

# Cheshire Police and Crime Panel

## Agenda

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**Date:** Thursday 22nd December 2022  
**Time:** 2.00 pm  
**Venue:** Council Chamber, Municipal Buildings, Earle Street, Crewe  
CW1 2BJ

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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.

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

In order that an appropriate answer to the questions can be given, the deadline for indicating a wish to speak or for submission of questions is 3 clear working days before a meeting of the Panel. The Chair has the discretion to waive the 3-day rule for issues deemed to be urgent.

In response to questions or statements the Panel may choose to agree to either provide an agreed verbal response, that will be minuted or to provide a written reply to a questioners chosen address.

Those wishing to ask a question or make a statement should register by email to: [martin.r.smith@cheshireeast.gov.uk](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 - 8)

To approve the minutes of the meeting held on 23 September 2022 as a correct record.

5. **Chair's Announcements**

6. **Panel's Work Programme** (Pages 9 - 10)

To consider the work programme.

7. **Questions submitted in advance to the Commissioner** (Pages 11 - 14)

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

8. **Introduction by the Commissioner**

9. **Consideration of Draft Police and Crime Plan** (Pages 15 - 50)

To consider the draft Police and Crime Plan.

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

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Minutes of a meeting of the **Cheshire Police and Crime Panel**  
held on Friday, 23rd September, 2022 in the The Council Chamber, Wyvern  
House, The Drumber, Winsford, CW7 1AH

**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

Independent Co-optees: Mr Evan Morris MBE and Miss Yasmin Somani

Officers: Mr Martin Smith, Cheshire East Council

**23 APOLOGIES**

Apologies were received from Mrs Sally Hardwick, Cllr Jane Whalen  
(Warrington Council) and Cllr Wendy Maisey OBE (Warrington Council).

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

No declarations of interests were made.

**25 PUBLIC PARTICIPATION**

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

**26 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the Minutes of the meeting held on 21<sup>st</sup> July 2022 be approved.

**27 CHAIR'S ANNOUNCEMENTS**

The Chairman noted that Mrs Sally Hardwick, who had been a member of  
the Panel since its creation, would be standing down at the end of the  
month. Panel members thanked her for the very significant contribution  
that she had made to the work of the Panel over many years.

**28 APPOINTMENT OF INDEPENDENT CO-OPTED MEMBER OF THE PANEL**

Mr Evan Morris, Panel Chair, outlined the procedure that had been followed to recruit a new independent Panel member. He noted that although the number of applications received had been fewer than in 2021, when a similar process had been followed, the quality of the applications received had been high.

He explained that three individuals had been shortlisted by the subgroup (Councillors Bisset, Whalen and Findlow, along with Mr Evan Morris) appointed to oversee the process, unfortunately one candidate withdrew shortly before the interviews were held. Two candidates had been interviewed; the unanimous view of the subgroup was that Mrs Gemma Shepherd–Etchells should be appointed to the Panel. Brief details of her experience were circulated to Panel members.

Mrs Shepherd-Etchells was in attendance at the meeting.

**RESOLVED:**

That Mrs Gemma Shepherd-Etchells be appointed to the Panel for a three-year term with effect from 1<sup>st</sup> October 2022.

**29 APPOINTMENT OF CHAIR OF THE PANEL'S COMPLAINTS MANAGEMENT SUB COMMITTEE**

Mrs Sally Hardwick had served as Chair of the Panel's Complaints Management Sub Committee since its creation, as she would be leaving the Panel at the end of the month, a new Chair was required.

**RESOLVED:**

That Miss Yasmin Somani be appointed as Chair of the Panel's Complaints Management Sub-Committee.

**30 REFRESHING THE POLICE AND CRIME PLAN, CONSULTATION BY THE POLICE AND CRIME COMMISSIONER**

The Chair explained that the Commissioner was in the process of consulting over a refreshed Police and Crime Plan. Panel members were invited to provide feedback to the Commissioner on the draft plan. It was noted that the Plan would be formally presented to the Panel by the Commissioner at a later meeting.

**31 COMMISSIONER'S SCRUTINY BOARD DOCUMENTS - 23RD AUGUST 2022**

The Panel noted the scrutiny documents published by the Commissioner.

**32 PANEL'S WORK PROGRAMME**

The work programme for the remainder of 2022/23 was reviewed by the Panel.

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

The Chair explained that a range of questions had been formally submitted to the Commissioner in advance of the meeting and that these questions had been included in the published papers. Rather than detailing questions to the Commissioner along with responses in the formal minutes of the Panel, questions and answers would in future be posted on the Panel's page of the Cheshire East Council website. It was hoped that such an approach would make the work of the Panel more transparent and enable questions on similar or related subjects to be better linked together.

**34 WELCOME TO THE COMMISSIONER**

The Chair welcomed the Commissioner to the meeting.

**35 INTRODUCTION BY POLICE AND CRIME COMMISSIONER**

The Commissioner paid tribute to the work of Mrs Sally Hardwick during her time as a Panel member. He welcomed Mrs Gemma Shepherd-Etchells to the Panel, saying that he was looking forward to working with her.

The Commissioner briefed the Panel on a range of issues, including the process that was being followed in relation to refreshing the Police and Crime Plan, successful external funding bids and the number of Officers now serving in the Constabulary. He also outlined improvements made to the Police 101 telephone system and noted that those whose first language was British Sign Language (BSL) could now access the 999 system. Work was being undertaken to see if the same service could be applied to the 101 system, but he noted that this would be more difficult, as the 101 system was provided by a number of telecommunication suppliers.

**36 COMMISSIONER'S DRAFT ANNUAL REPORT**

The Commissioner introduced his annual report, highlighting key achievements over the previous year.

Miss Yasmin Somani said that she welcomed the report and the positive news that it contained, but she suggested that the report could possibly be improved if areas for improvement had also been identified.

The draft report was noted by the Panel.



## Cheshire Police and Crime Panel – Work Programme 2022/23



### Formal meetings of the Panel

3 February 2023

- Proposed Police Precept

17 March 2023

### Informal meetings with the Commissioner

17<sup>th</sup> January 2023

- Finance briefing

3<sup>rd</sup> March 2023

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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 22<sup>nd</sup> December 2022

1. The Manchester Arena Inquiry published their report and presented it to Parliament in November 2022. Whilst the report provides an extensive insight into what went well and what didn't go so well on the night of the terrorist incident, it does say:

*"By no means all the mistakes that were made on 22 May 2017 were inevitable. There had been failures to prepare. There had been inadequacies in training. Well-established principles had not been ingrained in practice"*

Can the Commissioner give the Panel some re-assurance that if the similar circumstances arose in Cheshire, our emergency services, particularly the Police, will have learned from the mistakes at this tragic event?

2. The recently published Peel review by HMICFRS into Cheshire Constabulary highlights two areas of policing that "Require Improvement". Your Police and Crime Plan highlights that you will monitor areas in the Peel Review that require Improvement. In relation to one of these areas, "Responding to the public", the report states:

*"The Constabulary isn't answering all 999 calls within target times. In January 2022, 76% were being answered within ten seconds."*

Can the Commissioner tell the Panel what the current situation is with answering 999 calls?

3. Although there has been an improvement, many non-emergency calls to the Police are still abandoned. The abandonment rate ranged from a year high of 37.3% in August 2021 to 16.2% in January 2022. The Panel would contend that these rates are too high.

Commissioner, both you and the Chief Constable have in the past assured the Panel that you want to see this improve, and that some progress had been made. Could you tell the Panel what the current abandonment rate is and what the ongoing plans are in this area?

4. The Peel Review highlights another area for improvement as being managing offenders and suspects. Comments made in the report include:

*“The Constabulary should ensure the quality of supervisory Violent and Sex Offenders Register reviews is robust and that actions are recorded and completed to effectively manage the risk posed by Registered Sex Offenders (RSOs)”*

*“The constabulary should urgently review its intelligence processes for cases awaiting allocation.”*

*“The Constabulary should continue to review its use of Released Under Investigation to assure itself that opportunities to safeguard children and prevent further offending are not missed”.*

Can the Commissioner outline what has been done in these critical areas to improve this situation?

5. Following the tragic Murder of Sara Everard by serving Metropolitan Police Officer, Wayne Couzens, the Panel requested that the Commissioner re-assure members that the same could not happen in Cheshire. To this end the Panel, at an informal meeting, were given a presentation by the Head of Professional Standards on the Cheshire vetting processes.

The recently published national report by HMICFRS into vetting, misconduct and misogyny in the Police has 43 recommendations that will need to be implemented in Cheshire. Can the Commissioner outline how this process will be managed and how he plans to hold the Chief Constable to account in meeting these objectives?

Panel Members may be interested in a previous occurrence in Cheshire highlighted on page 38 of the above report:

*In 2018, a Cheshire Constabulary Officer was [described in court](#) as someone who had joined the police service “to gain the keys to a sweetshop” through access to potential victims. He met a 13-year-old girl at her home after answering a call to a domestic incident. He later contacted her on social media and started sending sexual messages and photos, returning to her home three days after the incident. While her mother was out, he drove the child to a secluded country lane and raped her, filming the offence on his mobile phone. At Liverpool Crown Court, he was convicted of a series of sex offences. This included rape, four charges of attempting to arrange the commission of a child sex offence, and one charge of arranging a child sex offence. These related to 5 different victims, aged between 12 and 15.*

*This officer had passed the vetting process in October 2016. Before his appointment as a police officer, the force received information that a complaint of rape had been made against him in early 2017 in another force area. Cheshire Constabulary put his recruitment on hold until the sexual offence allegation had been fully investigated. When no further action was taken against*

*him, they resumed his recruitment application but didn't re-vet him. If they had, they would have been made aware of two further complaints about him: one of sexual activity with a child and one of persistently asking a young girl out on social media. These were being investigated by neighbouring forces that didn't know that he had applied to join the police.*

*Further vetting checks would have revealed this.*

*In April 2017, the officer eventually joined Cheshire Constabulary. It was while on duty in October 2017 that he met his victim. He was jailed for 25 years.*

6. With reference to the Peel report, the Panel were pleased that the Constabulary were graded as Good in the "Building, supporting and protecting the workforce category", with good leadership being provided by the senior team and a culture of learning, not blame being found. However, the report does find that more could be done to improve support to contact centre staff, a key group of people. Is this an area where the Commissioner is challenging and scrutinising the Chief Constable? Can he tell the Panel what is being done to ensure that contact centre staff are better supported?

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2022  
Refresh

# Police and Crime Plan

Making Cheshire even safer

2021 - 2024



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## Commissioner's promise



**I was delighted that in May 2021, Cheshire residents put their faith in me to return to the role of Police and Crime Commissioner following my first term of office between 2012-2016.**

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

I promised to review this Plan to ensure that it remains relevant and delivers on your key priorities for policing, community safety and making Cheshire even safer.

The priorities and commitments set out here have come directly from what you have told me through public consultations, engagement activities and surveys, and as a result this refreshed Plan truly reflects what the people of Cheshire want to see from policing, community safety and criminal justice partners. In this refresh of my Plan, I have reflected on what we have achieved so far, how we have responded to your concerns, and what we need to do next to deliver an outstanding police service.

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

The level of engagement I have undertaken in my first year in office has been unprecedented, and throughout this you have told me that the priorities within the Plan are still relevant. I will continue to focus on preventing and tackling crime, delivering justice for victims, protecting vulnerable and at-risk people, making roads safer, improving public confidence in policing and delivering a modern service.

I hold the Chief Constable to account on your behalf. In this Plan you will find details of how I scrutinise the Constabulary's performance to ensure it is effective and efficient and ultimately, keeps you safe. I will continue to update the Cheshire Police and Crime Panel on my scrutiny process and other activities as I work to support victims and ensure your police service delivers for you.

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

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

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

**John Dwyer**  
Police and Crime Commissioner for Cheshire



The priorities and commitments set out here have come directly from what you have told me...

# The role of the Commissioner

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

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

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

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

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



## Compliments and Complaints

I welcome any feedback from members of the public and such feedback is a vital source of evidence to help me and the Chief Constable drive improvements in policing.

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

The changes also enhanced my involvement in the police complaints system. I am now the relevant review body for complaints (recorded on or after 1 February 2020) to determine whether the outcome of a complaint was reasonable and proportionate. It should be noted, however, that depending on the circumstances of the initial complaint, the Independent Office for Police Conduct (IOPC) may be the relevant review body. Cheshire Constabulary's Professional Standards Department is still responsible for recording, investigating (where applicable) and resolving public complaints in the first instance.



# Chief Constable's commitment



**Cheshire is a safe place with a Constabulary committed to ensuring the county becomes an even safer place to live, work and visit.**

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

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

All of these elements are represented in the Constabulary's 'Plan on a Page' which gives a straightforward overview of our objectives and how we will achieve them. Whilst it is important that we are responsive to societal changes, we should also avoid knee-jerk reactions.

We are already making great strides in delivering against the Commissioner's objectives - Cheshire is increasingly a hostile environment for criminals. We are arresting significantly more offenders and ensuring they are brought to justice - This is evident in the national league tables where Cheshire consistently features at the right end.

The uplift in resources continues and by the end of the year the Constabulary will have significantly more officers than ever before to keep the public of Cheshire even safer. There is a lot still to do but the Constabulary is very much on an upward trajectory towards our aim of being outstanding and the best force in the UK.

Cheshire is a Constabulary that punches above its weight, as we have seen with our track record of prosecuting serious criminals and securing heavy sentences for them. The message is simple, if you commit crime in Cheshire there is no place to hide.

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

**Mark Roberts QPM**  
Chief Constable of Cheshire Constabulary

## Our plan on a page 2022/23

**Our purpose – the reason we are here**

**“Delivering Even Safer Communities for the whole of Cheshire”**

Prevent and tackle crime	Make Cheshire's roads safer	Deliver justice for victims of crime	Protect vulnerable and at-risk people	Modernise our police service
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**Improve public confidence in policing**

**Operationally how we will deliver our purpose**

Deliver outstanding neighbourhood policing and protect the vulnerable	Proactively understand and prevent crime and harm	Tackle crime and antisocial behaviour
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**What success looks like**

<ul style="list-style-type: none"> <li>Dealing well with contact from the public</li> <li>Providing a good response</li> <li>Safeguarding the vulnerable and those at risk</li> </ul>	<ul style="list-style-type: none"> <li>Fewer victims</li> <li>Less repeat victimisation</li> <li>Less re-offending</li> <li>Effective problem solving</li> <li>Strong management of offenders and suspects</li> </ul>	<ul style="list-style-type: none"> <li>Creating a hostile environment for criminals</li> <li>Justice for victims</li> <li>Disrupting Serious Organised Crime</li> <li>High quality, timely investigations</li> </ul>
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**The foundations for our success**

Deliver excellent victim focused service	Listen communicate and engage effectively	Use technology and data to transform services	Create an inclusive workforce, attract and retain our talent	Efficiency and productivity ensuring value for money	Equip, support and protect the workforce and their wellbeing	Visible leadership
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**We will ensure that we deliver in line with the Code of Ethics**

Accountability	Fairness	Honesty	Integrity	Leadership	Objectivity	Openness	Respect	Selflessness
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National Crime and Policing Measures

# The policing landscape

**At the time of refreshing this Plan in the summer and autumn of 2022, policing remains very much under the microscope. Arguably, there has never been a time in recent history when policing has been under more scrutiny.**

The heightened focus in wider society on violence against women and girls, and race, has thrust the way policing is delivered into the spotlight. The increasing cost of living and energy in particular has also impacted directly on the police.

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

## The Strategic Policing Requirement

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

The current SPR covers the following issues:

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

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

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

## National Crime and Policing Measures

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

Priority areas:

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

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

## Other national developments

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

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





# Policing in Cheshire at a glance

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

## Geography

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

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

## People and households

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

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

Whilst Cheshire is a largely affluent area, there are also pockets of deprivation across the county. Each community has different policing needs, which is why our local teams are well-equipped with local knowledge and the necessary tools to deal with issues in all of our communities.

## Cheshire's policing model

In Cheshire, our policing style is based on neighbourhood policing. Under our 122 community policing model each of Cheshire's 122 communities is assigned its own dedicated police resource, providing a visible presence and working with local people to solve local issues.

The Chief Constable has recently reviewed and updated the Constabulary's operating model. It now consists of nine Local Policing Units (LPUs). Every LPU is led by a Chief Inspector and each LPU is dedicated to engaging with their local community, understanding the issues that affect them and working with communities, local people and partners to solve problems and combat crime and criminals.

In addition to the LPU Chief Inspectors, four local Superintendents are Commanders for each local authority area (Cheshire East, Cheshire West & Chester, Halton and Warrington.) These commanders lead area response, neighbourhoods, Criminal Investigation Department (CID) and public protection, and are supported by Detective Chief Inspectors.





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

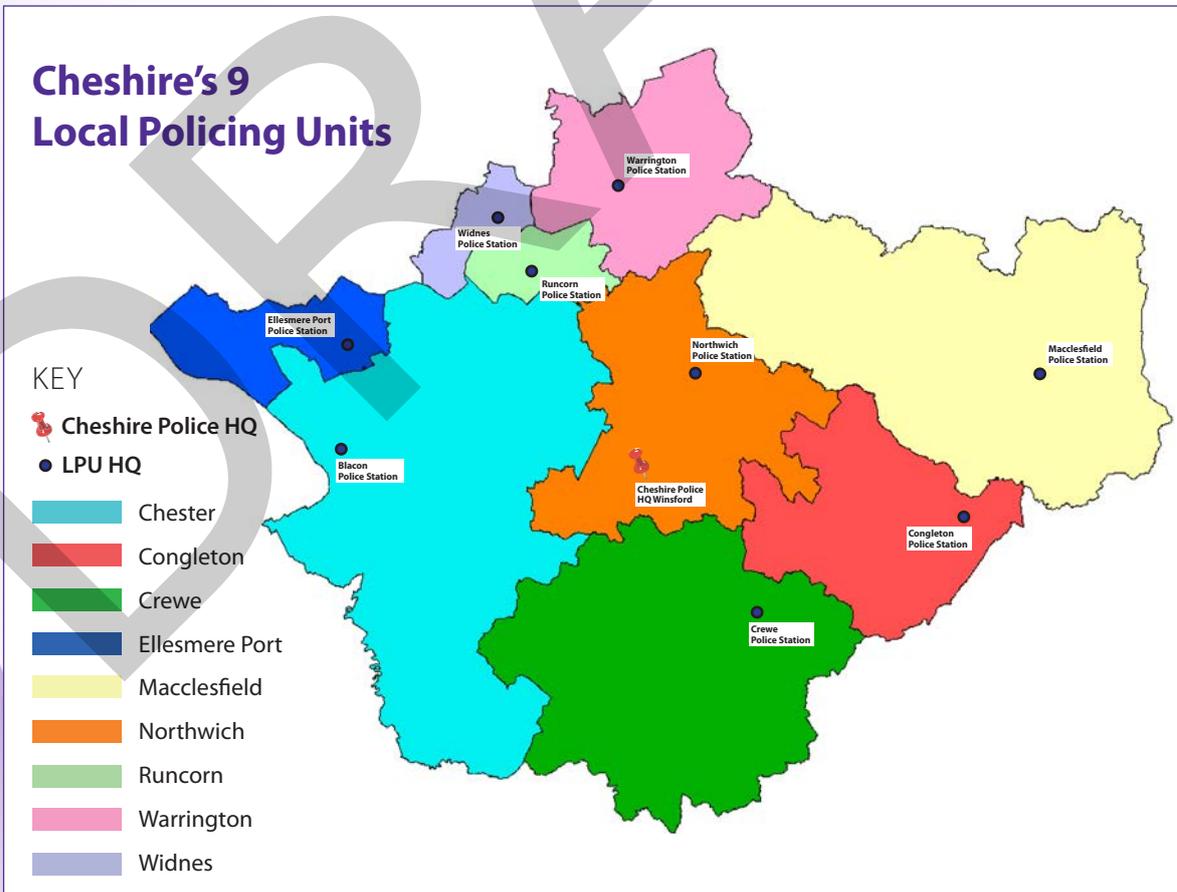
- The Serious and Organised Crime Unit (SOCU) - which has a strong focus on reducing the considerable harm and threat caused by organised crime and county lines groups.
- The Cyber Crime Team - which both investigates and supports communities in the fight against cyber crime.
- The Economic Crime Unit (ECU) - which investigates fraud and through locally-based Financial Investigators uses powers under the Proceeds of Crime Act (POCA) to seize the ill-gotten gains of criminals.
- The Digital Media Investigation Unit - which supports officers and staff through the analysis of seized media and also investigates reports of online abuse.
- The Force Intelligence Bureau - which receives, assesses and analyses intelligence in support of colleagues across the Constabulary.

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

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

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

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





# The Average Day for Cheshire Police



426  
999 calls received



510  
101 calls received



717  
incidents recorded

239  
crimes recorded including:

9  
Burglaries

22  
Criminal Damage

1  
Possession of Weapons

5  
Drug Offences

1  
Robbery

3  
Other Crimes

31  
Theft/stolen goods

8  
Vehicle Crimes

38  
Public Order

111  
Violence against the person

10  
Sexual Offences

50  
Arrests made

1  
Serious road collision

21  
Missing persons cases reported

Other issues requiring police attention including:

39  
Incidents of ASB dealt with

21  
Stop & Search conducted

20  
Breath tests administered

All the above information is based on an average day from the 12 months up to end of July 2022



# Developing your Plan

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

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

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

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

Throughout all of the conversations that the Constabulary and I have with the public, there is a clear theme of a need for increased 'police visibility' in delivering a service which helps communities feel safe and supports victims. To achieve this, I am committed to substantially increasing our officer numbers over the course of my term and I have ensured this commitment runs throughout the priorities in this Plan.

I promise to keep these conversations flowing as long as I am your Commissioner. I will pursue every possible opportunity to get out into our communities, so I can understand your changing needs, key concerns and how I can work with you and others to resolve them.



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





# Your priorities for policing and crime

## PRIORITY Prevent and tackle crime

- ✓ Tackle ASB, neighbourhood and property crime
- ✓ Disrupt serious and organised crime
- ✓ Prevent violent crime
- ✓ Protect rural communities
- ✓ Tackle cyber crime and online scams
- ✓ Tackle business and retail crime

## PRIORITY Make Cheshire's roads safer

- ✓ Work together to educate road users
- ✓ Raise awareness of what causes collisions
- ✓ Reduce speeding
- ✓ Tackle dangerous and inconsiderate driving

## PRIORITY Deliver justice for victims of crime

- ✓ Support victims at every stage of the process
- ✓ Ensure every crime is recorded accurately
- ✓ Increase 'Action Taken' on crime
- ✓ Reduce reoffending

## PRIORITY Protect vulnerable and at-risk people

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

## PRIORITY Improve public confidence in policing

- ✓ Deliver a visible police service
- ✓ Make it easier to contact the police
- ✓ Represent the diversity of our communities

## PRIORITY Modernise our police service

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



## PRIORITY

# Prevent and tackle crime

**Cheshire is one of the safest places to live, work and visit in the country and it is my responsibility to ensure the police service is outstanding at preventing and tackling crime.**

From dealing with anti-social behaviour (ASB) to disrupting serious and organised crime, it is important that Cheshire Constabulary has the right resources to keep our communities safe.

Preventing crime is not just the responsibility of the police and the Constabulary works closely with partner agencies, such as local authorities and health services on early intervention programmes, so we can reduce the number of people committing their first crime.

Knowledge and understanding of the factors that cause crime are imperative in tackling the issues which pose the greatest risk to our communities.

### Tackle ASB, neighbourhood and property crime

Anti-social behaviour can have a devastating effect on local communities. It is one of the most common issues reported to Cheshire Constabulary and can also be a pathway to more serious offences, so it is important to tackle early.

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

The Constabulary works with local residents across Cheshire to prevent and tackle neighbourhood and property crime. They have also informed communities of the differences between crime and ASB, and the different organisations best placed to support them.

#### *I have:*

- Through my Community Action Fund, supported projects to prevent crime and ASB.
- Maintained funding for a dedicated police resource in each community.

#### *I will:*

- Work with the Constabulary to deliver an Anti-Social Behaviour Strategy, to identify how we can work with partners like Neighbourhood Watch to reduce ASB across Cheshire and improve services for victims.
- Ensure Cheshire has a visible police service, using targeted patrol plans so officers and Police Community Support Officers (PCSOs) are where communities need them.
- Ensure local Problem-Solving Teams are adequately resourced to identify issues within communities, solve recurring problems, and properly investigate serious neighbourhood and property crimes such as burglary, robbery, theft and vehicle crime.





## Disrupt serious and organised crime

Cheshire has a strong track record in tackling serious and organised crime. In 2021/22 Cheshire Constabulary carried out 160 disruptions of organised crime group activity in our county.

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

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

### *I have:*

- A shared vision with the Chief Constable to make Cheshire a hostile environment for offenders and disrupt county lines activity.

### *I will:*

- Ensure the Chief Constable has the necessary resources to reduce the risks and threats posed by organised crime groups.
- Along with the Constabulary, work with other agencies such as the North West Regional Organised Crime Unit and the National Crime Agency.
- Continue to work through local Community Safety Partnerships to identify and deal with potential issues before they escalate.

## Prevent violent crime

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

### *I have:*

- Invested in the Major Investigation Team to ensure that the most serious crimes are dealt with robustly.
- Promoted educating young people on the consequences of knife crime so they understand that carrying a knife does not make them safer.
- Advocated national initiatives such as Operation Sceptre, which continues to put knife crime in the spotlight.

### *I will:*

- Continually drive initiatives to tackle knife crime and other violent crimes.
- Monitor how the Constabulary delivers its new knife crime strategy in order to reduce weapon-enabled crimes in Cheshire.
- Closely measure how the Constabulary is performing in reducing homicide, violent crime and preventing harm.





## Protect rural communities

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

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

### *I have:*

- Successfully undertaken a large-scale rural crime survey to understand the issues affecting rural communities and how to tackle them.
- Remained committed to maintaining a dedicated Rural Crime Team with specialist officers who build confidence in policing in rural communities.
- Established a Waste Crime Partnership including the Environment Agency and Cheshire's four local authorities, to look at this type of environmental crime in both rural and urban areas across the county.

### *I will:*

- Work with key partners to protect rural communities, to reduce crimes such as fly tipping and the theft of plant and machinery and livestock.
- Implement a refreshed 'Horsewatch' scheme where volunteers can support the equine community, report concerns they encounter whilst out riding and communicate intelligence and advice with the wider rural community.



## Tackle cyber crime and online scams

Cyber crime is now the fastest growing crime nationally. In particular, fraud offences have become more regular as criminals have become more sophisticated.

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

Since many fraud offences are carried out internationally and local action can't be taken, raising awareness is key to tackling online scams.

### *I will:*

- Work with groups such as the Institute of Directors, Federation of Small Businesses and the Chambers of Commerce to raise awareness of business-related cyber crime.
- Deliver a programme of advisory communications and sessions for people and businesses with the Cyber Crime Team.
- Ensure the Constabulary is equipped with the latest technology to both effectively investigate fraud locally, and identify online crime linked to sexual exploitation.

## Tackle business and retail crime

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

### *I have:*

- Engaged with local business networks to directly hear how crime affects them.

### *I will:*

- Deliver a programme of engagement and information-sharing events with businesses across Cheshire on key crime-related issues.

## PRIORITY

# Make Cheshire's roads safer



When asked to select your top policing priorities in surveys and consultations, you consistently tell me that making our roads safer is a key priority.

Cheshire has a vast motorway network, as well as a combination of urban and rural roads, and I am committed to making these safer for all road users. That includes denying criminals use of the roads using intelligence supported by technology such as Automatic Number Plate Recognition (ANPR).

It is important to ensure that enforcement and education go hand in hand, especially with changing methods of transport and emerging ones such as e-scooters.



## 81%

of respondents in my 2021 Autumn Survey said they had seen a road safety or speeding incident in their community.

### Work together to educate road users

Cyclists, horse riders and pedestrians as well as drivers need to feel safe on our roads. By working with partners including Local Authorities and the Cheshire Road Safety Group we will continue to educate motorists on how to use roads safely, alongside carrying out enforcement activity against those who put themselves or others in danger.

Changes to the Highway Code have also been implemented since this Plan was first published. These changes established a new hierarchy of road users with those most at risk, for example pedestrians, placed closer to the top.

#### I have:

- Been actively involved in the Constabulary's 'Share the Road' campaign, which urges road users to be considerate towards others and to consider the life-changing consequences of not doing so.

#### I will:

- Continue to promote the latest changes to the law and Highway Code, so that people are aware of the latest guidance and their responsibilities towards fellow road users.
- Through a refreshed 'Horsewatch' scheme, encourage road users in rural areas to share best practice on staying safe.

### Roads Policing Strategy 2022-2025

The Constabulary's new Roads Policing Strategy 2022-2025 will deliver my ambitions for safer roads. The pillars of the strategy are:

- Bring Offenders to justice (Fatal 5) and reduce Anti-Social Driving and Riding
- Denying criminals use of our roads
- Respond professionally to Serious and Fatal Collisions
- Problem solving approach to prevent future harm
- Partnership working
- Building intelligence and ANPR capacity and capability
- Education and public reassurance



## Raise awareness of what causes collisions

One death or serious injury on our roads is one too many. As well as educating road users about their responsibilities to each other, it is important to raise awareness among motorists about the causes of collisions on our roads and how to avoid these behaviours.

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

Road users who commit one of the Fatal Five offences are far more likely to be involved in a fatal collision than those who do not.

### I have:

- Sought advice from national organisations such as the Institute of Advanced Motorists and Road Peace, who have researched best practice and new techniques that prevent serious and fatal collisions on Cheshire's roads, to be shared with the Constabulary and partners.
- Understood, through working with charities, the impact of road traffic collisions on victims and their families, and what support they need. I have commissioned Brake to offer this vital support service.

### I will:

- Along with the Constabulary, Cheshire Fire & Rescue Service, Cheshire Road Safety Group and other partners, educate road users and raise awareness of the Fatal Five and other road safety issues in schools and communities.



## Reduce speeding

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

This issue does not discriminate between urban and rural areas, where persistent speeding can cause local residents and visitors to feel unsafe. Speed deterrents are statistically proven to change the behaviour of those unwilling to follow the rules of the road.

### I have:

- Piloted an average speed camera scheme in partnership with the Cheshire Association of Local Councils (ChALC), Parish and Town Councils across the county.

### I will:

- Escalate issues you tell me about on the roads to Constabulary, to step up enforcement activity where there is intelligence to support action.
- Build on the foundations of the average speed camera pilot scheme, with a view to rolling out across Cheshire.

#FATAL5

**CARELESS DRIVING KILLS**

**IT'S NOT WORTH DYING FOR**

#FATAL5





## Tackle dangerous and inconsiderate driving

I know that it isn't just speeding which can cause you to feel unsafe in your community. Drink and drug driving add to the danger on our roads and I have also had contact from many residents about reckless behaviour, including anti-social racing, modified loud exhausts, running red lights and overtaking without leaving enough room.

Whether the consequence is a collision on one of our motorways or a community suffering from aggressive behaviour, reckless motorists should be in no doubt that this behaviour won't be tolerated in Cheshire.

### *I have:*

- Listened to residents who have told me they have persistent problems with speeding and anti-social driving and held public meetings, giving me and the local policing team greater insight into issues and ensuring the Constabulary can deliver effective solutions.
- Focused on how best to reduce reckless driving. I am committed to implementing initiatives such as:
  - 'Speed on Green' cameras, which primarily catch drivers jumping red lights but can also record vehicle speed.
  - Speed and noise monitoring devices to collect accurate data, particularly to help identify cars driving anti-socially with excessively loud exhausts.

### *I will:*

- Invest further in initiatives and equipment for officers and PCSOs to make our roads safer.
- Keep the conversation alive with local residents and communities affected by persistent dangerous and inconsiderate driving and work with the Constabulary and Local Authorities on long-term solutions.





## PRIORITY

# Deliver justice for victims of crime

**The Victim Code of Practice outlines the minimum service that victims of crime can expect from Criminal Justice agencies. As part of delivering an outstanding police service, I will work with the Constabulary and other partners to ensure we adhere to all key principles.**

It is my responsibility to commission local support services for victims of crime and each year I commit more than £1.2 million to fund victims' services. This includes support for Cheshire CARES (Cope and Recovery Enhanced Service), the country's first in-house victims' support service which offers support to every single victim of crime in Cheshire, alongside more bespoke services which support victims of specific crimes such as road traffic collisions, Domestic Abuse, Sexual Violence and Hate Crime. You can find more details about the services on offer to support victims in the Commissioning section of the Plan on pages 27-29.

### Support victims through every stage of the criminal justice system

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

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

#### *I have:*

- Significantly increased victim support provision through my commissioned services to support and empower victims throughout the criminal justice system.
- Campaigned to raise awareness of the support on offer and improved the 'Support for Victims' hub on my website so services can be easily identified and accessed.
- Appointed a Victims' Champion to ensure the needs of victims are being met. The Victims' Champion is working closely with Victims' Panels and commissioned services across Cheshire so I can truly understand how victims are being offered support.
- Conducted a criminal justice-wide survey to understand where challenges in the system exist, and devised a plan of action to improve through the Local Criminal Justice Board.

#### *I will:*

- Build strong links with the Victims' Commissioner to keep abreast of current issues and drive change.
- Maintain satisfaction among victims and improve confidence in the criminal justice system by ensuring they feel listened to, taken seriously and supported.
- Monitor Constabulary performance in implementing the Victim Code of Practice.
- Ensure officers are aware of, and trained to effectively use, existing powers to protect victims of domestic abuse in particular.





## Ensure every crime is recorded accurately

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

In the HMICFRS Police Effectiveness, Efficiency and Legitimacy (PEEL) 2021/22 inspection, the Constabulary was graded as adequate. As well as some positive feedback, areas of improvement were identified. With a continued focus in this area, I am confident this will continue to improve.

### *I will:*

- Monitor Constabulary performance against areas identified for improvement in the recent PEEL report, as part of our aim to deliver an outstanding police service.

## Increase 'Action Taken' on crime

I am committed to improving outcomes for victims. Whilst not all offenders will end up in court, victims should be reassured that there are a number of other ways to resolve a case. These are called Out of Court Disposals. There are numerous ways to mark a case as 'Action Taken' and HMICFRS also looks favourably on other interventions taken by the Constabulary and other partners to positively resolve cases.

### *I will:*

- Use my scrutiny process to monitor 'Action Taken' rates and ensure all crimes with a viable line of enquiry are investigated.
- Encourage and scrutinise the use of Out of Court Disposals to provide a positive outcome for victims.
- Bring together a panel to review where the Constabulary uses 'No Further Action' to close cases.

## Reduce reoffending

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

I also recognise that reducing reoffending is not just a police issue and will require partnership working across the criminal justice system and wider society.

### *I have:*

- Funded programmes which work with offenders to tackle the root causes of the crimes they commit. For example, Women's Centres across Cheshire work with female offenders to divert them from the criminal justice system.
- Commissioned a restorative justice service in Cheshire, via the charity Remedi. This service works with both victims and offenders to help offenders understand the impact of their crimes.
- Secured additional funding for perpetrator programmes to help offenders change their behaviour, including for domestic abuse.

### *I will:*

- Through the Criminal Justice Board, continue to bring partners together from across the criminal justice system and wider society to work on key projects to reduce reoffending.
- Be innovative in finding effective ways to manage offenders for different types and severities of crime.




**PRIORITY**

# Protect vulnerable and at-risk people

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

Vulnerability is when someone is at greater risk of becoming a victim of crime and gaining an understanding of the factors that increase vulnerability is key to protecting the most vulnerable and at-risk people in our communities.

## Tackle violence against women and girls (VAWG)

Recent events, including the tragic murder of Sarah Everard, have heightened the debate around what the police and other public services should be doing to tackle crimes that disproportionately affect women and girls, including domestic abuse, sexual violence, stalking and harassment. By improving trust and confidence in policing, I hope more women and girls will feel confident to report crimes and be equally confident they will be supported.

### *I have:*

- Funded Cheshire's Harm Reduction Unit which works with both victims and offenders. This service brings together the Constabulary and health partners to provide practical support and recovery to victims through Special Victims' Advocates, whilst also rehabilitating offenders and holding them accountable for their actions through a range of legal, social and psychological interventions (such as restorative justice).
- Provided more community-based support for victims of domestic abuse and sexual violence through Independent Domestic Violence Advocates (IDVA) and Independent Sexual Violence Advocate (ISVA) schemes.
- Worked with partners to develop a Domestic Abuse Workplace Scheme which helps employers understand the needs of victims and support them in the workplace.

### *I will:*

- Establish an Out of Court Disposal process to deal with standard and medium-risk alleged first time domestic abuse offenders, in a process that highlights the impact on the victim in order to prevent further abusive behaviour.

- Create safer spaces by working with partners to improve street lighting and CCTV.
- Whilst recognising that responsibility lies entirely with perpetrators, offer practical support for women and girls to go alongside efforts to change behaviour in wider society.
- Give confidence to victims to report crimes and know that they are listened to, and provide support throughout the criminal justice system to improve outcomes.

## Harm Reduction Unit

Supporting victims,  
managing risk





## Protect children and young people

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

For example, it is estimated that viewing indecent and abusive images of children has risen by around 400% over the past four years. This growth accelerated during pandemic lockdowns and the threat remains as society has reopened.

### *I have:*

- Worked with the Chief Constable to more than quadruple the size of the Online Child Abuse Investigation Team (OCAIT).
- Been actively involved with the Cheshire Youth Commission, where young people can challenge and voice their opinions to help shape decisions around policing.

### *I will:*

- Build strong links with the Children's Commissioner to be alive to key issues and be able to escalate concerns to drive change.
- Ensure vulnerable young people are protected through working with partners, especially in the care system and where the child in question is missing from home.
- Ensure children are not forgotten victims of domestic abuse. I am committed to working with partners to understand Adverse Childhood Experiences (ACEs) and the links to involvement in the criminal justice system as adults.
- Continue to support the Constabulary's involvement in Operation Encompass, which facilitates the lawful exchange of information between key authorities to comply with our statutory duty to safeguard children.

## Extend mental health support

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

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

It is equally important to work with other partners to ensure that people with mental health issues who come into contact with the police are directed to the right and proper place for support.

### *I have:*

- Increased the number of street triage officers to help identify where people suffering with mental health should go for support.

### *I will:*

- Establish a board, with partners, to ensure that anyone who has not committed a crime will be given a safe place for treatment.

## Protect adults at-risk

Cheshire has a relatively large aging population of 169,100 residents over 70 - 17% of all Cheshire residents. This is higher than the national percentage of 14% (2021 Census). Elder abuse will therefore be of concern to many people.

Many older people and other vulnerable adults, including disabled people living independently, can become targets of 'cuckooing', where criminals take over someone's home to carry out illegal activities.



We must also protect victims of organised immigration crime, modern slavery and human trafficking, and make Cheshire a hostile environment for the people and gangs behind these crimes who try to operate in our county.

Our neighbourhood policing model means there is a dedicated police resource in each of our communities who are well-placed to identify issues that could affect adults at-risk, and ensure they are adequately protected.

### ***I will:***

- Work with organisations, including our local Safeguarding Adults Boards, that protect adults who are more vulnerable and at-risk because of their age, a mental or physical disability, or any other reason.

## **Tackle hate crime and bullying**

Hate crime is an abhorrent crime that breeds further hatred. It is historically under-reported, but the introduction of third-party reporting centres across Cheshire as a place to make the Constabulary aware of hate crime has increased the opportunity to report it, particularly amongst communities who don't have the confidence to report the crime directly to the police.

**Third-party reporting centres:** [www.cheshire.police.uk/advice/advice-and-information/hco/hate-crime/how-to-report-hate-crime/](http://www.cheshire.police.uk/advice/advice-and-information/hco/hate-crime/how-to-report-hate-crime/)

### ***I have:***

- Commissioned a service for victims of hate crime through Remedi, to help with their recovery as well as being offered support through the criminal justice system.
- Engaged with communities by undertaking a county-wide survey to understand views on hate crime and barriers to reporting.

### ***I will:***

- Provide an enhanced training programme for staff working at third-party reporting centres.
- Work with the Constabulary to ensure local officers and PCSOs have the tools to educate people, particularly young people, to understand the definition of a hate crime and the consequences of committing one.
- Use the findings of my survey, as well as work with groups who speak for under-represented communities, to understand the impact of hate crime and how to encourage victims to come forward.

**19%** of children aged 10-15 have experienced at least one type of online bullying



Crime Survey of England and Wales 2020

Bullying, particularly cyberbullying has been increasing, and with the world becoming more interconnected it is a challenge for the Constabulary to identify where and how interventions should take place to prevent future criminality.

Bullying can often lead to a crime being committed or, tragically, can lead to someone taking their life.

Similar to hate crime, education is key in reducing bullying in our communities.

### ***I have:***

- Through Remedi, commissioned 'Got Your Back! This service is designed to support children under 18 who have been a victim of crime, whether or not they have reported it to the police.

### ***I will:***

- Ensure local officers and PCSOs have the opportunity to talk to young people in schools and communities about the impact of bullying and other kinds of crime.



## PRIORITY

# Improve public confidence in policing



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

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

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

### Deliver a visible police service

It is vital that Cheshire residents know that our officers, staff and volunteers will be there when needed. An outstanding police service will respond efficiently and effectively when you need us.



#### I have:

- Through prioritising local budgets, and with the support of the Government's Police Uplift Programme, ensured the Constabulary has recruited 145 Police Officers in the 12 months ending July 2022. Recruitment will continue throughout the 2022/23 financial year and we are on track to have the highest number of officers in Cheshire in modern times. This will bolster our ability to provide a visible police service.
- Invested in our community policing model to ensure a visible police presence, with each of Cheshire's 122 communities assigned its own dedicated police resource.
- Kept a focus on the Constabulary in delivering improved response times for both Grade 1 and 2 incidents.

## 72%

of people in my 2021 Autumn Survey said recruiting more officers is what was needed to make a difference in their community.

#### I will:

- Work with the Chief Constable to ensure regular patrols where they are needed most, using the latest Geofencing technology.
- Promote the 999 BSL service for deaf and hearing-impaired people and work to ensure contacting the police is accessible for all.
- Together with the Chief Constable, explore opportunities to increase officer numbers even further to go beyond the 2,345 promised in the first version of this Plan.

### Make it easier to contact the police

In a changing and better-connected world, it is important that residents can contact the police in a variety of ways, through traditional methods such as calling 999 or 101 or at face-to-face police surgeries and also via digital channels including the website and social media.

It is also vital that the service is seamless and appropriate action is still taken. Over the past year, through consultations, surveys and speaking with people, I have asked you how you prefer to get in touch with the police.

In my 2021 Autumn Survey...

## 53%

of people who contacted the police used 101



#### I have:

- Increased funding for public contact for 2022/23 by £1,348,000, resulting in an additional 35 roles to improve the service.
- Significantly reduced average call waiting times and abandonment rates for 101.
- Seen answering times for 999 improve significantly, with the vast majority answered within 10 seconds.

#### I will:

- Maintain a relentless focus on ensuring the service you receive continually improves.



## Represent the diversity of our communities

Public confidence will come from seeing a Constabulary that is representative of the people it serves. We need to embrace the diversity of Cheshire's communities and work with under-represented groups such as the LGBT+ community, disabled people and ethnic minorities. Statistically, ethnic minorities in particular are more likely to become involved in the criminal justice system and more likely to be subject to stop and search than white residents, yet they are also less likely to report crime than other ethnic groups.

### I have:

- Established an Independent Ethics Panel which scrutinises the decisions made by the Constabulary and provides wider reassurance to the public of Cheshire.
- Commissioned 'Step Up, Beat Hate', a service to support victims of hate crime which can be accessed whether the incident is reported to the police or not.



The Constabulary is an inclusive workplace and works hard to reflect its communities

*HMICFRS PEEL Report, July 2022*



### I will:

- Continue to work with the Chief Constable, Cheshire Police staff networks and most importantly people from under-represented communities themselves, to understand the disparities and inequalities that exist and how I can play my part in tackling them.
- Promote third-party hate crime reporting centres and encourage more people to come forward about hate crime.
- Ensure the Constabulary implements the principles of the Police Race Action Plan which has been developed by the National Police Chiefs' Council and the College of Policing, to address the significantly lower levels of trust and confidence in the police among some Black communities and the race disparities affecting Black people.
- Be a key advocate for diversity-related issues and tackling racism and discrimination.



## PRIORITY

# Modernise our police service



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

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



## Ensure officers, staff and volunteers have the latest technology

Police officers, staff and volunteers often face challenging and sometimes dangerous circumstances, so it is important they have the right tools to carry out their role. The technology and training that can help them with this is constantly evolving.

### *I have:*

- Made funding available to invest in technology where it is most needed.
- Secured the introduction of live video streaming technology in our call centre.

### *I will:*

- Embrace new developments and opportunities in technology that will improve how we serve you, and work with the Chief Constable to see how these can be implemented in Cheshire.

## Review the police estate

The way policing is delivered in our communities has changed over recent years, with an increased focus on the co-location of neighbourhood police stations with other public services, such as local fire and rescue services. It is important that we make services as accessible as possible in line with public need, and I am committed to providing a modern police estate with buildings that are fit-for-purpose.

### *I have:*

- Approved a ten-year Estates Strategy 2021-2031 which will deliver a modern, fit-for-purpose, environmentally efficient and cost-effective estate.





## Increase opportunities for volunteers

Volunteers are valued members of the police family and without their support, we wouldn't be able to deliver an effective police service. I have been humbled by the dedication our volunteers have shown to serving our communities, for example, our Special Constables gave 62,300 hours of their time last year. When coupled with the skills and expertise they bring, this is an invaluable contribution towards delivering an outstanding police service.

There are many other volunteering roles in my office and the Constabulary which support policing and help us in building stronger and more resilient communities, and their input is highly valued. In their feedback, our volunteers tell us that they truly enjoy being involved in meaningful activities through offering their skills and knowledge, but also gaining new personal and professional qualities and an understanding of complex matters.

### *I have:*

- Launched a Volunteer Charter to outline our commitment to volunteers.
- Ensured that we give something back to our volunteers. For example, our Special Constables have access to a fast track process should they wish to apply for a Police Constable role where they meet the eligibility criteria.

### *I will:*

- Continue my commitment to supporting and progressing volunteers with training, mentoring and recruitment workshops to maximise their potential, should they wish to join the Constabulary permanently.

## Ensure the Constabulary delivers value for money

Cheshire Constabulary already prioritises funding in areas where the most need is identified. I will also work with partners and other agencies to maximise collaboration opportunities and share best practice for the benefit of the public.

### *I have:*

- Set a budget that includes the right resources for the Constabulary to continue to deliver an outstanding service.

### *I will:*

- Ask you how much money you'd like to see invested in police services locally - giving you a clear indication of how your taxes will be spent on policing.

## Move the Constabulary forward to become carbon neutral by 2040

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

### *I will:*

- Work with the Constabulary in delivering the Environmental Strategy 2021-2031 to reduce the organisation's environmental footprint.
- Focus on reducing vehicle emissions, modernising our fleet and improving infrastructure in line with the Fleet Strategy 2021-2024.





# Commissioning

**I am responsible for commissioning services to support victims and witnesses to cope and recover from the impact of crime. I am also responsible for commissioning activities which will contribute to community safety and crime reduction. The Ministry of Justice allocates an annual grant of around £1.2m to my office that allows us to invest in victims' services. This funding has been utilised to deliver a wide range of services for victims including:**



## Cheshire CARES

Cheshire CARES (Cope and Recovery Enhanced Service) is commissioned to provide support to victims of crime in Cheshire, to assist them to cope and recover as best they can. The service is provided to meet the needs of each individual and is offered seven days a week to anyone who has been victim of crime, regardless of whether or not they have reported the offence to the police. The service dealt with 70,219 referrals in 2021/22.

## Provision of information for victims

A Victim Information Pack is in place which outlines a victim's entitlements under the Code of Practice for Victims of Crime and provides information on the services available in Cheshire. You can access this at [www.cheshire-pcc.gov.uk/what-the-commissioner-does/supporting-victims/victim-information-pack/](http://www.cheshire-pcc.gov.uk/what-the-commissioner-does/supporting-victims/victim-information-pack/) A 'Support for Victims' hub, hosted on my website, also provides an online directory of agencies able to provide advice and support. You can access this at [www.cheshire-pcc.gov.uk/support-for-victims](http://www.cheshire-pcc.gov.uk/support-for-victims)



## Restorative Justice hub

Working with the National Probation service, the charity Remedi has been commissioned to provide Restorative Justice services across Cheshire. Restorative justice can help the recovery process for the victim by providing an element of closure to the case as they're able to hear first-hand the motives behind the offender's actions. It also helps offenders understand the effect their crime has on the victim, deterring them from further offences. The service has improved the consistency and quality of restorative justice and increased the uptake of this service by victims of the most serious crimes. Remedi also provides support via the 'Got your Back' programme to young victims of crime.

## Tackling domestic abuse

Cheshire's four domestic abuse partnerships are supported to deliver a range of services to support those who suffer domestic abuse and to tackle perpetrators, including funding for Independent Domestic Violence Advocates. A Cheshire-wide initiative, 'Open the Door', has also been developed. This is a collaboration between my office, Cheshire Constabulary and the four



local authorities in Cheshire, where all agencies have joined forces to provide information for residents around what help and support is available to them locally. The county-wide resource promotes self-help and early intervention, aiming to equip people with the tools to feel safe and confident in having a conversation about domestic abuse – whether it is their situation or someone else they are worried about. More information can be found at [www.openthedoorcheshire.org.uk](http://www.openthedoorcheshire.org.uk)



### Survivors of rape and sexual assault

Support services for victims of rape and sexual assault are jointly commissioned with an alliance of funding partners, including my office, Cheshire's four local authorities and NHS England. The service, RASASC (Rape and Sexual Abuse Support Centre), supported more than 1,645 people in 2021/22. It is available to victims of recent and non-recent offences and provides services to those under 13.



## Brake

### Victims bereaved or seriously injured in road traffic collisions

Brake is a national charity delivering specialist services to victims who are bereaved or seriously injured in a road crash and support victims directly. Brake has been delivering services to Cheshire victims for a number of years. Funding is provided to support the National Road Victim Service providing a caseworker (paid specialists) to road victims wherever they live, via police and self-referrals. The service looks to triage needs, provide safe end-to-end care from day one and is trauma-informed. In addition, Brake provides victim information via their bereavement packs which are distributed by police to all bereaved families in Cheshire. This process is a long-established approved Police practice and last year 150 of these packs were provided to family liaison officers in Cheshire.

Brake is a national charity delivering specialist services to victims who are bereaved or seriously injured in a road crash and support victims directly. Brake has been

### Victims of hate crime

Since October 2021, Remedi has been commissioned to deliver a Hate crime service to victims across Cheshire and from October 2021 to June 2022 it received 1,081 referrals for support. The support victims receive is trauma-informed and bespoke to individual needs. Trained specialist practitioners provide emotional and practical support to help victims cope and recover and reduce their fear.



## Supporting communities

In addition to services provided through the Ministry of Justice grant, I operate funding pots for communities and police initiatives directly from my office.



### Community Action Fund

Through this fund I invest money into local community projects designed to prevent crime and anti-social behaviour across Cheshire. Up to £5,000 is available for new projects or initiatives which will deliver community safety or crime prevention activities.

**In 2021/22 I supported community projects with grants totalling £103,790.**

### Police Innovation Fund

This fund enables officers, staff and volunteers from Cheshire Constabulary to launch new projects and innovative ideas that will positively impact policing. People are encouraged to think differently and develop solutions to problems either within their community or for internal processes that in turn will benefit the public.

**Since its launch in November 2021, the Fund has allocated £80,985 to new projects.**



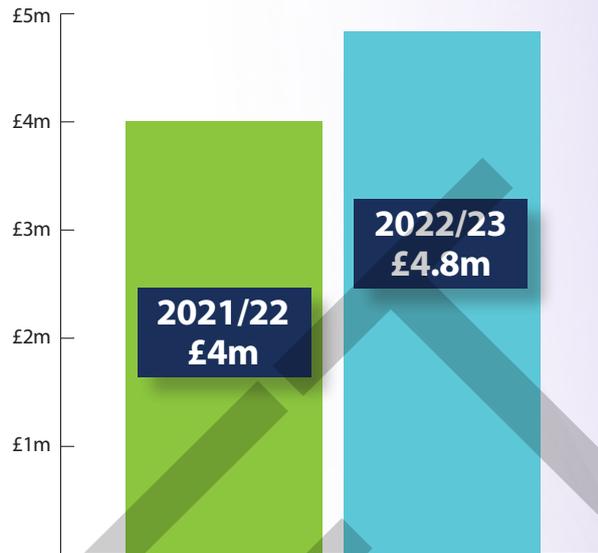


## Commissioning is changing Cheshire for the better

Since I took office, in the 2021/22 financial year I secured £4 million in extra funding via bids, and at the time of refreshing this Plan in 2022/23 I have secured a further £4.8 million.

It is my job to look for every possible pound to spend on initiatives and projects to tackle crime and support victims. Any extra money that is secured by my office helps to deliver against the key priorities outlined in this Plan. For example, through successful bids to the Safer Streets Fund, we have been able to install new CCTV and street lighting in areas, provide residents with new property marking kits and educate thousands of young people about sexual violence, to name just a few things.

We have also been able to introduce new video call technology to the Force Control Centre (FCC), which has already prevented harm and saved lives.



**Nearly £9 million has been secured by my office to make Cheshire even safer.**

### GoodSAM

**After my bid for £300,000 from the Safety of Women at Night (SWaN) Fund, Cheshire became the first Constabulary in the North West to use GoodSAM technology in our FCC.**

Anyone feeling vulnerable can call 999, have an operator send a link to their phone and instantly be connected via live video and location services. Originally intended for women and girls feeling vulnerable at night, this technology has proved to be highly effective in a wide range of incidents.

A call was received from a non-English speaking female, who was unable to explain her circumstances or provide her location. Thanks to the use of GoodSAM text messaging, video and location functions (plus Google Translate), the Constabulary was able to locate her quickly. It was soon established that she was the victim of modern-day slavery and we were able to help her.

This new technology, secured via my office, has transformed how the Constabulary serves the public.



# Resources

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

## Finances

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

There has been a shift in how policing in Cheshire is funded over the last decade. In 2010/11 28% of Cheshire's funding came from council tax, compared to more than 40% in 2022/23. Cheshire remains in the bottom 10 Constabularies nationally in terms of precept costs and at 4.4%, the precept increase for 2022/23 was lower than the rate of inflation.

The financial climate we operate in is becoming increasingly difficult with inflationary pressures continuing to rise. As policing becomes more complex and pressures increase, there needs to be sufficient funding in place to deliver an effective service. Thankfully, the Government has recognised these increasing pressures on policing and has increased its grant income for Cheshire, giving a net budget of £228.6m for 2022/23 compared to £207.8m in the previous year.

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

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

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



● **£137,394,000**  
Government police grant  
and formula funding

● **£91,185,000**  
Council tax precept

**My office budget amounts to less than 0.4% of the total police budget for 2022/23.**



This chart gives a breakdown of how the police budget was spent over the course of the last full financial year:



- **49%** Police officer pay
- **23%** Police staff pay
- **6%** Supplies and services
- **6%** Third party payments
- **5%** Premises
- **3%** PCSO pay
- **3%** Communication and technology
- **3%** Financing costs
- **1%** Transport
- **1%** Other employee costs

### People

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

With additional funding, Cheshire is on track to have the highest level of officer numbers in modern times. Our people are key to delivering our mission and prioritising where our resources are placed is a major aspect within the budget setting process.

Staff resources have been increased in 2022/23 to provide vital support in delivering for the public, including increased resources in public contact, force intelligence and to prevent serious and organised crime.

The Constabulary's overarching objective is to deliver even safer communities for the whole of Cheshire, ensuring that this is done in line with the Code of Ethics.

With changing demands in policing, evolving priorities and the national police officer uplift programme, the Constabulary has through its annual review process assessed the effectiveness of the police operating model to ensure it is equipped and best placed to deliver.

The Constabulary aims to 'deliver even safer communities for the whole of Cheshire' and ensure this is done in line with the code of ethics.

The Chief Constable has engaged with people across the Constabulary through Pledge events and regular online Q&A sessions to provide prioritisation on policing objectives and updates on the changing police landscape.





# Delivering your Plan

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

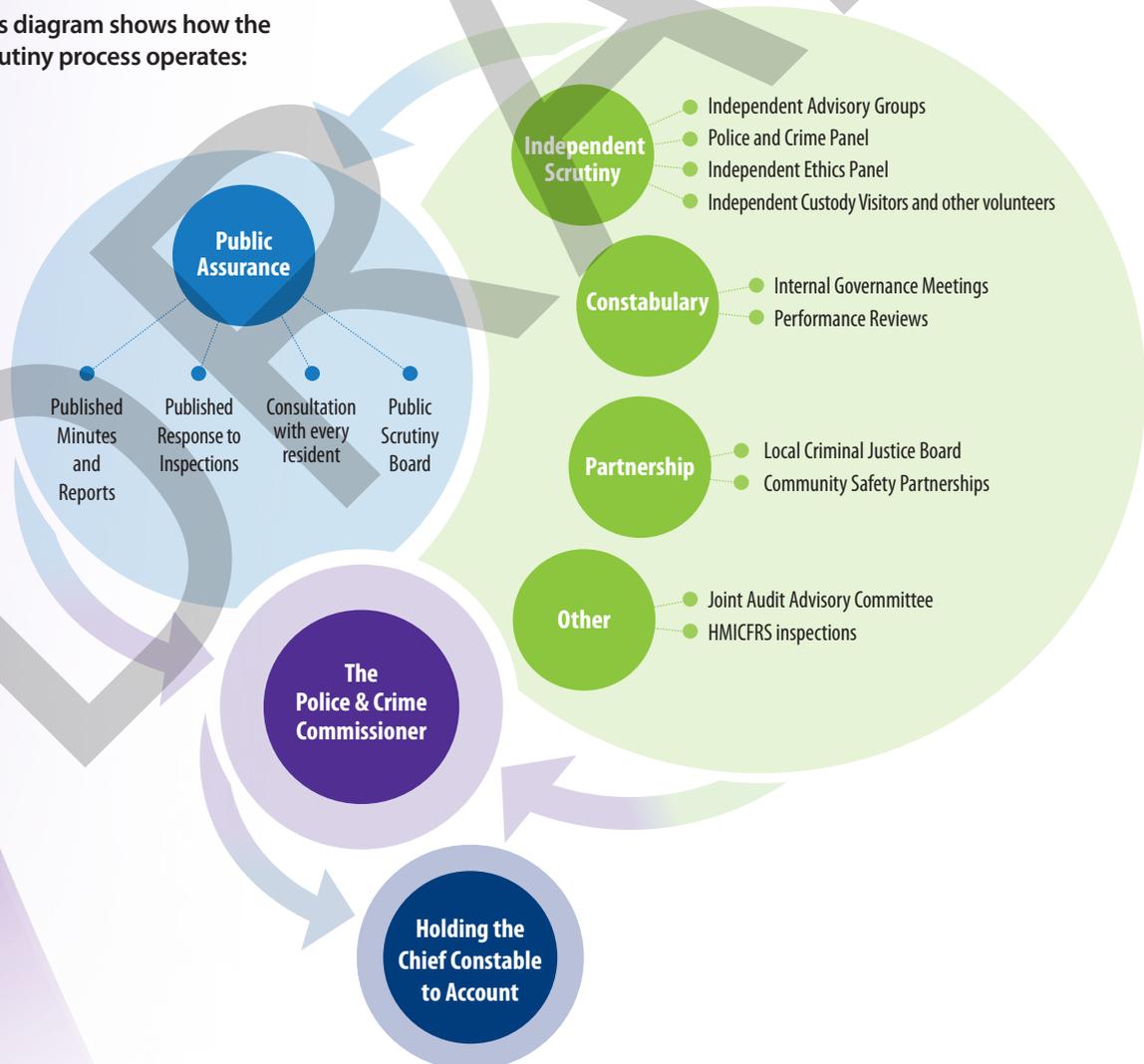
I have a statutory duty and electoral mandate to hold the Chief Constable to account on behalf of all Cheshire residents in delivering your priorities.

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

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

I will scrutinise the results and outcomes of any independent inspections, reports or external audits from bodies such as HMICFRS and ensure the Constabulary responds to any recommendations made. The responses I give to HMICFRS are published on my website.

**This diagram shows how the Scrutiny process operates:**





## Keeping the conversation going

I want you to have confidence that the key priorities in this Plan will be delivered during my term of office and that the Constabulary will continue to progress those priorities, which have a longevity beyond this. Continuing to listen to Cheshire residents, our communities, officers, staff, volunteers and key partners will enable me to ensure my Police and Crime Plan continues to be relevant in delivering your priorities. I'm committed to continuing with the extensive engagement I have carried out during my term of office so far.

### *I have:*

- Carried out the largest ever survey on policing and crime in Cheshire with nearly 19,000 responses.
- Continued to fund the Cheshire Youth Commission to ensure young people's voices are represented.
- Attended events to engage with traditionally hard-to-reach communities to find out their views on policing.
- Regularly engaged with people, businesses and communities across Cheshire by making visits where concerns have been raised and speaking to community groups.

### *I will:*

- Continue to hold county-wide surveys and consultations so you can tell me how you'd like to see policing delivered and funded.
- Produce an Annual Report detailing key progress in each financial year.
- Further engage with organisations which speak for communities covering the characteristics of age, gender, disability, ethnicity, faith and LGBT+.
- Continue to update residents about my work through my website, social media channels, newsletters, Cheshire Police Alert and the press.





## Working in partnership

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

I will provide updates to the Cheshire Police and Crime Panel on the progress of this Plan and how the public's priorities are being delivered, as well as how as Police and Crime Commissioner I am working to make Cheshire an even safer place to live, work and visit.

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

Through my work with Community Safety Partnerships and Cheshire's Sub-Regional Leaders Board, I regularly collaborate with the four local authorities and other key organisations across the county to deliver the priorities in this Plan, and identify opportunities where working together will make a real difference to people's lives.

I will access extraordinary Government funds through my commissioning activity on behalf of these partners and Cheshire residents, and work with them to ensure the money has the greatest possible impact.

Working with elected representatives across Cheshire with regards to how policing is being delivered in their local area is important to me. Borough Councillors and Town and Parish Councils will be kept updated through regular meetings, and I will also keep Cheshire's Members of Parliament informed on key issues.

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

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

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





# Stay in touch



[www.cheshire-pcc.gov.uk](http://www.cheshire-pcc.gov.uk)



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**Cheshire  
Constabulary**

SCAN ME

