

# Police and Crime Plan

Making Cheshire even safer

2021-2024



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



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

# Contents

01	Commissioner's promise .....	page 3
02	The role of the PCC .....	page 4
03	Chief Constable's commitment .....	page 5
04	The policing landscape .....	page 6
05	Policing in Cheshire at a glance .....	page 7-9
06	Developing your plan .....	page 10
07	Your priorities for policing and crime.....	page 11
	Priority 1 > <b>Prevent and tackle crime</b> .....	page 12-14
	Priority 2 > <b>Make Cheshire's roads safer</b> .....	page 15
	Priority 3 > <b>Deliver justice for victims of crime</b> .....	page 16-17
	Priority 4 > <b>Protect vulnerable people</b> .....	page 18-20
	Priority 5 > <b>Improve public confidence in policing</b> .....	page 21
	Priority 6 > <b>Modernise our police force</b> .....	page 22-23
08	Resources .....	page 24-27
09	Delivering your plan .....	page 28-31

# 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 in 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.



Throughout the plan there is a clear focus on ensuring Cheshire Constabulary delivers 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 force to account on behalf of Cheshire residents and within the plan you will find details of how I'll scrutinise the force'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. 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 written in a cursive style with a large initial 'J'.

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

# The role of the PCC

**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 Cheshire's first Police and Crime Commissioner to be elected 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, between 2012-2016, I oversaw 'outstanding' approval ratings for Cheshire Constabulary from Her Majesty's Inspectorate of Constabularies. I stood for election again in 2016, narrowly losing to David Keane who held the post between 2016-2021. I was returned to the role following the latest election on 6 May 2021 where I was elected by more than 111,000 public votes.

I have taken on the role for the next three years. The term of office is usually four years but it has been reduced after the elections were postponed from May 2020 due to the Coronavirus pandemic.

I am responsible for the totality of policing in Cheshire and I am elected to represent everyone in the county. During my term of office, I will carry out the duties laid out within the PRSR Act to ensure the people of Cheshire have an efficient and effective police service. 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 force budget and policing precept and ensuring the force delivers value for money**
- **Monitoring the performance of the force and publishing this information for Cheshire residents**
- **Commissioning services for victims of crime**
- **Funding services which prevent and reduce crime**
- **Maintaining the 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. One of the most important functions of the police complaints system is to support individuals, Cheshire Constabulary and the police service nationally to reflect on and learn from complaints and incidents where something has gone wrong. The police complaints system provides a vital source of evidence to help the Chief Constable and me to drive improvements in policing.

The Policing and Crime Act 2017 and supporting regulations made significant changes to the way in which complaints against police forces are dealt with – these changes took effect from 1 February 2020. The changes were designed to achieve a more customer-focused complaints system, with the intention of ensuring reasonable and proportionate handling of complaints via a streamlined process and local accountability that will improve both transparency and independence.

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) with assumed responsibility for determining 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. In addition, Cheshire Constabulary's Professional Standards Department has retained responsibility for recording, investigatory and resolution functions as the Appropriate Authority.

# Chief Constable's commitment



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

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

The Commissioner's Police and Crime Plan is an important document which outlines the priorities for the force 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.

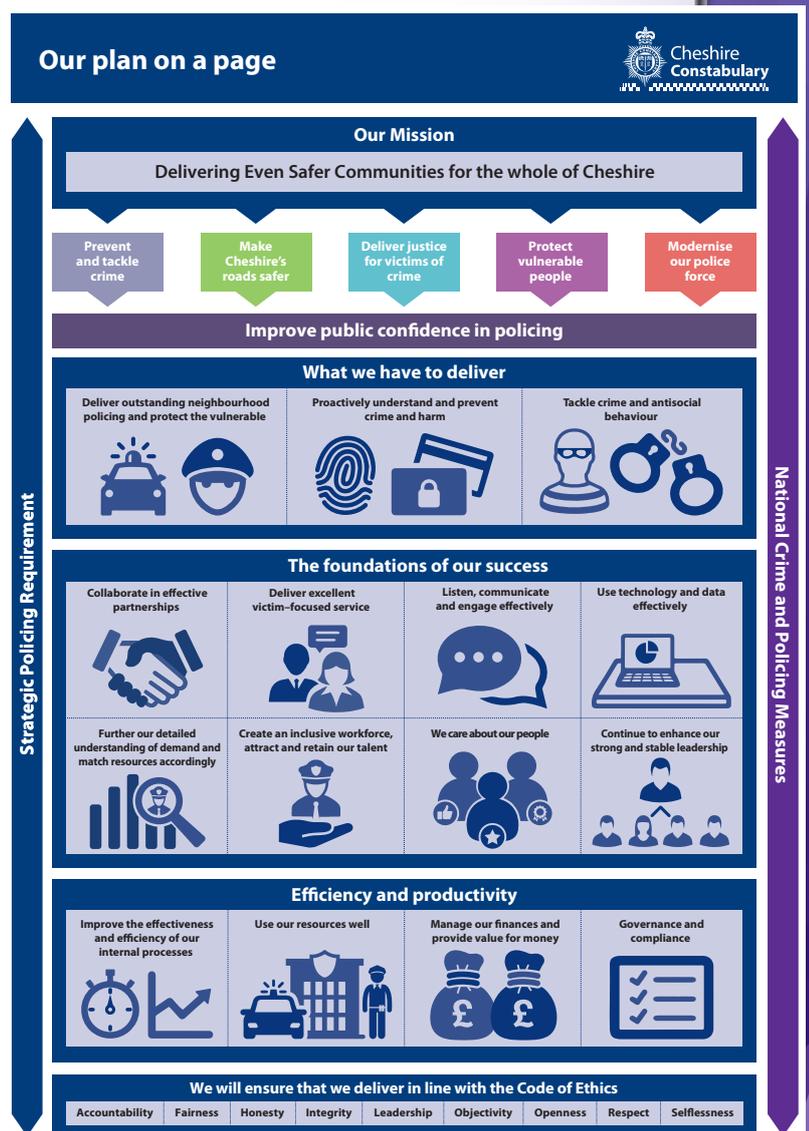
In plain language, our role is to keep the public safe and ensure that Cheshire is a hostile environment for criminals; to that end, the core role of the police has remained constant throughout the history of the service.

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 force 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 PCC 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, and the death of George Floyd and the subsequent Black Lives Matters (BLM) protests, have thrust the way policing is delivered into the spotlight and given everyone 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 Home Secretary has produced a strategy in regards to how Commissioners and Chief Constables should contribute to national policing issues. Due to the complexity of modern-day policing, there is a statutory requirement for all forces to deliver the Strategic Policing Requirement (SPR) alongside problem solving local issues. It was first produced in 2012 and last updated in 2015 to introduce Child Sexual Abuse (CSA) as an additional national threat.

**The current SPR currently 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 requirements that emerge during the life of the Police and Crime Plan.

I will ensure the Chief Constable balances tackling these national issues with the delivery of local policing. I will also ensure other forces know they can call on Cheshire in times of emergency and that we will deliver mutual aid, where necessary, to keep our neighbouring police force 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. 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 regularly measure performance locally through my public scrutiny process at regular Scrutiny Board meetings.

## Other national developments

The policing landscape is constantly evolving, and it needs to adapt to reflect societal issues. Through my work with the Association of Police and Crime Commissioners (APCC), the Chief Constable's links with the National Police Chiefs' Council (NPCC), and our joint work with the Home Office and Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS), we are committed to staying abreast of any developments from government to ensure the delivery of policing in Cheshire is reflective of the wider issues which affect our people.

We will keep our eyes and ears open and work with other police forces and key strategic partners to understand legislative changes and recommendations on how to deliver policing. This will enable us to provide a police force which is truly one of the best in the country.

# Policing in Cheshire at a glance

05

**Cheshire covers an area of great diversity, with large rural expanses, areas of extensive heavy industry and a number of urban areas.**

## Geography

The policing area of Cheshire covers 919 square miles. Its geographical position means the population is well-placed to travel outside the area for employment opportunities in Greater Manchester and Merseyside. It also makes the county attractive to travelling criminals from these metropolitan areas. The county also borders the force areas of Derbyshire in the east, Shropshire and Staffordshire in the south and North Wales in the west.

In terms of transport, it is well placed within the motorway infrastructure and the county is bisected by the West Coast Mainline. 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. Over the next few years, the population and number of households is expected to increase, with Cheshire West & Chester expected to experience the fastest growth of all four local authorities.

Cheshire is not as ethnically diverse as other areas of England with 92% of residents identifying as 'White British'. However, certain 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 multiple deprivation. Halton is ranked as the 23rd most deprived area in the country but there are also pockets of deprivation in each of the four local authority areas.

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, the policing style is based on the ethos of neighbourhood policing. This means that policing is delivered within local communities with police officers and police staff working with local people to solve local issues.

The Chief Constable has recently reviewed and updated the force'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 at a neighbourhood level.

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 more efficient resourcing of functions. 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 Force 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 force.
- The Public Protection and Safeguarding Department - which incorporates specially trained child protection staff, and three

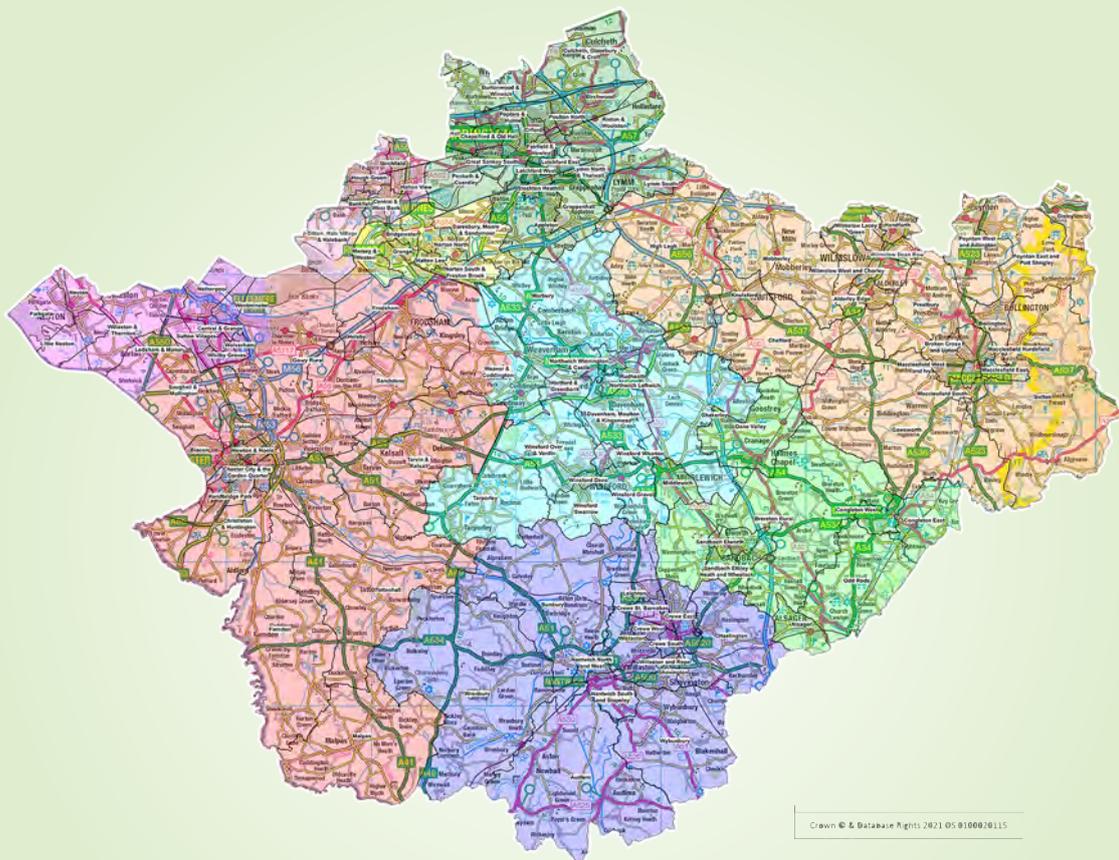
safeguarding and intervention hubs which will focus on referrals, early intervention and harm reduction.

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 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



KEY

<span style="display:inline-block; width:15px; height:10px; background-color:blue; border:1px solid black;"></span> Warrington	<span style="display:inline-block; width:15px; height:10px; background-color:purple; border:1px solid black;"></span> Widnes	<span style="display:inline-block; width:15px; height:10px; background-color:orange; border:1px solid black;"></span> Crewe
<span style="display:inline-block; width:15px; height:10px; background-color:green; border:1px solid black;"></span> Northwich	<span style="display:inline-block; width:15px; height:10px; background-color:red; border:1px solid black;"></span> Chester	<span style="display:inline-block; width:15px; height:10px; background-color:yellow; border:1px solid black;"></span> Congleton
<span style="display:inline-block; width:15px; height:10px; background-color:lightblue; border:1px solid black;"></span> Runcorn	<span style="display:inline-block; width:15px; height:10px; background-color:darkblue; border:1px solid black;"></span> Ellesmere Port	<span style="display:inline-block; width:15px; height:10px; background-color:lightgreen; border:1px solid black;"></span> Macclesfield

# Cheshire Constabulary in numbers



**2,161**  
Police officers

**1,364**  
Police staff members

**200**  
PCSOs

**203**  
Special constables

**118**  
Volunteers



**399,122**  
Twitter followers



**563,024**  
Facebook likes



**653,385**  
visitors to the force website

## Cheshire Police on an average day deals with:-



**385,999**  
calls received



**101** 1,245  
101 calls received



**798**  
incidents recorded

**264**  
crimes recorded including:



**152**  
other police incidents:

*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.

When I was elected, I stated that I am the Police and Crime Commissioner for the whole of Cheshire. I want to hear your views on the issues that affect your every day lives so I can work with the Chief Constable to tackle these concerns alongside the threats and risks we have already identified.

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 are the driver behind a police service which keeps you safe.

As well as understanding the national policing picture, I have also undertaken a full analysis of community safety in Cheshire and consulted local victims of crime through a Victim Needs Assessment (VNA) to understand the services required to help them recover.

Throughout these consultations there is a clear theme of a need for increased 'police visibility' in delivering a police service which keeps communities safe and supports victims. When we conduct public perception surveys or perception surveys this topic often comes out as the most important priority for delivering policing. 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 to understand changing needs and key concerns and how I can work with you and partners to develop sustainable solutions.



...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

1

## Prevent and tackle crime

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

PRIORITY

2

## Make Cheshire's roads safer

- ✓ Work with partners to educate road users
- ✓ Reduce speeding
- ✓ Raise awareness of Fatal 5

PRIORITY

3

## Deliver justice for victims of crime

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

PRIORITY

4

## Protect vulnerable people

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

PRIORITY

5

## Improve public confidence in policing

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

PRIORITY

6

## Modernise our police force

- ✓ Review the police estate
- ✓ Equip officers, staff and volunteers
- ✓ Increase volunteering
- ✓ Deliver value for money
- ✓ Make the force carbon neutral

# Prevent and tackle crime

Cheshire is one of the safest places to live, work and visit in the country and it's my responsibility to ensure Cheshire keeps its great record for preventing and tackling crime.

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

Preventing crime is not just the responsibility of the police. Cheshire Constabulary works closely with partner agencies, such as local authorities and health services, to **use problem solving approaches to tackle issues at a neighbourhood level** before they become more serious.

Knowledge and understanding of the factors which cause crime are imperative in tackling the issues which pose the greatest risk to our communities, and I will ensure Cheshire Constabulary collaborates with partners on early intervention approaches to **reduce the number of first-time entrants to the criminal justice system**.

Following years of austerity which has resulted in police and other public service budgets being reduced, now is the time to invest in resources needed to fight crime. The extra police officers

recruited over the coming years will reverse the impacts of austerity on policing in Cheshire 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. It can also be a pathway to more serious offences so it's important it's tackled at an early stage to prevent further offending.

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, where police forces recorded a significant rise in ASB reports, triggered by notifications of Covid-19 lockdown breaches. However, nuisance ASB was increasing before the first lockdown.

ASB continues to be clustered in urban centres but all our towns and villages have reported incidents of ASB.

I am committed to **developing an Anti-Social Behaviour Strategy** to identify how we can work with our partners to reduce ASB in all areas of Cheshire.

To tackle ASB, I will ensure local **Problem Solving Teams are adequately resourced** to identify issues within local communities and develop solutions to recurring problems, using the Scanning, Analysis, Response and Assessment (SARA) model - advocated for problem solving within the police.

Through my Community Action Fund, I will also **make funding available for projects which prevent crime and anti-social behaviour** at its root-cause, such as providing diversionary activities for young people.



## Disrupt serious and organised crime

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

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 their community.

We also see vulnerable members of the community targeted by those involved in organised crime, particularly in the operation of county lines drug activity. This is where professional criminals target smaller towns or cities to expand their drugs trade, using fear and violence to exploit local people and force them to sell drugs on their behalf. In a crime known as ‘cuckooing’, offenders can also take over the home of a vulnerable person to use it as a base for drug trafficking.

I support the Chief Constable’s priority **to make Cheshire a hostile environment for offenders** and I will ensure he has the necessary resources **to reduce the risks and threats posed by organised crime groups** and to **disrupt county lines drug activity** at every level. 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 emerging threats before they become more complex.

## 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 this type of serious criminality**, providing alternatives for those likely to turn to a life of violent crime.

Cheshire, like all places up-and-down the country, unfortunately sees incidents of violent crime such as knife crime and other serious offences. 2018 saw a peak in the number of knife-related offences in Cheshire, which included two murders in Halton. 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 force nationally for reported knife offences.

**The education of our 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, but **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** to solve these crimes and make our communities safer. I will also closely monitor force performance in these areas and put in place interventions, where necessary, to increase support.

### 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 not only the victim of the crime, but in many cases, their livelihoods as well.

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 or 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 recognises the need for rural crime to be dealt with by specialist officers and it has its own dedicated, nationally recognised Rural Crime Team. Over the next three years, I will work with the Chief Constable to **refresh Cheshire's Rural Crime Strategy** and look at how we can better deliver community safety in rural areas.

I will also allocate funding to ensure our **Rural Crime Team is well equipped** to

build confidence in policing in rural areas and are able to work with key partners, such as the Environment Agency, to protect rural communities and to reduce crimes such as fly tipping and the theft of plant and machinery and livestock.

### Tackle cyber crime and online scams

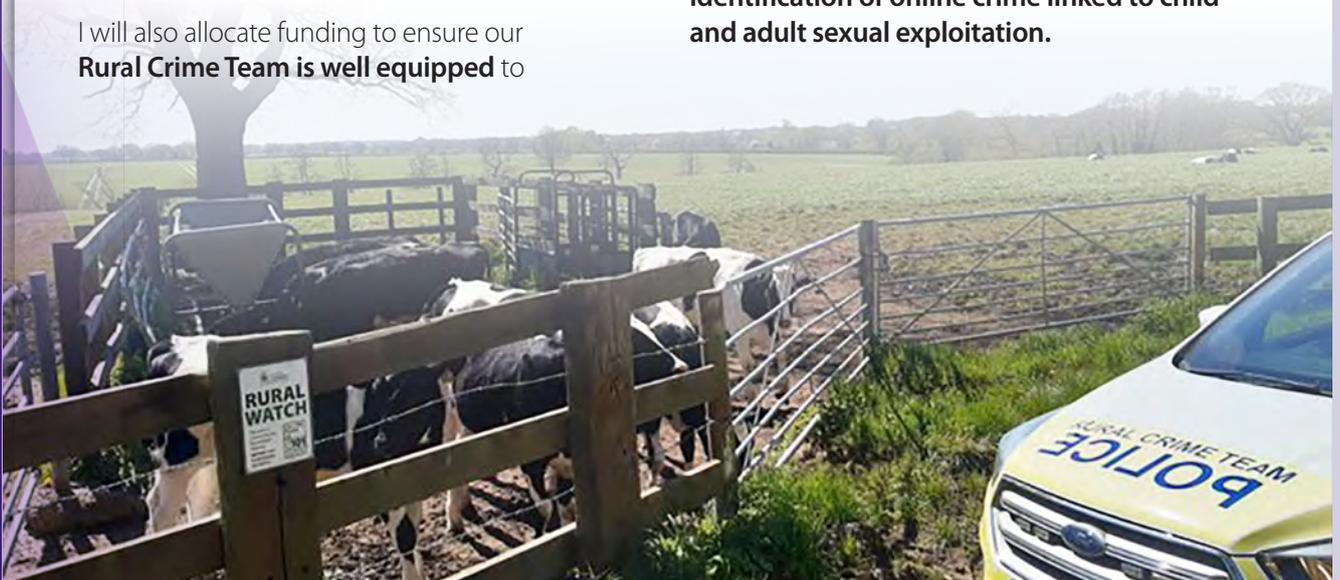
Cyber crime is now the fastest growing crime in Cheshire. In particular, fraud offences have grown exponentially in recent years with criminals becoming more sophisticated in how they target victims.

Due to the withdrawal of high street bank services and with more people spending more time at home over the last 12 months due to 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 are not amenable to local action, awareness raising is key to tackling online scams. I will encourage the force to **develop more dedicated anti-fraud campaigns** working with key partners such as Action Fraud to raise awareness of the dangers locally.

I will also work with the **North West Fraud Forum and other local bodies to identify emerging threats** and work with the Constabulary to put in place initiatives to tackle them.

Where cyber crime is able to be investigated locally, I will ensure Cheshire Constabulary is equipped with the **latest technology to effectively investigate these crimes** and is able to work with partners, such as local authorities and education establishments, to ensure **early identification of online crime linked to child and adult sexual exploitation**.



## 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, too, share these concerns.

Collisions involving injury or loss of life are clustered 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, incidents are potentially going to increase further.

We need to protect those who are vulnerable by working with partners to educate motorists on how to use roads safely, alongside carrying out enforcement against road users who put themselves or 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 driving**.

Road traffic investigations show that the majority of collisions could be avoided and that in serious and fatal accidents, 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 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 the Cheshire Road Safety Group (CRSG)** to ensure all the road safety awareness activity delivered across Cheshire is coordinated and delivers the same objectives. Stopping more deaths occurring as a result of something unnecessary and totally avoidable is a key priority.

I am committed to increasing our partnership working, **forming new partnerships 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 to reduce the frequency of casualties resulting from collisions where excessive speed is a contributory factor.

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**.

## #FATAL5

### CARELESS DRIVING KILLS

### IT'S NOT WORTH DYING FOR

## #FATAL5



**1**  
CARELESS DRIVING



**2**  
DRINK / DRUG DRIVING



**3**  
NOT WEARING A SEATBELT



**4**  
DISTRACTED using a mobile phone whilst driving



**5**  
SLOW DOWN  
SPEEDING

## 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, to highlight good practice and also identify gaps where improvements can be made. The VNA will inform my commissioning of victims' 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. It is vital that support is offered and available for victims to access when it is required, with all of this helping them to cope, start to recover from being a victim of crime and get their life back on track.

Throughout the VNA there was a clear need identified for increased promotion of victim support services in Cheshire to ensure victims can access support through every stage of the criminal justice process. 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** through the existing support services. 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 best practice in delivering victim support services to improve the support provided in Cheshire.

### Maintain satisfaction among victims of crime

In order for victims of crime to have confidence in the criminal justice system, it is vitally important that the first contact they have with the police is positive. 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 public 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 put in place interventions such as 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. In line with the Home Office's National Crime and Policing Measures and the findings of Cheshire's local VNA, I will prioritise **commissioning more specialised services for both domestic abuse victims and offenders** to improve support and satisfaction. 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

The VNA identified a concern in regards to the small number of victims who do not report crime to the police or engage in the criminal justice process in any other way. 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.

Whilst Cheshire has a good track record for crime recording, I will use my public scrutiny process to **regularly monitor crime recording** to ensure all crimes are recorded effectively and efficiently to 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 and some crimes are counted as solved when the victim might view the case as far from solved. For any crime to be counted as solved, sufficient evidence must be available. The police may use one of several methods to count a crime as solved. 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, which 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 put interventions and necessary resources in place to support officers and staff 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. We need to address the issues at the heart of the problem to reduce reoffending and protect victims. , but this cannot be the job of the police alone. 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.** This includes 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. The innovative programme addresses issues including poverty, domestic abuse or sexual abuse or drug / alcohol abuse. It is being used as an alternative to the traditional criminal justice process, and sees case workers work closely with the offenders to develop appropriate practical solutions to address their offending.

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 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 preventing harm and protecting the most vulnerable people in our communities. It is also important to understand which groups may be more at risk of serious crimes including domestic abuse, sexual violence and hate crime. I will work with Cheshire Constabulary, commissioned services and other partners to understand these crimes further and put in place measures to tackle these crimes and support 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. Warrington and Halton had higher than national rates of admissions to hospital as a result of violence (including sexual violence) between 2016/17 and 2018/19, and in both areas the trend is worsening.

Stalking offences are also on the increase. In 2019-20, there were 913 stalking offences recorded in Cheshire, but that 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.

Whilst it's important that we ensure services are in place to support victims of these serious crimes, the only way we will truly reduce these crimes is to address the problem at its root-cause, working with perpetrators to reduce reoffending.

I will **continue to provide funding for our Harm Reduction Unit** which works with both victims and offenders of crimes such as domestic abuse, sexual violence and stalking to tackle them crimes. The Cheshire Harm Reduction Unit is unique in the UK in the way it operates. It brings together Cheshire Police and health partners in a victim-centred approach, providing practical support and recovery to victims through Special Victims' Advocates, whilst also managing the risk posed by offenders through a range of legal, social and psychological interventions to ensure they are held to account.

## Harm Reduction Unit

Supporting victims, managing risk





Based on the recommendations made in the VNA, 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.

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 continue to challenge the force to **ensure these crimes are being investigated effectively** and continue to monitor the performance of our support services to **ensure the best support for victims is provided.**

I will also be closely monitoring the **recommendations from the government's upcoming 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 pressure on health services as a result of a substantial increase in the amount of people needing support, demand now outstrips resources in the mental health sector. **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 which often have no or little aspect of criminality. This puts an intolerable and unnecessary burden on an already overstretched police service.

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 rather than a police cell.

## Protect children and young people

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

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 by identifying these 'hidden harms' in our communities.** There is also a higher risk of child sexual exploitation amongst children who go missing from home. It's important that Cheshire Police works with partners, including those providing support in the care system, to understand these vulnerabilities to stop repeat episodes and to respond quickly to missing person cases.

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 want to ensure that interventions are put in place before the issues identified become chronic or the young person turns to criminality.

I will also **continue to support the force'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 11 Youth Ambassadors in Cheshire, dedicated to each constituency area, and provide a commissioned youth service** to look into policing and crime issues.

### Tackle hate crime and bullying

Hate crime is an abhorrent crime that incites 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 has increased the opportunity to report hate crimes**, 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.

It's pleasing to see that more people have had the courage to come forward, but there is still more we can do to educate people to celebrate the differences of individuals in our communities. I will work with the force 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**.

Whilst not classed as a crime in its own right, incidences of bullying have increased in both schools and workplaces in recent years. Cyber-bullying has been increasing in particular, 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 whether it's assault, harassment or a hate crime. Tragically, there have also been incidents in Cheshire where people have taken their own lives as a result of being bullied.

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 community settings about the impact of bullying. **I will also continue to support services which deliver support to under 18s who have been bullied**.



## 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 it breed trust, legitimacy and consent, it can also lead to increased crime reporting which will give Cheshire Police better community intelligence to tackle crime. It can also enable better outcomes for victims of crime – police forces that perform well on public perception tend to have fewer victims not supporting or withdrawing evidence, during the criminal justice process.

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

I know that police visibility is incredibly important to Cheshire residents. Public confidence relies heavily on our ability to respond to emergencies efficiently and effectively and 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 enhance our physical presence through regular patrols and ensure our police buildings are accessible and, in some cases, co-located with other public services. I will also support the transformation of our digital and 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 digital world, it is important that Cheshire residents can contact the police in a variety of ways, through traditional methods such as, by calling 999 or 101 and also via digital channels including the website, and social media. Through all of these public contact methods, it is paramount that people receive a seamless service and that vulnerability can be identified at an early stage in order to provide an appropriate response. In recent years, the ways you can contact Cheshire Police have increased, with the ability to now report crime online through the Cheshire Police website. 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.

### Celebrate diversity in our communities

In order to build public confidence, it is imperative that we understand the individual needs of the diverse communities in Cheshire and that we are able to work with every community to build trust in the service. A big part of this commitment is ensuring the Cheshire Constabulary's **workforce is representative of the people it serves**, which will enable us to engage with under-represented groups who have traditionally been reticent in their engagement with the police. Statistically, ethnic minorities 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 of diversity related issues and I will work with the Chief Constable and Cheshire Police staff networks to understand these disparities, analysing local data to identify race inequalities and actions to address them. I will also ensure my office **works directly with diverse communities**, identifying community influencers that are truly representative of their communities to help build positive relationships with every section of the community.

## Modernise your police force

**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 external environmental factors to help us provide a more efficient and effective service to Cheshire residents.

### Review the police estate

The way policing is delivered in your 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 more accessible and provide a central point for you to meet with officers and PCSOs in your area. 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 where accessibility is identified as an issue. I will consult you on any proposed changes to understand your views and needs.

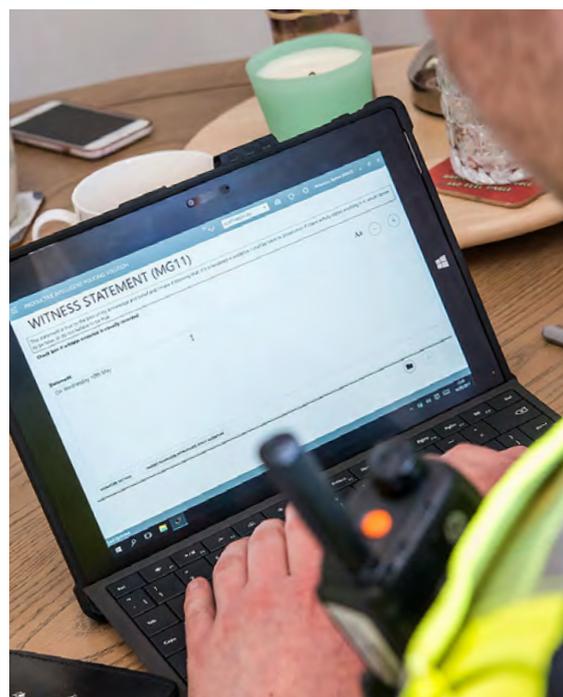


### Ensure officers, staff and volunteers are well equipped

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** and assess how introducing them could improve the way we deliver a service to the public.

### 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 12 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 police auxiliary scheme which will guarantee them an interview if they meet the criteria to apply for a paid role with Cheshire Constabulary or the OPCC.** This scheme will also benefit anyone who has served with the Armed Forces.

I will also **launch a new Volunteer Charter** to provide further support for volunteers in their roles to equip them with the necessary training and skills to ensure their work makes a difference. I will also **provide 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.

### Ensure the force delivers value for money

Due to reduced funding for police services over recent years as a result of austerity, Cheshire Constabulary has already adopted a **priority-based budget approach** which maximises



funding into the areas where the most need is identified. I will continue with this approach during my annual budget setting and will use the statutory scrutiny and decision making processes in place to ensure the force continues to deliver an excellent police service that is effective and efficient but also continues to work smartly to deliver value-for-money. 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 force 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. However, Cheshire still remains in the bottom 10 forces 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.

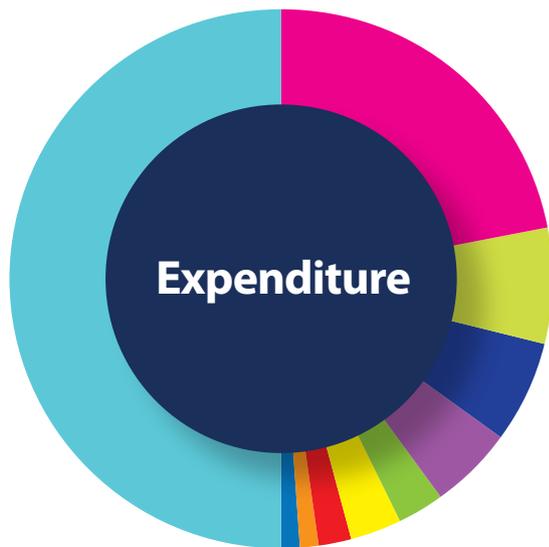
I am committed to continuing to apply for these funding opportunities to enhance the way we work and to explore innovative solutions to make our communities safer.

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 for the forthcoming year and opportunities to redirect resources to priority functions to maximise delivering against my Police and Crime Plan.



● **£122,215,000**  
Council tax precept

● **£85,952,000**  
Government police grant  
and formula funding



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.

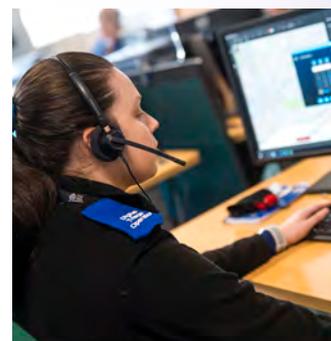
The government's Police Uplift programme will bring increased investment to the frontline, allowing us to recruit an additional 178 officers by March 2022, with the programme running for a further year beyond this.

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 the Constabulary's structures and ensure that the force is best placed to continue to meet key priorities. 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 funding to my office to allow us to invest in service for victims of crime. This amounts to an annual grant of approximately £1.2m for Cheshire.

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 the 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 to help victims cope and recover as best they can. A Victims' Service website, which is part of the my website, also provides an online directory of the support and advice agencies able to provide support in Cheshire.

### 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 utilisation 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](http://www.openthedoorcheshire.org.uk)



### Survivors of rape and sexual assault

Support services for victims of rape and sexual assault are jointly commissioned with an alliance of funding partners, including my office, Cheshire's four local authorities and NHS England. The service, RASASC (Rape and Sexual Abuse Support Centre), supported more than 1,785 people in 2020/21 and 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 children sexual abuse.



# Delivering your plan

**It's incredibly important that I have a good working relationship with Cheshire's Chief Constable, our key strategic partners and Cheshire residents to ensure the key priorities in my Police and Crime Plan are delivered.**

## Holding the Chief Constable to account

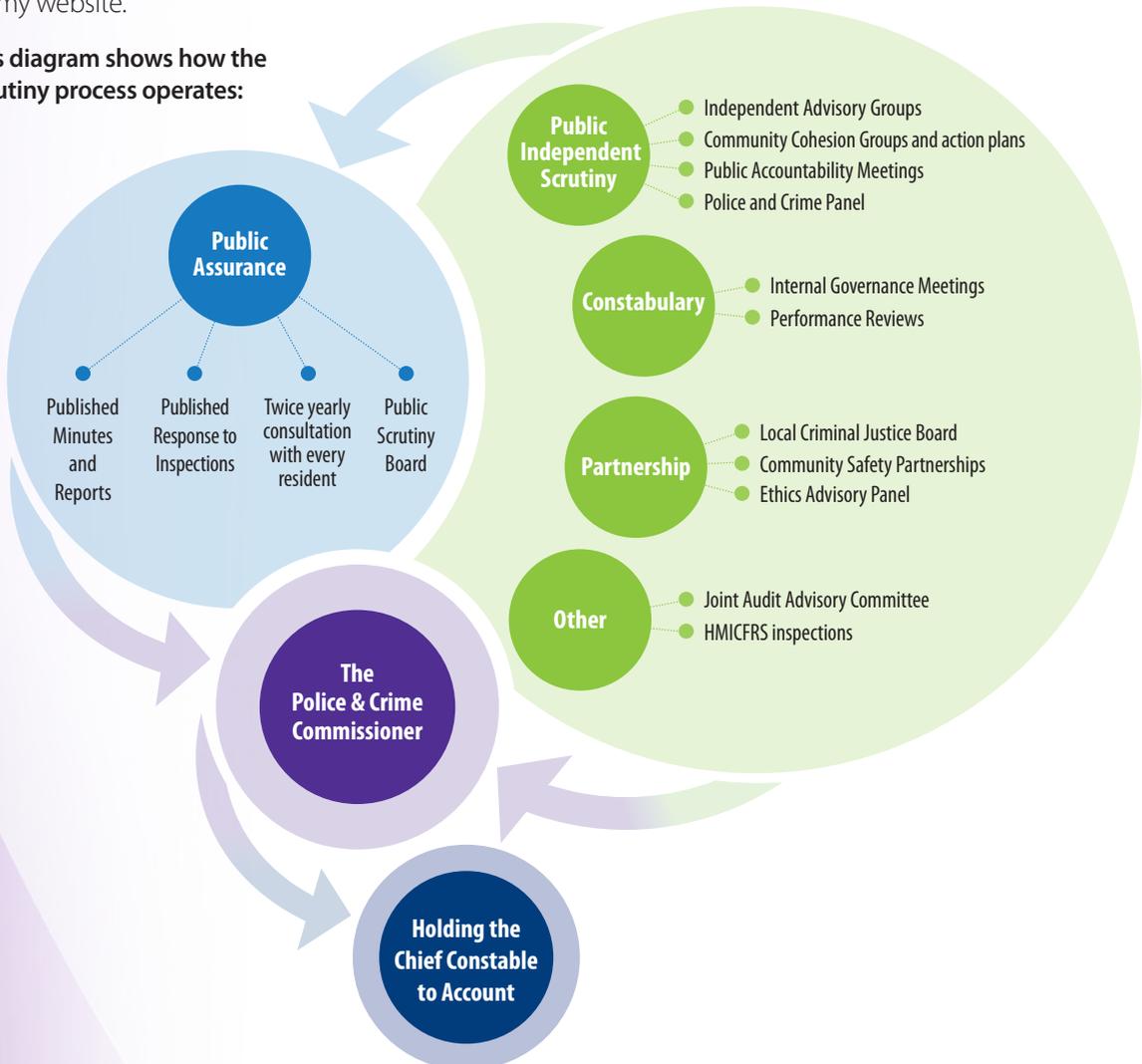
I have a statutory duty and electoral mandate to hold the Chief Constable to account on behalf of all Cheshire residents.

Alongside regularly meeting the Chief Constable to discuss both opportunities, threats and risks in the way we deliver policing in Cheshire, I will also hold a quarterly public Scrutiny Board meeting to scrutinise the force'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 make these meetings open for the public to attend, publishing the meetings' agendas, reports and minutes on my website, alongside the publishing of the Constabulary's performance information in a number of key areas.

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 communities 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.



## 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.

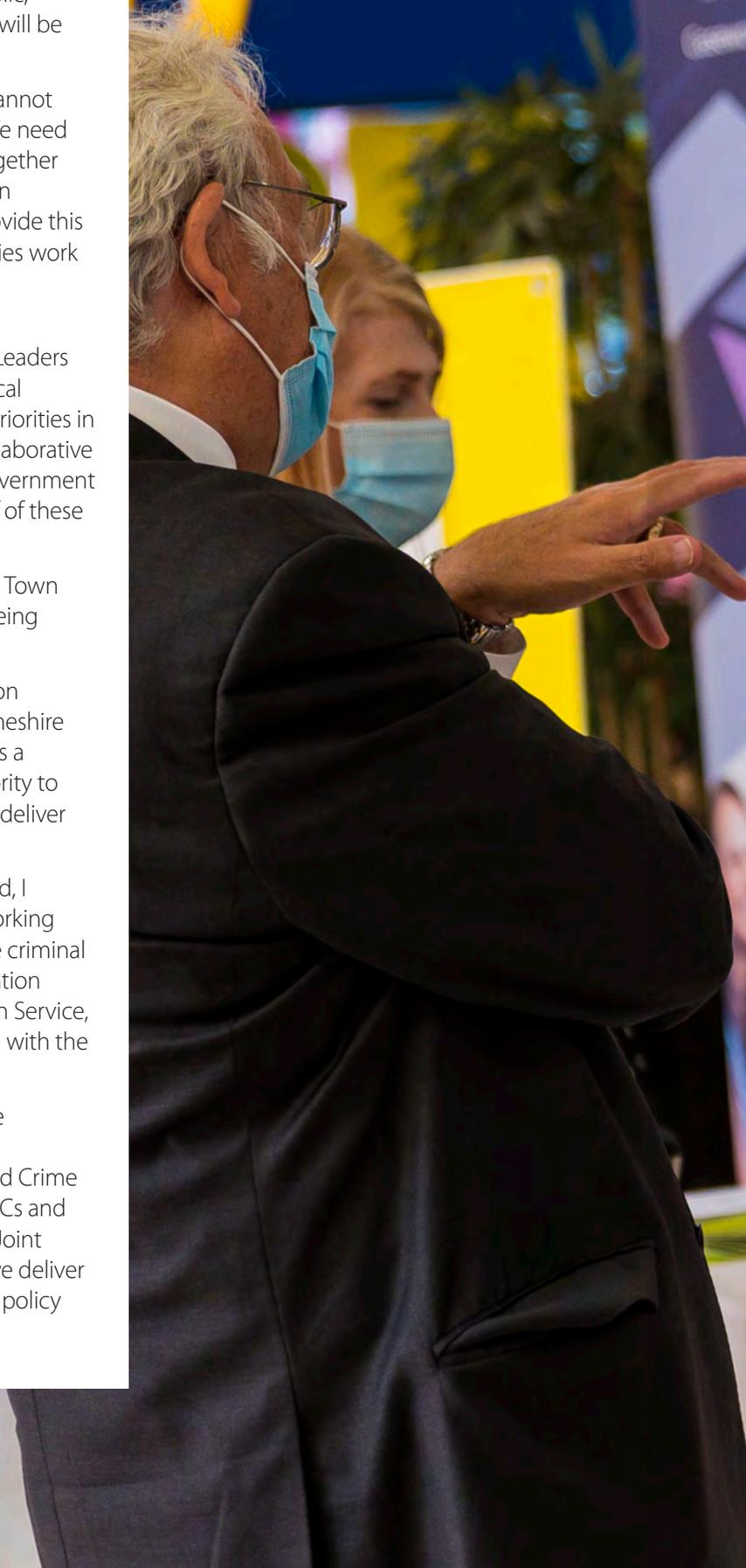
Through my work with Community Safety Partnerships and Cheshire's Sub-Regional Leaders Board, I will regularly work with the four local authorities across Cheshire to deliver the priorities in this plan and identify opportunities for collaborative working. I will also access extraordinary government 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 PCCs and Chief Constables through the North West Joint Oversight Committee to ensure the way we deliver policing in Cheshire is in line with national policy and guidance.





# Stay in touch

Email me via:

**[pcc@cheshire.pnn.police.uk](mailto:pcc@cheshire.pnn.police.uk)**

---

Follow me on Facebook, Twitter and Instagram:

**[@cheshirepcc](#)**

---

Learn more about my work by visiting my website:

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

---

If you would prefer to write to me:

**John Dwyer,**

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

