

Police and Crime Plan

Making Cheshire even safer

2021-2024



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John Dwyer
Police & Crime
Commissioner
for Cheshire

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Commissioner's promise

01



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

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

The Police and Crime Plan sets out the priorities Cheshire Constabulary will deliver

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

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

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

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

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

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

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

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

A handwritten signature in black ink that reads 'John Dwyer'. The signature is fluid and cursive, with a large 'J' and 'D'.

John Dwyer
Police and Crime Commissioner for Cheshire



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

The role of the Commissioner

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

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

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

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

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

Complaints

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

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

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

Chief Constable's commitment

03



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

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

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

(HMICFRS) and the emerging national crime and policing measures from Government.

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

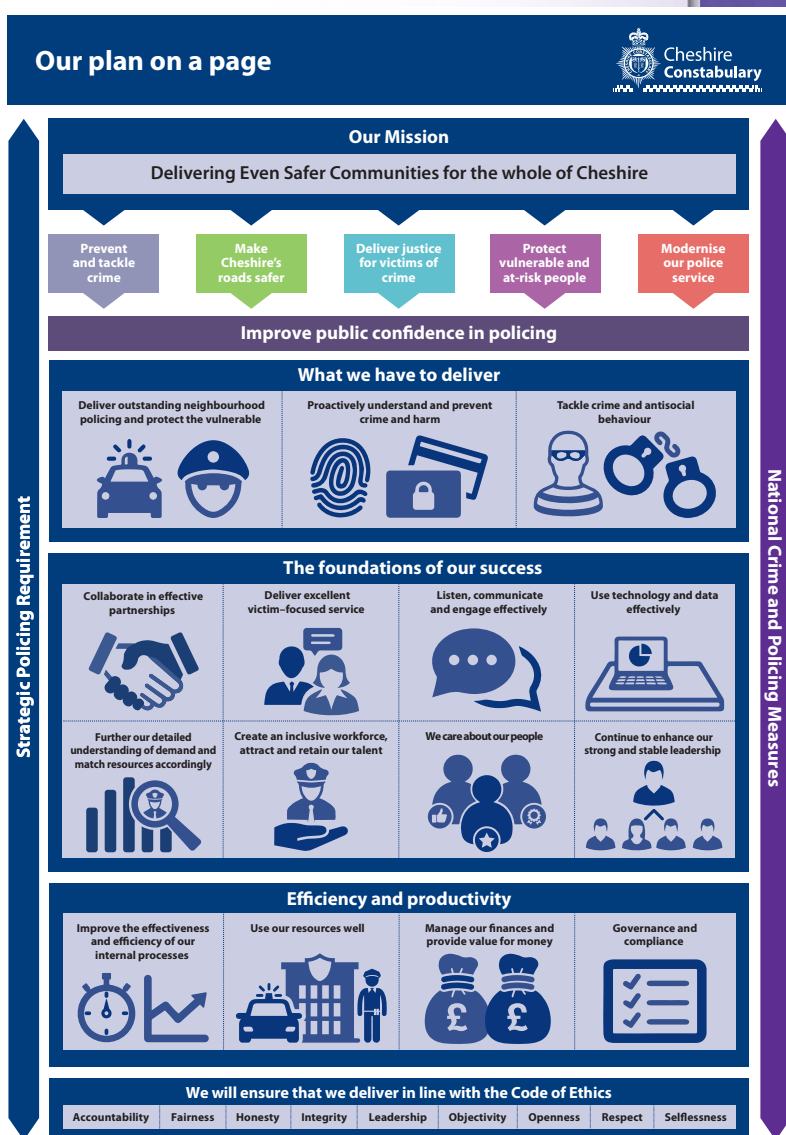
In plain language, our role is to keep the public safe and ensure that Cheshire is a hostile environment for criminals; to that end, the core role of the police has remained constant throughout the history of the service.

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

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

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

Mark Roberts, Chief Constable



The policing landscape

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

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

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

The Strategic Policing Requirement

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

The current SPR covers the following issues:

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

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

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

National Crime and Policing Measures

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

Priority areas:

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

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

Other national developments

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

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



Policing in Cheshire at a glance

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

Geography

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

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

People and households

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

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

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

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

Cheshire's policing model

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

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

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

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



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

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

support of colleagues across the Constabulary.

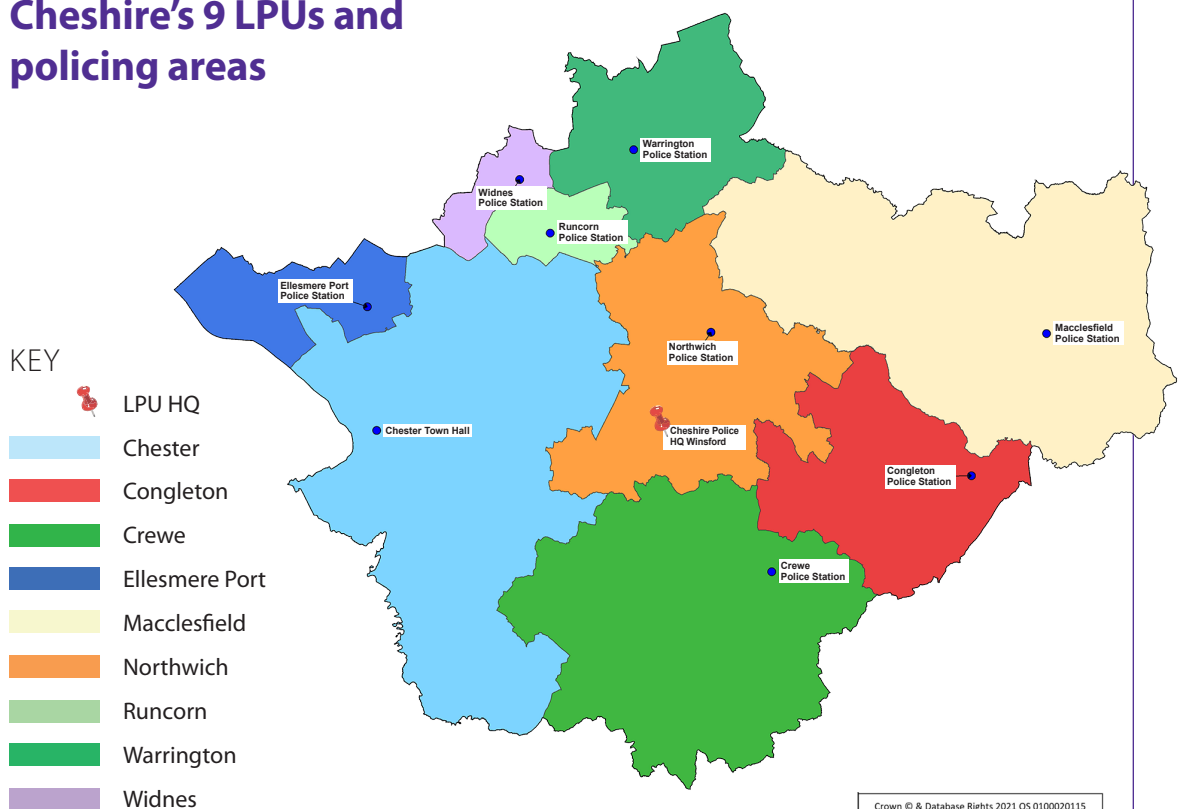
- The Public Protection and Safeguarding Department - which incorporates specially trained child protection staff, and three safeguarding and intervention hubs which will focus on referrals, early intervention and harm reduction.

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

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

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

Cheshire's 9 LPUs and policing areas



The Average Day for Cheshire Police

05



385
999 calls
received

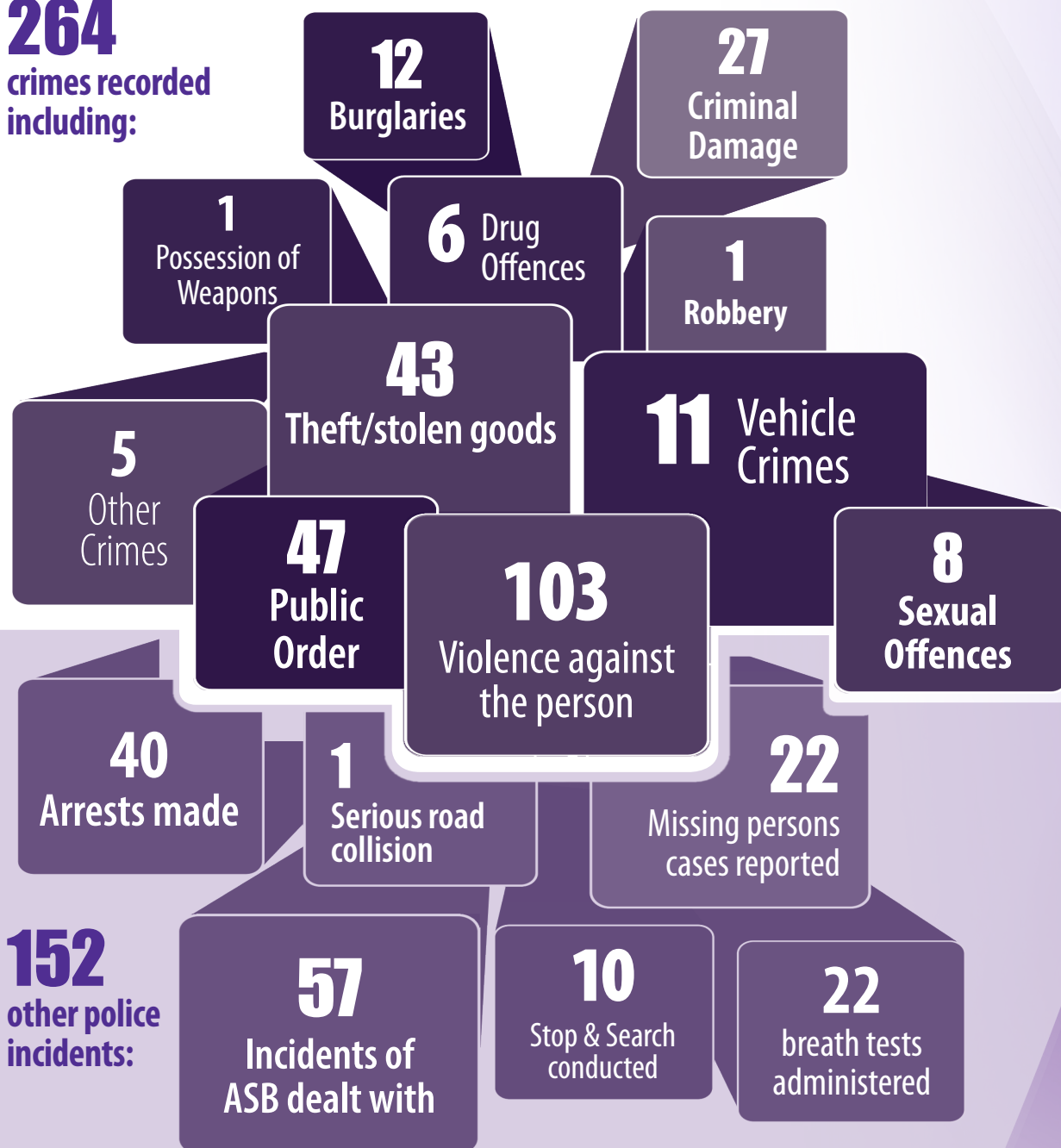


1,245
101 calls
received



798
incidents
recorded

264
crimes recorded
including:



152
other police
incidents:

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

Developing your Plan

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

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

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

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

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

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



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



Your priorities for policing and crime

07

PRIORITY

Prevent and tackle crime

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

PRIORITY

Make Cheshire's roads safer

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

PRIORITY

Deliver justice for victims of crime

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

PRIORITY

Protect vulnerable and at-risk people

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

PRIORITY

Improve public confidence in policing

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

PRIORITY

Modernise our police service

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

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

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

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

Tackle anti-social behaviour

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

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

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

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

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

Property crime

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

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



Disrupt serious and organised crime

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

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

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

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

Prevent violent crime

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

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

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

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



Protect rural communities

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

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

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

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

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

Tackle cyber crime and online scams

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

become more regular as criminals have become more sophisticated.

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

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

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

Business and Retail Crime

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

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



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

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

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

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

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

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

Work with partners to educate road users

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

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

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

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

Reduce speeding

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

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



CARELESS DRIVING KILLS

IT'S NOT WORTH DYING FOR

#FATAL5



Deliver justice for victims of crime

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

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

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

Support victims through every stage of the criminal justice system

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

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

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

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

Maintain satisfaction among victims of crime

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

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



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

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

Ensure every crime is recorded accurately

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

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

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

Increase solved crimes

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

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

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

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

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

Reduce reoffending

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

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

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



Protect vulnerable and at-risk people

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

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

Tackle violence against women and girls

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

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

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

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

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

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

Harm Reduction Unit

Supporting victims, managing risk





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

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

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

Extend mental health support

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

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

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

Protect children, young people and adults at risk

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

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

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

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

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

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

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

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

Tackle hate crime and bullying

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

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

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

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

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

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



PRIORITY

Improve public confidence in policing

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

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

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

Deliver a visible police service

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



Recruit more police officers

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

Improve public contact

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

Embrace diversity in our communities

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



Modernise your police service

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

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



Review the police estate

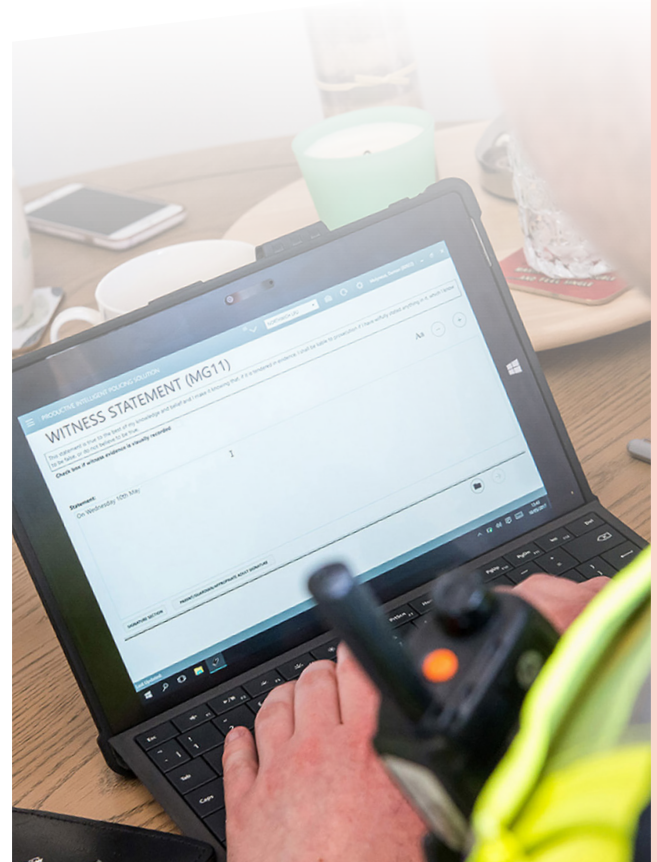
The way policing is delivered in our communities has changed over recent years, with an increased focus on the co-location of neighbourhood police stations with other public services, such as local fire and rescue services. It's important that we make services as accessible as possible, and I am committed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

Ensure officers, staff and volunteers are well-equipped

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

Increase opportunities for volunteers

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





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

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

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

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

Ensure the Constabulary delivers value for money

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

Move the Constabulary forward to become carbon neutral by 2040

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



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

Finances

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

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

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

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

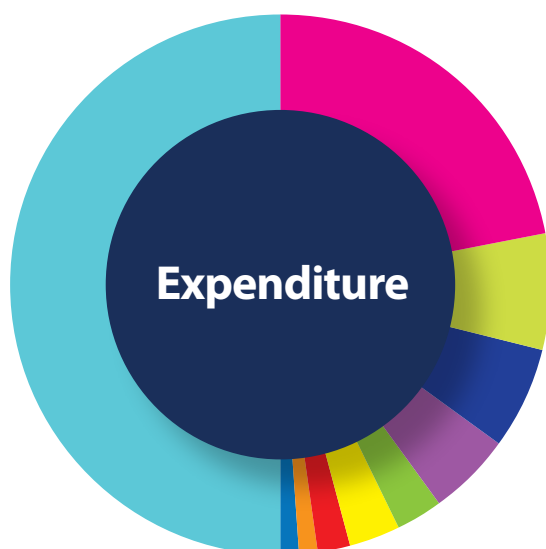
I am committed to continuing to apply for these funding opportunities to enhance the way we work and to explore innovative solutions to make our communities safer.

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



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

● **£85,602,000**
Council tax precept



50%	Police officer pay
22%	Police staff pay
7%	Supplies and services
6%	Third party payments
5%	Premises
3%	PCSO pay
3%	Communication & technology
2%	Financing costs
1%	Transport
1%	Other employee costs

People

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

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

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

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

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

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



Commissioning

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

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

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



Cheshire CARES

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

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

Provision of information for victims

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

Restorative justice and mediation hub

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



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

Tackling domestic abuse

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



Survivors of rape and sexual assault

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



Delivering your Plan

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

Holding the Chief Constable to account

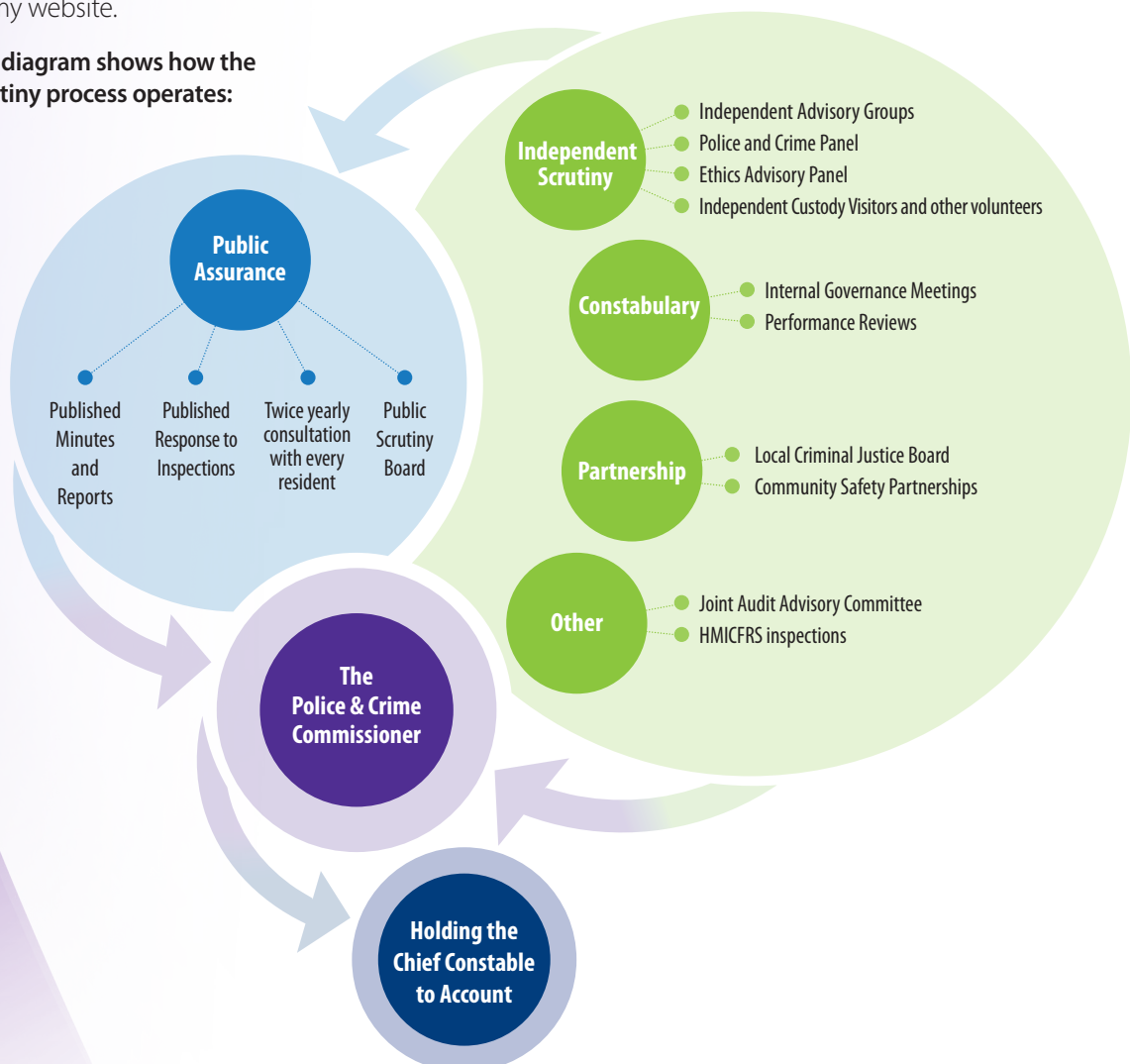
I have a statutory duty and electoral mandate to hold the Chief Constable to account on behalf of all Cheshire residents.

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

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

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

This diagram shows how the Scrutiny process operates:



Keeping the conversation going

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

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

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

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

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

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



Working in partnership

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

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

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

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

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

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

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





Stay in touch

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Learn more about my work by visiting my website:
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