



## Police & Crime Plan 2014 - 2016

Making Cheshire an even  
safer place to live

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



Police & Crime  
Commissioner  
for Cheshire

# Foreword

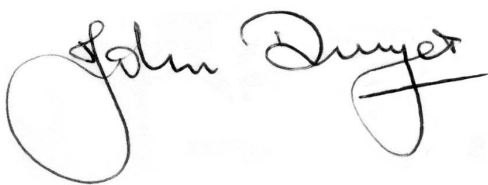
My vision is to make Cheshire an even safer place to live. In order to achieve this, I am working closely with Cheshire Constabulary and in partnership with a range of organisations to tackle issues at a local, regional and national level. This work reflects the views of the people of Cheshire.

2012 marked a year of major change for the police service with the introduction of Police and Crime Commissioners. This saw a reduction in the Government's hold and direction over policing and places the mandate for what needs to be done locally to drive the fight against crime in the hands of the public. I was elected as Police and Crime Commissioner for Cheshire on the basis of the priorities set out in my manifesto. Since being elected, I have been listening to the public to understand the key issues that are important to you and that need addressing during the period of this Plan. Alongside this, I have taken into account those key areas of policing that will protect our most vulnerable communities.

This information has been used to undertake a review of the Police and Crime Plan. Following this review, I can confirm that the Plan and the policing objectives contained within it remain relevant, as they continue to reflect the concerns of the people of Cheshire and align with the priorities of key partners from across Cheshire. I believe that my Police and Crime Plan will significantly contribute towards making Cheshire a safer place to live, and provide the basis for you, the public, to hold me to account for my performance.

I have already made good progress against this Plan during my first year in office. Crime in Cheshire is at its lowest level since the 1990s, the Constabulary has one of the highest levels of public satisfaction in the country and I am working with the Chief Constable to improve the number of crimes solved. I have also initiated a Root and Branch Review of all aspects of policing in Cheshire, the outcomes of this review are now being used to develop a new model of policing which will improve services whilst achieving savings to meet the current financial challenge. Further information about my achievements in 2013/14 will be provided in my Annual Report which will be published in the Summer.

If you are interested in my work and want to find out more then please visit my website [www.cheshire-pcc.gov.uk](http://www.cheshire-pcc.gov.uk), follow me on Twitter @cheshirepcc, or contact my office on Tel: 01606 364000.

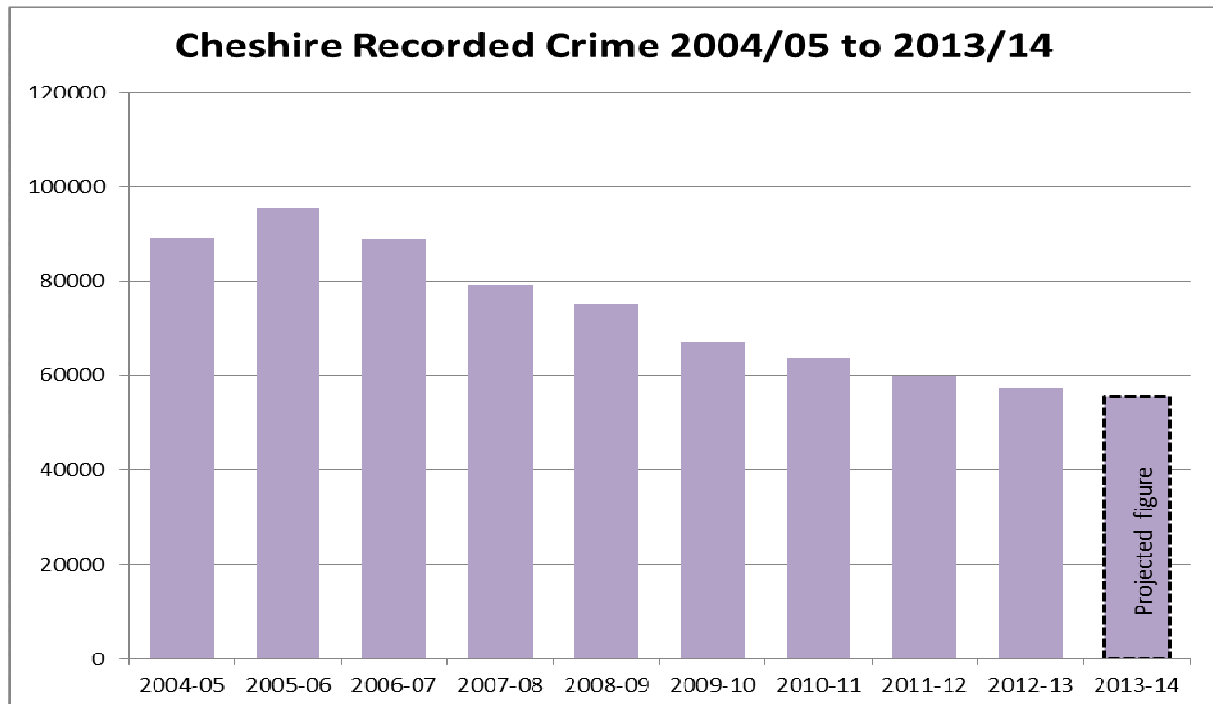


John Dwyer  
Police & Crime Commissioner for Cheshire



# Making Cheshire an even safer place to live

Cheshire is already a fantastic place to live with low crime rates which have fallen by 38% over the last decade. I want to provide a strong voice for policing in Cheshire to build upon this success and will be relentless in ensuring that police officers are free from bureaucracy and are able to do what they do best – policing.



## Key facts about Cheshire

- **440,000 Households**
- **Population of over a million people**
- **Pockets of extreme wealth contrasting with areas which are amongst the most deprived 10% of locations across the country**
- **Areas of great diversity, with large rural expanses, areas of extensive heavy industry, a number of urban areas including Chester and Warrington**
- **More than 200 miles of motorway and the West Coast mainline railways also runs through the county**
- **The international airports of Manchester and Liverpool within close proximity**

# Having an impact on policing in Cheshire

Cheshire's position in the North West region means that as residents you have access to the beautiful rural landscape that makes up large parts of the county as well as being easily placed to travel to the metropolitan areas of Greater Manchester and Merseyside for leisure and employment. However, our close proximity to these areas also has an impact on the patterns of criminality within Cheshire. Travelling criminals use the extensive road networks to enter and exit the county to commit crime, some of which is of a serious nature, providing a constant challenge to the way that the Constabulary needs to police the area.

I am working with the Chief Constable to develop policing services which are adaptable and responsive to the diverse landscape that makes up Cheshire.



In developing these services, I will ensure that the police remain responsive to the needs of different communities and know that equality, diversity and human rights are central to providing excellent public services. I am striving to develop innovative ways that we can advance equality, create good community relations and tackle hate crime across Cheshire. I also maintain oversight of the Chief Constable in his requirement to adhere to the general and specific equality duties and will make sure that information is published which evidences the work being completed.

My role is one of great responsibility, ensuring that the resources are in place in the most effective way to deliver the objectives set out in this Plan. I am working with the Constabulary to ensure we have a robust joint risk management framework in place to identify any potential factors preventing me from achieving these objectives or any opportunities to implement them more effectively.

In developing this Police & Crime Plan and the key areas I intend to focus on, a range of information has been taken into account, including:-

## How I have developed this Plan

- Those priorities that the public have stated are important to them which have been collected via various methods of consultation with communities, including victims of crime and businesses.
- A strategic assessment carried out by the Constabulary which outlines key opportunities and challenges to policing in Cheshire, alongside analysis of current demand and performance information.
- Those issues which are important in protecting the most vulnerable people of Cheshire as well as those wider issues where the police service needs to ensure that sufficient capabilities are in place to respond to serious and cross border criminality (the Strategic Policing Requirement).
- A Cheshire wide analysis of community safety issues and priorities which have arisen from our partners' plans.
- Those issues included in my manifesto.



# The issues you see as important...

Since coming into office, I have spent a lot of time seeking to fully understand the issues that are important to you. This is a vital part of my role if I am to ensure that you regularly have a say in how policing is delivered in Cheshire.

A summary of the key issues that you have raised as priorities is set out below; these have been collected in a number of ways including roadshows, focus groups with diverse communities and surveys.



## What you said.....

- Overall – reduce and solve crime and bring offenders to justice
- Support victims and witnesses
- Ensure appropriate policing presence and timely response
- Deal with antisocial behaviour
- Tackle the harm caused by alcohol and drugs
- Improve road safety
- Tackle serious and organised crime
- Protect vulnerable people

## How to have your say.....



I am accessible as your Commissioner, so you can raise your issues or let me know how the Constabulary is doing. Your feedback is key to the development of the services needed by the public. This approach is more important than ever as budgets continue to reduce and new ways of delivering services are sought.

I am working with the Constabulary to ensure that communication processes are in place so that communities have access to information about the delivery of policing and how they can express their views, needs, expectations, compliments and, where necessary, disappointment in the services provided.

The Constabulary will continue to arrange beat meetings which are at the heart of neighbourhood policing, allowing those officers working in the community to understand your local concerns. I will encourage the participation of the Constabulary in community events and I am committed to improving the range of options you have to contact the Constabulary by making better use of online channels to provide an enhanced and more efficient service.

# Constabulary's Strategic Assessment

A strategic assessment is undertaken annually by the Chief Constable in order to better understand those issues which have the potential to cause harm to communities or have the biggest impact on the police service as a whole. The current assessment has highlighted the following major issues which have been taken into account when developing the objectives for inclusion in this Plan:

## Spending

As all public services prepare to enter the fourth year of the Government's spending review, the challenge to align shrinking resources with my clear commitment to provide frontline services to communities will be faced. I will be playing a lead role in ensuring that the services provided by the Constabulary are as efficient and effective as possible.

### What I am committed to doing

I committed in my manifesto to instigate a Root and Branch Review of the Constabulary to look for more efficient ways of working. Following the review, a new model of policing is being developed under the direction of myself and the Chief Constable. The emerging policing model has been costed at £17m below current costs and is expected to deliver the same or better levels of service. The savings made will contribute significantly to the financial challenges to be faced over the next five years.

## Drugs and Alcohol

Drugs and alcohol use are clearly recognised as key causes of harm within our communities, leading to increased levels of crime, family breakdown and poverty. The impact can vary from being a victim of crime, living in an area where drugs and alcohol are creating anti-social behaviour or living with someone who is dependent on one or both of them, causing misery and pain to individuals and families and undermining communities.



### What I am committed to doing

I am seeking to reduce drug-related crime within Cheshire whilst the National Crime Agency will lead the fight against organised crime and enhance the security of our borders. Joint Strategic Assessments with our partners have highlighted that this is a key issue and my role will help to further foster the relationships needed to deliver improvement, for example working with drug rehabilitation services to help offenders to break the cycle of dependence on drugs and alcohol. Where this does not work, I will ensure that robust targeted activity is undertaken when it is needed. I will work with partners to address alcohol related anti-social behaviour, to tackle the clear link between alcohol and domestic abuse and to ensure all partners use the powers available to them to ensure people access treatment services.

Preventative activity and getting messages across to those groups who are vulnerable to the influences of alcohol and drugs is a key way of tackling this issue. Schools and Health & Wellbeing Boards will be key partners in helping the Constabulary and me to tackle these issues and we will work together to develop new and innovative ways to get across the message regarding the dangers of drugs and alcohol.

## Protection of the Vulnerable

Protecting vulnerable people and identifying and managing the risks that exist within our communities lies at the heart of our approach to policing Cheshire. This is an area of activity which has also been consistently highlighted by partners as we all strive to ensure the protection of vulnerable people.

The Constabulary provides strong specialist support at both a local policing level and with partners to protect vulnerable individuals, families and communities from serious harm. Providing services which cover the safeguarding of children and adults, domestic abuse, rape and sexual assault, stalking and harassment, honour based abuse, female genital mutilation, missing persons, human trafficking, child sexual exploitation and potentially dangerous persons to name just a few.



### What I am committed to doing

I recognise the work that the Constabulary and partners already undertake in this important and complex area. I am continuing to build on these partnerships to ensure that effective preventative measures are in place, victims of such crimes are encouraged to report the abuse and receive appropriate support, repeat incidents are reduced and perpetrators are dealt with effectively. I am also working with the Constabulary to ensure that processes are in place to identify vulnerability at the earliest point of contact so that the most appropriate response can be given.

I support the Government's commitment to combat child sexual exploitation and will seek to ensure the Chief Constable has adequate resources to address this threat and ensure some of the most vulnerable members of society are protected from harm. I also welcome the Home Secretary's announcement of a Bill to tackle modern slavery, which will be the first of its kind in Europe. Once this legislation has passed through Parliament, I look forward to working with the Anti Slavery Commissioner to ensure there is an effective response to this complex crime.

## Virtual Communities/Cyber Crime

Technology is a central part of most people's lives and in the majority of cases brings a very positive and welcome addition to many of us on a daily basis. The use of computers, mobile phones and the internet provides us with previously unimaginable access to information and services. The Constabulary has made huge advances over the last few years to make best use of this technology both in terms of the systems it uses internally to share and process information and also in the way that it communicates with communities. Facebook and Twitter provide instant access to information that can be used to help make Cheshire a safer place and also provide a mechanism to gain your views on the services being provided. Unfortunately there remains a small section of our society who, as with all forms of crime, use these advances in technology for their own gain. Cyber crime is an increasing problem with criminals using new technology to commit offences including hacking important personal or industry data, fraud, selling illegal drugs and for child sexual exploitation.



### What I am committed to doing

I have pledged to continue embracing advances in technology for the benefit of the public and will be looking for new and innovative ways to improve the services that are provided. I have developed a mobile phone application, enabling the public to find information about their local policing teams, rate the priorities set by their neighbourhood policing team for the month and submit their own priorities for the upcoming month. The 'app' also enables the public to keep up to date with the latest police news and appeals and pass information onto the Constabulary.

I continue to hear from parents who are worried about their children using on-line chat rooms and social networking sites and through my Youth Ambassador, I am working with the Constabulary to ensure that messages about internet safety are provided not only to schools, but are also available to parents so we can ensure as many people as possible are aware and acting to prevent any potential crimes. I will provide the Chief Constable with additional resources to ensure the Constabulary is able to bolster its capabilities to investigate hi-tech crimes committed against residents of Cheshire.

## Strategic Policing Requirement

Policing is an issue that crosses many boundaries, not only within Cheshire with our public service partners, but also regionally and nationally. We continue in our fight to tackle some of the more organised elements of crime such as large scale drugs supply and also those incidents where we are required to join resources to ensure that the police service nationally can tackle issues. These include incidents such as the riots across London and other large cities in the summer of 2011 and more positively in providing the policing response to the Olympics and Paralympics in 2012. Forces often need to work collaboratively, and with other partners or national agencies such as the Border Agency to ensure such threats are tackled effectively.

In helping us to prepare for these eventualities, the Home Secretary has issued a Strategic Policing Requirement. The Home Secretary has engaged with the police and other partners to develop the Strategic Policing Requirement which sets out the Government's views of the national threats the police must address and the appropriate national policing capabilities they believe are required to counter those threats.

5 CATEGORIES OF RISK	
<b>CRITICAL</b>	An attack is expected imminently
<b>SEVERE</b>	An attack is highly likely
<b>SUBSTANTIAL</b>	An attack is a strong possibility
<b>MODERATE</b>	An attack is possible but not likely
<b>LOW</b>	An attack is unlikely

### Key Threats.....

The current Strategic Policing Requirement has identified the following threats:

- Terrorism
- Organised crime
- Public disorder
- Civil emergencies, and;
- Cyber threats

These issues can impact at a local level where harm can be felt and escalate to a national level (often incredibly quickly and dynamically as was seen with the riots during 2011). Whilst they require a response that is rooted in the local police understanding issues at a neighbourhood level, police forces also need to be able to come together to play a part on a local, regional and national basis to combat threats.

I continue to work with the Constabulary to plan and prepare our response to these national threats. I am working with the Chief Constable to ensure that the most appropriate training, assessment and accreditation of key specialist roles are in place and that good working arrangements exist with other forces and with those national agencies that help tackle those cross border and national threats with the potential to impact on our communities. Opportunities are also being sought to build upon the existing excellent collaboration work within the North West region. I will also encourage the Chief Constable to ensure that an effective working relationship is established between the Constabulary and the National Crime Agency to tackle these threats.



# Other Key Areas of Importance

The following section of the Plan details further areas of activity which will be important to achieving my overall aim of making Cheshire an even safer place to live. These key issues reflect a number of my manifesto pledges and priorities from partner organisations.

## Neighbourhoods at the heart of policing

For the first time, you are able to hold a single directly elected individual to account for policing in Cheshire. I am dedicated to bringing communities closer to policing, building confidence and restoring justice in the policing and criminal justice system.

I often hear from residents in Cheshire that greater police visibility and engagement in communities is a key issue. I am a strong voice for policing in Cheshire and have promised to be as accessible to you as possible through regular surgeries and public meetings as well as embracing modern forms of technology so an on-going dialogue with you can be established and maintained.



Building on the great work that has already been done to embed neighbourhood policing in to our communities will be important. This model of policing has already helped to address many of those incidents of crime that impact on you at a community level but we need to ensure that this is embraced further to ensure that local policing provides the right outcomes for victims and the community.

## Special Constabulary & Volunteers

We are fortunate in Cheshire to have a wide range of volunteers who bring their skills and experience to different roles and enhance policing. The Cheshire Special Constabulary had 359 Special Constables as at the end of December 2013. I will continue to recruit Special Constables with the aim of introducing a Community Special Constable in every town and village in Cheshire. The Constabulary also has over 90 police support volunteers who assist officers and staff in a number of activities.

My Office also appoints 39 Independent Custody Visitors who check on the welfare of detainees at the Constabulary's custody suites. In addition, 3 Dog Welfare Visitors are responsible for reporting on the conditions under which police dogs are kept, transported and deployed. 15 volunteers audit the services and information provided at police station front desks and act as critical friends in ensuring that public contact points are accessible and deliver a good standard of service.



The Constabulary currently has 30 cadets attending a Police Cadet Programme which helps young people develop skills and social responsibility and facilitates links between the police and young people. I will work with the Constabulary to review the programme and increase the number of young people who benefit from participating in it.

I have been working to expand the opportunities for volunteering within policing, both to add to the Constabulary's skill base and to enable local people to make a positive contribution to policing. New volunteer roles which have been introduced include a mounted Rural Watch Scheme and volunteers auditing the way the Constabulary responds to calls. The total number of volunteers in the roles outlined above is 539, and I intend to significantly increase the number of volunteers in the Cheshire police family over the period of this Plan.

# Victims

Being a victim of crime can be a traumatic and life changing experience and too often we hear stories where the offender is given greater priority than those of the victim or witness of a crime.

In developing this Plan, the views of victims of crime have specifically been sought, which has provided this key group an opportunity to help shape how policing services are to be delivered in the future.



In addition, the Government intends that from October 2014, I will be responsible for a large part of the budgets associated with services for victims. A stocktake of services for victims within Cheshire has been carried out to assess the services that are available to victims of crime to help them cope and recover from the ordeal, as well as preventing them becoming re-victimised. This is to ensure that the services commissioned from 2014 onwards are as responsive to the needs of victims and witnesses as possible. I have launched the 'Victim's Voice' consultation to gather the views of victims of crime on the services they have received. The Government also published a revised Victims Code in December 2013 which lists the key entitlements that victims of crime can expect to receive. I will work with the Chief Constable and partner agencies to ensure that the new Code is properly implemented in Cheshire. I have met with the Government's new Victims Commissioner to seek to ensure any available national support is directed to Cheshire.

To help improve the confidence that communities have in every step of the criminal justice system, I am working closely with partners to monitor sentences and ensure that all opportunities to influence sentencing are taken for the benefit of the people of Cheshire.

# Young People

Young people are an important part of our communities. Often when people try to involve communities in decision making, it is mainly adults who get involved. But it's important to make sure that young people are able to influence decision making too. Young people can bring very valuable experience and a different perspective on the issues communities face.

I am fully committed to more effective engagement with young people across Cheshire. Providing a bridge between them and the police will help in the fight to prevent people from offending in the first place, which is far more effective than dealing with the consequences once it has happened. Young people are also often the victims of crime and I will work to ensure that victims' services are responsive to their needs. A Youth Ambassador has been appointed to champion youth issues, communicate key messages regarding matters such as internet safety and the dangers of drugs and alcohol, and ensure that young people have a point of contact to register their views. The Youth Ambassador has completed a survey of over 1000 young people within Cheshire to gain their views on policing and crime in their local area. Young people indicated that their main areas of concern are safety after dark, anti-social behaviour and drugs. As a result of the survey the Speak Out group has been launched to give young people the opportunity to directly feedback to the Youth Ambassador.



In addition to this, I will work with the Youth Justice Boards and local Youth Services to influence the commissioning of services and programmes which will help to prevent and reduce youth crime and anti-social behaviour.

## Anti-Social Behaviour

I have made clear my intention to get tough on anti-social behaviour that at times blights all our lives. Drunkenness, graffiti, littering and allowing dogs to foul footpaths are all unacceptable. These crimes will only increase if we accept or ignore them.

I have approved a new Anti-Social Behaviour Strategy and I work in partnership with the Constabulary and other agencies and communities to provide diversionary activities and resilience. Furthermore, restorative approaches will be encouraged so that the message is clear to offenders of the impact of their actions, what they can do to retrieve the situation and how they can improve their behaviour in the future.



## Tackling Re-offending

All too often, large numbers of crimes are committed by small groups of people and the common denominators are often drugs and alcohol.

Offenders who carry on committing crimes time after time create more victims and damage the communities where they live or where they commit their crimes. If we are to have safer and stronger communities then we need to minimise re-offending, support people to pay back constructively for their crimes and to build better lives for themselves, their families, and their communities.

I am committed to supporting and encouraging effective multi agency work to target and case manage offenders who are problematic due to substance misuse or other crime related factors. The Constabulary and its partners have already seen excellent results from this approach and I am working closely with them to build on this success and target those offenders who are committing the most crime. I will bring together partners from the Borough Councils, Drug Rehabilitation, Probation, Housing Officers, the Courts, mental health organisations, GPs and the police to develop tailored solutions for those individuals. I will also seek an active role in the Government's plans to transform the rehabilitation of offenders and will work closely with local partners and the new service providers to reduce re-offending.

## Policing The Roads

As members of the community most of you will be affected by the road network on a daily basis either as a driver, passenger, cyclist, motorcyclist or pedestrian. Whilst the number of road traffic collisions in Cheshire has declined over the last ten years there are still too many fatal and serious injuries on our roads.

I am committed to ensuring there continues to be a focus on roads policing to encourage users to be considerate of others on the road. The Constabulary will not be able to address these issues alone, and continued partnership working will be encouraged in order to promote the 'safer roads' message to all drivers.



As well as continuing to tackle drink driving, a stronger stance is also needed against those people who drive under the influence of drugs. During my term in office, I will be lobbying the Government to introduce legislation and develop technology which will assist the police in determining whether a driver is under the influence of drugs.



## Rural & Heritage Crime

Crime can have a devastating impact on the community in which it happens. However, crime in a rural area can bring the community to a halt, especially where this is committed against a rural business as they may not be able to work as effectively as usual. The rural community often feel vulnerable due to their remote location and the criminality that affects them.

Special Constables linked to small villages will play a key role in the battle against rural crime. I am also seeking to ensure that the Constabulary tackles any wildlife crimes which occur in Cheshire and works effectively with the national Wildlife Crime Unit.



Cheshire has a rich historical and cultural legacy and our heritage assets have a high value to society and help attract inward investment and regeneration. These assets are often at risk from criminal damage and theft and I am working with the Constabulary and partner organisation to ensure there is a proportionate response by enforcement agencies to incidents of heritage crime.

I have approved a strategy which will ensure the Constabulary builds even stronger links with rural communities and reduces the threat of harm from rural, heritage and wildlife crime.

## Mental Health

Mental health issues affect one in six adults in Britain at any given time and mental health needs are often high amongst offenders linked to drugs and alcohol use. Demand on police resources associated with mental health has increased and there have been a number of cases in the media involving mental health issues. I have endorsed the Constabulary's Mental Health Strategy which focuses upon understanding demand, early identification of issues, training and awareness of frontline staff, effective referral to treatment services and use of appropriate places of safety. I will also work with partners across Cheshire to ensure local declarations and action plans are developed as required by the national Mental Health Crisis Care Concordat and drive up standards of care for people experiencing crisis such as suicidal thoughts or significant anxiety.

## Ethics

Following recent high profile national cases involving a small number of police officers, the public understandably have concerns about the current complaints and disciplinary regime within the police service. I will look to augment the role my Office currently performs in relation to complaints to provide an independent and transparent process for local people. This will include the introduction of an advisory body to assist me in overseeing the ethical agenda and integrity within the Constabulary.



# Working Together

Working in partnership remains critical to reducing crime, as does the need for all public services to better understand, and further embrace the culture in which we can all operate more effectively. At present work is underway across all public services to reduce any waste, duplication, and inefficiency which may exist, for example, where there is handover between individual organisations, so that processes are more aligned to a whole “public service system”.



With even greater challenges to public finances anticipated in the years to come, effective partnerships can provide one of few opportunities to reduce costs without reducing the quality of service that is provided to the public.

It will be a central part of my role to further foster these relations with key partners across Cheshire and beyond to provide community leadership and ensure that we are all working to achieve common and effective outcomes for the public. In particular, I intend to work with those public services that can help address the root causes of policing demand around drugs, alcohol, mental health, complex families and family breakdown amongst others.

I have established working relationships with a range of partners including:

- Borough, Parish and Town Councils
- Probation Service
- Crown Prosecution Service
- Crown and Magistrates Courts
- Prison Service
- Health Service
- Youth Offending Teams
- Housing Associations
- Drug and Alcohol Action Teams
- Voluntary sector

I am working closely with partners and the community in Halton to introduce a pilot participatory budgeting scheme in the Grange area of Runcorn. I will invest £30,000 as part of this initiative and allow local people to decide how the money should be spent to improve the safety of their area. If this proves successful, I will look to introduce similar schemes in other parts of Cheshire. Cheshire West and Chester Council is one of the pilot sites for the Government's community budgets initiative which will create more integrated public services in the area. I am keen to support evidenced best practice in the field of community safety which may arise from this work.

Considerable work continues to progress across the region to develop more opportunities for police collaboration, building on those initiatives that are already working successfully and delivering results. I am building on this strong platform of activity to ensure that wherever possible the capacity and capability of policing operations is increased and any cost savings are realised. In addition, through partnership working, opportunities will be sought to align processes and to ensure consistent approaches and improved connectivity between forces and other partner agencies.

# What I want to achieve - My policing objectives

I have already set out the range of information which has helped me to develop the objectives that I am committed to achieving during my term in office. Whilst developing this Plan, consultation has taken place with the public, victims of crime, the Chief Constable and other key community safety partners.

This Plan, and the objectives contained within it, set the strategic direction for the Constabulary. It will also be the mechanism by which I communicate my intentions with you the public as well as other key partners and stakeholders.

It is underpinned by a series of strategies developed by my Office and the Chief Constable which provide greater detail of my priorities in these areas of activity. These include strategies relating to the estate, procurement, information technology, people, finance and others. I am holding the Chief Constable to account for delivering these strategies.

Detailed below are the objectives and those headline measures that will be used to monitor progress in implementing the Plan.

## Objective One

**Enhance frontline policing to enable the Constabulary to prevent and further drive down crime.**

First and foremost the Constabulary is here to provide policing to the communities of Cheshire. This service needs to be flexible and adaptable to respond to the wide and varied range of crimes and incidents that affect you as residents. As part of this priority, I am working with the Chief Constable to develop the way we deal with the issues presented by anti-social behaviour, business crime and rural crime and to make our roads safer.

Measures
Total number of recorded crimes
Proportion of staff resources allocated to frontline duties
Total number of anti-social behaviour incidents
Total number of rural crimes
Total number of business crimes
Number of fatalities in road traffic collisions
Number of people seriously injured in road traffic collisions
Number of collisions in which people are killed or seriously injured
Proportion of people who perceive drug use or dealing to be a problem in their area

## Objective Two

### Protect Cheshire's communities from harm

Crime is falling, however, there are still sections of our community who are more vulnerable to becoming a victim of crime. I want to ensure that the Constabulary continues to develop services which protect these most vulnerable people and communities as well as tackling serious and organised crime and civil emergencies which we may need to be able to respond to on a local, regional and national basis.

Measures
Recorded number of rape offences
Recorded number of sexual assault offences
Recorded number of incidents of domestic abuse
Recorded number of hate crimes

Performance in this area is both sensitive in nature and subject to high levels of confidentiality, therefore, it is difficult to identify either one or a small number of measures which effectively highlight the wide ranging work that is undertaken by the Constabulary and partners to protect communities from harm. However, I fully recognise its importance and will ensure it is effectively scrutinised through my governance arrangements. Therefore, in addition to the measures above, I have asked the Deputy Police and Crime Commissioner to hold the Constabulary's to account for protecting vulnerable people and tackling serious and organised crime.

## Objective Three

### Support victims and witnesses of crime and take a robust stance in tackling those who offend especially those who do so repeatedly.

I want to ensure that victims and witnesses of crime are at the centre of the criminal justice system and are able to help me develop the services needed not only to support them but to improve services for the future.

Many offenders who continue to commit crimes within our communities have underlying factors which, if tackled, would help to prevent them from committing further crimes. These factors can range from alcohol and drug abuse to housing and social care problems as well as health related problems such as mental health. By taking a robust stance not only will we seek out the right criminal justice outcomes but also work in partnership to design and tailor individual solutions which will help to prevent further re-offending.

Measures
Percentage of crimes solved
Percentage of offenders dealt with who have been dealt with by the police previously (in the last 2 years)
Percentage of users satisfied with the service they received
Percentage of victims of anti social behaviour satisfied with the action taken in response to their incident

#### Objective Four

**Continue to build on the strong partnership between the police and the communities of Cheshire.**

My success will depend on understanding those issues that are important to you and helping to shape the police service to address them. In doing this, I am committed to being an accessible Commissioner who will hold regular surgeries and public meetings as well as embracing technology so I can undertake as many on-going conversations with residents as possible. I am working with the Constabulary to ensure that the tremendous work undertaken by Neighbourhood Policing Teams continues and we build strong community relationships and encourage participation in the development of local services.

Measures
The proportion of respondents that state that the police are interested in the issues that concern people living in their area
The proportion of respondents that state that the police in their area successfully solve problems in the long term
Total number of complaints
Number of complaints upheld

#### Objective Five

**Ensure the delivery of an efficient and effective police service. This will include building on the use of innovative technology to deliver better services to the communities of Cheshire**

One of my core functions will be to ensure that the Constabulary provides not only a responsive policing service for the residents of Cheshire but one that is also as efficient and effective as possible. I am working with the Constabulary to focus on where and how we can work in partnership with other police forces or other agencies to drive down the costs of buying products and services.

We will look for ways to reduce bureaucracy to ensure officers are on the street and not behind a desk, ensure that we find the most cost-effective ways of delivering all of our services and look at ways to increase income streams all to help in closing the funding gap. I am committed to seeking out more innovative ways to use technology and will look at ways to maximise income generation in order to offset the impact of cuts to police funding.

Measures
The cost of delivering policing in Cheshire per head of population
Average working days lost due to sickness for police officers and police staff



## How I will monitor progress....

The Home Secretary has abolished the many targets that previously governed police performance and is committed to reducing the bureaucratic reporting systems, relying instead on one key measure – to cut crime.

I want to ensure this happens within Cheshire and will be looking at a range of accurate, local information on how well Cheshire is performing. The Police and Crime Plan will be underpinned by a detailed action plan which I will use to hold the Chief Constable and my own Office to account for the delivery of the commitments outlined within this Plan.

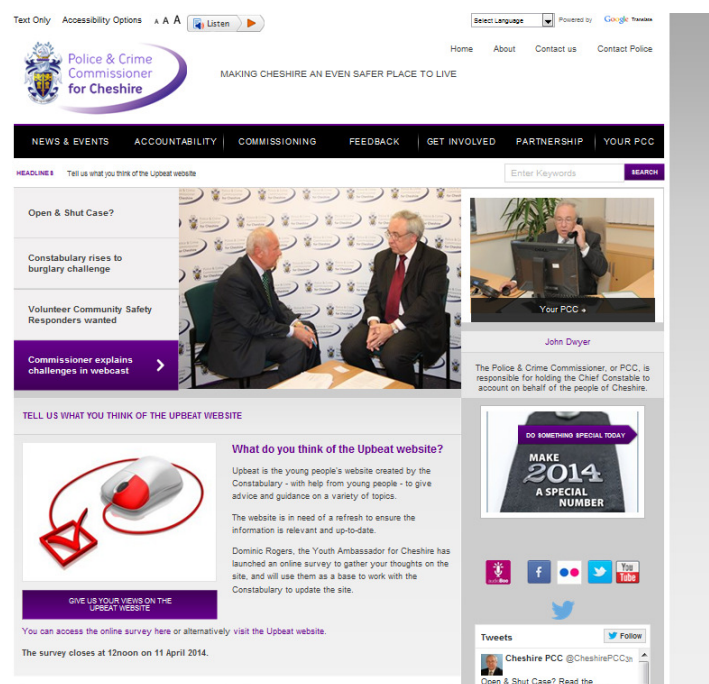
As part of the strong joint governance arrangements that have been established between the Constabulary and my Office, regular monitoring will be undertaken of a broad suite of information on all aspects of performance, including the measures that are set out in this Plan. In order for you to be able to hold me to account and understand how well the Constabulary is performing, a range of information will be available on-line so you can monitor performance during my term in office. This will include:

- Regular reports on finance, service performance, staffing matters, complaints and a range of other issues
- An Annual Report

As well as the information referred to above, you will also be able to keep updated through the wider information which is provided on my website. The Constabulary website also highlights the work being undertaken at a neighbourhood policing unit level to address those issues and priorities that you have raised about your area.

The Police and Crime Panel, which is made up from 10 local councillors representing the four boroughs of Cheshire along with three independent people, will support, review and scrutinise the functions that I carry out. In addition to this there are also a number of independent performance assurances available to you to monitor police performance in Cheshire. These include:

- Inspections and audits which are completed both by Her Majesty's Inspectorate of Constabulary (HMIC) and the internal and external auditors.
- The Crimemapper website which displays local crime information allowing you to see what is happening in your local area.
- Crime and Policing Comparator website allows you to compare data on recorded crime and anti-social behaviour, quality of service, finances and workforce numbers for all police forces in England and Wales.
- HMIC Value for money profiles provide benchmarking information on: what the police are spending in their budgets; staffing levels by grade and function; and outputs and outcomes in a comparable format.

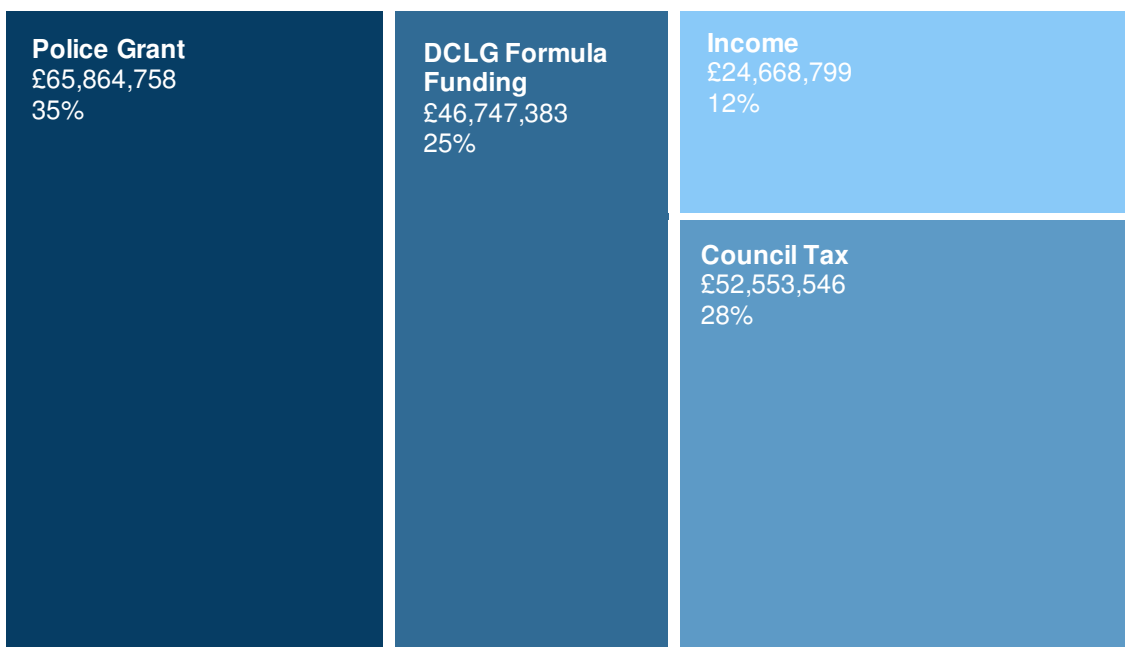


## How I will use the resources available to me.....

The UK, European and world economies are facing challenges on a scale that has not been seen since the 1930s. Cheshire is not immune from this and the capacity of the Government to fund policing in Cheshire is constrained by the need to address the structural deficit. In practical terms, this means there is less money available for me to provide to the Chief Constable and partner organisations to deliver the services needed. However, this does not mean I am resigned to providing a poorer service or removing services from parts of the community. Nevertheless, it does mean that where I place these resources must be prioritised for maximum effect and the Chief Constable and partners must be effectively held to account for the efficient use of these resources.

In real terms, allowing for inflation, new unavoidable demands and the objectives within this Plan, the savings gap for 2014/15 is £7.4m on gross expenditure of £189.835m. Following the Root and Branch Review, I have worked with the Chief Constable to agree efficiency savings to meet this gap and to enable these priorities to be delivered whilst still meeting the Government's funding restrictions. Through consultation with the people of Cheshire, I have received support for an increase in the council tax precept to support the delivery of policing. However, I am very conscious of the limited pay increases and the impact of austerity on the people of Cheshire. I also believe that significant progress has been made to achieve the required savings and the receipt of a potential council tax freeze grant from the Government has afforded me the opportunity to hold the council tax at its current level of £153.21 per annum for a Band D property.

The funding available for 2014/15 is shown below:



Following the Root and Branch Review, £9.7m savings have been identified to meet the budget shortfall for 2014/15 and to support future year's saving plans. The main proposed savings for 2014/15 are:

I plan to recruit approximately 50 officers during the year. Allowing for normal turnover, this will enable a managed reduction in the number of police officers from 1,956 to 1,900 and will deliver savings of £2.8m in 2014/15. The officer reductions already made in 2013/14 will also deliver a further £1.0m.

A reduction in police staff posts is expected to deliver savings of £3.2m.

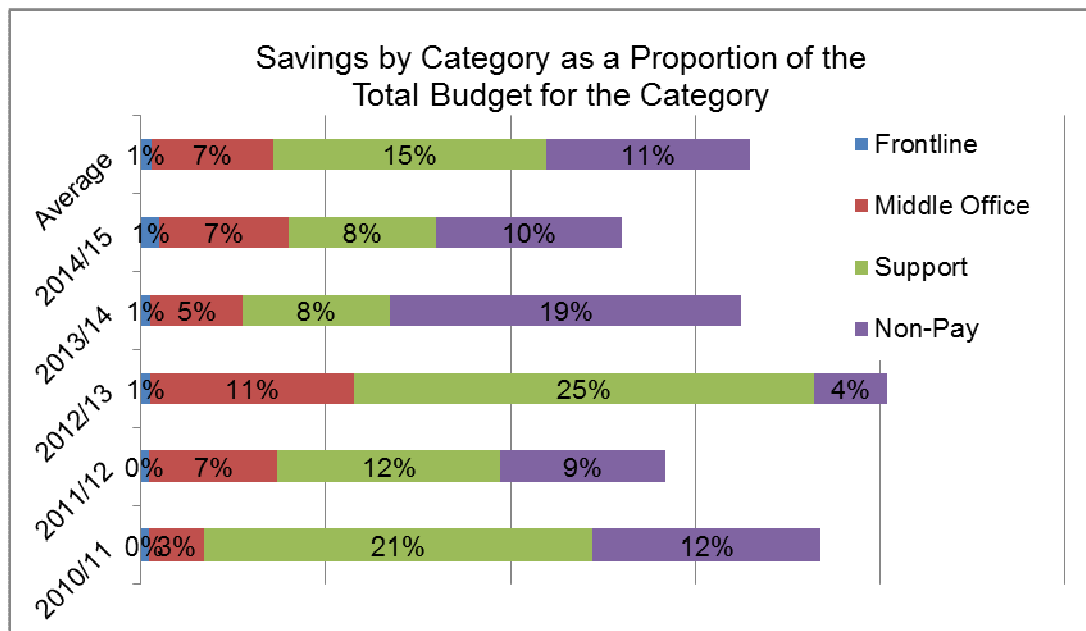
All major procurement contracts have been reviewed and reductions have been identified, saving £1.4m.

Savings achieved through collaborations will realise £251,000.

A further £1.0m will be saved from the full year effects of savings initiatives delivered in 2013/14, together with other non-pay savings on premises, equipment, supplies and services and through reduced borrowing costs.

I remain committed to minimising the impact of reductions on frontline policing and focusing on making savings in support functions and non-pay budgets. The table below demonstrates the minimal impact of the savings plans on the frontline in the last four years and how this continues in the proposed 2014/15 budget.

#### Impact of Savings on Frontline Policing



Whilst delivering the savings outlined above, I propose to invest in a number of key priorities during 2014/15 including: piloting a new neighbourhood policing model, working with local communities to manage crime reduction and to support victims, providing additional resources to deal with cyber crime and to work with partners to safeguard the most vulnerable children and young people who are being sexually exploited or are at risk of being so.

## Commissioning Model

I have a role in the commissioning of services related to community safety and crime reduction. The Police Reform & Social Responsibility Act 2011 charges me with keeping the police fund, setting and managing the budget for policing, making grants and entering into agreements for the supply of goods and services. This brings an exciting challenge which will lead to opportunities to increase efficiency, collaborate with partners and develop productive and valuable relationships with the private, community and voluntary sectors.



A Commissioning Strategy outlines what I wish to achieve through commissioning of services and provides a framework for how I intend to make it happen.

To some extent, this task has been made easier by the fact that the Constabulary and its partners have made clear progress over the past five years in tackling crime and reducing the numbers of victims. But more needs to be done to unlock the potential of every community, organisation and individual to continue to make Cheshire an even safer place to live.

I will continue to work with other local leaders to achieve joint community leadership in Cheshire and bring together resources to find solutions to meet your problems and priorities. Strong partnership working, as well as exploring potential new working arrangements, will be central to my success.

By developing common objectives with partners on a range of crime and health issues we can hope to transform how local services are designed and delivered to meet your needs. As part of this continual drive to improve efficiency it is recognised that in some areas of policing it makes sense to join together to share resources and make savings.

## Strategic Commissioning Model

My Office has developed a strategic commissioning model which helps to set out how I will approach commissioning within Cheshire. In essence, the model being adopted will help me to understand long term need and the best ways of meeting that need.

My approach will involve dialogue with the public, communities and current and potential service providers. It will focus on outcomes, not existing services, and aims to make the best possible use of resources, the markets and configuration of services to ensure a balance of cost, crime reduction and services to the public.

## Other Supporting Information

I have kept the information in this document to a minimum to assist in its publication and communication. Further information, associated strategies and plans are available on my website [www.cheshire-pcc.gov.uk](http://www.cheshire-pcc.gov.uk).



# Crime & Disorder Reduction Grants

The Police Reform and Social Responsibility Act 2011 enables me to award grants to organisations or groups that will support the achievement of community safety priorities in Cheshire, as set out in this Police & Crime Plan. In 2014/15, my approach to commissioning will be focused on victims with the aim of preventing people becoming victims in the first place and ensuring that appropriate services are in place for those unfortunate enough to become victims of crime. I will take a holistic approach to help ensure that connected services are in place to tackle underlying issues.

The community safety funding that I have been allocated in 2014/15 is now incorporated into the main grant for policing. I am committed to maintaining the amount of funds I allocated last year, £801,456, which comprised a government grant of £780,000 and an uplift I provided to ensure spending levels in this area of work were maintained. I have met with the chairs of the Community Safety Partnerships across Cheshire and discussed the performance against the current allocations and any further emerging issues such as mental health. My intention is to continue to set clear outcomes to be achieved from this funding in the forthcoming year.

The specific crime reduction grants which will be made in 2014/15 are outlined below. These grants do not make up the total funding for these areas of activity but represent my contribution to funding provided by the Borough Councils and other partners, such as drug intervention funding.

The services delivered from these grants will be monitored in order to ensure that the outcomes I have set are achieved and that victims are placed at the heart of service provision. A framework will be developed with partners which will set out those outcomes and this will be used in monitoring delivery and to inform my approach to commissioning in the future.



I have also established a Crime Prevention Fund which will specifically assist local communities, including the business and voluntary sectors, to develop crime prevention initiatives.

ORGANISATION/AREA	TYPE OF GRANT	AMOUNT
Cheshire West and Chester	Community Safety Funding	£158,100
	Drug Intervention Programme	£53,805
Cheshire East	Community Safety Funding	£147,550
	Drug Intervention Programme	£53,805
Halton	Community Safety Funding	£81,962
	Drug Intervention Programme	£43,888
Warrington	Community Safety Funding	£132,917
	Drug Intervention Programme	£47,313
	Positive Futures	Included within Community Safety Fund
Youth Offending Teams across Cheshire	Preventing Youth Offending	£82,116
<b>TOTAL</b>		<b>£801,456</b>

