



# HALE PARISH COUNCIL

OF THE HALTON BOROUGH IN  
THE COUNTY OF CHESHIRE



**DATED THIS TENTH DAY OF NOVEMBER 2021**

**MEMBERS OF HALE PARISH COUNCIL ARE HEREBY SUMMONED**

**TO ATTEND THE ORDINARY COUNCIL MEETING OF  
HALE PARISH COUNCIL**

**TO BE HELD AT 7.30PM ON THE FIFTEENTH DAY OF NOVEMBER 2021**

**IN HALE VILLAGE HALL, HIGH STREET, HALE L24 4AE**

**TO TRANSACT BUSINESS AS SHOWN IN THE AGENDA.**

This meeting is to be held, adhering to the legislation of the Coronavirus Act 2020

**Mr. Brian Hargreaves**  
**Clerk and Responsible Financial Officer**

**Note to Councillors:**

If you are unable to attend the meeting, please notify the Clerk of your apologies.

Please email: [clerk@haleparishcouncil.gov.uk](mailto:clerk@haleparishcouncil.gov.uk) or call 07803611222

**Note to Public**

*Members of the public wishing to address the Council should note that they must advise the Clerk before 10am on the day of the meeting both of their wish to participate in the public forum and their topic. If residents fail to inform the clerk prior to the meeting, permission to speak at the meeting will be at the discretion of the Chairman. All participants are restricted to a maximum of three minutes. If the public wish to ask the Council questions, please note that the Council may not be able to answer the question if the Council has not considered or resolved the question on an agenda item at a prior meeting. Should this be the case, the Council will advise correspondence with the Clerk to request the item should be discussed at a future Parish Council meeting. If the question is considered outside the remit of Hale Parish Council, residents will be referred to Halton Borough Council.*

## MEETING AGENDA

1. **Apologies** - To Receive apologies for absence
2. **Declarations of Interest** - To Receive declarations of interest
3. **Public Participation** - To adjourn the meeting for a period of public participation

*\* Please note that anybody wishing to comment should raise their hand, wait to be acknowledged and should address the meeting through the Chair.*

4. **Minutes** – To approve the Minutes of Hale Parish Council Ordinary Meeting held on Monday 18<sup>th</sup> October 2021 as a true record.
5. **Matters Arising From previous Parish Council Meetings** – To note actions taken and give an update of progress on outstanding matters requiring action as addressed in recent Parish Council Meetings
  - i. **Welcome back Fund** - The Clerk sent an email to ward councillors Itemising the projects discussed at the October meeting and requesting a course of action to submit a formal application for consideration.
  - j. **Civic Service** – The Clerk sent an email to the secretary of the Guildswomen informing her of a proposed re-arranged date for the Annual Civic service in 2022. An acknowledgement was received – further discussions can take place under agenda item 9 below.
  - k. **Bank Signatories** – Cllr Mitchell has requested that she be removed from the list of approved signatories on the Hale Parish Council bank account. The submissions to include Cllrs Wright and Cleary on the same account have also been presented and will be approved shortly.
  - l. **Artillery Gun** – Further to a request from Cllr Cleary the Clerk contacted the Lord Mayor for information about the dimensions of the Fawcett Gun which is currently being renovated and prepared for installation at the village war memorial. The Clerk will forward the requested information when it is received



6. **Ward Councillors Report** – To receive a report from local Ward Councillors if available.
7. **Payments and Receipts** - To receive and approve the list of payments and receipts made between 9<sup>th</sup> October 2021 and 8<sup>th</sup> November 2021 as recorded in the cash book record which has been reconciled against the Bank statement to these dates, all payments having been made under Financial Regulation 6.4 as detailed below.

|           |       |                                  |                                 |            |            |
|-----------|-------|----------------------------------|---------------------------------|------------|------------|
| 05-Nov-21 | 06:23 | Direct Debit (GOOGLE CLOUD EMEA) | 8238588GOZCEDUA3Q               | -£13.80    | £43,785.64 |
| 04-Nov-21 | 06:27 | Clerk Repayment                  | HALLOWEEN PUMPKINS              | -£260.00   | £43,799.44 |
| 04-Nov-21 | 06:26 | B/P to: Cheshire Com. Act        | HALE PARISH COUNCI              | -£50.00    | £44,059.44 |
| 04-Nov-21 | 06:26 | Clerk Repayment                  | FIREWORKS B/ROLL                | -£41.94    | £44,109.44 |
| 04-Nov-21 | 06:25 | B/P to: Miss CL Williams         | HALLOWEEN REPAYMENT             | -£8.10     | £44,151.38 |
| 04-Nov-21 | 06:25 | B/P to: DM PAYROLL SERVICE       | HALE 1782                       | -£122.00   | £44,159.48 |
| 04-Nov-21 | 06:24 | Salary                           | HPC                             | -£1,026.41 | £44,281.48 |
| 29-Oct-21 | 12:05 | B/P to: Chalc                    | INV 2021-307                    | -£25.00    | £45,307.89 |
| 29-Oct-21 | 12:05 | B/P to: Risk Support Serv.       | 41691754                        | -£270.00   | £45,332.89 |
| 29-Oct-21 | 12:05 | B/P to: G Wainwright Elec.       | REF 785 (Light at War Memorial) | -£60.00    | £45,602.89 |
| 29-Oct-21 | 12:05 | B/P to: PKF Accountants          | SB20212988 (External Audit)     | -£456.00   | £45,662.89 |

8. **Accounts** - To Consider the reconciled bank statement and summary of receipts & payments for the Second quarter of 2021 (1st July 2021 to 30th September 2021) against budgets and to accept them as an accurate record.
9. **Civic Service** – To confirm the date of the 20<sup>th</sup> March 2022 for the Annual Civic Service and to discuss the proposed guest list and arrangements for invitations and catering. To agree the proposed title for this event taking into consideration that it should be fully inclusive of all the relevant service groups.
10. **Police and Crime Plan 2021-2024** – To consider the Police Crime plan recently sent to all members and to note anything of particular interest or concern.
11. **Cheshire Fire Authority Draft Fire Plan 2022-2023** - To consider the Draft Fire Plan and to note anything of particular interest or concern.
12. **Proposed Parish Council Meeting Dates for 2022**– To approve the dates for Parish Council Ordinary meetings in early 2022.

**Meetings Mon - Jan 17<sup>th</sup> or 24<sup>th</sup> 2022 ?? - TBC.**  
**Mon Feb 21<sup>st</sup> 2022**  
**Mon March 21<sup>st</sup> 2022**



# HALE PARISH COUNCIL

## OF THE HALTON BOROUGH IN THE COUNTY OF CHESHIRE



### **DRAFT MINUTES OF THE ORDINARY PARISH COUNCIL MEETING OF HALE PARISH COUNCIL HELD IN HALE VILLAGE HALL ON MONDAY 18<sup>th</sup> OCTOBER 2021 AT 7.30pm**

Present: Cllr Trevaskis, Cllr Williams, Cllr Healey, Cllr Mitchell, Cllr Wright, Cllr Spargo, Cllr Cleary

In attendance: The Clerk and 3 Members of the public were present

1. **Apologies** – Cllr McNamara, Cllr Anderson, and Cllr Brown registered their apologies.
2. **Declarations of Interest** – There were no declarations of Interest.
3. **Public Participation** – To adjourn the meeting for a period of public participation
4. **Minutes** –

i/ Cllr Trevaskis proposed that the minutes for Hale Parish Council Ordinary Meeting held on Monday 20th September 2021 should be approved as a true record. Cllr Williams seconded the proposal.

**The Motion was approved**

5. **Matters Arising From previous Parish Council Meetings** – The actions taken and an update of progress on outstanding matters was noted and accepted.

i/ **Welcome Back Fund** – It was resolved that the The Clerk will work in conjunction with the Chairman to submit proposals to Halton BC for a number village initiatives which will fall within the scope of the Welcome Back Fund.

- i. **Improved literature & Map** – It was agreed that an updated leaflet or leaflets should be considered with the emphasis upon informing visitors & tourists who come to the village. Some previous literature was offered for review and it was suggested that the services of a “Wayfarer” map designer might be considered. The Clerk was asked to inform ward councillors of the proposals and it was noted that Councillor Wharton has some responsibility for Tourism & Regeneration within his remit.

Serious consideration should be given to highlighting preferred parking areas and walking routes which would avoid farming fields and residents' properties.

Literature which is approved and produced could be available in the church, local pubs & businesses such as the restaurant, post office & village shop.

- ii. **Litter Bins** - to be positioned in appropriate positions around the village and Mersey way
- iii. **Market Stall Equipment** - to be used for events such as a Christmas/Easter Market or Artisan food markets

It was noted that any installations should be of a temporary nature to qualify for funding and that any further Covid-19 restrictions could impact on proposals and the longevity of the funding availability.

The motion was proposed by Cllr Trevaskis and seconded by Cllr Spargo

**The Motion was approved**

- 6. **Ward Councillors Report** – Cllr Wharton contacted the Clerk and informed him that there was nothing of particular interest to report this month.
- 7. **Payments** – A proposal by Cllr Wright to accept all payments made between 9<sup>th</sup> September 2021 – 8<sup>th</sup> October 2021 as recorded in the cash book record which has been reconciled against the Bank statements to these dates, all payments having been made under Financial Regulation 6.4 as detailed was received and seconded by Cllr Spargo

**The Motion was approved**

- 8. **Accounts** – Approval of the accounts presented by the Clerk was deferred until the November meeting when clarification on certain matters will be available.

**The Motion was deferred until November 2021**

- 9. **Insurance Renewal** – Cllr Trevaskis proposed that the Clerk should seek clarification about certain aspects of the revised Insurance policy details (i.e. there should not be an increase in the premium over the term of the policy schedule) and have delegated authority to commit to the 3 year option which is significantly better in terms of cost. The Clerk will ensure that cover is “like for like” and includes all relevant risks. Cover for regalia which is not currently included in the renewal will be considered with a view to inclusion. Cllr Wright seconded the proposal

**The Motion was approved**

**10. Halloween Event** – It was noted that Hale Parish Council will stage a Halloween event in the Village Hall on Friday 29<sup>th</sup> October 2021. The event will be advertised on social media but it was noted that further promotion is not necessary as the number of residents wishing to attend is very good and approaching maximum limits.

**11. Civic Service** – It was noted that the proposed date of 27<sup>th</sup> March 2022 for the Civic Service clashes with the nationally recognised celebration of Mothers Day. A number of members believe that this might impact negatively on attendance numbers and the number of positive responses from dignitaries and local groups. On that basis it was agreed that the Clerk should enquire with The Vicar, The Lord Mayor, The Guildswomen and the Freemen in the first instance to establish whether the 20<sup>th</sup> March 2022 will be more appropriate.

Cllr Spargo agreed to co-ordinate all catering requirements and Cllr Mitchell agreed to address any administrative requirements provided that the title of the Civic Service remains as “Civic Service and Guildswomen Sunday”.

It was agreed that the event should be fully inclusive and should acknowledge all organisations within the Village.

It was resolved that The Clerk will contact the Guildswomen to explain that any changes to previous and current arrangements have been made solely in an effort to make the Service fully inclusive. The Chairman explained that he felt that a lot of misinformation had been offered previously and that a working group including Cllrs Spargo, Trevaskis, Wright, Williams and Mitchell should be established for this Civic Service.

The Chairman insisted that if any Members of the Public aren't happy with provisions for the Civic Service the Parish Council are willing to listen and ultimately to change the schedule by contacting The Clerk if appropriate.

The proposals were submitted by Cllr Trevaskis and seconded by Cllr Spargo

**The Motion was approved**

**12. Macmillan Coffee Morning** – It was resolved that a donation of £50 be made to cover expenses incurred in the staging of the Coffee morning held by a local resident in support of the Macmillan Cancer Support charity. It was noted that a local resident had covered the cost of Village Hall hire by way of a donation.

Proposed by Cllr Williams and seconded by Cllr Spargo

**The Motion was approved**

**13. Bank Signatories** – It was resolved that a time limit of 36hrs should be adopted for bank signatories on the Parish Council Unity bank account to approve payments submitted for payment by the Clerk. If any signatory is not able to approve payment within the 36hr



time scale they should inform the Clerk so that alternative arrangements can be made to ensure all payments are prompt.

The Chairman asked to be removed as a signatory and the list of current signatories was amended to include Cllr's Cleary, Wright, Spargo, McNamara and Mitchell.

Proposed by Cllrs Trevaskis and seconded by Cllr Cleary

**The Motion was approved**

- 14. Artillery Gun** – It was resolved that the Clerk should work in conjunction with Cllr Cleary to establish a site plan for the siting of the Fawcett Gun currently being renovated by the Lord Mayor. Cllr Cleary agreed to liaise with Hale Royal British Legion and share recommendations with the Clerk to establish a scope of works. Consideration should be made to the securing of the existing Gun, its siting on a possible hard standing and the arrangements for this proposed installation.

It was agreed that the siting of this asset on private land should not be considered.

**This Item was deferred pending consultation with HRBL**

The Chairman closed the Meeting at 9.30pm



## Hale Parish Council

### Transaction listing for account 60-83-01 20415507 from 01 Jul 2021 to 08 Oct 2021

| Date      | Time  | Description                       | Serial No | Debits     | Credits | Balance   |
|-----------|-------|-----------------------------------|-----------|------------|---------|-----------|
| 08Oct2021 | 11:52 | B/P to: Resident repayment        |           | (22.48)    |         | 46,118.89 |
| 08Oct2021 | 06:27 | Direct Debit (GOOGLE CLOUD EMEA)  |           | (13.80)    |         | 46,141.37 |
| 30Sep2021 | 18:59 | Service Charge                    |           | (18.00)    |         | 46,155.17 |
| 28Sep2021 | 06:35 | B/P to: Salary                    |           | (1,026.21) |         | 46,173.17 |
| 28Sep2021 | 06:32 | B/P to: HMRC                      |           | (389.89)   |         | 47,199.38 |
| 13Sep2021 | 06:33 | B/P to: Chalc                     |           | (75.00)    |         | 47,589.27 |
| 10Sep2021 | 13:34 | B/P to: Hale Village Hall         |           | (201.25)   |         | 47,664.27 |
| 10Sep2021 | 13:34 | B/P to: Halton B.C                |           | (2,540.79) |         | 47,865.52 |
| 08Sep2021 | 06:22 | Direct Debit (GOOGLE CLOUD EMEA)  |           | (13.80)    |         | 50,406.31 |
| 03Sep2021 | 06:33 | B/P to: Salary                    |           | (1,016.21) |         | 50,420.11 |
| 03Sep2021 | 06:31 | B/P to: Chalc                     |           | (30.00)    |         | 51,436.32 |
| 03Sep2021 | 06:30 | B/P to: HMRC                      |           | (389.89)   |         | 51,466.32 |
| 01Sep2021 | 06:22 | Direct Debit (ECCLESIASTICAL)     |           | (157.41)   |         | 51,856.21 |
| 06Aug2021 | 06:22 | Direct Debit (GOOGLE IRELAND LTD) |           | (13.80)    |         | 52,013.62 |
| 02Aug2021 | 06:26 | Direct Debit (ECCLESIASTICAL)     |           | (157.41)   |         | 52,027.42 |
| 30Jul2021 | 06:50 | B/P to: HMRC                      |           | (389.69)   |         | 52,184.83 |
| 30Jul2021 | 06:41 | B/P to: Salary                    |           | (1,091.21) |         | 52,574.52 |
| 26Jul2021 | 10:11 | B/P to: Risk Support Serv.        |           | (270.00)   |         | 53,665.73 |
| 26Jul2021 | 10:11 | B/P to: Lakes & Rivers Ltd        |           | (240.00)   |         | 53,935.73 |
| 08Jul2021 | 06:23 | Direct Debit (GOOGLE IRELAND LTD) |           | (13.80)    |         | 54,175.73 |
| 06Jul2021 | 06:39 | B/P to: Hale Village Hall         |           | (30.00)    |         | 54,189.53 |
| 06Jul2021 | 06:38 | B/P to: Hale Village Hall         |           | (10.00)    |         | 54,219.53 |
| 06Jul2021 | 06:37 | B/P to: JDH BUS SERVICES          |           | (529.20)   |         | 54,229.53 |
| 06Jul2021 | 06:37 | B/P to: Chalc                     |           | (231.25)   |         | 54,758.73 |
| 01Jul2021 | 06:21 | Direct Debit (ECCLESIASTICAL)     |           | (157.40)   |         | 54,989.98 |

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## Hale Parish Council

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

*Name and Role (Clerk/RFO etc)*

Approved by: \_\_\_\_\_

Date: \_\_\_\_\_

*Name and Role (RFO/Chair of Finance etc)*

|          |   |           |                  |
|----------|---|-----------|------------------|
| <b>A</b> | <b>Bank Reconciliation at 31/07/2021</b>            |           |                  |
|          | Cash in Hand 01/04/2021                             |           | 18,117.15        |
|          | <b>ADD</b><br>Receipts 01/04/2021 - 31/07/2021      |           | 46,310.51        |
|          | <b>SUBTRACT</b><br>Payments 01/04/2021 - 31/07/2021 |           | 64,427.66        |
|          | <b>Cash in Hand 31/07/2021</b><br>(per Cash Book)   |           | 12,549.08        |
| <b>B</b> |   |           | <b>51,878.58</b> |
|          | Cash in hand per Bank Statements                    |           |                  |
|          | Petty Cash 10/06/2021                               | 0.00      |                  |
|          | Hale Parish Council Unity Bank 31/05/2021           | 52,184.83 |                  |
|          |   |           | <b>52,184.83</b> |
| <b>B</b> | Less unrepresented payments                         |           | 306.25           |
|          |   |           | 51,878.58        |
|          | Plus unrepresented receipts                         |           | 0.00             |
|          | <b>Adjusted Bank Balance</b>                        |           | <b>51,878.58</b> |
|          | <b>A = B Checks out OK</b>                          |           |                  |

# Hale Parish Council

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

*Name and Role (Clerk/RFO etc)*

Approved by: \_\_\_\_\_

Date: \_\_\_\_\_

*Name and Role (RFO/Chair of Finance etc)*

|          |   |           |                  |
|----------|---|-----------|------------------|
| <b>A</b> | <b>Bank Reconciliation at 31/08/2021</b>            |           |                  |
|          | Cash in Hand 01/04/2021                             |           | 18,117.15        |
|          | <b>ADD</b><br>Receipts 01/04/2021 - 31/08/2021      |           | 46,310.51        |
|          | <b>SUBTRACT</b><br>Payments 01/04/2021 - 31/08/2021 |           | 64,427.66        |
|          | <b>Cash in Hand 31/08/2021</b><br>(per Cash Book)   |           | 16,667.18        |
| <b>B</b> |   |           | <b>47,760.48</b> |
|          | Cash in hand per Bank Statements                    |           |                  |
|          | Petty Cash 10/06/2021                               | 0.00      |                  |
|          | Hale Parish Council Unity Bank 31/08/2021           | 52,013.62 |                  |
|          |   |           | <b>52,013.62</b> |
| <b>B</b> | Less unrepresented payments                         |           | 4,253.14         |
|          |   |           | 47,760.48        |
|          | Plus unrepresented receipts                         |           | 0.00             |
|          | <b>Adjusted Bank Balance</b>                        |           | <b>47,760.48</b> |
|          | <b>A = B Checks out OK</b>                          |           |                  |



# Hale Parish Council

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

*Name and Role (Clerk/RFO etc)*

Approved by: \_\_\_\_\_

Date: \_\_\_\_\_

*Name and Role (RFO/Chair of Finance etc)*

|          |   |           |                  |
|----------|---|-----------|------------------|
| <b>A</b> | <b>Bank Reconciliation at 30/09/2021</b>            |           |                  |
|          | Cash in Hand 01/04/2021                             |           | 18,117.15        |
|          | <b>ADD</b><br>Receipts 01/04/2021 - 30/09/2021      |           | 46,310.51        |
|          | <b>SUBTRACT</b><br>Payments 01/04/2021 - 30/09/2021 |           | 64,427.66        |
|          | <b>Cash in Hand 30/09/2021</b><br>(per Cash Book)   |           | 18,614.97        |
| <b>B</b> |   |           | <b>45,812.69</b> |
|          | Cash in hand per Bank Statements                    |           |                  |
|          | Petty Cash 10/06/2021                               | 0.00      |                  |
|          | Hale Parish Council Unity Bank 30/09/2021           | 46,155.17 |                  |
|          |   |           | <b>46,155.17</b> |
| <b>B</b> | Less unrepresented payments                         |           | 342.48           |
|          |   |           | 45,812.69        |
|          | Plus unrepresented receipts                         |           |                  |
|          | <b>Adjusted Bank Balance</b>                        |           | <b>45,812.69</b> |
|          | <b>A = B Checks out OK</b>                          |           |                  |

**Hale Parish Council**  
**Summary of Receipts and Payments**  
All Cost Centres and Codes

11 October 2021 (2021-2022)

**Expenditure**

| Code             | Title                           | Receipts |        |          | Payments         |                  |                  | Net Position           |
|------------------|---------------------------------|----------|--------|----------|------------------|------------------|------------------|------------------------|
|                  |                                 | Budgeted | Actual | Variance | Budgeted         | Actual           | Variance         | +/- Under/over spend   |
| 1                | Asset Purchase                  |          |        |          | 1,000.00         |                  | 1,000.00         | 1,000.00 (100%)        |
| 2                | Wellbeing working group         |          |        |          | 5,000.00         | 443.00           | 4,557.00         | 4,557.00 (91%)         |
| 3                | Guildswomen Working Group       |          |        |          | 100.00           |                  | 100.00           | 100.00 (100%)          |
| 4                | War Memorial Working Group      |          |        |          | 1,286.00         | 18.73            | 1,267.27         | 1,267.27 (98%)         |
| 5                | Civic Service Working Group     |          |        |          | 600.00           |                  | 600.00           | 600.00 (100%)          |
| 6                | Parish Plan Working Group       |          |        |          |                  |                  |                  | (N/A)                  |
| 7                | Legal/Consultation Fees         |          |        |          | 5,000.00         | 1,000.00         | 4,000.00         | 4,000.00 (80%)         |
| 8                | Grants                          |          |        |          | 1,500.00         |                  | 1,500.00         | 1,500.00 (100%)        |
| 9                | Training                        |          |        |          | 500.00           | 361.25           | 138.75           | 138.75 (27%)           |
| 10               | Insurance                       |          |        |          | 2,750.00         | 938.16           | 1,811.84         | 1,811.84 (65%)         |
| 11               | Web Site                        |          |        |          | 550.00           | 82.80            | 467.20           | 467.20 (84%)           |
| 12               | Newsletter                      |          |        |          | 500.00           |                  | 500.00           | 500.00 (100%)          |
| 13               | Audit                           |          |        |          | 800.00           | 441.00           | 359.00           | 359.00 (44%)           |
| 14               | Subscriptions/Advisory Bodies   |          |        |          | 1,100.00         | 1,184.60         | -84.60           | -84.60 (-7%)           |
| 15               | Staffing Including NI           |          |        |          | 18,050.00        | 9,843.39         | 8,206.61         | 8,206.61 (45%)         |
| 16               | Village Hall Reserve            |          |        |          |                  |                  |                  | (N/A)                  |
| 17               | Administration                  |          |        |          | 250.00           | 89.80            | 160.20           | 160.20 (64%)           |
| 18               | Staff Allowances/Expenses       |          |        |          | 100.00           | 199.80           | -99.80           | -99.80 (-99%)          |
| 19               | Payroll & Scribe                |          |        |          | 350.00           | 283.00           | 67.00            | 67.00 (19%)            |
| 20               | Village Hall Support Costs      |          |        |          | 13,646.00        | 225.00           | 13,421.00        | 13,421.00 (98%)        |
| 21               | Election Costs                  |          |        |          | 3,000.00         | 2,540.79         | 459.21           | 459.21 (15%)           |
| 22               | Hall Hire (Rent)                |          |        |          | 250.00           | 291.25           | -41.25           | -41.25 (-16%)          |
| 23               | Vat                             |          |        |          |                  |                  |                  | (N/A)                  |
| 33               | Liverpool Airport Working Group |          |        |          |                  |                  |                  | (N/A)                  |
| 34               | Green Belt Reserve              |          |        |          |                  |                  |                  | (N/A)                  |
| 35               | General Maintenance Reserve     |          |        |          | 5,000.00         |                  | 5,000.00         | 5,000.00 (100%)        |
| 36               | Contingency                     |          |        |          |                  |                  |                  | (N/A)                  |
| 38               | Grant - Bookings Officer        |          |        |          |                  |                  |                  | (N/A)                  |
| <b>SUB TOTAL</b> |                                 |          |        |          | <b>61,332.00</b> | <b>17,942.57</b> | <b>43,389.43</b> | <b>43,389.43 (70%)</b> |

**Income**

| Code             | Title                     | Receipts         |                  |                 | Payments |        |          | Net Position         |
|------------------|---------------------------|------------------|------------------|-----------------|----------|--------|----------|----------------------|
|                  |                           | Budgeted         | Actual           | Variance        | Budgeted | Actual | Variance | +/- Under/over spend |
| 24               | Precept                   | 43,724.00        | 43,724.00        |                 |          |        |          | (0%)                 |
| 25               | Vat Recovered             | 840.00           | 2,586.51         | 1,746.51        |          |        |          | 1,746.51 (207%)      |
| 26               | Grant - Bookings Officer  |                  |                  |                 |          |        |          | (N/A)                |
| 27               | Other                     |                  |                  |                 |          |        |          | (N/A)                |
| 28               | Class Fees - Village Hall |                  |                  |                 |          |        |          | (N/A)                |
| 37               | Grant- Neighbourhood Plan |                  |                  |                 |          |        |          | (N/A)                |
| <b>SUB TOTAL</b> |                           | <b>44,564.00</b> | <b>46,310.51</b> | <b>1,746.51</b> |          |        |          | <b>1,746.51 (3%)</b> |

**Hale Parish Council**  
**Summary of Receipts and Payments**  
All Cost Centres and Codes

11 October 2021 (2021-2022)

**Summary**

|             |           |           |          |           |           |           |                 |
|-------------|-----------|-----------|----------|-----------|-----------|-----------|-----------------|
| NET TOTAL   | 44,564.00 | 46,310.51 | 1,746.51 | 61,332.00 | 17,942.57 | 43,389.43 | 45,135.94 (42%) |
| V.A.T.      |           |           |          |           | 686.20    |           |                 |
| GROSS TOTAL |           | 46,310.51 |          |           | 18,628.77 |           |                 |

# Police and Crime Plan

Making Cheshire even safer

2021-2024



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



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



# Contents

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

# Commissioner's promise

01



**I am delighted that Cheshire residents have put their faith in me to return to the role of Police and Crime Commissioner following my first term of office between 2012-2016.**

The increased turnout at the last elections and the strong mandate you gave me shows not only an increased understanding of the role of Police and Crime Commissioners (PCCs), but that you are confident that I can support the Chief Constable to deliver an outstanding police service.

The Police and Crime Plan sets out the priorities Cheshire Constabulary will deliver

during my term of office, between 2021 to 2024, to make Cheshire even safer.

The document sets out the key areas of focus that I expect the Chief Constable to deliver on, alongside providing an overview of the national policing picture and how we deliver policing in Cheshire.

Throughout the Plan there is a clear focus on ensuring Cheshire Constabulary delivers an outstanding police service and I want it to achieve this by preventing and tackling crime, delivering justice for victims and protecting vulnerable and at-risk people, making roads safer, improving public confidence in policing and delivering a modern service.

The Plan will form the basis of how I hold the Constabulary to account on behalf of Cheshire residents and within the Plan you will find details of how I'll scrutinise the Constabulary's performance to ensure it is effective and efficient and ultimately, keeps you safe.

The police cannot achieve these goals alone. Partnership working is crucial to making our communities safer and I am committed to strengthening our relationships with key partners to ensure that Cheshire has some of the best public services nationally.

The Plan details how we'll work with the likes of Cheshire Fire and Rescue Service, local authorities, health services and other community safety and criminal justice partners to make our streets safer.

Policing is constantly evolving as our lives and the needs of our communities change. There will be greater demand placed on our police service, especially over the next year and beyond as we recover from the Coronavirus pandemic and it's important that we're still able to effectively serve you. That's why I am committed to reviewing this Plan on an annual basis to ensure it is still relevant and it still delivers your key priorities for policing and community safety.

Throughout my term, I will continue to act as your voice in policing, both locally, regionally and nationally, and carry out my duties to hold the Chief Constable to account on your behalf. Together, we can ensure Cheshire remains one of the safest areas to live, work and visit in the country.

A handwritten signature in black ink that reads 'John Dwyer'. The signature is fluid and cursive, with a large loop at the end.

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



Throughout the Plan there is a clear focus on ensuring Cheshire Constabulary delivers an outstanding police service...

# The role of the Commissioner

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

I was elected as Cheshire's first Police and Crime Commissioner on 15 November 2012, taking office a week later. This followed my 30-year career in policing, which started in Nottinghamshire in 1971 before ending as Assistant Chief Constable (ACC) in Cheshire in 2001.

During my first term in office I delivered improvements which led to 'outstanding' approval ratings for Cheshire Constabulary from Her Majesty's Inspectorate of Constabularies. I stood for election again in 2016, narrowly losing to my predecessor who held the post between 2016-2021. I was returned to the role following the latest election for a three-year term. This would usually be four years but it has been reduced after the elections were postponed from May 2020 to May 2021 due to the Coronavirus pandemic.

I am responsible for ensuring that you have an efficient and effective police service, however you voted and wherever you are in Cheshire. I will do this by:

- Holding the Chief Constable to account on behalf of the people of Cheshire
- Setting the strategic direction for policing in Cheshire through my Police and Crime Plan
- Setting the Constabulary budget and policing precept and ensuring value for money
- Monitoring the performance of the Constabulary and publishing this information for Cheshire residents
- Commissioning services for victims of crime
- Funding services which prevent and reduce crime
- Delivering an effective and visible police estate
- Working with partners to enhance the delivery of criminal justice services
- Monitoring and reviewing complaints made against officers and staff, whilst having direct responsibility for complaints made against the Chief Constable
- Appointing, and where necessary, dismissing the Chief Constable.

## Complaints

I take all complaints seriously. The Policing and Crime Act 2017 and supporting regulations made significant changes to the way in which complaints against police officers are dealt with – these changes took effect from 1 February 2020. The changes were designed to improve local accountability and ensure that complaints were handled more transparently.

The changes also enhanced my involvement in the police complaints system. I am now the relevant review body for complaints (recorded on or after 1 February 2020) to determine whether the outcome of a complaint was reasonable and proportionate. It should be noted, however, that depending on the circumstances of the initial complaint, the Independent Office for Police Conduct (IOPC) may be the relevant review body.

Cheshire Constabulary's Professional Standards Department is still responsible for investigating complaints in the first instance.



# Chief Constable's commitment

03



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

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

The Commissioner's Police and Crime Plan is an important document which outlines the priorities for the Constabulary on behalf of the public. It is then my job, together with the Chief Officer team, to deliver the Plan's objectives alongside the national elements of the Strategic Policing Requirement, recommendations from Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services

(HMICFRS) and the emerging national crime and policing measures from Government.

Whilst the public may query how these various requirements translate into practice, in reality there is a good deal of synergy between them and my role is to distil them all into simple operational directions for our people. To this end, I have introduced a straightforward 'plan on a page' which incorporates each of these elements into a single strategic intention with a performance framework to support its delivery.

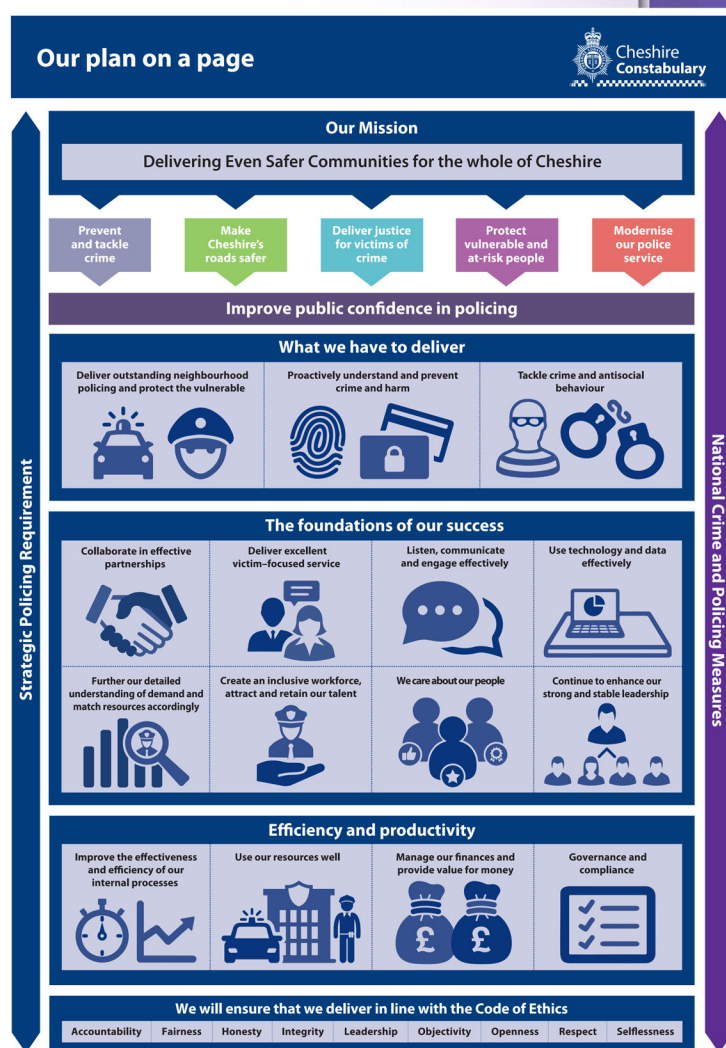
In plain language, our role is to keep the public safe and ensure that Cheshire is a hostile environment for criminals; to that end, the core role of the police has remained constant throughout the history of the service.

The bedrock to Cheshire achieving this is our neighbourhood teams based around nine Local Policing Units (LPUs). Their principal purpose is to know their communities and solve the problems that matter to them most.

At the other end of the spectrum, Cheshire is a Constabulary that punches above its weight as we have seen with our track record of prosecuting serious criminals and securing heavy sentences for them - in several cases tracking them down from far flung overseas hideouts. The message is simple, if you commit crime in Cheshire there is no place to hide.

By delivering this Police and Crime Plan, together with the Commissioner and our wider partners we will meet our shared objective of keeping the public of Cheshire safe and driving down crime, with a Constabulary the county and its people can have confidence in and be proud of.

**Mark Roberts, Chief Constable**





# The policing landscape

**At the time of writing this Plan in the summer of 2021, policing is very much under the microscope. Arguably, there has never been a time in recent history when policing has been under more scrutiny.**

Recent events including the Coronavirus pandemic and how it's policed, the death of George Floyd and the subsequent Black Lives Matter (BLM) protests, have thrust the way policing is delivered into the spotlight and encouraged everyone to have an opinion on how it is delivered.

That's why it's more important than ever that we understand and consider national issues and priorities when developing Cheshire's local plan for policing.

## The Strategic Policing Requirement

The Strategic Policing Requirement (SPR) means that all Commissioners and Chief Constables must focus on specific national policing issues in addition to your local priorities.

The current SPR covers the following issues:

- Terrorism
- Serious and organised crime
- Cyber security
- Public disorder
- Civil emergencies
- Child sexual abuse

As the SPR is constantly under review in order to consider emerging threats, there may be issues that emerge during the life of the Police and Crime Plan.

I will ensure the Chief Constable balances these national priorities with your local priorities. I will also ensure other Constabularies know they can call on Cheshire in times of emergency and that we will deliver mutual aid, where necessary, to keep our neighbouring areas safe.

## National Crime and Policing Measures

The Home Office has recently set out a series of national priorities to achieve significant reductions in crime and restore the public's confidence in the criminal justice system, including the Beating Crime Plan. This Plan details how I expect Cheshire Constabulary to achieve these priorities.

Priority areas:

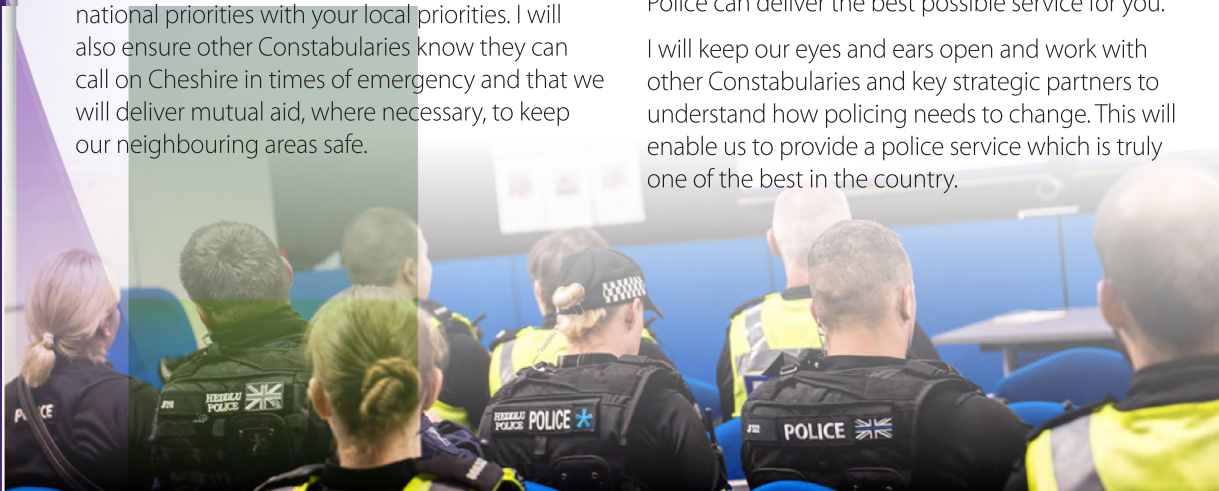
- Reduce murder and other homicide
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Improve satisfaction among victims, with a particular focus on victims of domestic abuse
- Tackle cyber crime
- Tackle acquisitive crime including burglary and theft

Cheshire Constabulary's performance against these priorities will be measured regularly at a national level and I intend to measure performance locally through regular scrutiny meetings.

## Other national developments

Policing needs to keep up with the times. Through our work with key partners, the Chief Constable and I will keep abreast of developments in Government and society at large so that Cheshire Police can deliver the best possible service for you.

I will keep our eyes and ears open and work with other Constabularies and key strategic partners to understand how policing needs to change. This will enable us to provide a police service which is truly one of the best in the country.



# Policing in Cheshire at a glance

05

**Cheshire covers an area of great diversity, with rural villages, farming communities, large towns and heavy industry.**

## Geography

Cheshire covers 919 square miles and is bordered by Merseyside and Greater Manchester to the north, Derbyshire to the east, Shropshire and Staffordshire to the south and Wales to the west.

In terms of transport, Cheshire has good road links with key junctions of the M6, M56 and M62, and the West Coast Mainline also runs through the county. In the coming years, it will also have the HS2 rail network with a major station hub in Crewe in the south of the county and stations in Runcorn and Warrington.

## People and households

Cheshire consists of four unitary local authorities; Cheshire East, Cheshire West & Chester, Halton and Warrington. There are just over 1 million people who live in Cheshire across approximately 500,000 households, which is expected to continue growing.

Cheshire is diverse in terms of the age of its population, but it is not as ethnically diverse as other areas of England with 92% of residents identifying as 'White British'. Some of our communities do have a higher proportion of ethnic minorities with 'All Other White' and 'Asian / Asian British' the next most common ethnic groups in the county.

Whilst Cheshire is a largely affluent area, there are also areas of deprivation. Halton is ranked as the 23rd most deprived area in the country but there are also pockets of deprivation across the county.

Each community has different policing needs, which is why our local policing teams are well-equipped with local knowledge and the necessary tools to deal with issues in all of our communities.

## Cheshire's policing model

In Cheshire, our policing style is based on neighbourhood policing. This means that police officers and staff work with local people to solve local issues.

The Chief Constable has recently reviewed and updated the Constabulary's operating model. It now consists of nine Local Policing Units (LPUs) in Chester, Congleton, Crewe, Ellesmere Port, Macclesfield, Northwich, Runcorn, Warrington and Widnes. Each LPU is led by a Chief Inspector whose local officers and PCSOs work to solve problems and crime directly in our communities.

In addition to the LPU Chief Inspectors, four Local Superintendents are Commanders for each local authority area, managing the staff that sit under them in areas including response, neighbourhoods, CID and public protection investigations.

Some other functions, including investigation and response sit across three geographical areas in the north (Halton and Warrington), west (Cheshire West & Chester) and east (Cheshire East) of the county, ensuring resources are used effectively. Each of the three areas also has a Detective Chief Inspector assigned to it who leads on local investigations and public protection investigations.



The Major Crime Directorate includes a number of departments based at Police Headquarters (HQ) who operate across all policing areas. This includes:

- The Serious and Organised Crime Unit (SOCU) - which has a strong focus on reducing the considerable harm and threat caused by organised crime and county lines groups.
- The Cyber Crime Team - which both investigates and supports communities in the fight against cyber crime.
- The Economic Crime Unit (ECU) - which investigates fraud and through locally based Financial Investigators uses powers under the Proceeds of Crime Act (POCA) to ensure crime doesn't pay.
- The Digital Media Investigation Unit - which supports officers and staff through the analysis of seized media and also investigates reports of online abuse.
- The Force Intelligence Bureau - which receives, assesses and analyses intelligence in

support of colleagues across the Constabulary.

- The Public Protection and Safeguarding Department - which incorporates specially trained child protection staff, and three safeguarding and intervention hubs which will focus on referrals, early intervention and harm reduction.

Furthermore, the Forensics Unit supports colleagues at crime scenes to identify perpetrators and the Major Investigation Team (MIT) is responsible for the investigating homicide.

The Criminal Justice Department is responsible for providing custody facilities, as well as providing a vital link to colleagues across the criminal justice system.

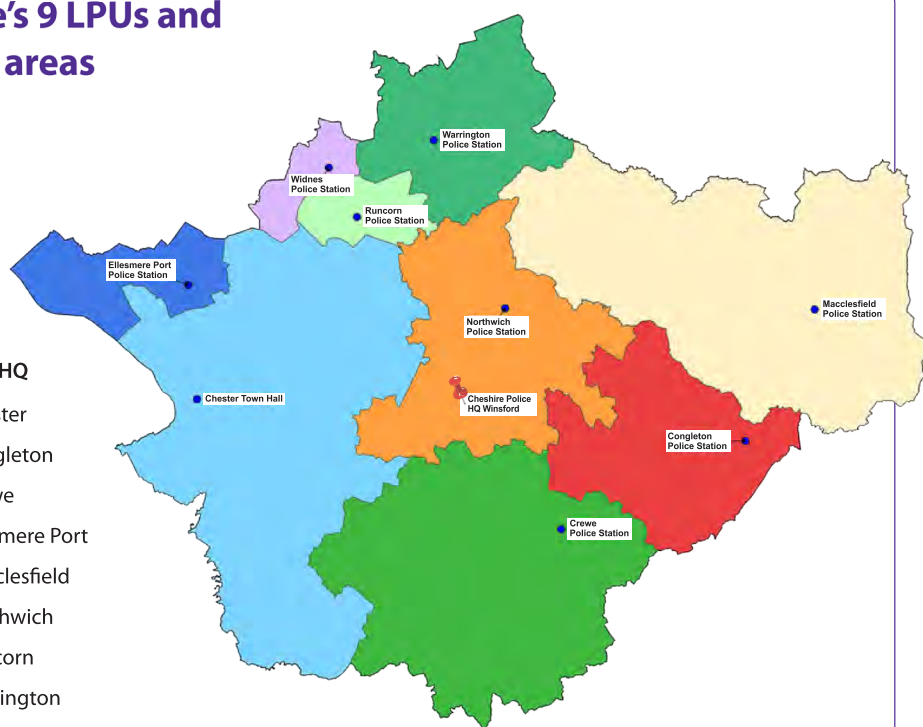
Operational officers and staff are supported by a range of corporate services departments which are based at HQ including Force Control Centre, Information Technology, Information Compliance, Finance and Procurement, Human Resources, Planning and Performance, Corporate Communications, Legal Services, Estates, Forensics and Strategic Change.

## Cheshire's 9 LPUs and policing areas

### KEY

● HQ ● LPU HQ

- Chester
- Congleton
- Crewe
- Ellesmere Port
- Macclesfield
- Northwich
- Runcorn
- Warrington
- Widnes



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## The Average Day for Cheshire Police



**385**  
999 calls  
received

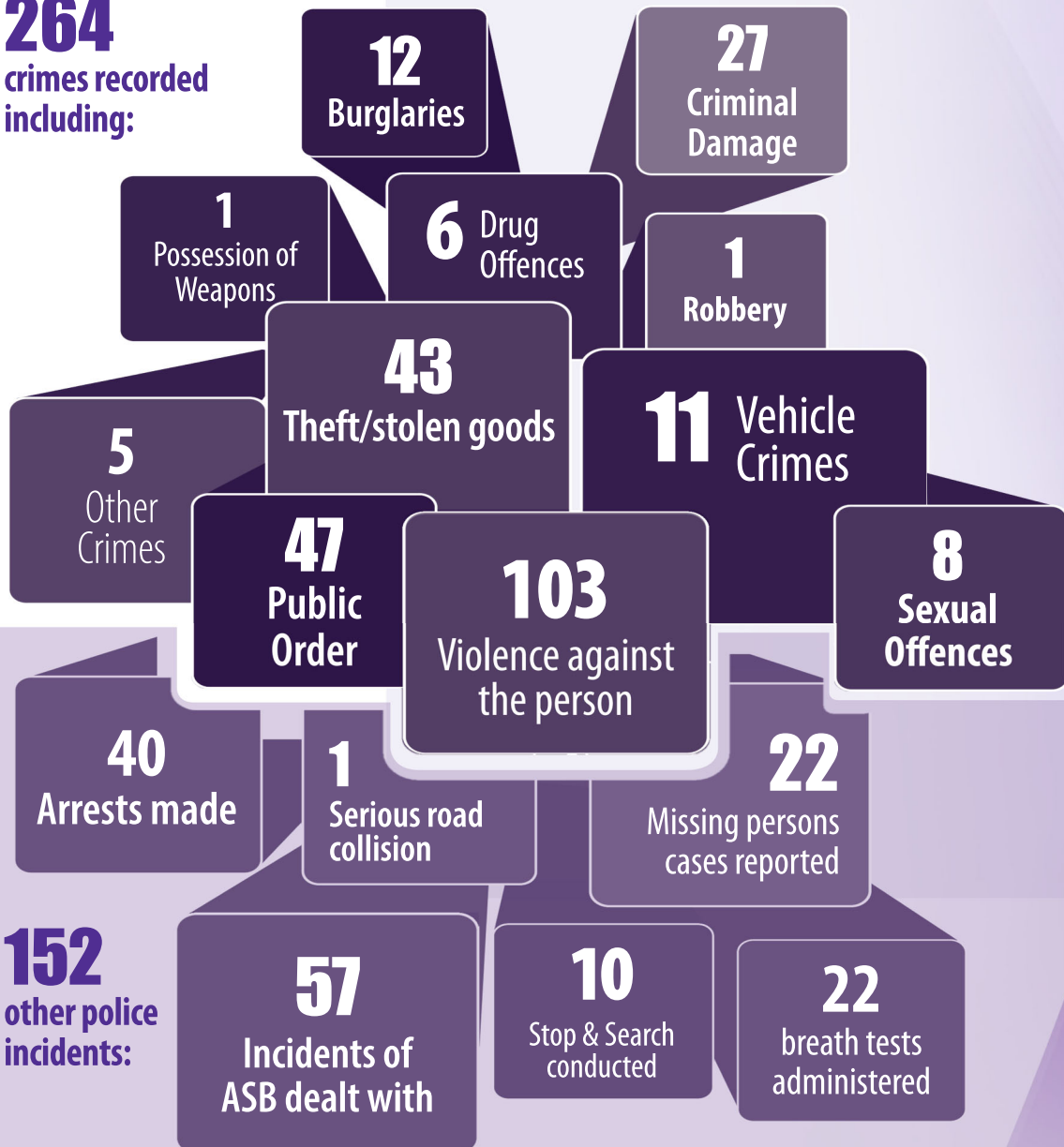


**1,245**  
101 calls  
received



**798**  
incidents  
recorded

**264**  
crimes recorded  
including:



**152**  
other police  
incidents:

All the above information based on an average day in the 2019 calendar year.

## Developing your Plan

**As your elected representative for policing and crime, I am here to understand your needs and expectations for making our communities safer.**

I want to hear your views on the issues that affect your everyday lives so I can work with the Chief Constable to tackle these concerns and improve policing in your community.

Cheshire residents' views have been paramount in developing this Plan. Whether you've spoken to me face-to-face, written to me via email or letter or taken part in a consultation, your views have been considered as I developed the Plan's priorities to ensure they reflect yours.

Victims' voices have been vital in developing this Plan too, and I have undertaken a full analysis of community safety in Cheshire and consulted local victims of crime through a Victim Needs Assessment (VNA) to understand the services required to help them recover.

Whenever we ask the public, there is a clear theme of a need for increased 'police visibility' in delivering a police service which helps communities feel safe and supports victims. To achieve this, I am committed to substantially increasing our frontline officer numbers over the next three years and I have ensured this commitment runs throughout the six key priorities in my Plan.

I promise to keep these conversations flowing over the next three years and to pursue every possible opportunity to get out into our communities, so I can understand your changing needs and key concerns and how I can work with you and others to resolve them.



...there is a clear theme of a need for increased 'police visibility' in delivering a police service which keeps communities safe and supports victims.



# Your priorities for policing and crime

07

## PRIORITY

### Prevent and tackle crime

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

## PRIORITY

### Make Cheshire's roads safer

- ✓ Work with partners to educate road users
- ✓ Reduce speeding
- ✓ Raise awareness of what leads to collisions

## PRIORITY

### Deliver justice for victims of crime

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

## PRIORITY

### Protect vulnerable and at-risk people

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

## PRIORITY

### Improve public confidence in policing

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

## PRIORITY

### Modernise our police service

- ✓ Review the police estate
- ✓ Equip officers, staff and volunteers
- ✓ Increase volunteering
- ✓ Deliver value for money
- ✓ A carbon neutral Constabulary by 2040

**Cheshire is one of the safest places to live, work and visit in the country. It's my responsibility to ensure that the Constabulary has the right resources, so that Cheshire keeps its great record for preventing and tackling crime.**

Knowing and understanding what leads people to commit crimes is vital when it comes to tackling issues in our communities. I will ensure that the police continue to work closely with partners such as local authorities and health services on early intervention programmes, so we can reduce the number of people committing their first crime.

The extra police officers recruited over the coming years will also support the work the Constabulary is doing to prevent and tackle crime, and as part of my annual budget setting, I will ensure our officers, staff and volunteers are well-equipped to tackle all forms of criminality.

### **Tackle anti-social behaviour**

Anti-social behaviour (ASB) can have a devastating effect on local communities, and it is one of the most common issues reported to police in Cheshire.

Every person living in Cheshire has the right to feel safe and protected by the law, particularly within their home, their street and their local community.

Following slight decreases in anti-social behaviour between 2018 and 2019, incidents

rose substantially in 2020. This is in line with national figures, and was partly explained by lockdown breaches, but people in Cheshire will want to see those numbers come back down. To that end, I am committed to developing an Anti-Social Behaviour Strategy to identify how we can work together with partners like Neighbourhood Watch to reduce ASB across Cheshire.

To tackle ASB, I will ensure that officers are adequately resourced to identify issues within local communities and work with residents to solve them.

### **Property crime**

People in Cheshire deserve to live in a neighbourhood free from serious property crimes such as burglary, robbery, theft and vehicle crime. Protecting Cheshire's communities from these abhorrent crimes means having both effective preventative measures and deterrents in place.

Through my Community Action Fund, I will make funding available for projects which prevent crime and anti-social behaviour at its root cause. I am also committed to using the Proceeds of Crime Act to its fullest extent, so that perpetrators do not benefit from their actions and that they rightly pay back to the communities affected by their crimes.





## Disrupt serious and organised crime

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

Whilst organised crime often operates at a national and even an international level, its impact on the streets of Cheshire should not be underestimated. Often, criminals who are involved in serious and organised crime commit 'low level' offences, which can create a climate of fear in our communities.

The main threat from organised crime in Cheshire comes from county lines drug activity, where professional criminals target our towns to expand their trade through exploiting and forcing vulnerable people into selling drugs.

I share the Chief Constable's commitment to make Cheshire a hostile environment for offenders and I will ensure he has the necessary resources to make this a reality. I also support Cheshire Constabulary's work with other agencies, such as the North West Regional Organised Crime Unit and the National Crime Agency, to tackle these issues and I'll continue to work with local partners via Community Safety Partnerships to identify and deal with potential issues before they get out of control.

## Prevent violent crime

Increasing the number of police officers on our streets is one of the ways we can reduce violent crime in our communities, including serious violence, knife crime and homicide. We must also work with our partners to prevent people from becoming involved in serious crime in the first place.

2018 saw a peak in the number of knife-related offences in Cheshire, but since then, thanks to the tremendous work of Cheshire Police and partners, we've seen a 60% decrease in knife crimes committed in Cheshire – making Cheshire the second lowest Constabulary nationally for reported knife offences.

Educating young people on the consequences of becoming involved in knife crime is important, so they understand that carrying a knife does not make them safer. National initiatives such as Operation Sceptre continue to put knife crime in the spotlight, and tackling knife crime and other violent crimes will remain a continued focus.

Through my budget setting, I will ensure the teams which investigate these serious crimes, such as the Major Investigation Team, are adequately resourced. I will also closely monitor Constabulary performance in these areas and increase support where necessary.



## Protect rural communities

Two thirds of Cheshire is classed as 'rural' and crimes that are committed in rural areas often have a significant impact on victims' livelihoods.

Rural crimes committed in Cheshire tend to fall into one of five categories; agricultural (theft of farm machinery, livestock or damage to property), equine (theft from working stables), wildlife (poaching and interfering with protected species), heritage (theft from churches or protected monuments) and environmental (fly tipping or polluting land or water).

Unfortunately, many of these crimes go unreported, despite the impact they have on local communities. I want to make it easier for those living and working in rural areas to report crime or suspicious activity and I will look at how we can build on our engagement with rural communities.

Cheshire Police has its own dedicated, nationally recognised Rural Crime Team and over the next three years, I will work with the Chief Constable to refresh Cheshire's Rural Crime Strategy, so we can better serve rural communities.

I will also allocate funding to ensure our Rural Crime Team is well-equipped to build confidence in policing in rural areas through tackling crimes such as fly tipping and theft of machinery and livestock. I will ensure that the Team also works with key partners like the Environment Agency.

## Tackle cyber crime and online scams

Cyber crime is now the fastest growing crime in Cheshire. In particular, fraud offences have

become more regular as criminals have become more sophisticated.

Due to the withdrawal of high street bank services and with people spending more time at home during the pandemic, there has been a heavy reliance on online services, which has put older and more vulnerable people at higher risk of online fraud.

Since many fraud offences are carried out internationally and local action can't be taken, raising awareness is key to tackling online scams. I will encourage the Constabulary to work with key partners like Action Fraud to develop more dedicated anti-fraud campaigns, and I will work with the North West Fraud Forum and other local bodies to identify and tackle new fraud issues.

Where fraud and cyber crime can be investigated locally I will ensure that the Constabulary has the most up to date technology to enable them to do this effectively. I will also ensure that we work with local authorities and schools to identify and prevent online crime linked to child and adult sexual exploitation.

## Business and Retail Crime

Businesses have a role to play in tackling fraud, but can also be targets themselves and I will continue to raise their concerns in my conversations with fraud agencies. Businesses are also often targets for theft and robbery, and their staff can come face to face with violent criminals.

I am committed to engaging with local business networks so that I can directly hear the crime-related issues that affect them.





### I know that making our roads safer is an incredibly important priority for Cheshire residents.

Many of you have written to me expressing your concerns about speeding or reckless driving in your communities. I share your concerns.

Collisions involving injury or loss of life happen mostly in urban areas, but there are a significant number of incidents on rural roads.

Pedestrians and cyclists are particularly at risk, with incidents involving both road users on the rise. With the Government introducing its Active Travel agenda to promote increased walking and cycling, we need to take action locally to protect and educate road users, alongside carrying out enforcement against people who put themselves and others in danger.

Although the number of people killed or seriously injured on Cheshire's roads has thankfully reduced over the past few years, the level is still too high and there is more we can do to reduce harm and promote safer road use.

Road traffic investigations show that the majority of collisions could be avoided and that in serious and fatal incidents, there are five main contributory factors. These are known as the 'Fatal Five'.

### Work with partners to educate road users

Cheshire Police regularly works with key partners including Cheshire Fire and Rescue Service, local

authorities, Highways England and dedicated road safety partnerships to raise awareness of the Fatal Five and other road safety issues in schools and other community venues.

I will also continue to play an active role in, and support, the Cheshire Road Safety Group (CRSG) to ensure all the road safety awareness activity delivered across Cheshire is coordinated and delivers the same objectives.

I am committed to developing relationships with national organisations such as the Institute of Advanced Motorists and Road Peace, to understand best practice and new techniques in road safety.

### Reduce speeding

Speeding offences recorded by speed cameras in Cheshire rose by nearly 10,000 between 2016 and 2019. It is statistically proven that speed deterrents change the behaviour of those unwilling to follow the rules and in turn, reduce collisions on our roads. I will work with the CRSG to significantly expand the use of average speed cameras in Cheshire where excessive speed increases road safety risk.

On roads where you tell me there is an issue with speeding and there is intelligence to support action, I will ask the Constabulary to step up its enforcement activity.



**CARELESS DRIVING KILLS**

**IT'S NOT WORTH DYING FOR**

**#FATAL5**



## Deliver justice for victims of crime

**It is my responsibility to commission local support services for victims of crime and each year I commit more than £1.2 million to fund victims' services. This includes support for Cheshire CARES (Cope and Recovery Enhanced Service), the country's first in-house victims' support service which offers support to every single victim of crime in Cheshire, alongside more bespoke services which support victims of specific crimes. You can find more details about the services on offer to support victims in the Resources section of the Plan on pages 24-27.**

I understand that navigating through the complex criminal justice process can be difficult, particularly for first-time victims of crime and that's why I commission these services to ensure the process is as smooth as possible.

Victims are at the heart of everything I do and in developing this Plan, I completed a full Victim Needs Assessment (VNA) to review existing services available to victims. The VNA will help me understand victims' priorities as I commission services over the course of this Plan. It will help me ensure the criminal justice system is delivering justice for victims of crime and support services are helping them recover from their ordeal.

### Support victims through every stage of the criminal justice system

The VNA found that victims of crime in Cheshire wanted to feel empowered and in control throughout their journey through the criminal justice system. For this to happen, they need to be kept informed on the progress of their case, what will happen next and be given an indication of when this will happen.

Throughout the VNA there was a clear need identified for increased promotion of victim support services in Cheshire. As well putting in place more campaigns to raise awareness of the support on

offer, I will also work with partners to make the victim services website more accessible so services can be easily identified and accessed.

I will appoint a Victims' Champion to ensure the needs of victims are being met. They will work closely with Victims' Panels and commissioned services across Cheshire, whilst producing quarterly reports for me on how victims are being offered support. I would like to appoint someone to this role who has had experience of the victims' support system and knows how things should operate. I will also work with partners nationwide to understand how we can improve victim support services in Cheshire.

### Maintain satisfaction among victims of crime

In order for victims of crime to have confidence in the criminal justice system, they must feel listened to, taken seriously and supported.

I will monitor Cheshire Constabulary's performance against the Code of Practice for Victims of Crime, which sets out the level of service victims should receive through the criminal justice system. I'll ensure victims of crime know their rights through this code of practice too and are given the opportunity make a Victim Personal Statement at the earliest possible stage.



Through my scrutiny programme, I will measure satisfaction and dissatisfaction with the service provided by Cheshire Police to ensure high levels of satisfaction continue and that where problems are identified, they can be addressed quickly and effectively. If needed, I will implement further staff training using real life case studies to show how police officers, staff and volunteers should treat victims fairly and effectively.

Over the last 12 months there has been an increase in the number of domestic abuse cases reported. I will prioritise commissioning more specialised services for both domestic abuse victims and offenders. This will include specialist community support for 'repeat victims' of domestic abuse and more support for perpetrators of domestic abuse to reduce reoffending and repeat victimisation. I also want to ensure that officers are aware of, and are trained to effectively use, powers that the police already have to protect victims of domestic abuse.

### Ensure every crime is recorded accurately

When there are doubts about the accuracy of crime data recorded by the police, this can have an adverse effect on the public's trust and confidence in the police service, particularly among victims of crime. This was highlighted in the VNA.

Whilst Cheshire has a good track record for crime recording, I will use my scrutiny process to regularly monitor crime recording and give victims the confidence that their report will be taken seriously and actioned appropriately.

Ensuring crime is recorded accurately will also improve our intelligence to ensure victims can access appropriate support services.

### Increase solved crimes

Not every case where the police know who committed a crime can be counted as solved, but some crimes are counted this way when the victim

might view the case as far from solved. For any crime to be counted as solved, sufficient evidence must be available. Currently, Cheshire Constabulary classifies crimes under the following categories:

- 'Solved' crimes
- Crimes where a 'suspect has been identified'
- Crimes where a 'suspect has not been identified'

An increase in solved crimes in Cheshire should improve victims' confidence in Cheshire Constabulary, and may lead to more victims reporting crime.

I will use my role to hold the Chief Constable to account through my scrutiny process to monitor solved rates and work with him to increase the amount of crimes solved.

### Reduce reoffending

For some people, criminality is a way of life and repeat offenders commit a disproportionate amount of crime. Whilst prison should always be an option for dangerous offenders, short-term custodial sentences can be ineffective in addressing the root causes of lower-level crime. As Police and Crime Commissioner, I am in a unique position to bring partners together to work on key projects which reduce reoffending.

I will continue to fund programmes which work with offenders to tackle the root causes of the crimes they commit, for example by providing funding to extend the provision of Women's Centres across Cheshire which work with female offenders to divert them from the criminal justice system.

I will also continue to commission a restorative justice and mediation service in Cheshire, which works with both victims and offenders to help offenders understand the impact of their crimes. Restorative approaches will also be explored in other aspects of the criminal justice system, where deemed appropriate.





**Crime, or the fear of crime, can blight our communities and can have a severe impact on those who are most vulnerable and more likely to become victims of crime.**

Gaining an understanding of the factors that increase vulnerability is key to protecting the most vulnerable and at-risk people in our communities. Vulnerability is when someone is at greater risk of becoming a victim of crime. I will work with the Constabulary, key partners and the services I commission to improve our understanding and the services we offer to vulnerable people and victims.

### **Tackle violence against women and girls**

Recent events, including the tragic murder of Sarah Everard in London, have heightened the debate around what the police and other public services should be doing to tackle crimes that disproportionately affect women and girls, including domestic abuse, sexual violence, stalking and harassment. Across Cheshire, approximately 72% of domestic abuse victims are female. However, it's important to note that all these crimes can affect anyone in our communities, irrespective of their gender or any other personal characteristic.

During the course of the Coronavirus pandemic, the number of domestic abuse incidents reported in Cheshire increased, with one of our support services doubling its caseload from 200 to 400. Cheshire Police's caseload of crimes involving domestic abuse has also grown, from 15,325 in 2018 to 17,340 in 2020.

Stalking offences are also on the increase. In 2019/20, there were 913 stalking offences recorded in Cheshire, which more than doubled in eight months between April-December 2020. However, it should be noted that changes to crime recording have impacted on the number of stalking offences recorded and Cheshire Constabulary and partners have done lots of work to encourage victims to come forward.

The best way to reduce violence against women and girls is by preventing it from ever happening in the first place, so I will continue to provide funding for our Harm Reduction Unit which works with both victims and offenders. The

Cheshire Harm Reduction Unit brings together Cheshire Police and health partners to provide practical support and recovery to victims through Special Victims' Advocates, whilst also rehabilitating offenders and holding them accountable for their actions through a range of legal, social and psychological interventions.

I will commit to providing more community-based support for victims of domestic abuse and sexual violence through Independent Domestic Violence Advocates (IDVA) and Independent Sexual Violence Advocate (ISVA) schemes.

## **Harm Reduction Unit**

Supporting victims, managing risk





I will also work with partners to develop a Domestic Abuse Workplace Scheme which helps employers to understand the needs of victims and support them in the workplace.

Through my scrutiny programmes, I will also ensure that the Constabulary is effectively investigating these crimes and I will continue to monitor how support services are performing.

I will also be closely monitoring the recommendations from the Government's Tackling Violence Against Women and Girls strategy to understand how they can enhance our approaches to tackling these crimes in Cheshire.

### Extend mental health support

Due to increased demand on mental health services, Cheshire Police is increasingly becoming the first service called upon to support those with mental health issues, which sees frontline officers responding to complex cases that often have no or little aspect of criminality.

I do not want to see people with mental health issues who haven't committed a crime being caught up in the criminal justice system so it's important that officers and police staff are able to effectively assess whether mental health support is required for people they come into contact with.

I am committed to working with partners to extend the mental health triage system in Cheshire. This will provide a fully capable and resourced service from a trained mental health professional who can provide advice to officers and staff and ensure those suffering from mental issues, who have committed no crime, can be given a place of safety for treatment.

### Protect children, young people and adults at risk

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

Although the number of child sexual exploitation offences have decreased year-on-year in Cheshire over the last three years, there is still a need to protect vulnerable young people through working with partners, especially in the care system and where the child in question is missing from home.

Children must also not be forgotten victims of domestic abuse and we should not underestimate the impact this trauma can have on them in later life.

I am committed to working with partners to understand Adverse Childhood Experiences (ACEs) and the links to involvement in the criminal justice system as adults.

I will also continue to support the Constabulary's involvement in Operation Encompass, which facilitates the lawful exchange of information between key authorities to comply with our statutory duty to safeguard children. This allows a multi-agency approach to provide early intervention and support to children who have witnessed criminality.

To ensure young people are represented and understood, I will appoint Youth Ambassadors to work with the Youth Commission to look into policing and crime issues affecting young people.



The last few months have seen local authorities experience an increase in adult safeguarding referrals, and elder abuse in particular will be of concern to Cheshire's aging population. We must also protect victims of modern slavery and human trafficking, and make Cheshire a hostile environment for the people and gangs behind these crimes who try to operate in our county.

This Plan faces the challenge head on, and I want to work with organisations that support vulnerable and at-risk adults, including our local Safeguarding Adults Boards, to protect all adults in Cheshire who are vulnerable and at risk because of their age, mental or physical disability, or any other reason.

### **Tackle hate crime and bullying**

Hate crime is an abhorrent crime that breeds further hatred, with offenders targeting victims simply because of who they are. It should not be tolerated in our communities but unfortunately in the last year, there has been a 20% increase in the number of reported hate crimes in Cheshire.

Hate crime is historically an under-reported issue but the introduction of third-party reporting centres across Cheshire as a place to make the police aware of hate crime has increased the opportunity to report them, particularly amongst those who don't have the confidence to report the crime directly to the police. I will continue to

support these services and provide an enhanced training programme for staff working at the centres in tackling hate crime. You can see all the third-party reporting centres in Cheshire at [www.cheshire.police.uk/advice/advice-and-information/hco/hate-crime/how-to-report-hate-crime/](http://www.cheshire.police.uk/advice/advice-and-information/hco/hate-crime/how-to-report-hate-crime/)

It's pleasing to see that more people have had the courage to come forward, and I will work with the Constabulary to ensure local officers and PCSOs have the tools to educate people, particularly young people, to understand the definition of a hate crime and the consequences of committing one. Through my commissioned services, I will ensure we are equipped to support victims to overcome their experiences of hate crime.

Bullying, particularly cyber-bullying has been increasing with the Crime Survey of England and Wales in 2020 finding that nearly three out of four children (72%) had experienced online bullying. Bullying can often lead to a crime being committed or, tragically, can lead to someone taking their life, as has happened in Cheshire.

Similar to hate crime, education is key in reducing bullying in our communities and I will ensure local police officers and PCSOs have the opportunity to talk to people in schools and communities about the impact of bullying. I will also continue to support services which deliver support to under 18s who have been bullied.





**The key to preventing crime is earning public support and there are huge operational benefits to high levels of public confidence in policing.**

Not only does confidence in policing breed trust, legitimacy and consent, it can also lead to increased crime reporting which will give Cheshire Police better community intelligence to tackle crime and give confidence to victims.

This priority sets out how I will ensure Cheshire Constabulary has the tools to build confidence within Cheshire's communities at a time that they are becoming more diverse and the challenges we face are becoming more complex.

### **Deliver a visible police service**

It is vital that Cheshire residents know that our officers, staff and volunteers will be there when they need them. I will continue to invest in neighbourhood policing to ensure there is a visible police presence in all our communities. I will work with the Chief Constable to increase regular patrols and ensure our police buildings are accessible and, in some cases, in the same place as other public services. I will also improve our online services, providing more opportunities for local residents to use digital technology to contact their local police teams.



### **Recruit more police officers**

With the support of the Government's Police Uplift programme and through prioritising local budgets, I am committed to recruiting additional police officers. This will take Cheshire's police officer establishment to 2,345 by 2024 – the highest level in modern times. These extra police officers will bolster our ability to provide a visible police service. Together with the Chief Constable, I am committed to exploring opportunities to increase officer numbers even further.

### **Improve public contact**

In a changing and better-connected world, it is important that Cheshire residents can contact the police in a variety of ways, through traditional methods such as calling 999 or 101 and also via digital channels including the website, and social media. It's also vital that the service is seamless and appropriate action is still taken. In recent years, the ways in which you can contact Cheshire Police have increased. Over the next three years, I will work with the Chief Constable to ensure we invest in our Force Control Room and its public contact systems. I will ask you about how you prefer to get in touch with the police to ensure our public contact methods reflect public need and there are a broad range of contact options available.

### **Embrace diversity in our communities**

Public confidence will come from seeing a Constabulary that is representative of the people it serves. We need to embrace the diversity of Cheshire's communities and work with under-represented groups such as the LGBT+ community, disabled people and ethnic minorities. Statistically, ethnic minorities in particular are more likely to become involved in the criminal justice system and more likely to be subject to stop and search than white residents, yet they are also less likely to report crime than other ethnic groups. I will be a key advocate for diversity-related issues and tackling racism and discrimination, and I will work with the Chief Constable, Cheshire Police staff networks and most importantly people from under-represented communities themselves, to understand the disparities and inequalities that exist and how I can play my part in tackling them.



## Modernise our police service

**Policing is constantly evolving and becoming more complex. In order for us to deliver an outstanding service, we must keep up with the latest developments in how policing is delivered.**

This includes adopting new technologies, ensuring our staff are well-resourced and looking at good examples outside of policing to help us provide a more efficient and effective service to Cheshire residents.



### Review the police estate

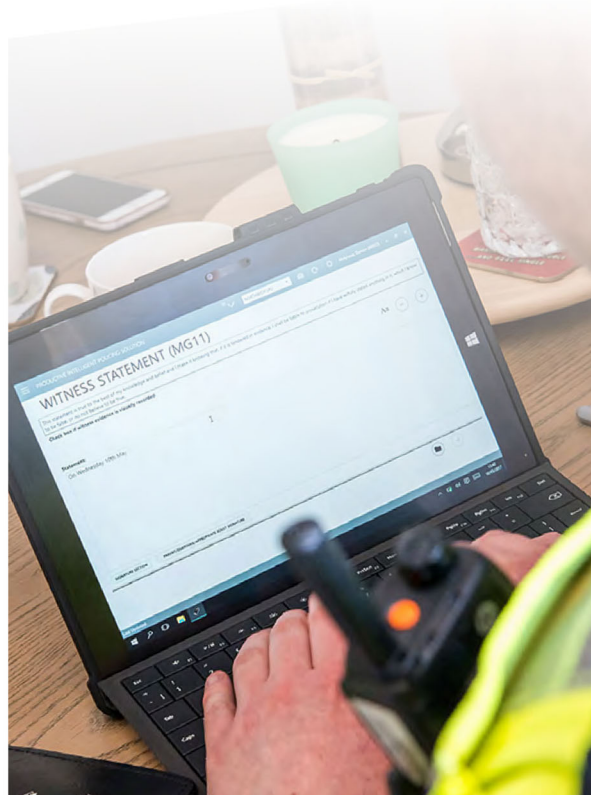
The way policing is delivered in our communities has changed over recent years, with an increased focus on the co-location of neighbourhood police stations with other public services, such as local fire and rescue services. It's important that we make services as accessible as possible, and I am committed to providing a modern police estate that is fit-for-purpose and is designed with increased visibility in mind. To do this, I will work with the Chief Constable to review our current police buildings to assess where improvements need to be made, and I will consult you on any proposed changes to understand your views and needs.

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

Police officers, staff and volunteers, particularly those working on the frontline, often face challenging and sometimes dangerous circumstances, so it's important they have the right tools to carry out their role. The technology and training that can help them with this is constantly evolving so I am committed to working with the Chief Constable to ensure we embrace new developments and opportunities, so that we can improve the way we serve you.

### Increase opportunities for volunteers

Volunteers are valued members of the police family and without their support we wouldn't be able to deliver an effective police service. I have been humbled by the dedication our volunteers







have shown to serving our communities, particularly in the last 18 months, with many going above and beyond to work extra hours or adapt the way they work as we've battled the Coronavirus pandemic.

I want to give something back to our volunteers and I am committed to making everyone who volunteers for Cheshire Constabulary or my office part of a scheme which will guarantee them an interview if they meet the criteria to apply for a paid role with Cheshire Constabulary or the Office of the Police and Crime Commissioner. This scheme will also benefit anyone who has served with the Armed Forces.

I will also launch a new Volunteer Charter that will support volunteers in their personal and professional development, alongside providing more volunteering opportunities in policing.

I will also ensure the Special Constabulary is well-equipped to continue to play a valuable role in keeping our streets safe. During the course of the pandemic, Special Constables have volunteered a total of 75,936 hours to frontline policing - this should be applauded.

## Ensure the Constabulary delivers value for money

Cheshire Constabulary already prioritises funding in areas where the most need is identified. I will continue with this approach during my annual budget setting and will ensure the Constabulary continues to deliver an excellent police service that is effective and efficient. Each year, I'll also ask you how much money you'd like to see invested in police services locally – giving you a clear indication of how your taxes are being spent on policing.

## Move the Constabulary forward to become carbon neutral by 2040

We all have a responsibility to tackle climate change and its effect on our planet. As Cheshire Constabulary is a major employer in the area and provides a vast array of services to the community, its activities and operations will have an impact on the environment. I am committed to putting a plan in place to reduce the organisation's carbon footprint, with the long-term aim of becoming carbon neutral by 2040, in line with Government targets and other organisations nationally.



**It's important that Cheshire Constabulary has the right resources to keep you safe. As your Police and Crime Commissioner, I will do everything I can to ensure the Constabulary has the resources it needs and operates efficiently and effectively.**

### Finances

Cheshire Constabulary has two main sources of funding; grant income from central Government and the policing precept – the element of council tax allocated to policing. The grant from central Government fluctuates year-on-year, while the local policing precept is set by me annually following consultation with local residents.

There has been a shift in how policing in Cheshire is funded over the last decade. In 2010/11 28% of Cheshire's funding came from council tax, compared to more than 40% in 2021/22. Cheshire remains in the bottom 10 Constabularies nationally in terms of precept costs.

The financial climate we operate in remains difficult. As policing becomes more complex and pressures increase, there needs to be sufficient funding in place to deliver an effective service. Thankfully, the Government has recognised these increasing pressures on policing and has increased its grant income for Cheshire, giving a net budget of £207.8m for 2021/22 compared to £195.62m in the previous year.

Additional funding is sometimes available from the Government to address specific need. My office has recently been successful in its bids to the Government's Safer Streets Fund to put in place measures to tackle acquisitive crime and anti-social behaviour. During the Coronavirus pandemic, the office also secured a number of bids to support commissioned services dealing with a spike in domestic abuse cases, and other funding to cover additional costs resulting from the pandemic.

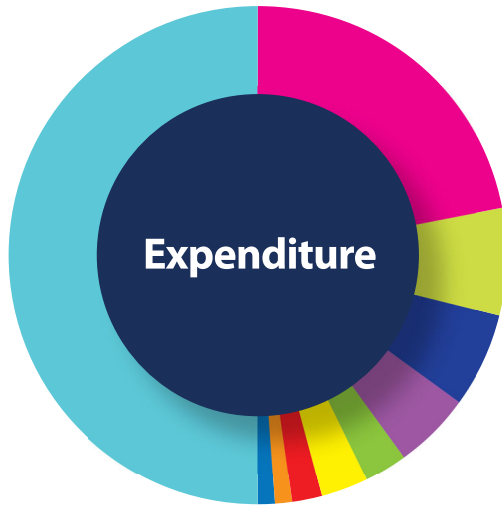
I am committed to continuing to apply for these funding opportunities to enhance the way we work and to explore innovative solutions to make our communities safer.

I will continue to work with the Government to ensure Cheshire Constabulary remains adequately funded and I'll use my annual priority-based budgeting process to identify efficient savings where possible, so that I am able to redirect resources to where the need is greatest and I can deliver on your priorities in my Police and Crime Plan.



● **£122,215,000**  
Government police grant  
and formula funding

● **£85,602,000**  
Council tax precept



|     |                            |
|-----|----------------------------|
| 50% | Police officer pay         |
| 22% | Police staff pay           |
| 7%  | Supplies and services      |
| 6%  | Third party payments       |
| 5%  | Premises                   |
| 3%  | PCSO pay                   |
| 3%  | Communication & technology |
| 2%  | Financing costs            |
| 1%  | Transport                  |
| 1%  | Other employee costs       |

## People

The people working for Cheshire Constabulary are our greatest asset. From police officers and PCSOs to police staff and volunteers, everyone plays a vital role in keeping Cheshire safe.

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

With changing demands on the Constabulary, evolving priorities and the national officer uplift programme, the Constabulary has undertaken a review to assess the effectiveness of the police operating model in Cheshire. Over the last year, the Constabulary has undertaken the 'Cheshire Futures Programme' to review our policing structures and ensure that the Constabulary is best placed to continue delivering for you. The programme applied the following principles:

- Ensuring resources and responsibilities are distributed fairly
- Using resources efficiently and in accordance with the organisational need
- Ensuring the Chief Constable's 'We Care' principles are adopted and practiced day to day

The programme developed a number of proposals for operational restructuring which are currently being implemented in a phased way.

The Constabulary also has a 'Business Services Futures' programme which is currently implementing the technology and structures for supporting functions such as finance, human resources and procurement.





## Commissioning

I am responsible for commissioning services to support victims and witnesses to cope and recover from the impact of crime. I am also responsible for commissioning activities which will contribute to community safety and crime reduction.

The Ministry of Justice allocates an annual grant of around £1.2m to my office that allows us to invest in victims' services.

This funding has been utilised to deliver a wide range of services for victims including:



### Cheshire CARES

Cheshire CARES (Cope and Recovery Enhanced Service) is the victim care service commissioned to provide support to victims of crime in Cheshire, to assist them to cope and recover as best they can. The service is provided to meet the needs of each individual and is offered seven days a week to anyone who has been victim of crime, regardless of whether or not they have reported the offence to the police. The service dealt with 65,917 referrals in 2020/21.

### Provision of information for victims

A Victim Information Pack is in place which outlines a victim's entitlements under the Code of Practice for Victims of Crime and provides information on the services available in Cheshire. You can access this at [www.cheshire-pcc.gov.uk/what-i-do/supporting-victims/victim-information-pack/](http://www.cheshire-pcc.gov.uk/what-i-do/supporting-victims/victim-information-pack/). A Victims' Service website, which is part of my website, also provides an online directory of the support and advice agencies able to provide support in Cheshire. You can access this at [www.cheshire-pcc.gov.uk/victims-hub/a-z/](http://www.cheshire-pcc.gov.uk/victims-hub/a-z/)

### Restorative justice and mediation hub

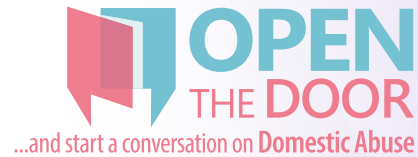
The charity, Remedi, has been commissioned to provide a Restorative Justice and Mediation Hub for



Cheshire. Restorative Justice can help the recovery process for the victim by providing an element of closure to the case as they're able to hear first-hand the motives behind the offender's actions. It also helps offenders understand the effect their crime has on the victim, deterring them from further offences. The Hub has improved the consistency and quality of restorative justice and increased the uptake of this service by victims of the most serious crimes. Remedi has been awarded national accreditation through the Restorative Justice Council's quality kite mark.

### Tackling domestic abuse

Cheshire's four domestic abuse partnerships are supported to deliver a range of services to support those who suffer domestic abuse and to tackle perpetrators, including funding for Independent Domestic Violence Advocates. A Cheshire-wide initiative, 'Open the Door', has also been developed. This is a collaboration between my office, Cheshire Constabulary and the four local authorities in Cheshire, where all agencies have joined forces to provide information for residents around what help and support is available to them locally. The county-wide resource promotes self-help and early intervention, aiming to equip people with the tools to feel safe and confident in having a conversation about domestic abuse – whether it's their situation or someone else they are worried about. More information can be found at [www.openthedoorcheshire.org.uk](http://www.openthedoorcheshire.org.uk)



### Survivors of rape and sexual assault

Support services for victims of rape and sexual assault are jointly commissioned with an alliance of funding partners, including my office, Cheshire's four local authorities and NHS England. The service, RASASC (Rape and Sexual Abuse Support Centre), supported more than 1,785 people in 2020/21. It is available to victims of recent and non-recent offences and provides services to those under 13. In addition, funding is provided to the NSPCC to deliver work to support those young people who have been subject to child sexual abuse.





# Delivering your Plan

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

## Holding the Chief Constable to account

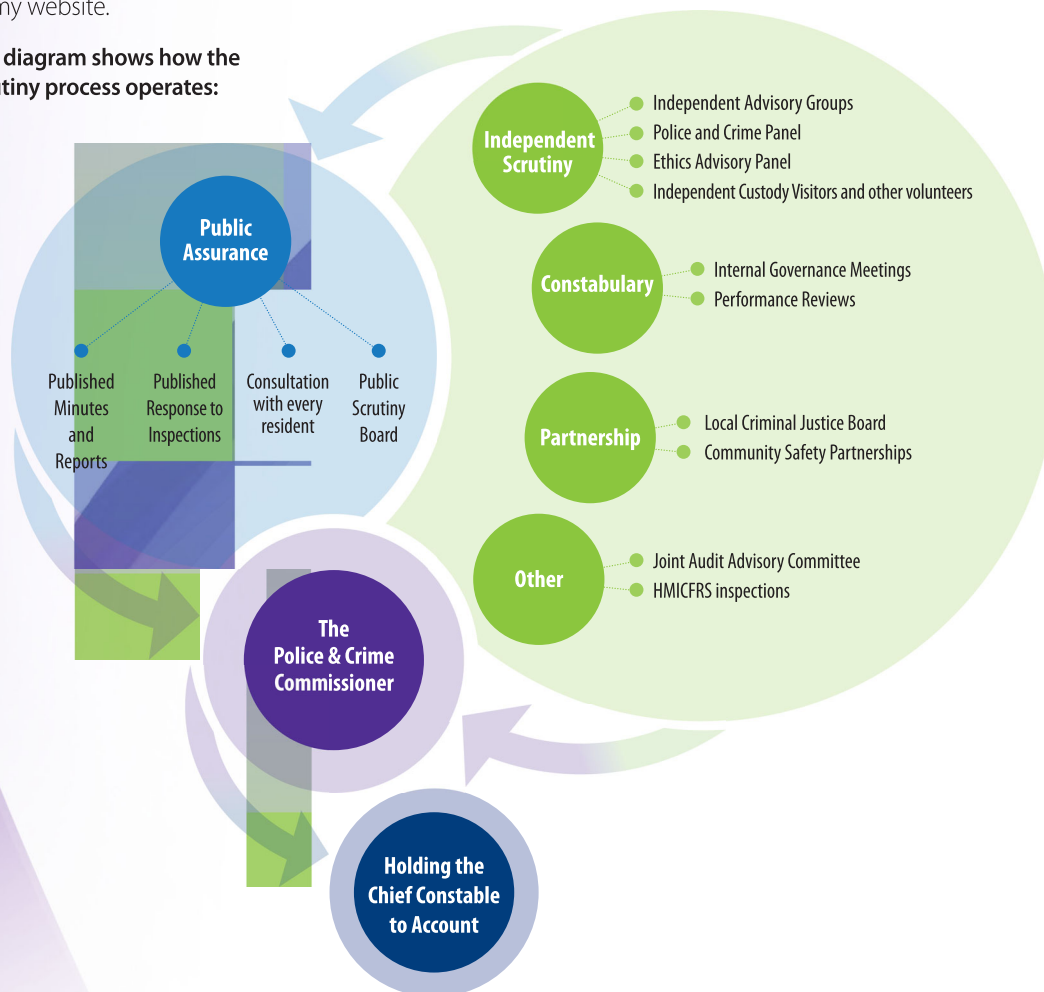
I have a statutory duty and electoral mandate to hold the Chief Constable to account on behalf of all Cheshire residents.

Alongside regularly meeting the Chief Constable to discuss opportunities, threats and risks in the way we deliver policing in Cheshire, I will also hold regular meetings to scrutinise the Constabulary's performance. These meetings will consider performance against the six priorities identified in my Police and Crime Plan as well as a wide range of performance information relating to all aspects of policing.

I will publish the meeting agendas, reports and minutes on my website, alongside the publishing of the Constabulary's performance information in a number of key areas, and there will also be opportunities for the public to attend.

I'll also use my role to hold the Chief Constable to account in considering the results and outcomes of any independent inspections, reports or external audits from bodies such as HMICFRS and ensure the Constabulary responds to any recommendations made. The responses I give to HMICFRS will be published on my website.

**This diagram shows how the Scrutiny process operates:**





## Keeping the conversation going

I want you to have confidence that the key priorities in this Plan will be delivered before March 2024 and that the Constabulary will continue to progress those priorities, which have a longevity beyond my term of office. Continuing to listen to Cheshire residents, our communities, officers, staff, volunteers and other key stakeholders will enable me to ensure my Police and Crime Plan continues to be relevant in delivering your priorities.

I will regularly engage with our communities, including young people and those who are traditionally hard to reach, by making regular visits to places and community groups across Cheshire to understand your views and experiences of policing.

I'll also run county-wide consultations so you can tell me directly how you'd like to see policing delivered and funded. Alongside this, I'll continue to talk to victims of crime about the service they receive from the police and other support systems.

I will continue to fund organisations such as the Cheshire Youth Commission and will provide a new Victims' Champion, alongside working with specialist advisory groups in the community covering the characteristics of age, gender, disability, BAME, faith, religion and LGBT+. This will allow opportunities for individuals to talk to me and their peers about how policing and victims' services are being delivered, giving hard-to-reach groups a voice. I will take on board these recommendations and ensure they are implemented so policing continues to be connected to our communities.

Through my own channels, including my website, social media channels, PCC Alert, stakeholder newsletters and information provided to the local, regional and national media, I will provide regular updates on the work I am carrying out to deliver the priorities in this Plan.

I will also produce an annual report detailing the progress on the delivery of the six priorities, and review and re-publish my Police and Crime Plan each year.



## Working in partnership

Working with key partners in both the public, private, community and voluntary sectors will be crucial to the success of this Plan.

Tackling crime and anti-social behaviour cannot be the responsibility of the police alone. We need the expertise of local agencies working together to solve local issues. As the county's lead on policing and crime, I am well-placed to provide this community leadership to ensure all agencies work together to make Cheshire safer.

Through my work with Community Safety Partnerships and Cheshire's Sub-Regional Leaders Board, I will regularly work with the Cheshire Police and Crime Panel and the four local authorities across Cheshire to deliver the priorities in this Plan and identify opportunities for collaborative working. I will also access extraordinary Government funds, as they become available, on behalf of these partners and Cheshire residents.

I will provide regular updates to Parish and Town Councils with regards to how policing is being delivered in their local areas.

I will continue to drive forward collaboration with other blue-light services, including Cheshire Fire and Rescue Service, through my role as a board member on the Cheshire Fire Authority to understand how we can work together to deliver our services more efficiently.

As Chair of Cheshire's Criminal Justice Board, I am in a strong position to foster a close working relationship between those working in the criminal justice sector, including the National Probation Service, prisons and the Crown Prosecution Service, to improve outcomes for those interacting with the criminal justice system.

I will also work with other Police and Crime Commissioners regularly through national meetings with the Association of Police and Crime Commissioners (APCC) and locally with Commissioners and Chief Constables through the North West Joint Oversight Committee to ensure the way we deliver policing in Cheshire is in line with national policy and guidance.







# Stay in touch

Email me via:  
**[pcc@cheshire.police.uk](mailto:pcc@cheshire.police.uk)**

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Follow me on Facebook, Twitter and Instagram:  
**[@cheshirepcc](#)**

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Learn more about my work by visiting my website:  
**[cheshire-pcc.gov.uk](http://cheshire-pcc.gov.uk)**

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If you would prefer to write to me:  
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**Clemonds Hey, Oakmere Road,**  
**Winsford, Cheshire CW7 2UA**







**Cheshire**  
Fire Authority

**SAVING LIVES**

**CHANGING LIVES**

**PROTECTING LIVES**

# **Draft Annual Action Plan**

2022-2023

[www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk)



Ultimately our IRMP and this annual plan which sits under it will enable us to deliver on our vision to save lives, change lives and protect lives.





# Contents

|    |                                  |
|----|----------------------------------|
| 04 | Foreword                         |
| 05 | Covid-19                         |
| 06 | Our Progress                     |
| 13 | Our Next Steps                   |
| 23 | Looking after our people         |
| 24 | Our Efficiency and Effectiveness |
| 25 | Our Finances                     |
| 26 | In summary                       |
| 27 | Engaging with you                |



If you require this or any other document in a different format, please contact us by emailing [consultation@cheshirefire.gov.uk](mailto:consultation@cheshirefire.gov.uk), calling 01606 868700 or contacting us via our social media platforms.

SAVING LIVES  
CHANGING LIVES  
PROTECTING LIVES



## Foreword



**Councillor Bob Rudd**  
Chair,  
Cheshire Fire Authority



**Mark Cashin**  
Chief Fire Officer  
and Chief Executive  
Cheshire Fire and  
Rescue Service

In July 2020, Cheshire Fire Authority approved and published its four year Integrated Risk Management Plan (IRMP), which outlines the key fire and rescue risks facing Cheshire and details how the Authority plans to address these risks and improve Cheshire Fire and Rescue Service to ensure it continues to deliver an exceptional service to the communities we serve.

This draft annual action plan marks the mid-point of the IRMP cycle and an opportune point in time to reflect on our progress to date and appraise our future direction in light of the changes we have experienced over the past 18 months.

Clearly, the world in which we live in has witnessed fundamental change as a result of the Covid-19 pandemic. We are proud and thankful of our staff for rising to the challenge to support our community when it needed them most. The work they have undertaken is provided in more detail further in this document. Despite Covid, we have continued to progress and implement our plans in many areas.

There are, of course, other risks and challenges we need to meet such as the climate emergency, inequality and deprivation within our society and facing an ageing population. Many of these risks have a direct impact on your fire and rescue service and equally, we can have a significant part to play in addressing them.

Our IRMP, which is available on our website [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk), outlines these risks in more detail and our plans to make Cheshire a safer place to live and work. Ultimately our IRMP and this annual plan which sits under it will enable us to deliver on our vision to save lives, change lives and protect lives.

We will be engaging with residents and seeking your views as we produce this annual action plan and begin work on developing our next IRMP to take us beyond 2024. Further details on how you can get involved are at the back of this document. We look forward to hearing your views.

# Covid-19

**The emergence of the Covid-19 Pandemic saw a significant change in the way that Cheshire Fire and Rescue Service operated in order to keep our staff safe, minimise the risk of infection and help our community.**

We have undertaken a huge amount of work in supporting our partner agencies to help our communities stay safe during the pandemic. This has included a wide range of activities to support both residents and our front-line colleagues, such as:

- Providing over 80,000 Covid vaccines across Cheshire to date.
- Delivering prescription medicines to vulnerable residents.
- Using our FireBikes to help transport vital blood and tissue samples.
- Transporting food parcels to help those in need.
- Supporting the mass distribution of personal protection equipment to health and care colleagues.
- Helping our local authority partners identify extremely vulnerable people so that necessary support could be put in place.

We also introduced significant changes to how we operate as a Service. We introduced changes to many aspects of day-to-day working practices to comply with Government guidance and minimise the risk of infection to our staff, their families and the wider community.

Staff engagement and welfare has sat at the heart of our decision making and changes introduced through the Pandemic. We brought together working groups of staff to help the formulation of changes to our working procedures, sought feedback through a dedicated staff survey, online forum and via virtual meetings, and launched specific guidance to support our staff and those managing them. The Pandemic also saw the launch of a staff-led wellbeing community, which goes from strength to strength.

As we move out of the Pandemic and return to a more normal way of working, we will review our activities to take account our learning during the Pandemic. Already this has resulted in the introduction of an agile working policy, enabling staff to choose to undertake more remote and home working where they are able to. However, there is wider learning that we will look to incorporate in areas such as training, staff engagement and our prevention work in the community.





## Our progress

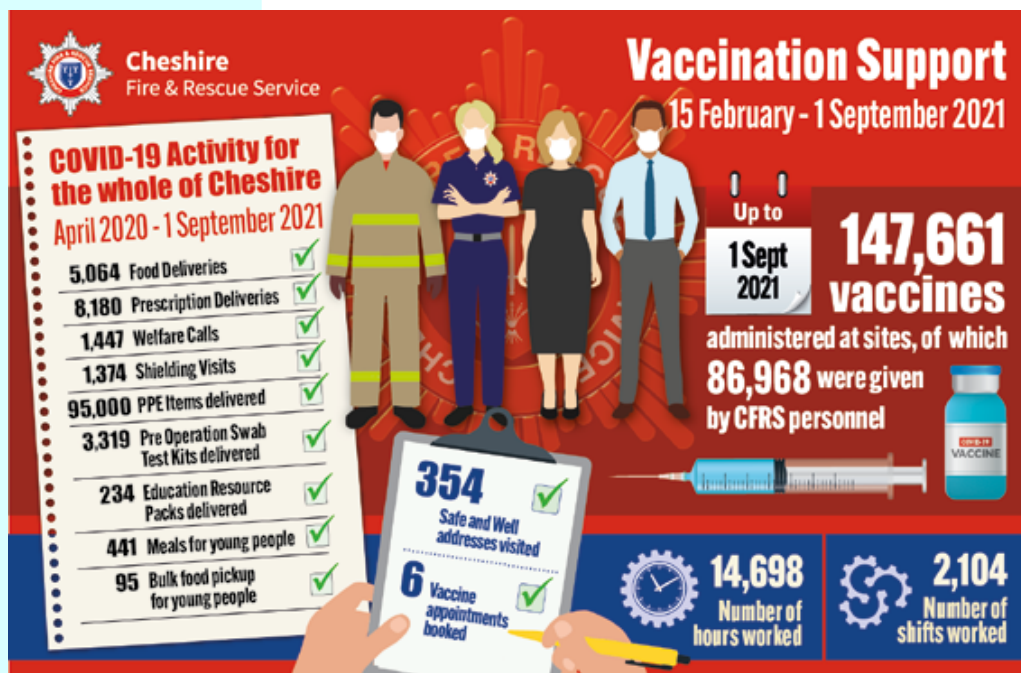
Since approving the 2020-2024 IRMP, the Authority has been hard at work implementing the Plan. Although the Covid pandemic has had a significant impact, work has progressed in many areas.

Since publication of the IRMP in July 2020, the Authority has either completed or is progressing in many areas, which will be explained through this next section.

### Prevention

Through the Pandemic, much of our community facing prevention work had to be suspended. This included much of our safe and well activity (except for referrals from partners and high-risk individuals) and our youth engagement work. However, our prevention staff have been at the heart of our Covid response in providing support into the community. They have been involved in a wide range of activities, highlights of which are provided on the previous page and in the infographic below. This support has been invaluable to both local residents and our partner agencies.

As we move out of the Pandemic, we have begun to resume the delivery of our Safe and well programme and our range of youth engagement activities. We will take into account the learning from the Pandemic and explore how we can use additional data we have accessed to further refine our targeting of activity, ultimately helping keep more vulnerable people safe.



SAVING LIVES

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PROTECTING LIVES

Annual Action Plan for 2022-2023



# Our progress

## Protection

### Keeping Non-Domestic Properties Safe

The Authority has legal responsibilities to enforce fire safety legislation in non-domestic premises. It uses a Risk Based Inspection Programme (RBIP) to prioritise its audit and inspection work towards the premises which present the highest risk to life in the event of fire. Its RBIP is developed in line with national guidance and using local intelligence. A review of the RBIP has been carried out which has further refined how risks are prioritised, to make the programme of activity under the RBIP more effective and efficient. Inspecting officers have also been upskilled to enable more inspections of the highest risk premises. Over the coming year the outcomes of this review will be implemented.



### Improving Safety In HMOs

Houses in Multiple Occupation (HMOs) are properties where 3 or more tenants are living in them as more than one household, but share common facilities such as a kitchen or bathroom. For example, this could be a house converted into separate flats or a house share. HMOs present particular fire safety risks as they contain more than one household and in some cases it is not readily apparent that a property is a HMO, especially smaller HMOs which may not require a license from the local council to operate. In the event of a fire in such a property, firefighters are placed at greater risk as they need to quickly adapt plans and procedures to deal with the fact that the property is a HMO and not a standard single household premise.

The Authority has been working with the housing departments in each of Cheshire's four local authority areas to develop a memorandum of understanding (MOU). This MOU includes agreeing a joint inspection approach for a number of HMO premises each year. The Authority is now also sharing risk information with local partners and jointly badged information has been produced to distribute to HMO owners and operators.



## Our progress

### Protecting Our Heritage

Cheshire contains a wealth of heritage premises. These are key elements of our cultural identity and local economy, but could be lost or irreparably damaged in the event of fire. The Authority has recruited a dedicated officer to coordinate its approach to managing heritage risks. The role involves completing fire safety audits in heritage premises and providing detailed technical advice, guidance and support on the relevant statutory and regulatory requirements and standards in order to minimise fire risks and hazards in high risk and heritage buildings.

Over the coming years the role will aim to develop effective partnerships with other regulators, stakeholders, partners and businesses to formulate and implement effective heritage protection and prevention initiatives and activities.

### Promoting the use of Sprinklers

The Authority is a strong advocate for the use of sprinklers. In the event of a fire, they can play a crucial role in minimising loss and damage. This can mean the difference between a fire that could damage a single room in a property with sprinklers, to much more significant damage in a property without sprinklers, meaning the loss of treasured possessions and placing people at higher risk of death or injury. In the case of a business, sprinklers could mean the difference between some short term disruption or the complete loss of a company.

The Authority also believes that sprinklers are crucially important in buildings where a fire has the potential to lead to a significant loss of life, such as in schools or high-rise residential premises. For several years the Authority has worked with housing providers to encourage and part-fund the take up of sprinkler systems in high-rise properties within Cheshire. To date it has worked to install systems in 17 of Cheshire's 21 high-rise residential premises. Following the Grenfell Tower fire, the Authority again emphasised the importance of sprinklers in these premises and is continuing to work with housing providers to encourage the installation of sprinklers.

The "Sprinklers Save Lives" campaign was launched in April 2021. The initiative will not only highlight the benefit that sprinkler systems bring to a business, but also encourage decision makers to consider fitting sprinkler systems in all new builds, as well as retrofitting of the devices in older premises. For more information on sprinklers please visit the dedicated section of our website: <https://www.cheshirefire.gov.uk/business-safety/sprinklers-the-facts>





# Our progress

## Response

### Improve how we match our resources to risk and demand

In February 2021 the Authority moved the second fire engine at Ellesmere Port Fire Station to the nearby station at Powey Lane. It also moved the fire engine from Powey Lane to Chester, resulting in two fire engines being located at Chester Fire Station. This has provided the Authority with a balance of resources across Cheshire West and Chester to more effectively respond to risks and demands.

### Improving our response to road traffic collisions

The Authority's IRMP committed to expanding our fleet of Rapid Response Rescue Units (RRRUs) across each of Cheshire's 13 on-call fire stations, building on existing RRRU capability at Sandbach and Holmes Chapel. This capability will enhance our response to road traffic collisions and also allow us to address other local risks. Staff have been engaged in the process to tailor RRRUs to meet these specific risks, such as animal rescues or wildfires, and the Authority is now rolling out the fleet of RRRUs.

### Improving our response to wildfire

The effects of climate change means that the Authority needs to adapt to more frequent occurrences of wildfire, particularly in remote moorland areas of Cheshire. The Authority has worked with staff to procure specialist protective equipment and tools to improve our capability to fight wildfires. We have also procured a specialist all-terrain vehicle, which will be housed at Poynton Fire Station. This will enable firefighters to tackle fires on difficult or inaccessible terrain such as exposed moorland.



**Chester  
Community  
Fire Station**

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## Our progress

### Investing in New Technology

A High Reach Fire Engine, also known as a High-Reach Extendable Turret (HRET) operates as a normal fire engine but also houses a large extendable boom which can provide water from height. This has now been purchased and has been delivered to the Authority ready for crews to begin training and familiarisation ahead of it becoming operational in early 2022.

The Authority is progressing its plans to introduce a water carrier to provide large amounts of water to aid firefighting operations. The vehicle is currently being manufactured prior to its introduction into service, where it will be based at Ellesmere Port Fire Station.

Research has also been undertaken into the use of high pressure lances, which emit water at high pressure to pierce building materials – removing the need for firefighters to enter a building and place themselves at risk. Following this evaluation, quick release high-pressure lances and drills will be provided on each fire engine, allowing crews to alter conditions within a fire compartment prior to entry and to apply water into roof and wall cavities.





# Our progress

## Training Centre

The Authority's new Training Centre was completed in December 2020, with work progressing despite the Pandemic. The new facility boasts state of the art training environments to provide our firefighters and staff with the most realistic and immersive scenarios possible to reflect the risks within Cheshire.

At £11.5m, this was the single biggest investment that the Authority has made to date, but it is a crucial part of our ability to keep people safe. Thanks to the success of our prevention work in the community, the number of fires has been steadily reducing year on year. While this makes our communities safer, it does mean that our firefighters have less 'hands-on' experience to learn their craft. This places greater emphasis on the use of realistic training to equip crews with the skills and knowledge to do their jobs as effectively as possible.

The training centre provides this environment. It comprises multiple zones that reflect the real risks within Cheshire, such as a petrochemical rig, a rural area, and transport networks, as well as traditional housing and commercial scenarios. The centre also has a dedicated area for command training, with operational commanders having access to world class facilities. The site also offers training in other important aspects such as fire investigation, the identification of hazardous materials and in trauma care. This allows our staff to experience the full range of scenarios they are likely to come across within Cheshire.



**SAVING LIVES**  
**CHANGING LIVES**  
**PROTECTING LIVES**



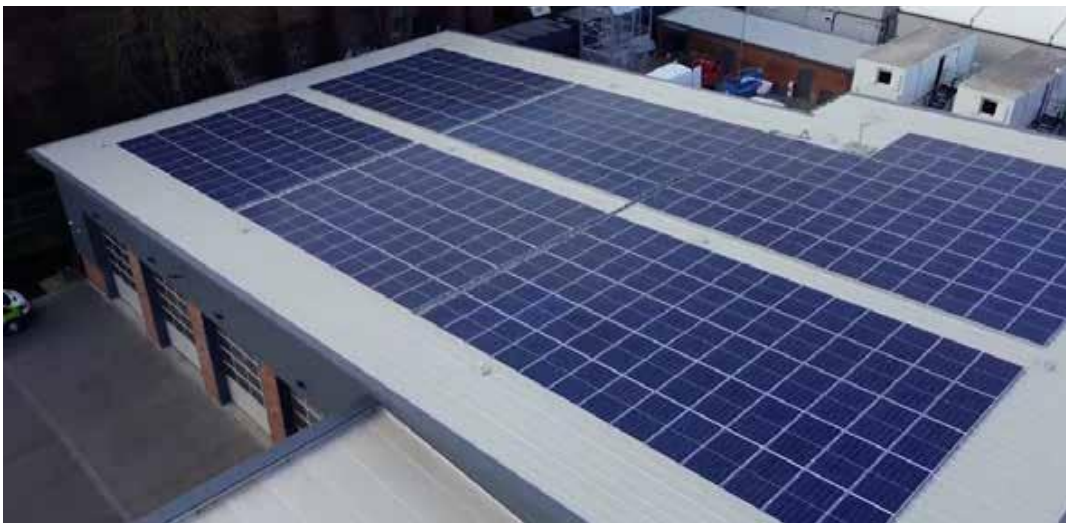
## Our progress

### Estates Modernisation

The Authority has an extensive programme of modernisation underway for its estate covering most of its fire stations and its housing stock. Many of our fire stations are of dated building stock and our modernisation programme has brought our premises up to date to meet the needs of a 21st century fire and rescue service, improve our environmental efficiency and provide better access arrangements into our buildings.

Despite the pandemic, progress has continued at several locations across Cheshire. The coming year will see the completion of work at our fire stations in Ellesmere Port, Knutsford, Malpas and Congleton. We will also begin renovation of our fire stations in Winsford, Frodsham, Poynton and Macclesfield.

Over the coming year work will begin in earnest on the construction of a new fire station in Crewe. We will also begin to develop options for modernising our fire station on Winwick Road, Warrington.







## Our next steps

As we enter the second half of our IRMP cycle, we have a number of plans that we will be commencing over the next two years.

Some of these plans are contained in the Authority's 2020-2024 IRMP

### Prevention

#### Reducing Fire Safety Risks in the Home

In 2017, the Authority began to offer Safe and Well visits to residents in the community who were at risk from fire. Alongside fire safety advice, firefighters and advocates provide householders with signposting information on how to keep healthy and prevent key risks related to fire, such as slips, trips and falls; smoking cessation and reducing alcohol intake.

Our Safe and Well programme has primarily been focused on the over-65s, as they were shown to be more at risk from fire, and we have now nearly covered all of these households in Cheshire, making them safer from fire. Over the past year we have refined our targeting methodology and will now begin to use this to direct our Safe and Well visits to lone parent and single adult households, which statistics have shown are at a higher risk of fire occurring in the premises than other demographic groups.

#### Making Our Roads Safer

Road traffic collisions are a key priority for the Authority. While the number of road users decreased during the imposition of Covid restrictions and lockdowns, the long term trend has seen a continual increase in road users. There are sadly hundreds of people killed or seriously injured on our roads each year. We will work with our emergency service and local authority partners across Cheshire to develop a plan to make a real difference in reducing the number of people killed and seriously injured on our roads.



SAVING LIVES  
CHANGING LIVES  
PROTECTING LIVES



## Our next steps

### Promoting Water Safety

Cheshire is home to several rivers and waterways as well as lakes, pools and man-made watercourses. Sadly, we see each year that people have died after entering the water and getting into difficulty. We will consider how we can evolve our prevention work to raise awareness of the hazards presented by open water.

### Improving Our Fire Safety Education Programmes

Firefighters and fire staff undertake various fire safety education programmes throughout Cheshire. In addition, we utilise our innovative safety and life skills centre, Safety Central, to deliver a range of interventions for school children and other groups. The centre adopts an interactive, hands-on approach to educating about fire safety.

Given the wide range of interventions we now provide, we will review our programmes to ensure that they are delivered in a consistent, engaging and informative way that is relevant to the particular age group or audience in question.



# Our next steps

## Protection

### Reducing False Alarms

A significant number of calls which firefighters attend are false alarms. False alarms are an inconvenience for the premises owners and operators but also mean that while in attendance, crews are not available to respond to genuine emergencies.

In some cases there are frequent automatic false alarm calls from the same location, such as commercial premises and complex sites e.g. hospitals. We class these as non-domestic premises. They are often triggered by the fire alarm system.

The Authority has worked closely with owners and operators of non-domestic premises to drive down the number of false alarms, as well as implementing policies to help filter out genuine emergency calls from false alarms. Over the past five years this has helped to significantly reduce the numbers of false alarms in non-domestic premises which we attend.

However, false alarms in general still account for almost 3,500 incidents we attend. This is nearly 40% of the total operational incidents we attend. Many of these are from domestic premises, which include individual houses, blocks of flats and sheltered accommodation. Most commonly this is due to cooking – and, yes, burnt toast – or a faulty alarm.

In the coming year we will work to reduce the number of false alarms we receive from domestic premises.







## Our next steps



### Learning From Grenfell Tower

The Grenfell Tower fire on 14 June 2017 was a tragic loss of 72 lives and a watershed moment for fire and rescue services in the United Kingdom. Like other fire and rescue services, we are determined to take all the necessary action so that an event such as this cannot be repeated.

Following the Grenfell Tower fire, officers inspected and audited all of the high-rise premises within Cheshire to ensure the safety of residents and to for the presence of any cladding of a similar construction to that which was present at Grenfell.

As the Inquiry into the fire has progressed, the Authority has kept abreast of developments and has implemented any relevant recommendations that have emerged to date from the Phase One Report.

We have also responded to consultations on subsequent changes to the building regulations regime and have incorporated any associated guidance that has been issued from Government or the National Fire Chiefs Council.

As Phase Two of the Inquiry continues, the Authority will implement the relevant outcomes as they emerge.

# Our next steps

## Response

### Response to Floods and Rescues From Water

The impact of climate change means that the Service responds to more frequent flooding incidents. In addition the Service is regularly called to rescue people from water. In line with the IRMP commitment we have reviewed our capability and response to the full range of water incidents, from small-scale domestic floods right through to wide area flooding and rescues from fast flowing water. The review findings will be reported shortly with the aim of commencing implementation in 2022. The focus is on ensuring that we have optimal capabilities located in the best position to serve the public, whilst also ensuring that our crews have appropriate training and equipment, including personal protective equipment.







## Our next steps

### Review our Special Appliances

The Authority has a range of specialist resources in addition to its traditional fire engines. These include aerial appliances, rescue boats, a command unit, a major rescue unit, a high volume pump, an animal rescue unit and a technical rescue unit. These are county-wide resources that enhance our firefighting capability and enable firefighters to undertake a wider range of incidents including flooding, complex road traffic collisions and rescuing trapped people and animals.

Within the IRMP we committed to undertake a Service-wide strategic review of our special appliances to inform future opportunities to improve frontline service delivery. Over the coming year we will conclude this review and implement the outcomes. The Authority will also look to take the lead on developing bespoke mobile facilities to help reduce firefighters' exposure to materials such as gases and particulates generated by fires while they are dealing with incidents.

While thankfully rare, major incidents are often the most complex to manage safely and effectively. They are often long running and require the co-ordination of many resources from different areas over an elongated period of time. In such incidents, a firefighting presence may be required at the scene for many hours continuously, in some cases even days and weeks at a time and sometimes involving neighbouring fire and rescue services. The Authority will invest in a dedicated unit to provide support at major incidents, as well as providing welfare facilities for firefighters during protracted incidents.





## Our next steps

### Keeping Our Staff Safe

Ensuring the health and safety of our firefighters is of the upmost importance to the Authority, which has invested significant resources into ensuring our staff are provided with the best personal protective equipment (PPE) available.

The Deputy Chief Fire Officer chairs the Service's Health, Safety and Wellbeing Committee; which has representation from Fire

Authority Members, staff and trade unions. Within this structure is a dedicated group tasked with reviewing procedures and equipment to reduce the risk of contamination.

We will continue to work with staff and representative bodies to refine our procedures and, where necessary, invest in new equipment to minimise the risk that firefighters face from contaminants that they encounter carrying out their role.



### Risks from Emerging Technology

As the ban on internal combustion engines draws nearer, the number of battery powered electric vehicles on our roads is expected to increase significantly. In the case of a fire, the fire behaves in different ways than in a petrol or diesel vehicle thus presenting new risks to firefighters.

The growth of renewable technology is also leading to more premises using battery energy storage systems. These systems allow for excess energy generated by things like solar panels and wind turbines to be stored for use at a later date when the energy is required. Again, these can present new risks from a fire safety perspective. Further into the future, the use of hydrogen technology is expected to develop and therefore there will be a need to understand the risks presented to both residents and firefighters as this technology becomes more widely used.

Therefore the Authority will undertake more work to understand the risks presented by emerging technologies, particularly battery technology and electric vehicles, and develop associated operational procedures. We will also develop our protection work regarding battery energy storage systems.



## Our next steps

### Wilmslow Fire Station

Our IRMP outlines the plan to change staffing arrangements at Wilmslow Fire Station. This involves changing from the existing nucleus crewing system to a day crewing system. Under the current nucleus system, the station is staffed by firefighters during daytime hours (07:00-19:00). Outside of these hours emergency response is provided by on-call firefighters who live or work within five minutes of the station.

A day crewing system sees the Fire Station staffed during weekday daytime hours (09:00-19:00) but with firefighters paid a supplement to provide guaranteed on-call cover outside of these hours. This system is in place elsewhere in Cheshire and is extremely efficient and effective. For Wilmslow, the Authority believes this is an appropriate model to meet local risks and demands. It also ensures 24/7 availability of the fire engine at Wilmslow in a sustainable way without needing to bring in supporting resources from elsewhere in Cheshire, which happens under the current crewing system.

The Authority has been pursuing options to redevelop Wilmslow Fire Station with its emergency service partners to create a multi-agency hub. This was intended to release land to build the housing required for firefighters working the day crewing system. However, agreement could not be reached on a solution that provided the necessary benefits for all parties involved. Therefore the Authority will now explore options to buy suitable properties near to the fire station. It is anticipated that the cost of repaying the borrowing to buy nine houses could be covered by the revenue savings from changing the crewing system.

As the houses will not be directly adjacent to the fire station there will be an impact upon response times during the day at weekends. There will be minimal difference during the week. Overall, the average attendance time of 6min 59sec would increase by around 47 seconds to 7min 46 sec.

However, this time would still be well within the Authority's response standard of attending life risk incidents within 10 minutes on at least 80% of occasions. Furthermore, it would mean that Wilmslow would be provided with guaranteed on-call cover overnight without the need to bring in supporting resources.



## Our next steps

### Emergency Cardiac Response

In the case of a cardiac arrest, time is of the essence. The quicker that medical intervention can be provided, for example using a defibrillator, the better the chance of survival for a casualty.

This is why the Authority has supported providing public use defibrillators at all its locations and in having the devices on its fire engines. The more widely they are available, the more chance they can be used to save life. It has been the long held ambition of the Authority to have firefighters in Cheshire respond to incidents of cardiac arrest. This is because our staff are trained to provide casualty care and in many areas, particularly rural parts of Cheshire, firefighters can be on scene providing assistance before paramedics arrive.

Attending cardiac incidents has formed part of broader discussions at national level between employers and representative bodies about the future role and remuneration of firefighters. However these negotiations have now been ongoing for over five years, with no effective agreement or resolution in sight.

The Authority is determined to press ahead. We believe that having firefighters provide emergency cardiac response can deliver the crucial early intervention that can save lives. In the coming year we will therefore look to engage partners, such as the North West Ambulance Service, our staff and trade unions in relation to the introduction of cardiac response at a local level within Cheshire.







# Our next steps

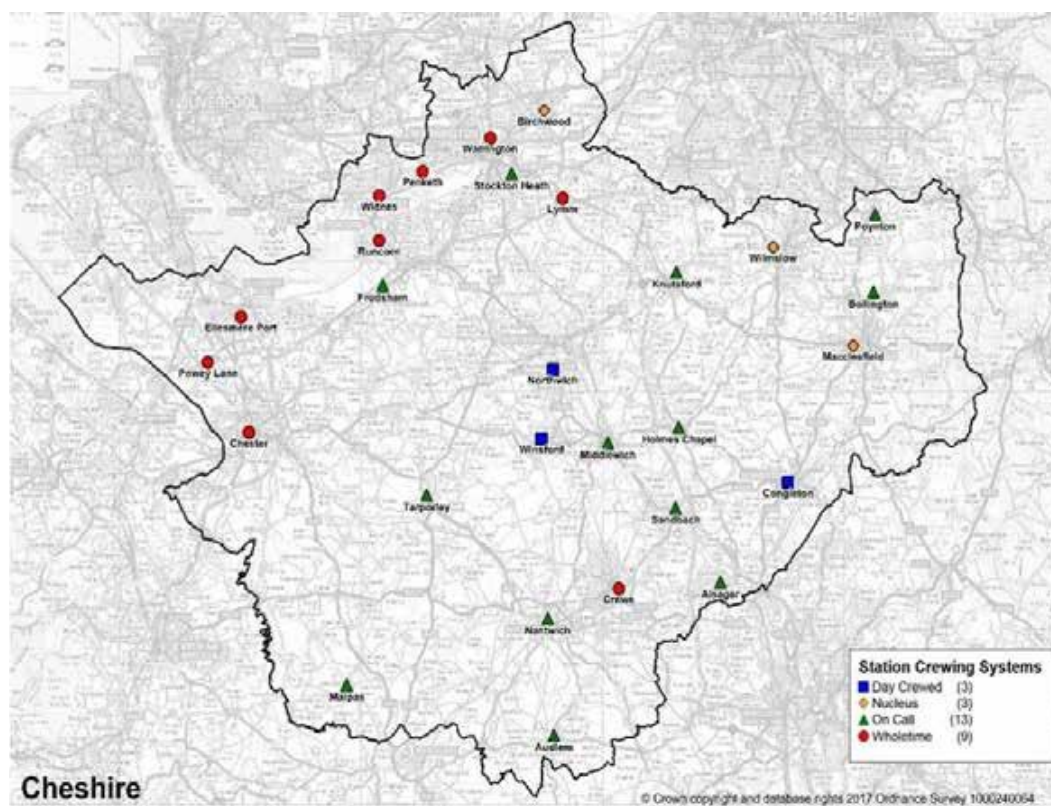
## Fire Cover Review

As part of the Authority's Community Risk Management (CRM) process, officers undertake periodic reviews of the provision of fire cover across Cheshire. These comprehensive reviews consider the resources available to the Authority and how these are spread to ensure we can provide the most effective and efficient fire cover to meet the risks and demands we face.

These reviews incorporate a wide range of data and information, including activity levels, performance data and computer modelling. This data is then used to determine the optimum way to staff our fire engines and place our specialist resources to address the risks of each local area and Cheshire as a whole.

In the coming year, we will commence a review of our fire cover to ensure that we are providing our emergency response functions as efficiently and effectively throughout Cheshire with the resources we have available.

The outcomes of this review will feed into the development of proposals within the Authority's next Integrated Risk Management Plan (IRMP) which will cover the period beyond 2024. This will be subject to public consultation during Autumn of 2023, as part of the development of the next IRMP.





# Looking after our people

Engaging with, supporting and developing our people has been a fundamental aspect of our work through the course of this IRMP. Using our Steps Framework, we have designed a range of interventions to support and develop our people through the employee life cycle, from initial recruitment through to retirement.

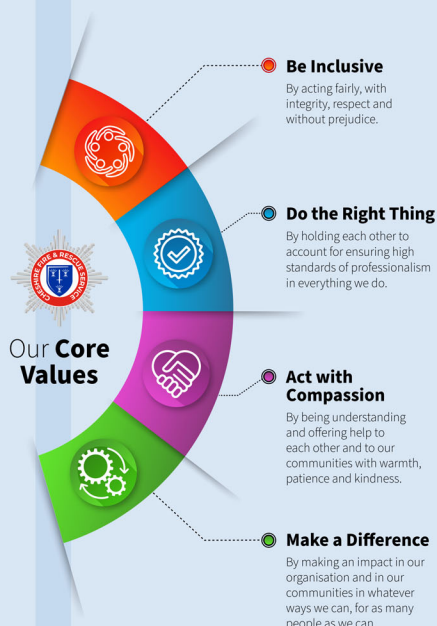
Our approach will be further underpinned by the production of a new People Strategy in the year ahead.



Engaging with staff is a central element to our workplace culture. Senior leaders conduct regular visits with teams and staff are encouraged to feedback their ideas and thoughts through a range of platforms such as conferences, surveys, a suggestion scheme and a Staff Engagement Forum. This emphasis has led to improvements in staff feeling engaged and valued, which we measure through regular staff engagement surveys. In the coming year we will develop an action plan to address the findings of our latest survey.

The Authority has prioritised the development of a culture of openness around mental health and wellbeing. This has seen the introduction of a dedicated mental health and wellbeing advisor; the creation of a steering group to direct our efforts; and the launch of a specific strategy to embed a culture of openness and support regarding mental health. We will continue to develop this field of work, with the aim of becoming a beacon of excellence with regards to mental health support and provision.

We are immensely proud of our work to promote inclusion within the fire and rescue service and have a strong track record of success, ranking as the highest performing emergency service in the Stonewall Workplace Equality Index for several years. Our new Equality, Diversity and Inclusion (EDI) Strategy aims to build on this success and broaden our EDI work to ensure we can attract and retain the best staff from a diverse range of backgrounds which reflect our community.





## Our Efficiency and Effectiveness

**Over the course of several years, the Authority has implemented a range of changes to its operations and functions to improve the efficiency and effectiveness of the services it provides and to make our workforce more productive.**

This has included the introduction of new shift patterns and crewing arrangements to improve productivity; riding with four firefighters per engine as standard; investing in new fire stations and technologies; the development of Safe and Well visits; collaborating with our partner agencies (both police and other fire and rescue services) and adopting a priority based budgeting process so that our resources are aligned to our key priorities.

Over the coming year we will commission a programme of service improvement reviews to continue our drive to improve our efficiency and effectiveness.

As well as our people, efficiency and effectiveness are the key pillars by which we are assessed by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Earlier this year, the Authority received its second inspection from HMICFRS. This examined how we had built on the findings of our first inspection in 2018.

Our final report from this latest inspection is due to be published in December 2021, which will provide the findings and recommendations for the Service to consider. In the year ahead we will develop action plans to address these outcomes.

Finally, the Government has announced that it will publish a White Paper which will outline its plans for future reforms of fire and rescue services across England. The Paper is expected to outline changes to our governance and other aspects of how the Authority operates. The Authority will consider the potential implications of the Paper once it has been published.







# Our finances

Cheshire Fire Authority is funded through two main sources of income: funding from central government and through its share of council tax, called its precept. Council tax makes up around 67 per cent of the Authority's funding with government grants and distribution of business rates comprising the other 33 per cent.

The Authority agreed a revenue budget of £46.2m and capital spending of £8.2m for 2021/22. In terms of how we expect to spend the revenue budget, this is shown in the graphic below. Further details can be found on the Authority's Statement of Accounts, available on our website [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk)

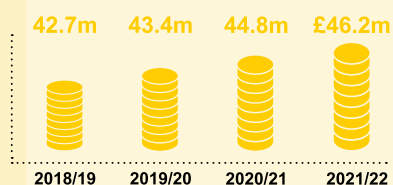
As part of its budget management, the Authority produces a Medium Term Financial Plan (MTFP), covering a five year period. The MTFP is updated regularly to reflect emerging, local, regional and national issues and makes informed assumptions about issues such as future pay, inflation, government funding and council tax levels. Current assumptions include an annual increase in its precept of 1.99 per cent, an annual pay increase of 1.5 per cent for staff and 2 per cent for non-pay inflation. The latest MTFP can be viewed on our website.

Over the past year the Authority has undertaken a comprehensive exercise to more effectively and efficiently align resources to deliver against its key aims and objectives, a process known as priority based budgeting. It will continue with this approach over coming years to ensure funding is allocated towards priority areas and make our community safer.

As with other public sector organisations, the Authority is impacted by spending decisions taken by Government. The Government outlines its key spending priorities through its annual Budget announcement and, longer-term, through Comprehensive Spending Reviews (CSR).

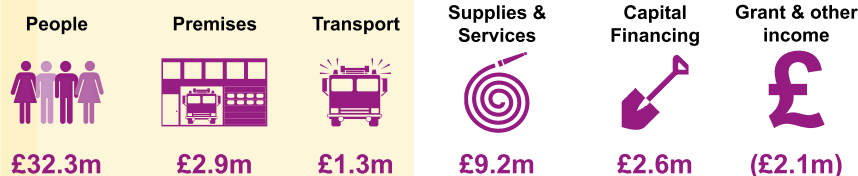
There is a considerable amount of uncertainty regarding the future outlook for public spending, as a result of the external political environment and the impact of coronavirus. More clarity may emerge from the next CSR, the outcomes of which may require the Authority to revise its plans as necessary to ensure it fulfils its legal duty to deliver a balanced budget.

## Our funding



## What we spend it on

2021/22 budgeted spend:



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CHANGING LIVES  
PROTECTING LIVES



## In Summary

### Projects completed

- Move the second fire engine at Ellesmere Port Fire Station to Powey Lane, moving the current fire engine at Powey Lane back to Chester.
- Review our firefighting water provision and our response to water incidents.
- Review our Risk Based Inspection Programme and implement outcomes.
- Expand our 'Sprinklers Save Lives' campaign, promoting the use of sprinklers in business premises and high rise residential properties.
- Change our approach to how we manage heritage risks.

### Projects in progress

- Replace the aerial appliance and a fire engine at Macclesfield with a High-Reach Fire Engine.
- Provide Rapid Response Rescue Units on all of our primary on-call fire stations.
- Develop our wildfire capability.
- Review the need for new equipment to improve the effectiveness of our response.
- Launch a Cheshire-wide campaign aimed at owners and occupiers of Houses in Multiple Occupation.
- Extend Safe and Well home visits to focus interventions for a broader range of vulnerable people.
- Review our specialist resources and implement outcomes.
- Work with partners to develop a strategic road safety plan.

### Revisions to existing projects

- Introduction of the day crewing duty system at Wilmslow Fire Station. This is proposed to be achieved using a different approach to that within the IRMP, through purchasing nearby housing rather than constructing on the adjacent site (see p.20).
- Work to develop an emergency cardiac response capability. Due to the absence of a resolution to national discussions, the Authority will now focus on a locally developed capability within Cheshire (see p.21).

### New projects

- Develop further prevention work to raise awareness of water safety.
- Review its range of fire safety education programmes to ensure content is consistent, engaging and relevant to the intended audience.
- Work to reduce the number of false alarms within domestic premises.

## In addition

The Authority has already set out its intention to undertake a comprehensive review of existing plans and procedures to adapt to changes as a result of the Covid-19 pandemic, to ensure the safety of staff and the wider community. It will also commence a review of fire cover across Cheshire to ensure its resources are best aligned to meet risks and demands. Both of these programmes will feed into the development of the Authority's new IRMP.



# Engaging with you

**Please let us know your views on your Service, and our plans for the years ahead.**

To support the production of our Annual Plan we will be holding a consultation between 4 October 2021 and 7 January 2022. The feedback from the consultation will then be considered by Members of Cheshire Fire Authority at its meeting on 9 February 2022.

The consultation will be a mix of online and in person methods, providing opportunities for you to have your say. Primarily this will be done through the use of a dedicated survey, which we will issue online and in hard copy.

We are keen to hear your views on our proposals up to 2024. We are also seeking your views more generally about your fire and rescue service. We will use this to help inform our planning for the next full IRMP for the period beyond 2024.

You can find further details on our consultation on our website [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk). This includes further information on our proposals, our consultation activity, ways to get in touch and a link to our online survey.

## Have your say

Via our online survey: [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk)

Or get in touch online:

Email: [consultation@cheshirefire.gov.uk](mailto:consultation@cheshirefire.gov.uk)

Facebook: [@CheshireFRS](https://www.facebook.com/CheshireFRS)

Twitter: [@CheshireFire](https://twitter.com/CheshireFire)


Or in writing to:

Freepost Cheshire Fire Consultation



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**CHANGING LIVES**  
**PROTECTING LIVES**





**169 LIVES LOST  
ON CHESHIRE'S  
ROADS 2016-2020**

**#FATAL5**

**CARELESS DRIVING KILLS  
IT'S NOT WORTH DYING FOR  
#FATAL5**



For more information visit  
**[www.fatal5.co.uk](http://www.fatal5.co.uk)**