

# Cheshire Police and Crime Panel

## Agenda

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**Date:** Friday 17th March 2023  
**Time:** 2.00 pm  
**Venue:** The Council Chamber, Wyvern House, The Drummer,  
Winsford, CW7 1AH

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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.

#### **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

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

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](mailto:martin.r.smith@cheshireeast.gov.uk) or send the question or statement by post to:

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

A list of those speaking or asking questions at a meeting of the Panel will be drawn up by the Panel's Secretariat in order of receipt. Copies of questions and statements will be circulated to all Panel members in advance of the meeting and will be made available to the public attending the meeting. Copies will also be available on the Police and Crime Panel's page of the Cheshire East Council website.

Nobody may submit more than one question or make more than one statement at the same meeting, but a supplementary question, related to the subject raised in the question /statement, will be permitted for clarification at the discretion of the Chair.

Those speaking or asking questions will not be permitted to address any issue that is the subject of a current or proposed complaint by them against the Police and Crime Commissioner. They are also advised that reference to an issue that could become the subject of a future complaint by them could prejudice the Panel's consideration of that complaint.

The Panel will not accept a question or statement if:

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

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

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

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

It requires the disclosure of confidential or exempt information.

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

To approve the minutes of the meeting held on 3 February 2023.

5. **Chair's Announcements**

6. **Dates and Timings of Panel Meetings** (Pages 13 - 14)

To consider the dates and timings of future meetings.

7. **Police and Crime Commissioner's Scrutiny Papers - 18 January 2023**  
(Pages 15 - 96)

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

8. **Questions Submitted in Advance to the Commissioner** (Pages 97 - 102)

**2.15 pm THE POLICE AND CRIME COMMISSIONER WILL BE IN ATTENDANCE FOR THE FOLLOWING PART OF THE MEETING**

9. **Introduction by the Commissioner**

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

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**CHESHIRE EAST COUNCIL****Minutes of a meeting of the Cheshire Police and Crime Panel**  
held on Friday 3<sup>rd</sup> February 2023, in the Council Chamber,  
Wyvern House, Winsford**PRESENT**

Councillors:

Cheshire East: Councillors J Paul Findlow, Laura Jeuda and Mick Warren

Cheshire West & Chester: Councillors Rob Bissett, Keith Millar and Lynn Riley

Halton Councillors Martha Lloyd Jones and Norman Plumpton Walsh

Warrington: Councillors Mo Hussain and Wendy Maisey OBE

Independent Co-optees: Mr Evan Morris MBE, Mrs Gemma Shepherd - Etchells and Miss Yasmin Somani

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

**1. APOLOGIES**

Apologies were received from Cllr Jane Whalen (Warrington) who was represented by Cllr Mo Hussain.

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

No issues were raised.

**3. PUBLIC PARTICIPATION**

No members of the public wished to speak at the meeting.

**4. MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the Minutes of the meeting held on 22<sup>nd</sup> December 2022 be approved. Two small typographical errors were noted. These would be corrected in the published minutes.

**5. CHAIR'S ANNOUNCEMENTS**

The Chair welcomed Cllr Mo Hussain (Warrington Council) to the meeting.

The Chair thanked the Commissioner for hosting the finance briefing for Panel members held at Police HQ the previous week.

**6. REVIEW OF COMPLAINTS**

The Panel noted that during 2022 two complaints about the Police and Crime Commissioner had been received. In line with the Panel's procedure, the Chair and Deputy Chair of the Complaints Management Sub Committee reviewed each complaint, taking advice as appropriate. In each case they had determined that there was no legitimate complaint against the Commissioner and the complaints were therefore rejected. Relevant timescales were met in both cases.

**7. PANEL'S WORK PROGRAMME**

It was noted that the March 2023 meeting of the Panel would receive a draft programme of meetings for the 2023/24 Municipal year for its consideration.

There was general agreement that to accommodate cost effective and efficient webcasting of meetings, the Panel would default to holding its meetings at Ellesmere Port Library; with other locations across the county being used as necessary. There was recognition that the Panel needed to be mindful of its carbon footprint when arranging meetings.

**8. QUESTIONS SUBMITTED IN ADVANCE OF THE MEETING TO THE POLICE AND CRIME COMMISSIONER**

The Chair explained that three questions had been formally submitted to the Commissioner in advance of the meeting and that these had been included in the published papers.

**9. WELCOME TO THE POLICE AND CRIME COMMISSIONER / INTRODUCTION BY THE POLICE AND CRIME COMMISSIONER**

The Chair welcomed the Commissioner to the meeting.

The Commissioner outlined the progress that the Constabulary were making with the recruitment of new Police Officers, noting that a further intake was scheduled for March 2023. He outlined the success of his Community Cashback Fund which used money seized under the Proceeds of Crime Act. Each of Cheshire's nine Local Policing Units had been allocated £10,000 from the Fund.

The Commissioner briefed the Panel on the work that the Constabulary were undertaking with the Hollie Gazzard Trust, which was aimed at making Cheshire's streets even safer.

**10. POLICE AND CRIME COMMISSIONER'S PROPOSED PRECEPT FOR 2023/24**

The Commissioner outlined his proposed Precept for 2023/24, taking questions from Panel members on the details of his proposals. There was a general recognition that an increase in Council Tax bills for the coming year would pose challenges for many families across the county.

Cllr Martha Lloyd Jones (seconded by Cllr Norman Plumpton Walsh) proposed that the Panel veto the Commissioner's proposal to increase the Policing element of the Council Tax by 6.37 per cent. When put to the vote, 6 Panel members supported the proposition, 5 were against and 2 members abstained. As a two thirds majority of all Panel members was necessary for such a proposition to be carried, the proposition was lost.

Further discussion took place on the details of the Commissioner's proposed Precept.

**RESOLVED**

That the proposed Precept be supported, with recommendations being made to the Commissioner.

***The Chair's letter, detailing the Panel's recommendations to the Commissioner, is attached to these minutes. The Commissioner's response is also attached.***

**11. OVERVIEW AND SCRUTINY OF THE POLICE AND CRIME COMMISSIONER**

Panel members asked the Commissioner a range of questions. Details of questions and the Commissioner's responses can be found on the Police and Crime Panel page of the Cheshire East Council website.

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Mr John Dwyer  
By email

Cheshire Police and Crime Panel  
c/o Cheshire East Council  
Westfields  
Middlewich Road  
Sandbach  
Cheshire  
CW11 1HZ

**Date:** 3<sup>rd</sup> February 2023

[evan.morris@CheshirePoliceAndCrimePanel.org.uk](mailto:evan.morris@CheshirePoliceAndCrimePanel.org.uk)

Dear Commissioner,

#### **POLICE PRECEPT 2023/24**

Thank you for attending this morning's meeting of the Cheshire Police and Crime Panel and for presenting your proposed Precept. The Panel are also grateful for the presentations made last Friday, when members met informally with you, your Finance Officer, and senior Police colleagues.

As its Chair, I can formally confirm that at this morning's meeting the Panel voted to support your proposed Precept. All Panel members recognised that an increase in Council Tax bills for the coming year will pose challenges for many families across the county. As you will be aware, a majority of those Panel members who voted, supported a proposal to veto your Precept because it was seen to be too high. The necessary two thirds majority was not reached, and the veto therefore not triggered.

The Panel did agree to make a number of recommendations which it asks that you consider. In making these recommendations the Panel is mindful that it is important that the Cheshire Constabulary work as efficiently as possible to maximise the benefit of the budget made available to them. The Panel would specifically request:

- You ensure that the Police increase collaborative working with other agencies and that they look afresh at how they can adopt transformational working practices, so that the Cheshire public can be assured that every pound paid in Council Tax that goes to the Police is being spent wisely.
- You encourage the Police to adopt a collegiate approach to support the public during the current cost of living crisis, working with other agencies when appropriate.
- You ensure that the Police continue to adopt and develop a collaborative approach with partners to reduce violence against women and girls.

The Panel would also recommend that when consulting with the public over levels of the Police precept for 2024 /25, a wider range of options is offered, including ones below the level that would trigger a referendum.

Yours sincerely,

*Evan Morris*

**Evan Morris MBE**  
**Chair, Cheshire Police and Crime Panel**



Mr Evan Morris,  
Cheshire Police and Crime Panel,  
C/O Cheshire East Council  
Westfields  
Middlewich Road  
Sandbach, Cheshire  
CW11 1HZ

Office of the Police & Crime Commissioner  
Cheshire Constabulary Headquarters  
Clemonds Hey  
Oakmere Road  
Winsford  
CW7 2UA

Date: 23rd February 2023

*Sent via email:*  
*evan.morris@CheshirePoliceAndCrimePanel.org.uk*

**Our Ref:**  
PCC/20220223

**Your Ref:**

**Tel:**  
01606 364000

**Email:**  
[PCC@cheshire.police.uk](mailto:PCC@cheshire.police.uk)

Dear Evan

Many thanks for your letter dated 3 February 2023 which you sent following the Panel's endorsement of my precept recommendation. May I take this opportunity to thank you and the Panel for your support which will help Cheshire Constabulary maintain its excellent performance and keep the people of Cheshire safe.

I acknowledge the Panel's concerns about the cost of living crisis and the impact that increases in council tax bills will have on many families across the county. As was explained at the meeting itself, I did not take this decision lightly, but I was able to report that over 70% of the public consulted on my proposals showed their support for an increase of at least £15 for a Band D property (equating to £1.25 extra per month). To put that in context, more than two thirds of the properties in Cheshire are in Bands A-C, meaning a majority of the local population will pay less than a £1.25 increase in the policing element of their council tax.

Cheshire Constabulary has always worked collaboratively with its partners across Cheshire to ensure that the money being spent is maximised as much as possible. Where opportunities arise for efficiencies or transformational working practices, I will work with the Chief Constable to identify ways in which we can work differently to benefit the people we serve. The Constabulary has a proud record of working with other blue light services to seek efficiencies and work more effectively and this will continue. This will also include working with wider parties across the County to provide more effective and better services for the public. We already work very closely with local authorities on initiatives funded through the monies secured by my commissioning team, most recently the Safer Streets initiative, and work closely with the third sector to provide additional support to the most vulnerable members of our communities. This ensures a greater focus on the needs of the victim and utilises the skills and knowledge that other organisations can bring to our work.

I am very aware of the need to adopt a collegiate approach to the cost of living crisis and am working with the Leading Cheshire and Warrington Leaders Group, as well as partners such as a local foodbank to ensure that we can support the most vulnerable in our communities whenever we can.

I have already mentioned the Safer Streets work which my office has secured funding for, which is an excellent example of the collaborative approach to responding to violence against women and girls. The new Strategic Policing Requirement has added 'violence against women and girls' as a new threat type and I will therefore be working closely with the Chief Constable, local authorities and others on how we can address this risk. Under the new Serious Violence Duty, my office is leading work with partners in the four local authorities to help identify the key issues locally and develop a strategy to tackle those issues with a collaborative approach. Violence against women and girls is likely to feature highly in that emerging strategy.

On your final point about when I next consult with the public on the precept for 2024/25, I can confirm that I will consult on options which fall below the referendum level, as I did this year.

Yours sincerely



John Dwyer  
Police & Crime Commissioner



# Cheshire Police and Crime Panel

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**Date of Meeting:** 17 March 2023

**Report of:** Brian Reed, Head of Democratic Services and Governance,  
Cheshire East Council

**Subject:** Dates and Timings of Panel Meetings

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## 1. Report Summary

- 1.1 This report requests that the Panel consider the dates and timings of future meetings.

## 2. Recommendation

- 2.1 The Panel is recommended to:

- (i) Consider a programme of meetings for the municipal year 2023/24.
- (ii) Confirm that unless there are issues of room availability, or operational reasons meaning an alternative venue would be more appropriate, the Panel will hold its meetings at Ellesmere Port Library.

## 3. Programme and timing of Meetings

- 3.1 Since its creation the Panel has followed a consistent pattern of regular, programmed meetings, with additional meetings being added to the diary when necessary. Following the practice of recent years of Panel meetings normally being held on a Friday, a day when the four Cheshire Councils have few public meetings, a suggested programme of meetings for the forthcoming municipal year is:

23<sup>rd</sup> June 2023 (AGM) (2.00pm)  
15<sup>th</sup> September 2023 (10.00am)  
24<sup>th</sup> November 2023 (10.00am)  
2<sup>nd</sup> February 2024 (10.00am)  
16<sup>th</sup> February 2024 (10.00am) (Reserve date should a second meeting be necessary to consider the Commissioner's proposed precept).

A report on the proposed date of a meeting of the Panel in spring 2024 will be brought to the Panel when more information is known about the detailed timings surrounding Police and Crime Commissioner elections which will be taking place in May 2024.

- 3.2 A meeting on Friday 2<sup>nd</sup> February 2024 would fit in with the statutory timetable for the consideration of the Police precept.

#### **4. Timing of meeting**

- 4.1 Panel meetings have traditionally commenced at 10.00am, running to approximately 12.30pm. The Commissioner's availability has been checked with his Office, on June 23<sup>rd</sup> he is not available in the morning, hence the suggestion that on that occasion the Panel meets in the afternoon. The accommodation at Ellesmere Port Library is available on the dates and times detailed in paragraph 3.1 above.

#### **5. Equality Implication**

- 5.1 There are no equality implications.

#### **6. Financial Considerations**

- 6.1 There are no financial implications.

#### **7. Contact Information**

Contact details for this report are as follows:-

<b>Name:</b>	<b>Martin Smith</b>
<b>Designation:</b>	<b>Registration and Civic Services Manager</b>
<b>Local Authority:</b>	<b>Cheshire East Council</b>
<b>Tel. No:</b>	<b>01270 686012 / 07596 064905</b>
<b>Email:</b>	<b><a href="mailto:martin.r.smith@cheshireeast.gov.uk">martin.r.smith@cheshireeast.gov.uk</a></b>

# SCRUTINY BOARD

## Public



**DATE** Wednesday 18<sup>th</sup> January 2023

**TIME** 1.00pm

**VENUE** OPCC Meeting Room, Constabulary Headquarters, Clemonds Hey, Oakmere Road, Winsford, CW7 2UA

Any member of the public who wishes to observe this meeting is asked to register their interest no later than midday on Tuesday 17<sup>th</sup> January 2023 via email [police.crime.commissioner@cheshire.police.uk](mailto:police.crime.commissioner@cheshire.police.uk).

## Agenda

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## 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:*

Item	Section
Conduct Matters/IOPC Referrals	40 Personal Information

## 7 CONDUCT MATTERS/IOPC REFERRALS

\*

For further information about this Agenda, please contact Damon Taylor  
[damon.taylor@cheshire.police.uk](mailto:damon.taylor@cheshire.police.uk) or telephone 01606 364000

**NOTES OF THE PUBLIC SCRUTINY BOARD MEETING  
HELD ON 23<sup>rd</sup> AUGUST 2022 IN THE OPCC MEETING ROOM,  
CONSTABULARY HEADQUARTERS, WINSFORD.**

*Present:*        Office of the Police & Crime Commissioner  
John Dwyer, Police & Crime Commissioner  
David McNeillage, Deputy Police & Crime Commissioner  
Damon Taylor, Chief Executive  
Claire Deignan, Principal Scrutiny and Planning Officer  
Sam Baxter, Principal Engagement Officer [Via Teams]  
Kate Harrington-Lambert, Communications & Digital Media Assistant [Via Teams]  
Lez Cowen, Office Support Assistant [Via Teams]

Cheshire Constabulary  
Mark Roberts, Chief Constable  
Chris Armitt, Deputy Chief Constable  
Julie Gill, Assistant Chief Officer  
Karen Byrom, Head of Research and Business Intelligence

Public  
One Member of the public was present

*Apologies:*     Clare Hodgson, Chief Finance Officer

**1. COMMISSIONER'S OPENING COMMENT**

The Commissioner welcomed everyone to the meeting and attendees introduced themselves.

**2. NOTE THE MINUTES FROM THE 27TH JANUARY 2022**

The minutes from the 27<sup>th</sup> January 2022 meeting were AGREED.

**3. REVIEW ACTION LOG**

It was NOTED that all actions had been achieved and were now closed.

**4. POLICE AND CRIME PLAN: SUMMARY PERFORMANCE REPORT**

The Board considered the Constabulary's report detailing performance up to the end of July 2022.

In response to a question from the Commissioner, the Head of Research and Business Intelligence explained that Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) will be using 'Action Taken' instead of 'Solved Rates', with positive action and referrals being now being accounted for.

Drink/Drive arrests were now back to pre-Covid levels. The Chief Constable advised that there would be a media led campaign leading up to Christmas highlighting the dangers of driving whilst under the influence of alcohol, along with increased enforcement activity.

In response to an increase in Drug/Drive arrests, the Deputy Chief Constable confirmed that this was an increasing problem. As a result, a drug/drive initiative had been scheduled for the near future.

The Commissioner commented on the increase in the use of Stop and Search. The Deputy Chief Constable said that officers were now more confident in carrying out searches and was reassured by the corresponding increase in arrests following a search. The Independent Ethics Committee had been



tasked with scrutinising Stop and Search, with the Chief Executive reporting that they had been satisfied with their analysis of the initial data but would be carrying out some further work, including talking with officers.

The Commissioner reported that he received a large volume of correspondence about speeding and was exploring ways to address the issue through, for example, the installation of average speed cameras. The Chief Constable added that the Constabulary was committed to safer roads and were currently targeting activity on the motorway network. It was believed that visible police vehicles and a covert HGV which enabled officers to see into other commercial vehicles to detect mobile phone use had already resulted in less collisions.

The Commissioner requested that the number of fatalities be reported in the data for future meetings.

The Commissioner asked about thefts from the person to which it was explained that these offences were often upwardly distorted as insurance companies required claims for lost property to be logged as thefts with the police.

The number of reported incidents and outcome rates for violence against the person offences include domestic incidents. The Chief Constable said that robust action being taken against offenders not only protected vulnerable victims but also had a significant deterrent effect with offenders. The Deputy Chief Constable added that the positive action being taken against domestic abuse perpetrators was leading to as many as 50% of suspects being arrested. The Chief Constable attributed the action taken to safeguard domestic abuse victims as a significant factor in the low homicide rates in the county.

The Commissioner sought reassurance that detecting burglaries remained a priority for the Constabulary. The Deputy Chief Constable stated Crime Scene Investigators attend all residential burglaries, and the proactive team investigated high value incidents which could be associated with County Lines. A recent cross-border operation had resulted in the arrest of gang members who had been committing high value burglaries in Cheshire East. This had been widely reported in the media and sent a clear message to those content on committing crime that they were not welcome in Cheshire.

The Commissioner was aware that the issue of the use of Outcome 16s was under scrutiny both by the Constabulary and his own office. In response, the Constabulary highlighted the work being done to address this issue which included multiple meetings where the outcomes were reviewed, as well as the Panel being developed by the OPCC to dip sample their use.

The Chief Constable advised that the Constabulary had the second highest charge rates for rape offences in England and Wales. However, he recognised more needed to be done but, whilst not being complacent, highlighted that last year only 9% of sexual offences resulted in a charge which had now increased to 20%.

The Commissioner was extremely pleased with the improvements in both 999 and 101 call handling times, with average waiting times no down to around 6 minutes following a peak last summer. The Chief Constable expressed frustration that national leagues tables did not allow for nuances in different operating platforms and overspill from other forces. Despite this, Cheshire was performing well and continued to focus on continuous improvement and the recruitment of new staff to maintain call times.

The report was NOTED and the following ACTION agreed:

“the number of fatalities involved in serious and fatal collisions be included in the next report pack.”

## **5. PEOPLE STRATEGY: QUARTERLY REPORT**

The quarterly data highlighting staffing issues, including recruitment, was considered. The Assistant Chief Officer confirmed that the Police Uplift Programme recruitment targets for new officers were being met ahead of schedule.

The report was NOTED.

## 6. POLICE AND CRIME MEASURES – QUARTERLY REPORT

The quarterly statement on the performance against the national police and crime measures was presented.

The report was NOTED.

## 7. COMPLAINTS, EMPLOYMENT TRIBUNALS AND GRIEVANCES: QUARTERLY REPORT

The quarterly report providing an overview of the nature, type and frequency of complaints against police officers and staff, as well as employment tribunals and grievance, for the first quarter of the year, was presented.

The Chief Executive reassured the Board that complaint reviews backlog within the OPCC would now be addressed with the recruitment of an additional member of staff.

The report was NOTED.

*The member of the public left the meeting at this point.*

### 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:

<u>Item</u>	<u>Section</u>
Conduct Matters/IOPC Referrals	40 - Personal Information

## 8. CONDUCT MATTERS/IOPC REFERRALS

The private report provided further details on conduct matters, including a summary of allegations together with the outcome. There was also further detail set out on statutory and voluntary referrals to the IOPC.

The report was NOTED.

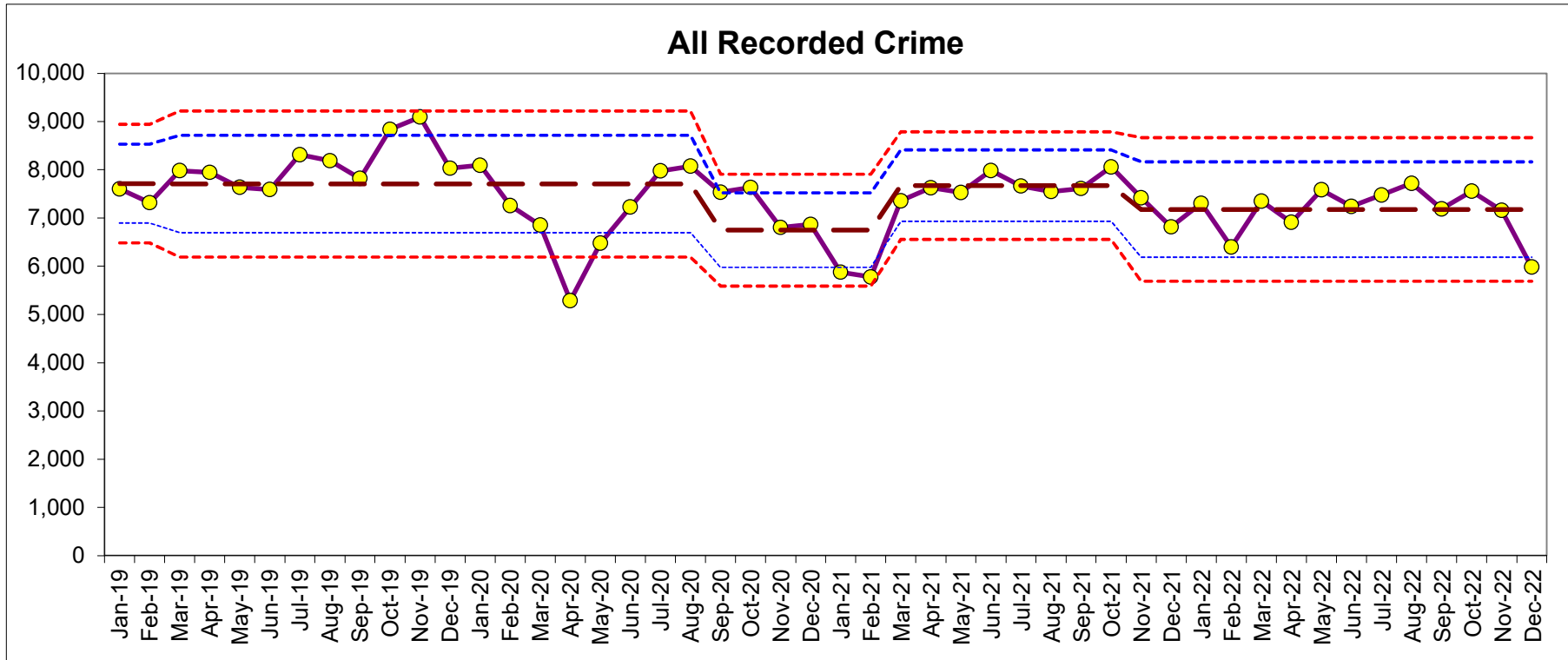
*The meeting commenced at 2.00pm and concluded at 3.00pm.*

## Item 2

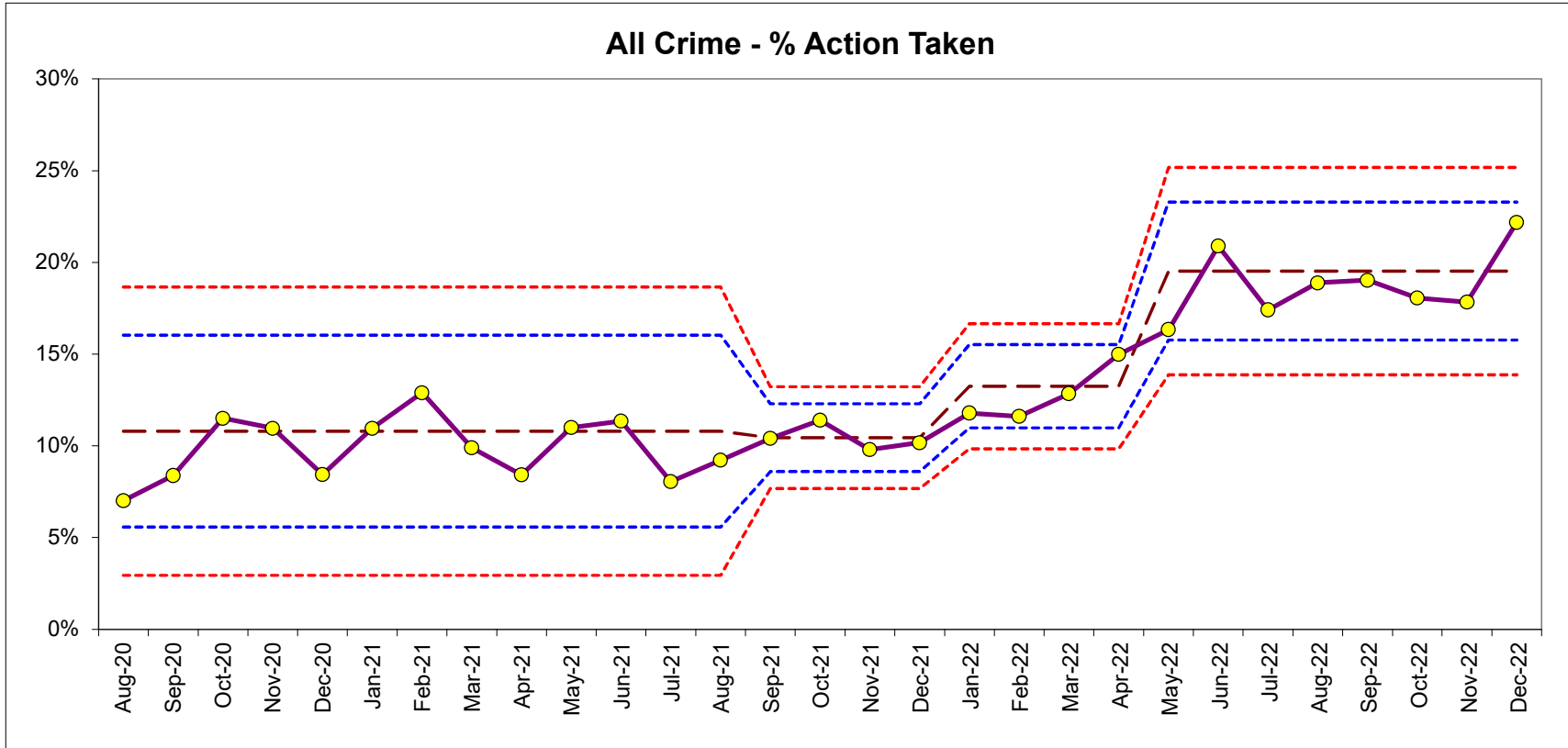
### Public Scrutiny Board - Action log 2021/22 - Part One

Meeting Date	Action Number	Action	Assigned to	Status	Update / Briefing
19/08/2021	PSB/21/001	For future meetings, present performance data in SPC format. The content will be agreed outside of the meeting.	Constabulary	Closed	
19/08/2021	PSB/21/002	The Commissioner asked for future meetings that sickness and HR figures to be presented in a statistical	Constabulary	Closed	
19/08/2021	PSB/21/003	The Constabulary to report on work being done to attract a broad range of staff to be presented at the next meeting.	Constabulary	Closed	
18/05/2022	PRP/22/01	Stop & Search will be discussed at the Ethics Panel	Damon Taylor	Closed	Ethics Panel has now commenced and this is an agenda item
18/05/2022	PRP/22/02	Provide the Commissioner with a report on use of force in relation to disproportionality	Paul Woods	Closed	CD is attending the procedural justice meetings where this is discussed. CD will brief the Commissioner.
18/05/2022	PRP/22/03	To reassure the Commissioner that the use of outcome 16 is being applied appropriately, a scrutiny panel will be set up for Domestic Abuse led by the OPCC.	Claire Deignan	Closed	CD 23/8 - A ToR has been drafted. Initial discussion with AR scheduled for late this week.
18/05/2022	PRP/22/04	The Constabulary to provide numbers of officers who are a) leaving the Special Constabulary and b) joining Cheshire Constabulary as officers.	Mark Roberts	Closed	KM - Between 01/07/21 and 30/06/22 on Oracle there were 87 Specials leavers, 16 of which joined as regulars
18/05/2022	PRP/22/05	The Constabulary to add the OPCC to the distribution list for the Special Constabulary dashboard.	Julie Gill	Closed	
23/08/2022	PSB/22/01	The Constabulary to include the number of people involved in serious and fatal collisions in the next report pack.	Karen Byrom/Paul Woods	Closed	Data included in the performance data for meeting in October 2022

### Item 3

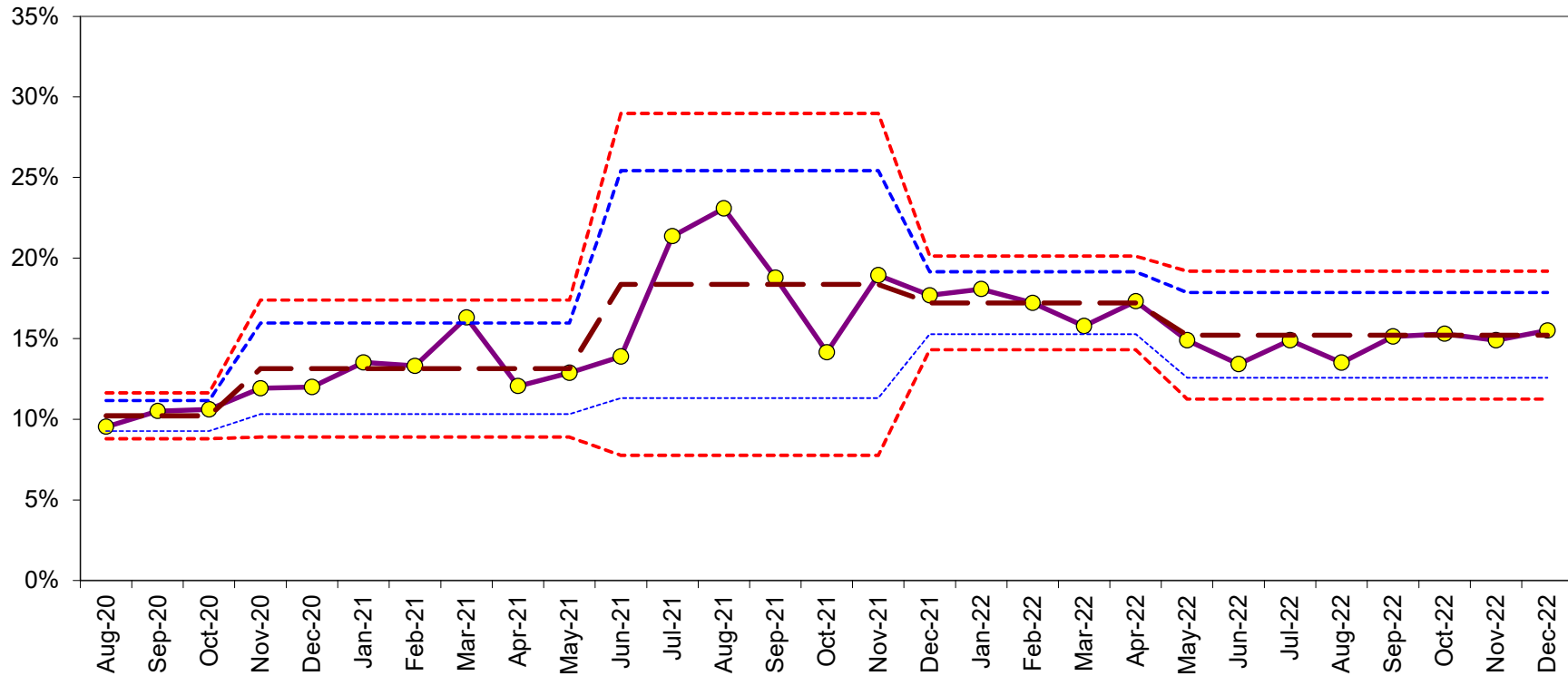


	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of Recorded Crimes	January - December	87,273	86,254	-1.2%	April - December	68,259	64,994	-5.0%	7 out of 8

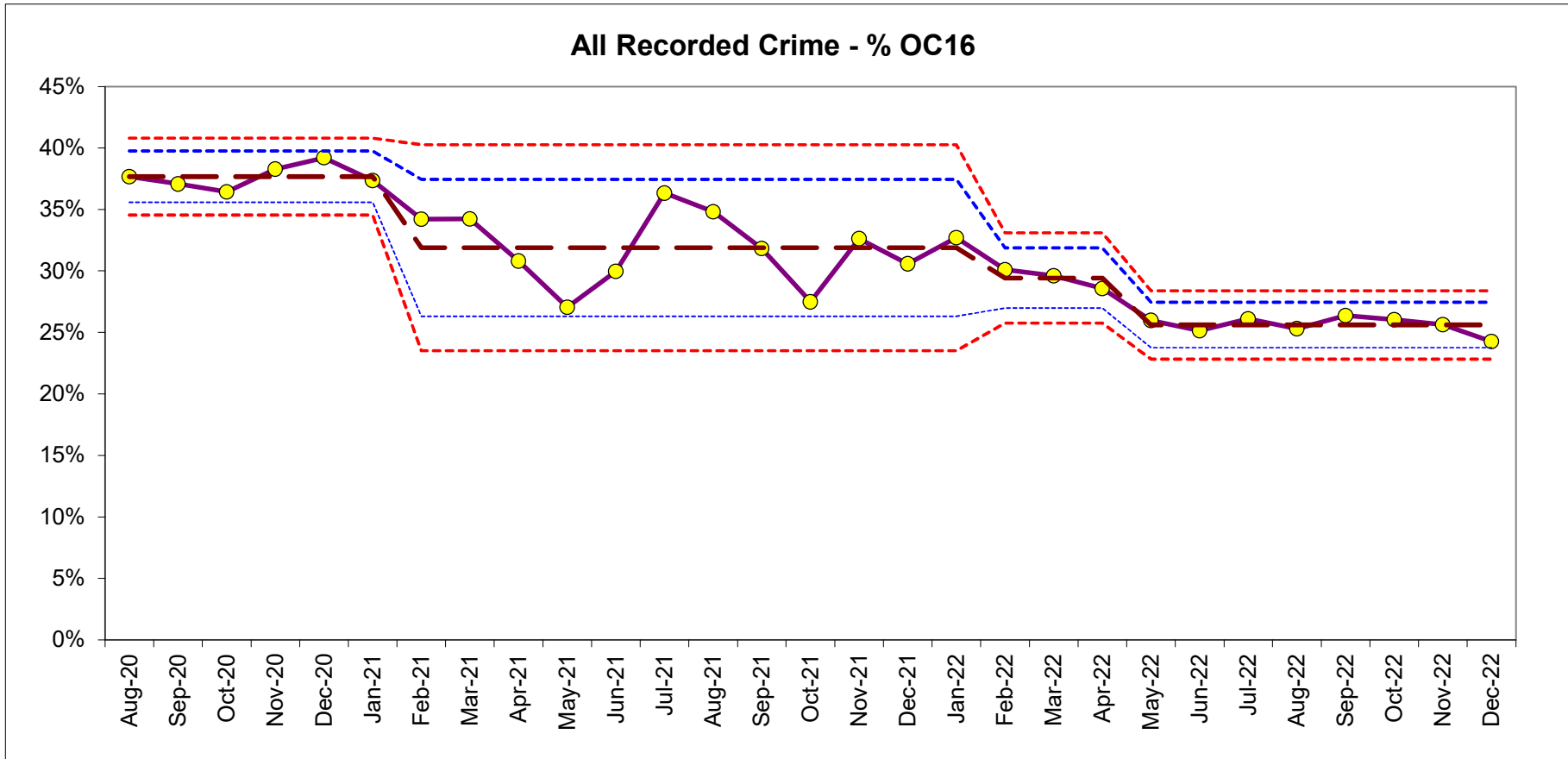


	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position (Charges)
<b>All Crime Action Taken</b>	January - December	10.3%	16.7%	6.5%	April - December	10.0%	18.4%	8.45%	1st out of 8 (Highest)

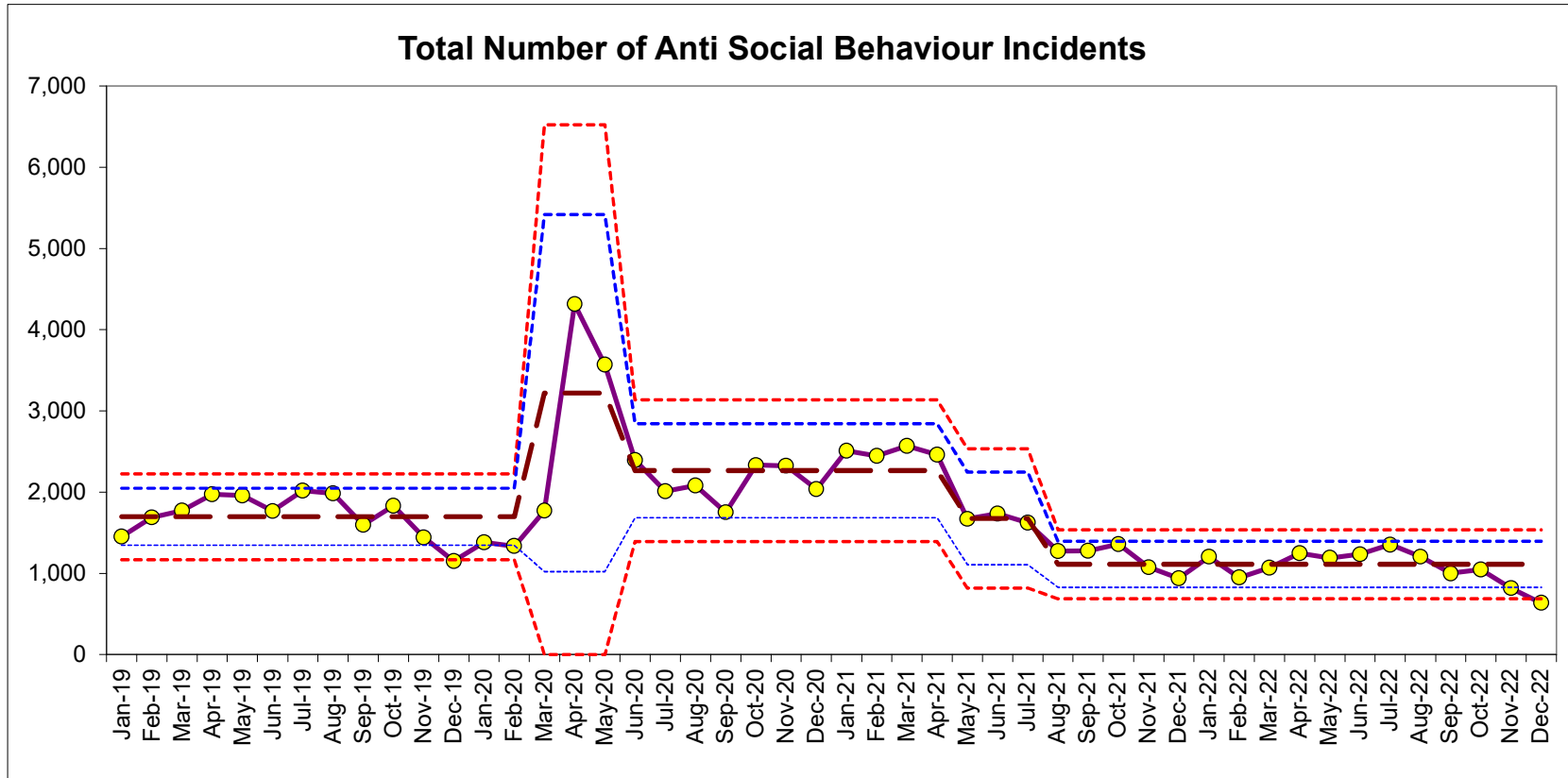
**All Recorded Crime - % OC15**



	Rolling 12 month period	January - December	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
<b>All Crime Outcome 15</b>	January - December	16.7%	15.5%	-1.2%	April - December	17.5%	15.0%	-2.55%	2 out of 8 (2nd Highest)



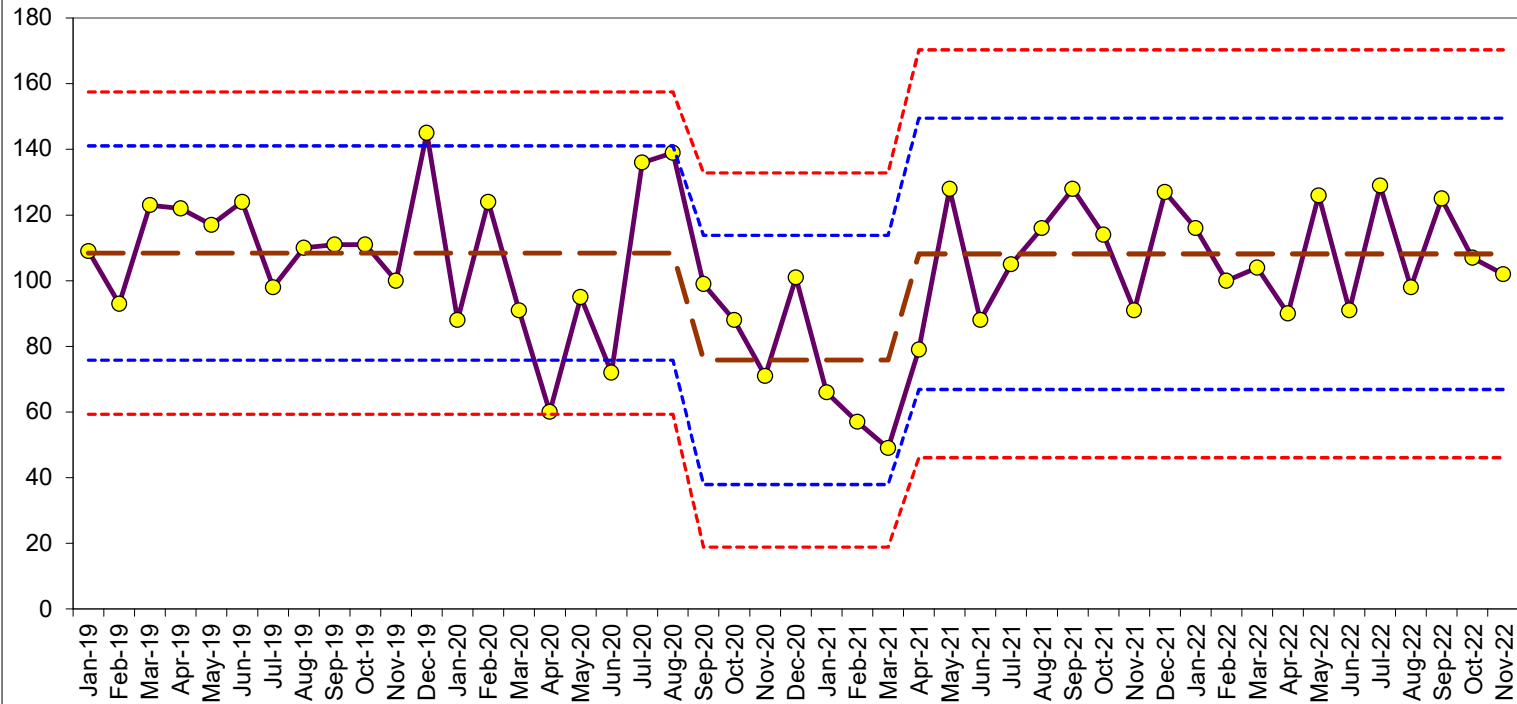
	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	April - December	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
<b>All Crime Outcome 16</b>	January - December	32.6%	27.3%	-5.3%	April - December	31.7%	25.9%	-5.73%	1 out of 8 (highest)



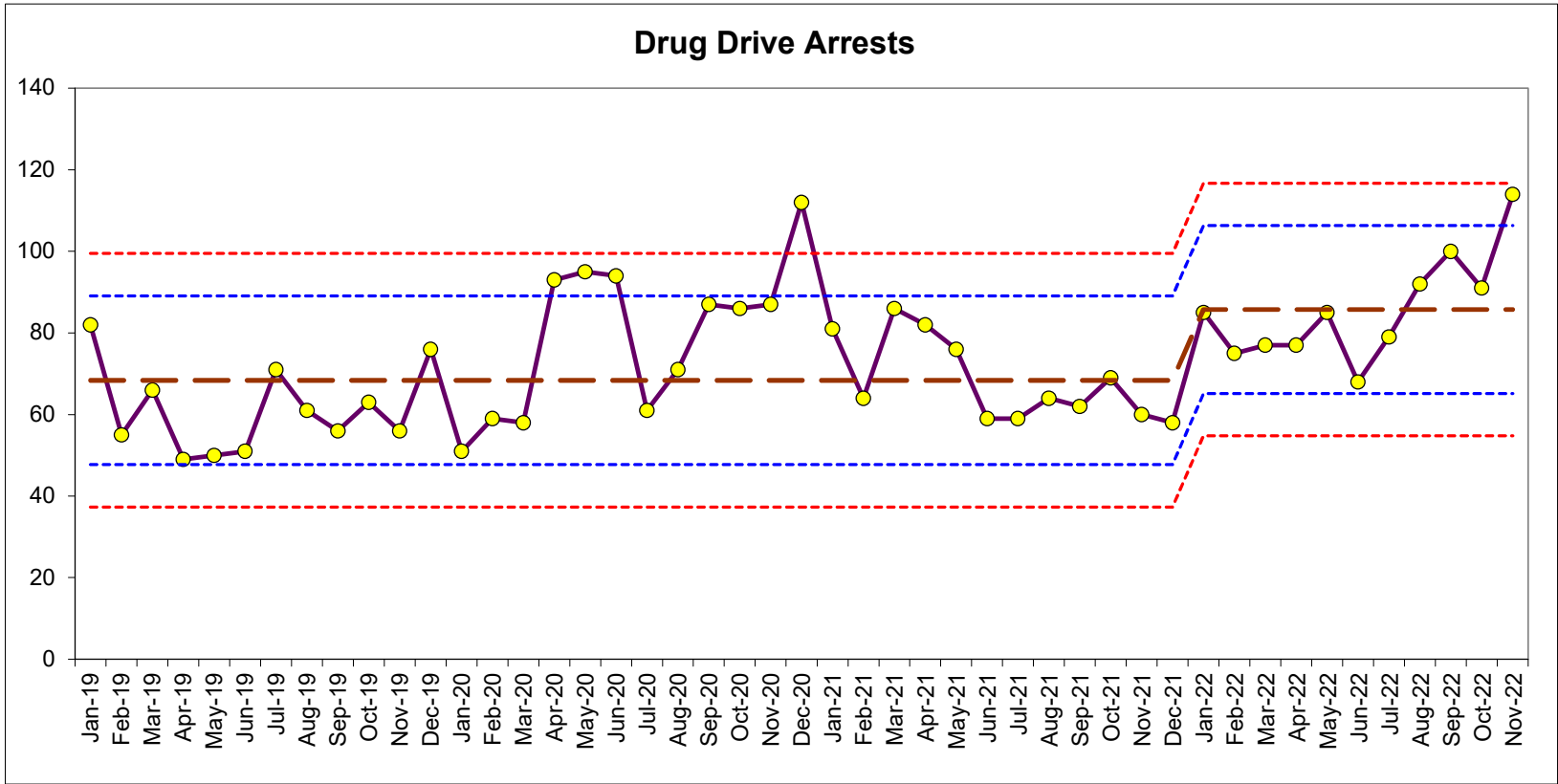
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of Anti Social Behaviour Incidents	January - December	20,943	12,960	-61.6%	April - December	13,420	9,736	-37.8%	NA



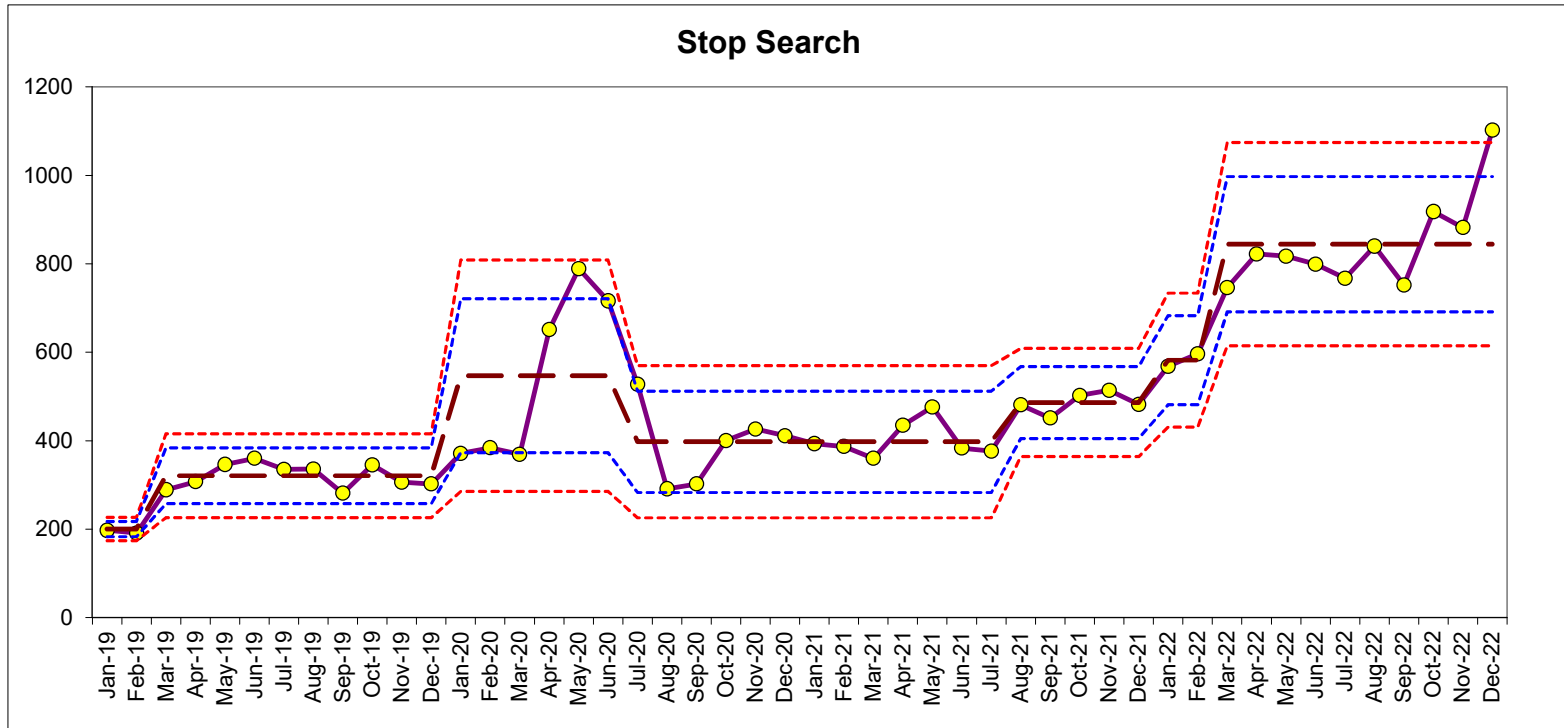
### Drink Drive Arrests



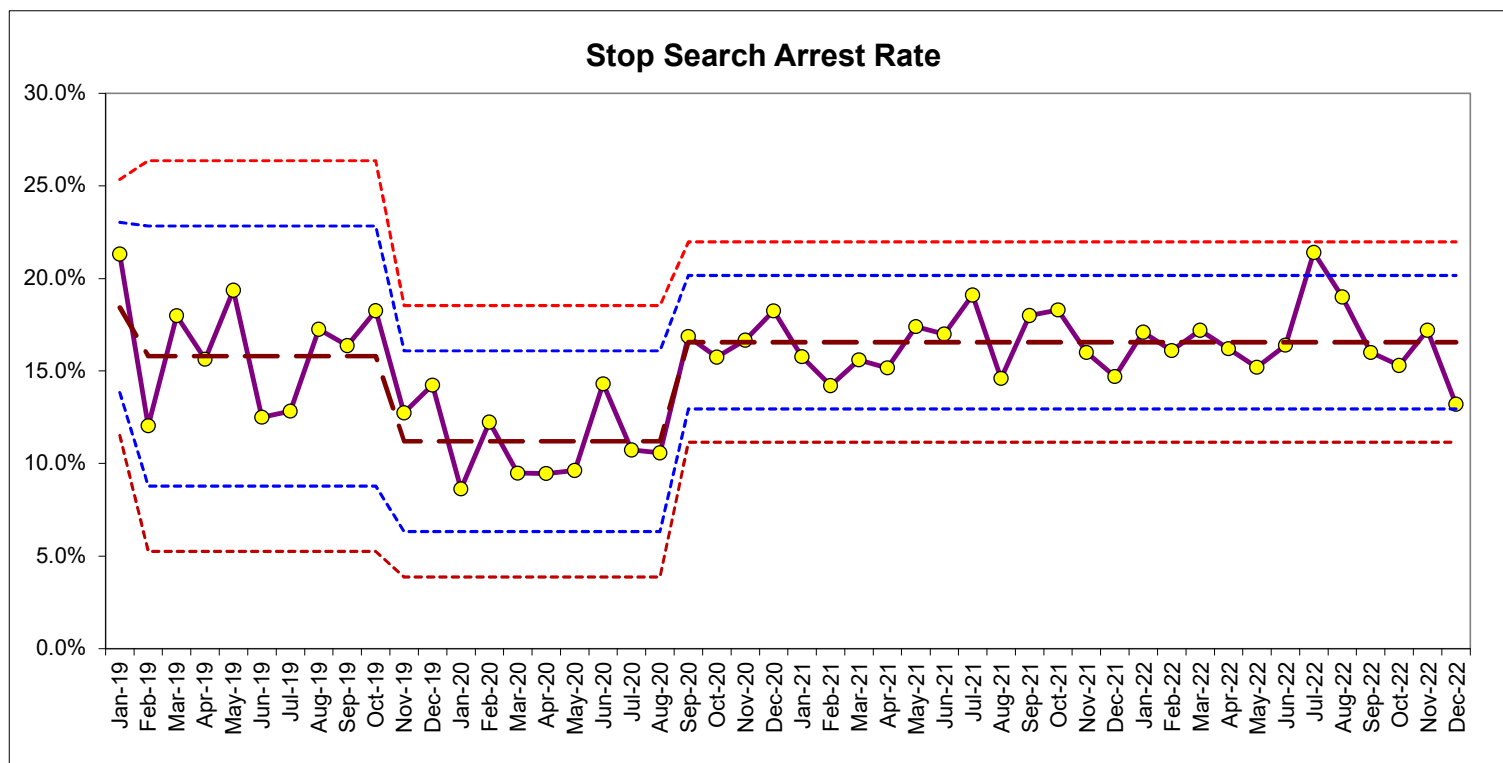
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of drink drive arrests	December - November	1,122	1,315	14.7%	April - November	849	868	2.2%	NA



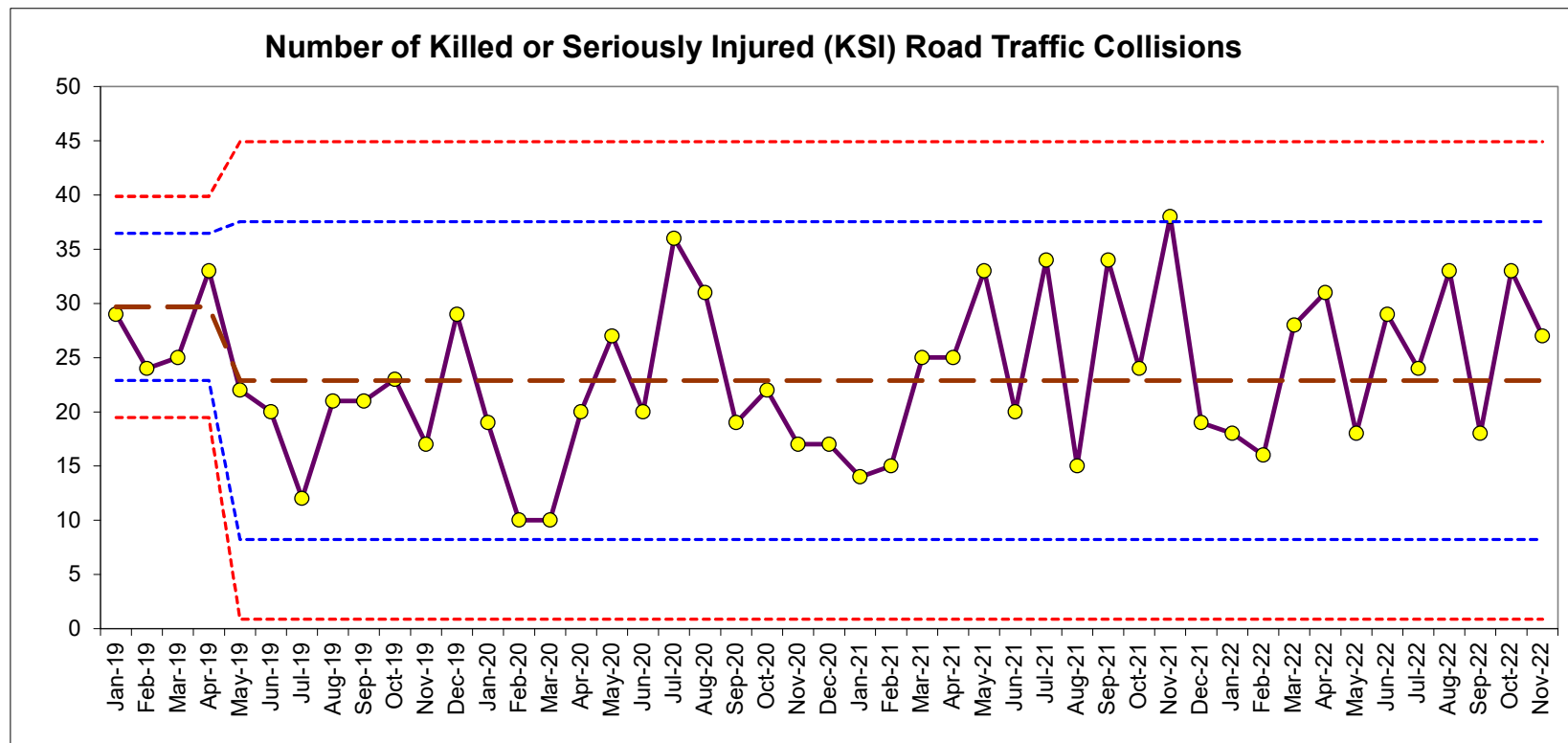
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of drug drive arrests	December - November	874	1,001	12.7%	April - November	531	706	24.8%	NA



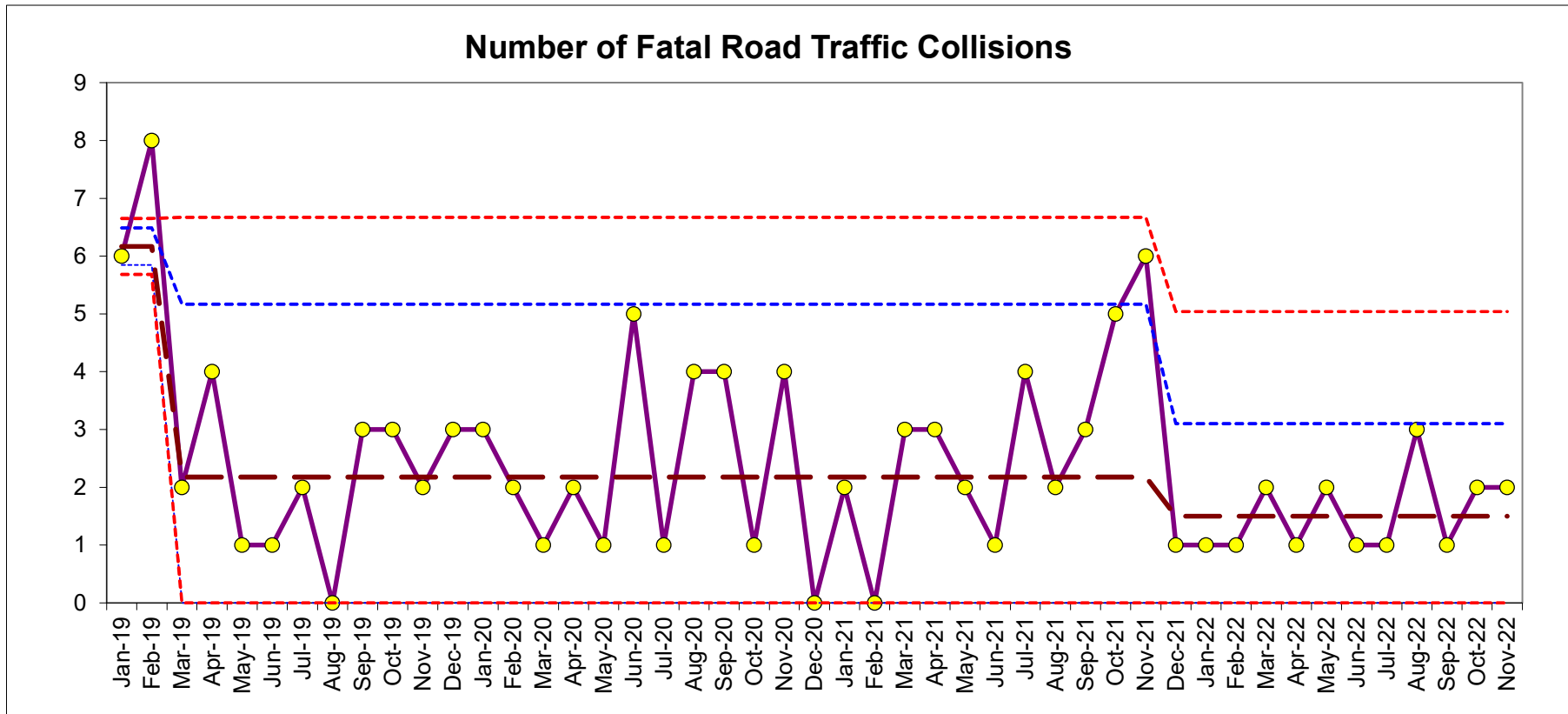
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of Stop Searches	January - December	5,240	9,609	45.5%	April - December	4,100	7,699	46.7%	NA



	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
Stop Search Arrest Rate	January - December	16.3%	16.6%	0.3%	April - December	16.6%	16.5%	-0.1%	NA



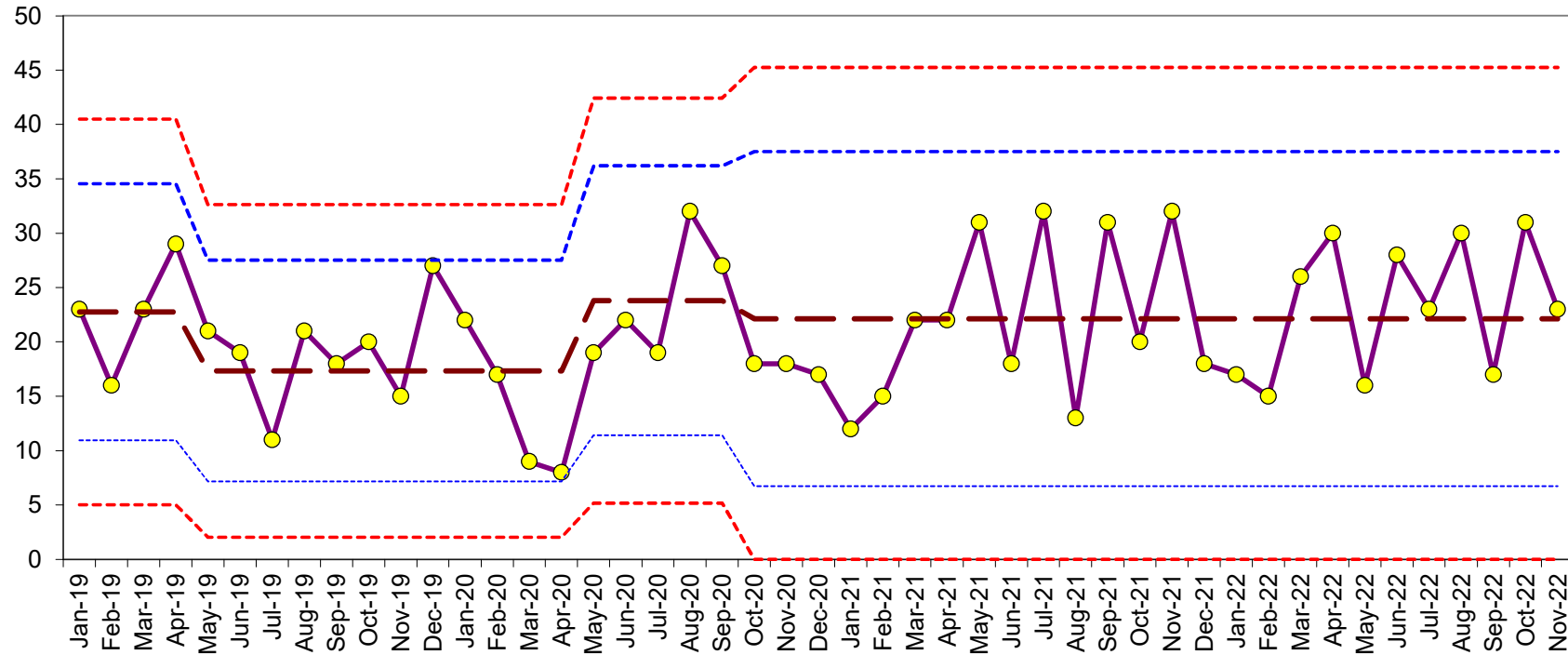
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of Killed or Seriously Injured RTCs	December - November	294	294	0.0%	April - November	223	213	-4.7%	NA



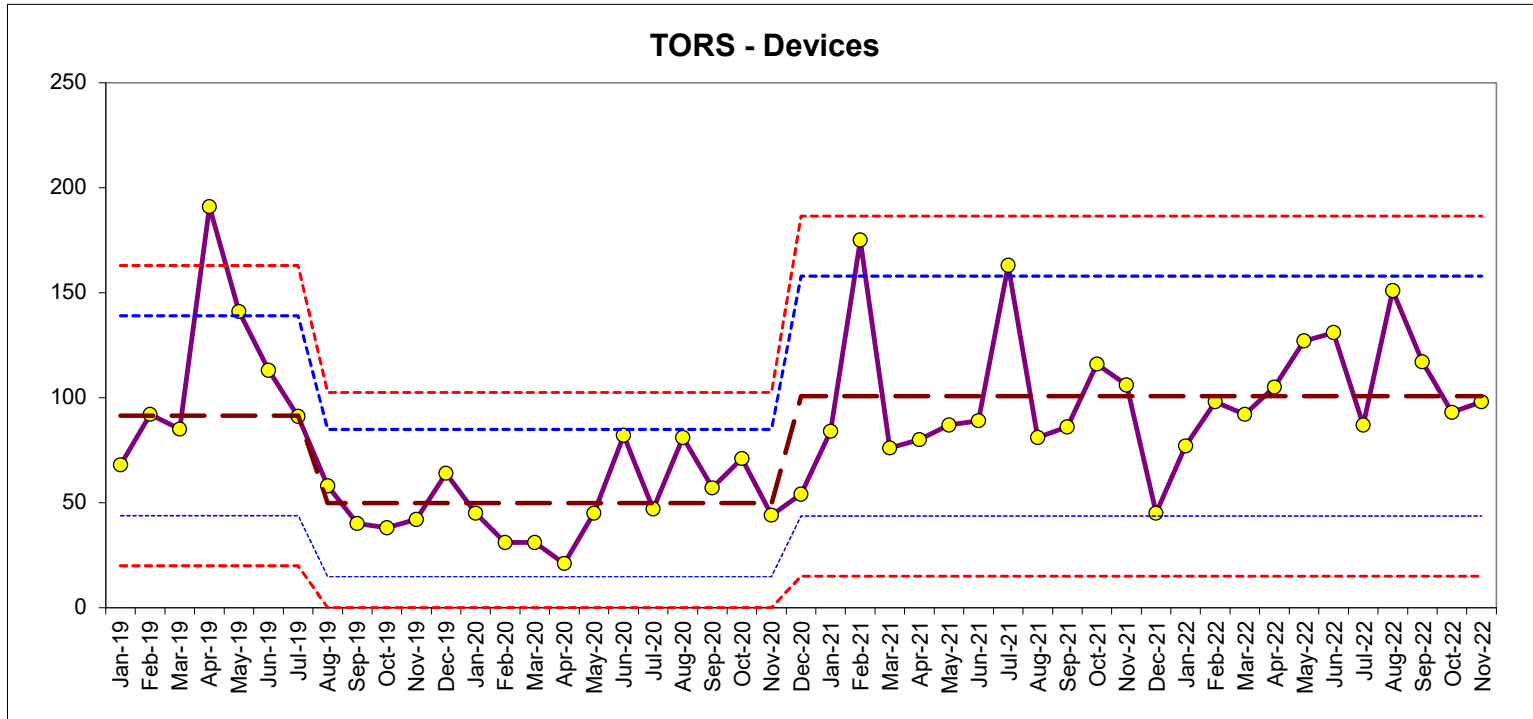
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
<b>Total number of Fatal RTCs*</b>	December - November	January - December	18 (18)	-41.9%	April -November	26 (26)	13 (13)	-50%	NA

\* number of fatalities in brackets

**Number of Seriously Injured Road Traffic Collisions**

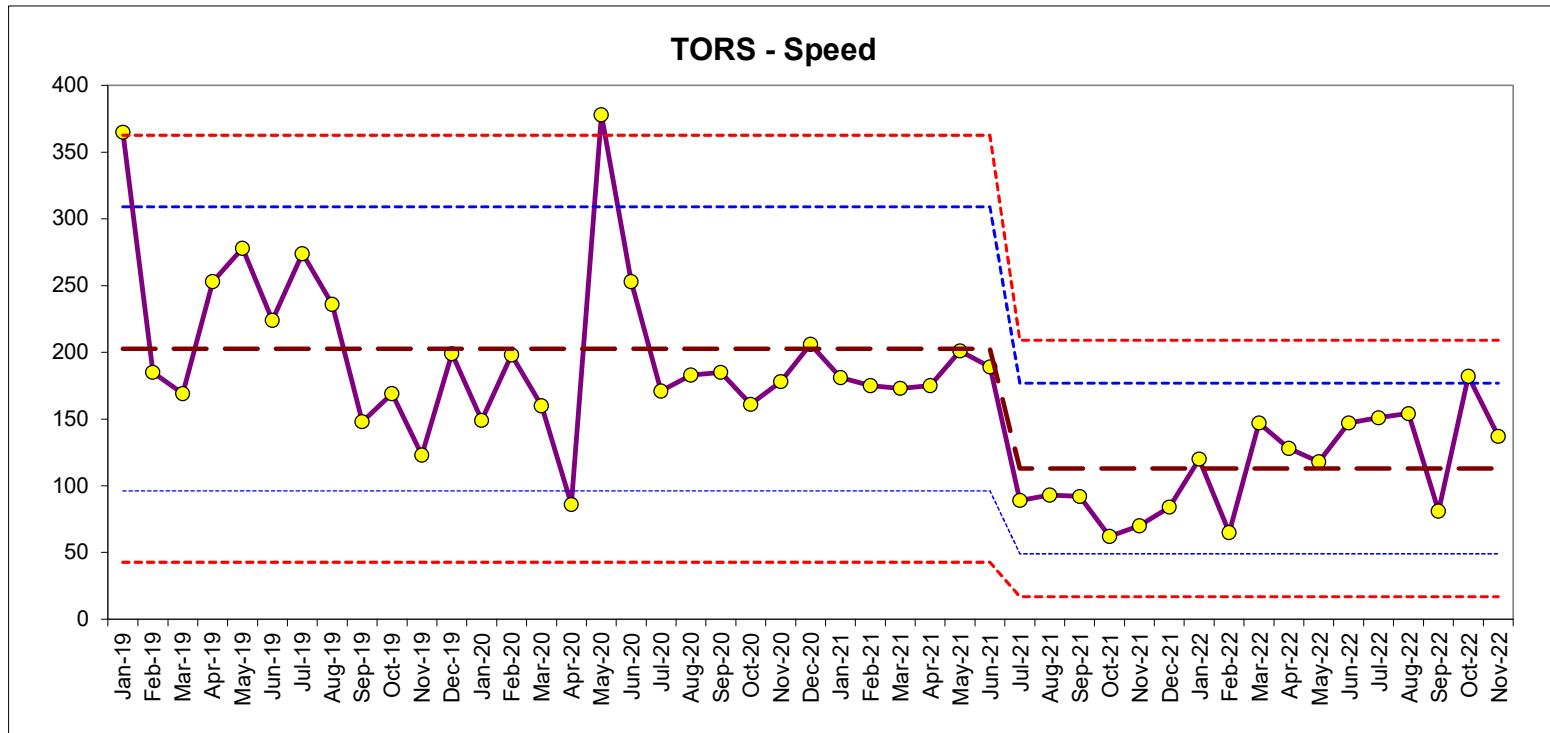


	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total Serious Injury RTCs	December - November	265	274	3.3%	April - November	199	198	-0.5%	NA

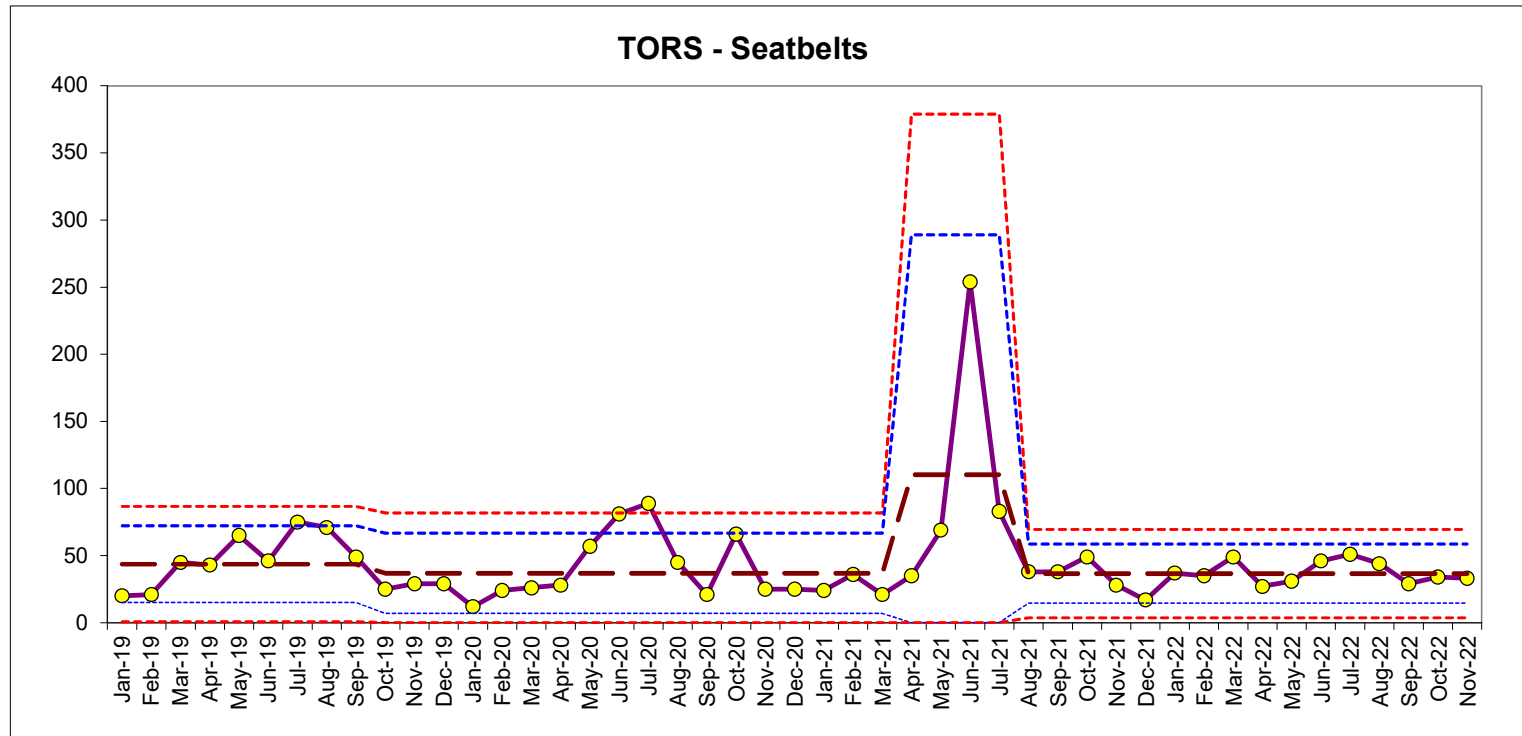


	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of TORS for Devices	December - November	1,197	1,221	2.0%	April - November	808	909	11.1%	NA

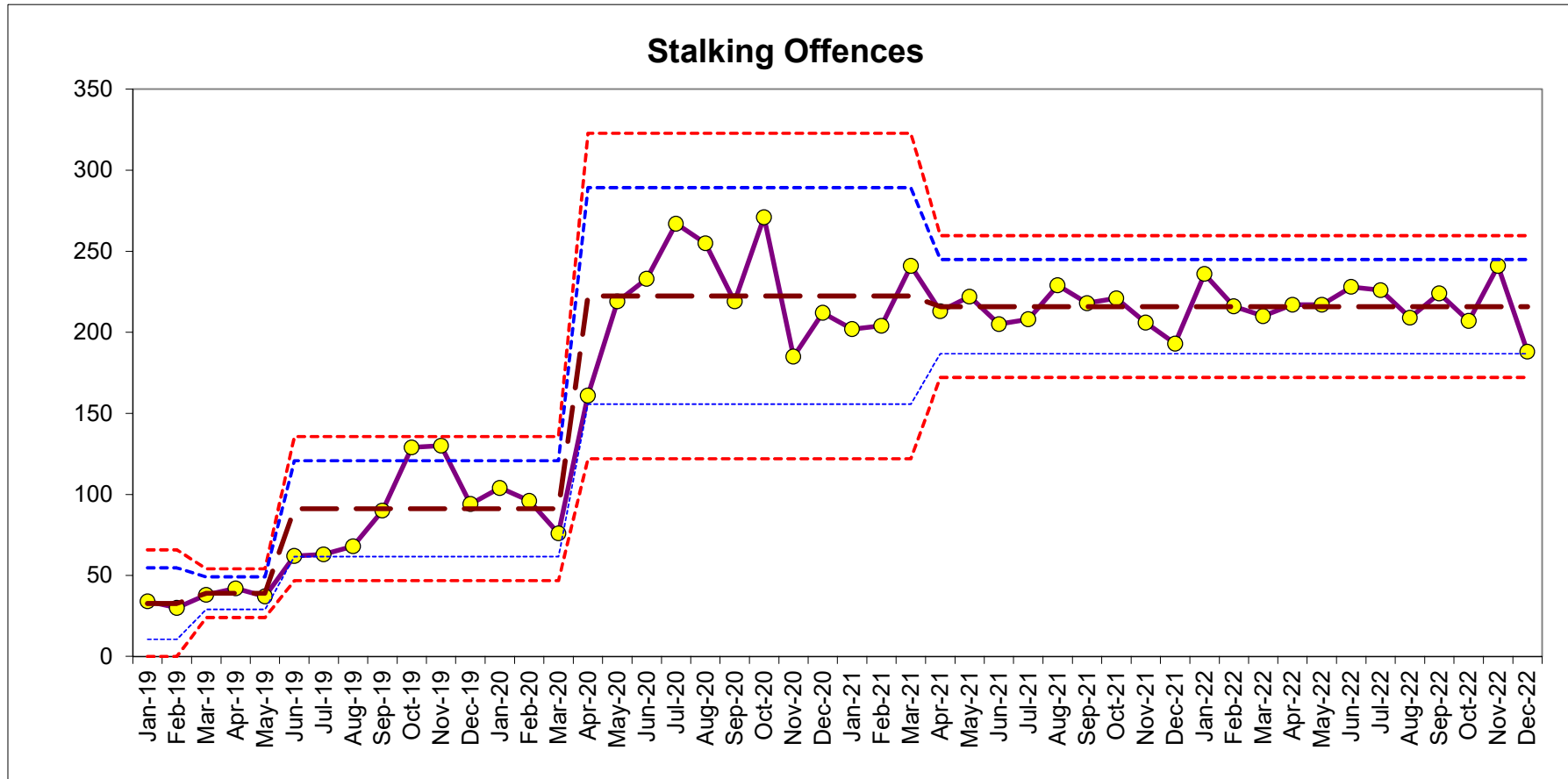




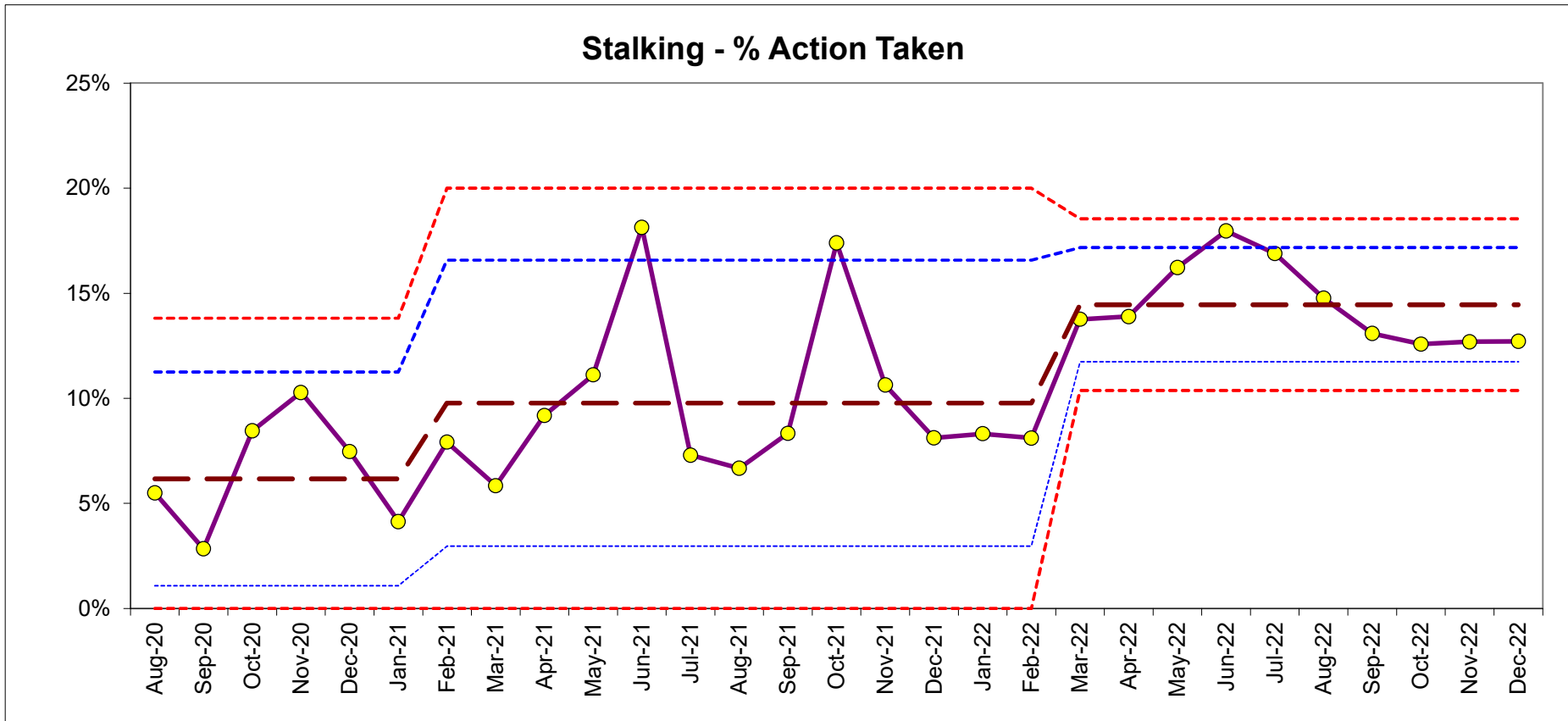
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of TORs for Speed	December - November	1,706	1,514	-12.7%	April -November	971	1,098	11.6%	NA



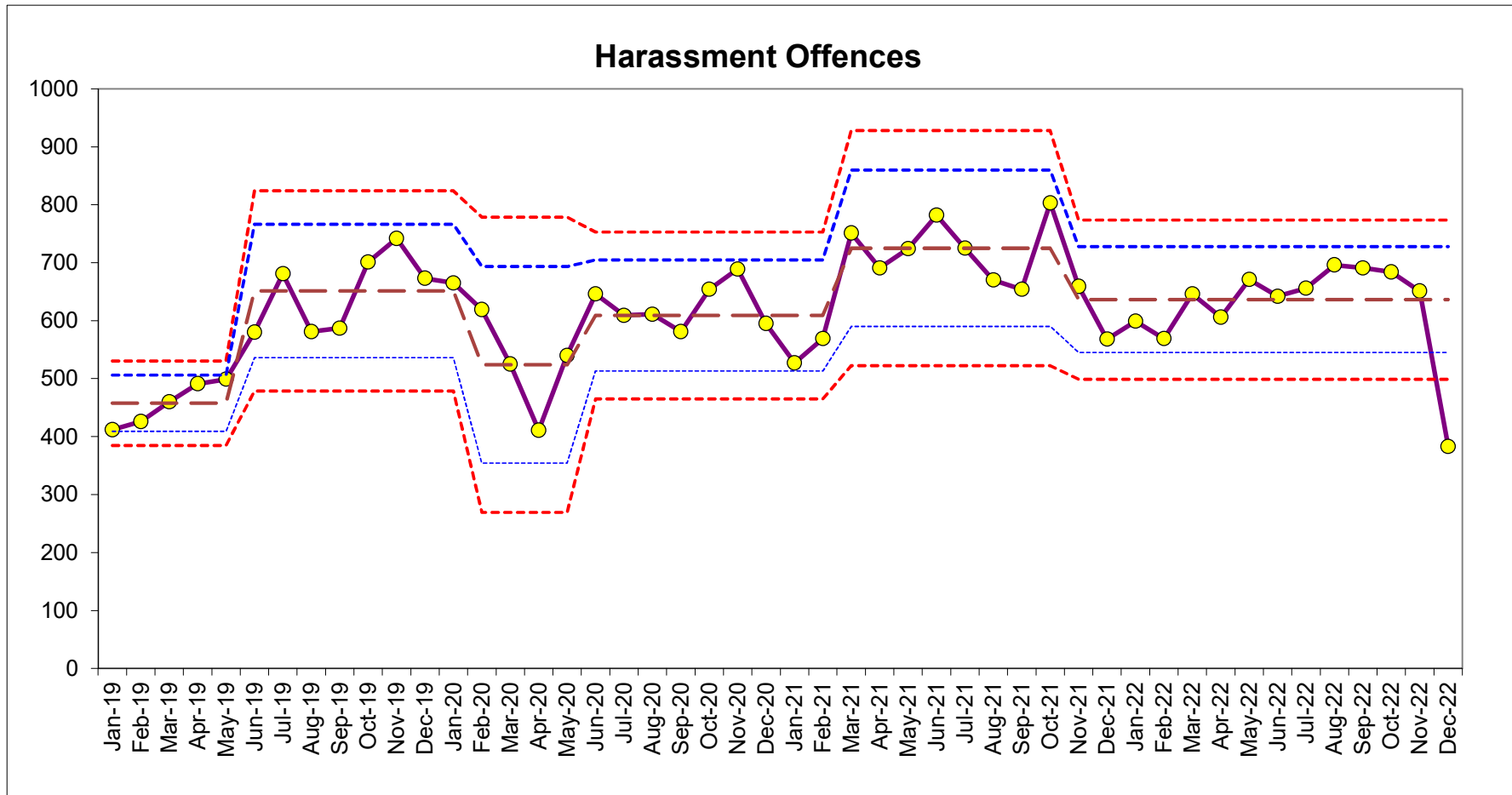
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of TORS for Seatbelts	December - November	717	433	-65.6%	April -November	611	295	-107.1%	NA



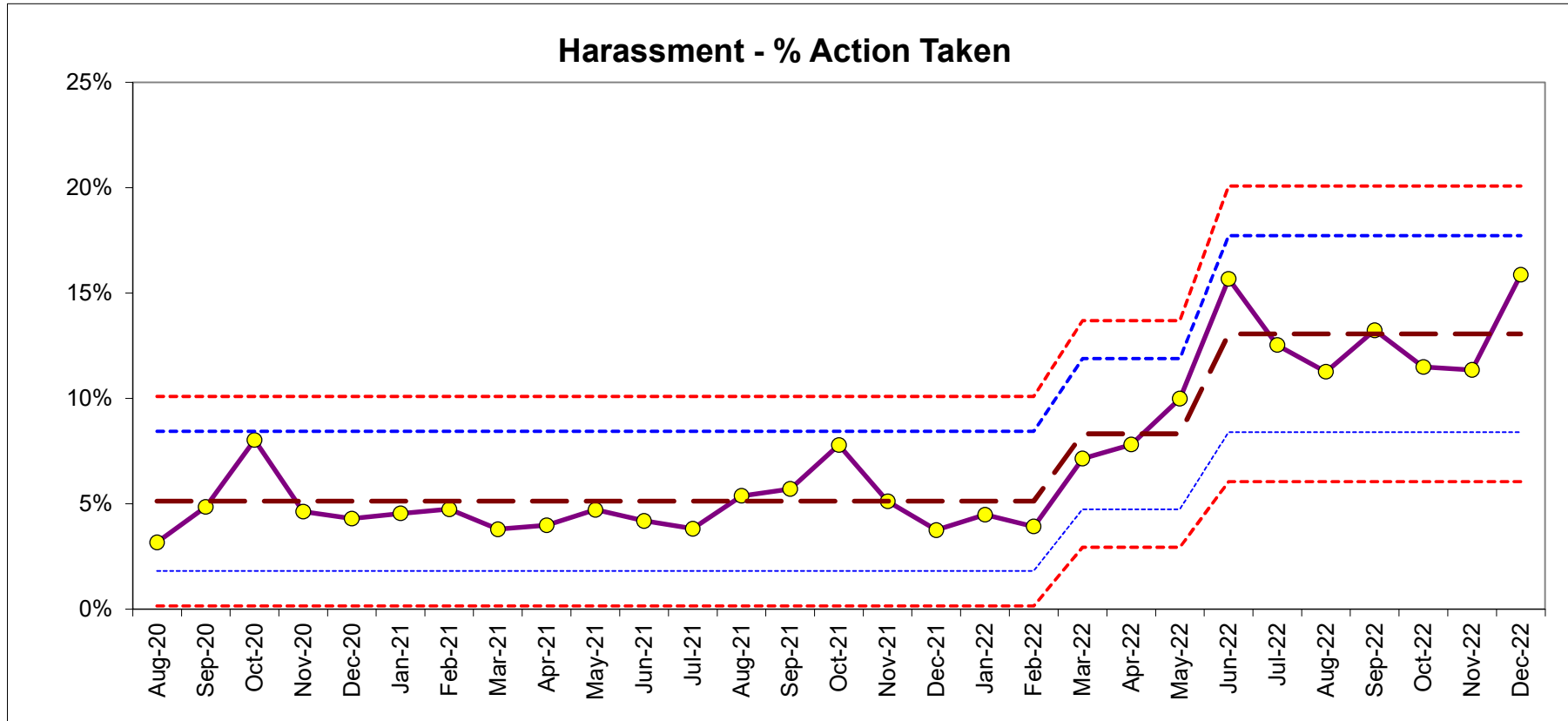
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position (Stalking & Harassment)
Total number of Stalking Offences	January - December	2,562	2,619	2.2%	April - December	1,915	1,957	2.1%	8 out of 8 (Highest)



	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position (Stalking & Harassment) (Charges)
<b>Stalking Offences Action Taken</b>	January - December	9.2%	13.4%	4.2%	April - September	10.2%	14.5%	4.34%	1 out of 8 (Highest)

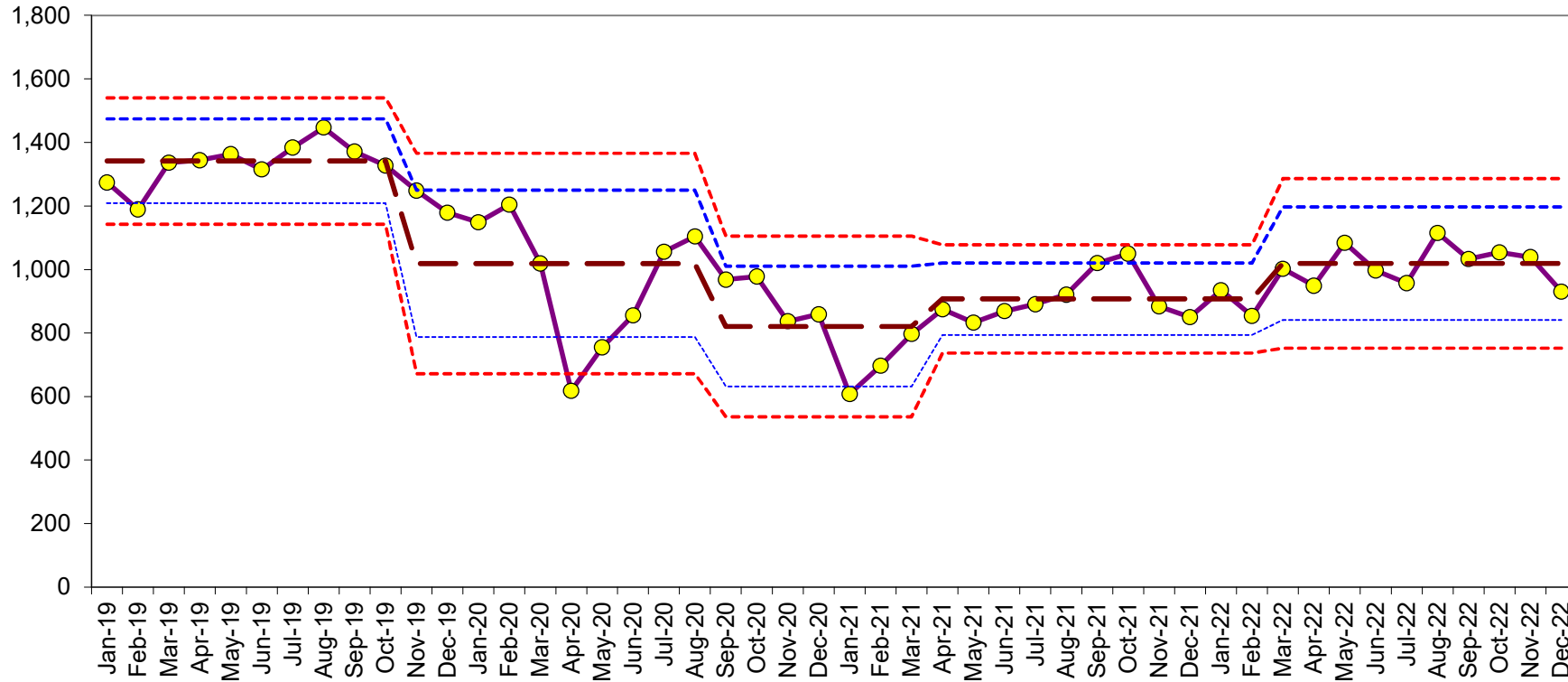


	Rolling 12 month period	January - December	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position (Stalking & Harassment)
Total number of Harassment Offences	January - December	8,123	7,494	-8.4%	April - December	6,276	5,680	-10.5%	8 out of 8 (Highest)

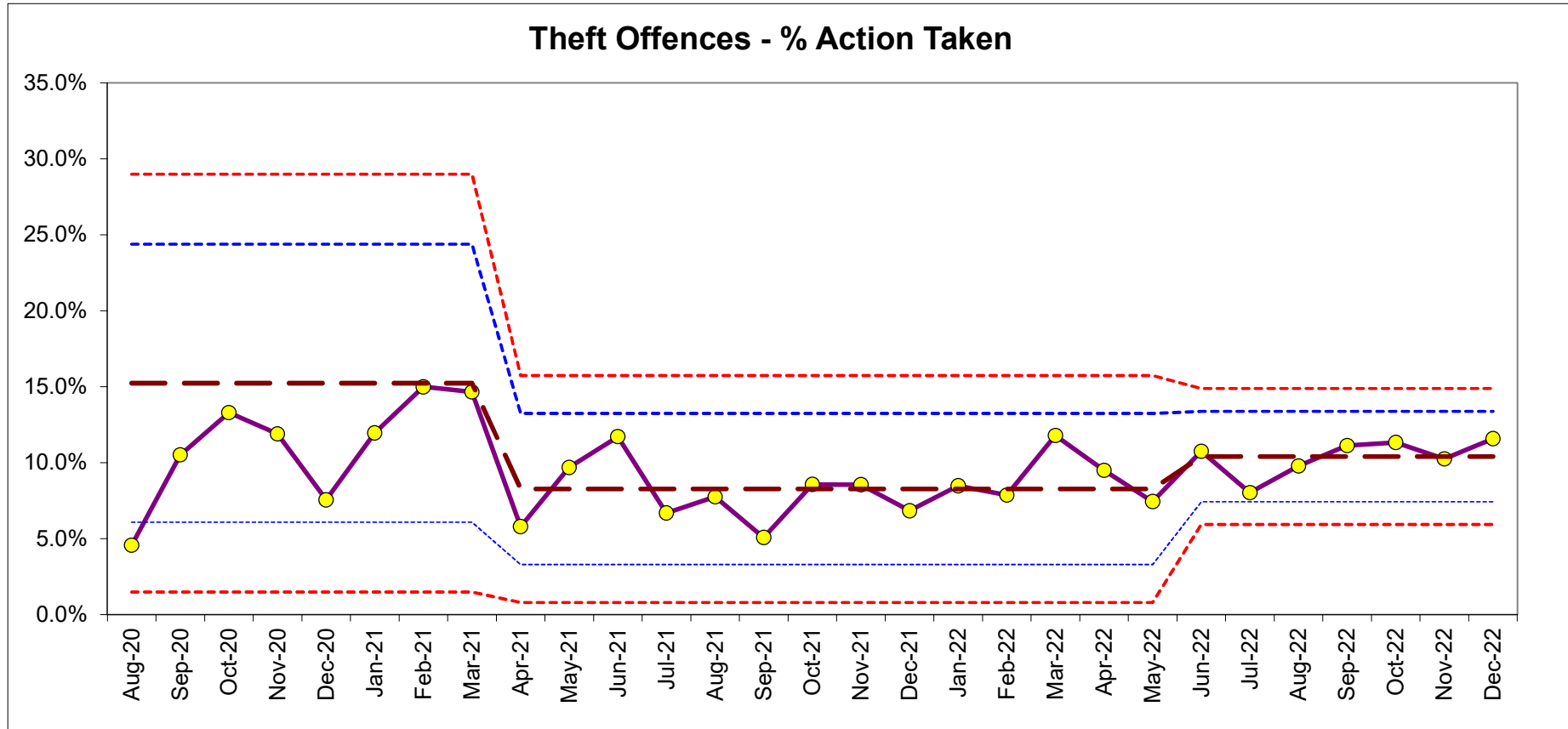


	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position (Stalking & Harassment) (Charges)
Harassment Offences Action Taken	January - December	4.8%	10.3%	5.5%	April - December	4.9%	12.1%	7.19%	1 out of 8 (Highest)

### Theft Offences

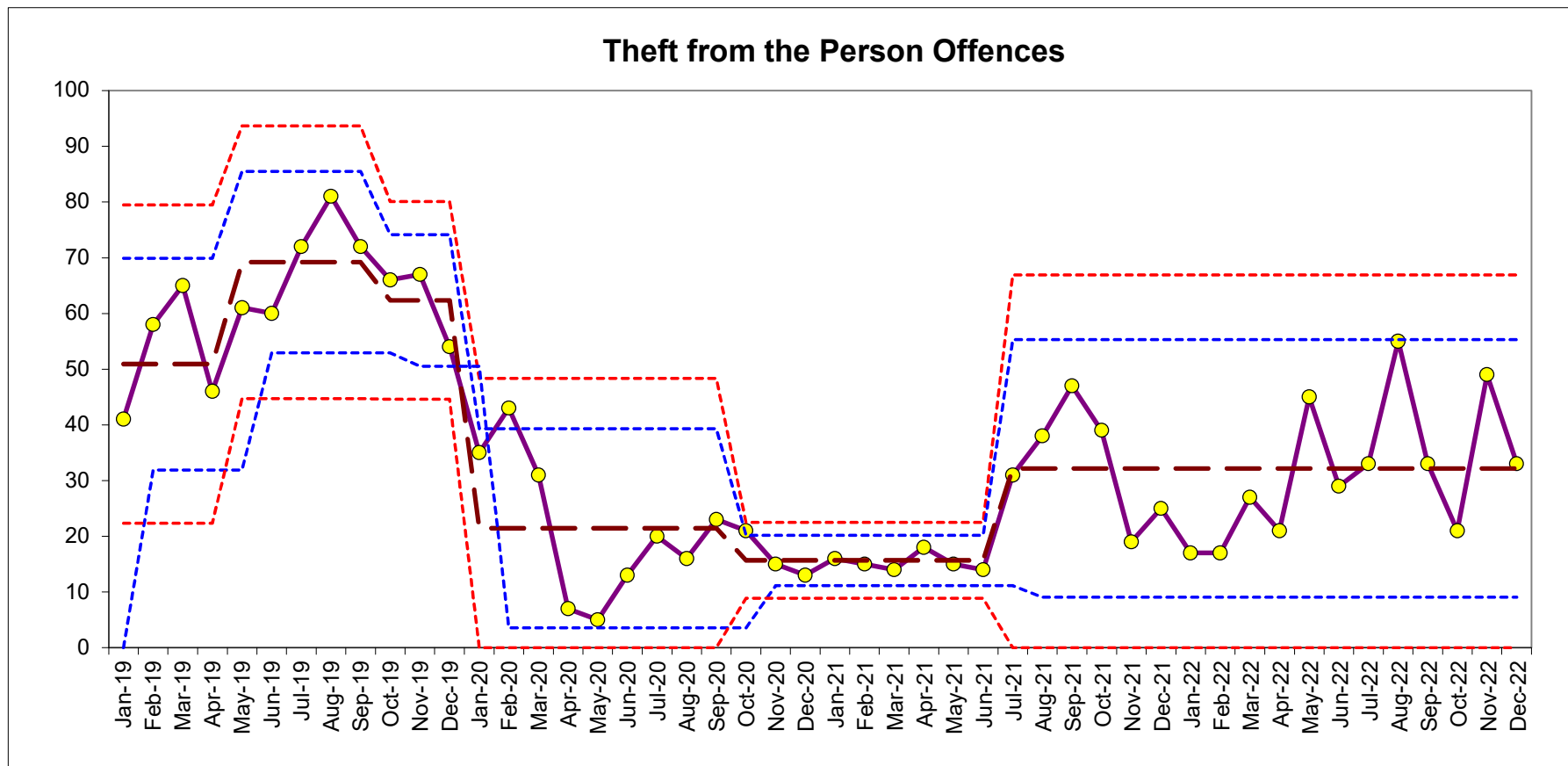


	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
<b>Total number of Theft Offences</b>	January - December	10,295	11,949	13.8%	April - December	8,193	9,158	10.5%	4 out of 8 (5th Highest)

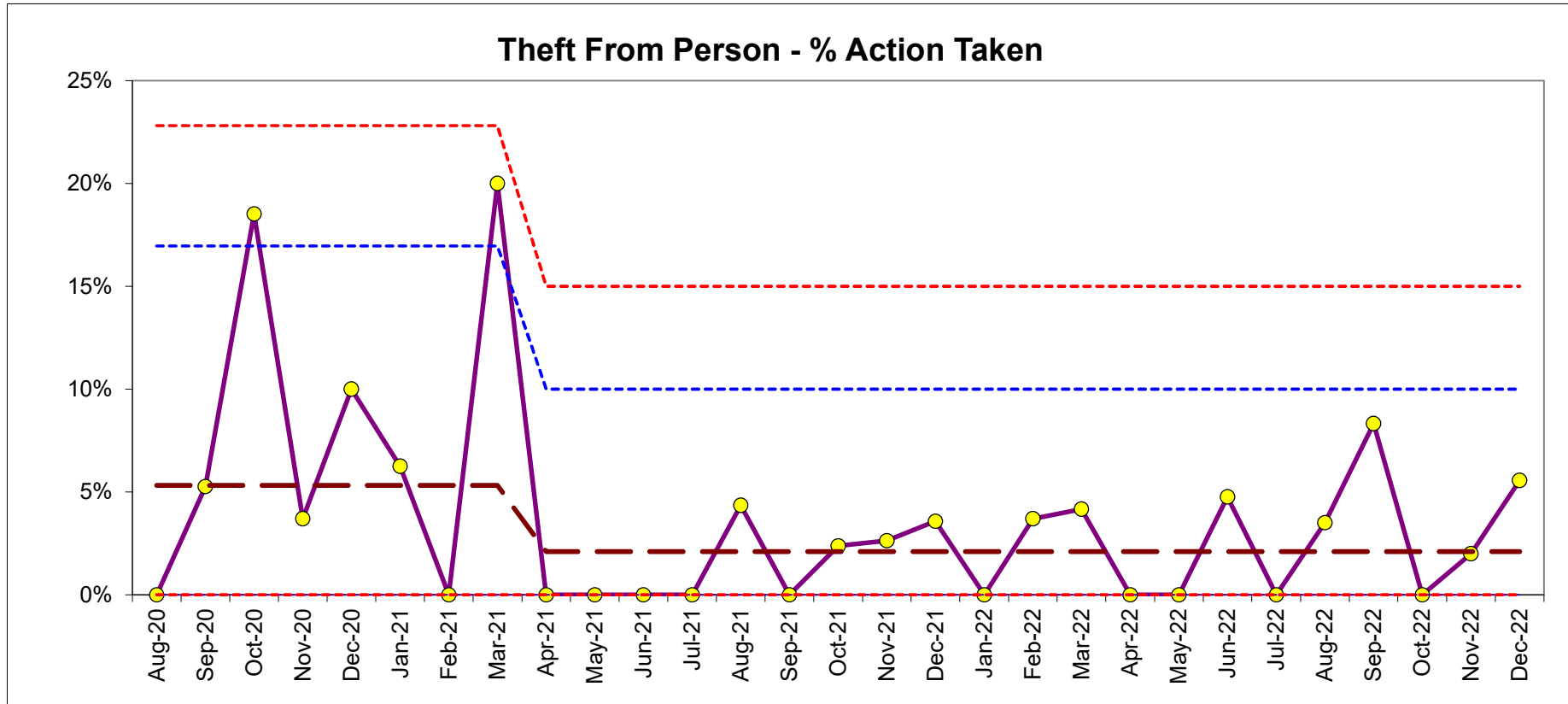


	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
Theft Action Taken	January - December	9.5%	9.9%	0.4%	April - December	8.0%	10.0%	2.03%	NA



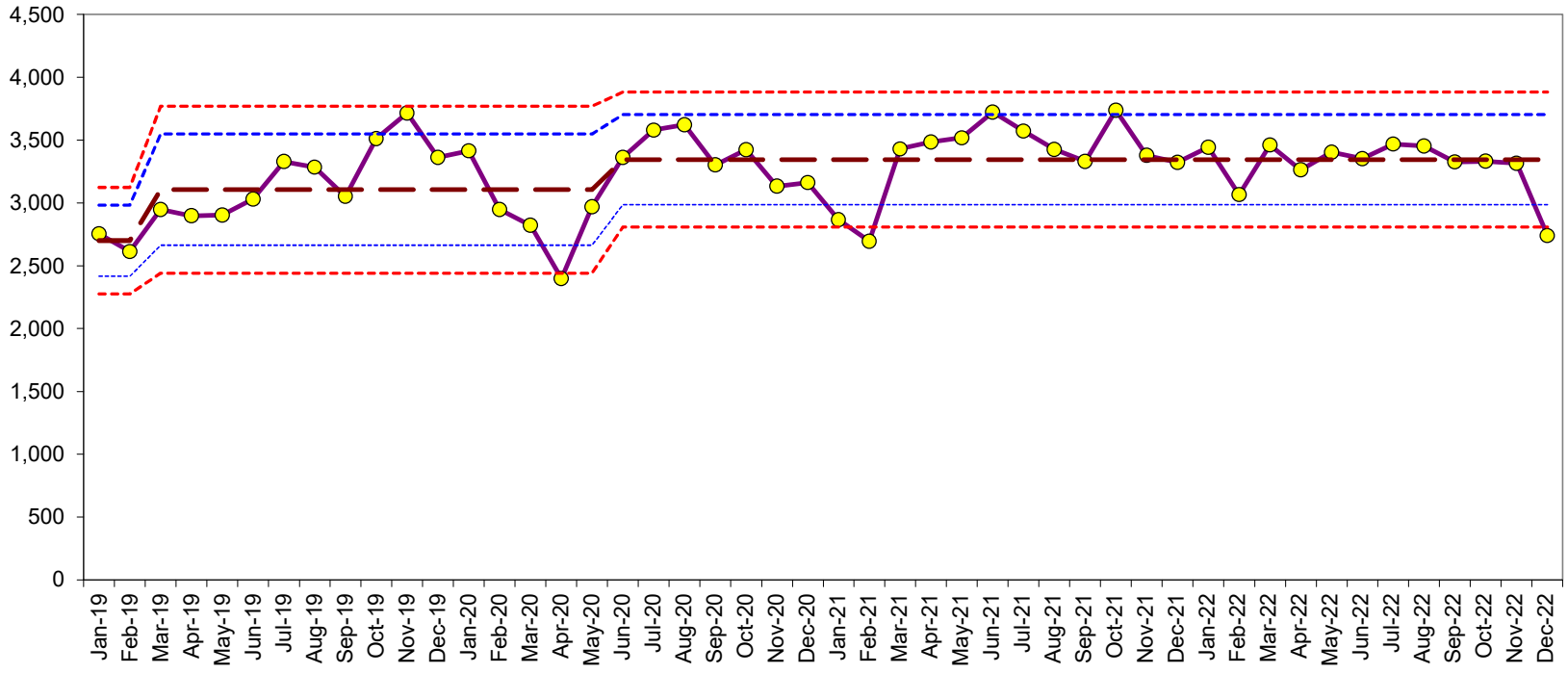


	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
<b>Total number of Theft from the Person Offences</b>	January - December	291	380	23.4%	April - December	246	319	22.9%	1st out of 8 (Lowest)

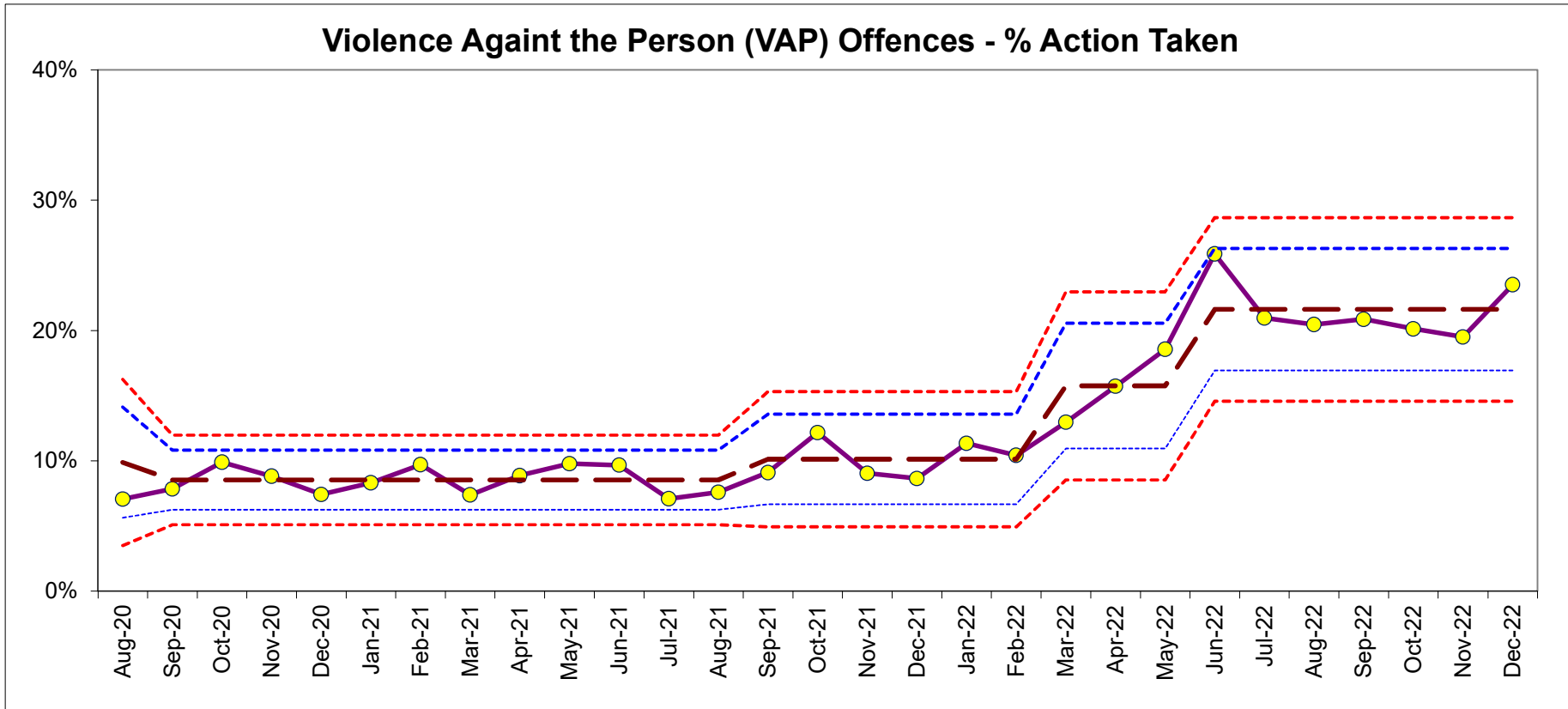


	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position (Charges)
<b>TFTP Action Taken</b>	January - December	2.6%	2.9%	0.3%	April - December	1.6%	3.0%	1.40%	2 out of 8 (2nd Highest)

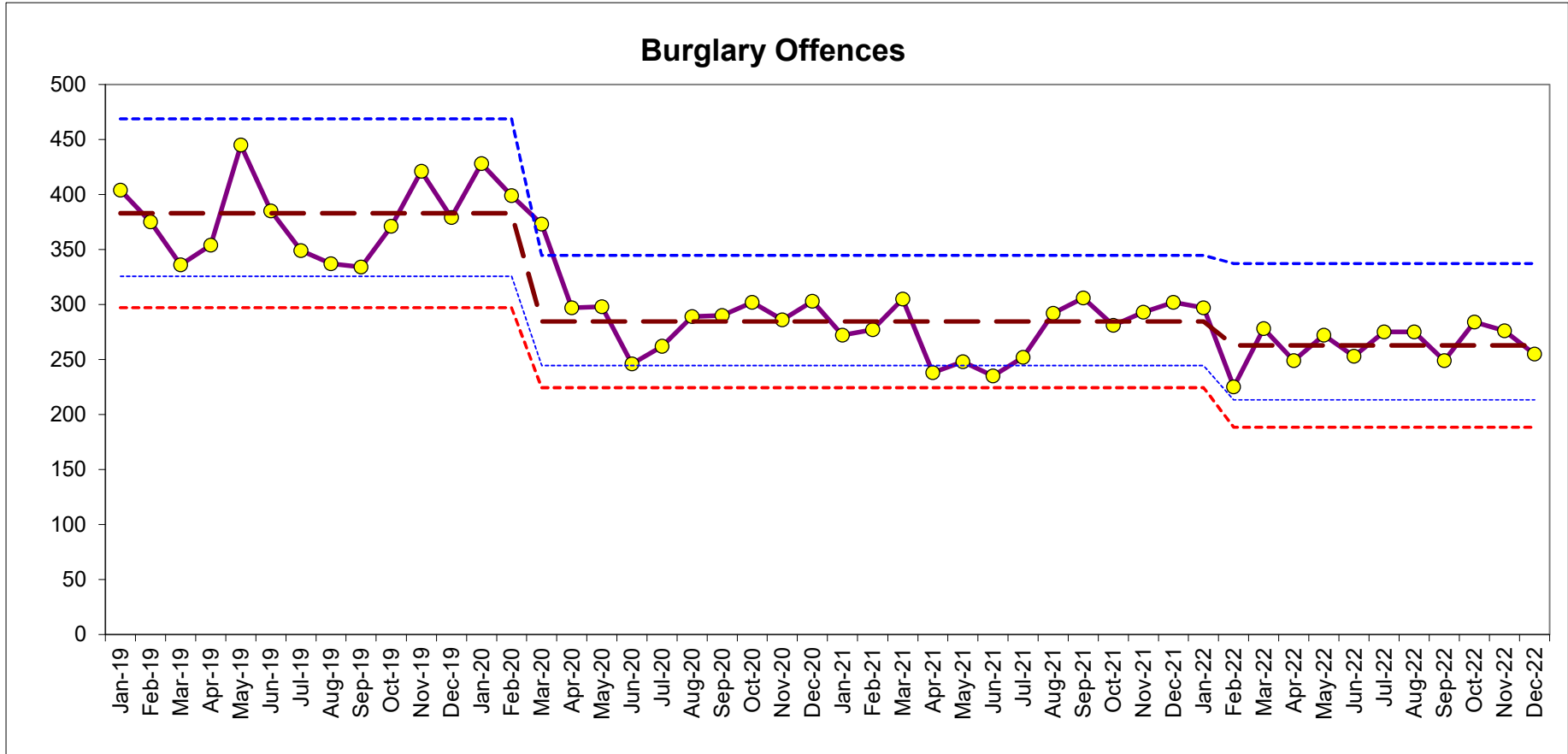
**Violence Against the Person (VAP) Offences**



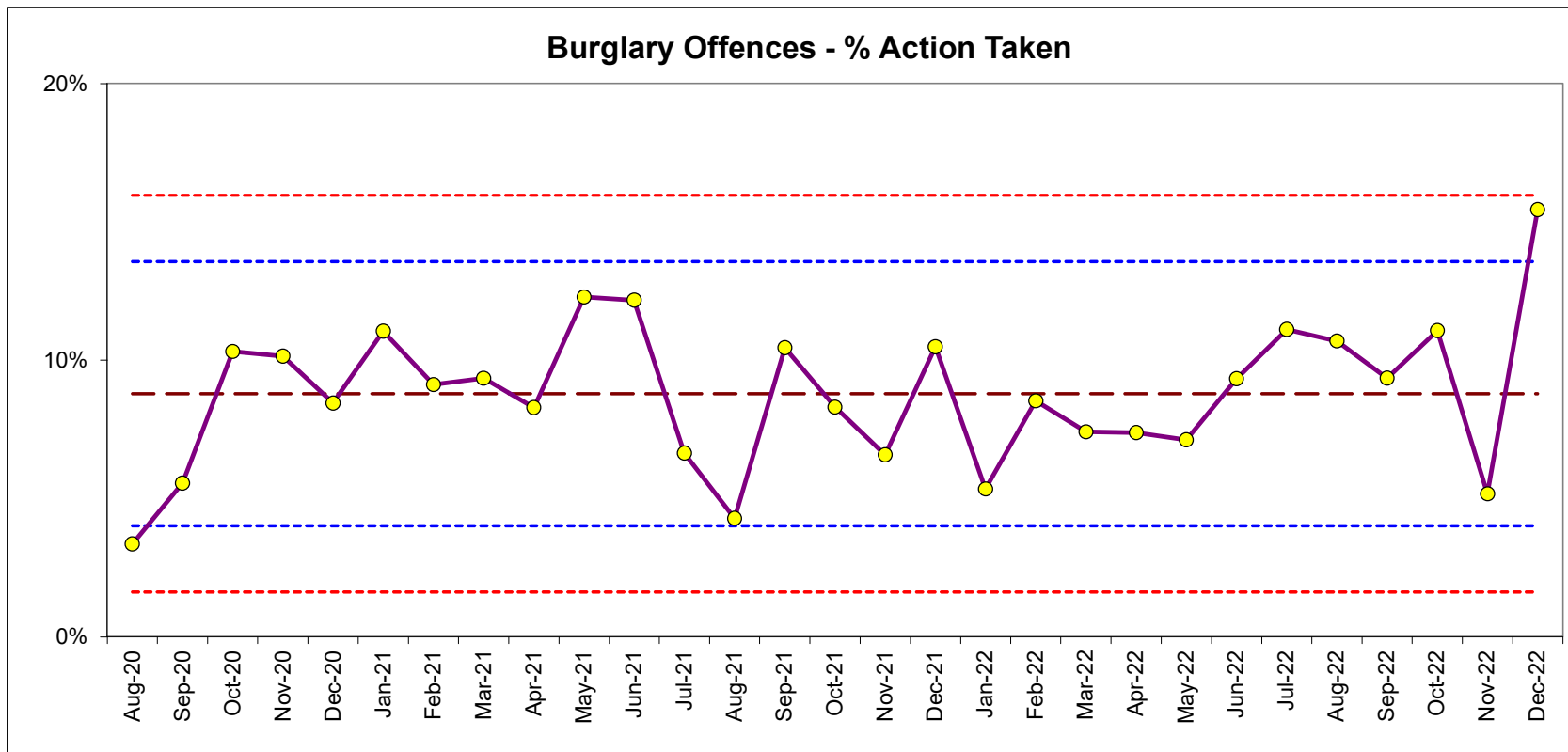
	January - December	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
<b>Total number of Violence Against The Person Crimes</b>	January - December	40,480	39,622	April - December	April - December	31,489	29,652	-6.2%	8 out of 8 (Highest)



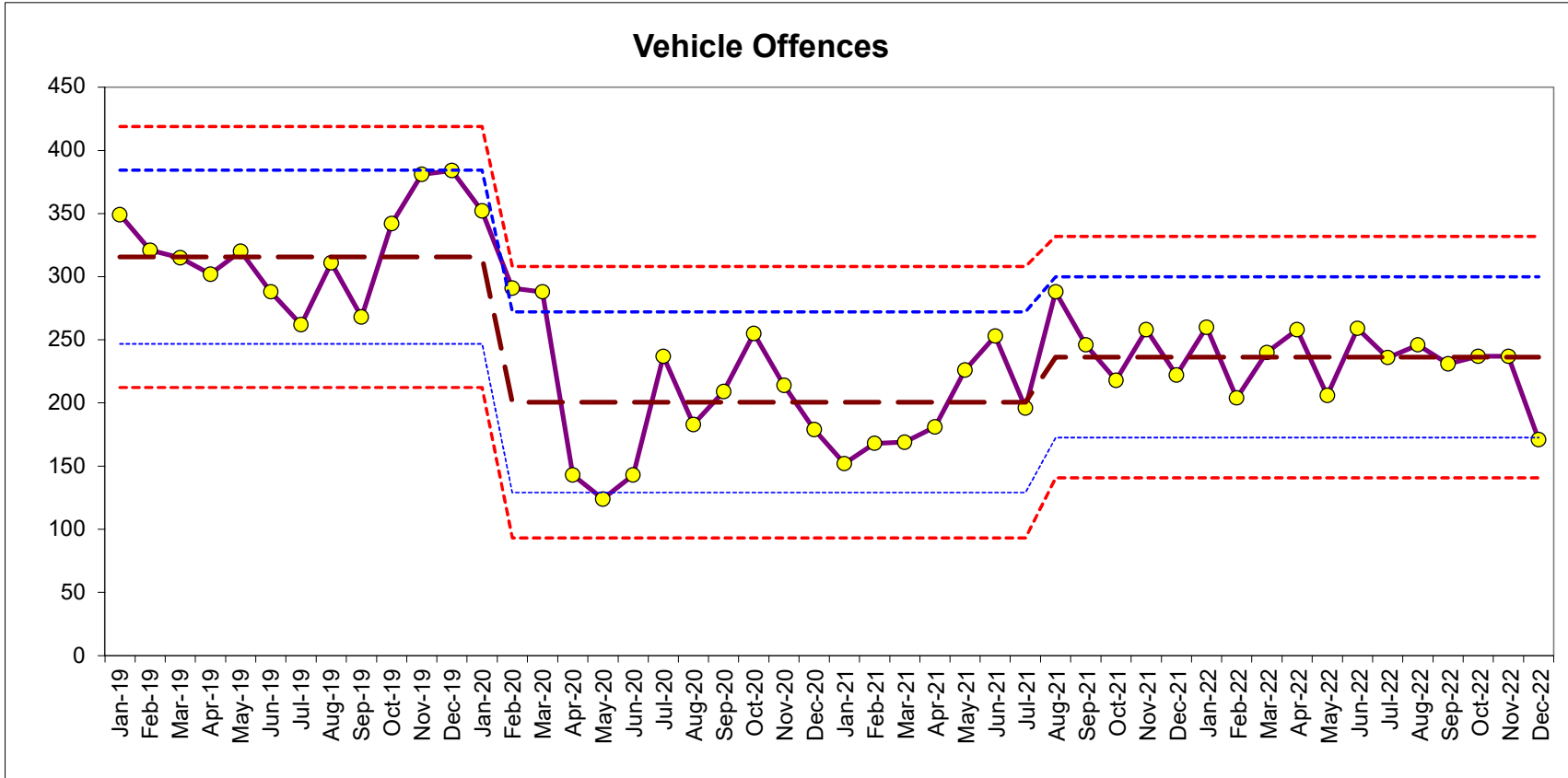
	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position (Charges)
VAP Action Taken	January - December	8.8%	18.2%	9.4%	April - December	9.0%	20.6%	11.69%	1 out of 8 (highest)



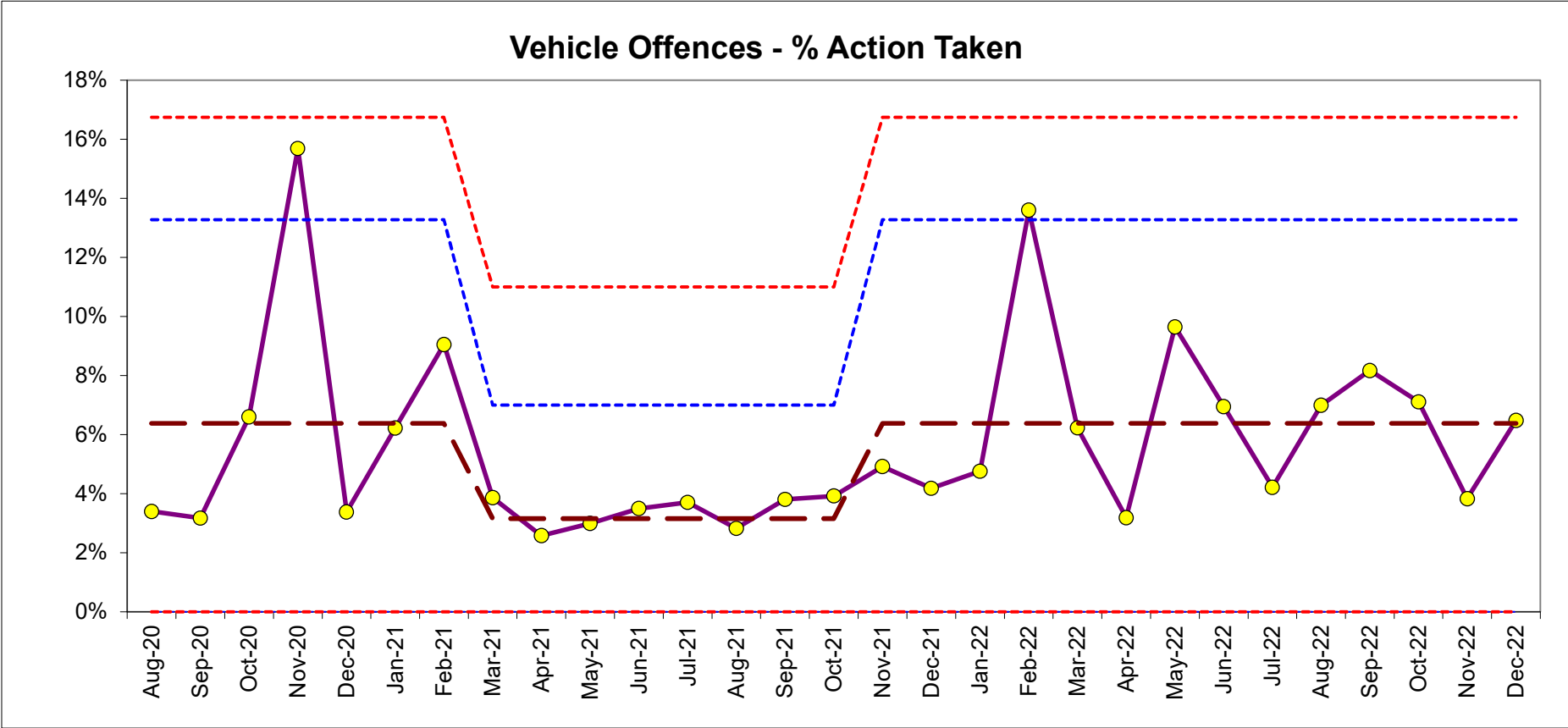
	Rolling 12 month period	Last Year	This Year	April - December	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
<b>Total number of Burglary Crimes</b>	January - December	3,301	3,188	-3.5%	April - December	2,447	2,388	-2.5%	4 out of 8



	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position (Charges)
<b>Burglary Offences Action Taken</b>	January - December	9.2%	8.9%	-0.3%	April - December	8.9%	9.6%	0.7%	1 out of 8 (Highest)

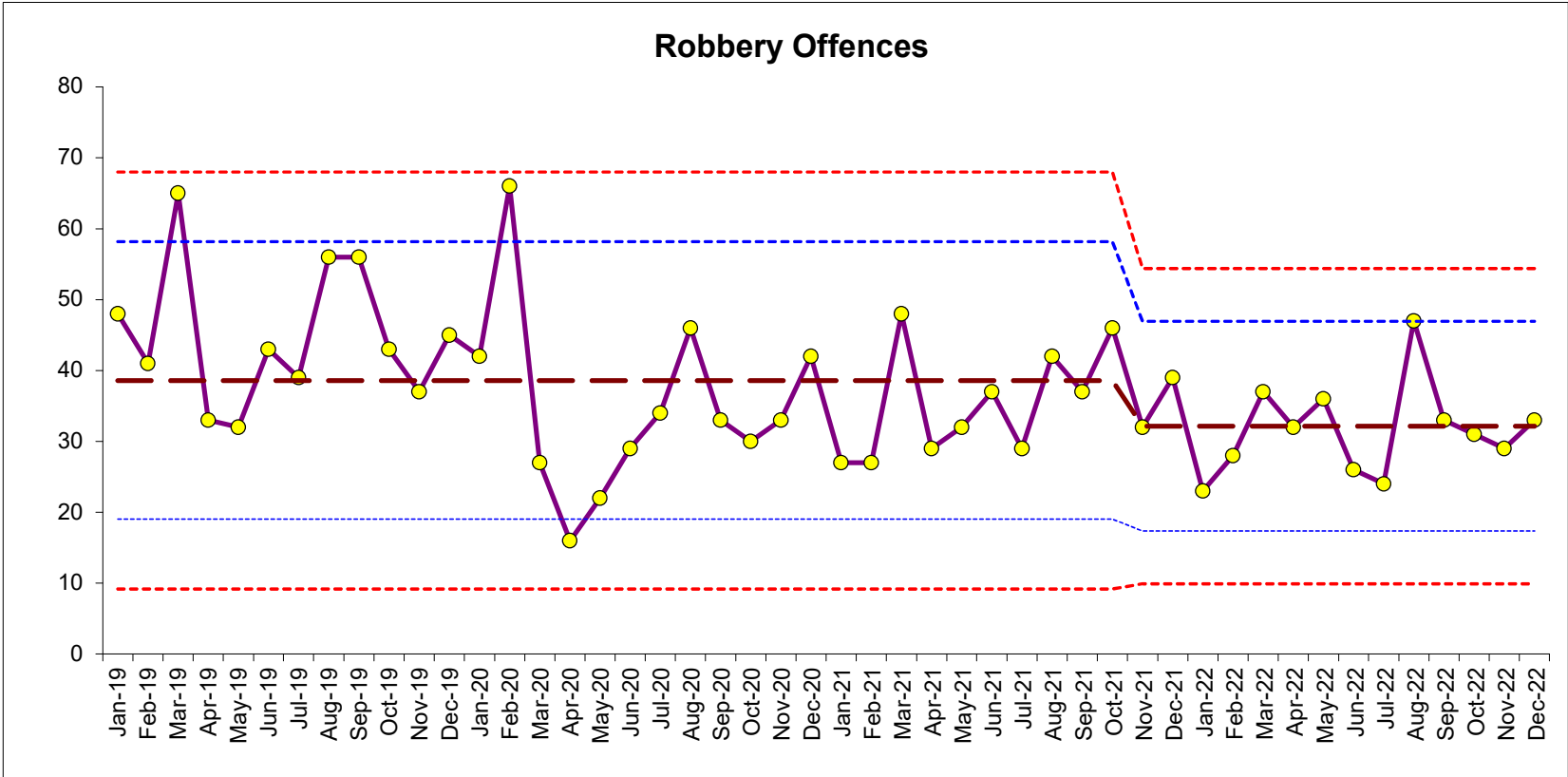


	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
<b>Total number of Vehicle Offences</b>	January - December	2,577	2,785	7.5%	April - December	2,088	2,081	-0.3%	2 out of 8 (2nd Lowest)

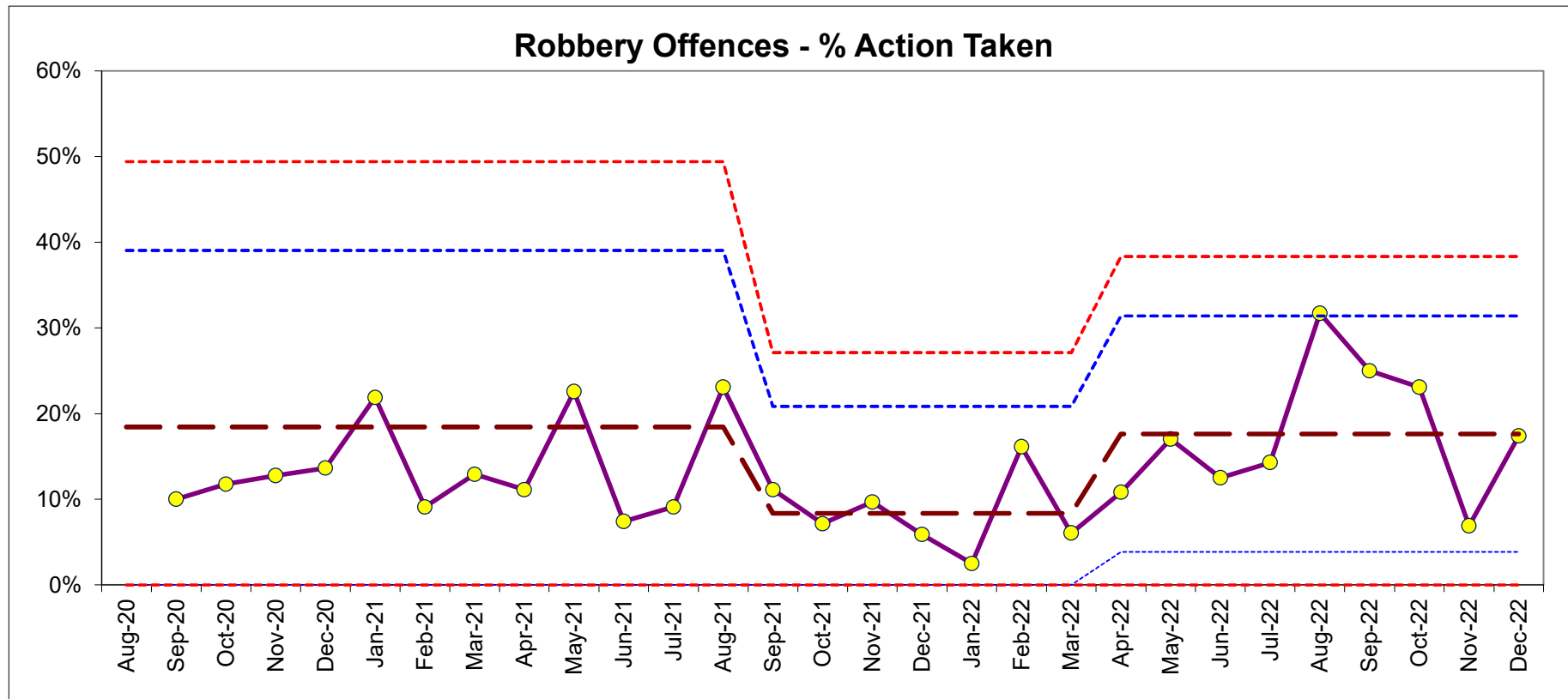


	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position (Charges)
Vehicle Action Taken	January - December	4.4%	6.7%	2.3%	Apr - December	3.7%	6.2%	2.5%	1 out of 8 (highest)



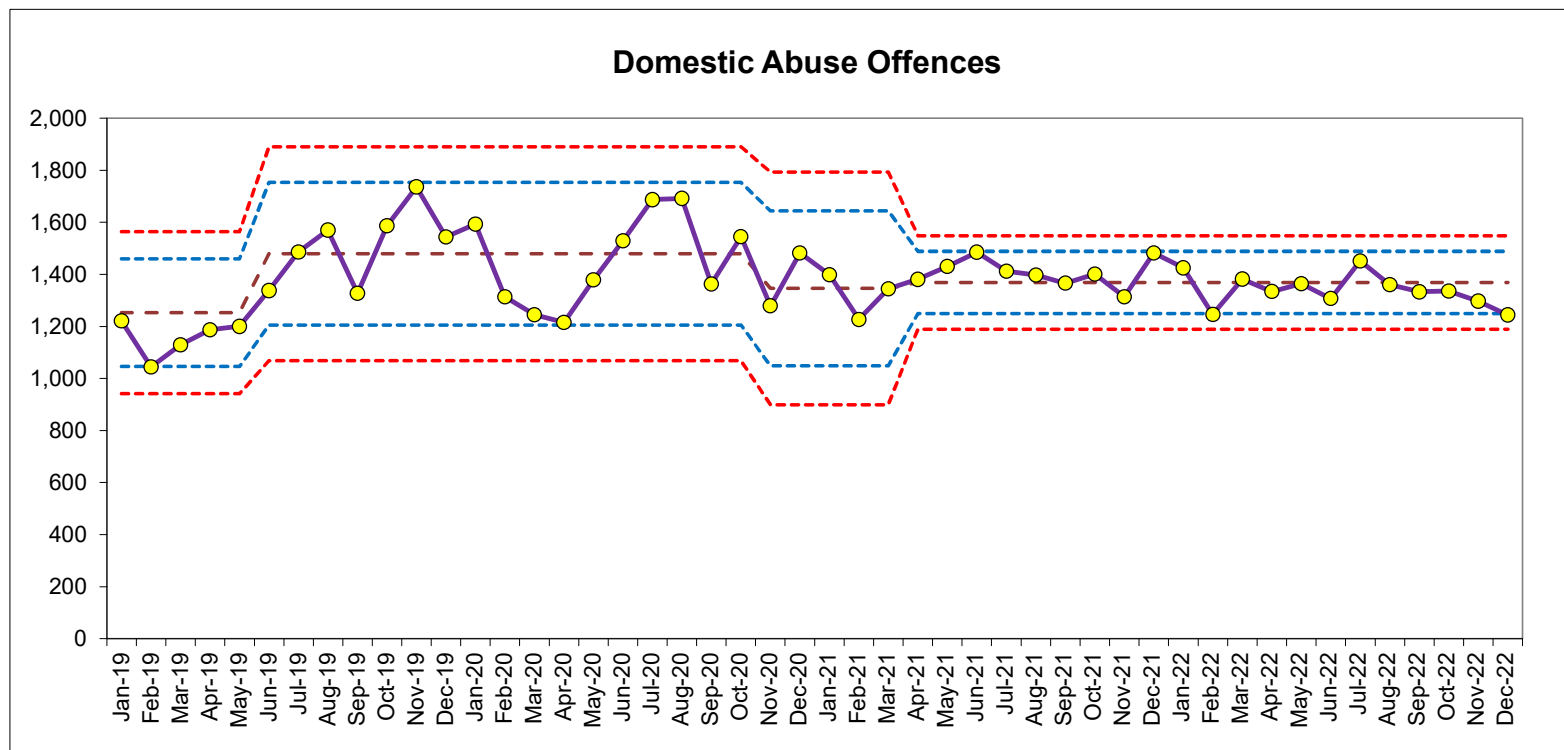


	January - December	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
<b>Total number of Robbery Offences</b>	January - December	425	379	April - December	April - December	323	291	-11.0%	2 out of 8 (2nd Lowest)

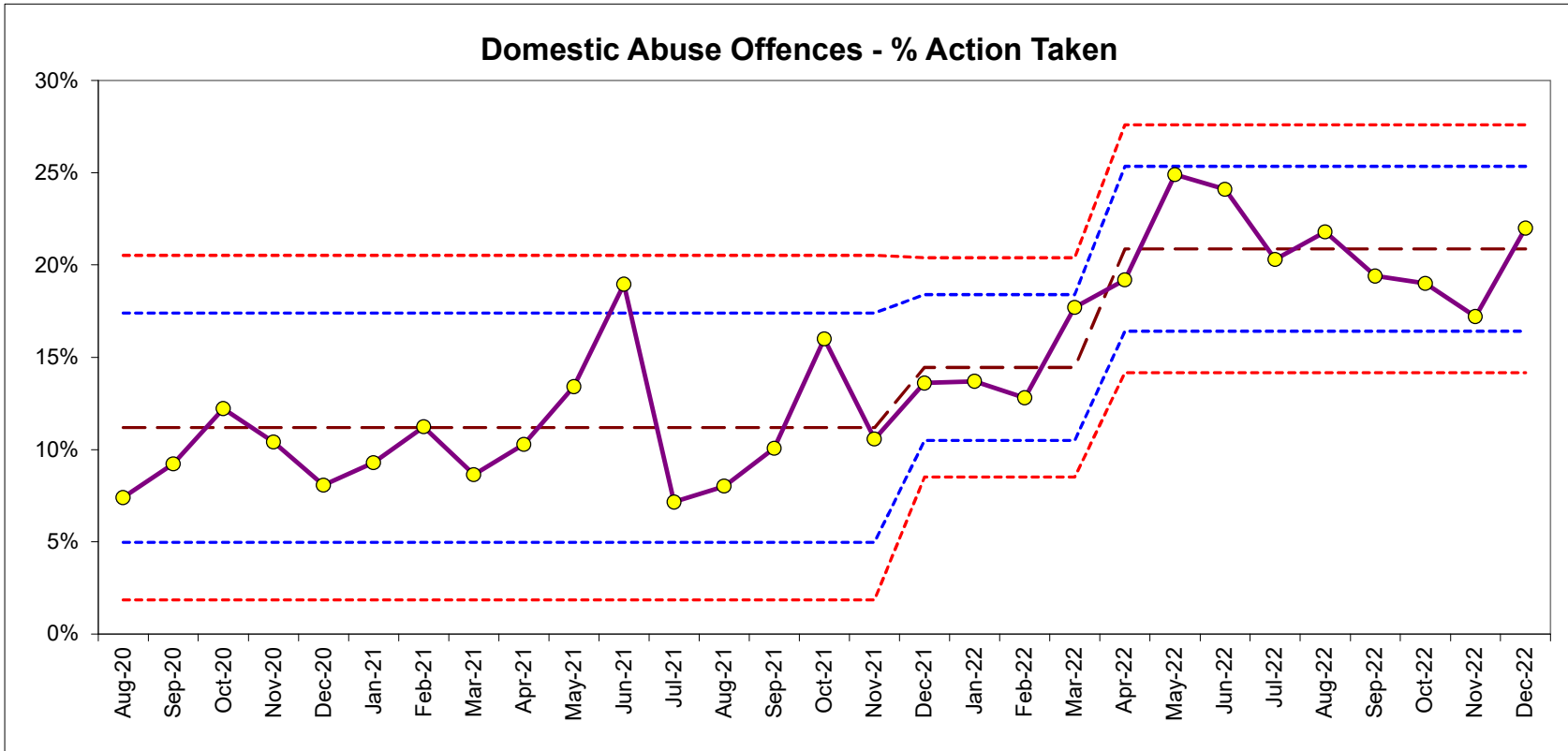


	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position (Charges)
<b>Robbery Action Taken</b>	January - December	11.9%	15.5%	3.7%	April - December	11.1%	18.1%	6.99%	2 out of 8 (2nd highest)

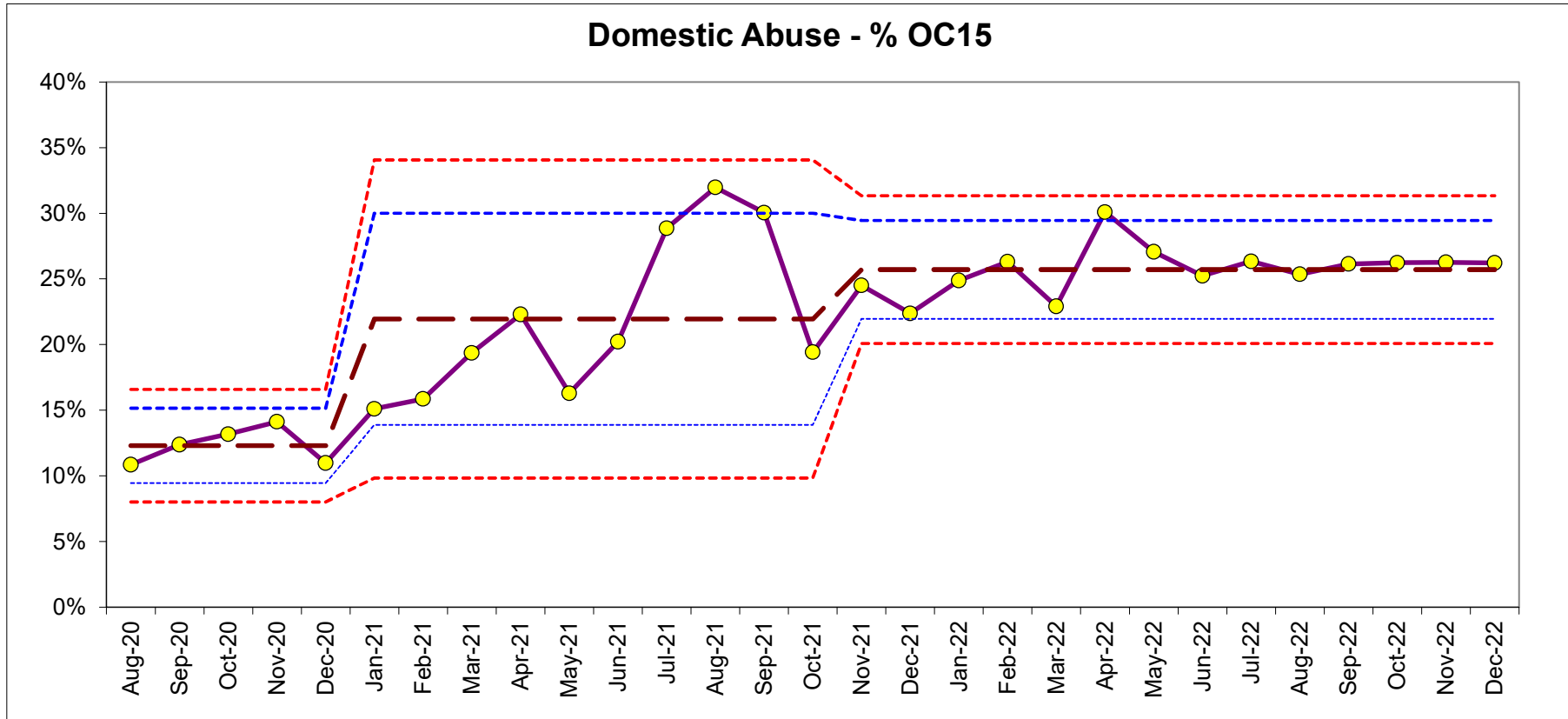
April - December



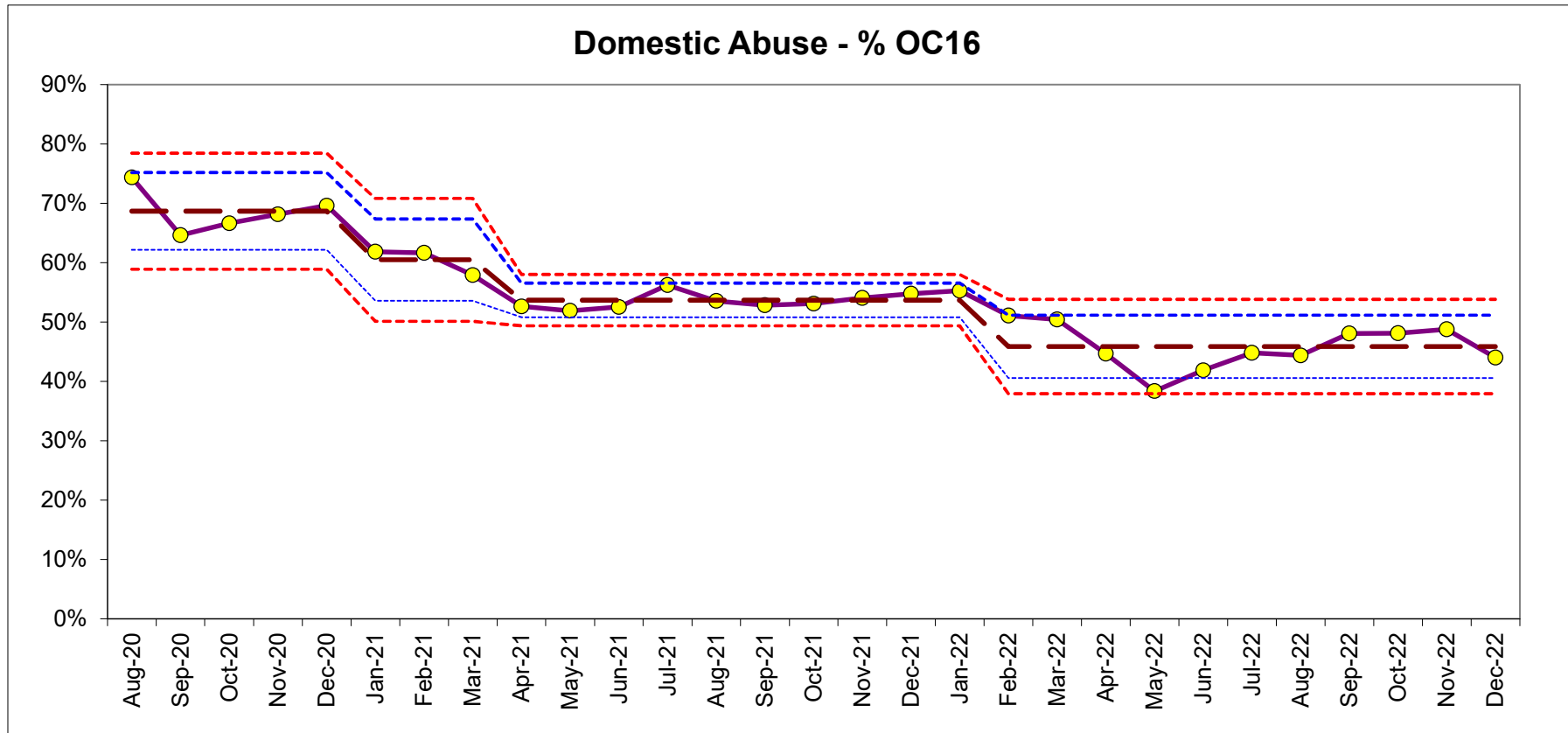
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
<b>Total number of Domestic Abuse Offences</b>	January - December	16,639	16,080	-3.5%	April - December	12,669	12,027	-5.3%	NA



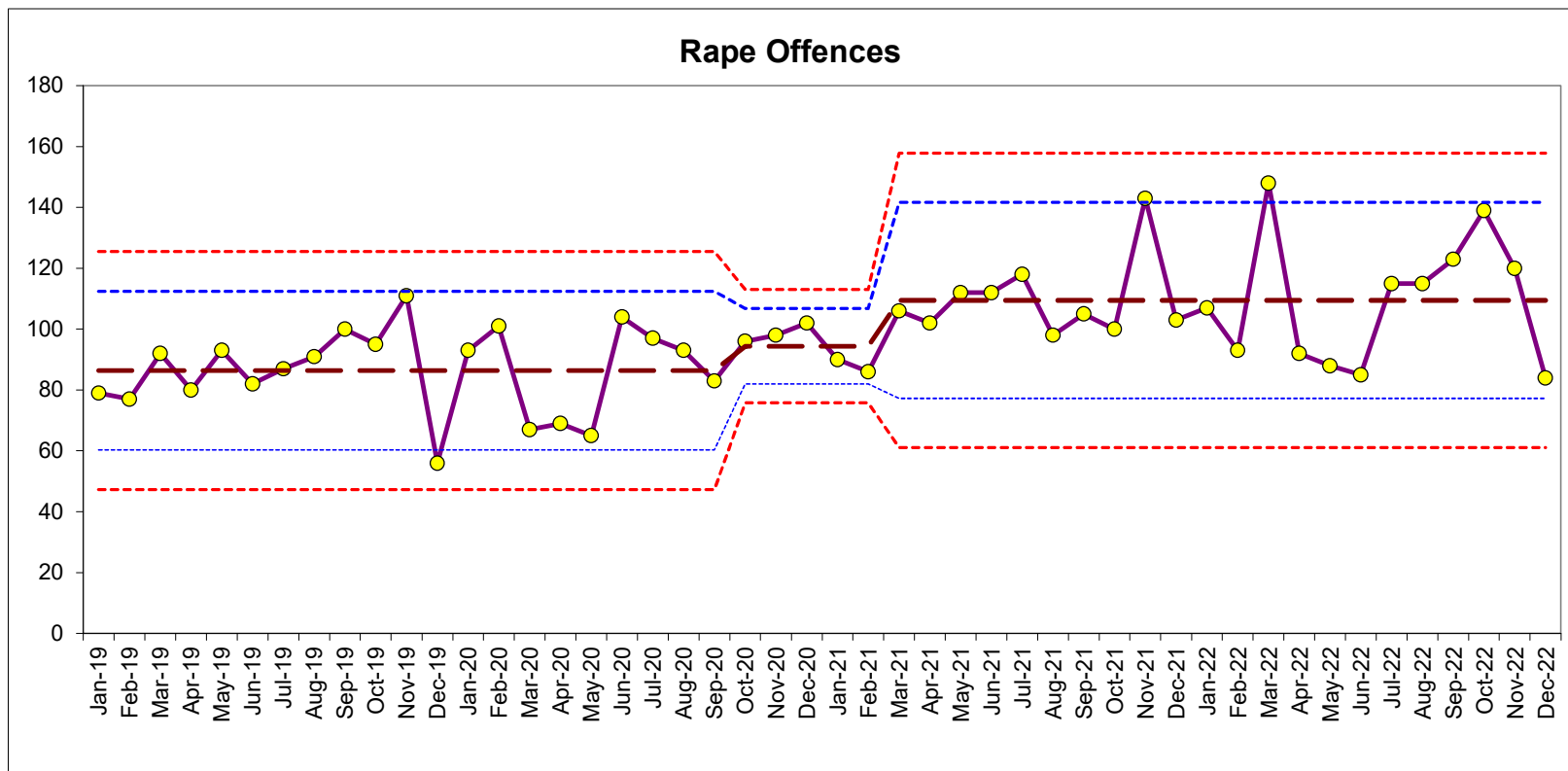
	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
<b>DA Offences Action Taken</b>	January - December	11.5%	19.0%	7.5%	April - December	11.7%	20.7%	9.0%	NA



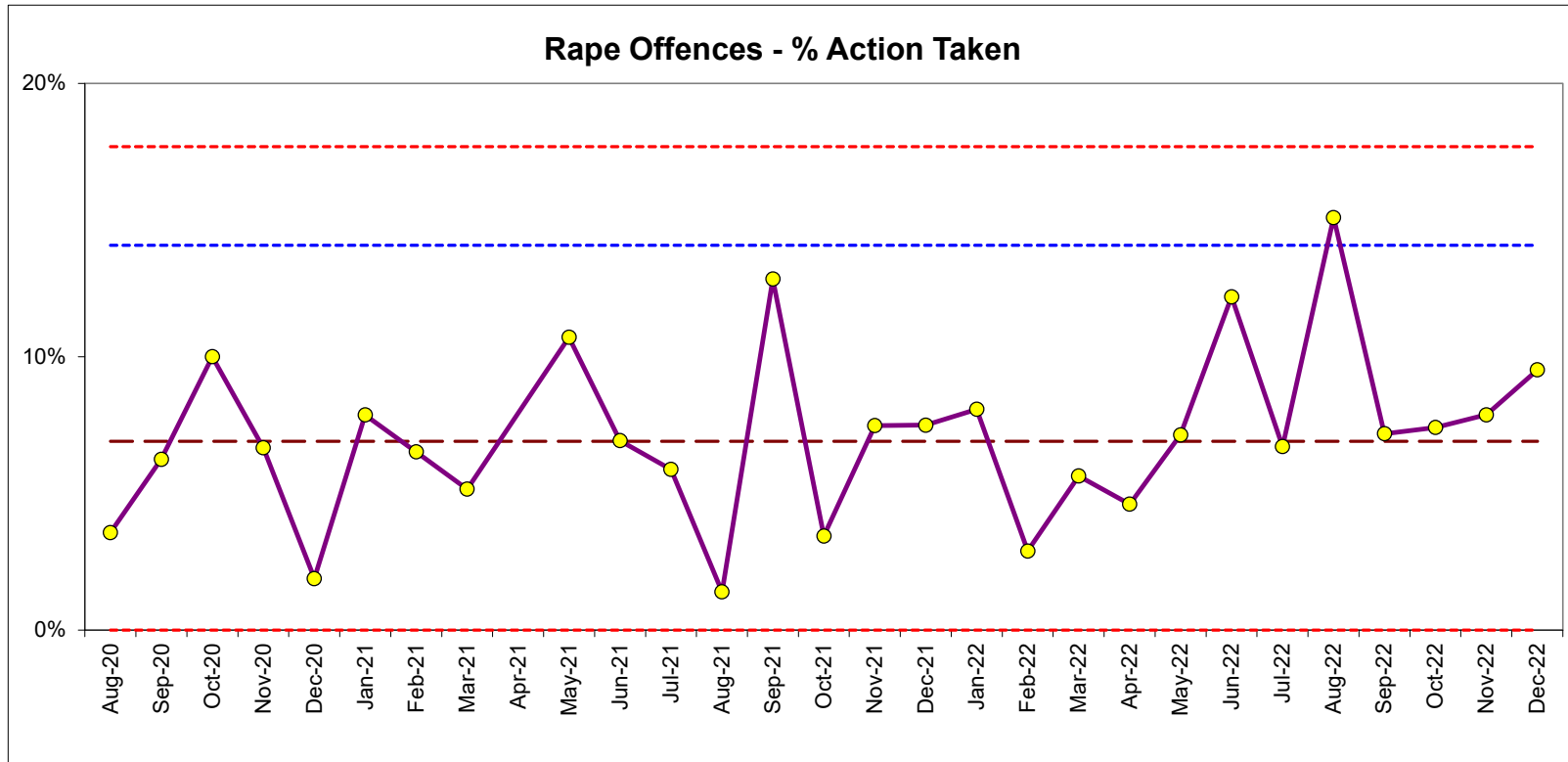
	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
DA Outcome 15	January - December	22.9%	26.0%	3.1%	April - December	25.2%	26.5%	1.38%	NA



	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
<b>DA Outcome 16</b>	January - December	55.6%	47.2%	-8.5%	April - December	53.9%	45.1%	-8.81%	N/A

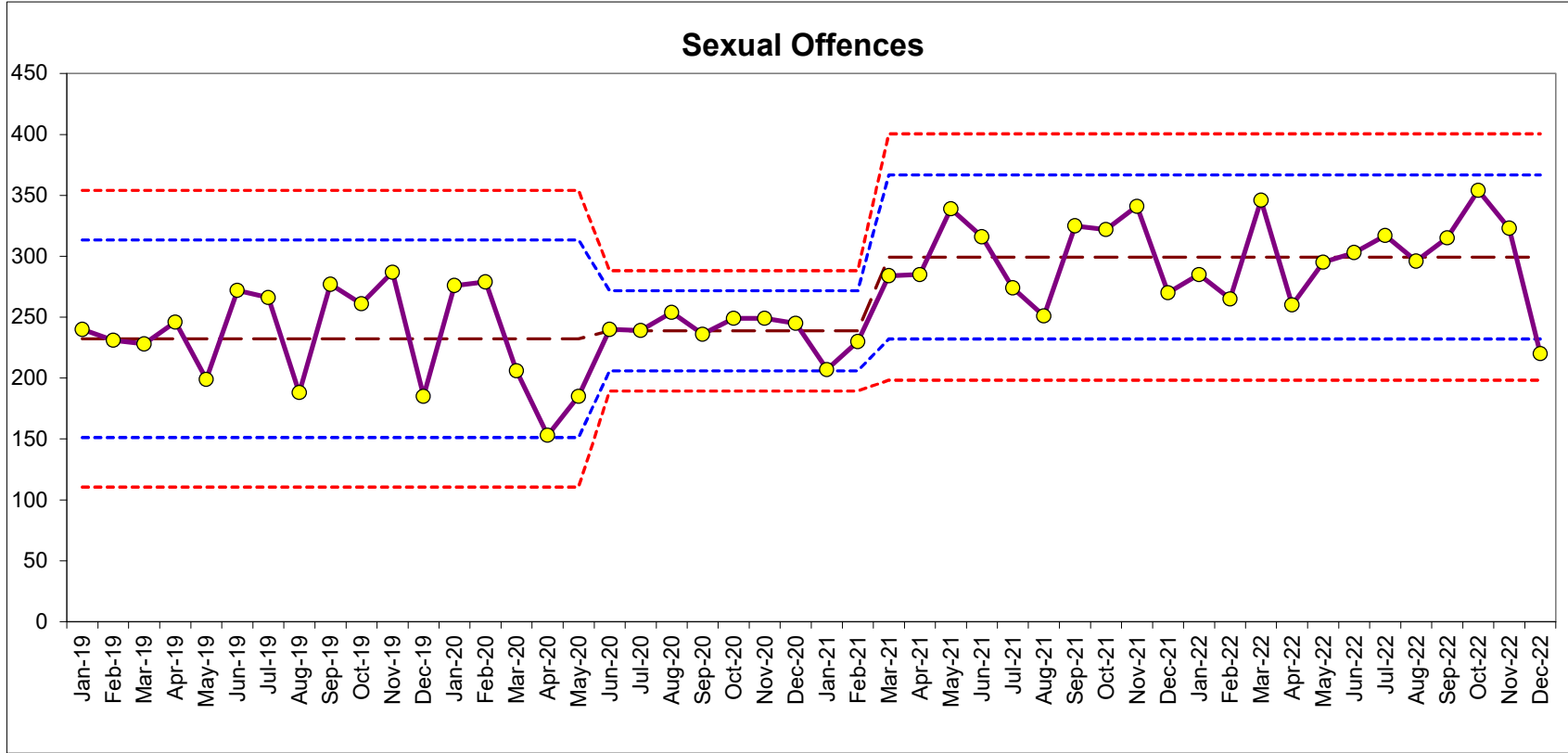


	January - December	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
<b>Total number of Rape Offences</b>	January - December	1,275	1,309	April - December	April - December	993	961	-3.3%	7 out of 8

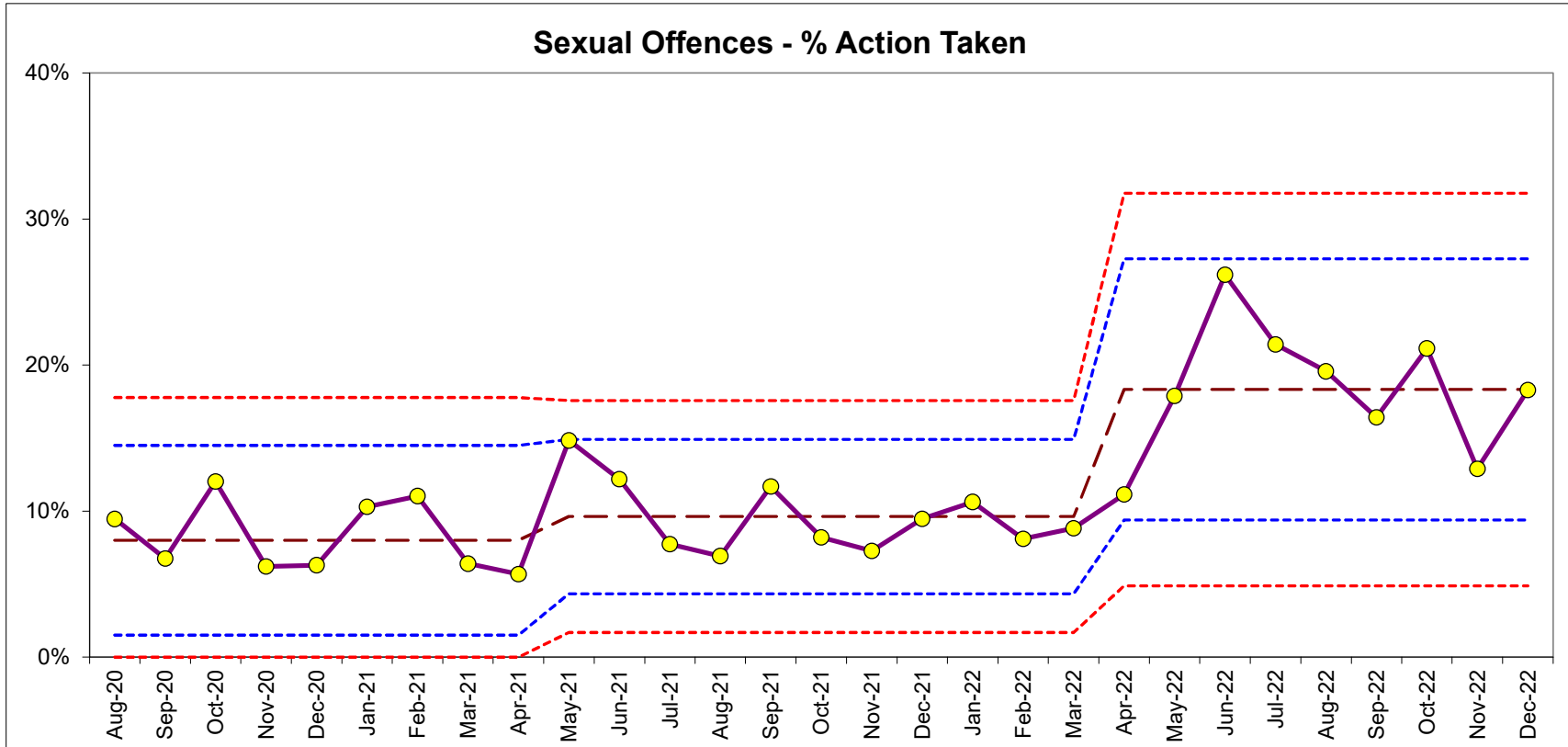


	January - December	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position (Charges)
<b>Rape Offences Action Taken</b>	January - December	6.5%	7.6%	April - December	April - December	6.5%	8.3%	1.8%	1 out of 8 (Highest)

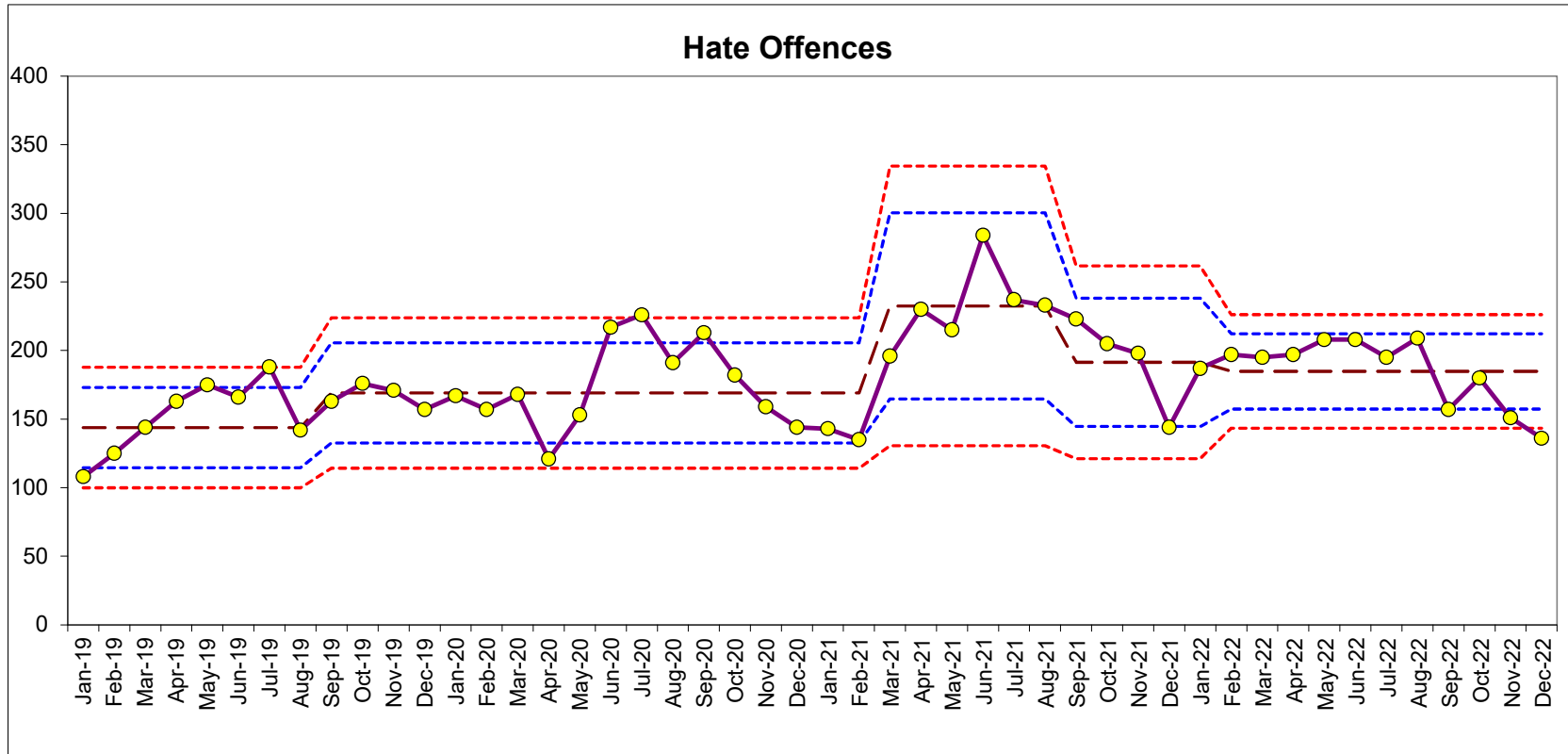




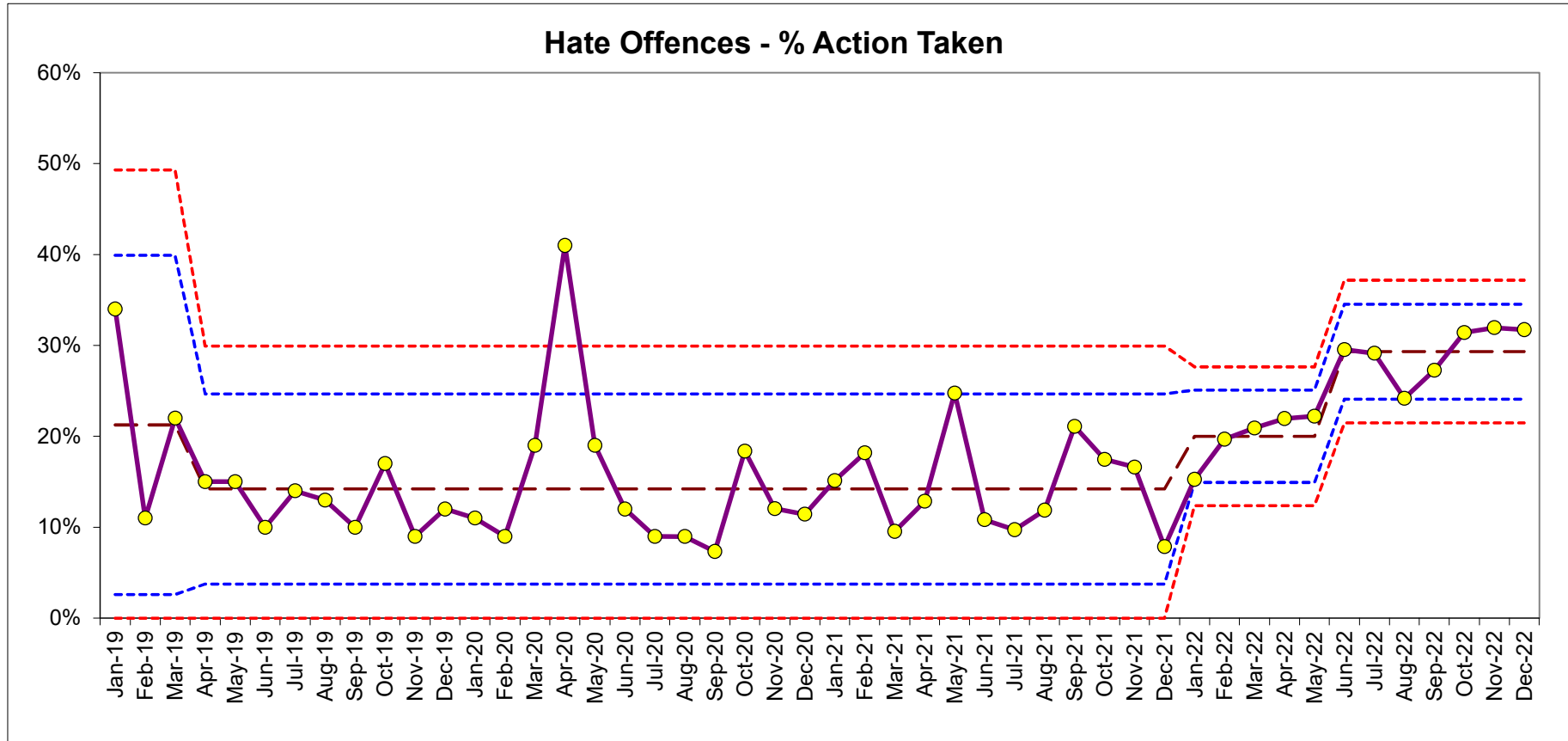
	January - December	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of Sexual Offences	January - December	3,444	3,579	April - December	April - December	2,723	2,683	-1.5%	6 out of 8



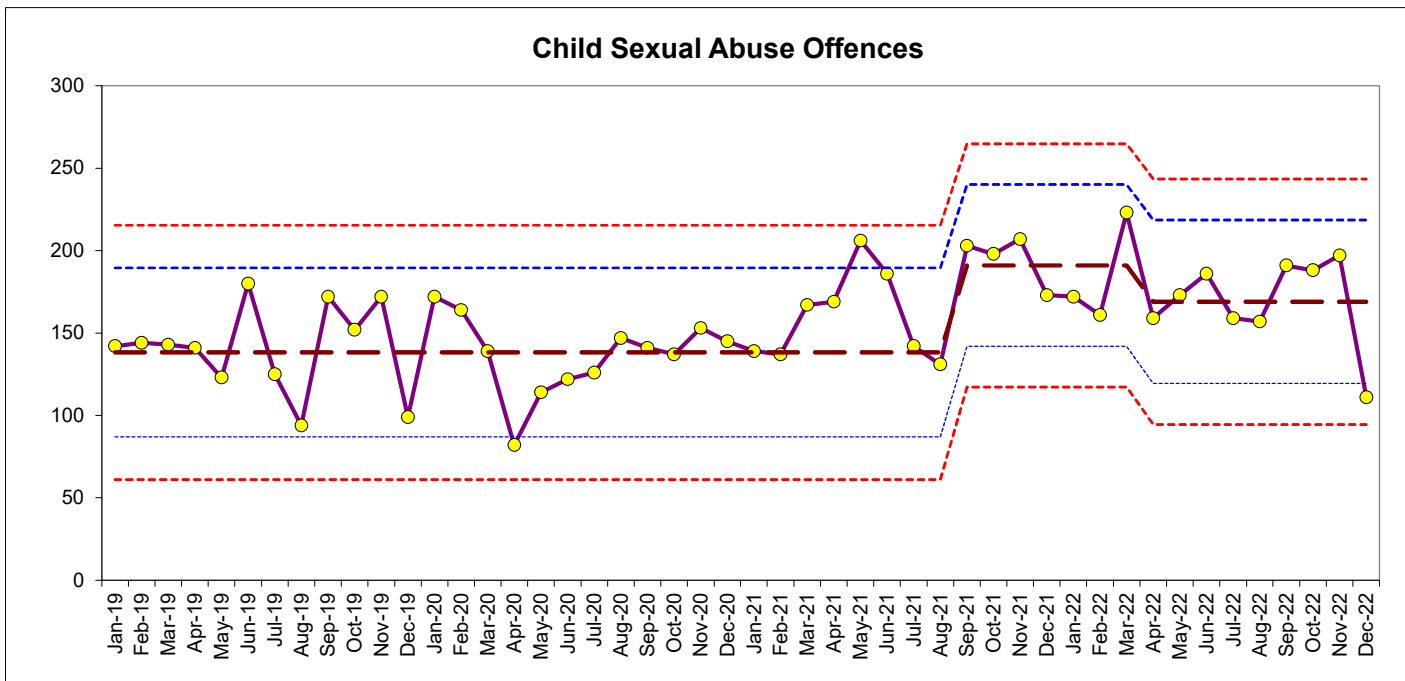
	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position (Charges)
<b>Sexual Offences Action Taken</b>	January - December	9.0%	15.8%	6.8%	April - December	9.1%	18.2%	9.1%	1 out of 8 (Highest)



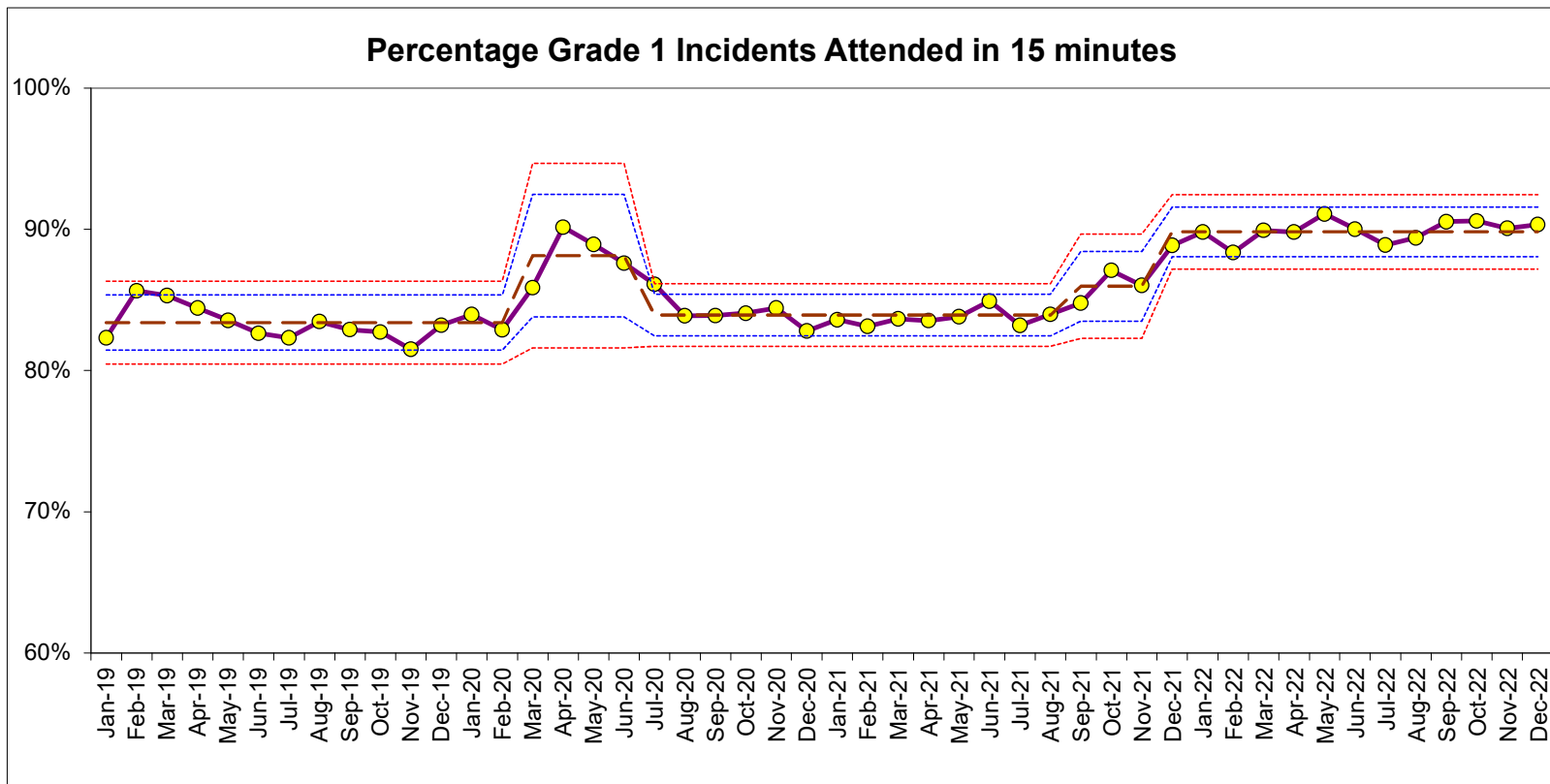
	January - December	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of Hate Offences	January - December	2,443	2,220	April - December	April - December	1,969	1,641	-20.0%	NA



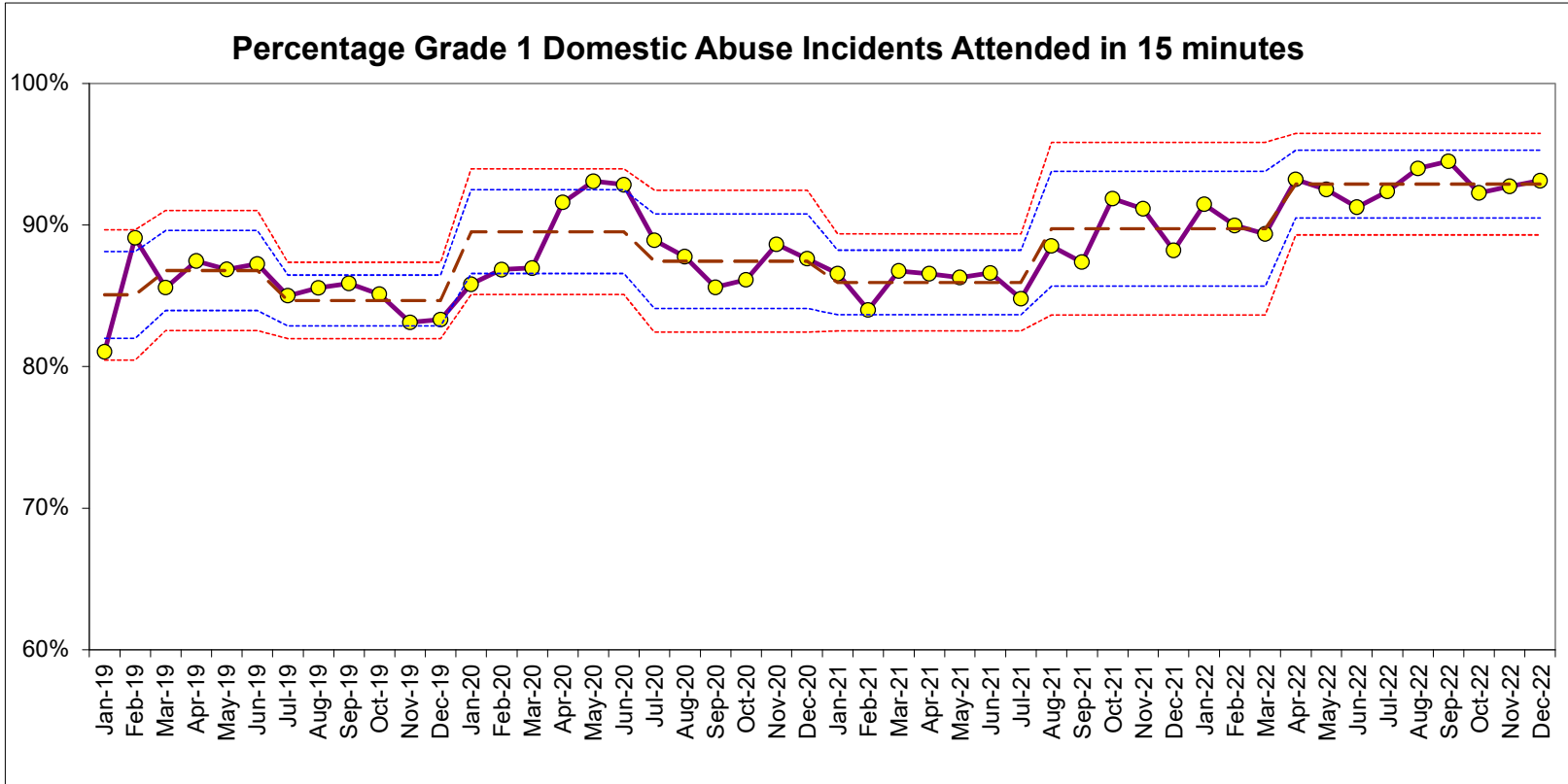
	January - December	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
Hate Offences Axtion Taken	January - December	13.9%	25.0%	April - December	April - December	14.0%	27.8%	13.7%	NA



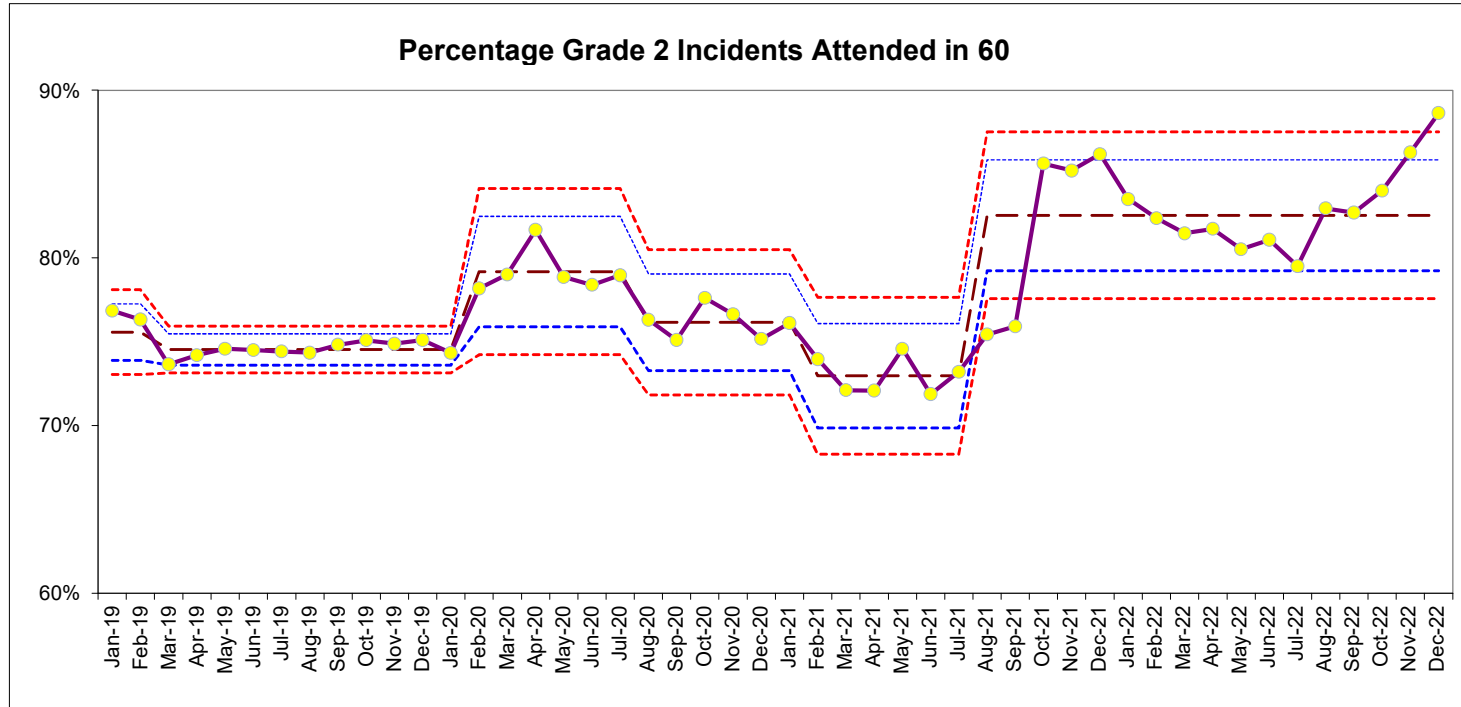
	Rolling 12 month period	Last Year	This Year	% Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	% Change This Year Compared to Last Year	MSG Position
Total number of CSA Offences	January - December	2,058	2,077	0.9%	April - December	1,615	1,521	-6.2%	NA



	January - December	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
Percentage of Grade 1 incidents attended within 15 minutes	January - December	84.8%	89.9%	April - December	April - December	85.1%	90.1%	4.93%	NA

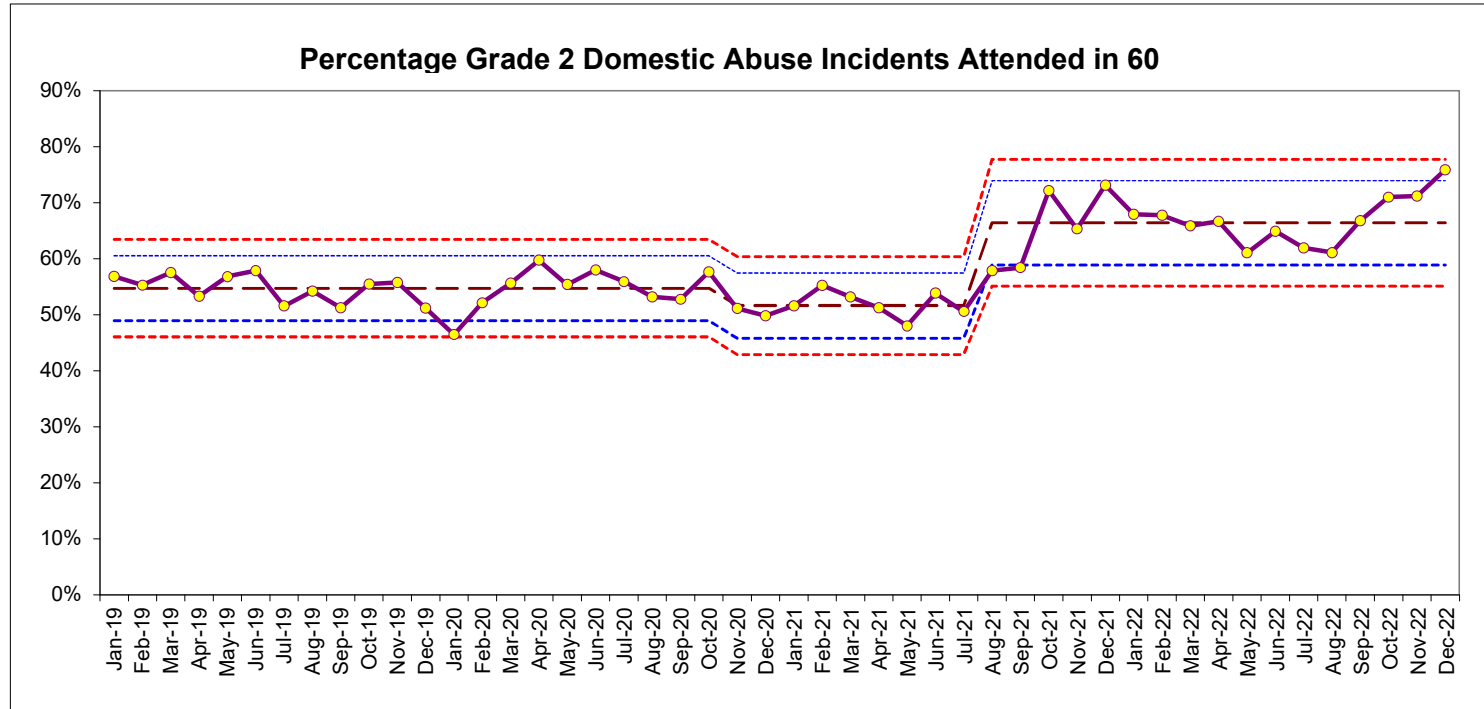


	January - December	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
Percentage of Grade 1 DA incidents attended within 15 minutes	January - December	87.4%	92.4%	April - December	April - December	87.8%	93.0%	5.2%	NA



	January - December	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
Percentage of Grade 2 incidents attended within 60 minutes	January - December	76.9%	82.9%	April - December	April - December	77.9%	83.0%	5.17%	NA





	Rolling 12 month period	Last Year	This Year	PP Change This Year Compared to Last Year	Year to Date period	Last Year	This Year	PP Change This Year Compared to Last Year	MSG Position
Percentage of Grade 2 DA incidents attended	January - December	57.9%	66.9%	9.0%	April - December	59.3%	66.8%	7.5%	NA

**Item 4**

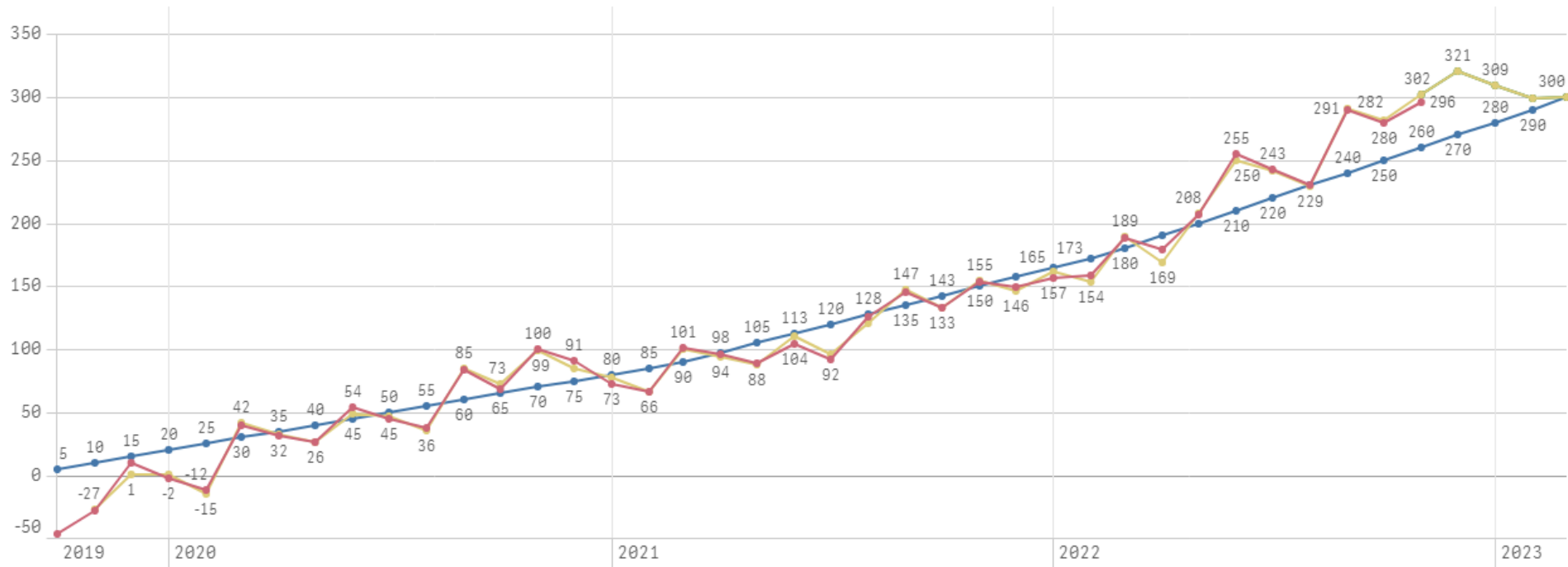
**PUBLIC SCRUTINY BOARD  
18 JANUARY 2023**

**PEOPLE SERVICES PERFORMANCE REPORT: QUARTER 3  
(OCTOBER – DECEMBER 2022)**

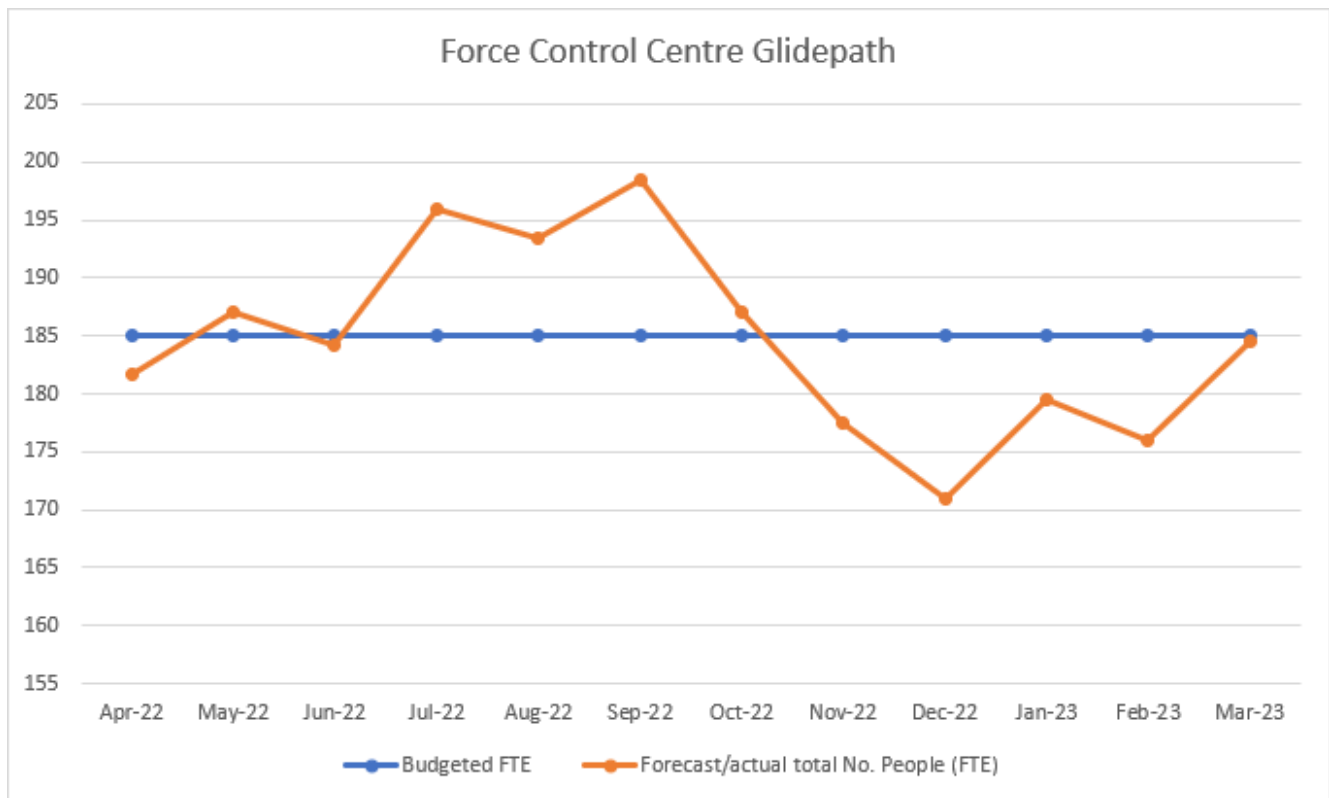
## WORKFORCE CAPACITY

### Police Officer Recruitment - Uplift Glidepath

As part of the Police Uplift Programme (PUP) the Constabulary closely monitors Officer recruitment. The following chart shows the glidepath of the final year intakes to achieve our commitment in year 3. The below is focussed on the mandatory target of 300 additional officers and shows the force is on track to achieve the Uplift target. The latest performance report from the PUP currently has Cheshire registered as green in terms of the one of the key Programme measures (pipeline) however KPI's 1 & 2 (profile & attrition) are registered as amber due to the number of transferees/leavers that the force had. Nationally from 31.12.22 a temporary freeze on the movement of Officers through transfer is in place which will help to control numbers more effectively. The force has more than adequate pipelines of applicants and capacity within its final intake in March to achieve the numbers required to achieve the uplift target



## Force Control Centre Recruitment Glidepath



Scrutiny is in place in relation to the Forces Control Operators. The pipeline of applicants remains strong to achieve the last intake of this financial year currently scheduled for 14 additional operators. There are 38 candidates currently in the process.

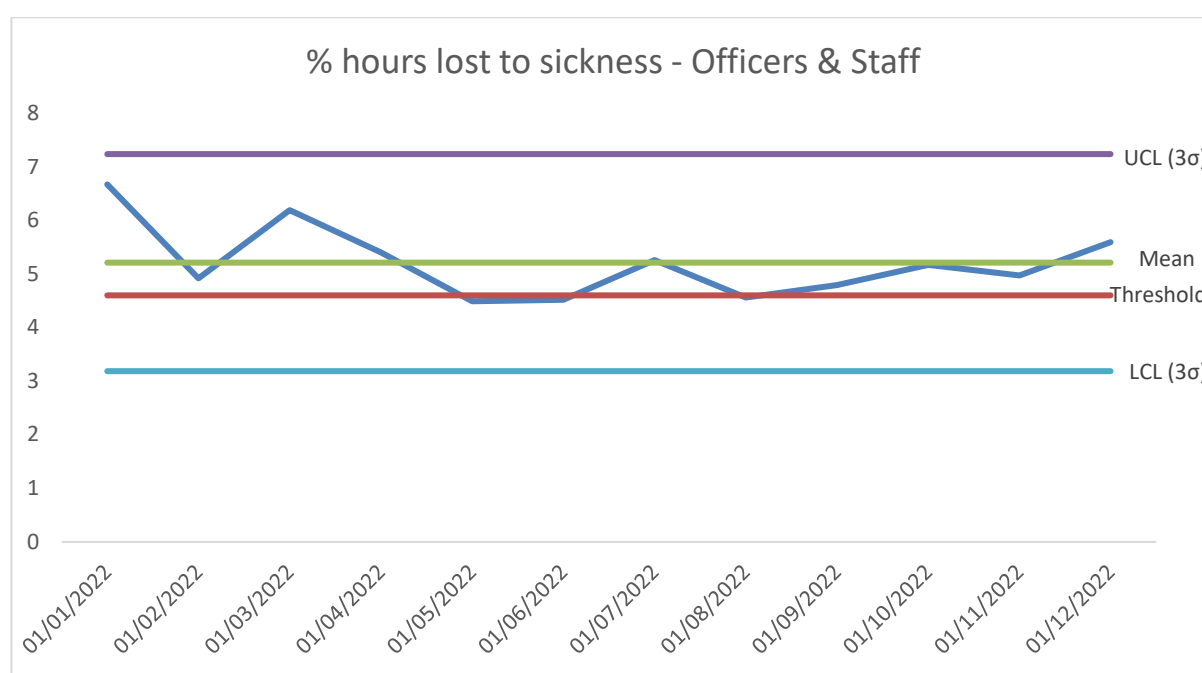
The above chart shows that the force is scheduled to fall slightly under force establishment of 185 FTE for year end. This has mainly been due to two Police Officer intakes in quarter three of the financial year and Communications Officers moving across to this career path plus reductions in working hours. During this period the FCC lost a total FTE of 20.33 which exceeded expected attrition levels.

The January intake of 14, has partly addressed this shortfall taking the numbers back up to 179.49. A further intake of 14 scheduled in March 2023 will take numbers to 183.49 and discussions are in place with the FCC to see if this can be increased slightly to 16 which will put the force back on track to end the year at budgeted establishment.

## WELLBEING AND ENGAGEMENT

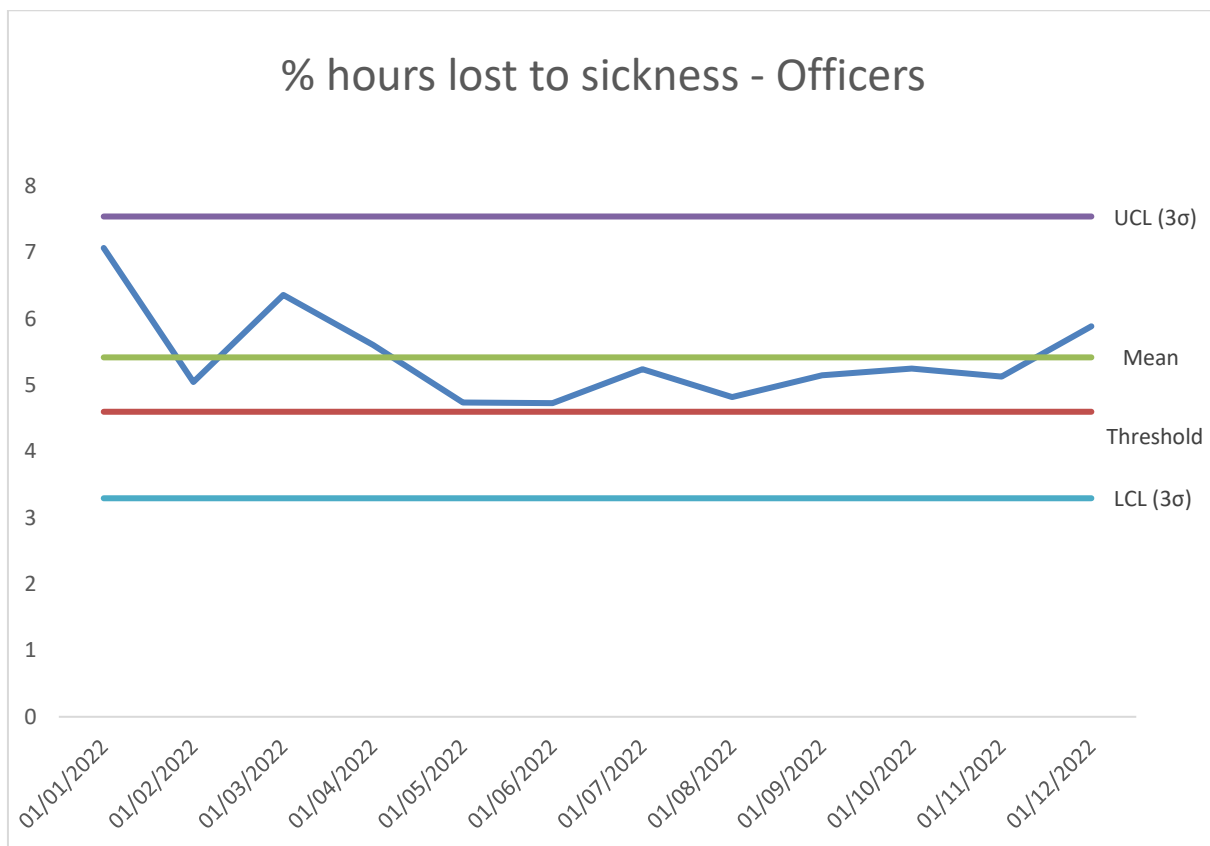
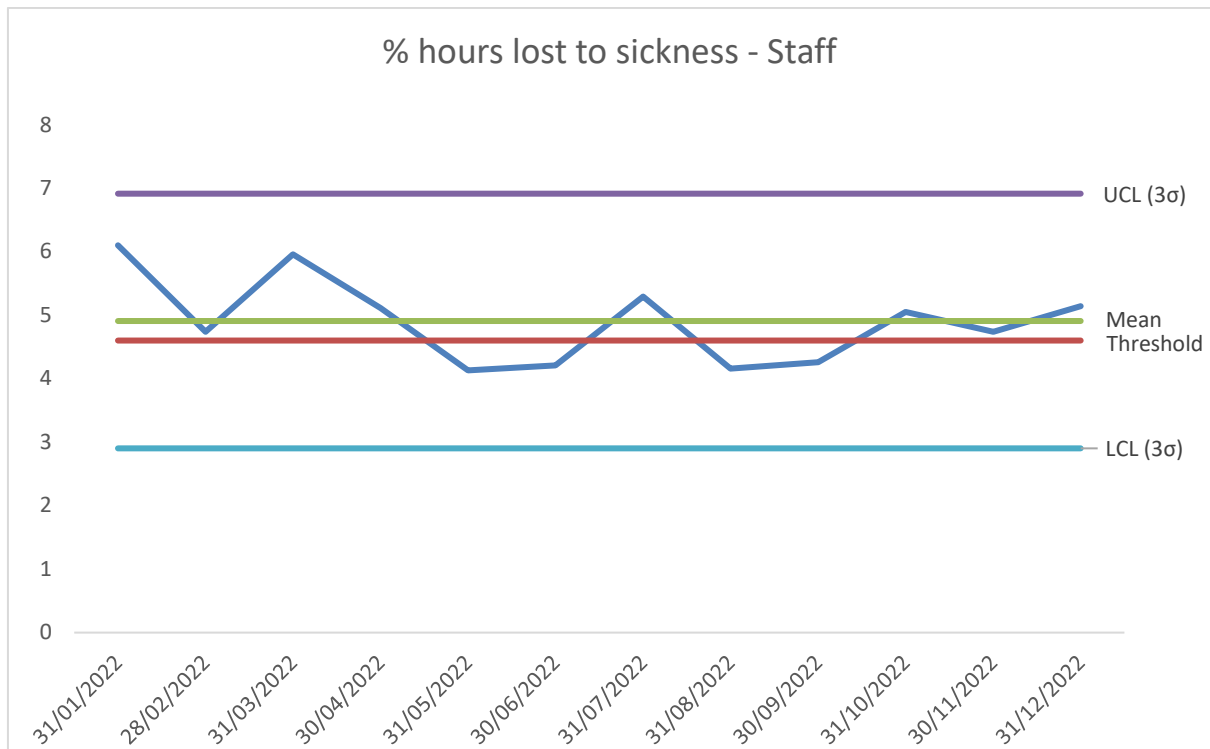
### Sickness Absence

% Hours lost due to sickness													
	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Total
Officers	7.07%	5.05 %	6.36 %	5.61 %	4.74 %	4.73 %	5.24 %	4.82 %	5.15 %	5.25 %	5.13 %	5.89 %	5.41 %
Staff	6.1 %	4.74 %	5.96 %	5.11 %	4.13 %	4.21 %	5.29 %	4.16 %	4.26 %	5.05 %	4.74 %	5.14 %	4.91 %
Officers & Staff	6.67%	4.92 %	6.19 %	5.4 %	4.49 %	4.52 %	5.26 %	4.56 %	4.79 %	5.17 %	4.97 %	5.59 %	5.21 %



Sickness has been fairly consistent for the second half of the year with fluctuations between 4.5% and 5.5% remaining above the force threshold of 4.6%. There was an increase in absence cases in December due to a high number of short-term minor illness cases.

Anxiety/Depression/Stress remained as the highest reason for absence for the Force as a whole for the first two months of the quarter but in December minor illness was the highest reason with 1207 days lost during the month. HR are working in partnership with local Managers and the Police Federation/Unison to review absence cases to ensure that appropriate support is in place to assist recovery and facilitate a return to work where appropriate.



**Breakdown of sickness cases as at 3<sup>rd</sup> January 2022**

Long Term	29 days +	67
Medium Term	8-28 days	28
Short Term	1-7 days	105

**Highest reasons for absence over the last three months Police Officers & Police Staff**

	Reason 1	Days	Reason 2	Days	Reason 3	Days
October	Anxiety/Stress/ Depression	1473 days	Minor Illness	914 days	Hospital Investigation / Treatment / Op	296 Days
November	Anxiety/Stress/ Depression	1482 days	Minor Illness	721 days	Hospital Investigation / treatment / Op	281 days
December	Minor Illness	1207 days	Anxiety/Stress/ Depression	1014 days	Hospital Investigation / Treatment / Op	310 days

**Police Officers Only**

	Reason 1	Days	Reason 2	Days	Reason 3	Days
October	Anxiety/Stress/ Depression	1023 days	Minor Illness	354 days	Hospital Investigation / Treatment / Op	1159 days
November	Anxiety/Stress/ Depression	922 days	Minor Illness	284 days	Hospital Investigation / Treatment / Op	175 days
December	Anxiety / Stress/ Depression	618 days	Minor illness	538 days	Hospital Investigation / Treatment / Op	215 days

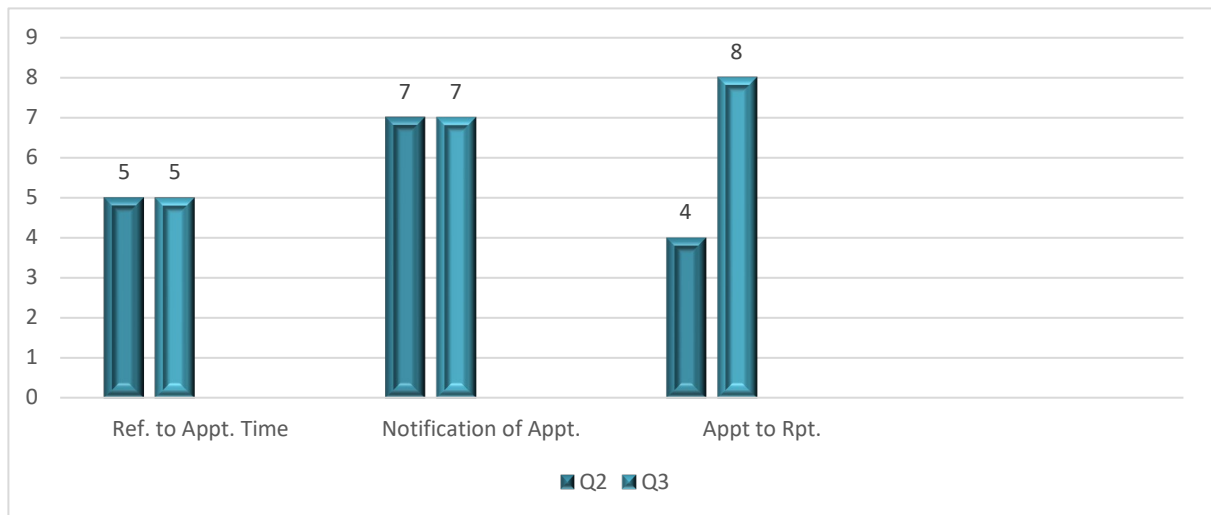
**Police Staff Only**

	Reason 1	Days	Reason 2	Days	Reason 3	Days
October	Minor Illness	560 days	Anxiety/Stress / Depression	450 days	Hospital Investigation / Treatment / Op	137 days
November	Anxiety/Stress/ Depression	560 days	Minor Illness	437 days	Hospital Investigation / Treatment / Op	106 days
December	Minor Illness	669 days	Anxiety / Stress / Depression	396 days	Respiratory Illness	100 days

## Overview of Staff Referral Rates

This report outlines referral rates and the reasons for referral for Quarter 3 for the Constabulary's Occupational Health provider HealthWorks, EAP provider Health Assured, and psychological counselling provider Vivup. The purpose of the report is to highlight increases in medical and psychological referrals and to highlight any trends identified.

### Occupational Health Provision – HealthWorks

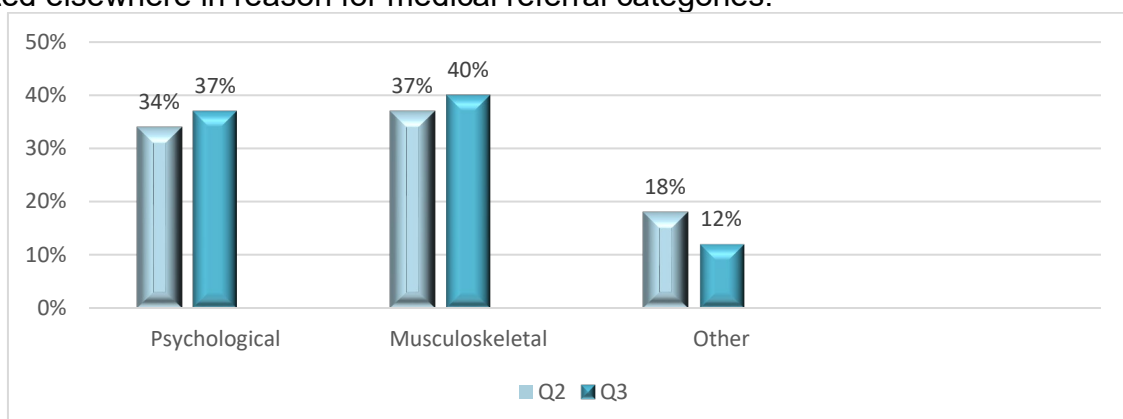


HealthWorks continues with a hybrid model of conducting telephone and onsite medicals at Headquarters which is working well.

Referral to notification time has remained the same at 5 days in Q2 to Q3 against the KPI of 10 days. Referral to appointment time remains the same as Q1 and Q2 at 7 days against the KPI of 10 days.

Appointment to report available has increased from 4 days in Q2 to 8 days in Q3 against the KPI 4 days. This increase in waiting time for reports has now been addressed by making improvements to the administration of the service. It is anticipated that the waiting time will reduce in the next quarter.

Top 3 referrals by medical condition show an increase in Psychological and Musculoskeletal referrals in Q3 against Q2 and a decrease from Q2 under 'Other' which captures conditions not listed elsewhere in reason for medical referral categories:





## Consultative Support

The new consultative support process commenced in September with the introduction of a psychological questionnaire and scoring using a rag status to identify which roles require psychological support and the frequency this is required:

	Questionnaires Sent Out	Questionnaires Returned	F	M	Scored Red	Scored Amber	Scored Yellow	Scored Green
Phase 1	371	176	105	71	91	35	38	12
Phase 2	202	104	56	48	44	21	36	3
Phase 3	510	88	31	57	57	10	14	7

Feedback questionnaires were sent to all individuals that scored Red and this has been returned positive to date:

- Most individuals felt that the score they received in their questionnaire reflected the support they may require in their current role and that the counsellor understood the role they perform during the session
- Most individuals felt that they were offered appropriate access to support available and that the session they attended was beneficial to support them in their current role
- On a score of 1-5 (5 being the highest) individuals rated their overall Consultative Support experience at 4.36

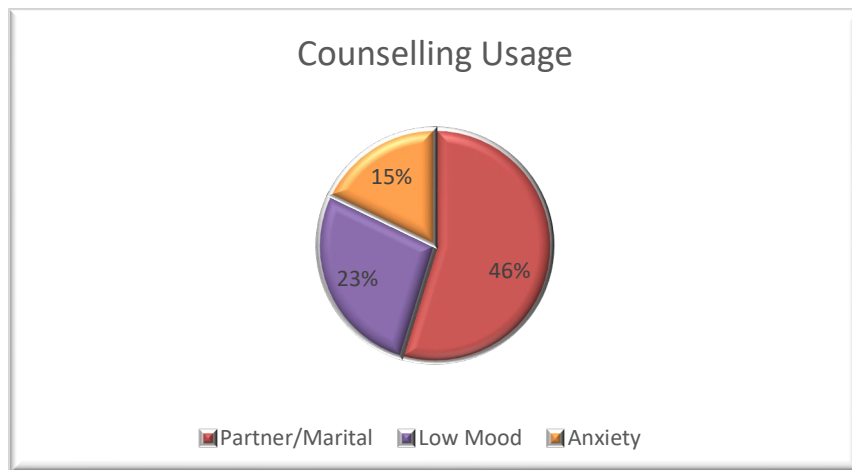
Further work around encouraging individuals to discuss their score with their Line Manager will be undertaken as only half of the individuals have communicated their score so far for further support if required.

## Health Assured – Employee Assistance Programme

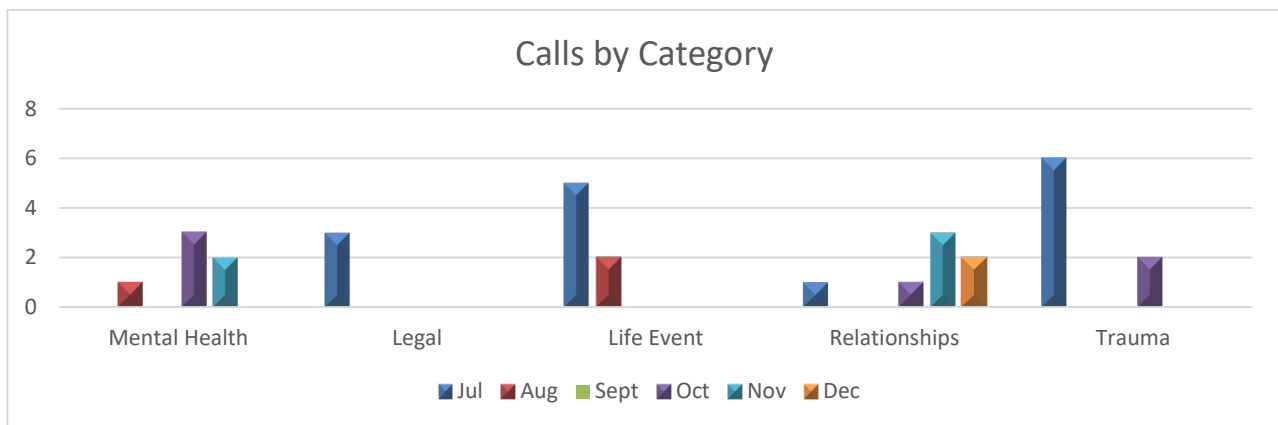
The Constabulary's EAP provider Health Assured provide bereavement counselling along with a set allocation of 11 sets of 6 sessions, equating to 66 sessions per annum.

## Counselling Usage

In the last quarter there has been a reduction in the volume of counselling calls from 21 in Q2 to 13 in Q3. Partner/marital issues were the most common reason for counselling calls in Q3 equating to 46% followed by low mood representing 23% and anxiety representing 15%.



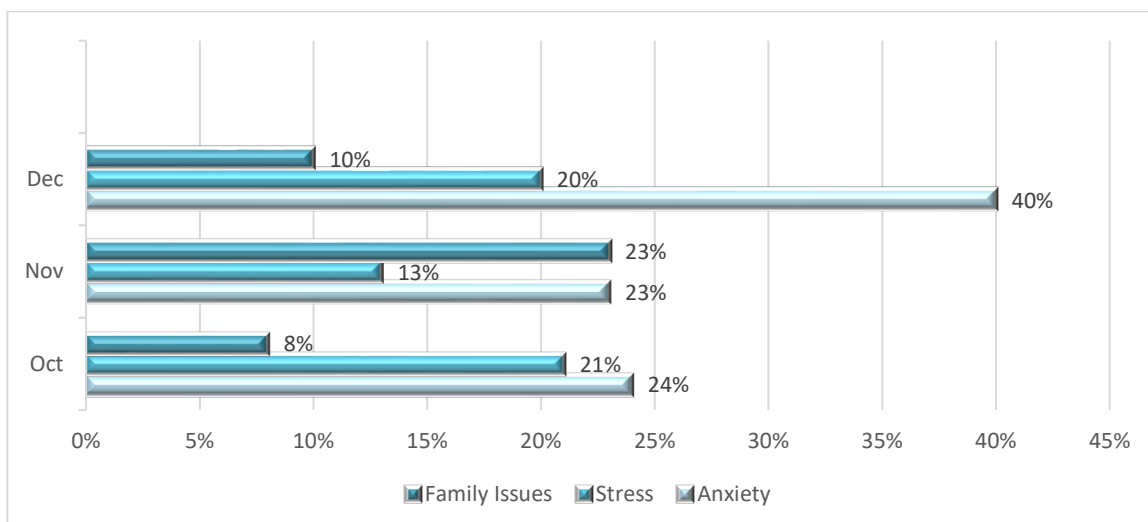
### Advice Calls by Category



There has been a reduction of advice calls to Health Assured in Q3 to 13 compared to 18 in Q2. The highest category of calls taken in Q3 relate to mental health followed by relationship problems.

### Vivup

A breakdown of the top three presenting issues in Q3 is provided below:



During Q3 there were 69 counselling referrals via the 24/7 psychological support helpline:

October - 28 entered, 180 total conducted  
 November – 31 entered, 213 total conducted  
 December – 10 entered, 101 total conducted

The highest presenting condition reported in Q3 related to anxiety, followed by stress, and family issues. The percentage of trauma referrals has risen significantly in December to 40%.

Vivup provide a blended approach to psychological support through telephone, virtual and face to face. During Q3 telephone counselling was the highest, followed by virtual (35 over the 3 months) and face to face (34 over the 3 months).

## Preventative Care Programme – Northwest Police Benevolent Fund (NWPBF)

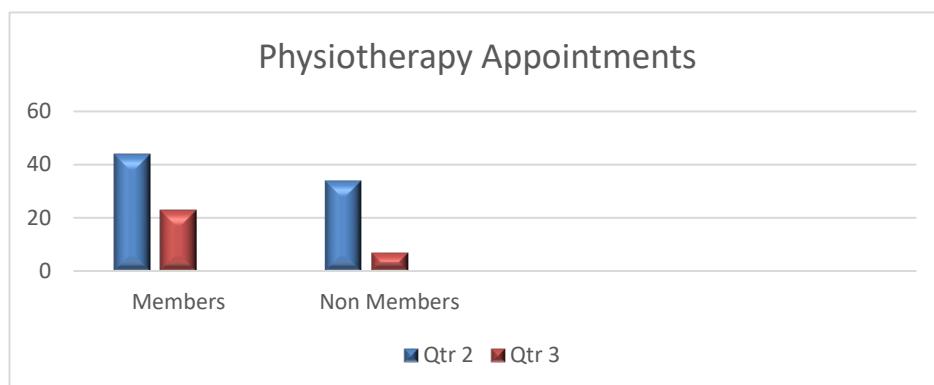
### Current Cheshire Constabulary Benevolent Fund members

Serving officers – 1353  
 Retired officers – 757

Of the above members who pay into the benevolent fund through Federation 222 have applied for and received treatment from the Ben Fund in 2022.

### Physiotherapy Service Level Agreement

Since 2015 an SLA has been in place with the Constabulary where an annual sum of £25k is paid to facilitate the treatment of non-Ben Fund members by physiotherapists at Force HQ.



During Q3 23 members received physiotherapy treatment compared to 44 in Q2. 7 non-members received physiotherapy treatment in Q3 compared to 34 in Q2. All physiotherapy appointments take place at the Wellbeing Centre at Police Headquarters.

### Force Wellbeing Programme

The North West Police Ben Fund facilitate proactive respite breaks at St Michael's Lodge and Cheshire Constabulary provide for 400 officers and staff who are not current members of the fund. Cohorts of up to ten at a time come to St Michael's Lodge for a twenty-four-hour period for respite and decompression. Individuals have access relaxation treatments and classes.

Due to closure during the covid pandemic in 2020/2021, as of December 2022, 136 places have been booked, with a further 30 places reserved for Op Hummingbird during early 2023.

### **Traumatic Incident Stress Management (TISM) Report**

In line audit requirements a TISM report will be provided on a quarterly basis. The report provides a detailed account of the number of traumatic incidents requested; the confirmed timescales outlining the date a TISM is requested and the date it has been completed. It also details the dates a follow-up has taken place with line supervisors/line managers. Line Managers are contacted to ensure follow up support is in place week 1, week 4 and 6 months following a TISM Debrief.

### **The below report covers Q3 TISM referrals and follow-ups**

<b>LPU/ Department</b>	<b>Incident Type</b>	<b>TISM Requested</b>	<b>TISM Meeting Date</b>	<b>TISM Officer Week 1 Follow-up</b>	<b>HR 4 Week Follow-up</b>	<b>HR 6 Months Follow up</b>
Crewe	Suicide	31/10/2022	16/11/2022	23/11/2022	16/12/2022	16/05/2023
Runcorn	Police Assault	07/11/2022	11/11/2022	18/11/2022	11/12/2022	11/05/2023
Crewe	Suicide	31/10/2022	16/11/2022	23/11/2022	16/12/2022	16/05/2023
Macclesfield	Fatal RTC	02/11/2022	16/11/2022	23/11/2022	16/12/2022	16/05/2023
Macclesfield	SUDIC	05/12/2022	16/12/2022	23/12/2022	16/01/2023	16/06/2023
Runcorn	Fatal Fire	13/12/2022	Scheduled for 06/01/2023 & 11/01/2023	TBC		
Wallasey (OOF)	Shooting	30/12/2022	Scheduled for 04/01/2023	TBC		
Northwich	SUDIC	30/12/2022	Scheduled for 09/01/2023	TBC		
Warrington	Sudden Death	30/12/2022	Scheduled for 09/01/2023	TBC		

## Grievances raised by Officers and Staff in Force Q3

Date Received	Employment Status	Summary	Status	Outcome
15 October 2022	Police Officer	Police Officer has raised a grievance in relation to a colleague decision	Investigation Manager assigned – grievance investigation in progress	
15 October 2022	Police Officer	Police Officer has raised a grievance in relation to a colleague decision	Investigation Manager assigned – grievance investigation in progress	
19 October 2022	Police Officer	Police Officer has raised a grievance in relation to treatment by Inspector	Investigation Manager assigned – grievance investigation in progress	
19 October 2022	Police Officer	Police Officer has raised a grievance in relation to treatment by Inspector	Investigation Manager assigned – grievance investigation in progress	
19 October 2022	Police Officer	Police Officer has raised a grievance in relation to treatment by Inspector	Investigation Manager assigned – grievance investigation in progress	
19 October 2022	Police Officer			

		Police Officer has raised a grievance in relation to treatment by Inspector	Investigation Manager assigned – grievance investigation in progress	
19 October 2022	Police Officer	Police Officer has raised a grievance in relation to treatment by Inspector	Investigation Manager assigned – grievance investigation in progress	
19 October 2022	Police Officer	Police Officer has raised a grievance in relation to treatment by Inspector	Investigation Manager assigned – grievance investigation in progress	
19 October 2022	Police Officer	Police Officer has raised a grievance in relation to treatment by Inspector	Investigation Manager assigned – grievance investigation in progress	
20 October 2022	Police Staff	Police Staff has raised a grievance in relation to their role profile, honorarium & treatment by line manager	Grievance investigation concluded	Not Upheld
28 October 2022	Police Staff	Police Staff has raised a grievance in relation to a posting decision	Grievance investigation concluded	Upheld

4 November 2022	Police Staff	Police Staff has raised a grievance in relation to treatment by line management	Investigation Manager assigned – grievance investigation in progress	
21 November 2022	Police Officer	Police Officer has raised a grievance in relation to Occupational Health & the complaints process	Investigation Manager assigned – grievance investigation on hold	
1 December 2022	Police Staff	Police Staff has raised a grievance in relation to the mediation process	Investigation Manager assigned – grievance investigation in progress	
19 December 2022	Police Officer	Police Officer has raised a grievance in relation to treatment by Inspector & colleague	Investigation Manager assigned – grievance investigation in progress	
21 December 2022	Police Staff	Police Staff has raised a grievance in relation to the recruitment process	Investigation Manager assigned – grievance investigation in progress	
23 December 2022	Police Officer	Police Officer has raised a	Investigation Manager	

		grievance in relation to the recruitment process	assigned – grievance investigation in progress	
28 December 2022	Police Officer	Police Officer has raised a grievance in relation to the handling of a grievance	Investigation Manager assigned – grievance investigation in progress	

<b>Gender</b>	
Female	10
Male	8
<b>Disability</b>	
Yes	3
No	15
<b>Age</b>	
Under 25	5
25 – 40	7
41 – 55	6
<b>Ethnic Origin</b>	
White British	14
White Other	3
Other Asian Background	1
<b>Sexual Orientation</b>	
Heterosexual	17
Bisexual	1
<b>Religion / Belief</b>	
Christian	7
No Religion	11

## Diversity, Equality & Inclusion

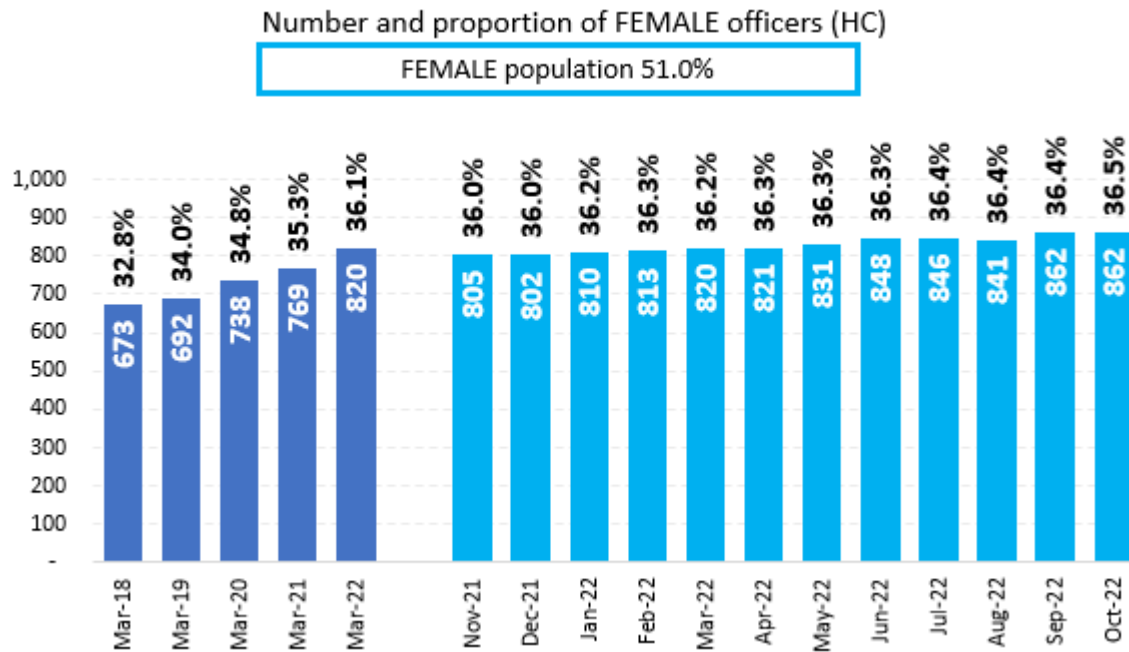
As part of the Police Uplift Programme, the Constabulary submit monthly data returns including Diversity data.

### Female Representation

The following shows progress in respect of female representation. Cheshire are currently classified as Status level 1 this means that the representation of females within this force (36.5%) is greater than the overall England and Wales rate (35%). As we can see from



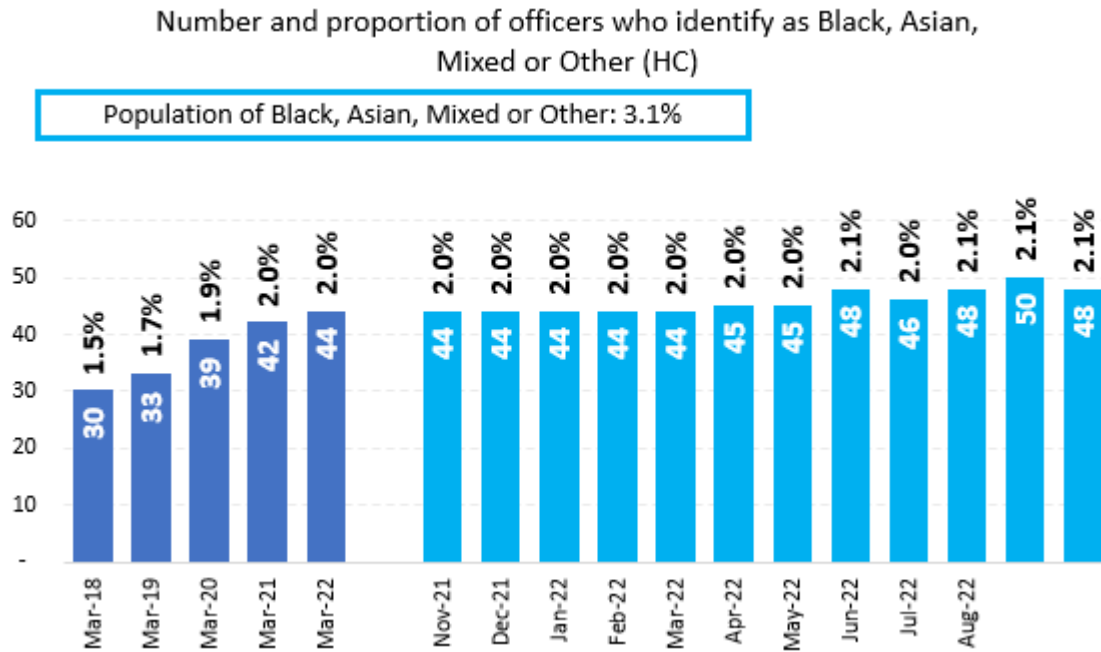
the above this representation rate has been consistent for Cheshire over the last 12 months.



Following December's data return there are 871 females in force. It is predicted therefore that Cheshire will remain at a female representation rate of 36% and therefore at status level 1 for this indicator following December return's data being added.

## Ethnicity Representation

The following shows progress in respect of ethnicity representation. Cheshire are currently classified as status level 2 for this indicator, meaning that the representation of Black, Asian, Mixed or Others within this force (2.1%) is below the population rate (3.1%) but quite close.



Following December's data return there are 53 officers of an ethnic minority in force, the representation rate should increase to 2.2% although this is still below the populations rate and so we can therefore expect to remain at status level 2 for this indicator.

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 31 December 2022.

Row Labels	No Headcount	%	Prefer not to say Headcount	%	Yes Headcount	%	Total Headcount	Total %
1. Officer								
1. Chief Officers	4	80.00%		0.00%	1	20.00%	5	100.00%
2. Chief Superintenden	5	100.00%		0.00%		0.00%	5	100.00%
3. Superintendent	22	100.00%		0.00%		0.00%	22	100.00%
4. Chief Inspector	33	94.29%		0.00%	2	5.71%	35	100.00%
5. Inspector	101	90.99%	1	0.90%	9	8.11%	111	100.00%
6. Sergeant	395	96.58%	1	0.24%	13	3.18%	409	100.00%
7. Constable	1853	97.68%	2	0.11%	42	2.21%	1897	100.00%
1. Officer Total	2413	97.14%	4	0.16%	67	2.70%	2484	100.00%
2. PCSO								
PCSO	148	96.10%	2	1.30%	4	2.60%	154	100.00%
2. PCSO Total	148	96.10%	2	1.30%	4	2.60%	154	100.00%
3. Staff								
1. SM Grades	26	100.00%		0.00%		0.00%	26	100.00%
2. PO Grades	171	95.53%		0.00%	8	4.47%	179	100.00%
3. SO Grades	208	96.30%		0.00%	8	3.70%	216	100.00%
4. Scales 4-6	987	95.92%	2	0.19%	40	3.89%	1029	100.00%
5. Scales 1-3	254	95.13%	1	0.37%	12	4.49%	267	100.00%
3. Staff Total	1646	95.86%	3	0.17%	68	3.96%	1717	100.00%
4. Special								
Special	155	97.48%	1	0.63%	3	1.89%	159	100.00%
4. Special Total	155	97.48%	1	0.63%	3	1.89%	159	100.00%
Grand Total	4362	96.63%	10	0.22%	142	3.15%	4514	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 31 December 2022

Row Labels	Female Headcount	%	Male Headcount	%	Prefer not to say Headcount	%	Prefer to self describe Headcount	%	(blank) Headcount	%	Total Headcount	Total %
<b>1. Officer</b>												
1. Chief Officers	1	20.00%	4	80.00%		0.00%		0.00%		0.00%	5	100.00%
2. Chief Superintendent	2	40.00%	3	60.00%		0.00%		0.00%		0.00%	5	100.00%
3. Superintendent	10	45.45%	12	54.55%		0.00%		0.00%		0.00%	22	100.00%
4. Chief Inspector	8	22.86%	27	77.14%		0.00%		0.00%		0.00%	35	100.00%
5. Inspector	39	35.14%	71	63.96%	1	0.90%		0.00%		0.00%	111	100.00%
6. Sergeant	102	24.94%	305	74.57%	1	0.24%	1	0.24%		0.00%	409	100.00%
7. Constable	727	38.32%	1154	60.83%	5	0.26%	2	0.11%	9	0.47%	1897	100.00%
<b>1. Officer Total</b>	<b>889</b>	<b>35.79%</b>	<b>1576</b>	<b>63.45%</b>	<b>7</b>	<b>0.28%</b>	<b>3</b>	<b>0.12%</b>	<b>9</b>	<b>0.36%</b>	<b>2484</b>	<b>100.00%</b>
<b>2. PCSO</b>												
PCSO	83	53.90%	70	45.45%	1	0.65%		0.00%		0.00%	154	100.00%
<b>2. PCSO Total</b>	<b>83</b>	<b>53.90%</b>	<b>70</b>	<b>45.45%</b>	<b>1</b>	<b>0.65%</b>		<b>0.00%</b>		<b>0.00%</b>	<b>154</b>	<b>100.00%</b>
<b>3. Staff</b>												
1. SM Grades	12	46.15%	14	53.85%		0.00%		0.00%		0.00%	26	100.00%
2. PO Grades	103	57.54%	73	40.78%	3	1.68%		0.00%		0.00%	179	100.00%
3. SO Grades	118	54.63%	96	44.44%	1	0.46%		0.00%	1	0.46%	216	100.00%
4. Scales 4-6	698	67.83%	328	31.88%	2	0.19%	1	0.10%		0.00%	1029	100.00%
5. Scales 1-3	196	73.41%	71	26.59%		0.00%		0.00%		0.00%	267	100.00%
<b>3. Staff Total</b>	<b>1127</b>	<b>65.64%</b>	<b>582</b>	<b>33.90%</b>	<b>6</b>	<b>0.35%</b>	<b>1</b>	<b>0.06%</b>	<b>1</b>	<b>0.06%</b>	<b>1717</b>	<b>100.00%</b>
<b>4. Special</b>												
Special	38	23.90%	119	74.84%		0.00%		0.00%	2	1.26%	159	100.00%
<b>4. Special Total</b>	<b>38</b>	<b>23.90%</b>	<b>119</b>	<b>74.84%</b>		<b>0.00%</b>		<b>0.00%</b>	<b>2</b>	<b>1.26%</b>	<b>159</b>	<b>100.00%</b>
<b>Grand Total</b>	<b>2137</b>	<b>47.34%</b>	<b>2347</b>	<b>51.99%</b>	<b>14</b>	<b>0.31%</b>	<b>4</b>	<b>0.09%</b>	<b>12</b>	<b>0.27%</b>	<b>4514</b>	<b>100.00%</b>

## 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 31 December 2022.

Row Labels	No Headcount	%	Prefer not to say Headcount	%	Yes Headcount	%	Total Headcount	Total %
<b>1. Officer</b>								
1. Chief Officers	4	80.00%		0.00%	1	20.00%	5	100.00%
2. Chief Superintenden	5	100.00%		0.00%		0.00%	5	100.00%
3. Superintendent	22	100.00%		0.00%		0.00%	22	100.00%
4. Chief Inspector	33	94.29%		0.00%	2	5.71%	35	100.00%
5. Inspector	101	90.99%	1	0.90%	9	8.11%	111	100.00%
6. Sergeant	395	96.58%	1	0.24%	13	3.18%	409	100.00%
7. Constable	1853	97.68%	2	0.11%	42	2.21%	1897	100.00%
<b>1. Officer Total</b>	<b>2413</b>	<b>97.14%</b>	<b>4</b>	<b>0.16%</b>	<b>67</b>	<b>2.70%</b>	<b>2484</b>	<b>100.00%</b>
<b>2. PCSO</b>								
PCSO	148	96.10%	2	1.30%	4	2.60%	154	100.00%
<b>2. PCSO Total</b>	<b>148</b>	<b>96.10%</b>	<b>2</b>	<b>1.30%</b>	<b>4</b>	<b>2.60%</b>	<b>154</b>	<b>100.00%</b>
<b>3. Staff</b>								
1. SM Grades	26	100.00%		0.00%		0.00%	26	100.00%
2. PO Grades	171	95.53%		0.00%	8	4.47%	179	100.00%
3. SO Grades	208	96.30%		0.00%	8	3.70%	216	100.00%
4. Scales 4-6	987	95.92%	2	0.19%	40	3.89%	1029	100.00%
5. Scales 1-3	254	95.13%	1	0.37%	12	4.49%	267	100.00%
<b>3. Staff Total</b>	<b>1646</b>	<b>95.86%</b>	<b>3</b>	<b>0.17%</b>	<b>68</b>	<b>3.96%</b>	<b>1717</b>	<b>100.00%</b>
<b>4. Special</b>								
Special	155	97.48%	1	0.63%	3	1.89%	159	100.00%
<b>4. Special Total</b>	<b>155</b>	<b>97.48%</b>	<b>1</b>	<b>0.63%</b>	<b>3</b>	<b>1.89%</b>	<b>159</b>	<b>100.00%</b>
<b>Grand Total</b>	<b>4362</b>	<b>96.63%</b>	<b>10</b>	<b>0.22%</b>	<b>142</b>	<b>3.15%</b>	<b>4514</b>	<b>100.00%</b>

## 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 31 December 2022.

Row Labels	Under 26 Headcount	%	26-40 Headcount	%	41-55 Headcount	%	Over 55 Headcount	%	Total Headcount	Total %
<b>1. Officer</b>										
1. Chief Officers		0.00%		0.00%	4	80.00%	1	20.00%	5	100.00%
2. Chief Superintendent		0.00%		0.00%	4	80.00%	1	20.00%	5	100.00%
3. Superintendent		0.00%	2	9.09%	20	90.91%		0.00%	22	100.00%
4. Chief Inspector		0.00%	7	20.00%	28	80.00%		0.00%	35	100.00%
5. Inspector		0.00%	28	25.23%	80	72.07%	3	2.70%	111	100.00%
6. Sergeant	1	0.24%	134	32.76%	270	66.01%	4	0.98%	409	100.00%
7. Constable	260	13.71%	1009	53.19%	599	31.58%	29	1.53%	1897	100.00%
<b>1. Officer Total</b>	<b>261</b>	<b>10.51%</b>	<b>1180</b>	<b>47.50%</b>	<b>1005</b>	<b>40.46%</b>	<b>38</b>	<b>1.53%</b>	<b>2484</b>	<b>100.00%</b>
<b>2. PCSO</b>										
PCSO	16	10.39%	55	35.71%	61	39.61%	22	14.29%	154	100.00%
<b>2. PCSO Total</b>	<b>16</b>	<b>10.39%</b>	<b>55</b>	<b>35.71%</b>	<b>61</b>	<b>39.61%</b>	<b>22</b>	<b>14.29%</b>	<b>154</b>	<b>100.00%</b>
<b>3. Staff</b>										
1. SM Grades		0.00%	1	3.85%	14	53.85%	11	42.31%	26	100.00%
2. PO Grades		0.00%	45	25.14%	92	51.40%	42	23.46%	179	100.00%
3. SO Grades	3	1.39%	67	31.02%	95	43.98%	51	23.61%	216	100.00%
4. Scales 4-6	107	10.40%	300	29.15%	383	37.22%	239	23.23%	1029	100.00%
5. Scales 1-3	25	9.36%	52	19.48%	88	32.96%	102	38.20%	267	100.00%
<b>3. Staff Total</b>	<b>135</b>	<b>7.86%</b>	<b>465</b>	<b>27.08%</b>	<b>672</b>	<b>39.14%</b>	<b>445</b>	<b>25.92%</b>	<b>1717</b>	<b>100.00%</b>
<b>4. Special</b>										
Special	43	27.04%	75	47.17%	30	18.87%	11	6.92%	159	100.00%
<b>4. Special Total</b>	<b>43</b>	<b>27.04%</b>	<b>75</b>	<b>47.17%</b>	<b>30</b>	<b>18.87%</b>	<b>11</b>	<b>6.92%</b>	<b>159</b>	<b>100.00%</b>
<b>Grand Total</b>	<b>455</b>	<b>10.08%</b>	<b>1775</b>	<b>39.32%</b>	<b>1768</b>	<b>39.17%</b>	<b>516</b>	<b>11.43%</b>	<b>4514</b>	<b>100.00%</b>



## 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 31 December 2022.

Row Labels	Bisexual Headcount	%	Gay / Lesbian Headcount	%	Prefer not to say Headcount	%	Prefer to self-describe Headcount	%	Not Known Headcount	%	Heterosexual Headcount	%	Total Headcount	Total %
<b>1. Officer</b>														
1. Chief Officers		0.00%		0.00%	1	20.00%		0.00%	1	20.00%	3	60.00%	5	100.00%
2. Chief Superintendent		0.00%		0.00%		0.00%		0.00%	3	60.00%	2	40.00%	5	100.00%
3. Superintendent	1	4.55%		0.00%		0.00%		0.00%	16	72.73%	5	22.73%	22	100.00%
4. Chief Inspector		0.00%		0.00%		0.00%		0.00%	22	62.86%	13	37.14%	35	100.00%
5. Inspector	1	0.90%	3	2.70%	3	2.70%		0.00%	80	72.07%	24	21.62%	111	100.00%
6. Sergeant	3	0.73%	6	1.47%	4	0.98%	2	0.49%	324	79.22%	70	17.11%	409	100.00%
7. Constable	41	2.16%	51	2.69%	41	2.16%	8	0.42%	1091	57.51%	665	35.06%	1897	100.00%
<b>1. Officer Total</b>	<b>46</b>	<b>1.85%</b>	<b>60</b>	<b>2.42%</b>	<b>49</b>	<b>1.97%</b>	<b>10</b>	<b>0.40%</b>	<b>1537</b>	<b>61.88%</b>	<b>782</b>	<b>31.48%</b>	<b>2484</b>	<b>100.00%</b>
<b>2. PCSO</b>														
PCSO	2	1.30%	8	5.19%	8	5.19%		0.00%	87	56.49%	49	31.82%	154	100.00%
<b>2. PCSO Total</b>	<b>2</b>	<b>1.30%</b>	<b>8</b>	<b>5.19%</b>	<b>8</b>	<b>5.19%</b>		<b>0.00%</b>	<b>87</b>	<b>56.49%</b>	<b>49</b>	<b>31.82%</b>	<b>154</b>	<b>100.00%</b>
<b>3. Staff</b>														
1. SM Grades		0.00%		0.00%		0.00%		0.00%	13	50.00%	13	50.00%	26	100.00%
2. PO Grades	1	0.56%		0.00%	7	3.91%		0.00%	97	54.19%	74	41.34%	179	100.00%
3. SO Grades	1	0.46%	5	2.31%	1	0.46%		0.00%	121	56.02%	88	40.74%	216	100.00%
4. Scales 4-6	16	1.55%	14	1.36%	21	2.04%	2	0.19%	542	52.67%	434	42.18%	1029	100.00%
5. Scales 1-3	4	1.50%	3	1.12%	7	2.62%	1	0.37%	142	53.18%	110	41.20%	267	100.00%
<b>3. Staff Total</b>	<b>22</b>	<b>1.28%</b>	<b>22</b>	<b>1.28%</b>	<b>36</b>	<b>2.10%</b>	<b>3</b>	<b>0.17%</b>	<b>915</b>	<b>53.29%</b>	<b>719</b>	<b>41.88%</b>	<b>1717</b>	<b>100.00%</b>
<b>4. Special</b>														
Special	7	4.40%	9	5.66%	8	5.03%		0.00%	58	36.48%	77	48.43%	159	100.00%
<b>4. Special Total</b>	<b>7</b>	<b>4.40%</b>	<b>9</b>	<b>5.66%</b>	<b>8</b>	<b>5.03%</b>		<b>0.00%</b>	<b>58</b>	<b>36.48%</b>	<b>77</b>	<b>48.43%</b>	<b>159</b>	<b>100.00%</b>
<b>Grand Total</b>	<b>77</b>	<b>1.71%</b>	<b>99</b>	<b>2.19%</b>	<b>101</b>	<b>2.24%</b>	<b>13</b>	<b>0.29%</b>	<b>2597</b>	<b>57.53%</b>	<b>1627</b>	<b>36.04%</b>	<b>4514</b>	<b>100.00%</b>

## 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 31 December 2022.

Row Labels	Any other religion Headcount	%	Buddhist Headcount	%	Christian Headcount	%	Hindu Headcount	%	Jewish Headcount	%	Muslim Headcount	%	No Religion Headcount	%	Not Known/Not Provided Headcount	%	Prefer not to say Headcount	%	Sikh Headcount	%	Total Headcount	Total %
<b>1. Officer</b>																						
1. Chief Officers		0.00%		0.00%	5	100.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	5	100.00%
2. Chief Superintendent		0.00%		0.00%	4	80.00%		0.00%		0.00%		0.00%		0.00%	1	20.00%		0.00%		0.00%	5	100.00%
3. Superintendent		0.00%		0.00%	17	77.27%		0.00%		0.00%		0.00%	1	4.55%	4	18.18%		0.00%		0.00%	22	100.00%
4. Chief Inspector		0.00%		0.00%	22	62.86%		0.00%		0.00%	2	5.71%	3	8.57%	7	20.00%	1	2.86%		0.00%	35	100.00%
5. Inspector		0.00%		0.00%	65	58.56%		0.00%	1	0.90%		0.00%	23	20.72%	20	18.02%	2	1.80%		0.00%	111	100.00%
6. Sergeant	1	0.24%	1	0.24%	216	52.81%		0.00%		0.00%	2	0.49%	88	21.52%	94	22.98%	7	1.71%		0.00%	409	100.00%
7. Constable	9	0.47%	4	0.21%	841	44.33%	2	0.11%		0.00%	9	0.47%	656	34.58%	351	18.50%	23	1.21%	2	0.11%	1897	100.00%
<b>1. Officer Total</b>	<b>10</b>	<b>0.40%</b>	<b>5</b>	<b>0.20%</b>	<b>1170</b>	<b>47.10%</b>	<b>2</b>	<b>0.08%</b>	<b>1</b>	<b>0.04%</b>	<b>13</b>	<b>0.52%</b>	<b>771</b>	<b>31.04%</b>	<b>477</b>	<b>19.20%</b>	<b>33</b>	<b>1.33%</b>	<b>2</b>	<b>0.08%</b>	<b>2484</b>	<b>100.00%</b>
<b>2. PCSO</b>																						
PCSO		0.00%	1	0.65%	68	44.16%		0.00%		0.00%		0.00%	46	29.87%	37	24.03%	2	1.30%		0.00%	154	100.00%
<b>2. PCSO Total</b>		<b>0.00%</b>	<b>1</b>	<b>0.65%</b>	<b>68</b>	<b>44.16%</b>		<b>0.00%</b>		<b>0.00%</b>		<b>0.00%</b>	<b>46</b>	<b>29.87%</b>	<b>37</b>	<b>24.03%</b>	<b>2</b>	<b>1.30%</b>		<b>0.00%</b>	<b>154</b>	<b>100.00%</b>
<b>3. Staff</b>																						
1. SM Grades		0.00%		0.00%	16	61.54%		0.00%		0.00%		0.00%	4	15.38%	6	23.08%		0.00%		0.00%	26	100.00%
2. PO Grades	1	0.56%	1	0.56%	76	42.46%		0.00%		0.00%	1	0.56%	41	22.91%	55	30.73%	4	2.23%		0.00%	179	100.00%
3. SO Grades	3	1.39%		0.00%	85	39.35%		0.00%		0.00%	1	0.46%	68	31.48%	57	26.39%	2	0.93%		0.00%	216	100.00%
4. Scales 4-6	11	1.07%	1	0.10%	420	40.82%	2	0.19%	1	0.10%	4	0.39%	291	28.28%	286	27.79%	13	1.26%		0.00%	1029	100.00%
5. Scales 1-3	1	0.37%	2	0.75%	107	40.07%	1	0.37%		0.00%		0.00%	60	22.47%	94	35.21%	2	0.75%		0.00%	267	100.00%
<b>3. Staff Total</b>	<b>16</b>	<b>0.93%</b>	<b>4</b>	<b>0.23%</b>	<b>704</b>	<b>41.00%</b>	<b>3</b>	<b>0.17%</b>	<b>1</b>	<b>0.06%</b>	<b>6</b>	<b>0.35%</b>	<b>464</b>	<b>27.02%</b>	<b>498</b>	<b>29.00%</b>	<b>21</b>	<b>1.22%</b>		<b>0.00%</b>	<b>1717</b>	<b>100.00%</b>
<b>4. Special</b>																						
Special	1	0.63%	1	0.63%	51	32.08%	1	0.63%	1	0.63%	2	1.26%	77	48.43%	22	13.84%	3	1.89%		0.00%	159	100.00%
<b>4. Special Total</b>	<b>1</b>	<b>0.63%</b>	<b>1</b>	<b>0.63%</b>	<b>51</b>	<b>32.08%</b>	<b>1</b>	<b>0.63%</b>	<b>1</b>	<b>0.63%</b>	<b>2</b>	<b>1.26%</b>	<b>77</b>	<b>48.43%</b>	<b>22</b>	<b>13.84%</b>	<b>3</b>	<b>1.89%</b>		<b>0.00%</b>	<b>159</b>	<b>100.00%</b>
<b>Grand Total</b>	<b>27</b>	<b>0.60%</b>	<b>11</b>	<b>0.24%</b>	<b>1993</b>	<b>44.15%</b>	<b>6</b>	<b>0.13%</b>	<b>3</b>	<b>0.07%</b>	<b>21</b>	<b>0.47%</b>	<b>1358</b>	<b>30.08%</b>	<b>1034</b>	<b>22.91%</b>	<b>59</b>	<b>1.31%</b>	<b>2</b>	<b>0.04%</b>	<b>4514</b>	<b>100.00%</b>

**Police and Crime Measures – Quarterly Statement**

<b>Measure: Reduce Murder and other homicide</b>	
Recorded crime levels	For the 12 months to the end of December 2022 the Constabulary has recorded 3 homicides, lower than for the same period in 2021 (5) and the same period in 2020 (10).
Force Response	<p>Major Investigation Team (MIT) resourcing is actively managed to balance the maintenance of an effective response to homicide that does not impact on the delivery of area based detective resources, with the low level of reported homicide in 2022. MIT specialist investigative resources are routinely providing support to area investigation resources including supporting throughput of detainees in custody and progressing other lines of enquiry on area owned investigations. This initiative ensures the specialist MIT skills are able to influence investigations locally, relieves some pressure on area based investigative teams and ensures MIT investigators retain knowledge and experience of non-homicide investigations.</p> <p>A proactive approach to Tackling Domestic Abuse and VAWG across the force is believed to contribute to reduction in homicide.</p>
<b>Ongoing Focus</b>	
	Delivering a comprehensive Homicide Reduction Strategy and how this relates to Domestic Abuse and Violence and Intimidation Against Women and Girls is a big part of the ongoing focus of MIT. In addition, development of specialist skills in MIT and the distillation of these specialist skills into area investigation teams will continue. Suspect interviewing and court presentation of complex, multi-media evidence are just two areas of focus.

<b>Measure: Reduce Serious Violence</b>	
<b>Measure: Disrupt drugs supply and county lines</b>	
Recorded crime levels	<p>For the 12 months ending November 2022 the Constabulary recorded 22 offences involving a serious firearm (handgun, rifle or shotgun) and in 3 of these the firearm was discharged. This is similar to the level in 2021 (17 with 1 discharged) and lower than in 2020 (38 with 15 discharged)</p> <p>For the 12 months ending November 2022 the Constabulary recorded 568 knife crime offences which is similar to the 552 in the same period last year and a 6.1% reduction on the 605 recorded in 2020.</p>
Force Response	Clear direction across all departments from Strategic and Tactical leads for Firearms, Knife Crime and in particular Serious & Organised Crime (SOC) – including County Lines Drug dealing encapsulates the force response to serious violence. Firearm and Knife enabled offending is often associated with SOC, with extreme violence being used to further advance criminal enterprises such as drug dealing. Enhanced understanding and threat scoring of Organised Crime Groups (OCGs) and County Lines drug dealers have enabled greater focus of Level 2 proactive departments on the highest harm offenders. In addition, focusing on the vulnerability associated with County Lines has enabled early interventions in relation to new teams operating in Cheshire – thus reducing disputes between rival dealers. Enhanced governance is also now in place at Area and at a Force level regarding our identification, assessment of the harm caused and operational tasking in relation to OCGs and County Lines drug dealers. The management of this serious

	criminality has tangible governance from the local neighbourhood level, through area, force and regional level to ensure appropriate dedicated and specialist resources address the Organised Criminals causing the most harm to communities.
<b>Ongoing Focus</b>	
	Focus will continue as described above with further investment into additional analytical and research resources focusing on OCGs and County Lines drug markets. In addition, the further development of our alignment with regional and national best practice in relation to the management of OCGs across the 4 P's (Pursue, Prevent, Protect, Prepare) continues with the North West Regional Organised Crime Unit (NWROCU). To develop early intervention opportunities, we are developing our scoring of Urban Street Gangs (USGs) for the first time in Cheshire which it is intended will promote diversionary activities to safeguard these young people and prevent their being drawn in to more serious criminality.

<b>Measure: Reduce neighbourhood crime</b>	
Recorded crime levels	For the 12 months ending December 2022 the force recorded 5934 overall 'neighbourhood' crimes, this is a 2.7% increase on the same period ending 2021. This is predominantly due to a 6.7% increase in Vehicle offences with Burglary and Personal Robbery still seeing year on year reductions. Although Vehicle crime has seen an increase the current figures represent a 27% reduction on 2019 - the last full year not affected by COVID.
Force Response	Neighbourhood Crime is a priority in local policing areas, with particular focus on burglary residential which has been subject to our preventative Operation Shield approach which sees officers attend all burglaries of a home and in addition conduct "super-cocooning" visits to adjacent homes as well as ensuring a Crime Scene Investigator attends in all appropriate cases.
<b>Ongoing Focus</b>	
	Operation Shield continues to be the Constabulary's operational approach in response to residential burglary to prevent near repeats.

<b>Measure: Improve satisfaction among victims, with a particular focus on victims of DA</b>	
Recorded crime levels	Over the last 12 months 79% of DA victims surveyed were satisfied however this is based on a total of 56 completed surveys for the year. The Constabulary is now submitting a larger sample of victims to the survey provider and is monitoring completion rates.
Force Response	<p>Work is ongoing across the organisation to</p> <ul style="list-style-type: none"> <li>• Understand and improve compliance with the 12 rights of the victim's code</li> <li>• Maximise the force's understanding of what victims think of the services provided</li> <li>• Develop, test and implement new ways of working to maximise victim satisfaction</li> </ul>



	The work is intended to provide outstanding services to all victims but also to prioritise and focus on victims of domestic abuse.
Ongoing Focus	
	Ongoing development of Area Investigation teams coupled with additional capability regarding suspect management and prosecution file progression are all intended to improve quality and timeliness of investigative response and therefore satisfaction.

Measure: Tackle Cyber Crime	
Recorded crime levels	Not applicable. The national measures in this are relate to confidence in the law enforcement response to cyber-crime (cyber aware tracker) and the percentage of businesses experiencing a cyber-breach or attack (Dept for DCMS survey)
Force Response	<p>The alignment of Online Child Abuse Investigation Teams (OCAIT), Digital Forensics and the Cyber Investigation Team under the management of a single Detective Chief Inspector, creating a Digital Media Investigation Unit (DMIU) has enabled the Constabulary to realise efficiencies and improve the effectiveness and timeliness of investigations in this area. This approach has resulted in Digital Forensics being ISO accredited by UKAS in recent weeks.</p> <p>The DMIU, as part of the Serious Organised Crime Command, also work closely with the Serious Organised Economic Crime (SOEC) Team, who, amongst other responsibilities, investigate online fraud. A proactive approach is taken in relation to these crime types, particularly regarding an asset recovery approach to the proceeds of crime.</p> <p>Cyber breach or attacks have not been prevalent in Cheshire.</p>
Ongoing Focus	
	There will remain a continued focus on improving efficiency and effectiveness with options being explored to increase the technical capability of the teams to ensure their capability matches that of offenders. Work in collaboration with the North West Regional Organised Crime Unit (NWROCU) also offers opportunity for greater proactivity via proactive covert assets.

## Item 6

### **PUBLIC SCRUTINY BOARD 18 JANUARY 2023**

#### **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 October 2022 to 31 December 2022.

##### **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 through the Organisational Learning Board chaired by our Head of Training as well as other appropriate communication channels.
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, 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.

## **PUBLIC COMPLAINTS AND ALLEGATIONS**

7. Between 01 October 2022 and 31 December 2022 Cheshire Police logged 63,719 incidents and 20,696 crimes. 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 October 2022 to 31 December 2022 compared to same quarter in 2021**

Measure	October 2021 – December 2021	October 2022 – December 2022	Direction of travel
Recorded of complaint cases	422	334	Decrease
Schedule 3 cases	155	156	Increase
Non – Sch. 3 cases	267	178	Decrease
Recorded allegations	612	587	Decrease
% Allegations (Sch 3) Not acceptable/ Upheld	11%	18%	Increase
Average days to finalise complaint cases	34.97	50.6	Increase
Appeals/Reviews received	25	27	Increase
Common allegations (top 5, Inc. % of total recorded allegations)	21% A1 – Police action following contact 15% A4 – General Level Of service 9% A2 – Decisions 9% A3 - Information 7% B4 – Use of Force	17% A1 – Police action following contact 14% A3 – Information 12% A4 – General level of service 8% B5 – Detention in Police Custody 8% A2 - Decisions	

8. The data reflects fewer complaints, Non-Schedule 3 complaints and allegations were recorded compared to the same period last year, the complaints are taking longer to finalise due to their complexity. There is an increase in complaints relating to arrests which means those complaints can be sub-judice and require waiting for the outcome of a criminal investigation.
9. Of the 334 recorded complaints 178 of these (47%) 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.
10. The number of recorded allegations is only marginally smaller in this quarter compared to last year and continues to represent a consistent pattern across the two years.

11. For every one complaint in Q3 2021 1.4 allegations were recorded and in the same quarter this year that ratio is 1.7:1 also highlighting a slight increase in complexity as there are more allegations recorded per complaint.
12. The average days to finalise complaints cases has increased by 44% or by 15 days in real terms. This is also being attributed to an increase in complexity and an increase in cases relating to arrests and investigations which can take longer to resolve due to them being sub-judice.
13. The number of reviews has increased in this period (by 2) compared to 2021.

**Chart 2 Cheshire Police data – allegations re LPUs and departments**

LPU/Department allegations	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23
AIT	-	-	-	-	14
ARV Firearms Alliance	-	5	2	1	4
Chester	63	68	67	84	68
CID – North	-	-	-	-	1
CID – West	-	-	-	-	12
CID – East	-	-	-	-	13
Congleton	27	41	27	22	15
Crewe	43	73	67	39	51
Criminal Justice	-	-	-	-	-
Custody	15	47	34	61	74
Ellesmere Port	38	38	33	28	19
Headquarters	91	79	70	52	49
IIT	6	3	8	4	4
Macclesfield	71	64	93	82	76
Northwich	40	58	35	42	36
Partnerships	-	-	-	-	1
PPD	3	5	6	10	-
Public Contact	11	11	22	13	7
Regional Control Centre	-	-	-	-	2
Roads and Crime	-	24	21	13	23
Runcorn	32	34	51	59	32
Rural Team	-	1	1	1	2
Safeguarding	-	5	6	7	-
Warrington	96	75	95	95	68
Widnes	33	33	29	31	16

14. Whilst the figures above show some variability from Q1 2021/22 to Q3 2022/23 the variations are not deemed particularly significant and there are no particular patterns, apart from Custody where due to an increase in arrests across VAWG crimes in particular and greater proactivity, there is a significant increase in complaints from the same time last year (393%).
15. Through the monthly Professional Standards Department (PSD) 'tasking and coordination' process, complaints at a local policing unit and 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 / REVIEWS

16. 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**

01.10.21 - 31.12.21	Number of Reviews Received	Number of Reviews Upheld
Local Review	15	1
IOPC Review	10	1
Total	25	2

01.10.22 – 31.12.22	Number of Reviews Received	Number of Reviews Upheld
Local Review	20	2
IOPC Review	7	2
Total	27	4

17. Charts 3 shows the breakdown of reviews managed by the OPCC and IOPC and compared to the same period last year. There is a slight increase in upheld reviews (increase by 1) and these are scrutinised by Head of PSD for patterns or issues of note. In all but one case reviewed so far the reviewing body has agreed with the outcome but they felt better, more detailed communication with the complainant would have been beneficial. This learning is being fed back to the relevant complaint handlers.
18. The volume and outcome of appeals / reviews receives scrutiny between the Force and the IOPC during periodic oversight meetings.
19. Chart 4 shows the number of 'reviews' currently outstanding with both the IOPC and the OPCC. When comparing to Q2 of this year, the OPCC figures have reduced by 5 whilst the IOPC have increased by 3. When compared to the same quarter last year, this is an increase by 60% this year for the OPCC and an increase by 32% for IOPC reviews.

20. The IOPC have a 40 week backlog in respect of reviews and investigation appeals which is likely to impact on force performance figures.

**Chart 4 Number of reviews outstanding**

Reviews outstanding	Number
With OPCC	23
With IOPC	25

**Information regarding employment tribunals and grievances is now provided by HR in a separate report.**

**RECOMMENDED:**

(1) The report be received

Mark Roberts

CHIEF CONSTABLE

Contact Officer: Det Superintendent Helena Banusic

Tel. No. (01606) 363524      Email: [Helena.Banusic@cheshire.police.uk](mailto:Helena.Banusic@cheshire.police.uk)

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## **Cheshire Police and Crime Panel**

### **Questions / lines of enquiry to be taken up with the Commissioner at the meeting of the Panel on 17<sup>th</sup> March 2023**

- (1) There has been a decrease in the number of PCSO's in Cheshire, but overall, a continuance in having one PCSO per Council Ward. Considering that Councils from time to time have boundary changes, would the Commissioner kindly confirm to the Panel that the patches that PCSOs cover are linked to the current Council Ward boundaries, so that there is a clear line of communication in each area.

#### **Cllr Martha Lloyd Jones**

- (2) Please refer to the attached letter Baroness Casey has written to the Commissioner of the Metropolitan Police, Sir Mark Rowlands, as an early "heads up" on issues most likely to headline in her review.

The Panel would refer the Commissioner to items 1- 8 on page two of the letter and on request an accurate summary of how Cheshire Police perform against the significant and failing areas that Baroness Casey is focussing on.

#### **Mr Evan Morris MBE**

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**The Baroness Casey of Blackstock DBE CB**

Letter sent via email to Commissioner of the Metropolitan Police Service Sir Mark Rowley

17 October 2022

*Dear Sir Mark,*

Congratulations on your appointment as Commissioner of the Metropolitan Police Service (the Met). It is an enormous responsibility you are taking on. At this moment perhaps more than ever, Met officers and staff, Londoners and visitors all rely on you and want you to succeed, and I will do whatever is in my power to support you, your team and all Met officers and staff.

As agreed, I will, therefore, continue my work reviewing the culture and standards within the Met that I began under former Commissioner Dame Cressida Dick earlier this year.

As we have discussed, Dame Cressida asked me to look at the internal misconduct system as a priority, and you have reiterated the importance of this as part of your own plans for urgent, early reform in the Met. I agreed to do so as I believe that how the Met deals with internal misconduct is a fundamental concern for Met officers and staff who throughout the months of meetings and interviews have reiterated this point to me.

Londoners too, need to have confidence that the Met can effectively police itself, protect the public, and provide a positive career experience for people of all backgrounds, in order to restore trust, confidence and, most importantly, policing by consent.

I thoroughly endorse your early focus on professionalism and your commitment to raising standards and being ruthless in rooting out those who do not deserve to hold the office of constable. Their behaviour brings the decent majority of officers, the force and policing into disrepute.

To that end I am sharing with you my initial views on some of the problems with the misconduct system, and suggested actions. More detailed evidence on these findings is provided in the attached Analytical Report, based on our analysis of internal, unpublished data and many hours of interviews with officers and staff of all ranks in the past few months.

This letter and special report are interim findings on the specific matter of internal misconduct ahead of future work on the full terms of my review.

In summary, my conclusion is that the misconduct system is not delivering in a way that you, I, your officers or the public would expect it to. Cases are taking too long to resolve, allegations are more likely to be dismissed than acted upon, the burden on those raising concerns is too heavy, and there is racial disparity across the system, with White officers dealt with less harshly than Black or Asian officers. Initiatives such as Signa and 'Not in My

Met' are positive but the misconduct system itself needs to change if these well intentioned campaigns and actions are to have any sustainable impact.

Our analysis has identified eight key issues:

1. **The Met takes too long to resolve misconduct cases.** On average, the Met takes 400 days to finalise misconduct allegations from start to finish. Even removing those involving the Independent Office for Police Conduct, cases still take, on average, nearly 350 days. Nearly 20% of misconduct cases take more than two years to finalise.
2. **Officers and staff do not believe that action will be taken when concerns around conduct are raised.** And they are right not to do so as, consistently, 55-60% of misconduct allegations made by Met officers, staff and their families receive a 'no case to answer' decision. Line managers and supervisors are warning staff against taking misconduct action, so that the view that nothing happens is institutionalised.
3. **Allegations relating to sexual misconduct and other discriminatory behaviours are less likely than other misconduct allegations to result in a 'case to answer' decision.** 'Case to answer' decisions are given to 20% of allegations concerned with breaching equality and diversity rules, and 29% of allegations involving sexual misconduct compared to 33% of all finalised allegations. This suggests that equality and discrimination issues are not being tackled effectively.
4. **The misconduct process does not find and discipline officers with repeated or patterns of unacceptable behaviour.** Between 2013 and 2022, 20% of officers and staff in the misconduct system have been involved in two or more cases, but the data shows that less than 1% of those officers have been dismissed. The current approach to misconduct only allows for allegations to be dealt with individually and as far as we can see, connections are not made to prior concerns raised which fall short of formal misconduct. This means repeated or escalating misconduct is not spotted, missing those who potentially pose most risk to others.
5. **The Met does not fully support local Professional Standards Units (PSUs) to deal with misconduct effectively.** Many misconduct cases are handled by the local PSUs working in individual commands rather than the central Directorate of Professional Standards (DPS). It is my view that PSUs are overstretched, under-resourced and do not receive training in misconduct, undermining local efforts to improve standards of behaviour. Greater authority and support should be given to PSUs as a matter of urgency.
6. **The Met is not clear about what constitutes 'Gross Misconduct' and what will be done about it.** The Met threshold and interpretation for what counts as 'Gross Misconduct' is set too high, meaning too many of those who fall short of what the public would expect cannot be removed. In addition to this, where a case to answer for 'Gross Misconduct' is found, the number of those actually dismissed has fallen significantly in recent years.
7. **There is racial disparity throughout the Met's misconduct system.** Despite improvement, it was still the case in 2021-22 that Black officers and staff were 81% more likely than White officers to have misconduct allegations brought against them, while Asian officers were 55% more likely. Black and Asian officers were also more likely to have an allegation substantiated than White officers. This is a long standing issue and is clear evidence of systemic bias.
8. **Regulation 13 is not being used fairly or effectively in relation to misconduct.** Regulation 13 (which allows for the removal of probationers) is not being used to remove enough of those officers who should not be in policing, with only 8% of cases in the most recent year resulting in dismissal. Regulation 13 is also, however, being

used disproportionately on those from ethnic minorities, with Black officers being 126% more likely and Asian officers 123% more likely to be subject to a Regulation 13 case than White officers.

Further to these eight key issues, I also want to stress four broader points:

- Firstly, that these issues are not new. The data set we have had access to dates from 2013 to 2022. In addition there are numerous reports and recommendations on many of the issues raised in this letter that go back decades including the key matter of racial disproportionality. In the light of that and of their concerning nature, it is all the more important that you, as the new Commissioner, and your new leadership team grip this and take the necessary action by making urgent and effective improvements, not incremental reform.
- Secondly, that the DPS itself does not fully command the confidence of officers and staff and requires a significant change to do so. Colleagues in DPS also report how challenging and difficult their jobs are. An enhanced DPS alone, with a business as usual approach, will risk making the issues outlined above even worse. Across the Met it is apparent that the burden placed on those raising allegations is too heavy and needs to be lightened by more confident management. Radical reform is required here, based on a root and branch overhaul to the system. An early start would be to enhance the approach taken by the Domestic Abuse and Sexual Offences team, established in February 2022 under the Rebuilding Trust programme.
- Thirdly, I am concerned about the pressures on the frontline in the BCUs and within that about line management and supervision within the Met (an issue also recently raised by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services). These are the first and most critical opportunities in setting, embedding and enforcing professional standards. Human Resources does not have a big enough role in the misconduct system or in supporting line managers. Improving these will help prevent misconduct in the first place and help some low-level cases from escalating, as well as encouraging quicker and more effective action where necessary. I will be returning to this issue in my future full report.
- Fourthly, I recognise that some improvements will rely on overall regulatory changes that affect policing nationally and not just the Met. The decline in dismissals for Gross Misconduct has coincided with the introduction of independent Legally Qualified Chairs at misconduct hearings although we do not have the data available to know whether there is a causal connection. In addition the overly complex quasi-judicial nature of the system makes it more akin to a criminal justice process with a high evidential bar, than an internal system which is supposed to uphold high professional standards and maintain public confidence in the police service.

The legal and regulatory framework regarding misconduct should be looked at urgently by the new Home Secretary, together with the College of Policing and National Police Chiefs Council. You do not have the powers you need for the radical reform needed on all of these issues but, as you have acknowledged, these changes need not stand in the way of many of the other urgent improvements that can and should be made in the Met now, irrespective of regulations.

These improvements are ultimately for you to decide upon. But in my assessment they must include action:

- To reduce the time taken for cases to be resolved;
- To investigate and remove more repeat offenders;
- To bring more offences, particularly relating to discrimination and sexual misconduct, within the remit of 'Gross Misconduct' and dismissal;
- To bring in more human resource expertise to support the misconduct process;
- To review the use of Regulation 13;
- To better support PSUs to effectively resolve more cases at a local level; and
- To review and reduce the disproportionality throughout the system.

A piecemeal approach to these issues is unlikely to work. Radical and wholesale reform of the system is required to increase both public confidence in the Met and internal confidence in the misconduct process. Accountability for achieving them also needs to be held at the highest level of the Met.

I realise that, for many in the Met, this letter, the report and its contents will make difficult reading. I would ask that the organisation pause and consider it carefully, rather than finding reasons to avoid facing up to uncomfortable truths.

Since I have been with you at the Met I have been struck by how many outstanding and tirelessly hard-working officers there are. At the same time I have seen for myself, as has the public, some of the truly awful conduct of officers going through the misconduct and criminal justice system. They may be a minority but what they have said and done is laid bare publicly and is a cause for shame. You owe it to the outstanding and hardworking officers to get this right and reform the system for the long term.

Finally, while I of course completely understand and support the urgency with which you want to begin reforming the Met, and the importance of dealing fairly and effectively with misconduct to that, I would also caution you that these issues within the misconduct processes are just one part of the wider system that together make up the standards and culture within the organisation. I will be returning to these wider issues forthwith.

There will be a lot of work to do and I do not underestimate the challenges ahead. I am also clear, however, that for all its problems, there are many thousands of Met officers and staff who do an extraordinary job every day for our city, putting their own lives and safety at risk, delivering an often outstanding service and who want to work to the highest of standards.

I therefore commit myself to supporting them, and your efforts to achieve those standards. London and Londoners deserve nothing less.

As ever,  
Diana Horvath

**The Baroness Casey of Blackstock DBE CB**