in Cheshire.

Similar to hate crime, education is key in reducing bullying in our communities and I will ensure local police officers and PCSOs have the opportunity to talk to people in schools and communities about the impact of bullying. I will also continue to support services which deliver support to under 18s who have been bullied.



PRIORITY

Improve public confidence in policing

The key to preventing crime is earning public support and there are huge operational benefits to high levels of public confidence in policing.

Not only does confidence in policing breed trust, legitimacy and consent, it can also lead to increased crime reporting which will give Cheshire Police better community intelligence to tackle crime and give confidence to victims.

This priority sets out how I will ensure Cheshire Constabulary has the tools to build confidence within Cheshire's communities at a time that they are becoming more diverse and the challenges we face are becoming more complex.

Deliver a visible police service

It is vital that Cheshire residents know that our officers, staff and volunteers will be there when they need them. I will continue to invest in neighbourhood policing to ensure there is a visible police presence in all our communities. I will work with the Chief Constable to increase regular patrols and ensure our police buildings are accessible and, in some cases, in the same place as other public services. I will also improve our online services, providing more opportunities for local residents to use digital technology to contact their local police teams.

**Recruit more police officers**

With the support of the Government's Police Uplift programme and through prioritising local budgets, I am committed to recruiting additional police officers. This will take Cheshire's police officer establishment to 2,345 by 2024 – the highest level in modern times. These extra police officers will bolster our ability to provide a visible police service. Together with the Chief Constable, I am committed to exploring opportunities to increase officer numbers even further.

Improve public contact

In a changing and better-connected world, it is important that Cheshire residents can contact the police in a variety of ways, through traditional methods such as calling 999 or 101 and also via digital channels including the website, and social media. It's also vital that the service is seamless and appropriate action is still taken. In recent years, the ways in which you can contact Cheshire Police have increased. Over the next three years, I will work with the Chief Constable to ensure we invest in our Force Control Room and its public contact systems. I will ask you about how you prefer to get in touch with the police to ensure our public contact methods reflect public need and there are a broad range of contact options available.

Embrace diversity in our communities

Public confidence will come from seeing a Constabulary that is representative of the people it serves. We need to embrace the diversity of Cheshire's communities and work with under-represented groups such as the LGBT+ community, disabled people and ethnic minorities. Statistically, ethnic minorities in particular are more likely to become involved in the criminal justice system and more likely to be subject to stop and search than white residents, yet they are also less likely to report crime than other ethnic groups. I will be a key advocate for diversity-related issues and tackling racism and discrimination, and I will work with the Chief Constable, Cheshire Police staff networks and most importantly people from under-represented communities themselves, to understand the disparities and inequalities that exist and how I can play my part in tackling them.



07

PRIORITY

Modernise your police service

Policing is constantly evolving and becoming more complex. In order for us to deliver an outstanding service, we must keep up with the latest developments in how policing is delivered.

This includes adopting new technologies, ensuring our staff are well-resourced and looking at good examples outside of policing to help us provide a more efficient and effective service to Cheshire residents.



Review the police estate

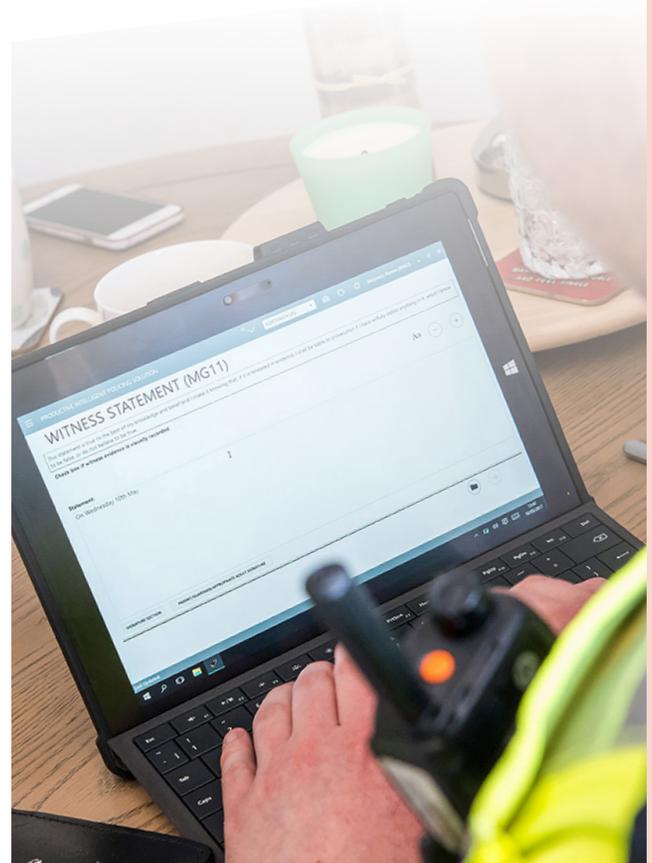
The way policing is delivered in our communities has changed over recent years, with an increased focus on the co-location of neighbourhood police stations with other public services, such as local fire and rescue services. It's important that we make services as accessible as possible, and I am committed to providing a modern police estate that is fit-for-purpose and is designed with increased visibility in mind. To do this, I will work with the Chief Constable to review our current police buildings to assess where improvements need to be made, and I will consult you on any proposed changes to understand your views and needs.

Ensure officers, staff and volunteers are well-equipped

Police officers, staff and volunteers, particularly those working on the frontline, often face challenging and sometimes dangerous circumstances, so it's important they have the right tools to carry out their role. The technology and training that can help them with this is constantly evolving so I am committed to working with the Chief Constable to ensure we embrace new developments and opportunities, so that we can improve the way we serve you.

Increase opportunities for volunteers

Volunteers are valued members of the police family and without their support we wouldn't be able to deliver an effective police service. I have been humbled by the dedication our volunteers





have shown to serving our communities, particularly in the last 18 months, with many going above and beyond to work extra hours or adapt the way they work as we've battled the Coronavirus pandemic.

I want to give something back to our volunteers and I am committed to making everyone who volunteers for Cheshire Constabulary or my office part of a scheme which will guarantee them an interview if they meet the criteria to apply for a paid role with Cheshire Constabulary or the Office of the Police and Crime Commissioner. This scheme will also benefit anyone who has served with the Armed Forces.

I will also launch a new Volunteer Charter that will support volunteers in their personal and professional development, alongside providing more volunteering opportunities in policing.

I will also ensure the Special Constabulary is well-equipped to continue to play a valuable role in keeping our streets safe. During the course of the pandemic, Special Constables have volunteered a total of 75,936 hours to frontline policing - this should be applauded.

Ensure the Constabulary delivers value for money

Cheshire Constabulary already prioritises funding in areas where the most need is identified. I will continue with this approach during my annual budget setting and will ensure the Constabulary continues to deliver an excellent police service that is effective and efficient. Each year, I'll also ask you how much money you'd like to see invested in police services locally – giving you a clear indication of how your taxes are being spent on policing.

Move the Constabulary forward to become carbon neutral by 2040

We all have a responsibility to tackle climate change and its effect on our planet. As Cheshire Constabulary is a major employer in the area and provides a vast array of services to the community, its activities and operations will have an impact on the environment. I am committed to putting a plan in place to reduce the organisation's carbon footprint, with the long-term aim of becoming carbon neutral by 2040, in line with Government targets and other organisations nationally.



Resources

It's important that Cheshire Constabulary has the right resources to keep you safe. As your Police and Crime Commissioner, I will do everything I can to ensure the Constabulary has the resources it needs and operates efficiently and effectively.

Finances

Cheshire Constabulary has two main sources of funding; grant income from central Government and the policing precept – the element of council tax allocated to policing. The grant from central Government fluctuates year-on-year, while the local policing precept is set by me annually following consultation with local residents.

There has been a shift in how policing in Cheshire is funded over the last decade. In 2010/11 28% of Cheshire's funding came from council tax, compared to more than 40% in 2021/22. Cheshire remains in the bottom 10 Constabularies nationally in terms of precept costs.

The financial climate we operate in remains difficult. As policing becomes more complex and pressures increase, there needs to be sufficient funding in place to deliver an effective service. Thankfully, the Government has recognised these increasing pressures on policing and has increased its grant income for Cheshire, giving a net budget of £207.8m for 2021/22 compared to £195.62m in the previous year.

Additional funding is sometimes available from the Government to address specific need. My office has recently been successful in its bids to the Government's Safer Streets Fund to put in place measures to tackle acquisitive crime and anti-social behaviour. During the Coronavirus pandemic, the office also secured a number of bids to support commissioned services dealing with a spike in domestic abuse cases, and other funding to cover additional costs resulting from the pandemic.

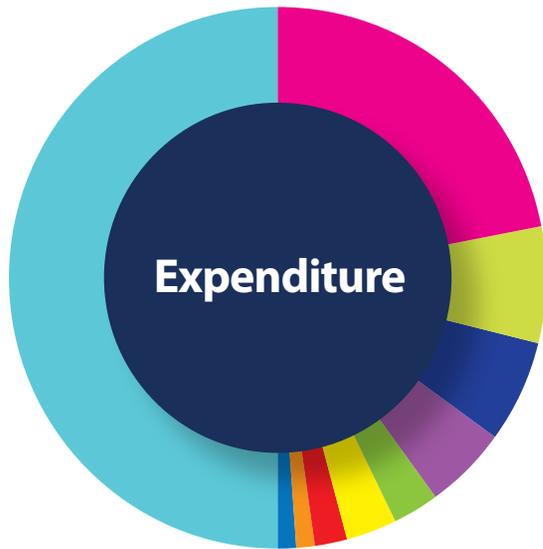
I am committed to continuing to apply for these funding opportunities to enhance the way we work and to explore innovative solutions to make our communities safer.

I will continue to work with the Government to ensure Cheshire Constabulary remains adequately funded and I'll use my annual priority-based budgeting process to identify efficient savings where possible, so that I am able to redirect resources to where the need is greatest and I can deliver on your priorities in my Police and Crime Plan.



● **£122,215,000**
Government police grant
and formula funding

● **£85,602,000**
Council tax precept



- **50%** Police officer pay

- **22%** Police staff pay

- **7%** Supplies and services

- **6%** Third party payments

- **5%** Premises

- **3%** PCSO pay

- **3%** Communication & technology

- **2%** Financing costs

- **1%** Transport

- **1%** Other employee costs

People

The people working for Cheshire Constabulary are our greatest asset. From police officers and PCSOs to police staff and volunteers, everyone plays a vital role in keeping Cheshire safe.

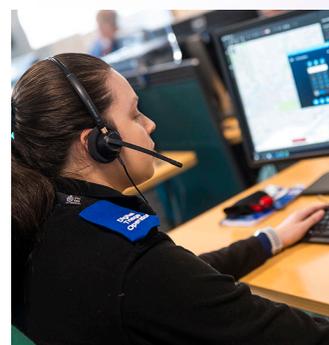
The Government’s Police Uplift programme will bring increased investment to the frontline, allowing us to recruit an additional 178 officers by March 2022, with the programme running for a further year beyond this.

With changing demands on the Constabulary, evolving priorities and the national officer uplift programme, the Constabulary has undertaken a review to assess the effectiveness of the police operating model in Cheshire. Over the last year, the Constabulary has undertaken the ‘Cheshire Futures Programme’ to review our policing structures and ensure that the Constabulary is best placed to continue delivering for you. The programme applied the following principles:

- Ensuring resources and responsibilities are distributed fairly
- Using resources efficiently and in accordance with the organisational need
- Ensuring the Chief Constable’s ‘We Care’ principles are adopted and practiced day to day

The programme developed a number of proposals for operational restructuring which are currently being implemented in a phased way.

The Constabulary also has a ‘Business Services Futures’ programme which is currently implementing the technology and structures for supporting functions such as finance, human resources and procurement.



Commissioning

I am responsible for commissioning services to support victims and witnesses to cope and recover from the impact of crime. I am also responsible for commissioning activities which will contribute to community safety and crime reduction.

The Ministry of Justice allocates an annual grant of around £1.2m to my office that allows us to invest in victims' services.

This funding has been utilised to deliver a wide range of services for victims including:



Cheshire CARES

Cheshire CARES (Cope and Recovery Enhanced Service) is the victim care service commissioned to provide support to victims of crime in Cheshire, to assist them to cope and recover as best they can. The service is provided to meet the needs of each individual and is offered seven days

a week to anyone who has been victim of crime, regardless of whether or not they have reported the offence to the police. The service dealt with 65,917 referrals in 2020/21.

Provision of information for victims

A Victim Information Pack is in place which outlines a victim's entitlements under the Code of Practice for Victims of Crime and provides information on the services available in Cheshire. You can access this at <https://www.cheshire-pcc.gov.uk/what-i-do/supporting-victims/victim-information-pack/>. A Victims' Service website, which is part of my website, also provides an online directory of the support and advice agencies able to provide support in Cheshire. You can access this here <https://www.cheshire-pcc.gov.uk/victims-hub/a-z/>

Restorative justice and mediation hub

The charity, Remedi, has been commissioned to provide a Restorative Justice and Mediation Hub for



Cheshire. Restorative Justice can help the recovery process for the victim by providing an element of closure to the case as they're able to hear first-hand the motives behind the offender's actions. It also helps offenders understand the effect their crime has on the victim, deterring them from further offences. The Hub has improved the consistency and quality of restorative justice and increased the uptake of this service by victims of the most serious crimes. Remedi has been awarded national accreditation through the Restorative Justice Council's quality kite mark.

Tackling domestic abuse

Cheshire's four domestic abuse partnerships are supported to deliver a range of services to support those who suffer domestic abuse and to tackle perpetrators, including funding for Independent Domestic Violence Advocates. A Cheshire-wide initiative, 'Open the Door', has also been developed. This is a collaboration between my office, Cheshire Constabulary and the four local authorities in Cheshire, where all agencies have joined forces to provide information for residents around what help and support is available to them locally. The county-wide resource promotes self-help and early intervention, aiming to equip people with the tools to feel safe and confident in having a conversation about domestic abuse – whether it's their situation or someone else they are worried about. More information can be found at www.openthedoorcheshire.org.uk



Survivors of rape and sexual assault

Support services for victims of rape and sexual assault are jointly commissioned with an alliance of funding partners, including my office, Cheshire's four local authorities and NHS England. The service, RASASC (Rape and Sexual Abuse Support Centre), supported more than 1,785 people in 2020/21. It is available to victims of recent and non-recent offences and provides services to those under 13. In addition, funding is provided to the NSPCC to deliver work to support those young people who have been subject to child sexual abuse.



Delivering your Plan

It's incredibly important that I have a good working relationship with Cheshire's Chief Constable, the organisations we work with and Cheshire residents to ensure the priorities in my Police and Crime Plan are delivered.

Holding the Chief Constable to account

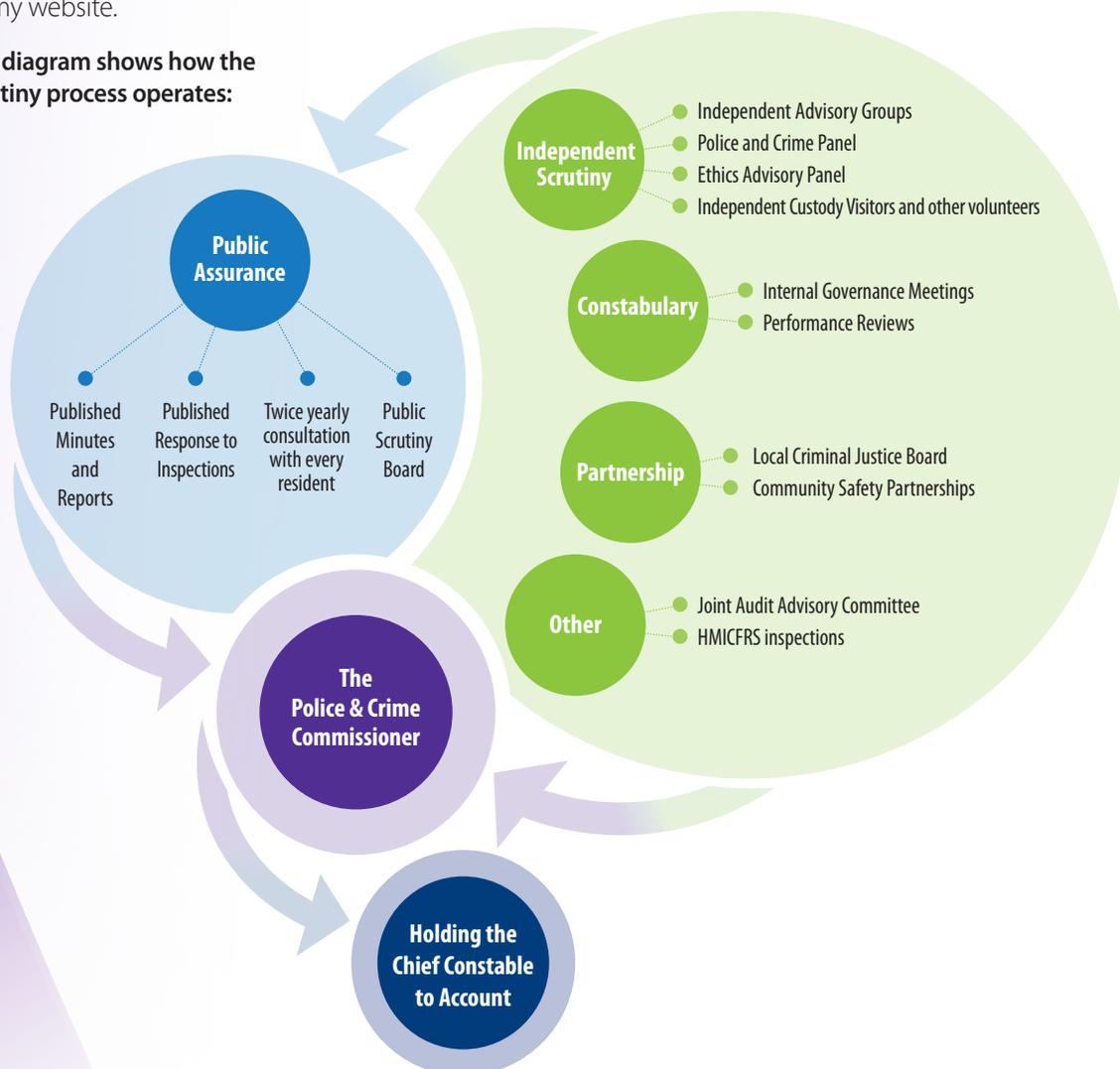
I have a statutory duty and electoral mandate to hold the Chief Constable to account on behalf of all Cheshire residents.

Alongside regularly meeting the Chief Constable to discuss opportunities, threats and risks in the way we deliver policing in Cheshire. I will also hold regular meetings to scrutinise the Constabulary's performance. These meetings will consider performance against the six priorities identified in my Police and Crime Plan as well as a wide range of performance information relating to all aspects of policing.

I will publish the meeting agendas, reports and minutes on my website, alongside the publishing of the Constabulary's performance information in a number of key areas, and there will also be opportunities for the public to attend.

I'll also use my role to hold the Chief Constable to account in considering the results and outcomes of any independent inspections, reports or external audits from bodies such as HMICFRS and ensure the Constabulary responds to any recommendations made. The responses I give to HMICFRS will be published on my website.

This diagram shows how the Scrutiny process operates:



Keeping the conversation going

I want you to have confidence that the key priorities in this Plan will be delivered before March 2024 and that the Constabulary will continue to progress those priorities, which have a longevity beyond my term of office. Continuing to listen to Cheshire residents, our communities, officers, staff, volunteers and other key stakeholders will enable me to ensure my Police and Crime Plan continues to be relevant in delivering your priorities.

I will regularly engage with our communities, including young people and those who are traditionally hard to reach, by making regular visits to places and community groups across Cheshire to understand your views and experiences of policing.

I'll also run county-wide consultations twice a year so you can tell me directly how you'd like to see policing delivered and funded. Alongside this, I'll continue to talk to victims of crime about the service they receive from the police and other support systems.

I will continue to fund organisations such as the Cheshire Youth Commission and will provide a new Victims' Champion, alongside working with specialist advisory groups in the community covering the characteristics of age, gender, disability, BAME, faith, religion, LGBT+. This will allow opportunities for individuals to talk to me and their peers about how policing and victims' services are being delivered, giving hard-to-reach groups a voice. I will take on board these recommendations and ensure they are implemented so policing continues to be connected to our communities.

Through my own channels, including my website, social media channels, PCC Alert, stakeholder newsletters and information provided to the local, regional and national media, I will provide regular updates on the work I am carrying out to deliver the priorities in this Plan.

I will also produce an annual report detailing the progress on the delivery of the six priorities, and review and re-publish my Police and Crime Plan each year.



Working in partnership

Working with key partners in both the public, private, community and voluntary sectors will be crucial to the success of this Plan.

Tackling crime and anti-social behaviour cannot be the responsibility of the police alone. We need the expertise of local agencies working together to solve local issues. As the county's lead on policing and crime, I am well-placed to provide this community leadership to ensure all agencies work together to make Cheshire safer.

Through my work with Community Safety Partnerships and Cheshire's Sub-Regional Leaders Board, I will regularly work with the Cheshire Police and Crime Panel and the four local authorities across Cheshire to deliver the priorities in this plan and identify opportunities for collaborative working. I will also access extraordinary Government funds, as they become available, on behalf of these partners and Cheshire residents.

I will provide regular updates to Parish and Town Councils with regards to how policing is being delivered in their local areas.

I will continue to drive forward collaboration with other blue-light services, including Cheshire Fire and Rescue Service, through my role as a board member on the Cheshire Fire Authority to understand how we can work together to deliver our services more efficiently.

As Chair of Cheshire's Criminal Justice Board, I am in a strong position to foster a close working relationship between those working in the criminal justice sector, including the National Probation Service, prisons and the Crown Prosecution Service, to improve outcomes for those interacting with the criminal justice system.

I will also work with other Police and Crime Commissioners regularly through national meetings with the Association of Police and Crime Commissioners (APCC) and locally with Commissioners and Chief Constables through the North West Joint Oversight Committee to ensure the way we deliver policing in Cheshire is in line with national policy and guidance.





Stay in touch

Email me via:
pcc@cheshire.police.uk

Follow me on Facebook, Twitter and Instagram:
[@cheshirepcc](#)

Learn more about my work by visiting my website:
cheshire-pcc.gov.uk

If you would prefer to write to me:
John Dwyer,
Office of the Police and Crime Commissioner,
Clemonds Hey, Oakmere Road,
Winsford, Cheshire CW7 2UA

