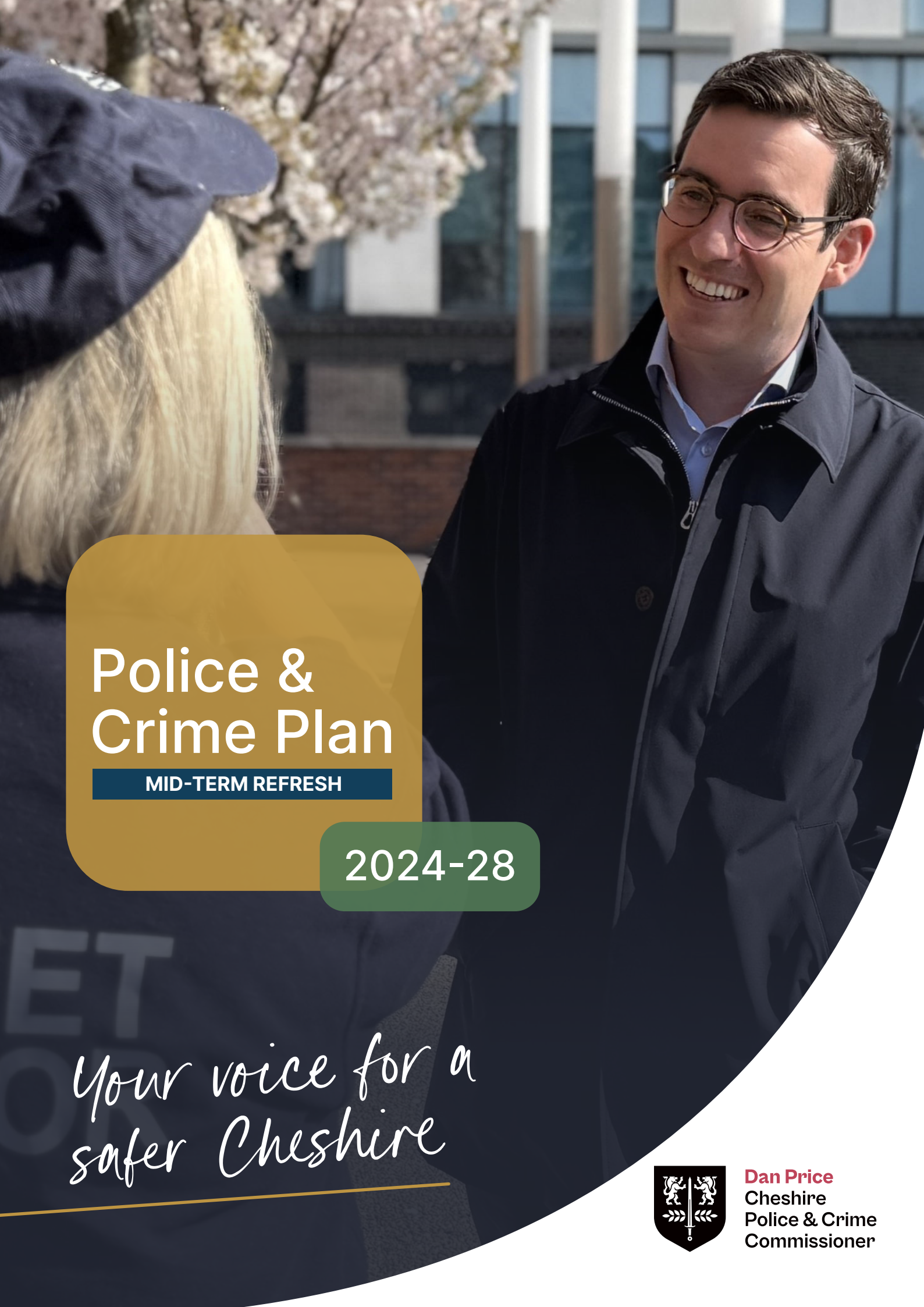




Police & Crime Plan

MID-TERM REFRESH

2024-28

*Your voice for a
safer Cheshire*



Dan Price
Cheshire
Police & Crime
Commissioner

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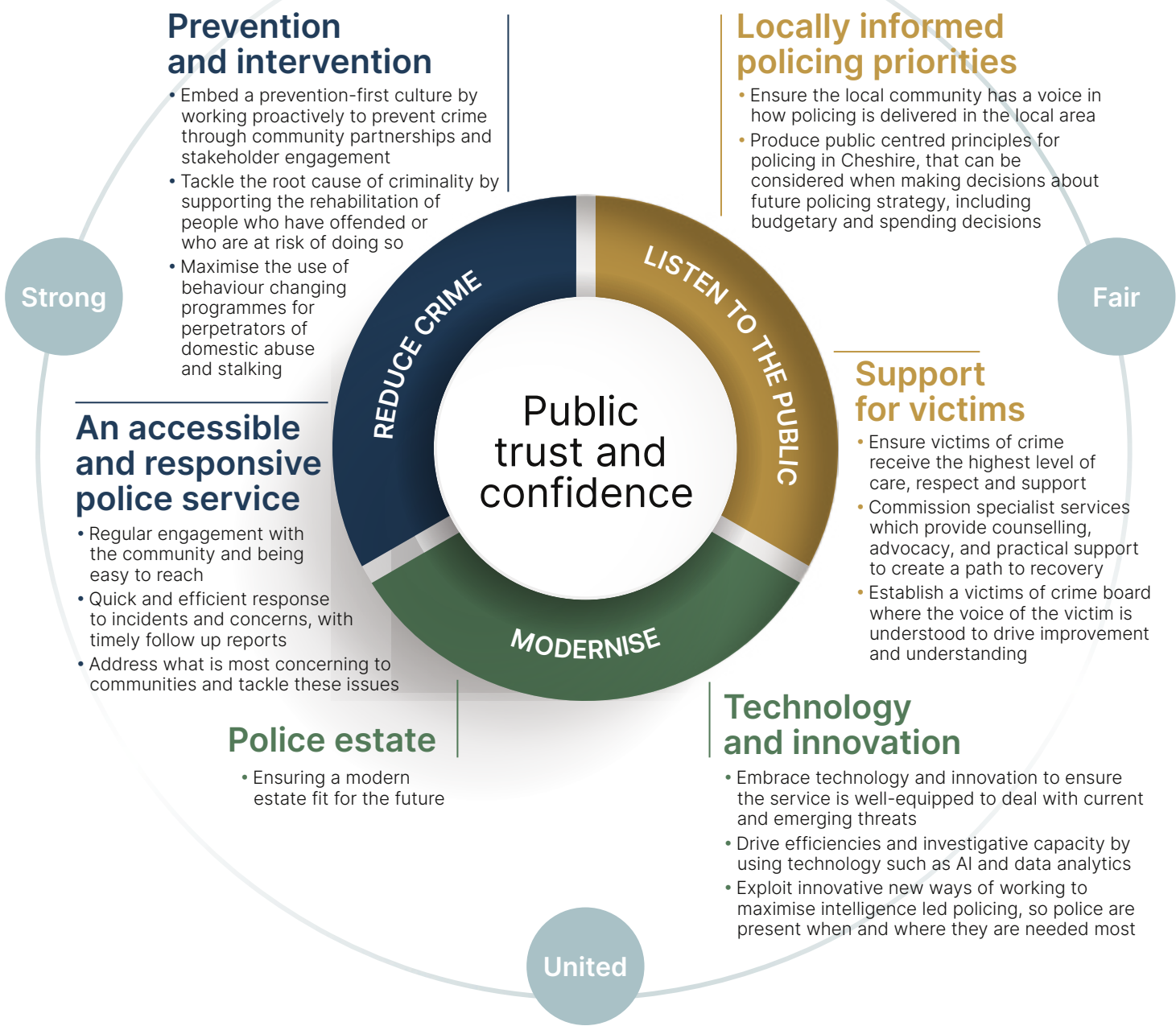


Foreword
from the Police and
Crime Commissioner

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. That commitment remains unchanged. While national arrangements for PCCs have evolved, it is business as usual in Cheshire.

This updated plan reflects continued priorities and a renewed focus in light of recent reforms, legislation and landscape. However, the priorities set out in this plan continue to reflect what matters most to our communities.

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



My priorities continue to be shaped by what I heard during the election and have been strengthened through continued engagement and my time spent in the role. Conversations with communities, partners and frontline professionals has offered a sharper focus to ensure that delivery is more targeted, more responsive and better aligned to the real concerns and experiences of those we serve.

Financial pressures across policing and the wider public sector mean we must continue to find innovative ways of working, making best use of technology to improve efficiency and effectiveness. We also need to ensure that the right people are working in the right roles to maximise skills and capability across the workforce.

Stronger partnership working is key. The convening powers of the PCC enables me to bring together the police and wider criminal justice system, local authorities and other partner agencies. Together we can share responsibility, align priorities and make the best use of limited resources. Through a clear focus on prevention and early intervention, we can reduce demand, protect our communities and ensure that what matters most to the public is delivered well.

Dan Price

Dan Price
CHESHIRE POLICE AND
CRIME COMMISSIONER

The Cheshire public can be reassured that they have an extremely effective Constabulary that is committed to keeping them safe. Over the last five years we have consistently reduced crime and in the last twelve months cut offences that cause real distress to people such as burglary, theft and violence.



Chief Constable's
Comment

Cheshire remains a safe place and you are less likely to be a victim of crime than in many other areas, national figures show that Cheshire has some of the lowest crime rates in the country for offences such as burglary, vehicle crime, robbery and shoplifting.

We cover a large area but when the public needs us we answer their call quickly and get our officers there to protect them. Cheshire Constabulary delivers what the public want day in day out. All forces are inspected by His Majesty's Inspectorate of Constabularies who consider all elements of a force in their PEEL inspections. When compared against other forces Cheshire Constabulary has one of the best assessments in the country. We were the only force to be graded as 'outstanding' in managing offenders and suspects in the last round of inspections and one of only 2 to be graded as 'outstanding' for protecting vulnerable people.

If you are a victim of crime, you are more likely to see the offender brought to justice in Cheshire than anywhere else in the country. When we look at crime outcomes – in plain speak identifying offenders and dealing with them, Cheshire is the best performing force in overall crime, violence offences, stalking and harassment and sexual offences and also has some of the highest charge rates in the country for vehicle crime, theft and robbery.

Cheshire sits between major metropolitan areas with an excellent transport network but officers and staff have made our county a hostile environment for criminals. We want to maintain and build on that and so are looking at how technology can make us even more efficient in an approach endorsed by the Home Office.

We are committed to keeping Cheshire safe and I am incredibly proud of our Constabulary and the work our people do.

Mark Roberts, QPM
CHIEF CONSTABLE



Cheshire
Constabulary

Our plan on a page





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 the county**.

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

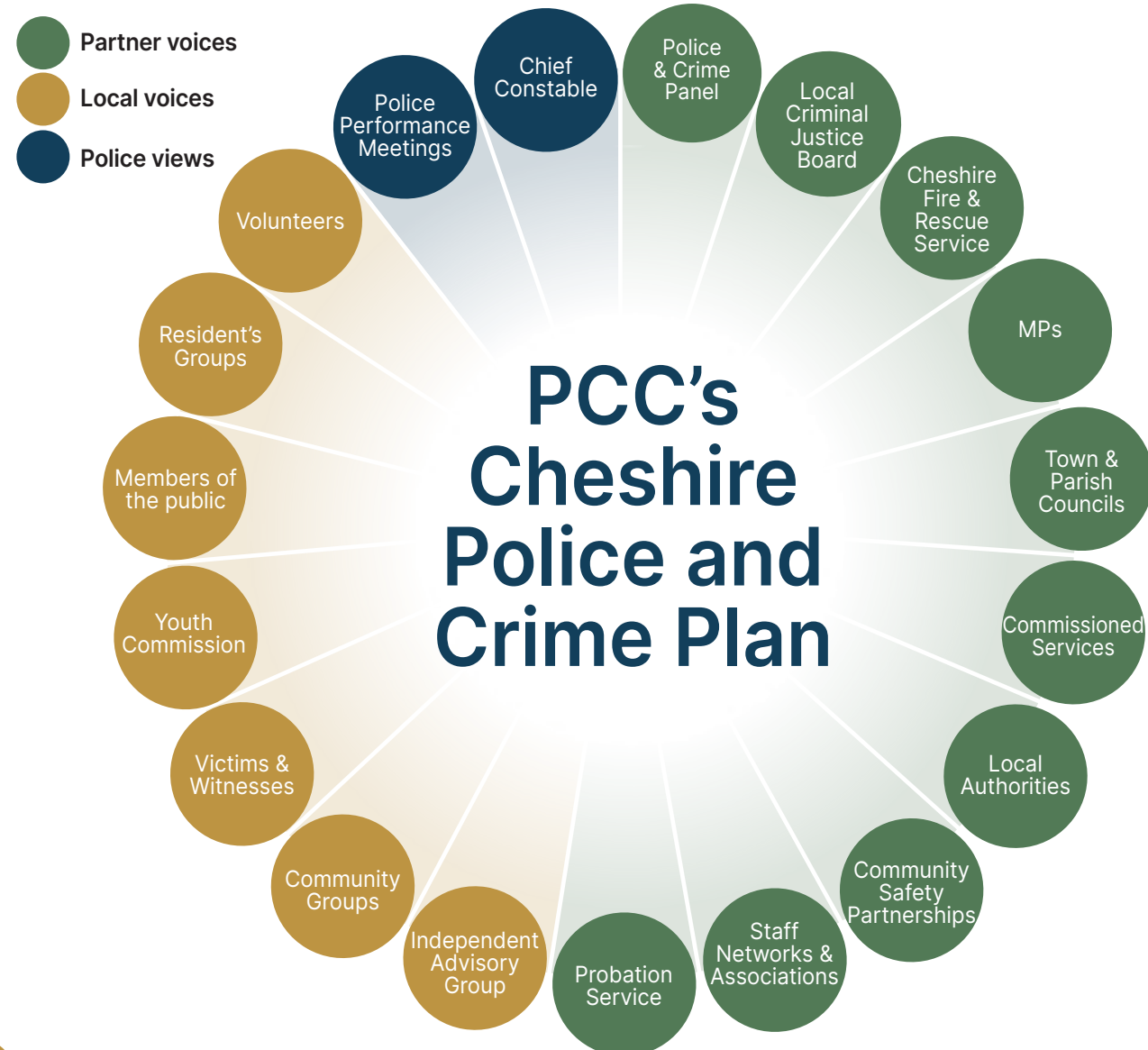
Police and crime issues often require collaboration beyond the scope of policing alone. In this plan, I am dedicated to working closely with partners, including those in criminal justice, local authorities, health and education sectors.

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

I will actively seek opportunities to align funding and jointly commission services to address local priorities where it makes sense. 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.

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

I take all complaints seriously. While complaints are dealt with in the first instance by the Constabulary, I play a key role in providing independent oversight of how those complaints are handled.

A central function is the review of complaints, including dip-sampling and case audits, to ensure that processes are fair, thorough and consistent. These reviews help assess whether complaints have been handled appropriately and identify any areas where improvements may be needed.

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 the 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, the Royal County Cheshire Show and Chester races are held.



Updating your plan

After two years as your elected representative for policing and crime, I've learned a lot about the needs and expectations of our communities. Your views continue to be integral to this plan, whether through face-to-face conversations with partners and other stakeholders, correspondence into my office or participation in citizens' assemblies.

It's essential that I reflect and ensure the plan is keeping pace with the fast pace of change both inside and outside of policing. I am reassured that the priorities that were set at the beginning of my term remain relevant to Cheshire communities.

Public trust and confidence

Public trust and confidence is the foundation of this Police and Crime Plan. It is built on the principle that community cooperation is vital to policing.

By prioritising transparency and accountability, I will build public trust and confidence by involving local people in community engagements. This will foster an improved sense of safety and security with those who live and work in Cheshire.

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.

Cheshire Constabulary workforce

With approximately 4,000 people, from police officers, police community support officers (PCSOs), police staff and volunteers, everyone plays a vital role in keeping Cheshire safe.

The Police Uplift Programme increased investment in police officers but denied individual forces any flexibility in balancing their workforce. The government has now lifted this obligation, allowing decisions to be made locally by forces based on what works best for their communities.

I will ensure this new flexibility is used to our advantage in Cheshire, delivering the best possible value for money while reflecting the needs and priorities of the public we serve.

The Average Day for Cheshire Police



All the above information based on an average day in the 2025-26 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		



Code of Ethics

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

#CodeofEthics



college.police.uk

Listen to the public

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

By focusing 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.



Monitoring public confidence in policing

New Home Office performance measures now place greater emphasis on public perception, confidence and trust. The good news is that these have been central to my approach since I was elected. My long-standing priority to 'listen to the public' and respond to what matters most, has never been more important. Aligning with these updated measures is a natural continuation that builds on the strong foundations I have already set out.

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

Local democracy in action

I am the first PCC in the country to create and run citizens' assemblies.

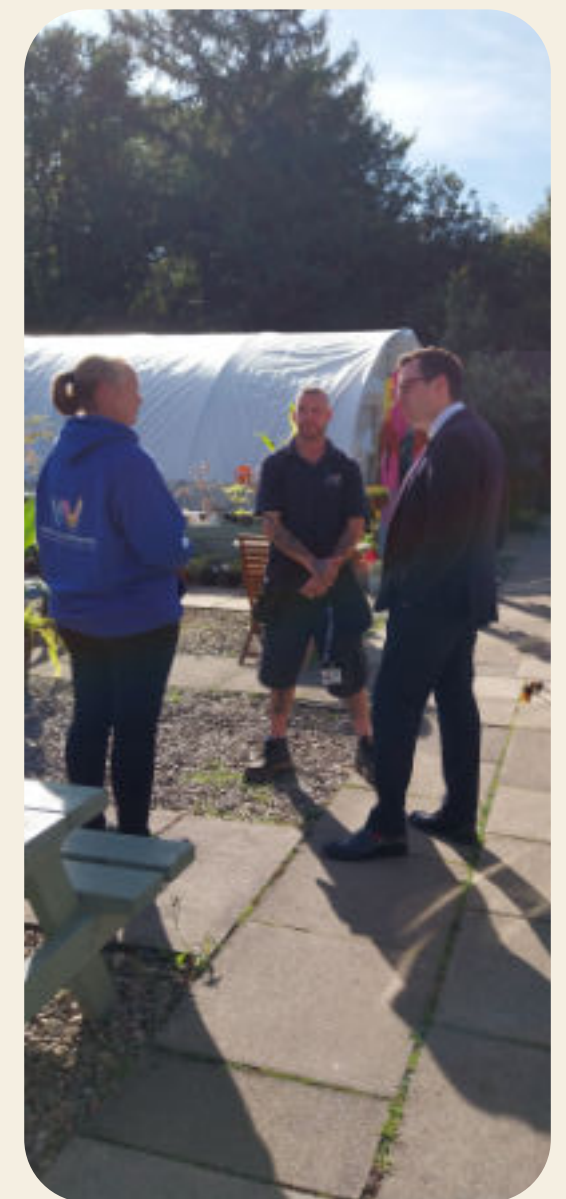
Halfway through my term, five of the nine have been delivered in local policing areas.

Across each area, a representative group of residents was recruited to reflect the diversity of the community.

“Just getting everyone's input is really important and knowing that we're making a difference.”

CITIZENS' ASSEMBLY PARTICIPANT

Citizens' assemblies are not focus groups; they are local democracy in action. The insights gathered from these assemblies will be used to shape local policing priorities and inform this updated 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 the 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.

Justice for victims

I expect a strong focus on bringing offenders to justice, ensuring that more serious crimes result in charges and meaningful outcomes. However, I recognise the legal changes in sentencing. This will require a greater use of community orders, set against a clear focus on prevention, effective supervision of offenders and reducing reoffending so communities remain protected.

I will monitor what impact this has on the Constabulary in terms of effectiveness, financially and on the workforce mix.



Cheshire Cares

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 victim-survivors has been available over the last two years through the provision of Hollie Guard vouchers which allows vulnerable people to access monitoring services to enhance their 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 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 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 victim-survivors 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 those with lived experience.

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 survivors 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 survivors 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 and survivors with care, respect and sensitivity, as well as make sure courses about recognising harm and vulnerability are completed



Technology and innovation

My promise to you:

- I will see efficiencies and savings realised through investment in Artificial Intelligence (AI) and automation.
- 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. In all citizens' assemblies modernise consistently comes

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

AI in policing can:

- Analyse data to identify crime hotspots
- Deliver surveillance
- Risk assess offenders
- Process large quantities of data and images
- Enter data and carry out back-office tasks



Technology supporting policing

Technology can support visible policing on the ground, ensuring officers are more present in communities and focused on the issues that matter most to the public. Data and digital tools can direct resources where they will have the greatest impact, strengthening reassurance and day-to-day visibility. Insights drawn from data, digital tools and advanced surveillance technologies such as CCTV networks, enable forces to build a clearer, real-time understanding of activity across different locations.

These capabilities can also allow officers and analysts to efficiently review and wade through large volumes of imagery and information, identify emerging patterns and online harms. It can direct resources to where they will have the greatest impact uncovering hidden crime and strengthening reassurance and day-to-day visibility. I will ensure Cheshire is maximising the opportunities in technology and leading the way nationally.

I will make sure we are open and transparent in any use of AI and technology.

My promise to you:

I will pioneer the use of new technology:

- Increase reach and response by supporting initiatives such as drones
- Smarter CCTV use with systems harnessed to improve real-time awareness and target police presence where it matters most.
- Streamlined approaches to sifting through and analysing large volumes of imagery to identify key information quickly and support effective action.
- Improve communications and processes through automated AI services



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

I am keen that the police estate is fit for the future and can respond to the changing demands of modern policing. It also needs to embrace digital and agile working and support the wellbeing and health of the workforce. During my term in office, we have already seen a police station built in Wilmslow, providing a modern new base for policing in the town. This building has achieved Passivhaus accreditation, the first police station in the country to do so, reflecting its high environmental credentials.

Our next project is a new deployment base in Crewe, for which construction commenced in January 2026. The redevelopment will provide a base for a new, net zero local policing team. It 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 near end of life which can be sold to re-invest in modernising the estate.

My promise to you:

- I will support neighbourhood policing by ensuring there is an estate that supports officers and staff in the delivery of an outstanding service to the public
- Whilst the existing construction of much of the estate limits the environmental improvements which can be made, I am keen, wherever possible, to invest in current buildings in a way which is affordable. These need to be within the financial constraints we operate, whilst maximising the efficiencies that can be achieved using modern materials and methods to enhance the environmental performance whilst providing a more functional space for officers and staff.
- Focus on the delivery of the Constabulary's Environmental Strategy 2021 – 2031 which makes the commitment to minimising the impact on the environment and to implement environmental best practice whilst supporting operational practices.

Reduce crime

Reducing crime is a fundamental priority for the public. It is more than just statistics, but rather it is a commitment to improving the lives and wellbeing 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 refreshing 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 in the correspondence I receive.

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.

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

Road safety

Road safety depends on enforcement that is visible, consistent and trusted. Camera technology plays a critical role in this, targeting high-risk locations, reinforcing compliance and acting as a clear deterrent to unsafe behaviour.

Reliability is key. Cameras need to be working when and where they are meant to be, with clear processes in place to ensure systems are active, calibrated and regularly checked. This isn't just about infrastructure, it's about maintaining confidence that enforcement is fair, consistent and focused on reducing harm.

We will support the effective implementation of 20 is Plenty schemes where there is a clear evidence base and local support. Working in partnership with local authorities, we will help improve road safety, reduce casualties and create safer communities for all road users.

My promise to you:

- I will ensure camera deployment is aligned to risk, supporting safer roads in the locations that need it most.
- I will strengthen checks and assurances, so cameras are consistently active, calibrated and operating as intended.



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

In early 2026, there was strong public pressure to protect PCSOs after their roles were placed at risk. I responded to this depth of feeling by sticking to my commitment to ensure neighbourhood policing is prioritised here in Cheshire. Following a public consultation in which **73% of residents** backed some level of increase, the Police and Crime Panel

My neighbourhood policing promise

I have consistently prioritised neighbourhood policing throughout my term and this commitment is now reinforced by the Government's renewed national focus on visible, local policing. This means ensuring communities have a consistent local policing presence, with officers focused on tackling anti-social behaviour, preventing crime and responding to the issues that matter most to residents.

What you can expect in Cheshire:

- Named, contactable officers in every community/ward
- Increased neighbourhood policing capacity
- Visible patrols of police officers and PCSOs in town centres and hotspot areas
- Dedicated focus on anti-social behaviour
- Regular engagement with communities

approved a £14.39 annual precept rise for Band B households. This meant that 30 PCSO roles that were about to be lost were then saved. Where PCSO posts were removed, they have been replaced by officers with the powers to tackle issues like nuisance e-bikes, shoplifting and anti-social behaviour.

Against this backdrop, the role of local policing in prevention, risk management and public reassurance becomes even more critical. I recognise the national shift in sentencing, with greater use of community orders and a reduced reliance on short custodial sentences. That means we must do more locally to prevent offending, manage risk and reduce reoffending ensuring that justice is both effective and that communities feel safe.

My promise to you:

- **Ensure the Constabulary delivers on its neighbourhood policing offer.**
- **Evaluate the impact of changes made to sentencing on both the Constabulary and communities.**

Tackling Violence Against Women and Girls (VAWG)

Violence against women and girls is one of the most serious challenges facing policing and wider society. It has now been recognised nationally as a strategic policing priority, requiring a sustained and coordinated response.

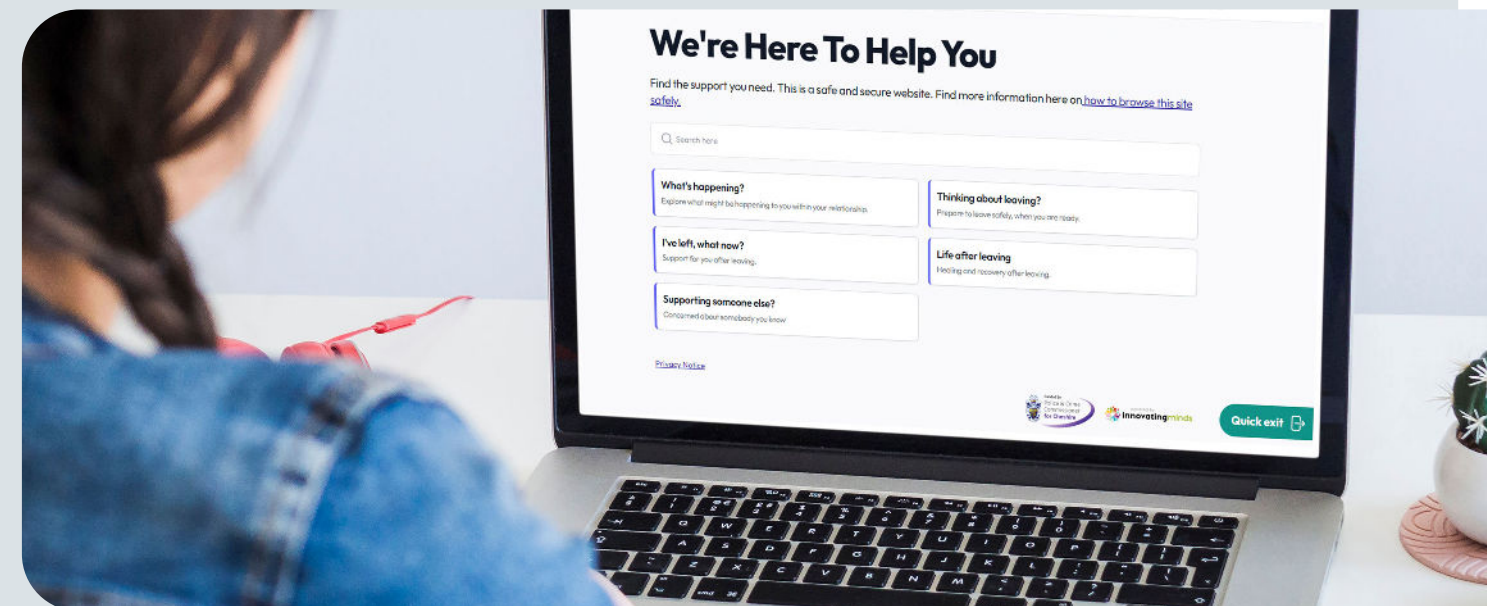
The scale of the issue is clear. Latest data shows that 13 percent of women aged 16 and over experienced harassment in the last 12 months. Evidence from Ofsted highlights the extent of harmful behaviours among young people, with nearly 90 percent of girls reporting being sent unwanted explicit images or content. These behaviours are too often normalised and underreported.

The Government has set an ambition to halve violence against women and girls within a decade and is strengthening the response through new legislation and national strategy. This includes stronger powers to tackle stalking, improved protection for victims and clearer expectations for multi-agency working.

Alongside this, neighbourhood policing is being reinforced to deliver visible, intelligence-led activity that protects communities and tackles local harm. I will play a central role in driving local action, bringing partners together and ensuring a relentless focus on prevention, protection and enforcement.

My promise to you:

- **Keep working with the Chief Constable to ensure VAWG is treated as everyone's business regardless of their role.**
- **Keep improving reporting options so women and girls are confident to come forward, supported by a consistent, empathetic response.**
- **Use the police complaints process to get insight into the lived experience of victims.**



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 victim-survivors, 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 victim-survivors and will work to understand how there can be improvements in keeping them 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**

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.





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.

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 victim-survivors 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 victim-survivors 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 victim-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

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.

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

Tackling 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 the Constabulary's 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.

The Government's Fraud Strategy (2026–2029) sets out a three-pillar approach to tackling fraud. These are, disrupting criminal activity, safeguarding individuals and businesses and improving the response to victims supported by stronger collaboration across policing, industry and international partners.

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 victim-survivors of domestic abuse

Prevention and intervention

My promise to you:

- Champion 100% adoption of phone-free education in state high schools to keep young people safe from online harms
- 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 Reduction Partnership

The Serious Violence Reduction Partnership brings together key organisations to deliver a coordinated local strategy focused on prevention, early intervention and targeted action. Through this partnership, the Constabulary and its partners have adopted a more proactive approach to identifying and managing perpetrators of serious domestic abuse. They have introduced programmes that work with individuals to reflect on and understand their behaviour whilst providing targeted help for children working collectively to break the cycle of domestic abuse.

As the National Association of Police and Crime Commissioners (APCC) lead for Sports Violence Reduction Partnerships, I am drawing on national and local expertise, including that of StreetGames and Active Cheshire to deliver targeted interventions for young people through sport.

In Cheshire, these partnerships are making a growing impact, with the Active Futures programme a collaborative initiative with Active Cheshire and Cheshire Community Foundation, bringing together public and private funding to support numerous local projects. These initiatives engage vulnerable and at-risk young people in positive activities, helping them build trust, resilience and stronger connections within their communities.

I remain committed to expanding and sustaining this work to ensure more young people have access to these opportunities and the support they need to thrive.

The Serious Violence Reduction Partnership has been established to develop and implement a local strategy and commission preventative interventions:

- We will develop and support a Prevention Partnership to identify and support children at risk of future engagement in serious violence.
- We will be evidence led when commissioning services to address the needs of young people at risk of becoming involved in serious violence.
- We will ensure effective monitoring and evaluation is in place to ensure the expected outcomes are being delivered.
- We will continually monitor Serious Violence and be responsive in the use of the interventions required.



SWAP Fund

The SWAP fund is my community fund which looks to take the monies seized from the proceeds of crime and reinvest them back into Cheshire's communities to be used for good. SWAP stands for **S**afety, **W**orking together, **A**ction and **P**revention. Projects deliver against one or more of these areas and have a clear link to one of the priorities within my Police and Crime Plan. Two years into my term and I have invested more money into community projects than any previous Cheshire PCC at £400,000.

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.

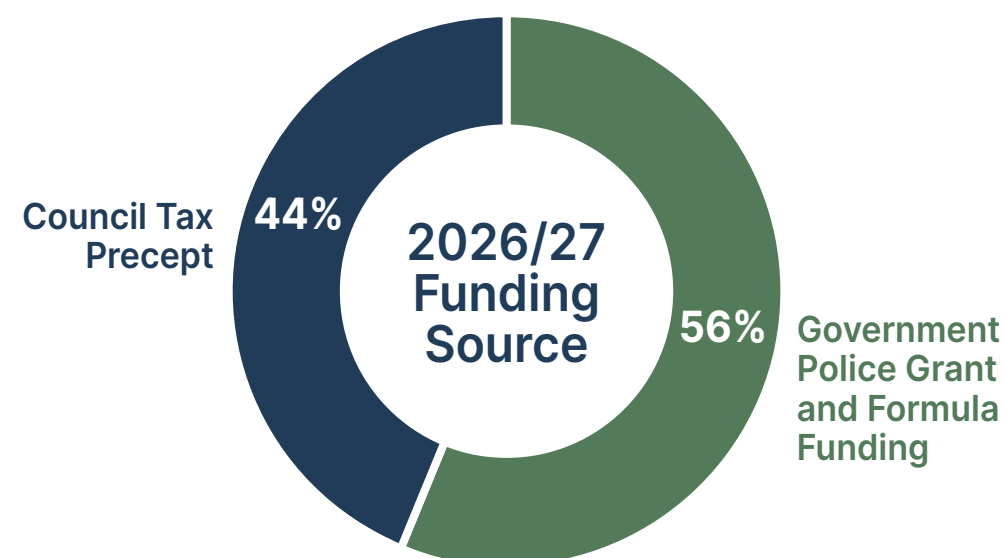
There has been a shift in how policing in Cheshire is funded over the last decade. In 2010/11 28% of Cheshire's funding came from council tax, compared to 44% in 2026/27. However, Cheshire remains in the bottom 13 forces nationally in terms of precept costs. Following years of austerity, followed by 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 2026/27, Police and Crime Commissioners were, for the first time, given the opportunity by the government to bid for exceptional precept flexibility where additional increases on the police precept are viewed as critical to maintaining financial sustainability. I requested this flexibility in Cheshire to enable the budget gap to be closed with fewer reductions in PCSO numbers and the higher amount was reflected in my precept consultation. The Government granted an additional £3.50 on top of the general £15 and for 2026/27 I increased the precept by £12.33 on a Band A property, taking advantage of this flexibility. This represents a

6.7% increase from 2025/26 and, together with measures taken as part of budget planning, this enabled an additional 30 PCSO posts to be saved.

Through a combination of grant increases and policing precept flexibility, the funding available for Cheshire increased to a net budget of £292.912m for 2026/27 compared to £262.527m in the previous year. I will continue to work with the government to ensure Cheshire Constabulary remains adequately funded. I am reassured that the Constabulary's annual 'priority-based budgeting' process is an effective tool that can identify efficiency savings and modernisation opportunities for the forthcoming year. The outcome from this process will balance funding priority functions whilst ensuring delivery of the objectives in 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, provide visible neighbourhood policing resources and make Cheshire safer.



Scrutiny and accountability

That means maintaining a steady frequency of public scrutiny sessions, aligned to priorities, risks and public concern – not a sporadic or reactive review.

Just as important is how that scrutiny is seen. Streaming sessions live brings immediacy and openness. It allows the public to see conversations as they happen, in real time, without filter. Recording those sessions matters just as much. It creates a permanent, accessible record, allowing people to go back,

Scrutiny needs to be consistent, visible and grounded in the reality of day-to-day policing. It is not a one-off exercise. It's a regular cycle of challenge, review and follow-up that keeps a clear line of sight on performance and delivery.

understand context and see how issues have been progressed over time.

Scrutiny goes well beyond formal meetings. It includes commissioning independent reviews; engaging directly with communities; drawing on data and case file insight and involving independent panels. All whilst maintaining clear action tracking to ensure issues identified are followed through to delivery and improvement.

My commitments include:



Hold regular scrutiny meetings with the Chief Constable.



Seek independent assurance through volunteers and independent panels.

Obtain the views of the public about matters concerning policing.



Produce an annual report detailing progress against the plan.



Hear the views from young people through bespoke engagement.

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 engagement

In its last annual report, the Youth Commission surveyed 1400 14-25-year-olds around the following topics:

- County lines and drugs
- Cybercrime
- Domestic and sexual violence
- Serious violence

The insights this peer-to-peer research has provided are invaluable and the results are being used to directly shape the engagement and communications I am carrying out with young people.

In addition to this, in 2025 I launched a new community funding pot, the Summer SWAP Fund. This money available to community projects, directly addresses keeping young people entertained and off their screens and the streets during the school summer holidays.

As a result of all the youth-focused projects I have funded through SWAP, I speak to many

young people to get their thoughts and views on their local areas and crime. As PCC, I am now a founder patron of the new Youth Zone in Crewe, The Dome. This will enable me to continue to directly work with and get input from young people.

My team has also been working with groups of young people to create peer-to-peer content published through my social media channels.

Moving forward, I am also looking to extend my citizens' assemblies to run standalone sessions which focus on particular demographic groups, including young people.



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.

Continuous engagement

I really enjoy getting out and about and talking to as many people as possible. It's important to me that I reach all corners of the county and listen to the views of the diverse communities that make Cheshire, Cheshire. 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. This is something that myself, my deputy and team are doing tirelessly.

You can see where I have been across the county through an interactive map on my website.

I will also continue to communicate through my website 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.

<https://www.cheshire-pcc.gov.uk/commissioner-and-team/the-police-and-crime-commissioner-pcc/where-has-the-commissioner-been/>



Dan Price
Cheshire
Police & Crime
Commissioner



01606 364000

pcc@cheshire-pcc.gov.uk

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

