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## 1. FOREWORD – CHAIRMAN OF THE POLICE AUTHORITY

I am pleased to introduce the 2009-12 Policing Plan, which sets out the direction for the police service in Cheshire over the next three years. The Police Authority, in partnership with the Constabulary, is working hard to ensure confidence and satisfaction in policing by delivering an efficient and effective service that is responsive and meets citizens needs.

This Plan sets out the policing objectives for the forthcoming year which were prepared following extensive consultation with the public. We have balanced the views of the public with the Home Secretary's national priorities, policing intelligence, our partners' priorities and community issues raised with the Authority.

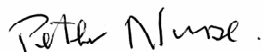
The Plan describes the policing philosophy for Cheshire based upon making the people of Cheshire safe and feel safer, through the delivery of neighbourhood policing, addressing serious and organised crime, tackling terrorism and involving and empowering our communities wherever we can.

The Plan aims to address the concerns of the public and improve their confidence and satisfaction in the way policing is delivered at local level. To maintain officer numbers and frontline staff we will seek efficiencies in back office functions. Authority will oversee the work of the Constabulary in further improving call handling, emergency response, supporting victims and providing feedback at key stages to people who come into contact with the police.

We are committed to the national Policing Pledge which sets out the standards of service you should expect from us when you need assistance from the police. We will continue to reduce crime and disorder by working in partnership with the public and other key stakeholders and creating strong communities in which people feel safe.

I have introduced seven Policing Plans during my time as Chairman of the Authority, a role I have been honoured to perform. I am proud to have been part of the Authority and to have had the opportunity to work with so many dedicated police officers and staff of all ranks whose sole aim is to provide an excellent policing service to the citizens of Cheshire.

The Police Authority will have a new Chairman in April. I hope my successor will enjoy the considerable support which I have had, and I am confident that the Authority will continue to listen to the views of the people of Cheshire and work with the Chief Constable to effectively respond to those views.



PETER NURSE  
CHAIRMAN

## 2. CHESHIRE POLICE AUTHORITY – PURPOSE AND AIMS

Cheshire Police Authority is an independent body whose role is to ensure that the Cheshire Constabulary provides an efficient and effective police service. The Authority and Constabulary are responsible for policing the areas covered by the Local Authority areas of Cheshire West & Chester, Cheshire East, Halton and Warrington.

### 2.1. MISSION

To work in partnership with Cheshire Constabulary and others to create safer communities; and increase confidence and satisfaction in policing.

### 2.2. VISION

To ensure an efficient and effective police service, that is built on neighbourhood policing, tackling all levels of criminality and making the citizens of Cheshire safe and feel safer.

### 2.3. VALUES

The Authority has a series of values which underpin all of its activities, these are:

**INDEPENDENCE** – as appointed representatives of the community it serves, the Authority will act as an independent body responsible for ensuring that the Constabulary delivers an efficient and effective police service.

**ACCOUNTABILITY** – the Authority will be accountable to the public and be objective in its decisions in a way that preserves public confidence. In conducting its business of scrutiny and governance, the Authority will act in accordance with the trust that the public places in it.

**HONESTY & INTEGRITY** – in conducting its business, the Authority will comply with its code of conduct and serve the public interest with honesty and integrity.

**INCLUSIVENESS** – the Authority will work in partnership with the Constabulary, public and private bodies and the community to do all that it reasonably can to prevent crime and disorder and make the citizens of Cheshire safe and feel safer.

**FAIRNESS & RESPECT** – the Authority will treat everyone fairly and with respect for each individual's needs. In doing so, the Authority will comply with equality legislation and in accordance with its duty to promote diversity. Full details of the Authority's and Constabulary's equality schemes can be found on the Authority's web site at [www.cheshirepa.police.uk](http://www.cheshirepa.police.uk) and the Constabulary's web site [www.cheshire.police.uk](http://www.cheshire.police.uk).

## 2.4. AIMS

- To assist in achieving a consistently high performing force
- To ensure improvements in performance and scrutiny, underpinned by robust governance structures and appropriate Member support.
- To provide better and more effective engagement with stakeholders
- To improve partnership working (both with the Constabulary and externally)
- To be a community leader in policing and community safety.

## 3. CHESHIRE CONSTABULARY PURPOSE AND AIMS

### 3.1. OUR CORE ROLE – WHY WE ARE HERE

This is our **core role and purpose**:

***Making Sure  
that the People of Cheshire, Halton & Warrington  
are Safe and Feel Safe.***

### 3.2. OUR DIRECTION – WHAT WE WANT TO ACHIEVE

***What we do matters because it inspires confidence in the community. We represent law and order in our neighbourhoods and are proud to serve the public. We are strong when we act against crime and disorder and we are caring when we support people affected by it. We are most effective when working with local people to tackle the things we all care about.***

### 3.3. OUR VALUES

The way we perform our role is driven by our beliefs and values. These values underpin our approach to policing and the way in which we work.

Our core values are:-

**INTEGRITY** - maintaining the trust and confidence of our diverse communities demands us to be honest and ethical in how we conduct our business. It also requires rigorous and objective investigation and appropriate remedial action to be taken.

The behaviours we expect of our staff are:

- Acting with honesty, openness and trust
- Retaining objectivity
- Respecting confidentiality
- Being accountable for their own work and conduct

- Constructively challenging inappropriate behaviour

**SERVICE** - the underlying philosophy of British Policing is to provide a service with the positive consent and support of the community.

The behaviours we expect of our staff are:

- Public Focus – setting service delivery standards and expectation in consultation with the public
- Measuring and improving our own performance & public satisfaction levels
- Recognising what we do well and what still needs to be done
- Valuing other people's time
- Supporting operational performance

**COMPASSION** - delivering services in a sympathetic and considerate manner and maintaining a duty of care to victims, witnesses and the public in general.

The behaviours we expect of our staff in the way they work are:

- Empathy
- Consideration for others
- Understanding
- Consistency and fairness
- Respect for the views and opinions of others.

**PROFESSIONALISM** - expecting all our staff to strive to improve their skills and expertise and maintain an accurate body of knowledge in order to improve performance.

The behaviours we expect of our staff are:

- Taking pride in their own individual performance
- Keeping knowledge and skills current
- Seeking feedback and constructive criticism
- Aiming for 'Right first time' and high work standards
- Commitment to personal & team development
- Enabling & equipping others to achieve

**FAIRNESS AND EQUALITY** - underpinning everything we do is a commitment to fairness and equality in the delivery of services to the public and in the treatment of staff. This involves being proactive in tackling discriminatory behaviour relating to age, disability, gender, race religion or sexual orientation. Full details of the Authority's and Constabulary's equality schemes can be found on the Authority's web site at [www.cheshirepa.police.uk](http://www.cheshirepa.police.uk) and the Constabulary's web site at [www.cheshire.police.uk](http://www.cheshire.police.uk)

The behaviours we expect of our staff are:

- Valuing and embracing difference
- Having respect for others' needs and preferences
- Showing sensitivity in carrying out our work
- Taking a positive approach

## **4. THREE YEAR STRATEGY**

This element of the document describes the overall approach to policing the force area over the next three years. The Authority and Constabulary have a range of principles which drive the delivery of services – these apply our core values to explain how we want services to be delivered in order to achieve our policing objectives. This element of the Plan outlines:

- Our approach to delivering our operational services, supporting services and leading our staff.
- The programmes of activity intended to develop our operational services, supporting services and our staff.

### **4.1. THE WAY WE POLICE - OUR OPERATIONAL PRINCIPLES**

#### **4.1.1. Developing Stronger Communities**

We are committed to providing effective neighbourhood policing within our communities, understanding and addressing the issues that matter most to local people. The safety and reassurance of communities is the core business of the Constabulary and we will ensure that all staff, not just those who work in Neighbourhood Policing Units, understand how they can contribute to these aims.

During 2008, the Constabulary's approach to Neighbourhood Policing and Citizen Focused Policing were assessed by Her Majesty's Inspectorate of Constabulary. For both areas the Constabulary was assessed as meeting the national standards. However, a small number of areas for improvement were identified and the Authority and Constabulary are seeking to develop these areas by:-

- Exploring the opportunities to use technology to improve the feedback from those who use our services.
- Continuing to use nominated Police Authority representatives to oversee citizen focus and neighbourhood policing development activities.
- Further developing the use of public feedback on services at neighbourhood policing unit level to direct improvement activity.
- Reviewing how Police Community Support Officers (PCSOs) are used.
- Ensuring that Neighbourhood Policing Unit staff have a clear understanding of the roles and responsibilities of PCSOs.

We are committed to the national Policing Pledge. We will make details of the pledge available to the public, along with information concerning the main priorities for and the contact details of local Neighbourhood Policing Teams. We will monitor how our service levels compare against the pledge.

We know that we need to build even closer working relationships with local people, our partner agencies and the voluntary sector to deliver strong cohesive neighbourhoods where people are safe, feel safe and act to help each other. We will be proactive and prominent members of partnerships at all levels, from the Local Strategic Partnerships and Crime and Disorder Partnerships to community groups dealing with purely local issues.

We will endeavour to ensure that our partners understand what they can do to reduce crime and increase public reassurance, and take effective action to do so. However, we

recognise that some of these issues are complex and affect communities in many ways: for example, the abuse of alcohol is not only a prime cause of antisocial behaviour, but it also has a significant detrimental effect on the health and economic wellbeing of communities. We will work with our partners through the Sustainable Community Strategies and the Local Area Agreements to ensure that all aspects of these problems are addressed in a coordinated and coherent fashion. Through external regimes such as the Comprehensive Area Assessments and in our internal performance management processes, we will hold our partners to account – and expect ourselves to have to account – for how well we jointly resolve these issues.

#### **4.1.2. Improving Investigation and the Customer Journey**

The Constabulary uses the National Intelligence Model to identify and respond to threats to the public. These can relate to particular offences, geographic locations, specific communities or individual or groups of offenders. We will improve the safety of our roads through appropriate enforcement activity, targeted education of high risk individuals and by working with partners to improve road design. By working with external partners we will seek to prevent and reduce homicide and will bring to justice homicide offenders.

In delivering services we will focus on those offenders that inflict the most harm on our communities. We will therefore take a positive approach to investigating and bringing before the courts prolific and priority offenders and serious offenders. At the same time we recognise that for some young, less harmful and first time offenders, providing an alternative to court is more likely to achieve victim satisfaction and confidence can be more successful at preventing re-offending. We will therefore use restorative justice approaches wherever suitable and will not use inappropriate methods in the pursuit of targets.

Our officers and staff make risk based decisions every day. We will support creativity and innovation and encourage responsible, considered, risk taking in pursuit of our objectives as long as it is done in accordance with our values.

The Authority and Constabulary will encourage and support the use of discretion by officers and staff as long as the behaviour and actions are undertaken in line with our core values. The confidence of the community and the satisfaction of those who have reason to contact us are our most important measures of success. We will support our officers to ‘do the right thing’ and be relentless in our quest to improve the quality of service we provide.

#### **4.1.3. Protecting People and Communities**

We have a responsibility and a duty to protect our communities from harm and particularly to protect vulnerable people. This involves investing resources in services which are not always immediately identified by neighbourhood representatives as a local community priority.

We will help protect those families which suffer from domestic violence or abuse, protect communities from re-offending by registered sex offenders, help to protect both pedestrians and motorists from road dangers, protect town centre visitors from alcohol related violence and disorder, protect victims and witnesses from intimidation and repeat victimisation and protect our communities from crime and disorder in their neighbourhoods. By improving the way that we use intelligence and engage with the public we will better understand our communities and be able to identify vulnerable communities and locations.

We recognise that the activities of serious and organised criminals operating within Cheshire, Halton and Warrington have a significant impact on the scale and type of local crime and disorder. The supply of illegal drugs is often associated with serious violence and also results in lower level theft, burglary and vehicle crime to fund drug habits. Local stolen goods 'markets' can be supported by large scale robberies of cash and valuables in transit which are used to further fund organised criminal networks. We are committed to responding to the threats posed by organised crime groups and will deter, disrupt and dismantle these groups, prioritising those which cause significant physical, social or economic harm to individuals or communities. The Constabulary will identify and action enforcement opportunities and frustrate criminal markets, make seizures and recover illegally gained assets from criminals, we will also deny criminals the use of the roads.

Cheshire, Halton and Warrington are not immune from the increased national and international threats associated with terrorism. We will deliver an effective response, where all sections of the Constabulary contribute to reducing and minimising that threat. The Constabulary will embed counter-terrorism, and in particular the national PREVENT initiative, into local neighbourhood policing delivery and will reduce the threat posed by individuals and groups of security concern.

We also recognise our responsibilities as a key agency required to deal with any large scale emergency situations and to maintain the infrastructure within the County. We will provide an effective capability to respond to and manage emergencies (as defined by the Civil Contingencies Act 2004) and mitigate their effects.

Given the continuing increase in legislation and standards across all policing disciplines, the Authority and Constabulary are determined to maintain appropriate levels of specialist skills to enable effective service delivery. We will continue to explore opportunities to collaborate and share services with other forces and agencies where it will deliver improved capacity or capability in a cost effective way.

## **4.2. PUBLIC SAFETY – OUR OPERATIONAL DEVELOPMENT PROGRAMME**

We are committed to improving operational working practices through the Public Safety Programme. The Programme is split in to three key strands, each covering a different aspect of policing:

### **4.2.1. Developing Stronger Communities**

This strand is aimed at improving the way that the Authority and Constabulary work with partners to deliver safer and stronger neighbourhoods where people are safe, feel safe and act to help each other. The main focus is to improve the capability to; know the community needs, vulnerabilities, expectations and values by engaging with communities and partners; taking timely and decisive action to protect communities, prevent crime and anti-social behaviour and suppress offending; working together to solve problems which mean the most to the community; investing in a strong, tolerant, inclusive, crime-resistant community.

### **4.2.2. Improving Investigation and the Customer Journey**

This strand is concerned with; developing a citizen focused investigative approach which is intelligence led, efficient and effective; focusing on the issues, people and places that pose the greatest risk to the public and the things that make them most

insecure; putting the values of the organisation and the community at the heart of decisions; providing clear information to the public about the service they will receive, setting realistic expectations and meeting them, providing regular updates; working closely with partners and communities to bring offenders to justice and improve victim and witness satisfaction.

#### **4.2.3. Protecting People and Communities**

This aspect of the programme is aimed at improving the capabilities of the Authority and Constabulary to protect vulnerable people and the community in general.

### **4.3. THE WAY WE WORK - OUR SUPPORT PRINCIPLES**

The focus for our supporting activities is on *'adding value to the front line'*. The aim is to provide excellent quality professional support across a range of service areas which will enable the Constabulary to deliver its objectives, be cost effective and provide excellent value for money.

#### **4.3.1. Resource Use / Efficiency strategy**

We are committed to freeing our officers and staff from unnecessary bureaucracy and red tape and to ensuring that effort is focused on those activities that will have the greatest impact on our objectives.

We will continue to explore and introduce the most effective ways of using all of our officers and staff. We will develop an appropriate mix of Police Officers, Police Community Support Officers and Police Staff to enable everyone to use their skills and abilities to best effect in achieving our objectives. We will use our technology strategy to deliver efficiencies in supporting services and to support front line officers to do their job efficiently and effectively.

#### **4.3.2. Environmental Strategy**

We recognise that as a major employer and provider of services to the community, we can have an impact on the environment. We are committed to proactively managing and minimising our environmental impacts including pollution. We will ensure that we meet environmental legal requirements as a minimum and will demonstrate best practice in environmental management where practicable.

#### **4.3.3. Information Strategy**

We recognise that information is a fundamental asset which is critical to the delivery of our services. Information is a key asset which supports policing and without it we cannot effectively protect the public.

We will strive to maximise the value of the information we collect, hold and share and translate it into intelligence and knowledge upon which to act. We appreciate the value of information and acknowledge every individual's responsibility in ensuring it is accurate, timely, adequate and relevant.

We will seek to develop an infrastructure and processes that can provide the right information to the right people at the right time for the right purpose and that staff are adequately trained and supported to deliver this. We will share information and knowledge with other forces and partners in a consistent, secure and managed way.

#### **4.3.4. Technology Strategy**

The Authority and Constabulary will seek to exploit the opportunities that technology provides in order to ensure that the systems and technology infrastructure remains cost effective, fit for purpose, secure, available and reliable. We will identify opportunities to gain the advantage over the criminal community through the innovative use of technologies such as facial recognition, digital CCTV, forensic advances and mobile devices.

In delivering new technologies we will support our information strategy by consolidating systems in order to reduce multiple data entry, improve data quality and reduce the requirements to support and maintain multiple systems.

We will focus on technology that supports front line officers and makes it easier for them to do their job effectively and efficiently and to improve the experience for the public when they contact us. We will seek to improve the ability of managers and supervisors to plan, monitor and manage the resources at their disposal and will drive out efficiencies in support services through integration, automation and increased self service. By supporting national policing and criminal justice initiatives we will improve how we interact with other forces and partners, support the sharing of information to better protect the public and pursue opportunities to collaborate to the benefit of the Constabulary and the public.

#### **4.3.5. Estates Strategy**

The principles of the Estates Strategy are to improve the condition and cost effectiveness of the estate, ensuring that it is fit for purpose, fit for the future and can support delivery of the Authority's and Constabulary's plans.

This will be achieved by; eliminating the significant and high-risk maintenance backlog, remodeling the use of space across sites where necessary to accommodate future policing requirements, ensuring that any new or refurbished buildings support corporate objectives are effectively used and are energy efficient. We will explore the opportunities to share accommodation with partners and other public agencies in order to deliver efficiencies and better services to the public.

#### **4.3.6. Performance Management Strategy**

The Authority and Constabulary will develop management arrangements which ensure that performance indicators and targets are focused on the things that are important in achieving our objectives. We will ensure that our performance management approach rewards behaviours and activities that contribute to outcomes for communities and that they discourage behaviour which will conflict with our values.

We will ensure a balanced approach to our arrangements so that appropriate attention is given to all aspects of performance across all parts of the organisation. Our approach will aim to support learning and improvement activity to achieve our objectives.

#### **4.3.7. Financial Strategy**

We recognise that an efficient and effective police service requires a sound understanding and use of its financial resources. We will ensure that financial resources are targeted to achieve our objectives, are flexible to meet changing demands and robustly administered to protect public funds. In a period of fiscal constraint the Authority and Constabulary recognise the need to minimise the burden on taxpayers through the delivery of efficient services and effective financial decision making.

We will ensure arrangements are in place for transparent and equitable budgets linked to organisational priorities and performance, that we have efficient payment and income processes and that the stewardship of public funds is recognised as the role of all managers.

#### **4.3.8. Risk Management Strategy**

The Authority and Constabulary will take a proactive approach to identifying and analysing risks in order to appropriately manage the risks posed to the public and employees from internal and external threats, risks and hazards.

We will ensure effective arrangements are in place to reduce vulnerability and maintain our essential core functions through Business Continuity Plans. We will work internally and with partners to draft, test, promote and maintain emergency response plans. We will proactively identify, understand and manage the risks and opportunities inherent in our services and associated with our plans and strategies so as to encourage responsible, informed risk taking.

#### **4.3.9. Asset Management Strategy**

The Constabulary recognises that the assets they manage on behalf of the Police Authority are vital for the delivery of efficient policing and that these assets must be managed well.

The Asset Management Strategy is based around three key elements; asset security – ensuring that appropriate arrangements are in place to secure assets from theft, loss or misuse and insure them where necessary; asset life – ensuring that appropriate arrangements are in place to plan for support, maintenance and replacement of assets; and asset maximisation – ensuring that arrangements are in place wherever possible to maximise the use of and value gained from assets.

#### **4.3.10. Fleet Management Strategy**

The Authority and Constabulary are committed to providing a safe, effective and reliable vehicle fleet to support policing, ensuring maximum fleet availability while seeking to reduce the fuel consumption and carbon emissions.

### **4.4. TRANSFORMING BUSINESS SERVICES – OUR SUPPORT DEVELOPMENT PROGRAMME**

We want to further develop a real customer focus and enhance value for money in the way we carry out our support processes. This will allow us to make the best decisions and operate effectively and efficiently.

Business services is the name given to those supporting services such as administration, human resources, information technology, finance and performance reporting. They are necessary for the effective operation of any large organisation and add value to front line officers by ensuring that they are well supported and prepared for their role.

The Transforming business services Programme has been exploring suitable options to change the way we provide the full range of our business services that are both joined up and flexible to respond to changing needs.

The aim is to ensure that business services are able to support the objectives and principles outlined above and remain relevant, customer focused and cost effective.

## 4.5. OUR PEOPLE PRINCIPLES

Our staff are the most important part of our organisation. The talent, dedication, expertise and potential in our staff are our greatest asset in improving the service to the people of Cheshire, Halton and Warrington. We value and respect our staff for their individuality and for the difference they bring to the organisation.

Policing and public service is a vocation – which is a privilege that brings personal responsibility. We expect our staff to give their best, to be committed to continuous improvement and to upholding the highest standards of integrity and professionalism.

Our staff can rightly expect that we will provide a work environment that allows them to realise their potential, provides development opportunities.

We commit to:

- **Getting the best people** – providing transparent selection processes designed to appoint the right person for each role or opportunity
- **Keeping and developing the best people** - providing a supportive work environment and learning and development opportunities to enable staff to realise their potential
- **Embracing and capturing innovation, ideas and learning opportunities** – through engaging with staff, listening to them and involving them in decisions, welcoming constructive challenge and learning from mistakes
- **Maximising performance** – through clarity of expectation, fair reward and recognition, and regular and honest dialogue

We expect all staff to:

- **Take personal responsibility and pride** in their own job performance and learning and development, in the pursuance of Policing outcomes
- **Understand, promote and demonstrate the Constabulary values**, in our dealings with colleagues and the communities we serve
- **Look after their own welfare**, health and fitness for the benefit of themselves and colleagues.

Our People Strategy is based around five key themes, Resourcing, People Performance, Engagement, Development and Healthy Working.

**Resourcing** - To recruit, promote, retain and deploy the right people in the right jobs at the right time.

**People Performance** - To get the most from our people in an efficient, effective, flexible and supporting environment where standards are explicit and realistic and performance is measured and recognised.

**Engagement** - To engender an open culture where people are consulted and involved and feel able to contribute individually and collectively for the benefit of the Constabulary, staff, partners and public.

**Development** – To nurture a learning organisation where everyone has the opportunity to develop and realise their potential.

**Healthy Working** - To promote the health and wellbeing of the workforce through personal responsibility, management support and the working environment.

## **4.6. THE PEOPLE PROGRAMME – OUR PEOPLE DEVELOPMENT PROGRAMME**

We want to constantly improve the way we manage our people. It is our staff that deliver the policing service, and we want to make sure that they can deliver this service in line with our values and to the best of their ability.

The People Programme is designed to deliver significant change to the way we work. It maps out the first phase of our journey towards a value driven organisation via our people principles, practices, policies and procedures.

Five main priority areas for the programme have been identified:

- Leadership
- Manager Framework
- People Performance
- Talent Management
- Staff Empowerment.

Key work streams have been determined under each of these priority areas, and will involve project teams across each of the sections within the Human Resources Department.

## **5. ONE YEAR PLAN**

### **5.1. KEY INFLUENCES**

The Authority and Constabulary have to balance the requirements of a range of stakeholders and provide clear leadership on priorities.

#### **5.1.1. Ministerial Priorities**

Each year the Home Secretary issues Ministerial Priorities. The Ministerial Priorities for 2009/10 are to:-

- continue to increase public confidence in the police through tackling local priorities; also to reduce and prevent crime and anti-social behaviour and help to tackle the problems caused by drug and alcohol misuse, in line with Public Service Agreement (PSA) 23 and PSA 25, and in a co-ordinated approach with other Criminal Justice System partners to deliver an effective criminal justice response in line with PSA 24;
- work jointly with police forces and other agencies, such as Serious Organised Crime Agency (SOCA) and UK Borders Agency (UKBA), to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime;
- work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26;

- work in all of the above, in line with the efficiency and productivity strategy for the police service, to ensure the best use of resources to deliver significant cashable improvements and more effective deployment of the workforce; and to realise benefits of new technology

### **5.1.2. Public Consultation**

The Police Authority has consulted with over 2500 members of the public concerning priorities for policing for this year. Consultation has been carried out in a variety of ways:- public 'Have Your Say' meetings; postal and internet surveys; and results gained through 20 voting kiosks placed in Post Offices throughout Cheshire, Halton and Warrington. Focus groups have been held with diverse community groups such as the Gypsy and Traveler community and a conference was held to consult with young people.

The results show that the main priorities are:

- Responding to emergency calls
- Targeting organised crime and terrorism
- Targeting drug dealers
- Tackling domestic and child abuse
- Detecting crime and arresting offenders
- Protecting witnesses

In addition, public consultation about neighbourhood priorities is undertaken through Community Action Meetings (CAM), the main priorities which are consistently agreed are:

- Anti-social behaviour
- Criminal Damage
- Underage drinking
- Road safety
- Anti-social use of vehicles
- Litter / environmental conditions
- Drug use and drug related offending

### **5.1.3. National Intelligence Model**

As part of the National Intelligence Model a Strategic Intelligence Assessment is undertaken, this analyses the actual levels and locations of crime and disorder and combines this with intelligence that has been gathered to identify the best way to address these particular issues. We also contribute to and take account of the National Strategic Intelligence Assessment.

The most recent strategic intelligence assessment identifies the following areas as being of particular priority for the Constabulary.

- Burglary
- Vehicle Crime
- Violent Crime
- Anti-Social Behaviour
- Reducing the number of people killed or seriously injured on the road
- Organised Criminal Groups
- Protecting Vulnerable People
- Counter Terrorism

#### **5.1.4. Local Area Agreements**

The Authority and Constabulary will continue to fully meet the statutory duty to develop and maintain partnerships with other agencies in order to promote community safety and address crime and disorder. As part of these arrangements, a number of Local Area Agreements have been developed to focus local partner related activity. The agreed priorities across the Force area are:

- Dealing with local anti-social behaviour
- Tackling Prolific and Priority Offenders and preventing re-offending
- Dealing with violent crime
- Dealing with repeat incidents of domestic violence

The Authority, Constabulary and Partner agencies have agreed specific targets in relation to these areas and these are contained within the following section. In addition to this, each of the four partnerships agree measures and targets specific to their area and details of these can be found on the Constabulary website at [www.cheshire.police.uk](http://www.cheshire.police.uk).

## **5.2. POLICING OBJECTIVES**

The Authority and Constabulary have developed a series of objectives which describe our priorities for the delivery of services over the next year. Our operational effort and operational tools, such as the National Intelligence Model, will be focused on achieving these according to the needs of local communities. Performance management arrangements will be structured around the delivery of these objectives.

### **Primary Objective**

Objective 1 - Increase public confidence in policing

### **Supporting Objectives**

Objective 2 - Respond effectively to the public when in need

Objective 3 - Work in partnership to create strong and vibrant communities

Objective 4 – Prevent and Investigate Crime & Disorder

Objective 5 – Protect Vulnerable People

Objective 6 – Protect the public from Serious and Organised Crime and Terrorism

### 5.2.1. Objective 1 - Increase public confidence in policing

We will achieve this by:

- Providing a visible presence, at times and in places that will have the most impact
- Informing the public about local policing in their neighbourhood
- Working towards the other policing objectives

Priority Performance Measure	Projected Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
% of public who believe that the police and local council are dealing with the ASB and crime issues that matter in this area.	43.5%	45%	52%	59%
% of public who have confidence in local police (local measure currently being developed)	Baseline to be established during 2009/10			

### 5.2.2. Objective 2 - Respond effectively to the public when in need

We will achieve this by:

- Responding effectively and appropriately to calls for service
- Providing an excellent service to Victims and Witnesses

Priority Performance Measure	Projected Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
% of users satisfied with the service (whole experience) received	84.3%	85%	86%	87%

### 5.2.3. Objective 3 - Work in partnership to create strong and vibrant communities

We will achieve this by:

- Working with local communities and partners to deliver strong cohesive neighbourhoods where people are safe, feel safe and act to help each other
- Engaging effectively with local communities in order to identify and focus on what matters locally
- Working in partnership with other agencies to jointly solve local problems

Priority Performance Measure	Projected Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
% of people who feel they can influence decisions in their locality	2006/07 data Cheshire = 30% Halton = 32% Warrington = 31%	+1% increase from baseline	4% increase from baseline	7% increase from baseline

#### 5.2.4. Objective 4 – Prevent and Investigate Crime & Disorder

We will achieve this by:

- Tackling crime and disorder by detecting offences committed and preventing re-offending – we will pursue justice, with a focus on the right outcome for the victim and that which will prevent re-offending
- Using the National Intelligence Model to target the offences and offenders which inflict the most harm on our communities
- Maximising the opportunities from forensic investigation
- Improving the safety of our roads through appropriate enforcement activity, targeted education at high risk individuals and by working with partners to improve road design.

Priority Performance Measure	Projected Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
Number of Serious Acquisitive Crimes	12,544	12,500	12,500	12,500
% of Serious Acquisitive Crimes detected	16%	17%	18%	18%
Number of Most Serious Violent Crimes.	371	370	370	370
% of Most Serious Violent Crimes detected	55%	56%	57%	58%
Perceptions of Anti-social behaviour	14%	14%	13%	12%
Number of criminal damage offences	17,060	16,500	16,500	16,500
Number of people killed or seriously injured in road traffic collisions	652	650	650	650

\* Detections include sanction detections and restorative justice outcomes

#### 5.2.5. Objective 5 – Protect Vulnerable People

We will achieve this by:

- Using intelligence and engaging with the public to better understand our communities and to identify vulnerable people and locations.
- Working with partner agencies to manage the risk associated with dangerous offenders and sex offenders.
- Working with partners to reduce repeat incidents of domestic violence.
- Working with partners to prevent and reduce homicide and bring to justice homicide offenders.

Priority Performance Measure	Projected Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
Repeat incidents of domestic violence.	27%	Subject to ongoing refresh of LAA targets		
% of Serious sexual offences brought to justice.	45.3%	47%	50%	50%

## 5.2.6. Objective 6 – Protect the public from Serious and Organised Crime and Terrorism

We will achieve this by:

- Deterring, disrupting and dismantling organised criminal groups, prioritising those which cause significant physical, social or economic harm to individuals or communities.
- Identifying and action enforcement opportunities and frustrate criminal markets, make seizures and recover illegally gained assets from criminals
- Denying criminals the use of the roads
- Embedding counter-terrorism, and in particular the PREVENT strand, into local neighbourhood policing delivery
- Reducing the threat posed by individuals and groups of security concern within the force area

Priority Performance Measure	Projected Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
Number of business robberies	140	130	120	110
% of people who perceive that people using or dealing drugs are a problem in their local area	26.3%	25%	24%	23%
Number of drug supply offences brought to justice Proxy measure: Number of arrests for drug supply offences	585	600	625	650
The value of cash forfeitures and confiscation orders obtained.	£2.25m	£2.68m		

## 6. OUR RESOURCES

The delivery of this plan relies upon effective use of our resources. The Authority and Constabulary are dedicated to improving productivity and efficiency to ensure that we can provide the public of Cheshire, Halton and Warrington with the best possible service and value for money.

### 6.1 People

As people are the most important resource involved in delivering Policing, we are committed to ensuring that recruitment processes are fair and that high calibre staff are recruited, developed, supported and retained, are proud of the organisation they work for and dedicated to the communities they serve. The Authority's Human Resources Strategy is focused on ensuring that we enable staff to give of their best and a costed human resources plan and training plan are used to manage and monitor progress.

In 2009/10 the Constabulary will have:

- 2142 Police Officers
- 1645 Police Staff
- 237 Police Community Support Officers
- 312 Special Constables

## 6.2 Efficiency

We will provide an efficient, effective and productive service ensuring that people, technology, facilities and finance contribute to the delivery of quality policing services.

Between 2008/09 and 2010/11 every Force is required to make efficiency and productivity improvements equivalent in value to 9.3% of the 2007/08 budget. For Cheshire this means making over £16 million worth of efficiency savings over the three year period. We will pursue innovative ways of achieving savings including those included contained within the 'Efficiency and Productivity strategy for the Police Service 2008-11'

Details of the type of initiatives undertaken to deliver efficiency savings over the next 3 years are provided in the table below and include:

- A programme of activity to transform the way that 'back office' services are provided within the Constabulary (£4m)
- A series of reviews and improvements to operational processes carried out using the Constabulary's 'Quest' initiative (£3m)
- Greater use of technology to enable e-learning (£1.97m)
- Savings delivered through the way that goods and services are procured (£889k). In improving procurement we are committed to ensuring a transparent, open and fair process which takes proper account of any workforce issues.

2008-11 EFFICIENCY PLAN	Planned Efficiencies			
	2008/09 £000's	2009/10 £000's	2010/11 £000's	Total £000's
Projected Carry Forward From 07/08				
E-pay slips	3	0	0	3
Reduction in car hire	100	0	0	100
Insurance reduction	60	0	0	60
Procurement	239	350	300	889
Forensic Procurement	250	0	0	250
Civilianisation	172	0	0	172
Mobile Data	0	849	849	1698
Transforming Business Services	0	2,137	1,883	4020
Greater provision of e-learning	758	1,209	0	1967
Mobile Phone Examination in house	109	0	0	109
Removal of requirements to maintain stray dogs	10	0	0	10
Operational review and improvements under the 'Quest' initiative	3,073	2,298	2,000	7,371
Speed Watch - Vetting Forms	2	0	0	2
Criminal Justice IT Interface (CJIT)	59	0	0	59
Probationers Training – Padgate	23	339	0	0
Shift Pattern Changes - Firearms	114	0	0	114
Bichard 7 – Court reporting	0	TBC	TBC	0
Custody Transport	0	TBC	0	TBC
In- house vehicle recovery	0	79	111	190
<b>TOTALS</b>	<b>6,672</b>	<b>7,261</b>	<b>5,143</b>	<b>19,076</b>

N.B: TBC (to be calculated)

We are committed to improving the way that resources are managed and is responding to the recent findings of the Audit Commission's 'Police Use of Resources' assessment, including by:

- Developing a connection between the strategic plan and financial strategy to demonstrate how priorities are resourced and outcomes achieved.
- Improving risk management arrangements and integrating them into performance management and business planning processes.
- Developing and implementing specific efficiency targets and other performance measures
- Strengthening our performance reporting so that it includes links to the outcomes achieved

### **6.3 Finance**

The medium term financial scenario is key to both informing and being informed by the development of the Constabulary's plans and strategies. Particular issues identified are included in the following paragraphs.

In December 2007 the Government announced a 2.5% increase in annual grant allocations for 2008-11 as part of the Comprehensive Spending Review. The indications are that grant level beyond 2011 will be much lower due to the economic recession. As a result there is an increased focus on efficiency savings to assist the Home Office meet its overall public spending target.

In July 2008 the Constabulary received Ministerial approval for its case for a 17% Council tax increase for 2008/09. The increase was however, subject to a cap of around 3% Council Tax increases in both 2009/10 and 2010/11, although the formal cap is on the overall level of the budget.

The financial risks to the Constabulary are increasing as a result of the economic challenges that have occurred during 2008:

- Price inflation has peaked at nearly 5% and has fallen rapidly. It is forecast to fall to around 1% resulting from the global fall in demand for goods and services. Interest rates have also fallen to 1% resulting in a significant reduction in interest on balances. Interest rates are however forecast to increase again which coupled with the deterioration in the exchange rate may create inflationary pressures.
- The economic recession is likely to create funding challenges if grant settlements are low in the future and do not even cover pay and price inflation.
- The cap on council tax, loss of interest, the inflationary pressures and the grant settlement leave no room for additional investment and the 2009/10 Budget contains significant budget reductions and redirection of £3m to achieve a balanced budget. Funding for future service improvement can only happen if driven out internally by economy and efficiency savings. Based on current estimates of commitments and inflation the medium term position for 2010 to 2013 indicates a deficit of around £10m over the three years assuming no change to the Home Office basis of allocation of funds to Forces.

The Constabulary has embarked on an 'invest to save' approach to release efficiency savings over the next three years. We are challenging everything we deliver, from frontline to back office, to provide a 21st century police service which is productive, flexible and responsive to the changing needs of a modern society. There are two main streams:

(i) Transforming business services - A review has been undertaken of our current business services' support processes and we are embarking on a programme of change targeted to deliver £2.9m over the next two to three years. Only by delivering services that our customers want to use, can we continue to justify the investment in business services.

(ii) Operational process reviews - Building on review work initially supported by Home Office funding, we are reviewing operational processes to improve service delivery and to release officer and staff time thus creating front line capacity. A consequent review of management structures around the new processes will be undertaken and an emphasis on improving data quality and exploiting IT investment to enable more centralisation of key transaction based work. In essence this review will consider the "shared services model" in an operational environment.

While the degree of financial challenge is subject to variation due to economic uncertainty its impact will be considerable. The core message remains of improving customer and citizen confidence while being more effective and efficient in using the resources available to us. The Constabulary sees this as an opportunity for innovation, change and development and improved service to the public of Cheshire.

## POLICING PLEDGE

The police service in England and Wales will support law abiding citizens and pursue criminals relentlessly to keep you and your neighbourhoods safe from harm. We will:

1. Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood Policing Team are, where they are based, how to contact them and how to work with them.
3. Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. We will aim to get to you within 15 minutes.
6. Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival, and:
  - If you are vulnerable or upset aim to be with you within 60 minutes.
  - If you are calling about an issue that we have agreed with your community will be a neighbourhood priority (listed below) and attendance is required, we will aim to be with you within 60 minutes.
  - Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
  - If agreed that attendance is not necessary we will give you advice, answer your questions and / or put you in touch with someone who can help.
7. Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
8. Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
9. If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

We want to do our best for you but if we fail to meet our Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and you deserve.