

Cheshire Police Authority



Policing Strategy

2006-09

FOREWORD

I am pleased to present the Authority's Policing Strategy for 2006-09, which sets out Cheshire Constabulary's medium and long term objectives. Its aim is to address the issues impacting both on the Constabulary and the community of Cheshire in the coming years. The Strategy incorporates the key priorities set out in the National Community Safety Plan and the National Policing Plan, and takes account of the varied work of our partner agencies. In addition, the Strategy attempts to address the concerns of the public of Cheshire which we have listened to through our consultation meetings during the year.

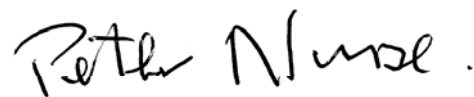
To ensure that the Strategy is addressing the most appropriate areas, use has been made of the National Intelligence Model Strategic Intelligence Assessment to highlight the challenges, demands and threats that the service faces. The service is currently facing the prospect of major upheaval with the possibility of a merger with another force. It is vitally important, therefore, that such environmental scanning is undertaken to ensure that the Strategy drives forward the organisation's strategic aims and remains responsive to the needs of all its customers and provides an efficient and effective policing service through such challenging times.

The document focuses on the six strategic aims of the police service in Cheshire, namely the reduction of crime; investigating crime; promoting public safety; providing assistance; providing a service that reflects public need and enhances confidence amongst the community; and the efficient use of resources. Overall, the key aim of the

strategy is to ensure that the Constabulary provides a service which makes the people of Cheshire safe, and feel safer.

Over the last year the Authority has continued to invest heavily in neighbourhood policing, and the continued roll out of the new local policing model is helping bring reassurance back into some of our more vulnerable communities. In addition to this, investment in the infrastructure of the force has seen the completion of the centralised custody facilities which will enhance the way policing is delivered and will further improve the efficiency of the organisation to ensure that it can face up effectively to the demands placed upon it.

The Authority will continue to work with the Constabulary, its partners and the public to ensure that the policing service being delivered remains responsive. I trust that this document gives a useful overview of how this will be achieved over the coming years.

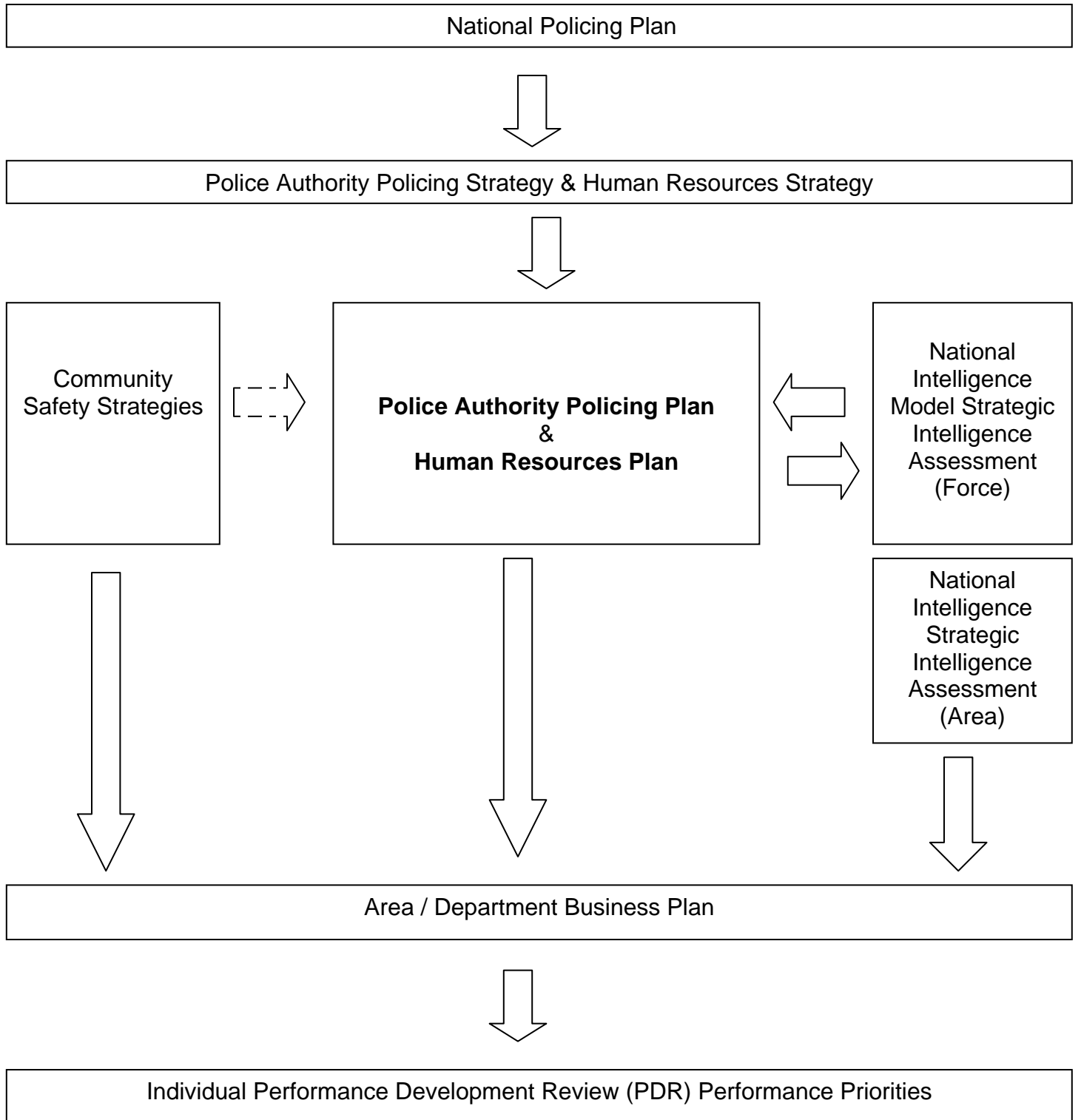


Peter Nurse
Chairman
Cheshire Police Authority

1. THE PLANNING PROCESS

- 1.1 Each year the Home Secretary publishes a **National Policing Plan** which contains all of the Government's priorities, performance indicators and plans for new developments for the police service. The Plan also incorporates **Public Service Agreements**, which are targets set for all government departments.
 - the Authority's own consultation with the public
 - common themes identified through the Community Safety Strategies
 - the National Policing Plan priorities
- 1.2 Similarly each Police Authority publishes a **Policing Strategy**, which takes account of the National Policing Plan and provides a medium to long term focus for operational policing and organisational development. The strategy covers a three-year period and includes details of how the Force will contribute to national targets and the National Policing Plan. Development activities documented within the Strategy also take account of other influences including performance in key areas and the results of monitoring carried out under the Race Equality Scheme.
- 1.3 Each Area within the Force also helps to produce **Community Safety Strategies** along with our partners in order to reduce crime and disorder. These partners include district / unitary authorities, Cheshire County Council and Cheshire Fire Service as well as Primary Care Trusts.
- 1.4 The Authority's annual **Policing Plan** sets out the operational priorities for the Force, taking account of:
 - an assessment of the actual problems within Cheshire, known as a **Strategic Intelligence Assessment**, which is carried out as part of the National Intelligence Model
- 1.5 Incorporated within the Authority's Policing Plan is the Best Value Performance Plan, which provides details of the Authority's best value review programme as well as comparing performance with other forces. It also contains an Efficiency Plan, explaining how savings will be made and re-invested towards national and local priorities.
- 1.6 The **Human Resources Plan** covers all the aspects of 'people management' needed to deliver the policing objectives contained within the Policing Plan and forms the framework for human resources across the Constabulary.
- 1.7 Area and Departmental **Business Plans** are prepared annually and describe how each Area will contribute to the operational priorities in the Policing Plan, the objectives in the local Community Safety Strategy and the particular problems for that area as identified through the Area Strategic Intelligence Assessment. Plans for headquarters departments demonstrate how they support operational policing and long-term development in line with the aims in this Strategy.
- 1.8 Each police officer and member of police staff also has their own individual **Performance Development Plan**. These demonstrate how each member of staff contributes to the Area or departmental business plan and therefore to the Policing Plan and Policing Strategy.

The diagram below illustrates how all of the plans interact and influence each other.



2. KEY INFLUENCES ON PRIORITIES

2.1 As described above, there are a number of ways in which the priorities for the Force are influenced. These are described in more detail below along with the key themes which they have identified.

Public Consultation

2.2 The Police Authority consults with the public through regular Police Forums. The Authority has continued the 'Have Your Say' campaign to seek opinions from those attending Forums on priorities for Cheshire Police. The results show that the main priorities are:

- Local officer availability / neighbourhood policing
- Dealing with calls for service
- Burglary
- Road safety
- Violent offences
- Theft
- Vandalism / Graffiti
- Hate crime

2.3 Through the Safer Communities Programme, over 6000 citizens have been surveyed about what concerns them in their local area and about their local policing priorities. Citizens are also invited to attend a Community Action Meeting every 9 weeks to vote on the priority area for local Community Action Team staff and partner agencies to work on.

2.4 The Constabulary has undertaken a cultural audit to assess the policing needs of people from diverse communities living in the Force area.

The audit sought the opinions and views in relation to the policing services they receive and their personal experiences with the wider community. The results have been used to inform future training and community initiatives.

2.5 An Independent Advisory Group has also been established. This group has members representing diverse minority communities within Cheshire and acts as a 'critical friend' to assess processes, policies and functions developed by the Force. The group provides an important contribution and helps to inform development work within the Force, including the response to proposals to restructure police forces. Members have also made valuable contributions to a number of serious crime investigations.

2.6 Developments in all of the above areas are described within this strategy.

Community Safety Strategies

2.7 Every three years each Area prepares Community Safety Strategies in conjunction with relevant district and unitary authorities, the County Council, the Police Authority, the Fire Service and primary care trusts, in order to address the specific crime and disorder issues affecting the local community. Consultation is undertaken with the local communities to highlight their particular concerns and any consistent themes are incorporated within this document so that they can also be addressed at a Force level. The consultation with the public undertaken to produce the most recent Community Safety Strategies (2005 – 2008)

revealed some consistent themes, namely

- Violent crime including domestic violence
- Anti-social behaviour
- Drug and alcohol related crime
- Reducing the fear of crime
- Domestic burglary
- Vehicle crime

National Policing Plan

2.8 The key priorities for the police service contained within the National Policing Plan 2006 – 2009 are:

- Reduce overall crime by 15% by 2007-08, and more in high crime areas
- Bring more offences to justice
- Provide every area in England and Wales with dedicated visible, accessible and responsive neighbourhood policing teams; and reduce public perception of anti-social behaviour.
- Tackle serious and organised crime including improved intelligence and information sharing between partners
- Protect the country from both terrorism and domestic extremism.

National Intelligence Model

2.9 The Constabulary uses an approach known as the National Intelligence Model. This allows operational effort to be concentrated on the locations, offences and offenders that will enable us to have the greatest impact on our strategic aims. As part of the National Intelligence Model a Strategic Intelligence Assessment is undertaken which 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.

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

- Burglary
- Vehicle crime
- Violent crime
- Prolific offenders with drugs habits
- Serious and fatal road traffic collisions

Police Force Re-structuring

2.11 In September 2005, as a result of an HMIC report concerning the capacity and capability of the Police Service to deliver key 'protective services' a process commenced to reduce the number of forces within England and Wales.

2.12 The report suggested that larger forces would be more able to meet the demands of modern policing in dealing with major crime, serious and organised crime, critical incident management, counter terrorism and domestic extremism, civil contingencies, strategic public order and strategic roads policing.

2.13 The re-structuring programme represents the largest single change to the Police Service in a generation and the Authority and Constabulary are keen to play an active part in informing the process.

2.14 Throughout the life of this plan work will be ongoing to ensure that re-structuring

does not adversely impact the Constabulary's neighbourhood policing approach. The Authority and Constabulary are determined that the communities of Cheshire, Halton and Warrington will benefit from more effective protective services, more efficient support services and will retain accountability arrangements for local policing.

Other Influences

2.15 In addition to the areas outlined above, the Authority has to take account of a range of current and predicted internal and external influences in policing, including the increasing demands and expectations of the public, Government and other agencies regarding the level and type of services provided. These are described in more detail below.

Political

- An increasing emphasis on and accountability for a local **multi-agency approach** to tackling crime and disorder including:
 - The use of **Local Public Service Agreements** whereby funds are provided directly to partnerships to support action in relation to developing safer communities.
 - The introduction of a **multi-agency inspectorate** for Justice and Community Safety.
 - **Multi-Agency Public Protection Arrangements** (MAPPA) for managing dangerous and violent offenders.
 - The influence of an **increasing number of agencies** in addressing community safety and crime, including Government Office North

West, Local Authorities and Local Criminal Justice Boards.

- The potential impact on partnership arrangements resulting from the extended remit of the **Lyons inquiry** into local government funding due to report in 2006 which now includes a review of local government functions.
- The Government's **police reform** and workforce modernisation programme including:
 - The drive to develop a **citizen focus** and wider community engagement including the potential introduction of intervention powers for local communities to influence policing activity.
 - The introduction of **consistent powers** across the country for Community Support Officers (CSO's) and a significant increase in the numbers of CSO's (an additional 270 for Cheshire by 2008) if funding permits.
 - The continued drive to **modernise** and extend **police powers** among the wider 'police family' and to develop the use of **volunteers** in helping to support and deliver services.
- The new cross-governmental '**Respect**' **task force** which has the responsibility for delivering the Government's Respect agenda, part of tackling the issues of antisocial behaviour and crime, and aimed at creating the right infrastructure of support and facilities and amenities that people can use in their community.
- The requirement to implement codes of practice and guidance developed by the **National Centre for Police Excellence** (NCPE). These will specifically relate to:

- Firearms
- Domestic Violence
- Missing Persons
- Prisoner Handling
- Child Abuse
- Child Protection
- Serious Sexual Assaults

- The need to facilitate national sharing of key intelligence information through the **IMPACT** programme and to respond to the NCPE Codes of Practice relating to the **Management of Police Information**.
- The **Criminal Justice Reform Programme** and in particular targets set by the National Criminal Justice Board to increase the number of offences brought to justice and to increase confidence in the criminal justice system.
- The need to respond to the **increased inspection and scrutiny** from a variety of agencies including Her Majesty's Inspectorate of Constabulary, Police Standards Unit, Health & Safety Executive, Information Commissioner, and the Commission for Racial Equality.
- The introduction of the **Serious and Organised Crime Agency** and the potential impact on the recruitment and retention of officers.
- The potential impact on the Force of the **National Policing Improvement Agency**.

Economic

- The requirements to deliver 3% **efficiency savings** every year and the difficulties caused by national funding settlements not keeping pace with underlying cost increases.
- More complicated **funding arrangements** for police forces, particularly for partnership related activity where finance can be provided through a variety of funds and agencies such as the Single Regeneration Budget, European

Social Fund, Neighbourhood Renewal Fund and Local Public Service Agreements.

- The influence that wider **economic factors** can have on the cost of delivering policing services, for example rising energy costs associated with increased oil prices.

Social

- The impact on the Constabulary as an employer and on the nature of and delivery of services resulting from changes in **Cheshire's population and infrastructure** such as:
 - An overall decrease in the population.
 - An ageing population which is seeing significant decreases in the numbers of young people (under 16's) and increases in the numbers of older people (over 65's).
 - An increase in the proportion of the population from minority ethnic communities.
 - An increasing number of households and in particular in the number of single person households.
 - Continued increase in car use particularly on major motorway networks already suffering from severe congestion.
 - Increasing availability and use of the Internet.

Technological

- The need to exploit and respond to the growing demand and expectation of the public to interact and communicate through a range of **new technologies** such as sophisticated mobile phone technology and the Internet.

- The development of a **single non-emergency number** for the police service and implementation of **national minimum standards** for public contact with the police.
- The need to improve information sharing and workflow within the **Criminal Justice System** in line with Government targets.
- The need to respond to the **Bichard Inquiry** in delivering consistent and common systems and infrastructure to enable information sharing across the Police Service and our partners.
- The introduction of the **SIRENE** programme whereby police will be able to share and use information with police organisations from other European countries.
- The need to exploit emerging technologies, particularly in the field of **biometrics**, to improve operational capability.
- The impact of technology developments on the delivery of forensic services such as **facial identification technology**, the new platform for identification services provided through **IDENT1** and the potential for **digital transmission** of fingerprint information.
- The need to understand the potential for and to respond to crime associated with and facilitated by the **Internet** and other **new and developing technologies** such as 3G mobile phones and wi-fi technology.
- The impact of the Governments **Science & Technology Strategy** and the Information Systems Strategy for the Police Service.

Environmental

- Increasing pressure on public bodies to ensure that they act in an **environmentally responsible** manner

and that the use of all resources minimises negative influences on the environment.

- The need to demonstrate good practice in respect of **sustainability issues** such as energy, waste and travel and the impact of changes in **building related legislation** such as Building Regulations (Insulation), Health & Safety at Work, Disability Discrimination Act and Fire Precautions Act.
- The potential expansion of the **M6 toll road** from the Midlands to Manchester.

Legal

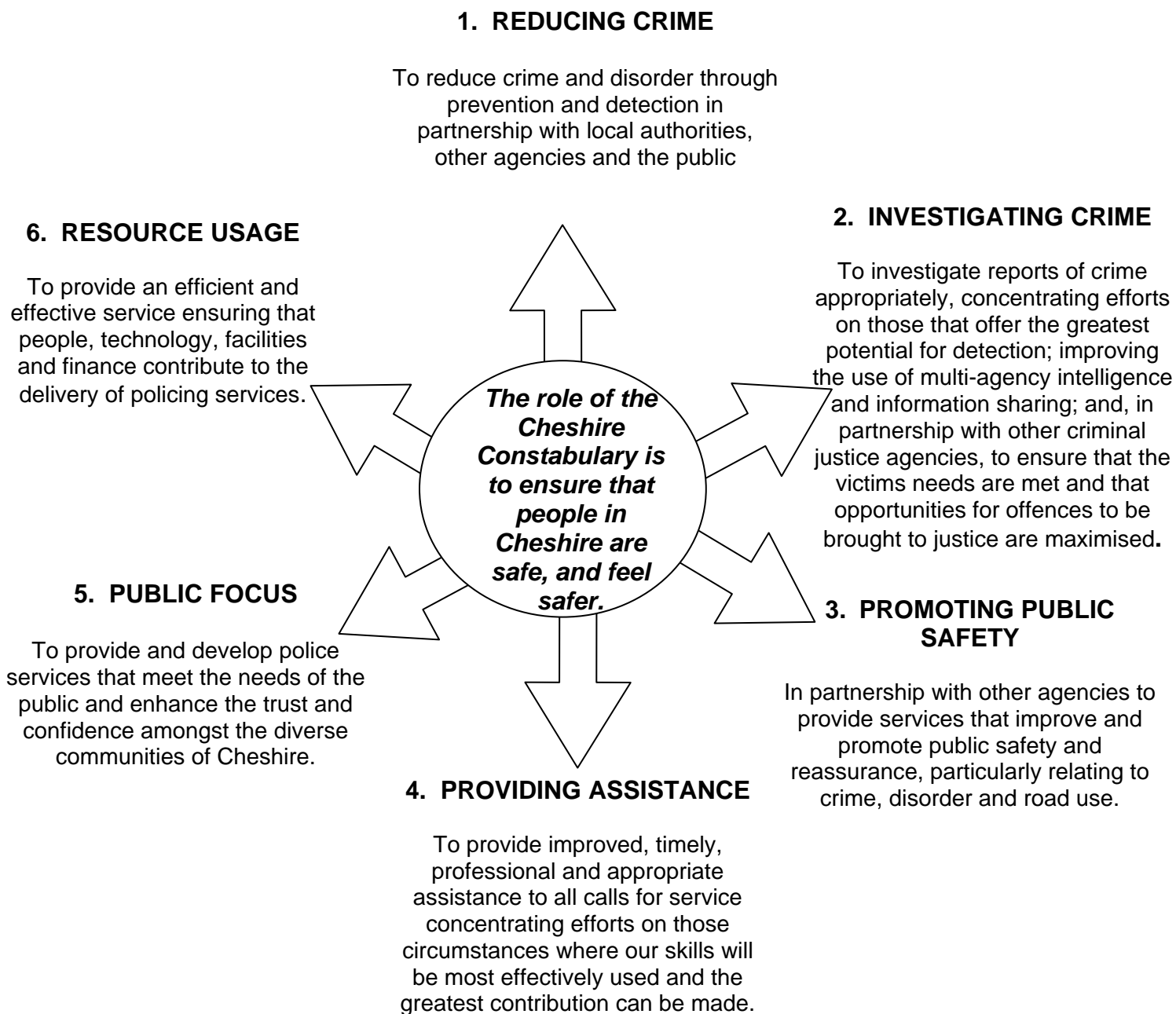
- The impact of potential proposals relating to a **Gender Equality Scheme**, changes in **maternity / paternity leave** arrangements and requirements to prevent **age discrimination**.
- The impact on resources and demand levels associated with understanding, preparing for and responding to the significant increase in new and amended legislation, including:
 - Equality Bill
 - Fraud Bill
 - Identity Cards Bill
 - Immigration, Asylum and Nationality Bill
 - Racial and Religious Hatred Bill
 - Road Safety Bill
 - Violent Crime Reduction Bill
 - Corporate Manslaughter Bill
 - Work & Families Bill
 - Clean Neighbourhoods and Environment Act 2005
 - Disability Discrimination Act 2005
 - Drugs Act 2005
 - Mental Capacity Act 2005
 - Gambling Act 2005
 - Prevention of Terrorism Act 2005
 - Serious Organised Crime and Police Act 2005
 - Civil Contingencies Act 2004
 - Domestic Violence, Crime & Victims Act 2004

- Gender Recognition Act 2004
- Hunting Act 2004
- Traffic Management Act 2004
- Civil Partnership Act 2004
- Race Relations Amendment Act 2000

3. STRATEGIC AIMS

3.1 The Strategic aims set out more specifically what the Constabulary intend to achieve in some important areas defined by the Government and against which performance is measured and compared with similar

forces. These areas are reducing crime, investigating crime, promoting public safety, providing assistance, public focus and resource usage. The strategic aim for each area is illustrated in the diagram below.



Strategic Aim One - Reducing Crime

To reduce crime and disorder through prevention and detection in partnership with local authorities, other agencies and the public.

- 3.2 The Constabulary has adopted a policing model with an intelligence led, multi-agency, problem solving approach to reducing crime and disorder and the National Intelligence Model (NIM) is central to the approach.
- 3.3 At the heart of the crime and disorder reduction effort are 18 Neighbourhood Policing Units (NPU) based around geographic communities. Each unit is managed by an Inspector and contains a mixture of uniformed and detective officers, Community Support Officers and Special Constables. NPU staff concentrate on preventing and detecting local crime and disorder and targeting offenders. In addition they work with local organisations and build contacts within communities to resolve specific community problems.
- 3.4 Road Policing is also an important aspect of the approach to dealing with crime and disorder. Denying criminals the use of the roads can have a significant impact on the crime reduction effort. By using the NIM, officers engaged in road policing will be intelligence led and targeted to have the most impact on crime reduction, detection and road safety.

Key Initiatives

- Continue to develop and **maintain partnerships** with other agencies in order to promote community safety and address crime and disorder in accordance with the Crime and Disorder

Act 1998 and with Local Area Agreements.

- Ensure that the approach to dealing with violent offences reflects the principles of the Government's **Tackling Violent Crime Programme**.
- Further develop the use of the NIM in line with **National Centre for Policing Excellence guidance** to direct the response to crime and anti-social behaviour.
- Make the best use of the Force **ANPR capability** and ensuring a co-ordinated approach to tackling local criminality as well as serious and organised crime and terrorism.

Strategic Aim Two - Investigating Crime

To investigate reports of crime appropriately, concentrating efforts on those that offer the greatest potential for detection; improving the use of multi-agency intelligence and information sharing; and, in partnership with other criminal justice agencies, to ensure that the victims needs are met and that opportunities for offences to be brought to justice are maximised.

- 3.5 The Authority invests in significant resources and expertise which contribute to the investigation and detection of crime. Police officers and police staff based in local Neighbourhood Policing Units, the larger Area level and on a force wide basis all contribute to the recording, response to and investigation of crime as well as to the custody, criminal justice and victim and witness care processes.
- 3.6 In accordance with the intelligence led ethos of the Force, the approach to crime investigation emphasises the need to focus efforts on those crimes

with the greatest potential for detection, while ensuring that the victims needs are met.

3.7 The Constabulary is a member of the Cheshire Local Criminal Justice Board, which is made up of representatives from all criminal justice agencies. It aims to improve co-operation and deliver a joined-up criminal justice service. The Constabulary and Authority are committed to contributing to the national Government target of increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007-08.

3.8 As part of our approach and in line with Home Office focus, the Constabulary will seek to increase the sanction detection rate by making best use of fixed penalty notices as well as focusing on improving the number of offences which result in a prosecution. A sanctioned detection is one in which a person is charged, reported for summons, cautioned or issued with a fixed penalty notice, or the offence is taken into consideration by a court.

Key Initiatives

- Manage the **implementation and development of IDENT1**, the replacement to the current automated fingerprint identification system.
- Respond to the HMIC Thematic Review of **Child Protection**, the National Centre of Policing Excellence (NCPE) Guidance for Child Protection and the Children Act 2004.
- Respond to 'Violence at Home' the HMIC Thematic Review of **Domestic Violence**, the NCPE Guidance for Domestic Violence and the Domestic Violence, Crime & Victims Act 2004.
- Introduce the NCPE **Professionalising Investigation Programme** aimed at improving investigation standards.

- Implement the NCPE guidance relating to the Management, Recording and Investigation of **Missing Persons**.
- Establish and maintain effective partnership working with the **Serious Organised Crime Agency** and other national agencies.
- Contribute to the cross force information and intelligence infrastructure being developed through the **IMPACT programme**.
- Ensure that the Special Branch and the Regional Intelligence Cell are able to effectively support **intelligence gathering requirements** at a local, regional and national level.
- Participate in appropriate **counter terrorism exercises** to develop and maintain resilience.
- Target the **illegal activities of extremists** including the intimidation of those involved in legitimate animal research and testing.
- Develop best practice and **information sharing** amongst local Criminal Justice Agencies, including Police, CPS, Magistrates Courts, Crown Court, Probation and the Prison Service.
- Monitor the introduction of the three **Police / CPS co-located units** and enhance where possible.
- Address the Criminal Justice business change implications associated with the introduction of **integrated Criminal Justice Technology Systems**.
- Respond to the recommendations emanating from the **Shipman Inquiry** and the **Review of Coroners Services** to ensure that unnatural deaths are professionally investigated.
- Continue to monitor and develop the introduction of the **joint charging scheme** in partnership with the Crown Prosecution Service.

- Progress the provision of **centralised custody facilities and processes** through a Private Finance Initiative.
- Continue to implement the issues in relation to **Narrowing the Justice Gap** and the associated Criminal Case Management programme.
- Consider the **NCPE good practice** relating to Core Investigative Doctrine, Investigating Harassment and Investigating Serious Sexual Offences.

Strategic Aim Three - Promoting Public Safety

In partnership with other agencies to provide services that improve and promote public safety and reassurance, particularly relating to crime, disorder and road use.

- 3.9 The Constabulary's Neighbourhood Policing approach is rooted in using locally based officers with local knowledge working with local people and agencies to reduce the level of fear and insecurity and exert control on neighbourhoods and town centres, helping to build community confidence. Through this the Constabulary and Authority are determined to address the impact that anti-social behaviour and drug and alcohol related crime and disorder has on communities.
- 3.10 The significance of the contribution that other agencies and local communities make in enhancing public safety and quality of life cannot be underestimated and we will continue to promote relationships with a full range of agencies and make use of powers such as anti-social behaviour orders, dispersal orders and crack house closures.
- 3.11 The effects of road traffic collisions on victims, the impact on the community and the financial cost to the economy is often overlooked. In recognising this, the Authority and Constabulary are committed to reducing the number of fatal and injury collisions. A balanced policy of enforcement, education and appropriate engineering will be adopted to provide a targeted, intelligence led approach to reducing deaths and injuries on the roads and achieving a safe environment for all road users in partnership with other agencies.

Key Initiatives:

- Consider the results of the **neighbourhood policing pathfinder** project and develop the Force approach to neighbourhood policing.
- Recruit and deploy more **Community Support Officers** in order to maximise the presence within local communities.
- Improve the capacity and resilience of **protective services** through the restructuring of forces.
- Implement the joint **Roads Policing Strategy**.
- Develop the role of **Traffic Wardens** within Neighbourhood Policing Units through the opportunities provided by Police Reform initiatives.
- Assist with **driver schemes** for offenders and in association with partner agencies explore opportunities to offer alternatives to prosecution where appropriate.
- Monitor the development of the Government's '**Respect Agenda**' and consider how it can contribute to tackling the issues of anti-social behaviour and crime.

Strategic Aim Four - Providing Assistance

To provide improved, timely, professional and appropriate assistance to all calls for service, concentrating efforts on those circumstances where our skills will be most effectively used and the greatest contribution can be made.

- 3.12 The ability to effectively respond to requests for service has been identified as a key priority for the public of Cheshire. The level and quality of the response we provide is key to enhancing public satisfaction and our ability to effectively manage calls for service becomes more important as demands grow.
- 3.13 The Constabulary will continue to explore new and better ways to deal with requests for assistance that will enable increasing demands to be met, improve the quality of service provided and allow an appropriate response.

Key Initiatives:

- Participate in the **Cheshire and Warrington Information Consortium and Halton's Contact Centre** which are being developed to pursue ways to promote joined up working amongst public, private and voluntary sector organisations in the interests of the public. The sharing of information will enable a co-ordinated approach to resolving common problems.
- Participate in the planning and introduction of a **national non-emergency number** for the Police Service in line with guidance from the Home Office.
- Prepare for the requirement to deal with electronic 'calls' for service made possible as part of the Government's **e-policing** strategy.

Strategic Aim Five – Public Focus

To provide and develop police services that meet the needs of the public and enhance the trust and confidence amongst the diverse communities of Cheshire.

- 3.14 The Constabulary and Authority are committed to reversing the decline in public confidence and taking measures to make people feel safer. Along with this there is a commitment to improving the satisfaction of those who come in to contact with us. Specific areas of development include improving services to victims and witnesses of crime and disorder as well as to those who contact us by telephone. Challenging targets for improvements in satisfaction, public confidence and feelings of public safety are contained within the annual Policing Plan.
- 3.15 Ensuring that services are accessible to all communities within Cheshire has an important impact on the trust and confidence of those communities. We will seek to monitor the use of and accessibility to services and where necessary develop them further so that they are available to everyone. It is also important to ensure that we recruit and retain a workforce that is representative of the communities we serve.
- 3.16 We are committed to developing and implementing our Race Equality Scheme and to promoting community cohesion particularly in respect of Gypsy and Traveller issues. We will continue to ensure that race equality is at the centre of or policy making, service delivery, regulation and enforcement and employment practice to eliminate unlawful racial discrimination, promote equality of

opportunity and promote good relations between people of different groups in line with the Race Relations (Amendment) Act 2000.

Key Initiatives:

- Increase awareness of **community and race relations** issues and promote equality of opportunity and good relations between people of different racial groups.
- Monitor and continue to develop the **Witness Care Units** set up to meet the objectives of the Home Office Paper 'No Witness, No Victim'.
- Monitor and assess the implications of the Home Office plan to introduce a power to enable local people to **secure a response from the Police** and others to community safety issues.
- Introduce the **National Quality of Service Commitment** by the end of 2006.

Strategic Aim Six - Resource Use

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

- 3.17 Given the increasing demands and expectations of the public, Government and other agencies and the challenging financial scenario, it is essential to develop and improve the manner in which resources are managed and used.
- 3.18 Every police force is required to make efficiency improvements each year to the equivalent value of 3% of the total Force budget, with half of this being direct financial savings. The Constabulary and Authority will pursue innovative ways of using staff, technology, facilities and finances to

help reduce administrative burdens, eliminate paperwork and remove inefficient working practices. By improving efficiency we aim to increase the amount of police officer time spent on frontline duties and improve the contribution that all resources make in tackling crime and disorder.

- 3.19 As people are the most important resource involved in the delivery of police services, the Constabulary and Police Authority are committed to ensuring that recruitment processes are fair and that high calibre staff are developed, supported and retained and are proud of the organisation that they work for and dedicated to the communities they serve.

Key Initiatives:

- Get the most from our people in an efficient, effective, flexible and supportive environment where standards are explicit and realistic and performance is measured and recognised.
- 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 and customers.
- Create a learning environment where everyone has the opportunity to develop and realise their potential.
- Recruit, promote, retain and deploy the right people in the right jobs at the right time, ensuring all legal, ethical, future planning and efficiency considerations are addressed
- Promote the health and well-being of the workforce through personal responsibility, management and the environment.
- Maximise the value of all forms of information as an asset to policing through the **co-ordination of information and communication technology**.

- Adopt a strategy that manages, **rationalises and consolidates information** and provides systems that support easy access to accurate and relevant information in support of policing services and implement the National Centre for Policing Excellence Code of Practice on **Management of Police Information**.
- Prioritise **investment in systems** that support effective resource management, improved services to the public and improved effectiveness of police officers.
- Provide an **improved and properly maintained and relevant building stock** which supports operational needs.
- Provide a professional, cost effective and efficient **legal service** to support the delivery of policing services
- Improve service delivery through the **development programme** and application of performance management and best value principles.
- **Maximise the use of resources** through corporate and appropriately delegated financial management, financially informed decision making and provision of accurate, timely and relevant information.
- Develop the role of a **Strategic Procurement Unit** to ensure that the Constabulary achieves best value from the goods and services that it purchases.
- Develop opportunities for **cross border collaboration** with forces in the North West region and beyond.

4. APPROACH TO POLICING

4.1 In order to ensure that police officers, police staff, our partners, other agencies and the general public are aware of the core purpose of the Constabulary, we have defined our principal role.

The role of the Cheshire Constabulary is to ensure that people in Cheshire are safe, and feel safer.

4.2 In order to achieve this, the Constabulary will adopt a **Policing Style** which:

- **Targets activity** at those prolific offenders or ‘hot spot’ locations that pose the greatest risk to the public and where police activity can have maximum impact.
- Uses **locally based officers** with local knowledge to work with local people and agencies to reduce the level of fear and insecurity and exert control on neighbourhoods and town centres, helping to build community confidence.
- Employs a **problem solving, questioning, pro-active approach** and aims to seize the initiative from the offender using those forms of investigation, disruption and evidence gathering most likely to have effect.
- Ensures **effective deployment** to those incidents where the presence of an officer will make a significant difference to the outcome.

4.3 The Constabulary and Authority work within a set of **Core Values**, which reflect the fundamental principles that influence the manner in which we operate. These 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 when appropriate.
- **Service** – the underlying philosophy of British Policing is to provide a service with the positive consent and support of the community.
- **Compassion** – delivering services in a sympathetic and considerate manner and maintaining a duty of care to victims, witnesses and the public in general.
- **Professionalism** – expecting all our staff to strive to improve their skills and expertise in order to improve performance.
- **Fairness & 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 racism and other discriminatory behaviour.

5. AMBITION

5.1 The Constabulary and Authority have agreed an ambition, which provides the goal and purpose to which all development activity is focused.

To be recognised by local people, our staff and Government as world class in providing local policing, reassurance and crime reduction

5.2 In order to help realise our ambition, a change programme called 'Taking Control' has been commenced and will take place over the life of this plan. It has as its focus, five key areas.

5.3 As part of an approach to **Controlling Demand** we will explore ways of doing things differently to reduce the number of resources reacting to operational demands. This will enable us to adopt a proactive policing approach based around community involvement and providing longer term solutions to problems and to target resources so that they can have the maximum impact possible.

5.4 The Constabulary will provide a **Local Service Based on Local Involvement**. It will seek ways of engaging with local people and of encouraging partner agency involvement in problem solving to help provide reassurance to the public.

5.5 We will develop **Intelligence Led Leadership** by providing clear direction and a common purpose.

This will be assisted by improving access to timely and relevant information to help leaders at all levels understand how resources can be utilised to maximum effect.

5.6 We will become a **Performance Driven Organisation** with clear expectations and targets for all staff. Operational units will be viewed as the customers for Headquarters support functions and we will seek to develop a greater understanding of how operational performance can be impacted most.

5.7 In recognising staff as the most important resource available, we will seek to develop a **New Contract with Staff** encouraging empowerment, involvement and trust, valuing innovation and challenge and celebrating diversity. Equality and diversity represent common themes throughout this strategy and the Constabulary and Authority are committed to recruiting and retaining a more representative workforce in all areas and at all levels.

6. FUTURE INVESTMENT

6.1 Investing in key service areas is vital in enabling the Authority and Constabulary to achieve the aims described in this plan. After consultation with senior staff, Chief Officers have, with the Police Authority determined the priorities for investment to deliver the key initiatives described

under the strategic aims. Account must be taken of the limitations in resources and the need to continually improve performance. Planned future investments for the continued development of the Force for the next three financial years are outlined in the following tables.

Staff

	2006/07	2007/08	2008/09	Relationship to Strategic Aims
Police Staff in support of Operational Policing	●	●	●	All Operational Aims
Neighbourhood Policing				All Operational Aims
Community Support Officers	●	●	●	All Operational Aims
Call Management Enhancement	●			Providing Assistance
Central Crime Recording Bureau				Providing Assistance
Changes to Police Pay and Conditions	●			All Operational Aims

Partnerships

	2006/07	2007/08	2008/09	Relationship to Strategic Aims
Partnerships funding	●	●		Reducing Crime

Estates

	2006/07	2007/08	2008/09	Relationship to Strategic Aims
Custody Facilities	●	●		Investigating Crime
Adaptations and Maintenance	●	●	●	Resource Use
Firearms Training Facility	●	●		Providing Assistance

IT/Equipment

	2006/07	2007/08	2008/09	Relationship to Strategic Aims
IT Infrastructure	●	●	●	All Aims
Operational Equipment	●	●	●	All Operational Aims
Forensic Processing	●	●		Investigating Crime
Vehicles	●	●	●	All Operational Aims
Health & Safety	●	●	●	

7. Financial Scenario

- 7.1 This Policing Strategy sets out a continuing ambitious change programme to deliver services which are both more effective in delivering community policing but also respond to the increasing and competing demands for policing. There is a drive to continue to improve performance and become more efficient in response to an increasingly difficult financial scenario that will necessitate difficult decisions about the allocation of resources to priorities.
- 7.2 Cheshire is a cost effective Force with the sixth lowest cost per thousand population in the country and the second lowest Council Tax Band D precept of the 'shire' forces. Compared with its most similar forces the Constabulary spends approximately 30% (£5m) less on supplies and services. Further improvements in efficiency will be supported by the implementation of new procurement processes and communication systems. Future investment will be funded from the anticipated capital receipts from the sale of redundant premises.
- 7.3 The Constabulary implemented a new local policing model on 1 April 2005 and also changed its HQ support functions. This has started to deliver greater productivity and the increased visibility is being welcomed locally. In December 2005 the Government announced a two year funding settlement for local authorities. For Cheshire Police the settlement represented annual increases of 3.5% and 3.2% for 2006/07 and 2007/08 respectively.
- From 1 April 2006 new officer pension funding arrangements will be introduced that will bring more stability to the annual funding challenges previously experienced.
- 7.4 The Home Office have also invited Authority's to bid for additional grant funding to support more Community Support Officers (CSO's). A target of 173 (including 82 already employed) has been allocated for 2006/07 rising to 353 in 2008/09. CSO's are making a welcome contribution to neighbourhood policing and the numbers available will have a significant impact. However there are funding limitations that are presenting challenges for all Authority's. A national target of 24000 additional CSO's has been set but the funding, whilst amounting to 100% for the year of recruitment, falls to approximately 60% of the costs in the following years. This means that each post is under funded by approximately £11,000. The Government are relying on partner funding to close this gap or expecting Authority's to find the balance.
- 7.5 Together the funding proposals will not be adequate to meet all the increasing demands on policing. Annual 3% efficiency targets have been set by Government of which half, 1.5%, must be in cash savings representing £2.3m per annum. Over the past few years Cheshire has reduced its average cost per resident from 17th out of 43 to 37th lowest by constantly seeking redirection of existing budgets, better ways of working and constraining council tax

rises. It is unlikely to be able to continue to deliver the target savings without impacting on service levels.

7.6 In 2005/06 the Constabulary responded to the funding challenges by reviewing its support services provided at HQ (reducing 50 posts), increasing collaboration with other Forces and through the new policing model seeking more efficient delivery of policing services. In 2006/07 the challenge is more acute. There are unavoidable cost pressures but also a need to respond to a national review of Forces capability to deal with more serious crime (known as protective services). In common with many Forces the ability to reconcile the demands with the budget pressures and council tax limitations has led to the use of general reserves to support the budget and to kick start investment in protective services.

7.7 In September the Home office announced a restructuring programme for the police service to help meet the protective services gap and deliver greater efficiency. The proposal for Cheshire is a merger with the Merseyside police force. No

final decisions have yet been made. Clearly if a merger does proceed the medium term scenario for both Forces will be very different. For the purposes of the Cheshire financial scenario for 2007-2010, a prudent approach has again been taken and it has been assumed that Government grants to the Authority will increase by approximately 3.5% per annum and the Council Tax will rise by 5% per annum. The main challenge is the CSO funding gap plus inevitable continuing rises in demand from increased service provision. The level of capital grants from the Home Office has fallen in 2006/07 and is expected to fall again in 2007/08, in order to support Merger set up costs. The Authority is continuing to benefit from its HQ capital receipts programme and investment should not be affected until 2009 when a revenue contribution to capital will start to be required depending on the capital programme at the time.

7.8 The table below summarises the initial assessment of the Cheshire financial strategy for the next three years.

FINANCIAL SCENARIO (Council Tax 5%, Govt Grant 3.5%)

	2007/08		2008/09		2009/10	
	£m	£m	£m	£m	£m	£m
Commitments						
Police Pensions	0.0		0.0		0.0	
Custody PFI	0.1		0.1		0.1	
Other	(0.3)	(0.2)	0.0	0.1	0.6	0.7
Savings						
Police Staff Reductions	0.0		0.0		0.0	
Cost Reduction Initiatives	(2.3)	(2.3)	0.0	0.0	0.0	0.0
Inflation		4.7		4.8		5.0
Growth (including capital financing etc.)		2.9		2.5		1.0
Revenue Contribution to Capital		0.0		0.5		0.0
Total Additional Expenditure		5.1		7.9		6.7
Appropriation of Reserves		2.7		0.0		0.0
Assumed Additional Funding		(6.0)		(6.0)		(6.3)
Net Shortfall/(Surplus)		1.8		1.9		0.4

7.9 The Authority regularly scrutinises the Constabulary's financial plans and options for efficiency improvements and undertakes a programme of best value reviews aimed at identifying improvements in service and in the

use of resources. These will be taken into account in the significant challenge to close the funding gap while seeking to improve policing services for Cheshire, Halton and Warrington.