



Police & Crime Plan

2024-28

*Your voice for a
safer Cheshire*



Dan Price
Cheshire
Police & Crime
Commissioner

Contents

Foreword	02
Chief Constable's comment	04
The role of the Police and Crime Commissioner	06
Partners are key to delivering my plan	08
Policing Protocol Order 2023: what you need to know	09
Cheshire at a glance	10
Developing your plan	11
Public trust and confidence	12
Pillar one – Listen to the public	14
Locally informed policing priorities	14
Support for victims	16
Pillar two – Modernise	19
Technology and innovation	19
Police estate	21
Pillar three - Reduce crime	22
An accessible and responsive police service	22
Prevention and intervention	30
Finances	32
Scrutiny and accountability	33
Youth Commission	34
Volunteers	35



Foreword from the Police and Crime Commissioner

When I was elected as Police and Crime Commissioner (PCC), I pledged to ensure every person in Cheshire felt safe, valued and confident that when a crime is committed, justice will be served. I have lived in Cheshire all my life and after nearly a decade of being a councillor, I know the area and its people. I see the challenges they face daily and know what is needed to feel safe.

A great deal of work has gone into developing this plan, to ensure it reflects a wide range of views as possible on issues that are important to people. Supported by my deputies, I have listened to the public from all corners of the county. People from a diverse selection of backgrounds, as well as business owners, community leaders and partners.

“I am very proud to be your voice in policing.”



What I have heard since being elected is a lot of praise for our police officers, staff, and volunteers. I know people also want more police engagement in our communities, to understand those crimes and issues that are important to people where they live. The public need confidence in knowing when a crime is reported, the service will be accessible and responsive and there is support available.

I have ensured the public's priorities are represented under three key pillars:

- Listen to the public
- Modernise
- Reduce crime

I am in a unique position to bring together a broad range of partners, including local authorities, MPs, community groups, businesses and residents. By fostering strong partnerships, we can address the root causes of crime and anti-social behaviour to create a safer, more cohesive community through prevention and intervention. Effective collaboration is key to tackling the complex issues we face. By working together, we can share resources, expertise and information to develop innovative solutions that meet the unique needs of our community.

I am dedicated to ensuring that every voice is heard. I will keep the conversation alive so that communities receive a policing service they expect and deserve and will work collectively to build a better, safer Cheshire for all.

Dan Price
CHESHIRE POLICE AND
CRIME COMMISSIONER

Cheshire is a safe county and together with the officers and staff of the Constabulary I am determined to make it even safer. Since I returned to the force in 2021, we have grown in strength by 330 officers which has enabled us to answer your calls quicker, respond to emergencies faster and take positive action with crime down and arrests up by 40%.



Chief Constable's *Comment*

We continue to make Cheshire a hostile environment for criminals whether they live here or travel on our extensive transport network, so that you can get on with your education, work, family or social life in safety and with confidence.

My role is to take the Police and Crime Plan, the Government's Strategic Policing Requirement, national policing measures and policy, and recommendations from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and translate that into clear tactical direction for our officers and staff. The recent Police Efficiency, Effectiveness and Legitimacy (PEEL) Inspection by HMICFRS is a testament to the fact that we are one of the best performing forces in the country - we are not complacent and we will always strive to improve.

Every aspect of policing is important but we will continue to prioritise the protection of the most vulnerable in our community. Crime continues to evolve and we have seen welcome reductions in acquisitive crime such as burglary and vehicle offences (-15% since 2021) and in line with the national picture more people are coming forward to report sexual offences, whilst our proactive work continues to tackle the vile and growing scourge of the online abuse of children.

We continually work to ensure we deploy our resources in the most effective manner possible to reflect the volume and complexity of that demand. But the bedrock of policing in Cheshire will always be our neighbourhood teams providing the vital link to local communities.

Our ambition is to build on our strengths and be outstanding in every aspect of the service we provide to the public of Cheshire.

Mark Roberts, QPM
CHIEF CONSTABLE



Cheshire
Constabulary

Our plan on a page

Our purpose – the reason we are here

Listen to the Public

Reduce Crime

Modernise



Delivering Even Safer Communities for the whole of Cheshire

Operationally how we will deliver our purpose

Deliver outstanding neighbourhood policing and protect the vulnerable

Proactively understand and prevent crime and harm

Tackle crime and antisocial behaviour

Strategic Policing Requirement

National Crime and Policing Measures

What success looks like

- ✓ Dealing well with contact from the public
- ✓ Providing a good response
- ✓ Safeguarding the vulnerable and those at risk

- ✓ Fewer victims
- ✓ Less repeat victimisation
- ✓ Less re-offending
- ✓ Effective problem solving
- ✓ Strong management of offenders and suspects

- ✓ Creating a hostile environment for criminals
- ✓ Justice for victims
- ✓ Disrupting Serious Organised Crime
- ✓ High quality, timely investigations

The foundations for our success

Deliver excellent victim focused service



Listen communicate and engage effectively



Use technology and data to transform services



Create an inclusive workforce, attract and retain our talent



Efficiency and productivity ensuring value for money



Equip, support and protect the workforce and their wellbeing



Visible leadership



Code of Ethics

Doing the right things, in the right way, for the right reasons

Courage



Respect and empathy



Public service





The role of the PCC

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

I am responsible for the **totality of policing in Cheshire** and I am elected to represent **everyone in Cheshire**.

During my term of office, I will carry out my duties to ensure the people of Cheshire have an efficient and effective police service. I will do this by:

- Setting the strategic direction for policing in Cheshire through this Police and Crime Plan
- Holding the Chief Constable to account on behalf of the people of Cheshire
- 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 and modernising the police estate
- Working with partners to enhance the delivery of the 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

The role of the Chief Constable

The Chief Constable is operationally independent of my role and their key duties are described below:

- Responsible for day-to-day operational policing
- Directing and controlling the officers and staff of Cheshire Constabulary
- Maintaining the King's Peace
- Keeping the communities of Cheshire safe
- Delivering the Police and Crime Plan
- Personally setting and promoting high standards of professional conduct
- Leading by example to create and uphold a quality service for local people

The role of the Police and Crime Panel

The role of the Panel is to scrutinise, challenge and support me in the effective exercise of my functions. The roles and responsibilities of the Police and Crime Panel are set out in the Police Reform and Social Responsibility Act 2011. The Panel is made up of 10 councillors from the four local authorities in the area, plus three independent co-opted members. It reflects the political representation in the area and has a geographical balance.

The Panel scrutinises the work of the PCC by:

- Reviewing the Police and Crime Plan and annual report
- Scrutinising (and potentially vetoing) the proposed council tax precept for policing
- Holding confirmation hearings for the PCC's proposed appointments of a Chief Constable, Chief Executive, Chief Finance Officer (and Deputy PCC where applicable). The Panel may also veto the Chief Constable appointment. It also scrutinises the actions and decisions of the PCC as well as considering complaints against the PCC that are not criminal in nature

Partners are key to delivering my plan

Police and crime issues often require collaboration beyond the scope of policing alone. In this plan, I am dedicated to working closely with partners who share statutory responsibilities, including those in criminal justice, local authorities, health and education sectors.

Additionally, I recognise the valuable services provided by the voluntary community and social enterprise sectors and I will work in partnership with these organisations.

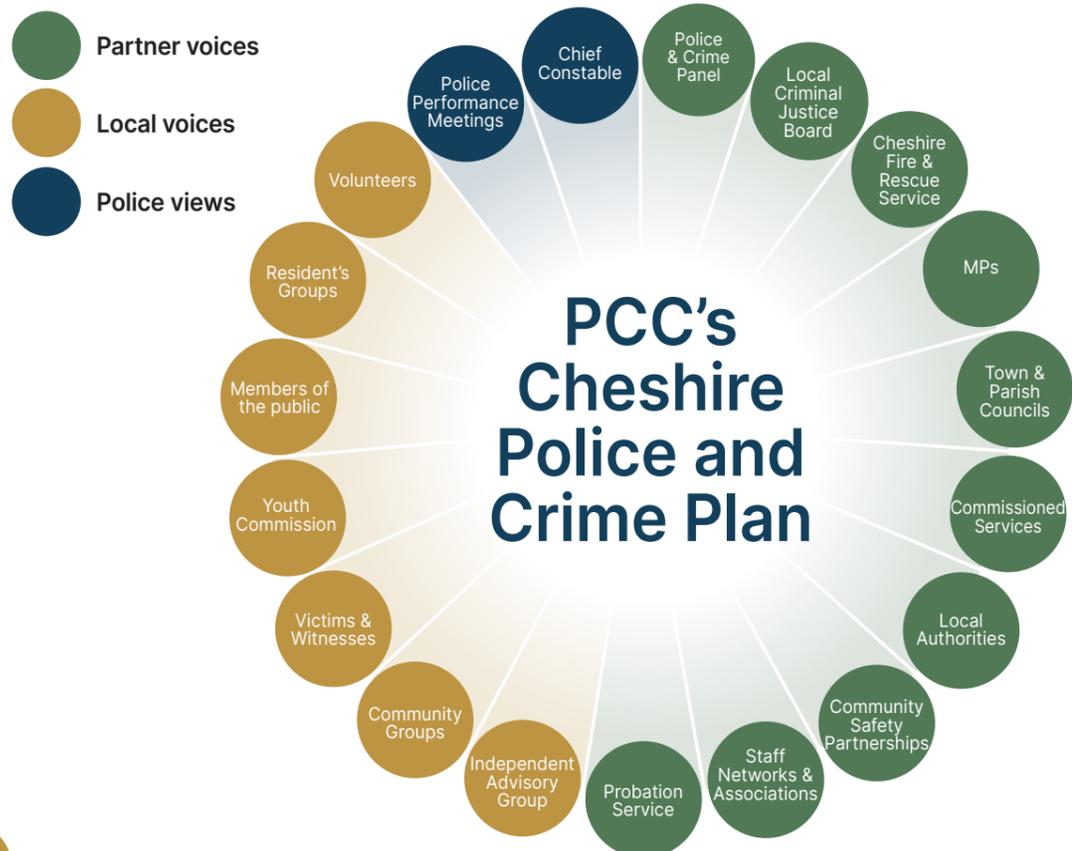
I will actively seek opportunities to align funding and jointly commission services to address relevant local priorities. While some policing issues are national, I am committed to addressing the unique needs and challenges of specific local communities and ensuring that our strategic priorities are aligned with those of our partners.

I will work closely with PCCs across the North West to provide rigorous oversight of the work being undertaken by the Regional Organised Crime Unit (ROCU). The Unit provides an invaluable service across Cheshire, Merseyside, Greater Manchester, Lancashire, Cumbria and North Wales to identify, disrupt and dismantle organised crime causing the most harm

across the region. The unit is made up of officers and staff from across the region's six forces. I, together with my PCC colleagues, will robustly scrutinise the operation of the unit, as well as how it is performing against its budget, to best ensure that it serves the region most effectively.

Horizon scanning

The policing landscape is always changing and we must adapt to address societal issues. I am in a strong position to understand and manage emerging trends and threats. This is through my collaboration with the Association of Police and Crime Commissioners (APCC) and the Chief Constable's connections with the National Police Chiefs Council (NPCC) together with our joint efforts with the Home Office and His Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS).



Policing Protocol Order 2023:

What you need to know

Who it applies to

Police and Crime Commissioners (PCCs)

Chief Constables

Police and Crime Panels

Mayors with policing responsibilities

Police, Fire, and Crime Commissioners

Purpose

This document explains how key partners in policing in England and Wales should work together to ensure effective policing.

Key points

Roles and relationships: The Protocol sets out how these groups should interact to maintain good working relationships.

Independence: Chief Constables oversee day-to-day police operations. Whilst working with the PCC to help him/her deliver the aspirations contained in this plan, operational matters remain under the direction of the Chief Constable without political interference.

Accountability: PCCs are elected officials who oversee the police on behalf of the public. They set goals and priorities for the police and are accountable to the voters.

Funding: PCCs set the budget and long-term spending plans for policing, working closely with the Chief Constable to ensure those funds are spent as budgeted and any funding challenges are addressed appropriately.

Police and Crime Panels: These panels support and scrutinise the work of PCCs. They ensure that PCCs are effectively holding the police to account and represent the interests of the public.

Standards: Everyone must follow high standards of behaviour, including honesty, integrity and accountability.

Goal: The aim is to ensure that all parties understand and respect each other's roles, leading to better policing services for the community.

Complaints

The Police and Crime Commissioner takes all complaints seriously. One of the most important functions of the police complaints system is to support individuals, police forces and the police service to reflect on and learn from complaints and incidents. The police complaints system provides a vital source of evidence to help the Police and Crime Commissioner and Chief Constable drive improvements in policing.

Cheshire at a glance

Cheshire is a diverse county of rural landscapes home to a large farming population. Sitting alongside urban areas characterised by successful businesses, heavy industry, a thriving night time economy and vibrant local communities.

Situated in the North West of England, Cheshire spreads over a geographical area covering 919 square miles with a population of just over one million which is expected to continue growing. The county is larger in area than Greater Manchester and Merseyside combined.

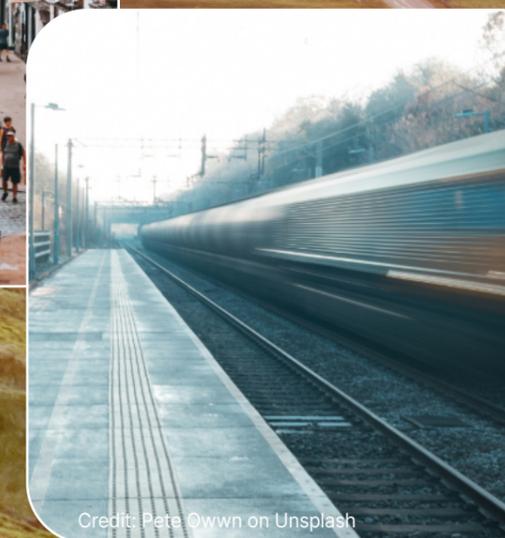
Cheshire has excellent connectivity by rail and by road with the M6, M53, M56 and M62 motorways and good proximity and access to airports. The county consists of four unitary authorities: Cheshire East, Cheshire West and Chester, Halton and Warrington.

Cheshire's population continues to age with older people making up an increasing proportion of population where one-fifth (20.3%) in 2021 were aged 65 years and over which is just slightly above the national average (18.6%). Just over one-sixth (16.35%) were aged under 15 years (where national average for this age group is 17.4%).

In 2021 just slightly over 91% of Cheshire residents identified their ethnic group within the high-level "White" category (as per Census 2021 categorisation - White: English, Welsh, Scottish, Northern Irish, British and White: Irish). National average is 81.7% and this would indicate that Cheshire is not as ethnically diverse as other areas of England and Wales. However, there are diverse communities across Cheshire from all backgrounds and it is important that their policing and support service needs are met.

While Cheshire is a largely affluent area, there are also pockets of deprivation across the county. By understanding local needs through greater partnership working, we can develop better support services, including commissioned services. I will strive to achieve improvements which align with community priorities.

Cheshire is recognised by not only its rich and valuable historic heritage but also as a county where large-scale events such as Creamfields, Nantwich Jazz, Blues and Music Festival, Neighbourhood Weekender, Royal County Cheshire Show and Chester races are held.



Developing your plan

As your elected representative for policing, victims and crime, I'm dedicated to understanding your needs and expectations to make our communities safer. Your views have been integral in developing this plan. This has been through face-to-face conversations with residents, partners and other stakeholders, correspondence into my office or via my Plan on a Page consultation survey, plus participation in citizens' assemblies.

There are benefits to taking time in publishing a plan. I prioritised an intensive period of engagement to develop overarching pillars and priorities. It has always been my intention to reach as many people as possible to ensure the key elements of the plan truly reflect your needs. I would like to thank everyone who also took the time to give their feedback on my 'Plan on a Page' that was circulated widely in advance of publishing this full Plan.

Public trust and confidence

My promise to you:

- To conduct citizens' assemblies to build trust and confidence by involving every day, local people in the decision-making process on important issues, helping set priorities in each of our nine local policing units
- To identify the strengths and areas for improvement in the workforce by commissioning a culture and attitudes assessment

Public trust and confidence is the foundation of this Police and Crime Plan and it is built on the principle that community cooperation is vital to policing. By prioritising transparency and accountability, I will build confidence by involving every day, local people in community engagement, we will foster an improved sense of safety and security with the public.

A trusted and respected police service is better equipped to prevent crime, support victims and create

a safer environment for everyone. I will ensure this is the foundation of all we do. When police officers and staff are representative of and involved in communities, they gain a better understanding of the unique challenges and concerns that residents face. This insight allows them to tailor their approach to policing, ensuring it is more effective and responsive to local needs and helps to build strong relationships and mutual respect.

Workforce

People working for Cheshire Constabulary are our greatest asset. With approximately 4,000 staff, from police officers, Police Community Support Officers (PCSOs), police staff and volunteers, everyone plays a vital role in keeping Cheshire safe. In addition to this, there is the invaluable

contribution made by the Special Constabulary. The Police Uplift Programme increased investment to the frontline, allowing the recruitment of an additional 330 officers by March 2025. With changing demands in policing and on the Constabulary, the neighbourhood policing model provides the framework by which performance is managed.

Police Race Action Plan

Cheshire Constabulary is fully committed to embedding the aims of the National Police Race Action Plan through its Race Action Plan for Cheshire, with strategic commitments to:

- Be an anti-racist police force
- Strengthen public confidence and trust in our ethnic communities
- Have an inclusive and supported workforce which represents Cheshire's communities

Code of Ethics

The Code of Ethics provides guidance on ethical and professional behaviour for everyone in policing. This is what the public has a right to expect and what the Constabulary expects from its employees. It contains advice on areas of policing that are important to maintain public trust and legitimacy in order to help the Constabulary do the right thing.

The Constabulary is committed to the highest standards of behaviour and uses the ethical policing principles to make and reflect on its professional decisions.

As policing professionals, it commits to the following.

- **Courage** – making, communicating and being accountable for decisions and standing against anything that could bring its profession into disrepute
- **Respect and empathy** – encouraging, listening to and understanding the views of others and seeking to recognise and respond to the physical, mental and emotional challenges that it and other people may face
- **Public service** – working in the public interest, fostering public trust and confidence and taking pride in providing an excellent service to the public

The Average Day for Cheshire Police



All the above information based on an average day in the 2023-24 calendar year.



PEEL 2023-2025: An inspection of Cheshire Constabulary

View the report here:
<https://hmicfrs.justiceinspectorates.gov.uk/peel-reports/cheshire-2023-25/>

Outstanding	Good	Adequate	Requires improvement	Inadequate
Protecting vulnerable people Managing offenders	Police powers and public treatment Preventing crime Developing a positive workplace Leadership and force management	Responding to the public Investigating crime		

Listen to the public

Ensuring the local community has a voice in how policing is delivered is essential.

By focussing on what matters most to local people, not only can we build trust and cooperation but make policing more effective. It enables priorities to be tailored to the unique needs and concerns of the area, fostering a safer and more inclusive environment for everyone.

Citizens' assemblies ensure local voices are heard by bringing together a diverse group of community members. This includes those with high levels of trust in policing, as well as those with none, to discuss and deliberate on important issues. These assemblies are designed to be representative of the broader community, ensuring that a wide range of perspectives and experiences are included. Through structured sessions, participants receive information, engage in discussions and collaborate to develop recommendations. This process empowers people to have a direct impact on decision-making, ensuring that policies and initiatives reflect the real needs and priorities of the community.

This is important because it enhances democratic participation and legitimacy. When local voices are actively involved in shaping policies, it fosters greater trust and confidence in public institutions. It also ensures that decisions are made with a deeper understanding of the community's concerns and values. By valuing and incorporating local input, citizens' assemblies help build a more inclusive, responsive and resilient society.



Locally informed policing priorities

My promise to you:

- To ensure the local community has a voice in how policing is delivered in the local area, by communicating and engaging with as many Cheshire residents, partners and stakeholders
- Reach more people by reflecting modern ways of communicating



Crewe and Nantwich citizens' assembly

Residents from the Crewe and Nantwich area were the first to take part in a series of three face to face workshops, facilitated by an independent research agency. These were supported in between by two online community sessions.

"Just getting everyone's input is really important and knowing that we're making a difference" - citizens' assembly participant.

Representatives from local bodies such as Cheshire East council, the local MP and Cheshire Constabulary, also provided oversight as part of an advisory Panel.

Each of the police and crime citizens' assemblies consisted of an accurately representative group of people who live in the local policing area. They were brought together to give their views on local crime and policing matters.

“ I want to make sure that my policies and priorities are created together with people representing all parts of society. Typically, consultations are paper based and are quite often skewed. The great thing about this is that I can already see the difference that doing community led policing plans through citizens' assemblies is having in terms of conversations that are taking place and inputs I have been receiving to inform my Police and Crime Plan. ”



Support for victims

Victims should be at the heart of all we do.

I will strive to implement measures designed to prevent harm from happening and will not lose focus on those who are affected by crime and Anti-Social Behaviour (ASB). As your PCC, there are many ways I can do this.

My promise to you:

- I will ensure victims receive the highest level of care, respect and support
- To help with this, I will commission specialist services which provide counselling, advocacy and practical support to create a pathway to recover
- I will establish a victims of crime board where the voice of the victim is understood to drive improvements and understanding in lived experiences

Victim Needs Assessment (VNA):

PCCs have responsibility for commissioning local services for victims of crime.

Therefore, I will carry out periodic assessments to understand the needs of victims, particularly from more vulnerable groups, to help inform future commissioning of services in Cheshire. The needs assessment will ensure that the right services are available, at the right time for those who are victims of crime.

Code of Practice for Victims of Crime:

The Code of Practice for Victims of Crime (Victims' Code) provides victims with an expectation of the minimum level of service they should receive from the Police, Crown Prosecution Service (CPS), Courts Service and the Probation Service. The code outlines 12 rights that victims of crime can expect, explaining what each criminal justice agency should do for victims. The code is statutory and intended to standardise the level of service that victims receive, protecting their rights and raising the quality of support that is delivered.

I will ensure that victims are aware of their rights. As Chair of the Local Criminal Justice Board (LCJB), I will work with the board to ensure an increasing and keen focus on compliance with the Victims' Code, driving real improvements in the experience that individuals receive.

The LCJB brings together key stakeholders in the criminal justice sector from across Cheshire, including the Constabulary, CPS, the Courts, Probation, local authorities and the third sector, to discuss issues of common concern. I am already working with partners to develop a more focused approach. This will drive process improvement and deliverable outcomes, with a keen focus on ensuring victims receive the best level of support possible, and addressing reoffending.



The Ministry of Justice (MOJ) 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 (Cope and Recovery Enhanced Service). This is the core service 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 a victim of crime, regardless of whether they have reported the offence to the police. The service dealt with 22,597 referrals in 2023/24, with a total of 19,630 victims supported.

Provision of information for victims

A Victim Information Pack (VIP) is in place which outlines a victim's entitlements under the Code of Practice for Victims of Crime (VCOP) and provides information on the services available in Cheshire. You can access this at

<https://www.cheshire-pcc.gov.uk/support-for-victims/victim-information-pack/>

A Victims' Service hub, 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 at

<https://www.cheshire-pcc.gov.uk/support-for-victims/a-z/>

Support for domestic abuse victim-survivors

Cheshire's four domestic abuse partnerships (one in each local authority) deliver a range of services to help those who experience domestic abuse and to tackle perpetrators, including funding for Independent Domestic Violence Advocates. Enhanced support for victims has been available over the last two years through the provision of Hollie Guard vouchers which allows vulnerable victims to access monitoring services to enhance safety. So far, over 2,000 of these have been allocated to those with the greatest need and further vouchers have been purchased.

A version that allows family and friends to monitor alerts is available as a free app to download.



Restorative justice programmes

Working alongside the Probation Service, the charity Remedi, has been commissioned to provide a Restorative Justice (RJ) and mediation services across Cheshire. Restorative justice can help the recovery process for the victim by providing an element of closure 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, with the intention of deterring them from committing further offences. The service has improved the consistency and quality of restorative justice and increased the uptake of this service by victims of crime and ASB.

Remedi also provide support via the 'Got your back' programme to young victims of crime with a 14.8% increase in victims supported from 2022/23 to 2023/24.

My promise to you:

- I will continue to support interventions such as these which help victims and change offender behaviour



I have also recently launched a victim support pathway, which is an online platform to support victim-survivors of domestic abuse in identifying and accessing the help they need at the right time.

<https://cheshire-cares.mysupportpathway.com/>

Domestic abuse affects many aspects of life, including housing, mental health, finances and children. Sadly, not all victims access the available support for various reasons. Together, we can support victim-survivors, regardless of where they are on their journey of healing. The platform is designed with clinical expertise, trauma-informed approaches and input from victim-survivors.

Support for victims



Survivors of rape and sexual assault

Sexual assault is a serious crime that leaves lasting scars on its victims and has no place in our society. As your Police and Crime Commissioner, I am committed to ensuring that every survivor receives the support and justice they deserve.

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 1,818 people in 2023/24. It's available to victims of recent and non-recent offences.



Victims of hate crime

Hate crime is a destructive act that targets individuals based on their identity, causing deep harm to victims and communities. I am unwavering in my commitment to combat hate crime in all its forms.

Remedi has been commissioned to deliver a hate crime service to victims across Cheshire. The support victims receive is trauma-informed and bespoke to individual needs. Trained specialist practitioners provide emotional and practical support to help victims cope and recover and reduce their fear.

My promise to victims:

- By regularly reviewing police performance and holding the Chief Constable to account, I will ensure that victims are getting the care and service they deserve. This includes making sure that police are using all the tools available to them, such as using protection orders and disclosure schemes
- I will keep a sharp focus on the training provided for police officers and staff on how to handle victims with care, respect and sensitivity, as well as make sure courses about recognising harm and vulnerability are completed



Modernise

Technology and innovation

My promise to you:

- I will drive efficiencies and explore how technology such as Artificial Intelligence (AI) and data analytics can deliver my priorities
- I will embrace technology and innovation to ensure the service is well-equipped to deal with current and emerging threats
- Ensure I focus on innovative new ways of working to maximise intelligence and data-led policing, so police are present when and where they are needed most
- I will encourage a culture within Cheshire police that is open to new ideas and ways of working that continuously improve outcomes

I want to pioneer new technology and learn from best practice within policing, both regionally and nationally and partner with the National Centre for Police Productivity. In a recent citizens' assembly in Crewe, modernise came out as a top priority.

It's essential that our police officers spend more time on the streets, protecting and serving our community, rather than being bogged down by paperwork. Streamlining mundane and repetitive tasks through

technology means officers can focus on keeping communities safe. Partnering with the National Centre for Police Productivity, we will enable them to respond faster to incidents, engage more with victims and be proactive in preventing crime.

I will support the Chief Constable in achieving this goal, and I want to see Cheshire recognised nationally for its pioneering work.

Artificial Intelligence in policing can:

- Analyse data to identify crime hotspots
- Deliver surveillance
- Risk assess offenders
- Enter data and carry out back-office tasks



DyTASK

DyTASK is an intelligent policing platform. It allows forces to use an evidence-based approach to manage risks, understand demand and proactively dispatch officers to the places where they can make the most difference. DyTASK identifies where anti-social behaviour and serious violence offences are likely to happen and advises police where and when they should be present within the assigned hotspot areas. As a result, officers are assigned a patrol plan to follow which is sent from the application to their mobile phone.

Dytask was funded by the ASB hotspot money that was secured through my office, and I will support the ongoing costs being funded through the use of money seized under the Proceeds of Crime Act (POCA).

My promise to you:

I will be a pioneer for the use of other new technologies being used by the Constabulary, for example:

- Increase reach and response through the use of technology, by supporting initiatives such as drones
- Secure additional funding and work collaboratively with stakeholders to build on the work that's already been done
- See the Constabulary improve communications through automated AI services

I will make sure we are open and transparent in any use of AI and technology and will use the Independent Ethics Panel where concerns exist.



Online Safety Act 2023

The Online Safety Act 2023 introduced new criminal offences from January 2024, including cyberflashing, threatening communications and intimate image abuse.

AI can help identify these threats.



Modernise the police estate

My promise to you:

I am keen that the police estate is fit for the future and can respond to the changing demands of modern policing. As part of this, it needs to embrace digital and agile working and support the well-being and health of the workforce. A new police station will open in Wilmslow, providing a modern new base for policing in the town. The redevelopment of that site will help fund a new, net zero local policing unit base in Crewe. This will provide state of the art accommodation for local officers, as well as providing additional space for specialist units to be re-housed there.

In turn, this will help free up other buildings which are near end of life to be sold to re-invest in modernising the estate. Only when the new Crewe base is fully operational will we look to dispose of the old police station and relocate the helpdesk, maintaining an accessible police presence in the town centre.

- I will support neighbourhood policing by ensuring that there is an estate that supports officers and staff in the delivery of an outstanding service to the public. I will aim to co-locate with key partners, on a shared 'one public estate basis', to promote joined up and effective working
- I am keen to invest in current buildings in a way which is affordable. These will utilise modern materials and methods to be kinder to the environment and provide a more functional space for officers and staff
- I will focus on the delivery of the Environmental Strategy 2021 - 2031 which commits to minimising the impact on the environment and best practice whilst supporting operational activity

Reduce crime

Reducing crime is a fundamental priority for the public. It is more than just statistics. Instead, is a commitment to improve the lives and well-being of people who live, work, study and visit Cheshire. Safe communities attract businesses, tourism and residents, contributing to a thriving local economy. It's about creating an environment where people feel confident to live, work and raise their families.

Whilst developing this plan, there have been emerging themes causing real concerns for people and I will continue to raise these issues with the Chief Constable. Reports of drug related activity in public, e-scooters and illegal off-road bikes as well as shoplifting and violence against retail workers. Rural crime, fraud and other cybercrime also feature regularly in my conversations.

I will ensure there is an accessible and responsive police service in Cheshire

A responsive police service is essential to ensuring community safety and fostering public trust. Effective policing means being available and responsive to the needs of the community and addressing emergencies promptly. It also means maintaining a visible presence to deter criminal activities.

My promise to you:

- I will monitor response times to incidents and call handling performance as well as those less urgent, but no less important, calls for service
- I will support the sophisticated methods that are being used by the Constabulary to identify 'hotspot' areas to allocate resources and make sure they are aligned with community concerns

Regular engagement with the community being easy to reach

Police community engagement is essential for building trust and collaboration with both the public and partners. Through consistent and meaningful interactions, officers can better understand the needs and concerns of the communities they serve. This proactive approach helps to identify and address issues before they escalate, creating a safer and more supportive environment.

My promise to you:

- I will ensure the Constabulary is achieving this and maximising the potential to interact to help build a strong relationship between the police and the community

Improve the rate at which criminals are brought to justice

Quickly investigating crimes and prosecuting offenders not only delivers justice for victims but also gives a powerful message that crime will not go unpunished.

Many offences are against the most vulnerable people in our society and criminals often exploit their circumstances for personal gain. This can include manipulating those who are isolated, elderly, or experiencing financial hardship. Such exploitation is not only unethical but also causes significant harm to the victims, leaving them in even more vulnerable situations.

I have learned through my conversations across the county that rural crime, shoplifting as well as violent behaviour towards people carrying out their work, is having a detrimental effect on businesses and farming communities.

My promise to you:

- I will work with the Chief Constable to understand how crime and anti-social behaviour are preventing local businesses from thriving and ensure the Constabulary is focused on tackling these issues



Citizens in Policing

Citizens in Policing is the term to describe the thousands of people who give up their time to support the police. This is through roles that are managed and supported by forces or with the organisations that closely align to the police, connecting communities to policing and vice versa.

I am supported by many volunteers in Cheshire who provide me with insightful feedback on how Cheshire Constabulary is delivering its service to the public. Our volunteers play an important role in the scrutiny of the Constabulary and their recommendations shape improvements in the way services are delivered.

Reducing neighbourhood crime and anti-social behaviour

You told me...

My neighbourhood policing promise

Neighbourhood policing and targeted hotspot patrols are vital to community safety and crime reduction.

It involves officers building relationships with communities, understanding local concerns and addressing issues together. This proactive approach builds trust and encourages residents to cooperate with the police, leading to safer communities.

I have supported the Chief Constable in his refresh of the neighbourhood policing model to make it better suited to the needs of our diverse communities.

Neighbourhood policing is at the heart of building safer communities

My promise to you:

- To make sure officers work in partnership with communities and other stakeholders to build a positive relationship
- To provide a designated contact who will be a police officer or PCSO for an area, contactable via a direct email address
- Using local proactive policing methods, identifying hotspots and areas of high need as well as identifying by whom, what and where most harm is being caused in a community

Reducing crime against vulnerable people

Tackling Violence Against Women and Girls (VAWG)

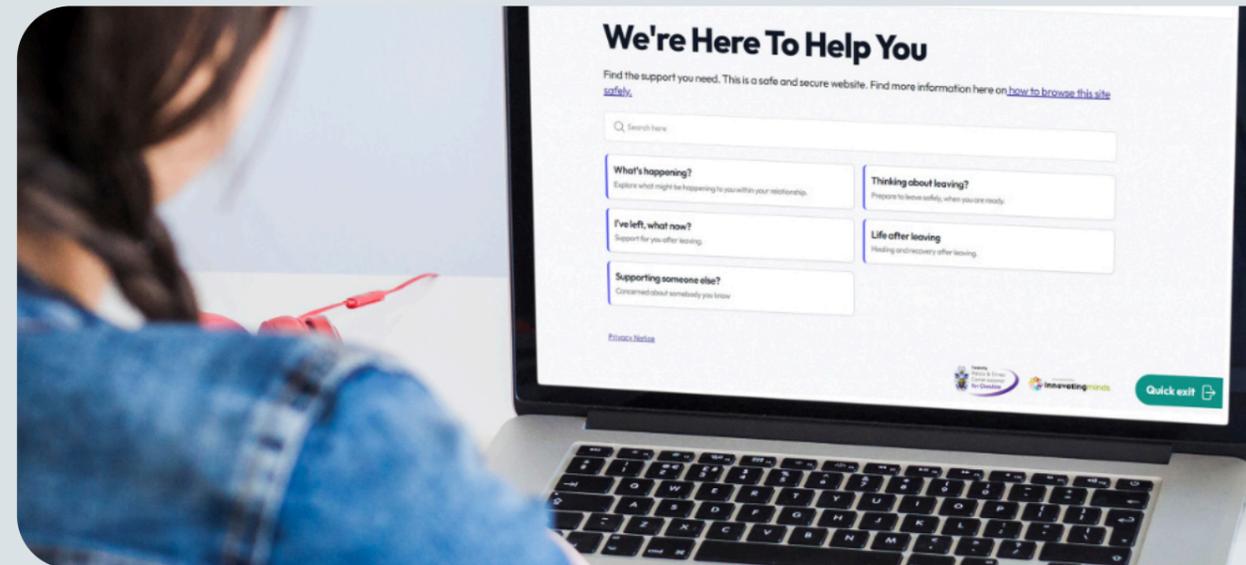
VAWG has been brought into sharp focus by a number of tragic and high-profile cases. The problem is endemic and currently the system is failing to tackle these crimes effectively. In 2023, the Office for National Statistics reported that 27% of women over the age of 16 had experienced a form of harassment over the last 12 months. A 2021 Ofsted report found nearly 90% of girls were sent explicit pictures to either themselves or their peers*.

VAWG is a serious societal issue that requires urgent and effective action. I am committed to implementing strategies that prioritise the safety and well-being of women and girls in our community. This includes prevention and education as well as supporting victims. I am in the unique position to bring together partners to do this. Together, we can create public spaces where women and girls feel safe as well as where they live, work or learn.

It's important that reporting these crimes is easy and the service is delivered with empathy so that women and girls feel safe to report their concerns. I will make sure this is happening in Cheshire. I will maintain a relentless focus in this area and will run awareness campaigns to highlight the issue of VAWG, challenge societal norms that condone violence and promote available support services. I will encourage a community-wide stance against VAWG.

My promise to you:

- I will challenge the system to do better and drive positive change through the delivery of high-quality commissioned services to protect all women and girls and other vulnerable people. This will be through prevention, challenging offending behaviour and when a crime does occur, ensuring vital victim and survivor support is provided



Domestic abuse

Domestic abuse is a big issue that affects individuals and families across our community. 19% of all crimes reported in Cheshire in the year to September 2024 were domestic abuse flagged crimes. I am dedicated to tackling this serious problem and will continuously review the approach delivered by the Constabulary making sure it is effective, based on the latest research and responsive to the needs of all victims, including men and children.

Domestic abuse can manifest in various forms, each causing significant harm to the victim. The abuse can be physical, emotional, psychological, financial or sexual and can lead to devastating results. Perpetrators may seek to control their victims and use controlling and coercive behaviour by restricting their movements, access to money as well as isolating them from family and friends. It's important that people recognise the signs of abuse and know where to get help.

I am pleased that both VAWG and domestic abuse are a priority for the Constabulary with a lot of positive work already underway. It is important that I prioritise areas of need and will invest in areas of high demand such as Halton, which has one of the highest domestic abuse rates in the country.

My promise to you:

- I will monitor the reporting of domestic abuse incidents and will work with hard-to-reach communities to understand reporting barriers
- I will focus on driving up positive outcomes for victims and will work to understand how there can be improvements in keeping victims engaged to get a prosecution
- I will monitor how well the police are using tools such as protective orders and disclosures. It's vital that those most at risk of harm are protected and perpetrators who breach restrictions are dealt with

EDUCATION IS KEY TO ENDING DOMESTIC ABUSE

Learning what a healthy relationship looks like is crucial to preventing future offending.

Breaking the Cycle
of Domestic Abuse

#LoveShouldNotHurt

At the time of publishing this report, Cheshire Police has one of the highest charge rates for domestic abuse (DA) in the country and I will work closely with the Constabulary and related partners to make sure this remains the case.

*Office for National Statistics. Crime Survey for England and Wales, 2024. Ofsted. Review of sexual abuse in schools and colleges. London: Ofsted, June 2021.



Stalking

Stalking is a serious crime that invades a person's privacy and security causing distress and fear with long-lasting effects. It is critical that both victims and the police recognise the signs early to prevent further harm.

Harassment of victims involves repeated and unwanted behaviour such as sending threatening messages, making unwanted phone calls, or showing up uninvited at the victim's home or workplace.

Cyberstalking is another form of harassment, through social media, emails or other online platforms. This can include monitoring online activities, sending abusive messages or creating fake accounts to stalk the victim.

I will work with the Chief Constable, commissioned service providers and charities to ensure the workforce understands and recognises the signs of stalking. I will also make sure a seamless service is given to victims where they receive support, advice and protection.

My promise to you:

- Making sure victims have access to an Independent Stalking Advocacy Caseworker, as well as upskilling Independent Domestic Violence Advocates to identify and address stalking
- Ensure the Constabulary protect victims where possible through Stalking Protection Orders
- Build on existing relationships with organisations such as the Suzy Lamplugh Trust to improve understanding

Cheshire Police has the highest charge rate in the country for stalking and harassment. They have a dedicated Harm Reduction Unit (HRU) that focuses on managing risk in cases of stalking and serial domestic abuse.

In November 2024, I joined Jess Phillips, the Minister for Safeguarding and Violence Against Women and Girls when she met the Harm Reduction Unit at Cheshire Constabulary. She heard how this amazing team works in a joined up way with psychologists and stakeholders to protect victims and secure convictions.

Data from the Crime Survey for England and Wales (CSEW) shows **one in five women and one in 11 men aged over 16** has been a victim of stalking.

Honour-based abuse

Honour-based abuse is a violation of human rights, often hidden behind cultural or family expectations. It's a form of violence that can include physical and emotional harm. As a community, we must ensure that every individual is free to live their life without fear for their personal choices.

Education and awareness are crucial in combating honour-based abuse.

Rape and sexual assault

Rape and sexual assault are crimes that have a profound and lasting impact on victims and we need to make sure they receive the support and justice needed.

Operation Soteria represents a crucial step forward in transforming the response to rape and serious sexual offences. This initiative is not just about improving our investigation processes; it's about fundamentally reshaping how victims are supported and how offenders are held accountable.

Education and prevention are key.

My promise to you:

- I will work hard with key partners to make sure that perpetrators are brought to justice and that the appropriate care and support is provided to survivors
- All stakeholders will uphold a culture where sexual violence and abuse is recognised in all forms, understanding that victims and perpetrators can be of any gender, age, or sexual orientation
- I will monitor the Constabulary for compliance with the Operation Soteria recommendations
- I will ensure there are enough Independent Sexual Violence Advisers (ISVAs) to manage the needs of survivors and support them through the justice system

Reducing serious violent crime

Serious violent crime, including knife crime, can result in significant harm or the threat of harm to individuals. Whilst Cheshire has one of the lowest homicide rates

it does not mean there is no threat. Reducing serious violent crime involves a multi-agency approach that addresses both prevention and intervention with work being done with partners through my office.

My promise to you:

- Working with the Chief Constable and other agencies to deliver outstanding neighbourhood policing through enhanced police presence and relationships with communities. This means when police resources are focused on known hotspots and on repeat offenders, they can disrupt patterns of violence
- Look at ways high risk individuals can engage with support services to help steer them away from criminal activity. I am committed to implementing projects that engage young people in positive activities and provide alternatives to involvement in violent crime
- I will look to commission educational programmes to help young people understand the risks of carrying a knife, or how a single punch can be fatal, as well as working more closely with communities to deliver these important messages

Reducing organised crime

While organised crime often operates on a national or even international scale, its impact on the streets of Cheshire should not be underestimated. Criminals involved in this type of crime frequently commit 'low level' offences, producing a climate of fear within their communities.

Vulnerable members of the community are often targeted by those involved in organised crime, particularly in the operation of county lines drug activity. Professional criminals exploit smaller towns or cities to expand their drug trade, using fear and violence to get local people to sell drugs on their behalf. In a tactic known as 'cuckooing', offenders take over the home of a vulnerable person to use it as a base for drug trafficking.

My promise to you:

- I will fully support Cheshire Constabulary's work with other agencies, such as the North-West Regional and Organised Crime Unit and the National Crime Agency, to address these issues as well as other serious organised criminality and to identify and tackle emerging threats

Reducing acquisitive crime

Acquisitive crime refers to offences where someone makes money through theft or fraud. This is typically money or property that belongs to someone else. Offences of this type include burglary, robbery, theft and vehicle crime.

These are not low-level crimes when individuals and businesses suffer financial loss, emotional distress and feel insecure, preventing communities from thriving. Tackling these crimes often involves improving security measures, increasing police patrols and promoting vigilance.

My promise to you:

- To monitor Constabulary performance, in its response to incidents and the outcome of investigations

Understanding and combating fraud and cybercrime

Fraud occurs when an offender deceitfully misleads an individual or business for personal gain, typically financial, resulting in a loss for the victim. Cybercrime can be two types:

- **Cyber-dependent crimes:** These are offences that can only be done through the use of Information and Communications Technology (ICT). The ICT devices are both the instruments and targets of the crime, such as developing and distributing malware for financial gain or hacking to steal sensitive information
- **Cyber-enabled crimes:** These are traditional crimes that can be amplified or facilitated by the use of ICT. This is where fraud and cybercrime often meet.

Fraud and cybercrime present a substantial threat. The volume and complexity of these crimes is continually increasing. The police need to remain vigilant in identifying and disrupting online criminal activity to reduce victimisation and protect the public from harm. Collaborating with other enforcement agencies is essential to do this.

The Constabulary must continue to improve its capability to address this growing type of crime and develop the expertise of the existing workforce. It is essential they support victims and break the cycle of re-victimisation. This support aims to help the most vulnerable recover from what can be a profoundly traumatic experience.

I will also work with the regional Cyber Resilience Centre to help local businesses be more aware of cyber threats and help them develop the ability to be more resilient to such attacks.

The Strategic Policing Requirement

The Strategic Policing Requirement (SPR) was first issued in July 2012, in accordance with section 77 of the Police Reform and Social Responsibility Act 2011, and was subsequently updated in 2015.

Police and Crime Commissioners and Chief Constables must consider the SPR when carrying out their functions.

National threats

The latest version of the SPR introduces violence against women and girls as an additional national threat and reaffirms the validity of the existing threats.

The national threats set out in the SPR are:

- Violence against women and girls
- Terrorism
- Serious and organised crime
- A national cyber incident
- Child sexual abuse
- Public disorder
- Civil emergencies

National Crime and Policing Measures

These are a range of government national priorities to help focus on key national priorities.

They complement existing local priorities set out in PCCs' local Police and Crime Plans and each police force has a key role in supporting the measures. PCCs are required to provide a statement on the contribution of their force to achieving improvements.

The six key national policing priorities are as follows:

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

Prevention and intervention

My promise to you:

- To embed a prevention-first culture to prevent crime through community partnerships and stakeholder engagement
- To tackle the root causes of criminality by supporting the rehabilitation of people who have offended or who are at risk of doing so
- To support the reduction of reoffending by helping and supporting ex-offenders into employment. I will work with local business leaders, probation and prison leads to develop employment opportunities for those leaving prison and in the community who may otherwise turn to crime
- Creating behaviour change programmes for perpetrators of domestic abuse and stalking

I am in a strong position to support prevention and intervention through commissioning services to support victims and witnesses. I am also responsible for commissioning activities which will contribute to community safety and crime reduction.

Serious violence

During 23/24 a new Serious Violence Reduction Partnership was formed which developed a local strategy to develop key interventions. This saw the Constabulary and partners introduce a new approach to the identification and management of serious domestic abuse perpetrators.

Recently I have taken the national Association of Police and Crime Commissioner (APCC) lead for Sports Violence Reduction Partnerships. Following which a local partnership has been developed (Street Games and Active Cheshire) to assist in developing secondary and tertiary interventions for young people using sport.

A partnership with Cheshire Community Foundation has added private funding to public funds. This has so far commissioned 11 small projects targeting vulnerable

and at-risk young people engaging them in purposeful activity where they can develop trusted positive relationships. I am committed to continuing this type of work.

Other actions of the partnership include:

- Developing a prevention partnership to identify and support children at risk of future engagement in serious violence
- Be evidence led when commissioning services to address the needs of young people at risk of becoming involved in serious violence
- Putting effective monitoring and evaluation in place to make sure the expected outcomes are being delivered
- Continually monitoring serious violence and be responsive in the use of the interventions needed



Safer Streets 5

Following a successful bid to the Home Office for £820,000, the funds were allocated within three key hotspot areas. This is being used in situational crime prevention (such as CCTV and drones), Restorative justice practices to support victims and educating perpetrators on behaviours and harm caused to prevent future reoffending.



SWAP Fund

The SWAP Fund is my community fund which looks to take money seized from the proceeds of crime and reinvest it back into Cheshire's communities. SWAP stands for **S**afety, **W**orking together, **A**ction and **P**revention. Projects awarded funding deliver against one or more of these areas and have a clear link to one of the priorities within this Plan. In 2024, the fund increased from £100,000 to £200,000 through express grants for projects under £1,000 and main grants up to the value of £5,000.

I will continue to support local people in their communities to tackle crime and anti-social behaviour.



Finances

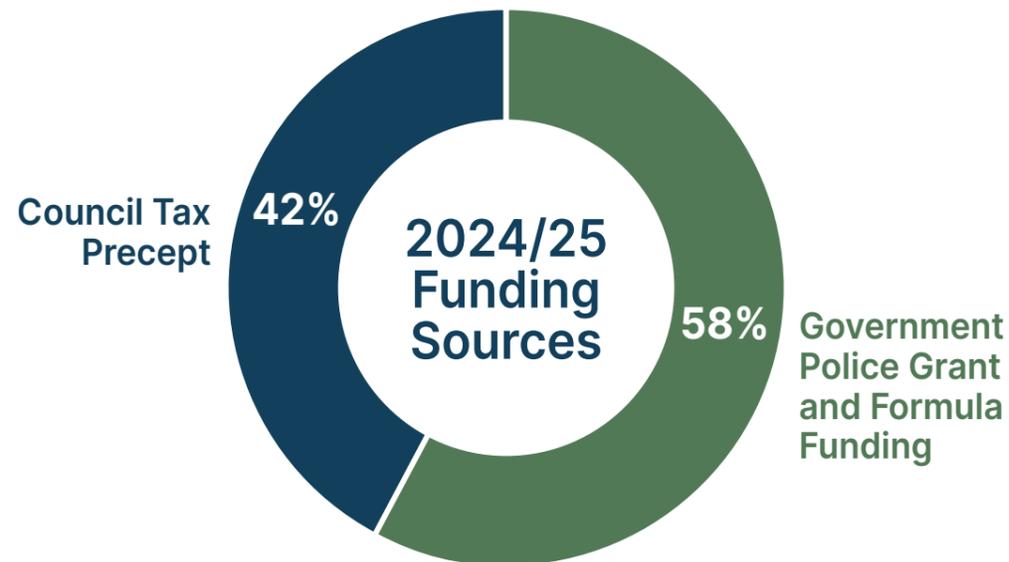
Cheshire Constabulary has two main sources of funding; grant income from central government and the policing precept – the element of council tax allocated to policing. The grant from central government fluctuates year-on-year, while the local policing precept is set by me annually following consultation 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 42% in 2024/25. However, Cheshire remains in the bottom 11 forces nationally in terms of precept costs.

Following years of austerity, followed by a sustained period of high inflation, 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. For 2024/25, following a financial resilience survey carried out by policing, the government in place at the time recognised these increasing pressures. Through a combination of grant increases and policing precept flexibility, the funding available for Cheshire increased, giving a net budget of £249.830m for 2024/25 compared to £236.846m in the previous year.

I will continue to work with the government to ensure Cheshire Constabulary remains adequately funded. I will use my annual priority-based budgeting process to identify efficiency savings and modernisation opportunities for the forthcoming year. I will also look at opportunities to redirect resources to priority functions to deliver against my Police and Crime Plan. In building my Plan, I have listened to the public of Cheshire and taken account of the views expressed by all.

I will continue to apply for funding to enhance the way we work and to focus on innovation to protect all communities and make Cheshire safer.



Scrutiny and accountability

How I will be accountable to you

I participate in public meetings, including those at parish, and borough council levels, to understand community needs. I will ensure my office regularly organises events so that individuals and communities are heard and the vital work of my office is better understood. I welcome correspondence from local people and my office plays a vital role in assisting people through the police complaints process and helping them navigate the criminal justice system.

I will publish a newsletter, which already has more than 6,000 subscribers and I will actively engage with the community through social media to discuss crime and policing matters.

My commitments include:



Hold regular scrutiny meetings with the Chief Constable.



Seek independent assurance through volunteers and independent panels.

Obtain the views of victims of crime about matters concerning policing.



Produce an annual report detailing progress against the plan.



Hear the voice of young people through my Youth Commission.

Engage with community groups to hear their concerns and represent their voice.

Attend community meetings with police, local MPs and Councillors to address local issues.



Respond to questions and challenge raised by the Police and Crime Panel in relation to my decisions or actions taken in respect of me discharging statutory functions as PCC.

Youth Commission

Cheshire Youth Commission (CYC) enables young people to support, challenge and inform the work of myself and Cheshire Constabulary.

The Commission is made up of enthusiastic young ambassadors, who give up their time to consult with other young people about their policing priorities and things that matter most to them. Every year they are tasked with consulting with over 2,000 young people aged 14-25 years and sharing this research with myself and the Constabulary to make positive changes to improve the service to the young public of Cheshire.

This year the Youth Commission focused on the following four priorities:

- **Community safety and ASB**
- **Hate crime**
- **Sexual harassment**
- **Online safety**



In 2024 they were involved in creating a 'Consent' campaign, encouraging young people to start a conversation about sexual consent following a worrying rise in recorded offences.

Since 2019 there has been an increase of just over 60% in recorded sexual offences in Cheshire where the victim and the suspect/offender are both under the age of 18.

Sexual activity is an uncomfortable subject to talk about, but research shows that encouraging effective communication and empowering young people to have positive conversations with their peers and their partners is essential to helping reduce sexual offending.

Many schools across Cheshire have signed up to use the resources provided by the campaign as well as other community organisations and those with young people in their care.

At the beginning of 2024, 15 new members were recruited to the Youth Commission, bringing the total to 31. Through peer-to-peer conversations and online surveys, views and opinions were gathered from a diverse range of young people on key priorities. Furthermore, interactive workshops have been delivered across different settings to raise awareness and spark conversations around four priorities. All key findings and recommendations for the police, PCC, CYC and partners were presented at the annual CYC's Conference.



Volunteers

My office is supported by a team of highly skilled local volunteers who give their time, commitment and knowledge to help. The experiences and expertise that every volunteer brings is fundamental to the work I do in scrutinising the Chief Constable.



Call Management Auditors: Volunteers who evaluate the efficiency and effectiveness of emergency and non-emergency call handling in the force control centre.

Independent Custody Visitors: Volunteers who visit the three police custody suites to check on the welfare and rights of detainees in custody.



Police Dog Welfare Visitors: Volunteers who ensure the health, welfare and working conditions of police dogs (jointly with North Wales OPCC) are of the highest standards.

Consultation and engagement volunteers help us build stronger relationships with communities and their input is highly valued. Importantly, through our volunteers, local residents are further able to have voice about the things that matter most to them.

Continuous engagement

I really enjoy getting out and about and talking to as many people as possible. It's really important to me that I reach all corners of the county and listen to the views of the diverse communities that make Cheshire, Cheshire.

This is something that myself, my deputies and team will be doing tirelessly. I will be tracking the areas, projects and organisations that we visit so I can show you that I am the voice of all communities when it comes to policing.

Hearing how crime impacts different groups of people is crucial for me to deliver a Police and Crime plan that is relevant to all of the county.

I will also continue to communicate through my website and newsletter all the latest news as well as show you through my social media accounts what I have been up to recently. You can get in touch through those channels as well as email, phone and post.



Dan Price
Cheshire
Police & Crime
Commissioner



01606 364000

pcc@cheshire.police.uk

cheshire-pcc.gov.uk

