



Making Cheshire Safer

Making Cheshire Safer Annual Action Plan for 2019/2020 (IRMP 16)

Consultation Report
February 2019



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1. Introduction

This report sets out the results of the programme of public, staff and partner consultation on Cheshire Fire Authority's draft annual action plan for 2019/2020 (IRMP 16), titled *Making Cheshire Safer*, between 1st October 2018 and 4th January 2019.

The purpose of this report is to enable the Authority to understand the differing level of opinion among all groups to the proposals set out in the draft plan, in order to assist the Authority in giving consideration to the results of the consultation in its decision making process. This feedback will be among the issues considered by the Fire Authority prior to approval of the final version of the annual action plan.

This report comprises eleven sections, as follows:

- An executive summary, which briefly describes the consultation programme, the level of response and the key conclusions which can be drawn from the feedback received
- An overview of the consultation programme
- An outline of the methods used when consulting with the public
- Outlining how the Service consulted with staff and internal stakeholders
- An overview of the approach taken to consult with partners and external stakeholders
- A description of the work undertaken to assess and evaluate the consultation against previous consultations.
- Detailed results of the survey that underpinned the consultation, showing how each group responded to the consultation questions
- A summary of social media activity.
- A profile of respondents who completed the consultation survey.
- Appendices including the summary action plan, the list of partners communicated with, written submissions and additional comments received.

This report has been made available to public and partners on the Service's website - www.cheshirefire.gov.uk/consultation - and to staff on the Intranet.

Report prepared by:

**Graeme Worrall
Policy and Transformation Officer
Cheshire Fire and Rescue Service**

February 6th 2019

2. Executive summary

This report details activity undertaken during the consultation on Cheshire Fire Authority's draft annual action plan for 2019/2020 (IRMP 16) between 1st October 2018 and 4th January 2019

2,000 members of the public and over 250 stakeholders and partner agencies were communicated with during the consultation, along with Cheshire Fire and Rescue Service staff at a number of events across Cheshire. From this, a total of 519 members of the public, 15 members of staff and nine stakeholders formally responded to the consultation.

Views were sought through a range of engagement activities including public roadshows, team visits by senior managers, online surveys and letters to stakeholders. The consultation focused on the key proposals within the draft plan, as well as seeking views on proposals to increase the Authority's share of council tax precept and the overall value placed on Cheshire Fire and Rescue Service.

A standard online consultation survey was developed to gauge opinion amongst the public and external stakeholders. A similar survey was created for staff.

There were 519 responses received from the public consultation in total, of which 516 were via the survey. This provides a margin of error of +/-4.31% and also enables the Service to have 95% confidence level that the results fall within this range. Over 500 additional comments were also submitted into the consultation by both public and staff consultees.

The commentary on the following pages provide a summary of both the consultation process and the results emerging from the public and staff surveys. More detailed analysis of the survey results is provided later in the document.

Public and staff responses

Overall

92% of respondents stated that they valued Cheshire Fire and Rescue Service as a local service provider and 82% are satisfied with the overall performance of Cheshire Fire and Rescue Service.

53% of public respondents have not had contact with the Service in the past three years. Of those that had come into contact with the Service, the most frequent routes were through a Safe and Well visit (21%), followed by a station open day (11%) or an event or meeting within the community (9%). Only 7% of respondents have come into contact with the Service through a fire incident or road traffic collision.

Funding

71% of residents agreed that the current level of precept charged by the Authority represented value for money. 66% of residents support the proposal to increase the precept for 2019/2020 by 2.99%. 69% of staff also supported this proposal.

Service Priorities

Residents were asked to state which activities carried out by Cheshire Fire and Rescue Service they considered the most important. Responding to fires (100%) was seen as most important, followed by responding to road traffic collisions (99%), major incidents (98%) and rescuing people from water (96%).

Regarding prevention and protection activity, prosecuting those who don't comply with fire safety regulations and undertaking prevention work in the community were seen as important by 95% of respondents, followed by conducting Safe and Well visits (93%); providing fire safety advice to local businesses (91%); working with young people (91%) and educating people on road safety (80%).

Consultees were asked if there was anything that, in their view, the Service should either change or stop doing. 22% of public comments expressed the view that the primary focus should be on core activities, while 16% highlighted the need to make best use of time and resources. An additional 16% of comments praised the Service for the work it undertakes. A further 22% of responses stated that the respondent had no further comment to make, with seven comments referencing fire cover within Chester.

Staff feedback highlighted concerns around targets for Safe and Well visits

Consultees were also canvassed for opinions of any issues or activities that the Service was currently not involved in that it should be. 17% of public comments supported broader prevention work in the community, for example engaging with young people or incorporating dementia awareness into Safe and Well visits. 8% of responses highlighted the importance of education e.g. road safety training and youth engagement, while a further 8% reiterated the need to focus on core activity. 37% of comments stated that there was nothing additional that the respondent had considered. Staff comments referenced support

for undertaking emergency medical response and suggested greater involvement with local authority planning and housing developments.

Communications

Staff were asked for views on internal communications channels as part of the consultation survey. This complemented a review of internal communications that was undertaken by the joint corporate communications team. The results and feedback from the consultation survey have been fed into this review.

Proposals for the future

Regarding the proposed development of a joint fire and police station at Crewe, 21% of public comments stated the need for both services to maintain their independence and separate identities. 17% of comments refer to considerations specific to the location, such as traffic and the local road networks. A further 12% of comments supported the idea in principle. Staff comments also reflected the desire for both organisations to retain their separate identities and consideration should be given to ensure that staff who do not regularly use the station and members of the community can still easily access the premises.

There were also comments from staff regarding how the Service can improve the recruitment and retention of on-call firefighters. Suggestions included streamlining the application process, using on-call for more standby and cover moves, as well as greater flexibility concerning on-call contracts.

Overall

Overall, 70% of public respondents and 46% of staff expressed support for the proposals as set out in the draft Plan. A further 38% of staff indicated that they neither supported nor opposed the draft Plan. Consultees were also able to provide any further comments they wished to make.

21% of responses called for funding to be focused towards front-line activity, while 16% of comments referred to the provision of fire cover within Chester. 9% of responses questioned the programme of estates modernisation. 33% of responses stated that the respondent had no further comment to make.

3. The consultation programme

3.1 Overview of this year's approach

The table below outlines the engagement methods used for each of the key groups consulted during the 13-week period. Underpinning the entire approach was a survey, which posed questions relating to the various proposals set out within the draft plan and also more general public satisfaction surveys.

Group	Methods of engagement
Public	<ul style="list-style-type: none"> • Eight date consultation roadshow in major centres of population across Cheshire, Halton and Warrington. • Online survey accessible from the homepage of www.cheshirefire.gov.uk and in hard copy on request. • Media coverage and alerts via Facebook, Twitter and Google+ to publicise roadshow dates and raise awareness of ways to get involved with the consultation. • Postal surveys sent to members of the Cheshire, Halton and Warrington Race and Equality Centre's consultation panel. • Emails raising awareness of the consultation sent to various black, asian and minority ethnic (BAME), disability and community groups.
Staff	<ul style="list-style-type: none"> • A comprehensive programme of over 70 visits to teams across the organisation by senior managers. • Online survey accessible from the intranet homepage, together with a dedicated consultation intranet page which provided copies of the draft plan and supporting documentation. • Global emails to all staff and articles in <i>The Green</i> (weekly staff bulletin). • Meetings with Fire Brigades Union (FBU) representatives and regular meetings with trade union representatives through the Joint Consultation Negotiation Panel (JCNP) process.
Stakeholders	<ul style="list-style-type: none"> • Emails to key individuals, business groups and organisations on whom the proposals may have an impact, including community and voluntary groups and statutory partners. • Copies of the draft Plan and summary to all Members of Parliament. • Electronic copies of the summary draft Plan and summary to all unitary councillors and town/parish councils.

Over the next three sections, evidence is provided of the work undertaken to plan and promote key elements of the programme of consultation.

4. Consulting with the public

4.1 Consultation roadshows

The Service undertakes a programme of public 'roadshow' style events to support the consultation. This involves going to locations across Cheshire with high foot-fall (e.g. supermarkets) to engage with as many people as possible from a wide demographic profile.

The roadshows took place between 10th October and 21st November 2018 and were staffed by members of the Cheshire Constabulary and Cheshire Fire and Rescue Service Joint Corporate Services, each of whom were briefed with knowledge of the proposals within the plan. They were therefore able to talk with confidence to members of the public and encourage them to complete the survey at home to return to the Service's freepost consultation address.

Roadshows were scheduled to last for up to three hours, with the aim of distributing 250 bags at each location, with the new '#TestItTuesday' tote bags containing:



- A copy of the summary document (an example is provided in appendix one of this report)
- A copy of the survey for residents (an example is provided in appendix one of this report)
- A freepost envelope and a pen
- Safety information promoting the Service's 'How safe is your home' safety check campaign and winter driving campaigns.

A total of eight roadshows were held across Cheshire, which saw 2,000 consultation packs distributed to residents. The table below provides greater detail on levels of response from the roadshows.

Location	Surveys Distributed	Surveys Returned
Chester, Morrisons	250	14
Ellesmere Port, ASDA	250	38
Crewe, ASDA	250	37
Macclesfield, Sainsburys	250	44
Runcorn, ASDA	250	36
Birchwood, ASDA	250	47
Widnes, Tesco	250	47
Warrington, Tesco	250	34
2019/20 Draft Plan Consultation Roadshow Total	2,000	516

Safety advice

Safety literature was distributed with the survey packs at each of the roadshows. For this consultation, it was decided to promote the Service's 'How safe is your home?' safety check campaign and the Service's winter driving campaign. Surveys, summaries, pens & freepost return envelopes and giveaways carrying the relevant safety messages were distributed in branded cotton tote bags.

Although the aim of the roadshows was to engage people regarding the proposals within the draft annual action plan, staff inevitably took enquiries from residents on other issues such as replacement smoke alarms, on-call recruitment and carbon monoxide detectors.

4.2 Cheshire, Halton and Warrington Race and Equality Centre

As with previous consultations, the Service contracted the Cheshire, Halton and Warrington Race and Equality Centre (CHAWREC) to distribute a copy of the summary and survey amongst their own 276-member strong consultation panel. Membership of the panel is drawn from ethnic minority communities from across Cheshire. A total of 70 responses were returned from CHAWREC, which provides for an overall response rate of 25.4% - well above average for postal returns.

4.3 Social Media and Online promotion

Efforts were made to ensure that the consultation was prominent on the Service's website www.cheshirefire.gov.uk and a 'Have Your Say' feature was on the homepage of the website throughout the consultation period. In addition, there were regular updates on the Service's social media platforms and the use of two paid-for advertisements on Facebook to extend the awareness of the consultation. A link was also provided within the Service's electronic FireLink newsletter.

Further details regarding the use of social media is contained within Appendix 1.

5. Consulting with staff and internal stakeholders

5.1 Team visits

A revised approach was taken to staff consultation for this year, with senior managers undertaking individual visits to each team across the organisation. Over 70 visits were undertaken during the consultation period.

The visits were scheduled to last for approximately two hours and as well as discussion around the IRMP and future plans for the Service, staff were also able to raise a range of issues that they wished to discuss. This wider feedback will form part of an ongoing staff engagement action plan and associated communications, which will be published separately.

Line managers in both operational and support roles were also invited to attend the Service's annual management briefing that was held at Headquarters on Tuesday 9th October 2018. The briefing ran through a range of issues including the proposals within the plan and other updates from across the Service.

5.2 Internal communications channels

The full range of internal communications channels were used to raise awareness of the consultation throughout the 13-week period. This included:

- A dedicated page on the Service intranet, plus a regular feature on the homepage of the intranet for the duration of the consultation.
- Articles in 'The Green', the Service's weekly newsletter.
- All-user emails informing staff of the consultation.
- Team visits by senior managers.

5.3 Consulting with representative bodies

The Service consulted with representative bodies through its existing Joint Consultative Negotiation Panel (JCNP) process with Fire Authority Members, Principal Officers and senior managers. Representative bodies were also invited to attend the Members Planning Day on 11th January 2019 to provide their responses to the consultation.

Responses from representative bodies are provided to accompany this report.

6. Consulting with stakeholders

6.1 Approach to stakeholders

Through the course of several consultations, the Authority has adopted and refined a systemised process for identifying and engaging its stakeholders throughout the consultation process.

This included ensuring relevant partners and stakeholders were informed about the consultation process, including ways to have their say and were able to obtain information about the draft proposals.

In general, partners were communicated with via an email message which set out the proposals that were being consulted on and provided contact details for those wishing to respond. A summary of the plan was also included to enable recipients to learn about the proposals being consulted on.

6.2 Stakeholder email

One of the key methods of engagement with stakeholders was the use of an electronic mailout.

Over 250 individuals and organisations on the Service's stakeholder database were written to or emailed with a paper or electronic copy of the summary plan and a link to a dedicated online survey for partners.

The letter and email read as follows, with slightly different versions tailored to various audiences such as Members of Parliament, voluntary bodies and public sector partners.

Dear

As you may already be aware, Cheshire Fire Authority is currently consulting on its draft Plan for 2019/2020. The consultation runs until January 4th 2019, so if you would like to provide feedback or comment on the draft Plan, please do so before then. As local councillors and representatives, I would very much welcome your thoughts and comments on the draft Plan and encourage you to provide your feedback to consultation@cheshirefire.gov.uk

The draft Plan sets out key risks facing Cheshire and outlines how fire and rescue services are delivered to mitigate and address these risks through our prevention, protection and response functions. It also explains how Cheshire Fire Authority is funded and provides information on savings requirements to 2020/2021. To meet this, the Authority is proposing to increase its precept by 2.99% in 2019/2020. The current precept stands at £75.48 per year for a Band D equivalent property.

The draft Plan for 2019/2020 is the final annual plan to support the Authority's Five Year Strategy, 'Planning For a Safer Cheshire 2015-2020'. The previous five years have seen a significant amount of change across the organisation to improve efficiency and meet required savings as a result of reductions in central funding. As this programme reaches a conclusion, I feel it is appropriate to engage with my workforce to enable them to influence the future direction of the Service. This engagement, which will be supported by a staff engagement survey, will inform future plans and priorities as a 'whole service review' is undertaken.

This review will progress during the forthcoming year and align the priorities of the organisation to future resources and funding. While work on this review is underway, the outcomes will be subject to consultation in future plans.

Enclosed with this email is a full copy of the draft Plan for 2019/2020 and a shorter summary document. I look forward to receiving any comments you may have.

Yours sincerely,

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

6.3 Stakeholder responses

Copies of written responses from stakeholders are included in an appendix to this report. So too is a list of organisations that were communicated with.

6.4 Key Stakeholders

The Service wrote directly to all 11 Cheshire Members of Parliament (MPs) and provided copies of both the summary draft plan and the full draft document. The Service also contacted councilors in each of the four unitary authorities; Cheshire East, Cheshire West and Chester, Halton and Warrington, as well as other statutory partners.

6.5 Local Town and Parish Councils

An email message was sent to the clerks of all town and parish councils within Cheshire. This message mirrored the text contained in the message attached on the previous page and encouraged local councils to respond through submitting a written response. A list of all town and parish councils that were sent consultation material is included as an Appendix to this report.

6.6 Other stakeholders

Correspondence was also sent to the various equality and diversity teams at local authority partners with a request to cascade the message to their relevant contacts within local community, faith and voluntary groups. The Service contacted Cheshire representatives of the UK Youth Parliament (UKYP) and college pastors, encouraging members and service users to submit their views and comments.

7. Feedback, evaluation and communicating outcomes

The following section outlines the proposed methods to communicate the outcomes of the consultation and provides details on the review and evaluation of consultation activity. As with other consultation programmes, each consultation will be reviewed to ensure continued improvement and that the Service can continue to engage effectively with a wide and representative range of communities across Cheshire.

7.1 Feedback

Following the decisions taken by Members and subject to final approval of the plan, feedback on the consultation will be provided to those who participated in the process. This feedback will be communicated to the public, staff and stakeholders via the following methods:

Public

- Press releases
- Next years' Annual Report
- Using the Service's website and social media channels.
- Letters/emails to those who submitted written statements.

Staff

- Departmental and team briefings
- Articles within internal newsletters and bulletins
- Internal email messages

Stakeholders

- Correspondence to elected councillors and local partners.
- Responses to written statements submitted
- Email messages to the stakeholders who participated.

7.2 Evaluation

Following evaluation of previous consultation programmes, it was decided to continue to focus the roadshows on areas of high population and high footfall; with roadshows situated at supermarkets wherever possible so that staff could engage with a high number and wide demographic range of residents. The main giveaways this year were leaflets and the newly designed tote bags with the 'Test it Tuesday' message to act as a draw to encourage people to respond.

A further evaluation will be held following this consultation which will consider the effectiveness of partner, staff and stakeholder consultation; as well as an evaluation of media and social media engagement.

7.3 Accessibility

The consultation section of the Service's website – itself designed to be accessible to people with special information needs and with a translation function – made it clear that information about the proposals and the survey was available in alternative languages and formats, such as large print, Braille and audio on request.

8. Detailed results

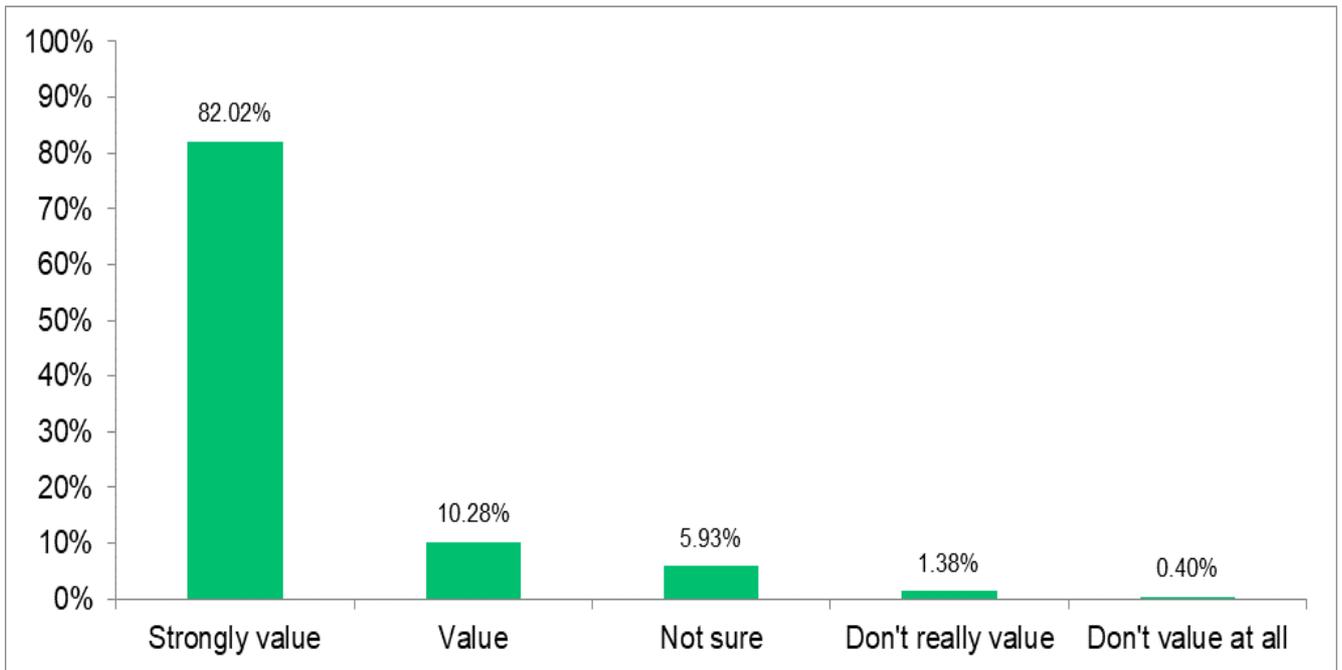
The number of responses received from the public consultation totaled 516. This level of response means that the results displayed give a confidence rate (margin of error) of +/- 4.31%. This level of response also enables the Service to have 95% confidence that the results fall within the +/- 4.31% range.

This section sets out survey responses from the residents and staff in greater detail. The legend underneath each chart shows how many individuals from each group answered that particular question and the overall level of support or agreement from each group to the proposal.

8.1 Public Survey

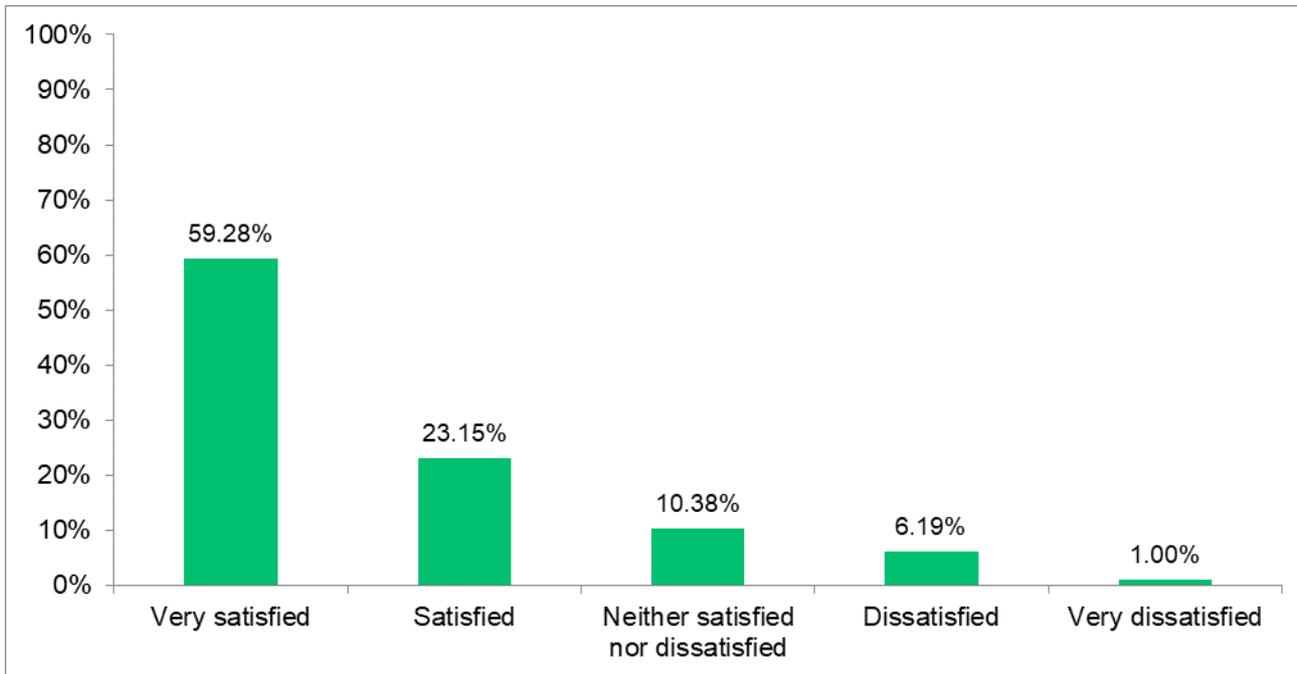
Your Fire and Rescue Service

Question 1: How strongly do you value Cheshire Fire and Rescue Service as a local service provider?



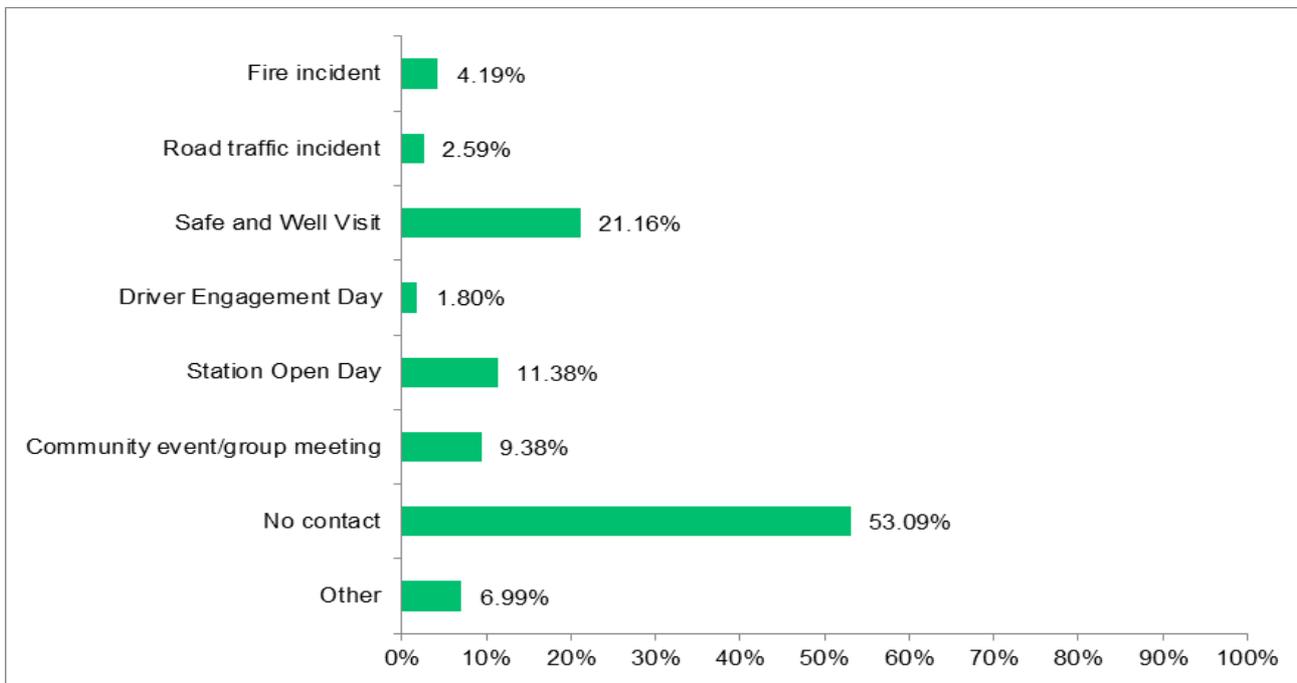
Public n=506

Question 2: Taking everything into account, how satisfied are you with the overall performance of Cheshire Fire and Rescue Service?



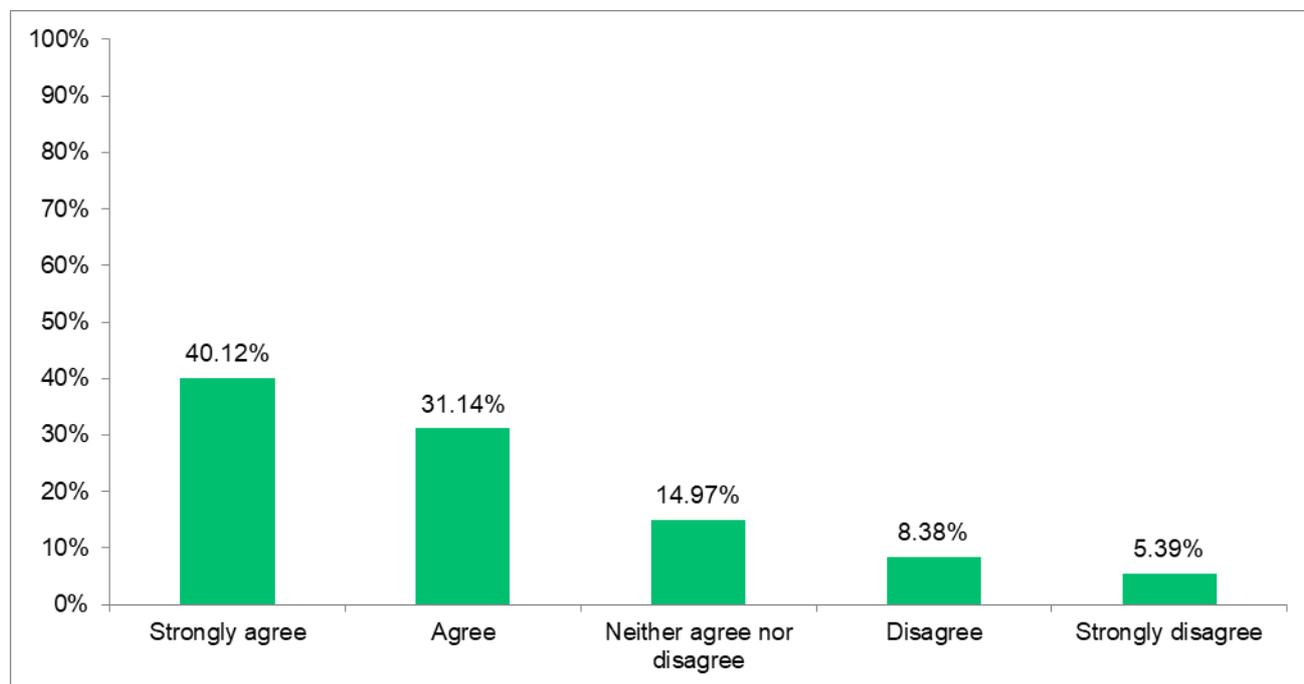
Public n=501

Question 3: In the past three years, have you had contact with Cheshire Fire and Rescue Service in the following ways?



Public n=501

Question 4: Cheshire Fire Authority currently collects £75.48 per year (£1.45 per week) in Council Tax for a Band D property to provide a fire and rescue service to the communities of Cheshire, Halton and Warrington. To what extent do you agree or disagree that this represents value for money?



Public n=501

Service Priorities

Question 5: How important is it to you that Cheshire Fire and Rescue Service carry out the following?

	Very important	Quite important	Not very important	Not at all important	Don't know
Respond to fire incidents	99.01%	0.60%	0.20%	0.00%	0.20%
Respond to road traffic collisions	88.84%	10.16%	0.40%	0.00%	0.60%
Rescue people from water	83.67%	12.75%	2.59%	0.40%	0.60%
Rescue trapped animals	42.17%	37.75%	15.26%	4.02%	0.80%
Respond to some medical emergencies in certain locations	61.19%	25.74%	5.35%	4.75%	2.97%
Help to respond to major incidents (terrorism, industrial incidents, flooding)	91.05%	7.95%	0.80%	0.00%	0.20%
Provide fire safety and health advice and fit smoke alarms in the local community	63.22%	30.22%	4.57%	1.39%	0.60%
Educate people on road safety	47.42%	32.54%	12.90%	6.15%	0.99%
Work with young people to prevent fires and anti-social behaviour	65.67%	25.20%	6.75%	1.79%	0.60%
Undertake fire prevention work in the local community (visiting schools, preventing arson etc)	65.01%	29.62%	2.98%	1.99%	0.40%
Provide fire safety advice to local	56.91%	33.87%	6.01%	2.61%	0.60%

businesses					
Prosecute businesses who don't comply with fire safety regulations	78.29%	17.13%	2.19%	1.00%	1.39%

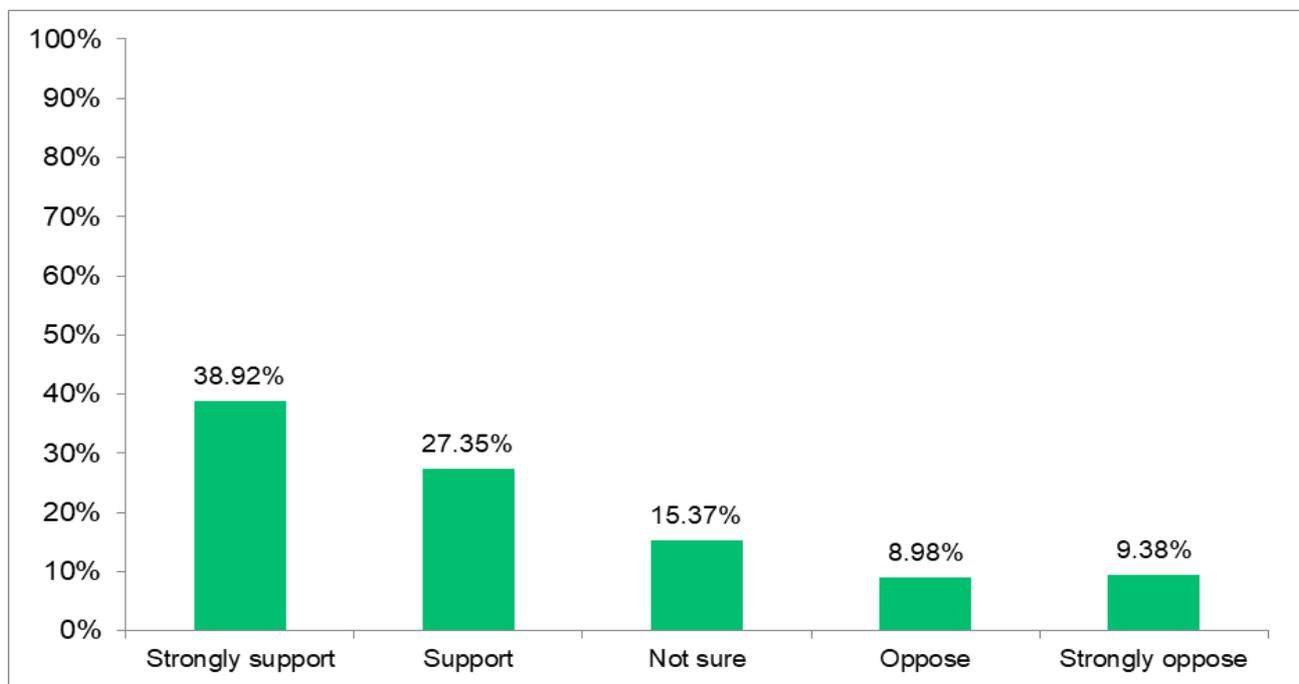
Public n=505

Question 6: Is there anything that Cheshire Fire and Rescue Service currently does that you think it should either change or stop doing? (Please note that free text responses to this question are included within appendix 5).

Question 7: Are there any activities or issues Cheshire Fire and Rescue Service is not currently involved in that you think it should be? (Please note that free text responses to this question are included within appendix 5).

Our plans for the future

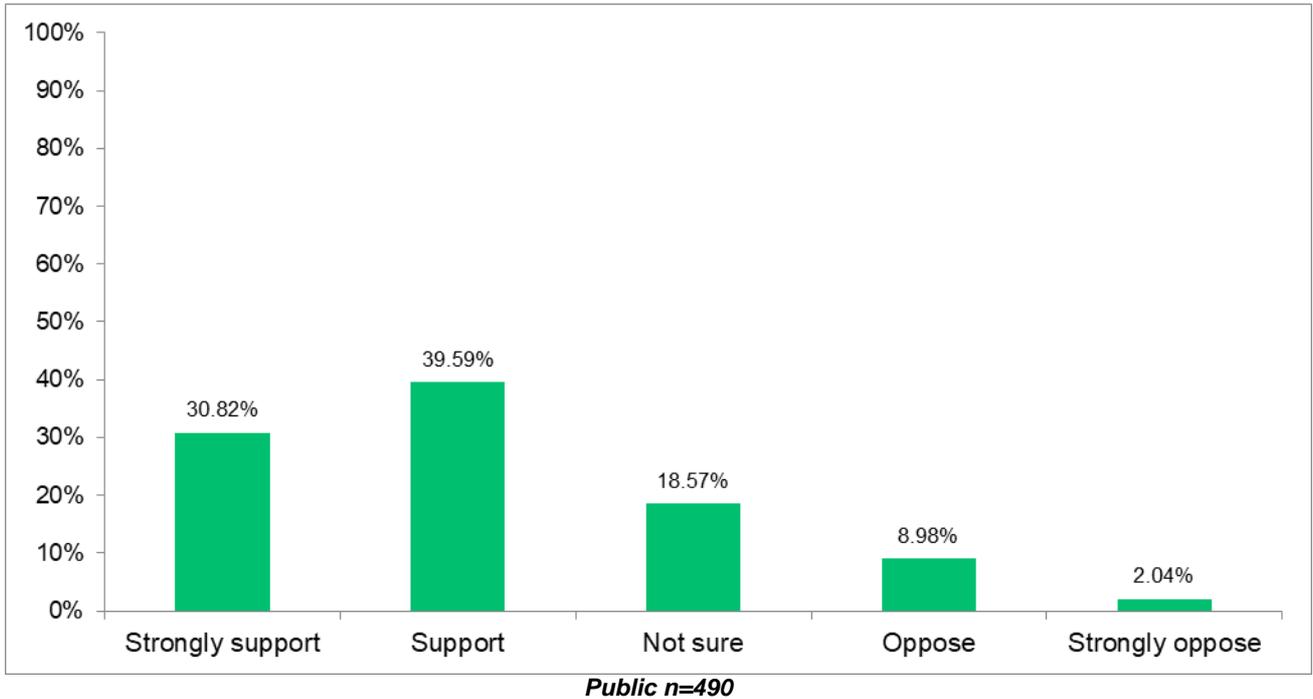
Question 8: Do you support Cheshire Fire Authority's proposal to increase its share of council tax by 2.99% in 2019/2020?



Public n=501

Question 9: Is there anything that you think Cheshire Fire Authority should consider when planning a joint fire and police station in Crewe? (Please note that free text responses to this question are included within appendix 5).

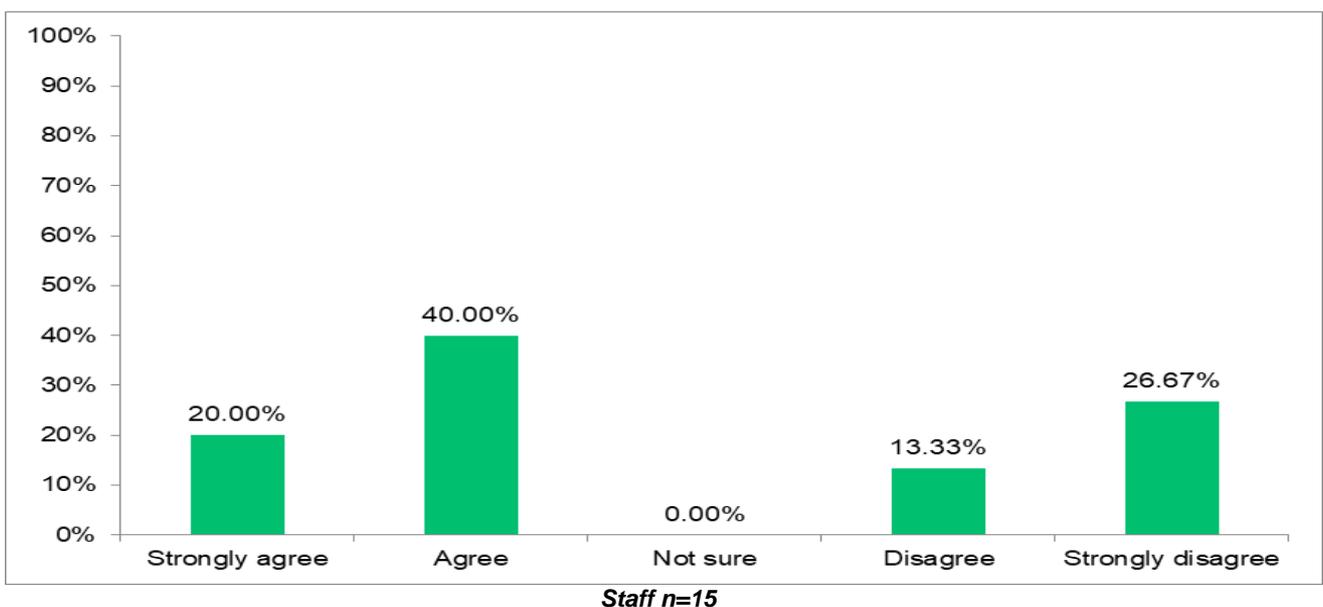
Question 10: Overall, to what extent do you support our plans for 2019/2020 as laid out in our draft Integrated Risk Management Plan?



Question 11: Are there any other comments that you would like to make in relation to our draft Integrated Risk Management Plan? (Please note that free text responses to this question are included within appendix 5).

8.2 Staff Survey

Question 1: To what extent do you agree that the Service currently has the right balance between prevention, protection and emergency response?



Question 2: What do you think that the top three priorities of the organisation should be? (Please note that free text responses to this question are included within appendix 6).

Question 3: What do you think are the three biggest risks facing the Service? (Please note that free text responses to this question are included within appendix 6).

Question 4: Is there anything that the Service currently does that you think it should either change or stop doing? (Please note that free text responses to this question are included within appendix 6).

Question 5: Are there any activities which the Service is not currently involved in that you think it should be? (Please note that free text responses to this question are included within appendix 6).

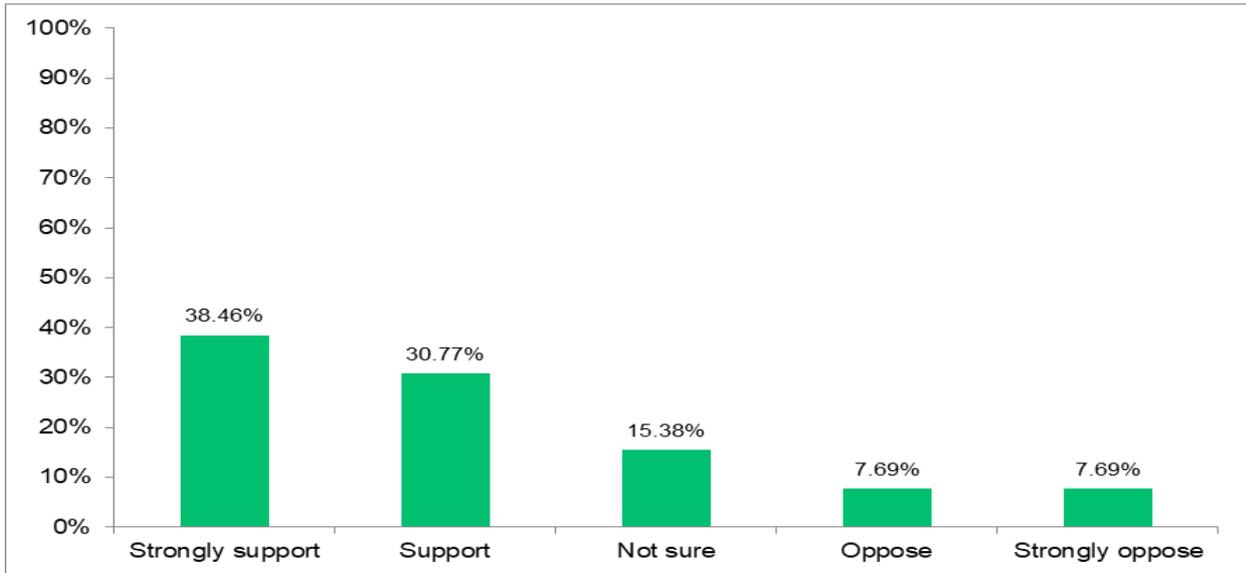
Question 6: How useful do you find any of the following for finding out information about the Service?

	Very useful	Quite useful	Neither	Not very useful	Not useful at all
The Green	21.43%	35.71%	35.71%	7.14%	0.00%
Alert Newsletter	23.08%	7.69%	38.46%	15.38%	15.38%
Intranet	28.57%	50.00%	21.43%	0.00%	0.00%
All-user emails	28.57%	42.86%	14.29%	14.29%	0.00%
Service social media accounts	30.77%	23.08%	15.38%	7.69%	23.08%

Question 7: Which sections of the intranet do you find most useful?
(Please note that free text responses to this question are included within appendix 6).

Question 8: Is there anything you would like to see introduced or changed to improve internal communications across the Service? (Please note that free text responses to this question are included within appendix 6).

Question 9: To what extent do you support Cheshire Fire Authority's proposal to increase its share of council tax by 2.99% in 2019/2020?

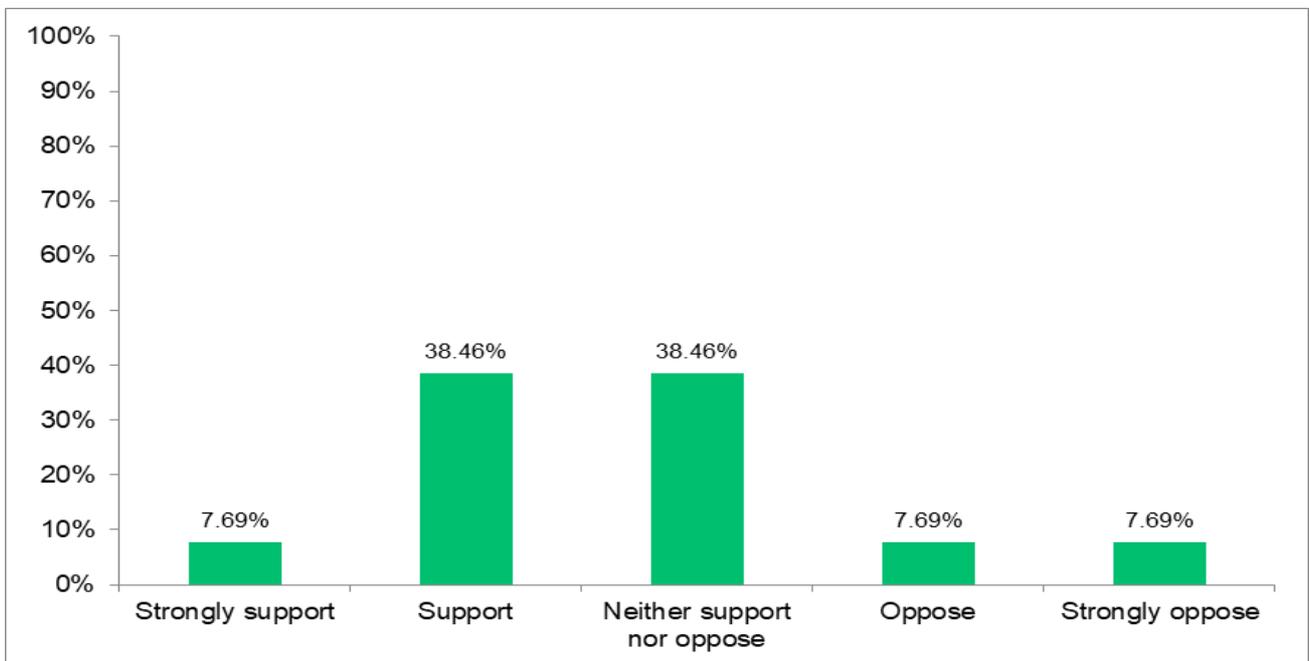


Staff n=14

Question 10: Is there anything that you think Cheshire Fire Authority should consider when planning a joint fire and police station in Crewe? (Please note that free text responses to this question are included within appendix 6).

Question 11: Is there anything that you think that the Service should either introduce or change in order to improve how it recruits and retains on-call firefighters? (Please note that free text responses to this question are included within appendix 6).

Question 12: Overall, to what extent do you support our plans for 2019/2020 as laid out in the draft Integrated Risk Management Plan?



Staff n=13

Question 12: Are there any other comments that you would like to make in relation to the draft Integrated Risk Management Plan? (Please note that free text responses to this question are included within appendix 6).

9. Profile of Respondents

The following section provides an analysis of both public and staff respondents.

9.1 Public Response Demographics

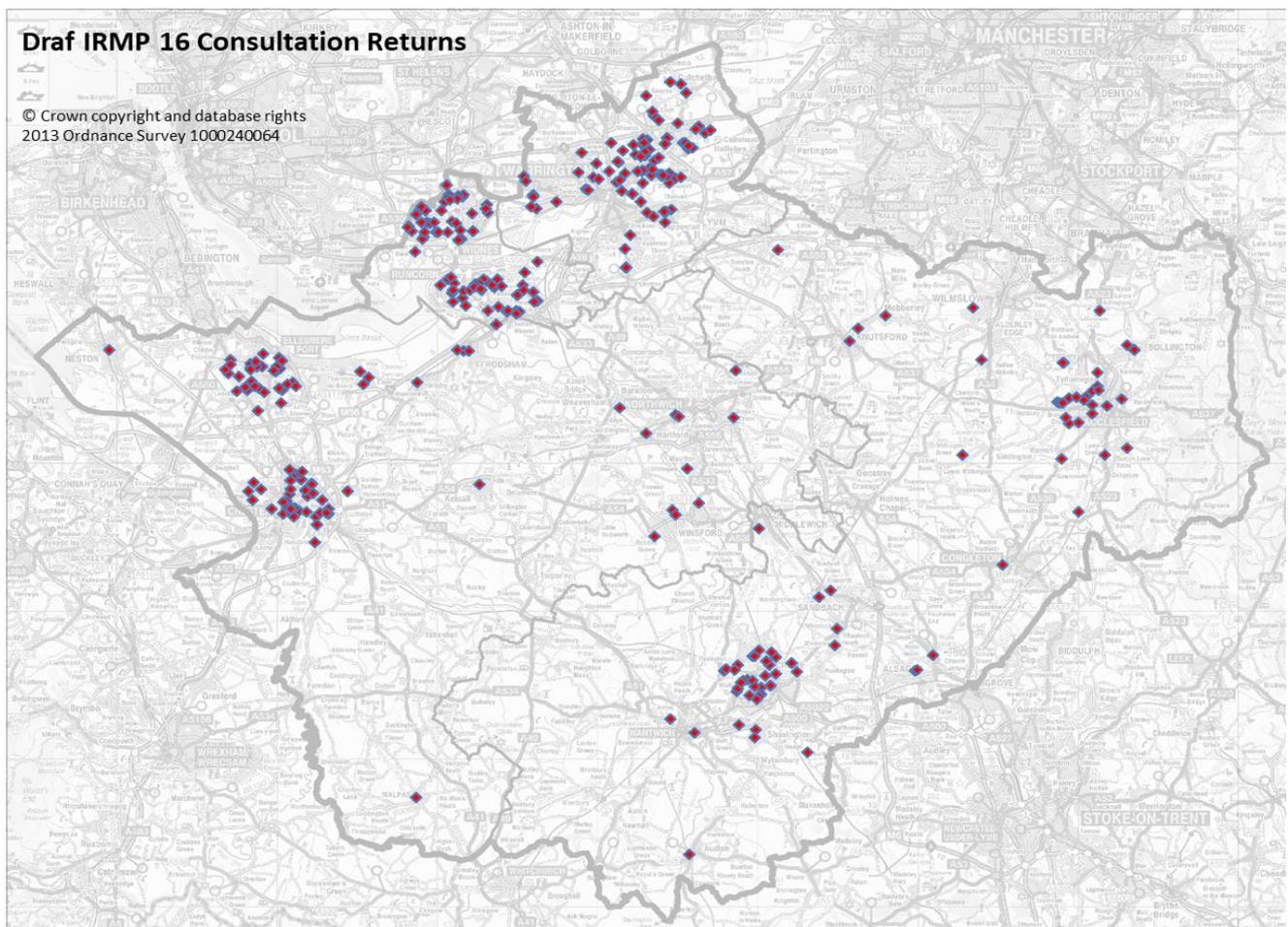
The following section will provide a demographic analysis of the responses provided by members of the public.

Which area do you live?

Unitary	Cheshire East	Cheshire West and Chester	Halton	Warrington
No. responses	126	166	94	110
% age of total	25.4%	33.5%	19%	22.2%

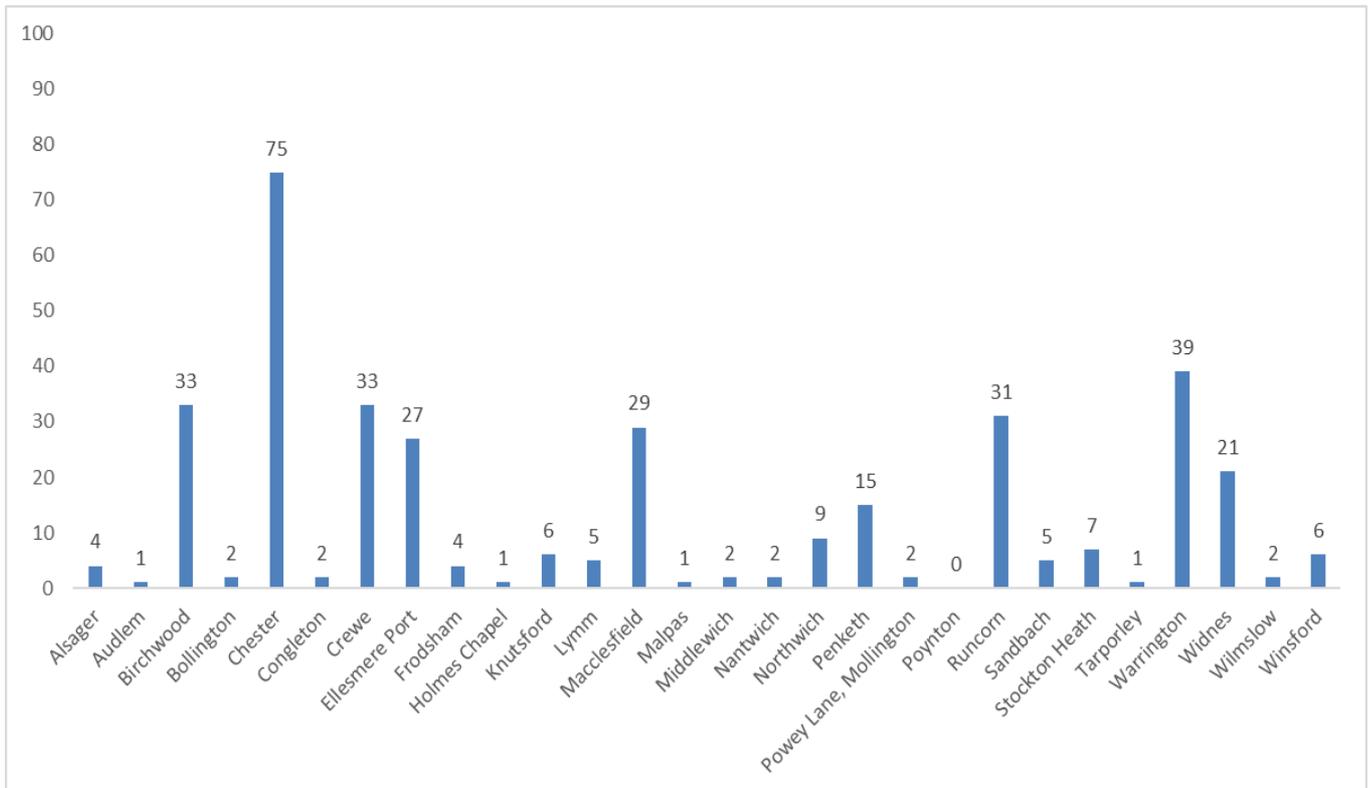
Public n=496

What is your postcode?



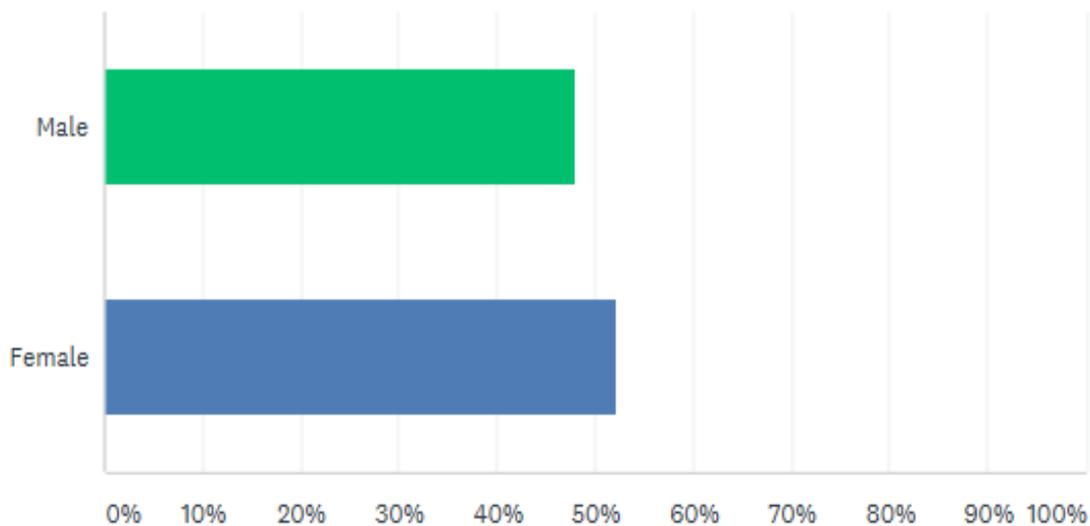
Public n=443

Where is your nearest fire station?



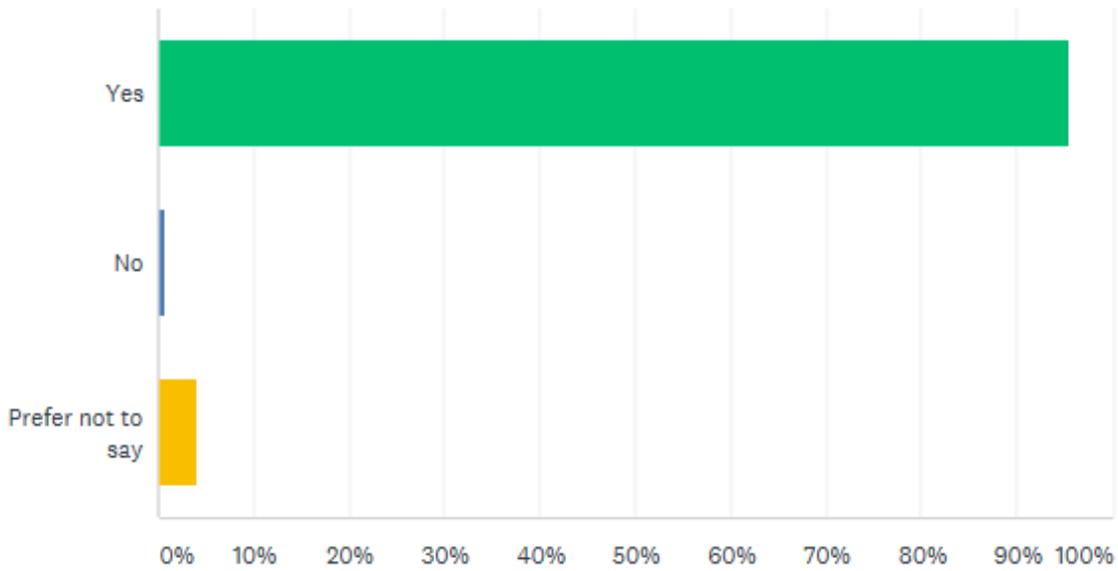
Public n=365

Gender



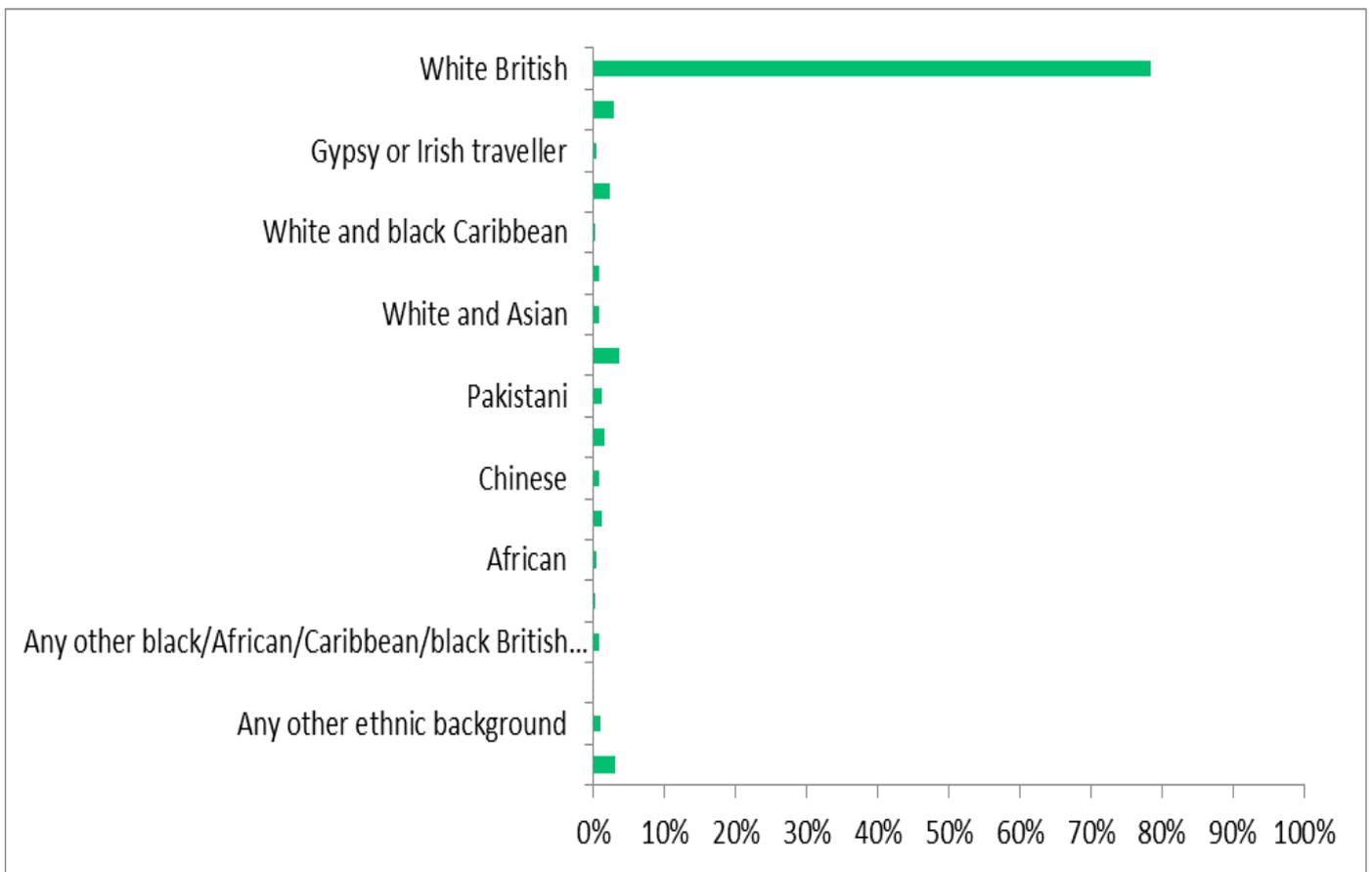
Public n=443

Is your gender the same as that assigned to you at birth?



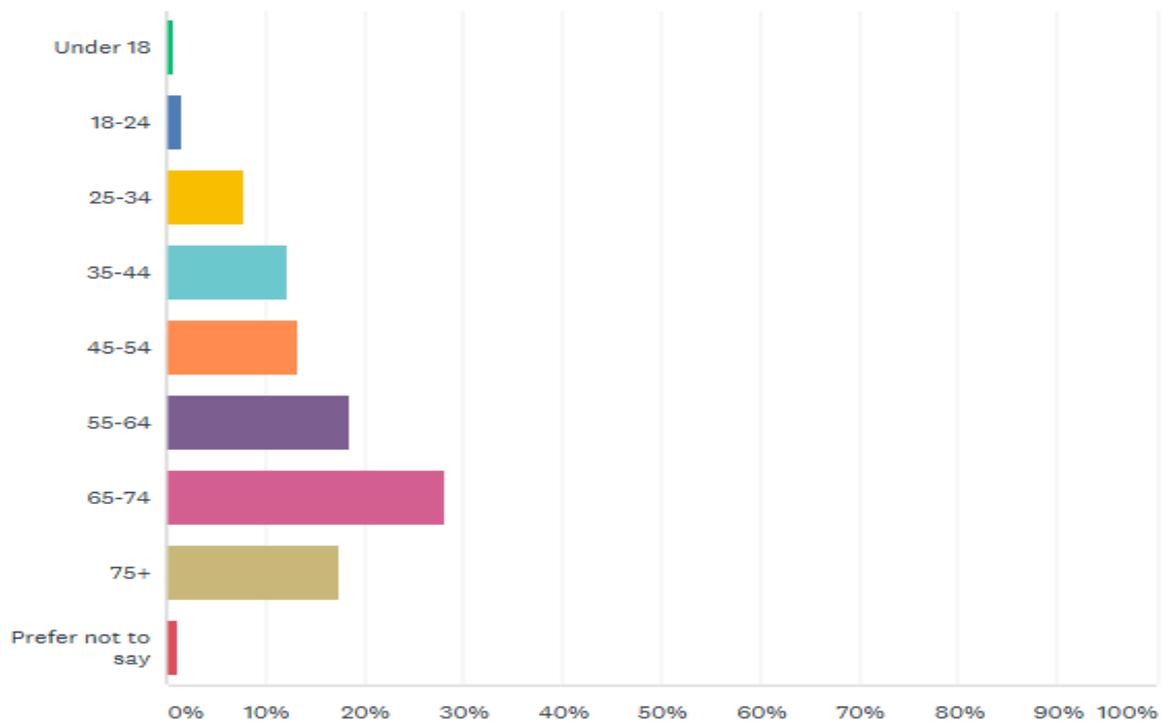
Public n=371

Ethnic Origin



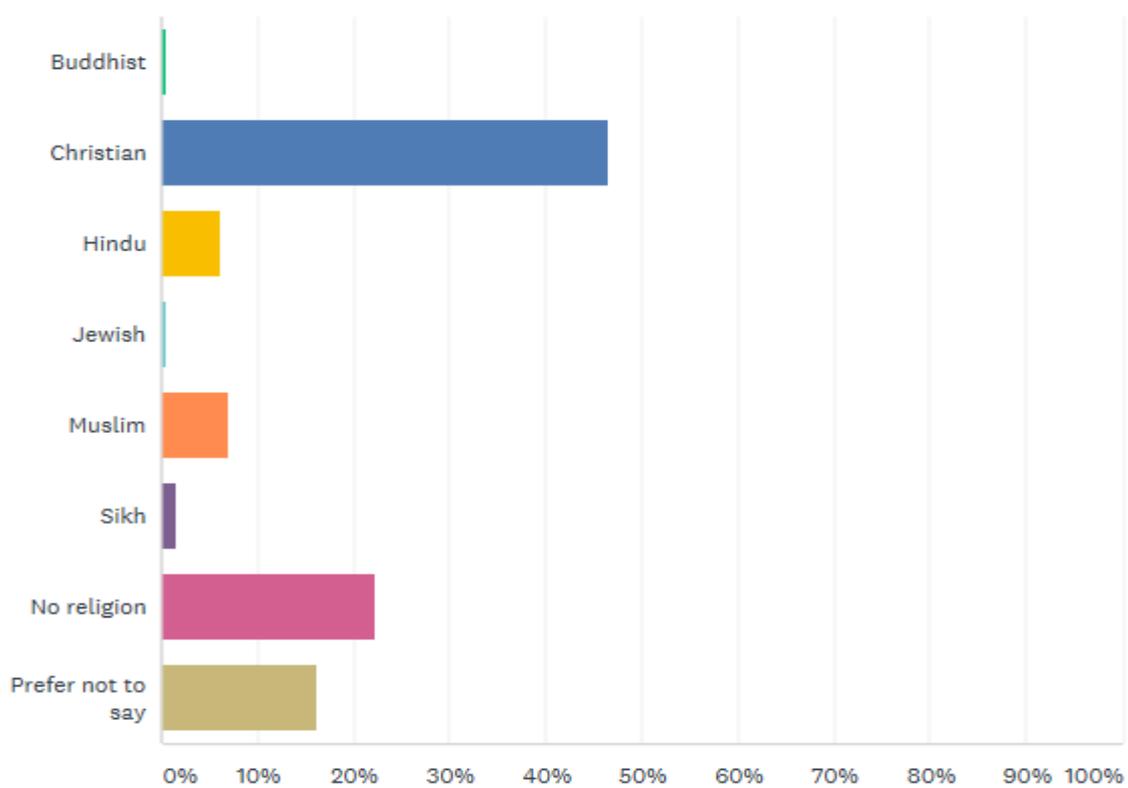
Public n=487

Age range



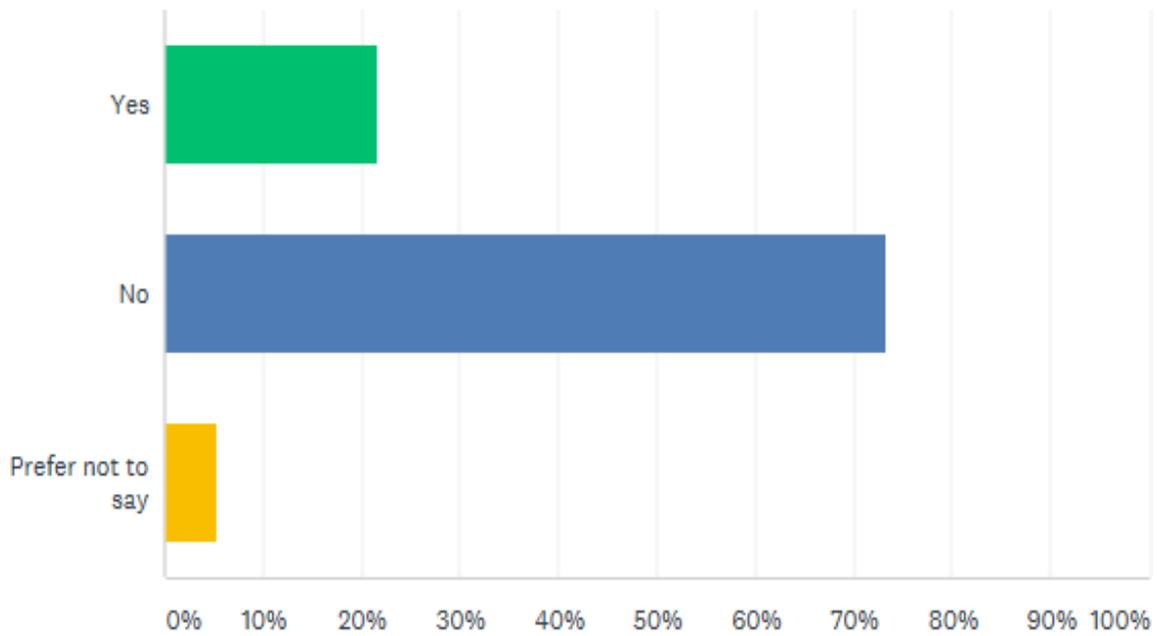
Public n=484

Religion



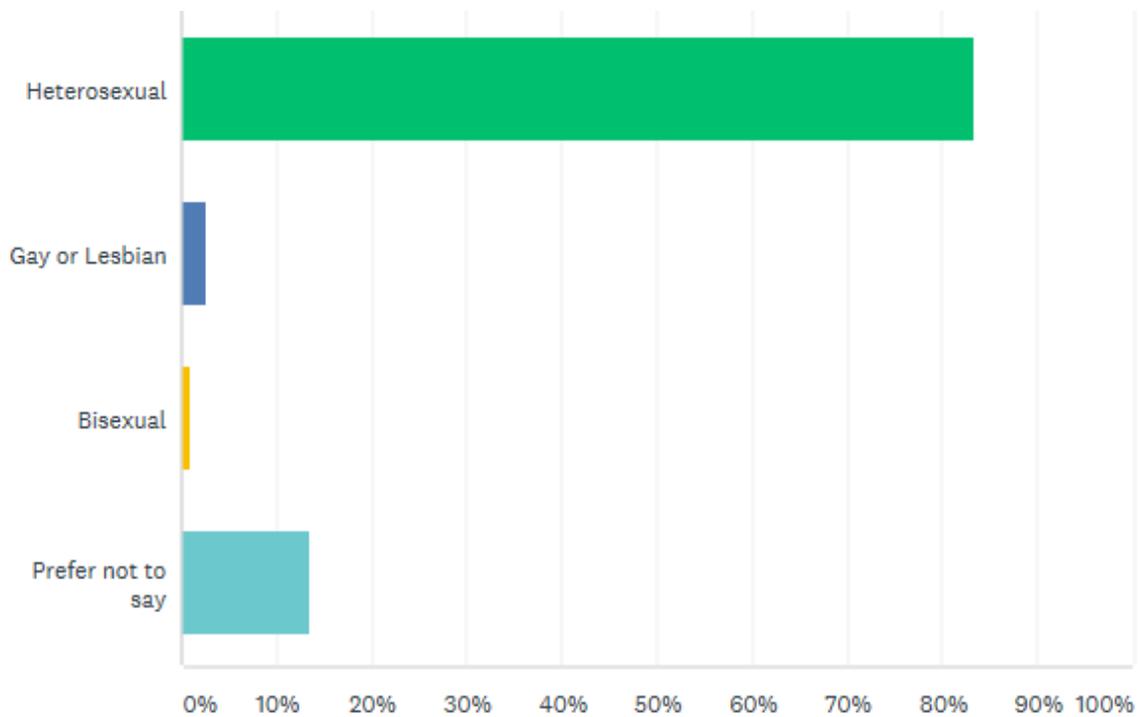
Public n=217

Do you consider yourself to have a disability?



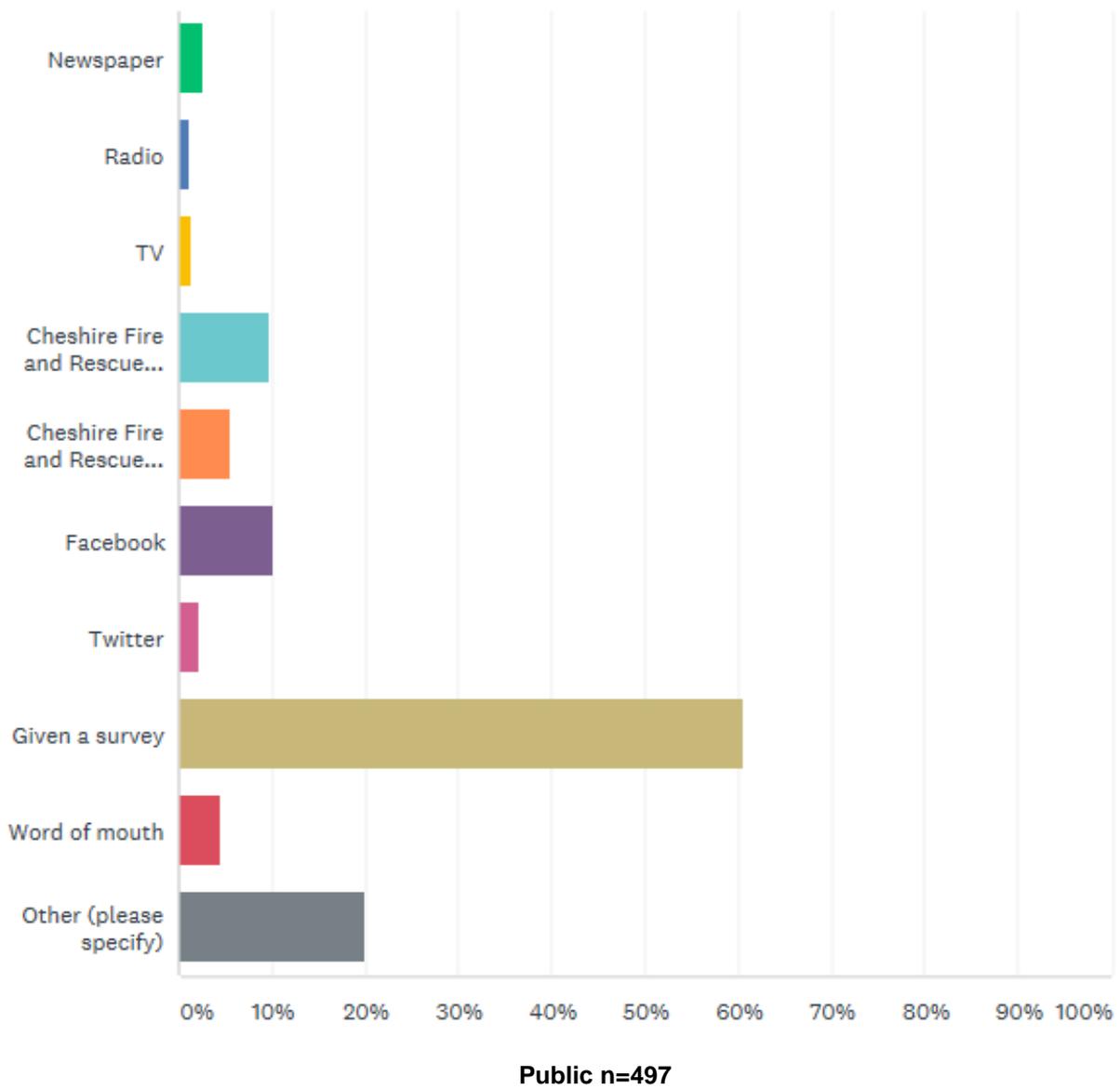
Public n= 421

Sexual Orientation



Public n= 408

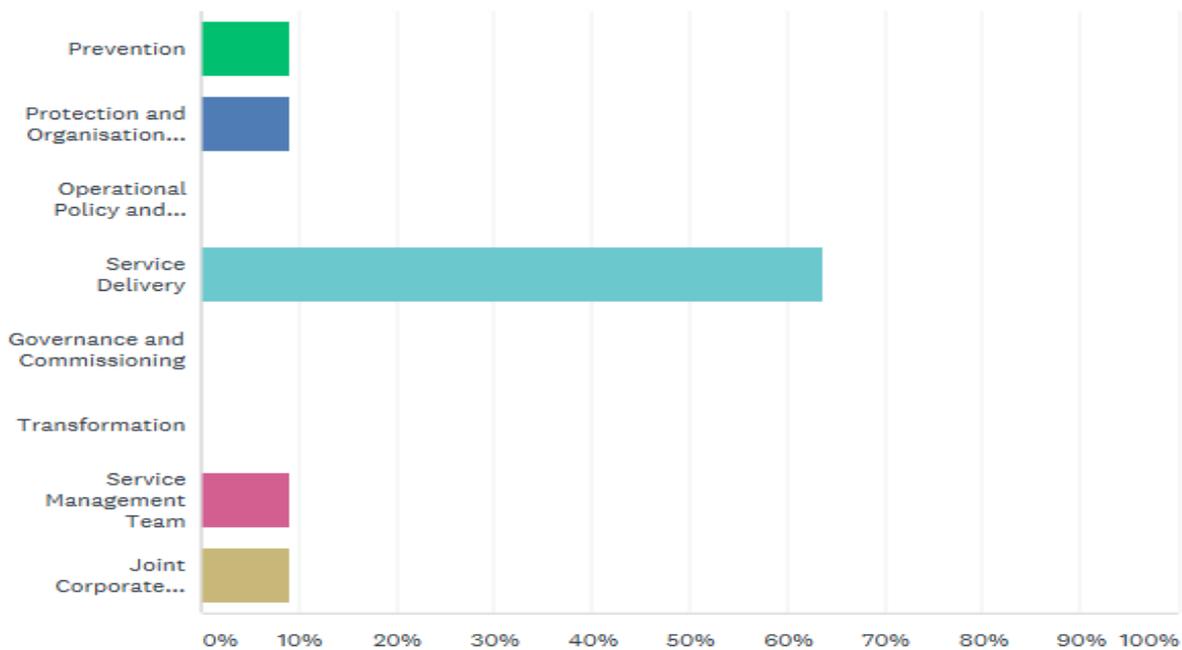
How did you hear about the consultation? (Tick all that apply)



9.2 Staff Response Demographics

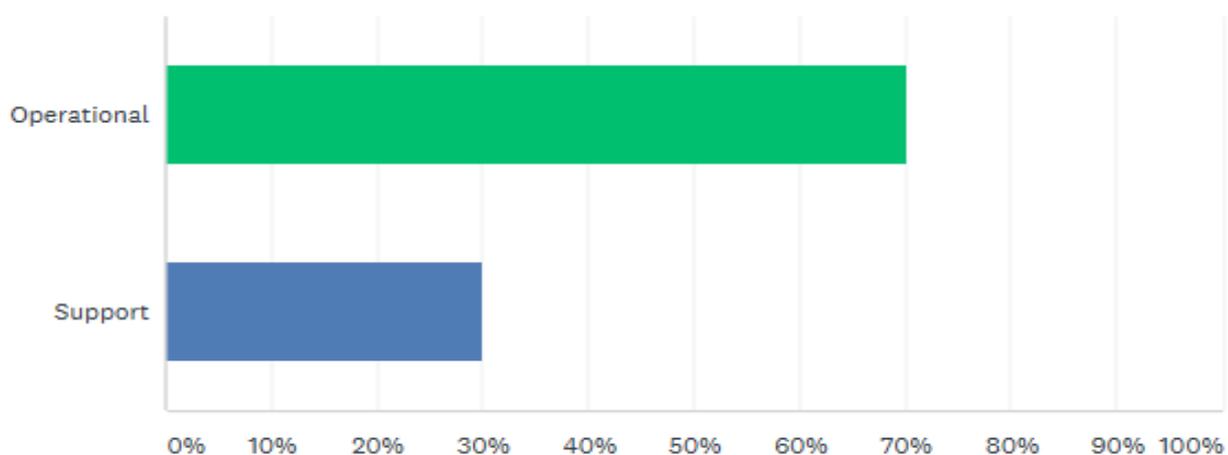
The following section will provide demographic details of staff respondents, broken down by question. Please note that due to the number of survey responses certain themes such as gender, age, ethnicity have been omitted to prevent the identification of individuals.

Respondents by department



Staff n=11

How respondents described their primary role



Staff n= 10

Where respondents are based for the greatest proportion of their time.

Location	% of responses
Bollington	10%
Chester	10%
Crewe	20%
Penketh	30%
Sadler Road	20%
Clemonds Hey	10%

Staff n=10

Appendix 1 – Social media coverage

Social media

In addition to the roadshows, the Service utilised its social media channels (shown below) to widen the reach of messages promoting the consultation. The Service's Facebook page currently has 17,615 people who 'like' it and receive updates, while 42,500 people follow the Service's Twitter feed.

Facebook

The Service made use of its Facebook account to raise awareness of the consultation and promote the roadshows that were held in each of the locations across Cheshire.

The table below lists the date and content of all consultation posts on the Service's

Facebook page

Date and content of consultation posts on the Service's Facebook page

Date	Content of post	People Reached	Clicks	Likes/Comments/Shares
03/10/2018	Launch post, Have Your Say	2,929	71	11/0/1
09/10/2018	Publication of roadshow dates, Have Your Say	3,006	13	7/0/1
10/10/2018	Promoting Chester roadshow	2,477	6	4/0/0
12/10/2018	Have Your Say	1,770	12	5/0/1
16/10/2018	Promoting Ellesmere Port roadshow	2,155	2	1/0/0
25/10/2018	Promoting Crewe roadshow	2,641	5	6/0/0
30/10/2018	Promoting Macclesfield roadshow	2,181	7	4/0/0
01/11/2018	Have Your Say	928	9	1/0/1
05/11/2018	Promoting Runcorn roadshow	2,667	9	4/0/0
09/11/2018	Promoting Birchwood roadshow	2,316	11	2/0/0
21/11/2018	Promoting Warrington roadshow	2,132	9	3/0/0
15/12/2018	Have Your Say	1,730	19	3/0/1
20/12/2018	Have Your Say	1,324	11	3/0/0

Paid for advertising

Two paid-for advertisements were ran on Facebook by the joint digital media team. The adverts were a general advertisement raising awareness of the consultation, which each ran for two weeks. Details of the adverts are below:

- The adverts reached a total of 42,296 Facebook users in total.
- The advert was shared 29 times.
- The first advert ran between 20th November – 4th December, the second between 20th December and 4th January.
- The two adverts each generated a comments feed. These are included within Appendix 4.

Twitter

'Tweets' were posted onto the Service's Twitter page, with each post tagged with a #HaveYourSay hashtag and also containing a link to the consultation page on the Service website.

Tweets on the Service's Twitter page

Date	Content of tweet	People Reached	Clicks	Retweets
03/10/2018	Launch post, Have Your Say	47,533	129	6
09/10/2018	Publication of roadshow dates, Have Your Say	47,340	14	3
10/10/2018	Promoting Chester roadshow	45,241	8	0
12/10/2018	Have Your Say	48,300	22	2
16/10/2018	Promoting Ellesmere Port roadshow	45,323	12	0
25/10/2018	Promoting Crewe roadshow	46,527	11	2
30/10/2018	Promoting Macclesfield roadshow	54,770	14	3
01/11/2018	Have Your Say	48,216	12	4
05/11/2018	Promoting Runcorn roadshow	45,524	11	0
09/11/2018	Promoting Birchwood roadshow	48,664	16	3
21/11/2018	Promoting Warrington roadshow	47,387	63	2
15/12/2018	Have Your Say	47,687	58	2
20/12/2018	Have Your Say	52,485	37	4

Use of the E-newsletter

The consultation was a feature of the Service's electronic FireLink newsletter, which was issued in October, November and December 2018. This was distributed via the Alert system to over 14,000 residents. A copy of the newsletter is included in the next Appendix.

Use of the Service's website

A page was created on the Service's website (www.cheshirefire.gov.uk/consultation) which summarised the ways in which people could have their say, provided a full and summary draft IRMP for download and a link to the online public survey. In addition, there was a regular feature placed prominently on the homepage of the website.

Key statistics relating to visits to the website are as follows:

Website traffic relating to the consultation		
	Page views	Unique visitors
Visits to www.cheshirefire.gov.uk from October 1 st 2018 to January 4 th 2019	347,919	125,923
IRMP specific web-page	1,802	1,455

Appendix 2 – Summary, Survey and FireLink Newsletter

The summary document was available from the Service’s website and intranet and hard copies were given out with the questionnaire and a response envelope. The survey was also handed out at the roadshows and was accessible through the Service’s website.

Draft Plan Summary

Draft IRMP 2019/2020: Summary

Making Cheshire Safer: Our Plans for 2019/20

Cheshire Fire Authority is the public body responsible for ensuring local communities are protected by an effective fire and rescue service.

In 2015 the Authority approved a five year strategy, 'Planning for a Safer Cheshire', that outlined challenges facing the organisation and set out the principles it would adopt in responding. This is supported by a series of annual action plans or Integrated Risk Management Plans (IRMPs) as they are also known.

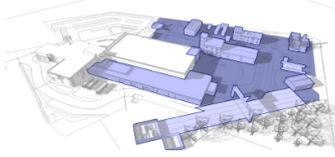
Our draft action plan, *Making Cheshire Safer: Our Plans for 2019-2020*, is the final action plan under this strategy and we would like your views on your fire and rescue service and our plans for the future. A full version of the IRMP and further information can be viewed on the Service's website www.cheshirefire.gov.uk

Focus on the future

Five years ago the Authority embarked on its Emergency Response Review to ensure it was able to respond to future demands in light of reduced central funding. This resulted in the implementation of a huge programme of activity; including changes to the way some stations were staffed; a new 10 minute response standard; the introduction of 12 hour firefighter shifts and the building of new fire stations in Alsager, Penketh and Mollington as well as a fire station and innovative safety and life skills centre at Lymm, Safety Central.

This work has ensured that the organisation has been able to make required revenue savings of over £8m and continue to develop its fire prevention work and provide firefighters with the best equipment to protect both them and the communities they serve.

Looking forward, the Authority has commenced work on a 'Whole Service Review' to align the provision of services to future resources and priorities. This review will set the direction of the Service for the period 2020-2024, with outcomes subject to consultation in future IRMPs.



Architect's drawing of the proposed new operational training centre at Sadler Road, Winsford

www.cheshirefire.gov.uk

This review will incorporate the outcomes of previous reviews including the crewing arrangements at Winslow and Penketh fire stations; the provision of the Authority's third aerial appliance; the second fire engine at Ellesmere Port fire station and the outcomes of the review of the Protection department. It will also be informed by incident and risk data, statistics, the outlook for public finances and feedback from consultation processes such as this.

As the Authority develops this review, we'd like you to let us know what you think our priorities should be and which activities you would like your fire and rescue service to undertake to improve the local community.

In addition to reviewing the way services are provided by the Fire Authority, we are proposing to increase our share of council tax (called its precept) for 2019/2020 by 2.99% to help balance its budget and want you to let us know your views.

Council tax currently accounts for about 65% of the Fire Authority's funding, with the remaining 35% consisting of central government funding. The Authority levies £75.48 per year (£1.45 per week) in council tax on a Band D equivalent property in Cheshire. It has a four-year financial settlement with the Government in place until 2020/21. While this provides some certainty over the level of central funding up to 2020/2021, the Authority needs to make revenue savings of £1.4m from its day-to-day operations by that point.

Additionally, during 2019/2020 the Authority will continue its programme of work to improve the duty system for on-call firefighters and conduct an engagement survey of its staff. Subject to planning permission, it will commence building of a replacement, fit for purpose fire station in Chester on the site of the existing building on St Anne Street.

The Authority will also progress the development of a new operational training centre on its Sadler Road site in Winsford and commence a programme of modernising some of its fire stations and other properties. It will also start plans to construct a new joint fire and police facility on the site of the existing fire station in Macon Way, Crewe, alongside Cheshire Constabulary and the Police and Crime Commissioners. These capital programmes will be funded by using the Authority's reserves and borrowing where required.

Have Your Say

We are currently consulting on our draft IRMP for 2019/2020, so please take the opportunity to have your say and help shape the future of your fire and rescue service.

Our consultation is open until Friday 4th January 2019, so if you were given this form at one of our consultation roadshows, please fill in the survey accompanying this summary and post it (no stamp required) to FREEPOST CHESHIRE FIRE CONSULTATION before then. Alternatively, you can fill out our consultation survey online by visiting our website www.cheshirefire.gov.uk.

You can also contact us via Twitter ([@CheshireFire](https://twitter.com/CheshireFire)), Facebook ([Cheshire FRS](https://www.facebook.com/CheshireFRS)), by emailing consultation@cheshirefire.gov.uk or calling 01606 868700.

If you require this document in an alternative language or format, please get in touch using the details above.

 Join our Facebook page [CheshireFRS](https://www.facebook.com/CheshireFRS)  Follow us on Twitter [@CheshireFire](https://twitter.com/CheshireFire)  Use the free Risk Rater app to risk assess your home. Visit www.cheshirefire.gov.uk for more information.

Cheshire Fire & Rescue Service
Winsford Cheshire
CW7 2UA www.cheshirefire.gov.uk

Draft Plan Consultation Survey



Have YOUR say on MAKING CHESHIRE SAFER

Our Integrated Risk Management Plan (IRMP) 2019-20

Thank you for taking time to complete this questionnaire and telling us what you think about our plans. Please ensure you read the draft Integrated Risk Management Plan or summary before completing the form. If you require more information or would like to see a copy of the full plan please visit www.cheshirefire.gov.uk



www.cheshirefire.gov.uk

Overall satisfaction

Q.1 How strongly do you value Cheshire Fire and Rescue Service as a local service provider?
 Strongly value Value Not sure Don't really value Don't value at all

Q.2 Taking everything into account everything that you know about the service, how satisfied are you with the overall performance of Cheshire Fire and Rescue Service?
 Very satisfied Satisfied Not sure Dissatisfied Very Dissatisfied

Q.3 In the past three years have you had contact with Cheshire Fire and Rescue Service in any of the following ways (tick all that apply)?
 Fire incident Road traffic incident Safe and Well visit Driver Engagement Day Station Open Day
 At a community event/group meeting Other (please give details) _____
 No, I have not had contact with them in the past three years

Funding

Q.4 Cheshire Fire Authority currently levies £75.48 per year (£1.45 per week) in Council Tax for a Band D property to provide a fire and rescue service to the communities of Cheshire, Halton and Warrington. To what extent do you agree or disagree that this represents value for money?
 Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

Service priorities

Q.5 How important to you is it that Cheshire Fire and Rescue Service carry out each of the following?

Respond to fire incidents
 Very important Quite important Not very important Not at all important Don't know

Respond to road traffic collisions
 Very important Quite important Not very important Not at all important Don't know

Rescue people from water
 Very important Quite important Not very important Not at all important Don't know

Rescue trapped animals
 Very important Quite important Not very important Not at all important Don't know

Respond to some medical emergencies
 Very important Quite important Not very important Not at all important Don't know

Help to respond to major incidents (terrorism, industrial incidents, flooding)
 Very important Quite important Not very important Not at all important Don't know

Provide fire safety and health advice and fit smoke alarms in the local community
 Very important Quite important Not very important Not at all important Don't know

Educate people on road safety
 Very important Quite important Not very important Not at all important Don't know

Work with young people to prevent fires and anti-social behaviour
 Very important Quite important Not very important Not at all important Don't know

Undertake fire prevention work in the local community (visiting schools, preventing arson etc)
 Very important Quite important Not very important Not at all important Don't know

Provide fire safety advice to local businesses
 Very important Quite important Not very important Not at all important Don't know

Prosecute businesses who don't comply with fire safety regulations
 Very important Quite important Not very important Not at all important Don't know

Q.6 Is there anything that Cheshire Fire and Rescue Service currently does that you think it should either change or stop doing?

Q.7 Are there any activities or issues which Cheshire Fire and Rescue Service are not currently involved in that you think it should be?

Our plans for the future

Q.8 Do you support Cheshire Fire Authority's proposal to increase its share of Council Tax by 2.99% in 2019/20?
 Strongly support Support Not sure Oppose Strongly oppose

Q.9 Is there anything that you think Cheshire Fire Authority should consider when planning a joint fire and police station in Crewe?

Q.10 Overall, to what extent do you support our plans for 2019/2020 as laid out in our draft Integrated Risk Management Plan?
 Strongly support Support Not sure Oppose Strongly oppose

Q.11 Are there any other comments that you would like to make in relation to our draft Integrated Risk Management Plan?

continue overleaf

About You

We ask the following questions to make sure we are engaging with people from all over Cheshire. The data we collect is used in accordance with the Data Protection Act and we will not share the information you provide below with third parties. You can find out more about why we collect this data via our website www.cheshirefire.gov.uk

Which area do you live in?
 Cheshire East Halton
 Cheshire West and Chester Warrington

Your postcode: _____

Where is your nearest fire station? _____

Gender Male Female
Is your gender the same as that assigned to you at birth? Yes No

Age range Under 18 18-24 25-34 35-44 45-54 55-64 65-74 75+

Ethnic origin
 White British White Irish
 Gypsy or Irish traveller Any other white background
 White and Black Caribbean White and Black African
 White and Asian Indian
 Pakistani Bangladeshi
 Chinese Any other Asian background
 African Caribbean
 Any other black/African/Caribbean/black British background Arab
 Any other ethnic background

Religion: _____ Prefer not to say

Do you consider yourself to have a disability? Yes No Prefer not to say

Sexual orientation Heterosexual Gay or Lesbian Bisexual Prefer not to say

How did you hear about this consultation (tick all that apply)?
 Newspaper Facebook
 Radio Twitter
 TV Green a survey
 Cheshire Fire and Rescue Service's website Word of mouth
 Cheshire Fire and Rescue Service's Facebook or Twitter accounts
 Other (please specify) _____

All responses need to be submitted no later than Friday 4th January 2019.
 Once completed, post your survey to:
FREEPOST CHESHIRE FIRE CONSULTATION
 (this is the full address and no stamp is required)

If you require this in larger print or an alternative format please contact us on 01606 365404 or email consultation@cheshirefire.gov.uk

 Join our Facebook page [CheshireFRS](https://www.facebook.com/CheshireFRS)
 Follow us on Twitter @CheshireFire
  Use the free Risk Razer app to risk assess your home. Visit www.cheshirefire.gov.uk for more information.

 Cheshire Fire & Rescue Service Winsford Cheshire CW7 2UA www.cheshirefire.gov.uk 01606 868700

FireLink Newsletter

Articles raising awareness of the consultation were placed in the October, November and December editions of the Service's FireLink newsletter, an electronic newsletter distributed over 14,000 recipients.

October edition



Welcome to the October edition of the Cheshire Fire and Rescue Service e-Newsletter.

Have your say on our draft plans for 2019/2020



Cheshire Fire Authority has now published its draft Integrated Risk Management Plan (IRMP) 2019/2020 for consultation.

Every year the Authority publishes an Integrated Risk Management Plan (IRMP). This plan is about improving public safety, reducing the number of emergency incidents and saving lives.

The plan provides information on the risks facing Cheshire Fire and Rescue Service and details how the organisation is structured and operates to mitigate these risks. It also details how Cheshire Fire Authority is funded and outlines plans for the future.

[Find out more - Read our draft plans for 2019/2020 and have your say](#)

November edition



Welcome to the November edition of the Cheshire Fire and Rescue Service e-Newsletter.

Have your say on our draft plans for 2019/2020



Cheshire Fire Authority has published its draft Integrated Risk Management Plan (IRMP) 2019/2020 for consultation. Every year the Authority publishes an Integrated Risk Management Plan (IRMP). This plan is about improving public safety, reducing the number of emergency incidents and saving lives.

The plan provides information on the risks facing Cheshire Fire and Rescue Service and details how the organisation is structured and operates to mitigate these risks. Have your say by filling out a short survey.

[Find out more - Read our draft plans for 2019/2020 and have your say](#)

December edition

Have your say on our draft plans for 2019/2020



Cheshire Fire Authority has published its draft Integrated Risk Management Plan (IRMP) 2019/2020 for consultation. Every year the Authority publishes an Integrated Risk Management Plan (IRMP). This plan is about improving public safety, reducing the number of emergency incidents and saving lives.

The plan provides information on the risks facing Cheshire Fire and Rescue Service and details how the organisation is structured and operates to mitigate these risks. Have your say by filling out a short survey.

[Find out more - Read our draft plans for 2019/2020 and have your say](#)

Appendix 3 – Partners and stakeholders communicated with

The following pages document each of the stakeholders the Service communicated with throughout the consultation process.

Representative Bodies and Organisations		
Cheshire Members of Parliament	Cheshire Members of the House of Lords	UK Youth Parliament
Cheshire Police and Crime Commissioner	Fire Brigades Union	Fire Officers Association
UNISON	West Cheshire and North Wales Chamber of Commerce	South Cheshire Chamber of Commerce
Warrington Chamber of Commerce	Halton Chamber of Commerce	East Cheshire Chamber of Commerce
Macclesfield Chamber of Commerce		

Town and Parish Councils			
Alsager Town Council (TC)	Bollington TC	Congleton TC	Crewe TC
Knutsford TC	Macclesfield TC	Middlewich TC	Nantwich TC
Poynton TC	Sandbach TC	Wilmslow TC	Frodsham TC
Neston TC	Northwich TC	Winsford TC	
Acton, Edleston & Henhull	Adlington	Alderley Edge	Aldford, Saughton and District
Alpraham	Alvanley	Anderton with Marbury	Antrobus
Appleton	Arclid	Ashley	Ashton Heyes
Aston	Aston-by-Budworth	Audlem	Backford and District
Barnton	Barrow	Barthomley	Beeston
Betchton	Bickerton & Egerton	Birchwood	Bosley
Bostock	Bradwall	Brereton	Brindley & Faddiley
Broxton and District	Buerton	Bulkeley & Ridley	Bunbury
Burland	Burtonwood and Westbrook	Byley	Calveley
Capenhurst and Ledsham	Chelford	Choldmondeston & Wettenhall	Cholmondley and Chorley
Chorley	Christleton	Church Lawton	Church Minshull
Churton	Clotton Hoofield	Coddington and District	Comberbach
Cranage	Crewe Green	Croft	Crowton
Cuddington	Cuddington (Malpas)	Cuerdley	Culceth and Glazebury
Daresbury	Darnhall	Davenham	Delamere
Disley	Dodcott-cum-Wilkesley	Doddington and District	Doddleston and District
Duddon	Dunham on the Hill and Hapsford	Dutton	Eaton
Eaton, Eccleston and Claverton	Elton	Farndon	Foulk Stapleford

Gawsworth	Goostrey	Grappenhall and Thelwall	Great Boughton
Great Budworth	Great Warford	Guildden Sutton	Hale
Halebank	Handforth	Hankelow	Hartford
Haslington	Hassall	Hatherton and Walgherton	Hatton
Helsby	Henbury	High Legh	Higher Hurdsfield
Holmes Chapel	Hough and Chorlton	Huntington	Huxley
Ince	Kelsall	Kingsley	Kingsmead
Knutsford	Lach Dennis	Lea By Backford	Little Budworth
Little Leigh	Little Stanney & District	Little Warford	Littleton
Lostock Gralam	Lower Peover (Nether Peover)	Lower Withington	Lyme Handley
Lymm	Malpas	Manley	Marbury & District
Marston	Marton	Mere	Mickle Trafford & District
Millington	Minshull Vernon & District	Mobberley	Mollington
Moore	Moston	Mottram St. Andrew	Mouldsworth
Moulton	Nether Alderley	Newbold Astbury-cum-Moreton	Newhall
No Man's Heath and District	Norley	North Rode	Oakmere
Odd Rode	Ollerton and Marthall	Penketh	Peover Inferior
Peover Superior	Pickmere	Plumley with Toft and Bexton	Pott Shrigley
Poulton and Pulford	Poulton with Fearnhead	Prestbury	Preston Brook
Puddington and District	Rainow	Rixton with Glazebrook	Rope
Rostherne	Rowton	Rudheath	Rushton
Sandymoor	Saughall and Shotwick Park	Shavington-cum-Gresty	Shocklach Oviatt and District
Siddington	Smallwood	Snelson	Somerford
Sound & District	Sproston	Spurstow	Stapeley & District
Stockton Heath	Stoke & Hurleston	Stretton	Styal
Sutton	Swettenham	Tabley	Tarporley
Tarvin	Tattenhall & District	Thornton-le-Moors	Threapwood
Tiverton and Tilstone Fearnall	Tushingham, Macefen and Bradley	Twemlow	Tilston
Upton-by-Chester and District	Utkinton	Walton	Wardle
Warmingham	Waverton	Weaverham	Weston & Basford
Whitegate and Marton	Whitley	Willaston	Wincham
Winwick	Wistaston	Woolston	Worleston & District
Wrenbury-cum-Frith	Wynbunbury		

Public sector organisations

Cheshire East Council	Cheshire West and Chester Council	Halton Borough Council
Warrington Borough Council	Cheshire Constabulary	LGBT staff networks at Cheshire Constabulary and CWAC
North West Ambulance Service	Derbyshire Fire and Rescue Service	Greater Manchester Fire and Rescue Service
Merseyside Fire and Rescue	North Wales Fire and	Shropshire Fire and Rescue

Service	Rescue Service	Service
Staffordshire Fire and Rescue Service	National Probation Service Cheshire and Greater Manchester	Countess of Chester Hospitals NHS Trust
East Cheshire NHS Trust	Mid Cheshire Hospitals NHS Trust	Warrington and Halton Hospitals NHS Trust
5 Boroughs Partnership NHS Trust	Cheshire and Wirral Partnership NHS Trust	

Voluntary and community sector organisations		
Vale Royal Disability Services	Cheshire Centre for Independent Living	Warrington Disability Partnership
Halton Disability Partnership	Macclesfield Eye Society	Deafness Support Network
Warrington Islamic Association	Warrington Ethnic Communities Association	Cheshire Asian and Minority Community Council
South Cheshire Multi Cultural Forum	Irish Community Care	Age UK Cheshire
Crewe Older People's Network	Body Positive	Unique Transgender
Chester Pride committee		

Appendix 4 – Additional Public Responses

Respondents to the consultation could also email or write instead of completing the online survey. Copies of such responses are provided below. Copies of comment threads received via social media are also included in this section.

Ian Campbell

Headings under which more work is urgently needed, but not covered in “Response to Making Cheshire Safer - Our plans for 2019-20”:

Fire safety regulations need considerably tightening AND FAST, ROBUST ENFORCEMENT in relation to accommodation and premises to which the public has access or that are occupied by one person or persons but are owned and operated by a different person or organisation, e.g. rented accommodation, HMOs, entertainment venues etc. This applies especially to routes of escape, keeping routes of escape open, etc. Penalties for failing to provide and keep open escape routes, sprinklers and other firefighting appliances should be extremely severe, enough to put the persons or organisations responsible permanently out of business. Mortgage providers should come under the same rules as private landlords with regard to fire safety, provision of fire prevention equipment etc. of the properties for which they provide mortgages, since they are after all the virtual owners of the property.

The problem of arson needs much more vigorous attention, e.g. torching vehicles and refuse bins, and revenge arson on properties in interpersonal or gang feuds.

The problem of the frequent fires in waste storage and recycling depots, scrapyards etc. needs powerful action, and soon.

The problem of fire hazard construction materials needs attention following the Grenfell tragedy.

The problem of old and ancient buildings, listed buildings etc. that are a fire hazard, e.g. York Minster, Windsor Castle etc. needs urgent attention, and the fact that they are listed buildings or owned by the Crown, National Trust, English Heritage etc. should not impede proper 21st century fire precautions.

There is a need to better define demarcations between the various Emergency Services, e.g. Police, Fire, Ambulance etc., and to standardise communications so they can all talk to each other.

More than 40% of all Fire Brigade call-outs are non-fire-related. There is a need to examine whether this is an efficient use of resources, or whether some other service is needed to deal with non-fire-related incidents (other than the Ambulance or Police).

There is a very urgent need for more work on the causes, prevention and combat of vegetation fires, e.g. moorland, wooded areas etc. Research is needed into the development and installation of firebreaks to interrupt and confine moorland fires.

There is a very urgent need deal with attacks on emergency service personnel while they are attending an incident. The punishment for attacking or obstructing emergency services should be very severe indeed, e.g. 30 years in prison.

The penalties for causing a fire hazard by an illegal cannabis farm should also be very severe indeed.

The problem of arson attacks on empty or derelict buildings should be addressed.

Immunity and exemption for the Crown and other organisations should be removed.

This is just the start. With the possible exception of lightning strikes, fires do not just happen, they are all caused by the presence of flammable materials without adequate safety measures.

A S Belsten

Good Morning

I would like to thank you for the opportunity to comment on the plan

To be frank it does not actually address some of the key factors that would improve the service provision for the residents and tax payers in Frodsham – in fact it only highlights how you are going to try and spend money on capital projects that are not really needed.

What I would like to see are performance indicators that focus on one of the major gaps in your service and that is the availability of the on call firefighters.

Your quarterly reports over the past few meetings are glossing over the facts that some fire stations are not available for the majority of the time and well below your target availability of 80%. In fact 80% is, in my opinion, too low and it should be over 90%

In addition you mention that your response to life risk incidents within 10 minutes was met 88% of the time. This figure is seriously skewed by the number of incidents in the areas covered by whole time stations.

The availability of the Frodsham Fire station appliance is egregious and again skewed by the night time availability. I am certain that if you reported the daytime figures against night time figures it would be much lower. If you check your data you will see that around 50% of the incidents in Frodsham response area are not attended by vehicles from the local fire station so how are you proposing to address this gap?

Putting posters up is simply not going to attract candidates. You need to actively engage with the community rather than expecting potential candidates to come to the station drill night.

Your plan should include the following

- Availability of on call crews a minimum of 80% daytime and at night time. You need to mention ways how to attract potential candidates as well as retaining them.
- How are you going to cover the gaps in daytime cover? Have you considered paying on call staff from other areas to travel to other stations to increase appliance availability
- How you are going to improve the response times by each area with transparent reporting of the response times to the fire authority
- Why are there different numbers of staff on the on call only stations? Frodsham has budget for only 15 yet other on call stations have 20. So why are the residents of Frodsham being sold short, especially given the traffic problems in the past year due to motorway closures and the problems with the swing bridge
- Consider outsourcing some of the non front-line services – e.g. training as it can create more jobs and free up personnel

From what I have observed over the past decade is a decline in services and a year on year increase in deaths and injuries from fires. The current plan does not address how you are going to arrest these deaths and injuries.

W.D. Dubourg

Re: Chester Fire Station

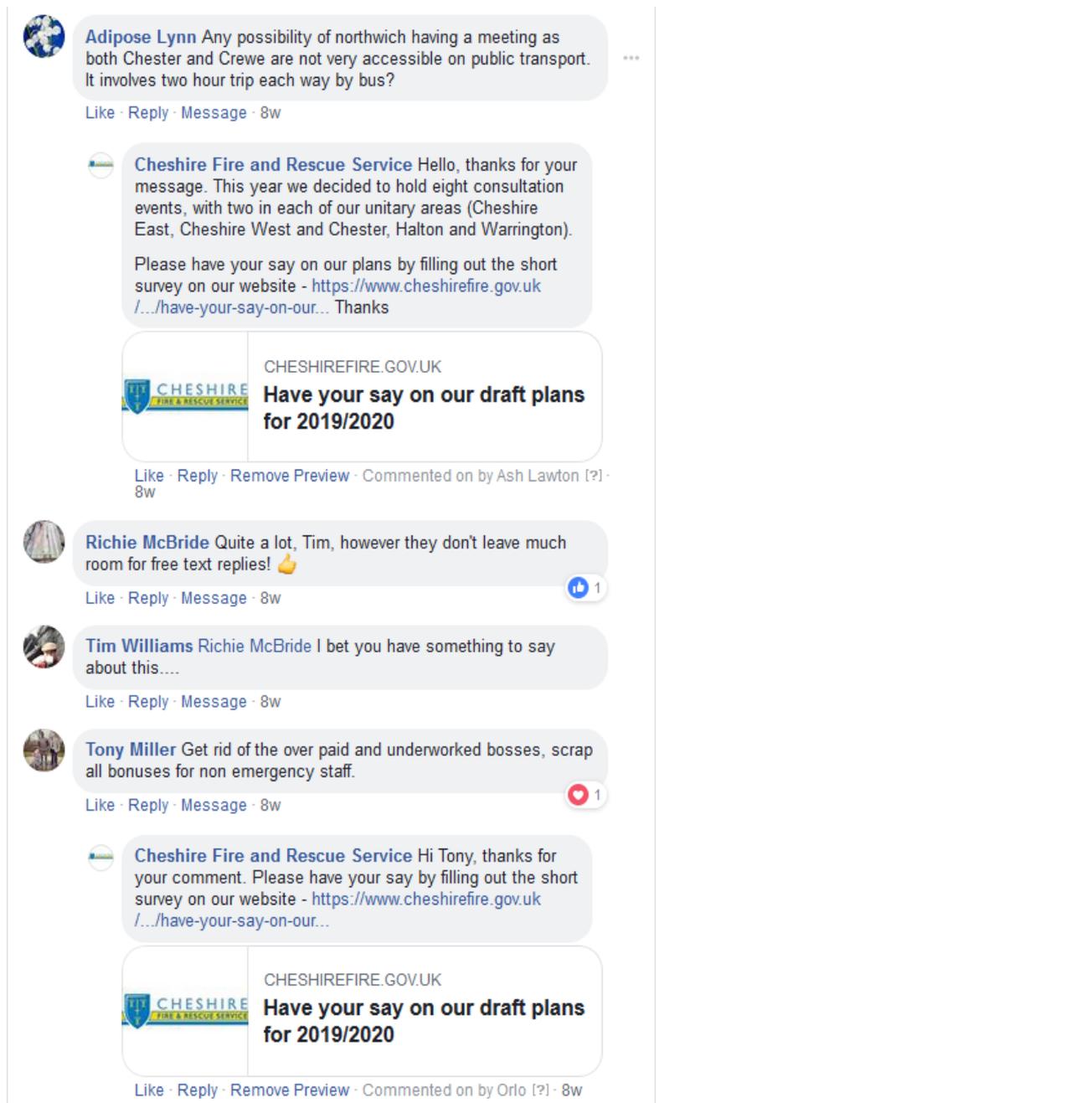
The proposal to demolish the existing station and build another with room for only one appliance seems a gross misuse of funds available.

Some renovation of the existing building would surely be cheaper and the accommodation for more than one engine is still available, if required in the future.

W.D.Dubourg.

Social media comments

Paid for Facebook advertisement 21st November: Reach 17,386 people. Engagements 781



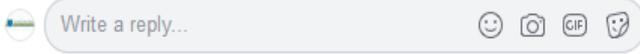
The screenshot shows a Facebook post with several comments. The post itself is a promotional graphic for Cheshire Fire and Rescue Service, titled "Have your say on our draft plans for 2019/2020". The comments are as follows:

- Adipose Lynn**: Any possibility of northwich having a meeting as both Chester and Crewe are not very accessible on public transport. It involves two hour trip each way by bus?
Like · Reply · Message · 8w
- Cheshire Fire and Rescue Service**: Hello, thanks for your message. This year we decided to hold eight consultation events, with two in each of our unitary areas (Cheshire East, Cheshire West and Chester, Halton and Warrington). Please have your say on our plans by filling out the short survey on our website - <https://www.cheshirefire.gov.uk/.../have-your-say-on-our...> Thanks
- Richie McBride**: Quite a lot, Tim, however they don't leave much room for free text replies! 🙌
Like · Reply · Message · 8w
- Tim Williams**: Richie McBride I bet you have something to say about this....
Like · Reply · Message · 8w
- Tony Miller**: Get rid of the over paid and underworked bosses, scrap all bonuses for non emergency staff.
Like · Reply · Message · 8w
- Cheshire Fire and Rescue Service**: Hi Tony, thanks for your comment. Please have your say by filling out the short survey on our website - <https://www.cheshirefire.gov.uk/.../have-your-say-on-our...>

The promotional graphic for Cheshire Fire and Rescue Service includes the following text:

CHESHIRE FIRE & RESCUE SERVICE
CHESHIREFIRE.GOV.UK
Have your say on our draft plans for 2019/2020

 **Al Smith** How are you developing your staff to help themselves instead of paying consultants to tell you what you already know! ...
Like · Reply · Message · 8w

 Write a reply...    

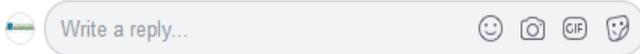
 **Jane Smart** Surprised there's no consultation in Northwich. Think that's a gap which should be rectified [Cheshire Fire & Rescue Service](#).
Like · Reply · Message · 8w

 **Cheshire Fire and Rescue Service** Hi Jane, thanks for your comment. This year we decided to hold eight consultation events, with two in each of our unitary areas (Cheshire East, Cheshire West and Chester, Halton and Warrington).
Please have your say on our plans by filling out the short survey on our website - <https://www.cheshirefire.gov.uk/.../have-your-say-on-our.....> See more

	<p>CHESHIREFIRE.GOV.UK</p> <p>Have your say on our draft plans for 2019/2020</p>
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Like · Reply · Remove Preview · Commented on by Ash Lawton · 1 · 8w

 **Jane Smart** Cheshire Fire and Rescue Service will do thank you
Like · Reply · Message · 8w

 Write a reply...    

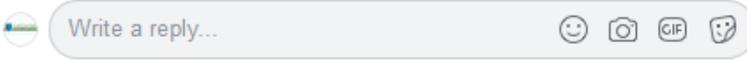
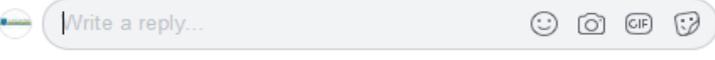
 **Hilary Moore** Will anything be better for the FIREFIGHTERS?  2
Like · Reply · Message · 8w

 **Graham Ponton** Graham Wilkinson think I'll have a read of this, what are your thoughts?
Like · Reply · Message · 9w

 **Graham Wilkinson** You need to mate. Most Brigades don't expect the public to read or to comment. Have your say.
Like · Reply · Message · 9w

 **Graham Ponton** Graham Wilkinson I will even though it's not in my area  1
Like · Reply · Message · 9w

Paid For Facebook Advertisement 20th December: Reach 24,910 people Engagements 776

-  **Bob Rawlinson** and you will still be ignored  9
Like · Reply · Message · 5w
-  **Simon Hughes** The link goes nowhere and they've already made their minds up. Bend over here it comes  1
Like · Reply · Message · 4w
-  **Keith Graham Blease-Bourne** Simon Hughes yes it does
Like · Reply · Message · 4w
-  **Cheshire Fire and Rescue Service** Simon, can you clarify which link doesn't work?
Like · Reply · Commented on by Ash Lawton [?] · 4w
-  Write a reply...    
-  **Phil Fleetwood** Have it mate. Just like cops etc!
Like · Reply · Message · 4w
-  **Steve Kennaugh** Just as a query, as Warrington/Cheshire is pretty much surrounded by motorways, is the cost of Fire Services to traffic incidents on motorways paid for from local council tax or recovered from elsewhere ie central government or car insurances?
Like · Reply · Message · 5w
-  **Richard Dallin** Fire Services can claim through car insurance Ambulance services don't.
Like · Reply · Message · 4w
-  **Steve Kennaugh** Richard Dallin thanks, that does make sense in a way as NHS is funded by NI.
Like · Reply · Message · 4w
-  **Pat Youd 'Crehan'** My brother had to pay for the ambulance that took him to the hospital after an accident on his motorbike.
Like · Reply · Message · 4w
-  **Patti Shallcross** Pat Youd 'Crehan' In U.K.?
Like · Reply · Message · 4w
-  **Richard Lee** Steve Kennaugh Explain please, what makes sense?
Like · Reply · Message · 3w
-  Write a reply...    
-  **Chris Farmer Hollister** Because weve made our minds up and your paying for it. Hahahaha well just put your councill tax up
Like · Reply · Message · 5w

Appendix 5 – Public comments received via the consultation survey

Several questions within the survey asked for narrative comment. Additionally, respondents were asked for any further comments at the end of the survey. Responses are provided by question. Responses which have provided either N/A or stated no further comment have been excluded.

Is there anything that Cheshire Fire and Rescue Service currently does that you think it should either change or stop doing? (141 comments)

- Put two engines in Chester. The new station near Capenhurst is too far away at the. 5 miles to be considered Chester.
- Have 5 on fire engines
- Reduce involvement in peripheral activities and concentrate on becoming better at what the public expects.
- Concentrate your resources on fire and rescue related matters. Stop your involvement in ambulance related matters. You are masking their problems.
- Increasing year on year the Council Tax Precept by the maximum amount when Cheshire Fire and Rescue have been identified as one of the most expensive in the Country to run yet provide fewer Fire fighters than the national average per 1000 /head of population. The public consultation process is not fit for purpose and the locations are targeted to receive great feed back from affluent members of the community.
- Improve its performance in relation to the ratio of Fire Fighters against annual per capita spend per 1000 pop. Lancashire spend £17.5 K Cheshire £28K Why? Lancashire and National average have .6 Fire Fighter /thousand Population Cheshire .5 Why? CFRS need to spend more on core activities, less on corporate hospitality and building new Stations. New builds don't put fires out. Fire Engines with sufficient crew do.
- Stop plugging gaps in ambulance service. By doing this you are masking their critical funding problems.
- I understand that firefighters under development are having their probation period shortened in order to address shortages of qualified crew on fire engines. This is dangerous, unfair and masks the problem of shortage of Operational staff. Aerials should be double manned.
- The second engines at Crewe and Ellesmere Port were saved last year because they were needed in those locations. They have since been regularly used as general gap fillers all over the county. More staff are needed to fill those gaps. Robing Peter to pay Paul is not the answer.
- Front line services should return to top of pyramid!!
- volunteers may be able to assist in safety & health advice & training on lower levels
- focus on fire related issues- prevention & response
- refurbish Chester fire station instead of rebuilding it. Stop downgrading wholetime appliances to other duty systems. spend less money on events for fire authority members. spend your reserves on maintaining and increasing fire cover instead of on building projects. start to treat you staff with respect. Change the culture to one that values staff more.
- no- subject to funding of course- top priority was to prevention & tackling fire. Education is important but not top priority & can be delivered by other agencies/schools
- I think every fine that they were doing
- carry on the necessary needs
- main focus on fire activities
- Should offer free home checks smoke alarms and carbon monoxide alarms
- Anti social Behaviour- not fire brigades responsibility. these young people are tough kids to put any sense into, fire services can avoid wasting time with them
- I feel that a great service is being offered, with full commitment to ensure a safe environment
- Staff pumps with 5. You would then not need to send 3 pumps to many house fires in order to achieve the cast requirement of 9 firefighters. This often depletes county cover and could be avoided.
- overall what I know about Cheshire fire and rescue service provided essential cover to the communities around uk
- they're doing excellent job under the circumstances with limited funds

- smoke alarm and general maintenance should carry out & provide to homeowner free
- no thank you very much for your service
- I think Cheshire fire are doing a very good job
- smoke alarm should be given and fitted for home owner free when required. Animal owner should share the cost for using fire service it is only fair if those who doesn't have animals or pets
- rescuing trapped cats on the trees, minor incidents such as helping people on the house rooftops, which can be solved by ordinary ladders
- smoke alarms can be afforded by property owners
- more consultation with community
- ensure that time is being used effectively when not out on an emergency call- even on standby could have education/training events in stations for young people, may keep them out of streets after school.
- Plaudits received for incidental activities are meaningless when front line services are not coping.
- Indicate on the survey your actual attendance times including call handling. Your supposed to be transparent why hide the facts. The time has come for FA members to be held accountable is that why so many are leaving?
- Need much more funding not cutting back or cutting corners. I am sure that most people would prefer to support more money going to the fire service, we need to give a little more and you need to stop wasting money on stupid ideas that most people see as crazy.
- they should get funds from the government, not councils. We already pay tax so council tax is extra
- The above questions are loaded. It's obvious what residents want. It's not a service with a 10 Min attendance time to house fires, for 80% of occasions unless your feeling lucky"
- Stop contemplating the demolish of Chester Fire Station 5£ million waste of money. The existing station can be fit for purpose and the spurious reasons for demolition are just that; spurious. Don't try fooling the public this is designed to make the sale of the Fire Service more attractive to private investment
- Concentrate on fire Rescue matters only.
- Your involvement in certain aspects of ambulance and social services work is merely papering over cracks in these grossly underfunded departments.
- The idea of changing Chester to only one fire engine is a tragedy waiting to happen you only have to look at the incidents responded to around November the 5th including major house fires proves that more than one engine is needed. Also the great work they do in the community would be massively reduced if they only had the one engine in use and no others to take to events..
- You are masking the failings of an overworked and underfunded ambulance service by attempting to take on their work. Stick to what you know.
- Ambulance service is at breaking point. Fire service prolonging this situation by doing elements of ambulance work.
- Concentrate on your own business. Too many other issues and involvements affecting front line.
- Question 4 Capita spend 28k Why National average is 21k
- Leaving Chester with only one Fire Appliance. Your own Chair is seen in Chester City campaigning for the return of the second Appliance. Stop quoting Risk on IRMP yet only using Demand for planning.
- Concentrate on core responsibilities and not all the peripheral stuff which often detracts from vital work.
- Leave medical incidents to ambulance service.
- Too much supporting of ambulance service. The effects of the reduced funding of the ambulance service are being masked by fire service involvement.
- Stop propping up the ambulance service. This is masking their shortage of funds/resources.
- Use some of the 40,000 or so safe and well visits per year on other types of at risk residents as opposed to silver/bronze level over 65 residents. Target potentially younger residents living alone or residents with disabilities for example. Also focusing on resident who are soon to become 65 will ensure they are a lower risk when they become 65.
- I believe that everything the Fire Service is currently doing should continue and if anything more can be done, then this should also be explored in the future
- Stop trying to do ambulance work and concentrate on all the areas listed above.
- Prosecute time wasters, if someone has caused an accident through dangerous driving and the fire service is required to cut people out fine the driver to cover the cost. We have a part time fire service

where I live we once had a full time fully operational fire service but due to cutbacks by this government we have gone back 45 years.

- Stop supporting underfunded ambulance service.
- Close on call fire stations which are only available at night, make the county only full time!
- Elements of ambulance work. Concentrate on specific fire and rescue related incidents. Skills can easily become diluted otherwise.
- Stop propping up underfunded ambulance service.
- Education people on road safety: would like to know that Fire Service authority consults with contractors & local authorities on major roadwork programmes. Many serious accidents have occurred on the M6 through Cheshire during the motorway upgrade programme. As a regular user of this road it never feels safe, do the Fire Authority consult on risk assessments of these projects before & during rollout?
- I hope the powers that be stop trying to cut our service.
- Stop screwing rate payers with your costs. We all don't live in band D houses so why not have a fixed charge per house? Guess you'd not collect as much money is that it!! Ho! Ho!
- I think road safety information should be given by other people, eg. police, schools and you should concentrate on fire prevention
- rescuing cats
- train more people to stop fires
- Re-focus on core activities.
- no everything they do is remarkable do not change anything
- fire service should priority should be intervention, seem too much emphasis is now on prevention & protection taking away from training and maintaining skills
- It would be good to know how many actual fire-fighters there are and how many managers, review the balance. Maybe someone else could educate people on road safety?
- I think they do a brilliant job
- Put on call in Chester as at least saves Powey Lane or Ellesmere Port being standby because one pump gone out to incident and is detained
- I think you are very important and do a very good job
- The government should educate on road safety and local authorities should prosecute business once CFRS have highlighted issues
- The service given is of a high standard
- None. The fire service do a great job.
- I can't think of anything they should stop doing, as long as "change" is for the greater good, but I don't know what should be changed
- Educate further/harder so that respect can be given by young people to the work you provide. This has to be hard hitting & shocking
- all do a very good job
- to just carry on with what they are doing very well
- organise a bonfire and fireworks display to discourage residents creating their won on a patch of green space
- I don't know, but what you do you do well
- quite happy with the service they give
- nothing I can think of
- we need to have a fire tender (manned) in Ellesmere port for local fires/emergencies
- The service has been decimated over the last ten years, minimum staffing is at an all time low, both front line and FPO's. Staff moral is at an all time low, look how many firefighters have left. It is a disgrace, attendance times are over double what they used to be, fire fighters are being put at risk due to one pump attendances.
- If you are going to integrate the Police and Fire as indicated at Crewe why don't you also include the Ambulance service? Fire service personnel should be further trained in advanced first aid and a defibrillator carried on all appliances.
- Having worked for Cheshire Fire and Rescue Service for over 5 years, I have a number of very major concerns regarding leadership and management style, the use of Fear, Uncertainty and Doubt as a management culture, poor use of time, effort and resources (the Performance and Policy Group meetings were a complete waste of time) and lack of HSE risk assessment for support staff leading to work related injuries. Working for Cheshire Fire and Rescue Service was an absolutely dreadful experience which cost CFRS Occupational Health £3,000, the NHS £8,000, The FireFighters Charity

£5,000 along with £1,000's in legal costs by CFRS, for me to personally recover from Repetitive Strain Injury and Work Related Upper Limb Disorder and Work Related Anxiety, caused by mis-management, bullying, harassment, intimidation, victimisation and disability discrimination. My employment at CFRS caused physical, mental and emotional harm to me as an employee.

- Everything you do is amazing however you cannot keep decreasing cover throughout Cheshire and expect staff to increase services. Leave health to the health service, education to schools and colleges and let Firefighters be Firefighters
- I think schools etc. Can provide their own training, or your fire cadets / volunteers may be able to teach this.
- First of all, stop beating the governments drum of the aging population, which age groups starts or causes fires? I would like to bet it isn't the aging population. You are encouraging people from ethnic groups to join you, why? If they want to join they will join. What happens when a white English person applies for a job, ticks every box, and a non white person is gay and can only tick 95% of the boxes, who will get the job? Not the white person. You have more or less have stated that. Stop box ticking on what gender, colour or anything else that seems to be different in some way. People want those who can actually do the job, not because they ticked an extra box. Reading your long drawn out draught about the future, in the hope people will have given up reading them. There are far too many so called experts and committees leeching money from the fire brigade. It's only a service so that more leeches can be employed. Make it a Brigade again and let it control itself. Get rid of the highest paid management team, and stop giving them bonuses. The pen pushers are increasing, yet the Fire personnel and engines are being cut, why? Every second counts, that used to be a slogan for the brigade, now you want staff to be the end of a bleeper to get to their station, get ready, and get going. A minimum of 5 minutes have been lost. Joined up thinking - not.
- I know the service is undermanned and its hard to say what you stop doing as all the services you do are required
- There is a very important part of our community and don't always get the recognition they deserve
- Fire fighters barely respond ever.
- Make it more known how to have your fire alarm fitted by them as I need it doing but have no idea how to organise it :(
- No, the Prevention and Protection activities carried out by CFRS are second to none. However, if it is realised that spending cuts are necessary, then cuts to non operational activities should be considered before cuts to front line services.
- Have Fire engines driving about not on emergencies as it's bad for the environment. Surely there are smaller vehicles less damaging to the environment that can be used for community engagement activities
- Yes, stop giving medical advice/visits, stop doing vehicle checks, concentrate more on which fire engines respond to which jobs. It seems from local newspaper reports on jobs that there are usually fire stations nearer than the ones used. Stop buying things like boats etc.
- Questions load and poorly worded. Should you be giving health advice?? Do we not have a health promotion service (NHS). Respond to medical emergencies?? Again is that not provided by the ambulance service. Why do you believe that you can send a fire engine to do the job of another professional organisation better than them??
- Add more co responders to rural areas
- Tell your "superiors" to do a week in the shoes of the workers on the shop floor and witness and prioritise - do not be fooled by that greater picture rubbish
- Relying on full time adjacent fire and rescue services such as Greater Manchester to cover for its own inadequacies in Cheshire.
- Stop wasting money on things like choirs. Sending cadets to Nepal is great, as long as it is COMPLETELY self-funded and not paid for by the fire service.
- Your Firefighters are leaving your service hand over fist! Look and listen for god sake. You've stripped every fire station to the bare bone. For example Warrington was once a proud multi pump special station that filled the appliance bay. Now it is a one pump one special servicing one of the biggest and most congested towns in the northwest. Your firefighters are demoralized, under trained and you place too much on hitting targets with the community. You are light in response and heavy in corporate. Corporate does not save lives, it feathers pillows for keeping jobs for the curry club. Stop it. Concentrate on front line first. Stand up for your firefighters, push the need for a pay rise and you'll get EMR back (which was horrible to be a part of, but had unquestionably good results) you'll get MTFB back and you'll get firefighters that are not bringing mental health issues into work based around money. Look after your key work force instead of cutting them to the bone. If they moan about

these changes, it's because they know their job and know this is putting lives at risk. Listen to them. One final bit to hammer the point home. Every fire service is under staffed at the moment. This has put the firefighter in their strongest position ever. If they don't feel respected they can just leave for the next service. So I strongly recommend you listen you the whole time firefighters you've got left.

- try and supply us with more engines and well drilled staff
- Keep up what you are doing well
- No not really because they do anything so they do a great job keeping us safe and secure
- The fire service is an integral part of the emergency hub. It must work closely with police and health services. However funding cuts for all three elements may lead to cost-shunting and inappropriate calls on any of the services
- Better retention of staff and bring back the "job for life" principle to the role of a firefighter.
- Be able to fire prosecute people wasting time
- Maybe work with special needs children to help them overcome fears of the sirens etc
- Yes, you value the on call part of the service. This value is because they're a cost saving measure. Pay them a fair retainer for the hours they cover. This is much needed part of the current Cheshire fire service but it doesn't pay their bills. They all work another full contracted job before putting up minimum 50hrs cover"
- I think more fire fighters.
- Don't stop doing what your doing
- Educate people on road safety - didn't think this was their job, thought police did this
- Question 4 - There is not enough information to make an informed decision
- I do not live in a band D house so pay in excess of lower value houses. Does this mean I should get a higher level of fire safety and involvement? I'll answer that myself NO I Mean No as I'm just an idiot who's paying more than the average household. If you want financing then all and every house should pay the same and I'll agree to that not a cost per household based on rateable value that is not fair. Unless us higher cost payers get and increased service off you?
- Less politically driven activities to ensure resources focused on core purposes/objectives of fire service. Reduction in duplication by more explicit centralisation of bureaucracy, PR activities and back room support to ensure more focus on frontline servicing/resourcing. Includes the sharing of buildings and first point of contact services.
- Birchwood station should be 24/7
- they do an amazing job
- I question the value of a questionnaire such as this, as even the best intention respondents have only limited knowledge of many of the issues involved. The form must cost a lot to produce and evaluate, not to mention the cost of postage.
- review situation annually
- The officers should stop moonlighting and working as lap dancers in Warrington
- charge for providing assistance to those who through their own stupidity or intoxication put themselves at risk
- I think road safety & ASB - young people distracts from more essential work & maybe takes funding that could be used better elsewhere. The council maybe should put other money into those issues instead of taking funds from ches fire.
- the service moves to consolidated/updated facilities and does not rapidly dispose or dis-identify vacated facilities thereby giving a poor impression of the services asset management
- animal rescue
- provide full time cover 7-7 at fire station currently retained cover.
- maybe give the responsibility for road safety/working with young people to volunteers or even ex firemen
- Frequently unsung heroes- an excellent service often taken for granted . Thank you
- education on road safety obviously important but not sure it sits with the Fire service. Police/council road safety team?
- Have regular training alongside airport fire service
- Business advice should be funded by the business community not the public
- Reduce attendances to animal rescue. The RSPCA should be given the resources to deal with animal rescue incidents. However larger animal rescue should still be responded to.
- The fire service should fight fires when they occur and if they have any spare or down time do preventative work. They should NOT be doing safe and well, or training or prosecutions...that's not their role in my view!

- Stop cutting front line services.
- Ensure Cheshire Police and councils take proper responsibility for road safety, rather than the fire and rescue service picking up others' responsibilities
- Wasting money on irrelevant initiatives. Literally all people want is to know if they call 999 for a fire related incident is that a fire engine will arrive.
- Stop wasting money and spend it more on front line services eg more whole time firefighters and extend the radius range for on call fire fighters too so that more people can apply who are currently not in the catchment area of the stations.
- Stop reducing the overall cover in Cheshire! It looks like Cheshire is spread very thin. When I call 999 I want a fire engine as quick as possible from my town not from a neighbouring town or fire service! I pay more money now and get less of a service.
- Stick to core fire issues. Review fire cover provision in Chester.

Are there any activities or issues Cheshire Fire and Rescue Service is not currently involved in that you think it should be? (76 comments)

- Currently on call stations remain empty for much of the time, can they not be used to provide space for departments, that you say you need to develop additional capacity to house? Can the top floor of Chester Fire Station not be used as it once was. Why hire space at Police HQ. Can the principal officers not operate from Chester if they choose not to engage with their staff at Winsford Fire HQ. No wonder the HMI inspection was so damning of Staff engagement. On that subject, the process needs to be anonymous not from employers individuals email accounts. Most employees as running scared.
- Putting Fires out and attending incidents in a timely fashion. Putting all times up on line from time of call, mobilisation, in attendance and stop in a transparent manner
- Could feature more in parish councils newsletters & notice boards on or around prevention
- campaign nationally to highlight the negative effect cuts over the past decade have had on service provision.
- to get more young youth involve in the fire service. More community work with young families and children
- more educational themes
- possibly, the number of visits to schools and community events to address safety & prevention (quarterly)
- More incentives for volunteering or increasing awareness on social media. is there a panel for youngsters - maybe they could have a stall in shopping city raising awareness (so it doesn't take up firefighters time)
- Over crowding in rented properties is a concern, there could be a system where individuals could ring the fire service to look into the safety
- it will be useful to carry out fire safety review on, I say 1 in every 2-3yrs
- working more with ethnic minorities to understand the low
- we would like to invite Cheshire fire and rescue to our polish Saturday school next year for our children's interest
- During spare time Cheshire fire service can organise charitable events to raise fund to support the operating costs
- caravan sites
- perhaps utilizing social media more to engage with public to deliver cost effective fire safety advice, for example the dangers of mobile phone charges which are sub standard. Work with trading standards. competitors aimed at youth to promote e.g. short films/script ideas
- Health & safety training to local charities & community groups. Businesses are profit making & they shouldn't get free services at tax payers expense.
- participating with schools and young people regular after school activities? offer homes free checks every 2yrs or so for smoke alarm, or free c02 Meter
- Turning up to 100% of incidents in a timely manner. That's not 10 minutes after call handling for only 80% of domestic fires. Does industry know? They are going to?
- They are stretched to the limit now try funding them better
- "Protect Chester and its residents. 50% reduction in Fire cover last year as there is only one Fire Engine yet rates go up to max levels despite your capital reserves and consistent underspend
- Providing Fire cover at Chester 24/7. Why does it take 20+ Retired Firefighters to inform the public that the Station went, for a minimum, of 500 Hours, without fire cover last year based on your standby

policy? Why don't you just go public and deny this, alternatively have an August shut down like many industries.

- Make attending incidents a priority not building new stations with the associated costs
- Providing adequate fire cover based on your "RESERVES"
- Bring back the Cardiac Arrest attendance scheme. With ambulances struggling to respond, having another service able to respond quickly will potentially save lives.
- Collaboration with the Police should be utilised further especially now on the Operational side working closer with beats/patrols to deliver Safe & Well or other safety advice within communities. Also More/better communication of Intel and knowledge/expertise between the two services going forward with the existing collaboration agreement.
- Don't know if this is relevant to this section but I would like to think they take care of the firefighters safety as much as the public's.
- More open days to teach young kids the danger of playing with matches and lighters
- Re-focus on core activities and not be sidetracked by incidental peripheral issues.
- Enforce fire recognition on private and rented properties including council- this should be chargeable £ same as the electrical and gas checks
- nothing springs to mind - surely they can do enough responding to fires & road traffic accidents
- Check smoke alarms possibly for elderly and disabled people are still working
- Trainers are dickheads
- church fayres, H&S information
- Maybe call to town SQ, Asda, Lidl so people adults can understand what you do
- some football games
- advanced road safety training free to those who apply and are selected
- just to check my alarm in my hall as i'm 81 yrs old thank you
- They should concentrate on what the service is there for: To save life. To protect buildings. To render humanitarian services. Too much time spent getting involved with other organisations and trying to play social workers
- Mental health and well being of community, employees and ex employees. I'm also very concerned about the lack of firefighter cover in Chester, a Roman city with 2,000 years of history. Cutting firefighter posts costs lives and one pump is not sufficient for a first attendance at a major fire in Chester when other pumps are travelling from Powey Lane and Ellesmere Port.
- Getting rid of the top heavy staff. And don't you think they have enough to do?
- I think firefighters should also be trained as paramedics or have some kind of medical experience, i know all this costs money and its up to the government to put money into this service as the council is already stuck for money.
- I am concerned about the amount of on street parking, there are at times when it would be impossible for fire appliances to get down the avenue where I live because of the amount of parked vehicles.
- The alleys in the Field Zones in Ellesmere Port behind the houses - they need to make it known they are not able to access them due to trees, awful ground conditions (they all need to be tarmacked again) and litter and have something done about it
- Work with the elderly in regard to loneliness and isolation.
- Street cleaning is an area that you could possibly also adopt of the local authorities. Transportation of the elderly.
- As long as they are there for when the time is needed they don't need any more jobs do they
- Responding to heart attacks and strokes. The fire service would get there quicker than ambulances and it would save firefighters jobs. Being more aware of dementia when doing home visits and linking to the council services.
- Stop looking to be involved in things. The job of the firefighter is to be highly trained and ready to respond. Your firefighters are not anywhere near that. So I think you need to be looking into training, supporting a pay rise and getting them back to doing EMR and MTFA. Stop call challenging. The police and ambulance are sick of asking for the fire service, only to be told that they "do not respond to that sort of thing" it's pathetic. Police and ambo have now worked a way to not have to call the fire service at all.
- Thankfully they fitted our fire alarm because we now feel much safer
- Like bonfire night and any big events
- Responding to cardiac arrests as Greater Manchester used to.
- Going into schools

- Maybe fund raising as people love and respect the fire men and women. The money raised could help disadvantaged children and raise awareness
- Be more publicly vocal in criticising the government's chronic underfunding of public services, and lobbying central government to provide more funding to tackle specific local issues such as the constant arson attacks taking place in Winsford.
- They need to stop trying to collaborate with police on cost cutting experiments, which in the end don't work. Stand up for the fire service and the work it already undertakes.
- Speed Enforcement
- Give us more fun days
- I think the fire service should be the only people who are allowed to organise firework displays in communities and bonfires. The amount of fireworks being let off is becoming more of a nuisance rather than enjoyment
- No keep to the job you are paid for, Fire and fire rescue. Keep out of the political arena. If schools and business need advice then they should pay for it
- concentrate on fire safety advice for high risk local businesses such as waste re-cycling premises
- How they are stretched they do a great job
- I think the fire service should concentrate on their core function, and do them well
- having completed 25 im grateful we have such a fire service. I was grateful for your safety visit and fitting a 10yr smoke alarm- you are all heroes!
- presence in the supermarket
- volunteer fund raising
- is not adequately 'joined up' with police & ambulance services
- I feel you do a wonderful job and I am surprised you manage the amount you do already. Thank you
- same as above
- Assume you have reps at schools /college career events
- Car parking on estates- in my own area there are a number of extra wide corners where people park their cars. This is particular in recent months but I do feel that it requires looking at especially in the PM as at time there are two cars on one corner
- more school visits of all ages on the risks and consequences of fire. Particular emphasis on school leaving age children on the dangers of dangerous driving before they start lessons. Hard hitting images of the devastation caused by dangerous driving. Random, unannounced spot checks on businesses, schools, community buildings etc. checking fire alarms, escape routes etc. and prosecuting where lives are at danger.
- Not enough fire fighting
- Providing fire training to businesses, particularly to supplement income
- Should be involved in less. No need for wasting money on Cheshire or Nantwich show - where is the value for money?
- I think the fire service should incorporate dementia awareness and alzheimers and frailty awareness and adult and child safe guarding into their safe and well visits.
- Assisting the ambulance service with medical assistance.

Is there anything that you think Cheshire Fire Authority should consider when planning a joint fire and police station in Crewe? (166 comments)

- Don't think this will work.
- Not the best idea. Keep separate.
- Please reconsider. Public perception of FB neutrality cannot be overstated.
- Consider the current general public trust in the FB. This could be affected as the police with due respect do not always enjoy such a relationship.
- Globally Ambulances and Fire Services work together. Maintain our independence, this is about public perception and believing us to be associated with law enforcement is a retrograde step.
- Public perception of neutrality
- Not a good idea.
- Think very carefully.
- Not a good idea.
- Relations with the public which are currently good could be compromised.
- Not advised. Each service is perceived differently by public.

- improve comms between these services
- the effect on the public view of fire service neutrality and therefore safety of fire crews
- May be a bit radical but could there be cross training e.g. multi skilled officer who can do police duties as well as fire duties, cross training may open up development opportunities for officers
- to ensure its a central location to respond as quickly as possible
- 1, drop in sessions open to public 2, schools to be more involved in the fire service 3, Yearly checking in household to see if fire alarm working 4, Compulsory to all household to have fire alarms
- Economical practical proposal central service for both emergency services
- are the parameters & distances workable
- to help police in improving response rate and actions
- train the police for fire cover (traffic)
- ensure there is a multi agency agreement before making major decisions
- ensure fluid communication between services- will their systems be integrated. maybe have some of the officers' additional liaison roles (but not needed as a separate job)
- 1, have additional survey of entire population of Crewe town/surrounding areas to see reaction to the joint plan 2, should those who are unemployed at short notice have their taxes increased?
- I think this is a great idea- as both services closely working together. I feel responses to incidents will be dealt with better.
- great idea for both forces to come together
- Historically the fire service have enjoyed a status of being the good guys. With all due respect to the police they have a different relationship with the public. Stay separate!
- I think the system is in place for the fire and police to work together
- suggest at least an out station in Runcorn/ Halton area for residents to seek emergency help
- Yes, they should join together to save the operating costs
- Staff of both fire & police authority should be trained to liaise with each other for joint operations. Incidents such as major road accidents. Industrial fire accidents etc
- if its going to Crewe and there's a fire here what are we supposed to do? NOT a good idea lives here will be at risk
- a very good idea, both the services could respond to emergencies at the same time
- not sure about council tax increase for band E & above?
- Traffic access is a concern on such a busy roundabout, which is shared with the proposed redevelopment of Crewe station
- budget
- Ensure that services are integrated and able to communicate - maybe we use the same PC system to enable sharing of records, not enough centralizing too much - ensure other stations available services
- Don't combine
- Consider if this liaison will affect your standing in the eyes of the public.
- All resources in one place. Potential target for terrorist
- Residents, location, extra staff traffic.
- Make sure it is fully staffed
- Who pays the piper.
- Not relevant to my location. That said you work out of Police HQ currently. How will costs be split?
- Be very wary. Some areas of community very wary of police. Fire Brigade generally enjoy good relations with public. Stay separate.
- Maintain your independence.
- Not a good idea. Police have a different relationship with some parts of community. The respect with which you are held could be affected.
- Consider the current neutrality of FS which will evaporate when housed in same building
- Consider keeping services separate. FB has its own identity it is neutral. Sharing buildings may well affect this perception.
- How much will it actually save and will savings be passed on by local authorities to tax payers
- Perception of independence
- Neutrality.
- Police and FB should be housed separately. Independence is vital.
- Consider the current neutrality of the Fire service which could become compromised by such a move.
- Ensure that there is minimal disruption to local residents from additional traffic, etc.
- Access to the proposed new joint station should be considered due to the current location of the existing Fire station i.e. busy roundabout/roads in centre of Crewe - may lead to problems getting in/out

of the building for Fire engines/Police vehicles. Also the type of facilities which will be provided i.e. will they be shared facilities or two separate sections depending on Police or Fire staff

- I think if you are putting my council tax up I want the money spent in my area not miles away, last year there was a fire and we had no one to attend to increase it and see no benefits to my area is unfair
- Yes. Don't do it just to save money. Only do it if it's advantageous to both services and the public at large.
- Make Crewe houses pay for it we all don't live in Crewe. Crewe is Cheshire east I live in Cheshire West! Nuff said
- not my/our location
- What about Warrington because there are lots of empty bars and shops in and around Cheshire why not more Pco's to guard it at night
- Be very mindful that the Fire Service neutrality could be severely compromised and irreparably damaged.
- staff to man it efficiently- reach areas in good time
- visit schools to educate 14-16yr olds children
- could you also involve ambulance or home paramedic training involved
- that funding is available for the local stations and not swallowed up by this new station
- Yes, don't close stations down therefore increase response times
- There's an empty site next to the current fire station. This should be an all emergency centre with an ambulance station as well as a fire station and police station. This could mean selling the ambulance station for homes and police station for offices which would allow consolidation and efficiency savings having all 3 services under one roof.
- I think they emergency service should be kept separate to their own special needs, but of course in this day and age of cut backs they have to do other duties and multi task
- Local knowledge is very important, Crewe is too far away from Warrington, which has diverse risk issues including motorways, ship canal/Mersey river and terrible road congestion.
- the only thing that worries me is although our postcode is Wa3 5pt which is Warrington we come under Salford council which can be very confusing in matter like fires and ambulances because we live out in the countryside
- The too together I think is very good
- its great that they are joining forces. Response times will be better
- will the service be as good?
- How to work closely & not overlap duties
- That the fire brigades can reach fires more quickly
- apprenticeships and training room and encourage more people to understand whats involved with a major incident ie terror attack & procedures to deal with flooding of homes
- The you get your share as you all work hard, so good luck
- How will it affect Ellesmere port?
- not quite- happy as it is
- why does the station of police & fire have to be moved to Crewe- surely E port deserves a fire & police station
- Yes, see comments above about E Port manned tender
- Why not include the ambulance too
- Having more retained crews
- Yes, don't do it. What happened to the fire service being independent. It will cause lots of trouble between the 2 services and become very political. Why can't you see it will end in tears
- The visual effect that will happen as the police and fire service get more involved on people who, for whatever reason, dislike the police or a particular action the police may be taking at any time. I think the fire service should remain, at an operational level where it's in the public eye, a wide separation from the police. It has be proven over time that this allows the service to maintain a "neutral position" on community situations. A perfect example of this was in Northern Ireland and in some of the riot situations that happened in the UK over the years.
- Well being of employees
- Is this the start of a slippery slope? First they share the building how long before the edges of the roles become blurred. It has already been mentioned about health care, bleed pressure checks etc Are we moving towards 1 emergency service?
- Ambulance too?

- Don't form even more committees and don't give massive pay rises to those at the top, and they don't need any form of bonuses.
- Location
- Is it really worth the cost. Merging HQ services with police HQ in Winsford was a very costly and disruptive exercise, that wasn't worth the cost. Learn from your errors of judgement. Merging isn't always cost effective. Think about it
- Ask ambulance to join?
- Yes, ensure that there is room for TWO front line fire-fighting appliances!
- The Fire & Rescue service should be impartial and never be incorporated into the police service.
- I know funding is a big issue but we're talking lives just remember that - you don't care because there is no direct correlation. You will start caring if it's your loved one on a school run!! Fight hard and tooth and support do what is morally right not political and money orientated you will sleep better! You're welcome!
- Location. The road infrastructure in Crewe is not the best and is more than often clogged with traffic at most times, therefore possibly impeding any emergency response. I make this comment as a former emergency services driver that operated county wide.
- Whilst Crewe does not affect me directly I do believe a joined up approach in emergency service specialisms could work well.
- Ambulance station too?
- How will you evaluate whether it will represent value for money to the general public and when will the savings it will generate be realised, ie how many years? Indeed will this project realise savings for both fire and police and are these savings equal in value?
- Keep the warning lights outside the station. Ask the council to redesign the roundabout to make congestion better
- It's really good on paper but does not work. You will need to make sure everything is separate, the fire crew have plenty of space for training and fitness, and that their cars are clearly parked in fire service bays. As some criminals follow and monitor police officers, and we would not want a firefighters family to be out in danger for parking at a police station.
- think of putting a fire crew and station in Runcorn because of all the cladding of houses in Runcorn
- No keep local
- Why Crewe? Thought it is Winsford. Local isn't Crewe so your increasing our contributions for posh new headquarters no all wrong
- Yes
- Do not live in Crewe
- Ensure fully integrated action
- Not for a joint venture, should be separate entities
- Ensure Crewe plans do not adversely effect service provision elsewhere
- More joint police/fire/ambulance stations throughout the county
- It is close enough to get to fires in the areas it covers?
- Do not know enough about this to comment
- Can't think of anything
- Distance to each area covered. Traffic volume at certain times of the day where most demand for them are
- Yes, abandon the idea now. No car parking facilities for staff and will be a security fiasco. Will it save that much money? Crewe needs a two pump fire station, it doesn't need to collaborate on an already busy roundabout.
- Yes not shutting existing stations
- Not qualified to say - sorry
- This should not go ahead, my fear is that the police will wake you up during the night when you are trying to sleep
- The traffic, safe access and parking for visitors
- Access/ egress should an incident happen near to your joint station as both in/ out place and indeed any other service continuity considerations
- DO not shut anymore stations down
- Crewe is a long way from Culcheth, Warrington!
- I believe that they should be kept separate. Combining is not efficient
- Be clear about whether or not you cover properties that are on the borders of Cheshire and Staffordshire, such as ones in the Alsager area that have a Stoke on Trent postcode but pay their

Council Tax to Cheshire East. Will these properties be served from the Crewe station or from somewhere in Stoke on Trent?

- You'll do whatever the political governors say. You'll be told what to do. I don't live in Crewe so it's irrelevant to me.
- Supportive of this type of initiative but would expect reductions in backroom support, bureaucracy and politically driven activities/events to ensure more resourcing on frontline, core purpose objectives.
- If it means shutting Runcorn station down, I am against it strongly & I strongly that the fire brigade in Runcorn should get an increase in levys from council taxes I personally would pay more
- keep jobs
- Make sure that the Warrington area has the same amount of cover as now, with both fire and police
- im concerned the congleton fire station may close, road from crewe to congleton often gridlocked, there are hundreds of new homes being built and i'm concerned about our depleted infrastructure.
- Ensure to create more jobs not redundancies
- this would create a problem regarding response times for people living in the macclesfield area
- how does this effect us in Chester?
- people suspicious of police, fire service accepted, be very careful getting too closely associated with the police
- get on with it
- Yes they should make sure there is enough room for all the traffic
- Yes maybe recruit more polish and Romanian people
- a fire station in the town centre instead of where it is now near the railway station
- traffic difficulties
- as already proposed joint fire/police/police commissioner
- if its a good idea for 2 emergency services to be house in the same building. Efficient and cost effective
- To ensure that both services are still accessible, available & as well funded as possible
- access onto the roads
- I think this is a good idea
- how long would it take for officers to reach Macclesfield & surrounding areas in peak times
- good communications between the two and ambulance service
- should the ambulance service not be included?
- That local fire stations remain in activity
- consider will it be of benefit or put more strain on the current staffing levels
- They should consider the growing population in Macclesfield as with hospital
- seems sensible to me
- this sounds like a really good idea
- How long will it take to get to Chester from Crewe? house will be burnt down by then?
- A very big thank you
- Thought this was already in Winsford? No issues as long as small local stations do not close as a result
- Consider sharing bases throughout the county
- Trust in their service, as there is an issue that people who dont trust the police will react to the fire service and not allow acces to areas or property as freely as they do now.
- I think you have covered everything
- Maybe a room / facilities for public / school group awareness sessions where on-site training isn't possible. Demonstration area for fire simulations like the ones taken round at community events, examples of cars cut apart recovered from wreckages.
- Keep costs to a minimum - like everyone else
- It should not be happening. Police and fire should be kept separate due to how the public could view fire being impartial from the police.
- Incorporate quiet spaces where resting crew can go for some 'down-time' after difficult shifts and make sure that specialist counselling is available after traumatic incidents.
- The site should still feel open and accessible for the community and not succumb to a fortress mentality at the request of the police
- Yes stop wasting money in plans that are not thought out properly by people who do not care how much is spent as it is public money. I suggest a mother of 3 children do it as she will have more of a grasp on budgets than you Muppets put together
- No, I think sharing buildings is good value for money as long as it works for all concerned.

Are there any other comments that you would like to make in relation to our draft Integrated Risk Management Plan? (112 responses)

- It is extremely important that there is a fire service based in the centre of Chester. Not only do local residents need this service and support but also it is essential that there is a service that can respond to any issues that might threaten the historic and heritage sites and buildings, such as Chester's unique medieval Rows.
- Please return the 2nd engine to Chester. There are many older residents who would feel safer.
- Spend money ensuring more engines are available. NOT ON NEW BUILDINGS.
- Concentrate more effort into delivering a better front line service rather than winning awards for spurious activities. Don't agree with shortening the probation period for new and raw firefighters to satisfy staffing/skill requirements. That is dangerous, unfair and will not end well.
- There is no justification in starving the front line in order to build new fire stations. The proposals for Chester display not only a gross waste of public money but also contempt for the people of this City who deserve better.
- Chester Fire Station, without doubt, needs modernising. Would it cost £5 Million? NO. Do not provide an under resourced Front Line Service, at the cost of a new build. Recent HMI commented on how expensive the Service is and how disengaged from its employees. Why?
- Get back to Operational basics
- Refurbish Chester Fire Station rather than replace. Money should be directed at front line rather than new buildings which will not make us any safer.
- Your on call system is nowhere near resilient enough. The county cannot run on largely retained cover. Wholtime engines are being dragged all over the place attending incidents leaving large areas of considerable risk, very vulnerable on a regular basis. All Rescue specials should be primary manned.
- Already on bare bones, full time engines are propping up a failing retained on call system. Small towns and villages no longer have a corps of willing oncall firefighters. These places are more often now dormitory areas for the more professional types. They will not be getting out of bed at 3.00 am!
- Spend what money there is on frontline provision NOT buildings.
- Spend greater proportion of budget on front line. New Buildings don't save lives. Look again at HMI-CFRS report. You are a service that in comparison to other areas that is expensive to run and has less firefighters.
- well done it is important what you are doing
- It looks & seems great but we worry that household will have to pay more to make up & help these plans. This will be difficult for a lot of people when our wages/salaries aren't great at providing us with disposable income
- keep consistent progress and communication
- very pleased with the service and the courtesy when in contact with members of the service
- if joining together, should cut council tax - reduce staff by combining more roles together so that jobs are not duplicated. centralise paperwork - do not need double number of people doing similar things
- Too much money is diverted from front line services by cutting back. New buildings don't put fires out. Firefighters riding fire engines do!
- I can not think of anything else
- saving operating cost is important, however the lack of police presence will only encourage more petty crimes police should have more visibility in Halton area.
- pets and animal owner should contribute cost it is the fire services to reduce the current council tax
- can not think of any
- council tax is already quite high is there a way on reducing cost. Are the new buildings really necessary or can old ones be improved?
- Spend money on front line. Not buildings. This could be renovated instead.
- Will the proposed new station for Chester improve the safety of residents? Clearly not: then how can it be justified when fire engines have been removed?
- As a Chester resident it's clear that the FA does not take into account "RISK" only "DEMAND" Let's see how long you can be lucky for. May god help the City as CFRS are clearly unable to. If I have a fire I want a Fire Engine not a new empty station.
- We need to be considered and given chance to see the plans and react accordingly.

- Another less than transparent document hiding the true strategy to decimate fire cover. Senior officers get £50K Pay rise each. Outrageous! What next direct payment from Urenco.
- The service constantly requires more space for back room staff, apparently. Incidentally there's been no proportional reduction in relation to Fire Fighter cuts. ON CALL STATIONS HAVE EXCESS CAPACITY USE IT. This would give added security to such sites. Top floor of Chester Fire Station is empty, why when you rent space?
- Refocus on core business. Not the peripheral issues which detract from it.
- No justification proposing a £5m spend on building new station in Chester. Shiny new stations will not make us safer. The trend of cutting front line services must stop.
- The oncall system is not working. Full time fire engines have been reduced and yet those left are now having to deal regularly with incidents in more rural areas on a regular basis. This leaves worrying shortages in urban areas. Simply put, you don't have enough full time fire engines. Regardless of what the "impartial" HMICFRS say!
- You cannot defend the year on year underspend of revenue budget which is partly collected through the rates and is expected to fund frontline services. Especially when surplus is transferred to Capital budget where it is funding unnecessary building projects which will not make population or firefighters any safer!!
- Return the second fire engine to Chester. Think hard and fast with regards demolishing and rebuilding Chester Fire Station. The new build may well be eco friendly but to achieve that an enormous carbon footprint will be created. Given the life span of the new building it may never achieve carbon neutrality. Money could be better spent.
- Why, when the Chair of the FA is campaigning for the return of the second pump to Chester, does this not feature in IRMP
- How can staff give feedback anonymously when they respond via the intranet through their own account.
- Stop the underspending of revenue budget on annual basis and transferring to capital. Front line services should be your priority. How can a new Chester station be justified when we need a second fire engine instead?
- Stay neutral from police. Reef plans for Crewe. Public currently value impartiality. use funding set aside to rebuild Chester Fire station to provide front line services instead. Renovate existing building and create community facility.
- Seriously consider refurbishing Chester Fire Station at a fraction of cost to renew. Not demolishing it. Government research shows a preference to do so. Consider the horrendous Carbon footprint created by demolition and new build. Will this new building make us safer ??
- Too great a reliance on the oncall pumps. Their availability is poor. Full time fire engines are often dragged out of area to deal with incidents in part time station areas. All wholtime stations should receive an immediate standby.
- Average attendance times would be easier to understand that a % within x minutes - also more transparent when comparing to government figures. Including other incident types such as fires in buildings such as hospitals, etc should be considered as they could be just as serious as a road traffic collision.
- Chester station should be renovated. It does not need knocking down. £5m is a waste of money. use it on front line services. Will a new fire station ever save a life? NO. But more fire engines and firefighters WILL save lives.
- The proposed spend on Chester fire station replacement is a sheer waste of public money. Refurbish instead. Government research states that refurb is preferred and creates 4.5 times LESS carbon footprint than comparable new build. Utilise the currently unused top floor as offices or for community use with lift installed. Taking into account any demolition works even the most eco friendly new build will not become carbon neutral for many years.
- Provide resources based on risk. Seems that once calls started to reduce resources were cut. Call nationally are now rising. Resources need to reflect this.
- Ride 5 on all pumps. Implement immediate standby moves to cover key stations. Concentrate on your core activities. This is where you should be judged. Not on how well you perform your peripheral activities.
- Do not support the increase in funding.
- Chester fire station should be refurbished and not demolished to be rebuilt. Install a lift and utilise the second floor as a community centre or possibly divide for office space. The proposed spend of £5m will not improve safety of firefighters, the public or the city.
- Get more involved in the building of high rise buildings and Enforce the regulations for buildings

- Review ratio of managers to on the ground staff.
- I definitely would support the 10-minute response time as an upper level- if you could reduce it across Cheshire I'd happily pay more
- Make on call in Chester at least get another pump there also your trainers are idiots
- I am very concerned that I hear that Chester Fire Station only has ONE fire engine at the station. I know Chester is a small city, but to have one engine covering the Chester area is outrageous IMHO. All these cuts! What price a life?
- I would strongly request that not only you retain the sole, existing Fire Engine for Chester City, but also, re - instate the one you axed !!! Do you expect people to simply put up with such an appallingly run "" Authority "" and its ludicrous decisions - for much longer?! save the £5 million you are going to squander on pulling down the Fire Station - which was allowed to run down, and re - instate the axed engine! The money is there!!! Chester is an historic tourist spot, that generates massive cash - flows. Put simply for the Local Authority; If people keep dying in fires, because they have to wait hours for Engines to come from God Knows where - and, beautiful buildings burn down - less cash for everybody - except, Undertakers!!!! think I've made myself nice and clear for you. Get to it, and STOP lying about "" having No Money ! "" No - One - outside Tory Councillors (And similar!) believe you !!!
- The public need to be more responsible for their actions I.e. speeding, careful in water in hot weather and careful with say fireworks etc. also people who attack firefighters whilst at work should be ashamed and punished
- I am unclear about the impact on local emergency response provision
- you don't get payed enough
- As long as the fire station on Chester rd, Macclesfield is kept good standards as I think they give a good service. They recently came out to my smoke alarm with very short notice which I appreciate. Not sure I will want to pay more council tax but I guess its inevitable
- I am assuming that this will mean the closure of the Ellesmere port fire station. Ability to move across county will be crucial
- keep up the good work
- would like to have a cleaner town
- I think that the public should be involved
- show how the council tax is benefiting are residents in Cheshire other than response work and modernising facilities/building
- will wait & see thank you
- The Fire Service is not value for money
- Why do you not use the same Infographs in the 2017/18 incident analysis that you use to predict 2019/20 incidents so people can see where you predict differences in incidents to be? The failure of the planning application for Chester station will mean a new approach being considered what is it? What consideration is being made in regards to the increasing number of dwellings being built with the inherent risks these families will present upon occupation. Is this being represented in the proposed infograph for future years?
- I would like you to be honest and open with the elected representatives, public and employees about the "reviews" to be taken on crewing levels and appliances being removed from fire stations. It's obvious that these decisions have already been made. They will result in the removal and downgrading of stations selected by senior management. There will be no suggestion of improving the staffing levels, appliance numbers or station situations. The fact you have already tried to get some of them passed this year already, might give the game away! At least have the decency to admit these cuts are being brought in because of cuts in Central Government funding and are driven not by the need to allow the service to grow and evolve but are also influenced by senior managers getting bonus payments and career development for getting them through. They are a sham and represent one view of the need for them. There will be no notice taken of any alternative strategy or suggestions, no matter what they say.
- I have very little trust and confidence in CFRS, after my experiences as an employee. I hope the voice of reason and common sense is applied in all decisions and throughout the leadership and management team. I believe that the policy support staff reporting to uniform officers should be stopped, if lesson learnt have not already been applied.
- It's a waste of money to the rate payers. All you are doing is recruiting even more pen pushers where they are not needed. Don't you think the real experts are those that actually do the job? Do you think the fire men/women/station officers need to be told how to risk something at ""coal face""? Every situation is different, they don't need some pen pusher to tell them what is safe and what isn't, and

how to go about it? They are not repairing a car. Does it matter what colour, religion, what sex I am, am I still the same sex or disabled is required for the questionnaire?

- we need a government that will put money into our much needed services
- Yes. The on-call model doesn't work. It is time that this is admitted by The Chief Fire Officer and the Fire Authority members. The availability targets for on call appliances are a joke. Many of them book on/off the run at will, with no consideration to availability of nearby stations, levels of reasonably predictable activity etc. Bonfire period is the best example. Please look closely at the availability of your on call appliances during this period over the last few years; they were BELOW average!! This includes one crew (Middlewich) who booked not available on Bonfire night to attend the 21st party of a crew member!! NOT acceptable. If you say that 90% availability is ok, then you are agree that a town or towns have NO FIRE ENGINE available for 36 days a year? And it is a fact that many stations do not achieve anything like 90%. A figure of 75% is more accurate in some areas. The fatal fire in Lache, Chester a couple of years ago was close to exposing this; Chester's ONE crew were out of area attending an incident that should have been attended by an on call crew, but they were not available. The subsequent attendance time was WAY OUTSIDE the 10-minute target you set. It has subsequently found that this was not a savable life, but the attending crew did not know that. Committing a crew of four to such an incident is dangerous. By continuously cutting front line services and relying more on the failing on call model, you are seriously increasing the risk of a fire death due to slow attendance, or a fire-fighter death due to exposing your staff to increased hazards and risk. The CFO and FA must know that this risk is carried by them. A final point: I have seen your staff carrying out engagement events relating to your plans at supermarkets. Are these events really of any value? Do the respondents actually have the opportunity to read and understand the IRMP before they answer the questions? I think not.
- Appears to have too much reliance on part time staff which are also very difficult to recruit bearing in mind you have to have the goodwill of employers
- Think about the reason for a: FIRE & RESCUE what it is obligated to provide under its statutory duties!! During time of such financial difficulties are all of the warm and fluffy things really required when you are struggling to staff fire appliances??
- No said them already! Stop getting persisted by office based individuals
- As a tax payer I would not mind paying more to support the vital services provided. More work around education alongside the Police and Ambulance services jointly could greatly impact behaviors the earlier the better. I still am very touched that whilst putting on jackets on their way to emergencies firefighters still had time to wave to my younger sons some 23yrs+ ago...keep you the good work your truly valued
- I oppose the building of a new training facility. Negotiations should be taking place with Greater Manchester Fire as they have just spent millions on a similar facility which is less than 10miles from the Cheshire border. It would cost considerably less to local tax payers if this facility could be shared rather than replicated a few miles down the road. In the current financial position the public want to see value for money for our public services, building your own training facility smacks of a vanity project and does not represent value for our money
- Your putting people's lives and your firefighters lives at risk. The fire service needs to be growing with the size of the country, not getting smaller.
- They need more staff, and by raising the need of more funds from the public and the government they may be able to do this- well believer of this statement
- I think all areas should have their own fire services
- Carry on the good work
- Sounds to me like money going to wrong place. Money for the boys not the workers
- No not really they do a great job I am very proud of the emergency services what they do to help keep people safe
- Not seen plan
- Just wish there were more individual fire stations instead of integrated ones
- Totally support giving more funding firemen/women danger money for dangerous jobs
- No, thank you
- I think you have covered everything. What you do saves lives
- Support our firefighters and forget collaboration, it doesn't work and doesn't save.
- Too much working with police should be two different services
- Support but not a increase in tax
- As long as no lives are put in danger by cuts or changes to your role, that's what matters to me
- The service requires better funding

- I have not read them!
- Increased funding is always the mantra of public bodies and public perception is one of waste, inefficiency, bureaucracy and irrelevant and duplicitous events/activities that do not focus on resourcing well appreciated and supported core frontline staff/services. Any increase would be viewed in the light of this.
- said it all above
- people should value the service, and not attack when the squad are trying to put fires out, IE bonfires
- It is different to comment on the financial provision of the fire service without knowing its position relative to other services such as police, ambulance and so on. One is not sure how equitably shares in the council tax are distributed
- police commissioner? becoming police/fire commissioner, you will come second class to police. They will get priority, beware police taking fire service autonomy away
- Fire men and women do a tremendous job and to all of the thank you!
- need to know more about it
- hopefully the largest proportion of the proposed 2.99% increase will go towards frontline firefighting and policing and not admin and management
- I feel more money needs to be ploughed into fire safety and to ensure safety of public and firefighters the government needs to increase funding. That being said the IRMP seems to be doing the best it can due to cuts.
- checking smoke alarms. Thank you
- does HS2 feature as a major factor on these plans?
- Not enough information to judge
- a very big thank you
- No. Thank you for all that you do
- for what you do, you are not paid enough!
- How can Penketh fire station be under review?!! It's just opened! You sold the station to us the community stating full time cover 24/7. Very underhand! It is clear that Penketh is a pretty busy station, and it also supports Warrington and Widnes. Stop cutting front line services!!!
- Overall I have significant support for the Service and the Authority. However, as a consultation there is very little here to indicate how the organisation will respond to any further reductions in funding or where it will place its priorities in the future. I therefore feel unable to give any meaningful comment or contribution, other than to say I think the Service should rescue people from fires or deliver fire safety advice, which surely is a given. Much more detail is needed for residents to make an informed contribution, even if this is a blank sheet or a new start, some idea of the Authority's vision would be welcomed before asking people to comment.
- Revisit the plan from the perspective of a resident. Review for VFM policy and your service delivery agreement. Set out 3 key priorities, 1 being the retention of staff of the authorities ability to listen to what the real issues are
- I don't think it is fair for the service to keep increasing the council tax fee up as over the years the fire service has gone over budget with projects like Lymm fire station and fire Hq and funding for fire control room at Warrington. Plus at one point the service had £47 million in its bank account and not even spent it.
- Stop wasting money on new buildings and invest in your full time fire fighters. All I want is a fire service that sends a fire engine. If I'm paying the same rate as a person in Cheshire west as in Cheshire East I expect the same level cover.

Appendix 6 – Staff comments received via the consultation survey

Several questions within the survey asked for narrative comment. Additionally, respondents were asked for any further comments at the end of the survey. Responses are provided by question. Responses which have provided either N/A or stated no further comment have been excluded.

What do you think that the top three priorities of the organisation should be?

First priority

- Focus on fire service core values. And stop adding work for other public services to what the service already does very well in driving down fire deaths
- On-call recruitment
- Operational response
- keeping on-call pumps on the run at all times
- Moral of staff
- Emergency response
- Its Firefighters
- Safety of the community
- Ensuring fire appliances remain available.
- riding 5 on pumps due to reduction in personnel and pumps
- Responding to emergency calls
- Responding to incidents in the targeted time
- Operational

Second priority

- Stop closing whole time stations
- Maintaining/improving fire stations
- Prevention and Community Safety
- keeping all remaining wholetime pumps
- Working conditions
- Prevention
- Its resources to equip those firefighters
- Serving the community
- Treating staff better.
- Cutting of 999 calls through prevention work and awareness advice
- Educating the public on fire safety/ road safety etc
- Operational

Third priority

- Invest in other departments with regards to training, it is not all about the Operational Department.
- Protection and Fire Engineering
- Communication between management and staff
- Protection
- The wellbeing of those firefighters
- Communication to staff
- Lobbying central Government for more money.
- Reaching people from all backgrounds to highlight issues
- Further embracing collaboration
- Operational

What do you think are the three biggest risks facing the Service?

Biggest risk

- Less people

- Letting other public services use frs success in public engagement for there own ends we are in danger of loosing faith in the public confidence.
- Financial
- further financial strains
- Low morale
- Not prioritising emergency response above everything else
- Government decisions
- Managers who still act in a heavy handed way leading to staff leaving.
- Making too many savings - Not having it's own back office staff
- Financial pressures and cutbacks
- Budget Cuts

Second biggest risk

- Low morale
- The blue light collaboration already feels like a disaster we have become second rate with regards to getting any thing done.
- Loss of experienced operational staff and their knowledge
- justifying keeping some wholetime stations
- Losing experienced staff to other fire services'
- Not listening to their staff
- Collaboration
- Pumps being unavailable.
- Response times and delays in getting to incidents
- Maintaining staff morale
- An increase in incidents

Third biggest risk

- Budget cuts
- Political
- Spending, on new builds.
- Not valuing their staff
- Stretching itself too thinly.
- The FBU
- Continuing to provide the same level of service to the public
- Skills shortage

Is there anything that the Service currently does that you think it should either change or stop doing?

- Consider allowing for less than 50 hour minimum hour contracts for some on-call staff to keep pumps on the run. Allow existing support staff to respond on-call whilst at work in their primary employment, as is the expectation for other employers.
- The incessant target driven culture has to stop. It is causing frustration, disillusionment and is having a detrimental effect on emergency response.
- The organisation devotes a massive amount of time to 'diversity' and LGBT issues. In its effort to be inclusive, all it does is single out individuals who may wish to just do their job and not be used as the face of LGBT policy in Cheshire. The organisation is obsessed with its Stonewall Top Employer score and yet only one other fire service features in the Top 100 (Tyne and Wear at no.59) , probably because other brigades are concentrating on more important issues they face with their staff such as mental health, staff retention and staff morale. Maybe the service could try to engage more with all its staff, not just those it chooses to score points.
- Again collaboration. Careful consideration to plans for the staff who it is affecting.
- HSA's are done very ineffectively, pumps driving around for hours on end knocking on the doors of people who aren't home or if they are don't need our help or don't want us there, a much more effective way would be to send them a letter (we already have their address) asking if they want a visit, the letter can have a leaflet inside to get some fire safety information across even if they don't want a visit, we need to massively reduce our carbon footprint and the current system doesn't help.
- Feeding the Fire Authority with food at meetings and also the Christmas meal.

- The service needs to remember what they're here for and concentrate on operational duties. It is like this part of the role has been forgotten about. The service is too target focused.

Are there any activities which the Service is not currently involved in that you think it should be?

- Co -responding across the Service
- Consulting with highways and other organisations regarding the development of new housing in Cheshire while not developing the existing infrastructure. This will obviously effect our response times due to the massive increase in grid lock traffic. This is something we seem to be silent about.
- Yes, but undertaking more, with less people, for no extra pay is not acceptable....

Which sections of the intranet do you find most useful?

- Emails Intranet
- Databases - FireCore, Gartan, etc
- Various links. Search facility
- The press release and news sections on the main home screen.
- The green
- All sections prove useful from time to time.
- Phone book and list of stations. But needs updating on a regular basis.
- Phone list
- Featured news, dedicated pages, staff directory.
- databases, organisational structure

Is there anything you would like to see introduced or changed to improve internal communications across the Service?

- Improved communications when people have changed roles - who does what
- Yes we appear to have list our Corporate comms dept
- more face to face comms and less reliance on the Green as a form of comms
- More info and updates about what staff have been up to in their personal lives. Achievements, fun runs, courses, fundraising etc.
- More face to face dialogue and less e mails...!!
- The service could be more open with the way it disseminates certain information. A clear link to the HMI survey was not put on the intranet, it had to be found in a hyperlink within the Green... its almost as if they didn't want staff to complete the HMI survey.
- Joint services staff to have more efficient access to Fire Service emails
- Internal social media, electronic news bulletin for all staff.
- seeing senior managers on station more. Even SM's are not seen on station as much now because of the work load in HQ

Is there anything that you think Cheshire Fire Authority should consider when planning a joint fire and police station in Crewe?

- Access for staff who are not based there all the time - if it is the same as Clemonds Hey it won't feel like a joint/shared building.
- Yes do not do it. OR at the very least ensure that FRS is recognisable to the public and it staff
- Joint roles in the future such as PCSO/On Call
- The impact this will have on the community aspect of a community fire station. These plans will obviously bring a heightened level of security, and it will be a shame for this to effect the charm of the current community fire station. Currently, members of the public regularly attend the station with questions, the community donate blood here, schools and cadets visit. Efforts should be made to maintain this. Also, there are currently at least three very healthy trees in front of the fire stations that should be maintained.
- They should consider not doing it. I think response side of both organisations should be kept separate.
- Yes. The potential impact on how the public view the Fire Service as being impartial from the Police. This could be compromised, should a joint station go ahead...

- Staff
- Solar panels, wind turbines, more natural light to reduce the need for lights to be all the time, more electric vehicle charging points.
- Utilising the views of operational staff. Not use ISG as the build of the new stations are really poor.

Is there anything that you think that the Service should either introduce or change in order to improve how it recruits and retains on-call firefighters?

- Streamline application process. Improve qualifying written tests - these are currently very confusing for candidates. Improve HR service to candidates and station management teams.
- Recognition and reward. Demands on On Call managers time, less oversight and form filling
- Consider reducing the minimum hours of cover necessary so that the commitment has less of an impact on peoples personal lives. Also consider making it easier for current support staff to carry out an on-call position.
- To improve the caliber of the on-call firefighters, the fitness tests and requirements for some basic level of at least O Level maths and English would be a good start to ensure we have people vaguely competent in both, as some seem to lacking both.
- Wider knowledge of how the support staff work and involvement staff still have even though based at Police HQ.
- Use on-call only for standby/CAM Moves. On-call pumps do not have targets to acquire and planned in the right way can be arranged in advance. Keep wholetime pumps on station to be able to achieve targets. This then creates an opportunity for on-call to attend more incidents.

Are there any other comments that you would like to make in relation to the draft Integrated Risk Management Plan?

- The review of Penketh fire station should not be happening. Penketh has already proved it is a vital asset, providing whole time fire cover. The potential down grading of fire cover at night is completely unacceptable. Penketh has been busy operationally, and is also the first supporting appliance into both Warrington and Widnes. The on call availability is very hit and miss, and is currently being propped up by firefighters undertaking 'whole-time on call' roles. CF&RS have cut more than enough from their frontline....NO MORE CUTS!!.
- Usual draft plan worded to fool the public into thinking they have a resilient fire service when the reality is that we are operating on luck rather than judgement most of the time. With the sheer determination of the management to beat down and bully firefighters and destroy morale, it is no wonder so many are leaving to join another service.
- Staff surveys are all well and good but it seems that for years we have had a number of surveys which are not acted upon, when will CFRS management get their heads around the idea that staff well treated and with some equality (proper resting facilities, time and a half overtime, not disciplined at the drop of a hat) will be more productive and happy to remain within the Service?

Appendix 7 – Responses received from partners and stakeholders

Partners and external stakeholders were either emailed or written to and encouraged to provide written responses and comments. Nine stakeholders provided full responses to the consultation, which are included below.

Consultation Responses

Christian Matheson MP

Dear Mr Cashin,

RE: Consultation Response to your IRMP 2019/20

I note that you are undertaking a 'whole of service review of the Service' and that you are inviting comments on your priorities and activities to improve safety in the local community. As the Member of Parliament for the City of Chester Constituency I welcome this opportunity and my comments are listed below.

I have sought advice from constituents with an experience and expertise in this area to help me formulate this response.

Can I also say at the outset that I am grateful that you took notice of my concerns about standby policy across the county, and have reduced the standby waiting time to 15 minutes. This demonstrates that you are willing to listen and be flexible and is much appreciated. Perhaps most importantly, I note that the biggest influence on any review must be the financial situation faced by Cheshire FRS, that the amount of government support will dwindle to zero in the next couple of years and I believe that this situation is unacceptable. I will do my part to achieve a fairer financial settlement for your service so that you are able to provide the service you actually want to provide.

1. It is my understanding that the 'National Framework for Fire and Rescue England' requires that you should assess the full range of fire and rescue related foreseeable incidents and make appropriate provision to respond.
2. The first version of the Cheshire Response Standards, which replaced National Standards and prevailed until 1 April 2013, set response times not only for dwelling fires and road traffic accidents, but also for fires in Business Premises, Special Service Calls (Life Risks- including COMAH Sites), Special Service Calls (non- urgent), Spillages and even small fires with no financial loss. The target performance level was set at 92%.
3. Your current Response Standards are not only limited in being only applicable to dwelling fires and road traffic accidents, but I believe the target performance level is much lower at 80%. Additionally, you have assured me that the current response time does include 'call handling time', when we have discussed this in the past.
4. The impact of this in the Chester constituency is that the historic city centre, with its huge tourist trade, its large hotels and nightlife, plus a racecourse which can host crowds of 40,000 people, is now subject to the same Response Standards as a small Cheshire village. This is because your current Response Standard does not consider building fires other than those in dwellings.
5. The pre-2013 Cheshire Standards set a wider range of risk assessed response time targets which meant parts of my constituency had a target of 6 to 10 minutes on 92% of occasions. This effectively ensured the same response time for Chester City Centre. These Standards even set an upper limit on response times of 'under 21 minutes' to something as low risk as a small litter bin on fire, which could be some distance away. My understanding is that there is no set upper limit time for Chester City Centre and no set response standards prevail for incidents such as the recent one at Chester Zoo for example. Although such incidents are rare, the 'foreseeable risk' always exists as

we have learned recently. Had the local fire engines been engaged at another incident at the time of call, it would not have been a Service failure if the actual response time had been 30 minutes or more, because there is no standard. Is it therefore the case that you have not been sending a 'Standby Fire Engine' to Chester because it is not consequential for your Performance Target?

6. I have heard arguments against this view from your predecessor on the basis that the houses adjacent to the Zoo set the Response Time. However, it is reasonably easy to anticipate where the house fires in Cheshire are likely to be, given population density, plus demographics and historic data. Therefore, by positioning your Fire Stations to service just 80 % of the anticipated demand means that you can cut resources. It is much more difficult to predict where other types of incidents, such as the Zoo, are likely to be. I worry that having no Response Standards for some of the other types of building fires, means the service is not adequately resourcing the 'foreseeable risk'.

7. A further argument I have heard in relation to your 80% target is that you achieve an 87% success rate. That may be the current position, but I feel that each time a Wholetime Fire Engine is cut, the only way performance can go is down.

8. The pre- 2013 Response Standards based on 'foreseeable risk' across Cheshire required 18 x 24/7 Wholetime Fire Engines. Your 2013-14 IRMP proposals if fully implemented would have left just 9 x 24/7 Wholetime Fire Engines. This is important for collective resilience when considering the risk across the whole of Cheshire as the events at Chester Zoo which, according to press reports required 15 Pumps, illustrated.

9. Clearly you can service your current targets with far fewer resources and this facilitates cutting Wholetime firefighter numbers and 24/7 Wholetime fire engines.

10. In my constituency, the reality under your current Response Time Standards is that every time Chester's Fire Engine goes out, the people of Chester are subject to a 'gamble' that there will be no second call. Chester is without a Fire Engine until either the Chester Fire Engine leaves the first incident or until a 'Standby' Pump arrives. This is in my view unacceptable and you will know I am keen for a second whole time fire engine to be returned to Chester.

In conclusion, I would urge you to provide a Fire and Rescue Service which is based on servicing 'foreseeable' risk and not anticipated demand, as per the National Framework.

I strongly believe that Chester City Centre and the COMAH sites in Ellesmere Port (where a serious incident could impact upon persons in the north of my constituency) should not be serviced by a Response Time Standard designed to service just 80% of dwelling fires and road traffic accidents within 10 minutes plus call handling time.

that was raised with me was about the availability of specialist resources at Chester to community. I understand that at Chester Fire Station there is a boat for swift water (as Chester obviously has the River Dee and other open water risks,) and it also houses a platform to service the risk of height, both rescues and firefighting.

In the last two years I believe that the service has gone from 'primary crewing' these resources, meaning they are guaranteed to be available 24/7, to 'switch crewing' which means if one goes out to an incident or is away training the other is unavailable.

I am concerned at suggestions that the service has failed to adequately assess the risk to the public and the safety of your crews in taking these specialist resources off-line.

I would be most grateful if you could consider a return to these most valuable specialist resources being primary crewed to ensure the safety of Chester residents and the safety of fire fighters.

Finally can I take this opportunity once again formally to thank you and your fire fighters for the service you give to our county. I will continue to make this point every time I contact you as it can never be repeated enough.

Thank you for your consideration and I look forward to hearing from you in due course.

Yours sincerely,

Chris Matheson MP

Justin Madders MP

Dear Mark

I understand today is the last day for representations on the IRMP. As you will know from our earlier conversations I am totally opposed to the proposed removal of the second pump from Ellesmere Port. I presume that my views will be taken on board but thought it best just to send them to you in writing anyway as I believe the proposals represent an unacceptable risk to my constituency.

Regards

Justin Madders
Member of Parliament for Ellesmere Port & Neston

Mike Amesbury MP

It is clear that Cheshire Fire and Rescue Service continues to face major funding challenges as a result of government cuts, and as a local MP I will continue to do all I can to oppose these cuts in parliament. The Draft IRMP makes clear that there is an intention to engage with the workforce in how to move forward and this commitment is positive. Engagement with the relevant Trades Unions and community is vital and whilst there remain concerns around the services' necessary capacity, resilience and staffing levels, engaging with the workforce on these questions is welcome. I welcome the commitment to consult further on any specific proposals and will consider and respond to these as and when they are developed – but will do so by taking a view as to whether they are the right approach to maintaining and delivering the best service possible for constituents and for supporting the dedicated, committed and skilled Firefighters and workforce that are the heart of the service and organisation.

Cheshire West and Chester Council (CWAC)

CFRS Integrated Risk Management Plan (IRMP) 2019-20 consultation
Cheshire West and Chester Council response

Cheshire West and Chester Council values its ongoing, positive relationship with the Cheshire Fire and Rescue Service (CFRS) very highly, and welcomes this opportunity to comment on its plans for 2019/20.

We further welcome the approach of CFRS to engagement - both with its own staff, as highlighted within this consultation, and in relation to its plans to consult more widely on a Whole Service 2020-2024 Review over the coming months.

In respect of the latter, the Council would ask that strong consideration is given throughout the development of these proposals to the specific risks associated with the heritage sites and structures of Chester city centre (including the Chester Rows) and the communities of Ellesmere Port, in the event that any future plans involve the relocation of assets, including fire engines (and the potential transfer of risk) from their current sites to elsewhere.

In relation to the draft plans within this Review, for 2019/20:

- The Council wholeheartedly supports the CFRS staff engagement survey proposal and intention to further consult on a Whole Service 2020-2024 Review, as above.

- We also support ongoing work to improve the ways in which the Service recruits and retains on-call firefighters; assuming that these improvements are likely to benefit not only the Fire Service, but response times and outcomes for the communities it serves.
- Regarding your proposal to increase the Authority's precept (Council Tax) by 2.99%, we recognise that all public sector organisations are operating within difficult financial circumstances. However, we would like to seek assurances that residents of Cheshire West and Chester have been appropriately consulted throughout the development of this proposal, and that all other alternative avenues (including those resulting in the precept being frozen) have been properly explored. In the event that the 2.99% increase is implemented, we ask that CFRS, in communications with our residents, makes clear that such decisions are made primarily to support the continued provision of high quality services to our communities.
- In relation to proposals concerning development work on St Anne Street, Sadler Road and Macon Way - and the wider programme of modernisation - the Council defers to any future decisions made by the relevant Planning Committees for those areas.

Finally, we would like to reiterate how much we value our ongoing, positive relationship with the Cheshire Fire and Rescue Service. This continues to promote a more comprehensive and effective level of protection for our communities than the Council or CFRS would be able to provide in isolation - particularly in relation to adult safeguarding issues such as self-neglect, hoarding, falls prevention and mental health. We would welcome the opportunity to explore further links with you over the coming months, including with our Early Help and Prevention Service, to ensure that every resident of Cheshire West and Chester continues to be as safe as possible.

Cllr Richard Beacham (CWAC)

Dear Mr Cashin,

I wanted to write with some personal comments for the IRMP 2019/20.

I have written to you before at the request of residents in my ward who have expressed concern about response times, and also about the number of fire engines servicing Chester.

The breadth of feeling seems to be strong when it comes to the preservation of Chester's historic buildings and big tourist attractions like the zoo.

I would absolutely support two fire engines for Chester, my sense is that it would give comfort to residents in the city who might also be concerned about the periods of time when Chester is without an engine if the St Anne's one is on a call and the standby has not been mobilised.

I understand from colleagues that adjustments to the standby policy are being made, which is welcomed. I hope that even more will be forthcoming as a result of this consultation.

Many thanks to the Fire Authority for seeking the public's views on these important issues.

Cheers,

Richard

Cllr Neil Sullivan (CWAC)

Cheshire fire authority Draft integrated management plan 2019-2020

As an elected member representing a Chester ward, I have reviewed the above document.

I am disappointed in the content which provides a good overview of the structure of Cheshire Fire and Rescue, but there is very little content for me to assess how well the service is performing, whether the performance is improving or going backwards, what level of value for money exists and how the service compares against benchmarked peer authorities.

I am concerned about service provision for the Chester area in the light of the opening of Powey Lane and the planned redevelopment of Chester fire station.

I objected to the planning application for Chester fire station redevelopment as it seems not to provide good value for scarce public money.

Essentially the plan entails rebuilding the existing fire station to reduce energy usage and raising an undefined amount through sale of some land for commercial use.

If the estimated build costs are c £5m and with an estimated saving on energy and other costs of perhaps £50,000 per annum this is a very poor rate of return.

The authority will be aware of concerns raised by retired firefighters that there are times when Chester is left without an appliance on call.

It would have been helpful if the Authority had answered these concerns in this plan.

What I would wish to see to meet my concerns on behalf of my residents are:

- Planned availability of appliances for Chester and with factual details of how long in the last 2 years there no appliance was available in Chester.
- A clear business case to support the redevelopment of Chester fire station showing capital expenditure, financing costs, income generation from land sale and quantified savings in running costs
- If it is still deemed needed to rebuild Chester fire station have you looked at sharing the facility with the North West Ambulance Service?
- Can alternative lower cost locations be looked at to generate more income from land sales?
- Detailed comparison against suitable peer authorities showing operational performance and direct and overhead costs
- A value for money assessment of the precept

Cllr Neil Sullivan

Cllr Gill Watson (CWAC)

I would just like to reiterate the comments of my Newton colleague Councillor Richard Beacham.

For some time now Newton residents have shared their concern with us about the need for two fire engines in Chester. They are particularly worried about the historic buildings in Chester that might be at risk particularly if there were several call outs at similar times. They are also concerned about the current standby time and ideally would like to see a time below 15 minutes.

Kind regards

Gill

Gill Watson
Councillor for Newton

Chester Retired Firefighters

Response to the Cheshire Fire Authority IRMP Consultation by the Chester Retired Firefighters.

The recently completed First Tranche of Inspections by Her Majesty's Inspector of Fire and Rescue Services highlights the following.

Cheshire spends £28,070 per 1000 of local population against a National Average of £21,350. This means, Cheshire spends 31% more per capita than the National Average.

Cheshire has 0.5 firefighters per 1000 of local population against the National Average of 0.6.

This means, Cheshire has 16% fewer firefighters per capita than the National Average. In short, we spend 31 % more to get 16 % less.

Looking at this a bit more closely, if Cheshire was to have the National Average of 0.6 firefighters per 1000 of local population this would increase the number of firefighters in Cheshire (population 1.05 million) by 105.

105 firefighters would go a long way to keeping Ellesmere Port's Second Fire Engine Wholetime, ensuring Chester has TWO Fire Engines and restoring Night Time Wholetime Staffing at Wilmslow and Macclesfield.

Of course, there is also the question of value and performance. Cheshire is the second highest per capita spending Fire and Rescue Service from the 14 inspected to date. Indeed, Lancashire who attained the same 'Good' ratings as Cheshire only spend £17,420 per 1000 of local population and yet they still manage to attain the National Average of 0.6 firefighters per 1000 population. So, Lancashire spend just 62% per capita of what Cheshire spends and they still manage to have 16% more firefighters per capita.

In conclusion, Cheshire spend much more per capita than other Fire and Rescue Authorities but we get considerably less front- line firefighters per capita in return. We would ask the Fire Authority to consider increasing front- line firefighters rather than reducing them. Only this action would justify the residents of Cheshire having to pay much more for their Fire and Rescue Service than they would have to pay if they lived elsewhere.

Graham Badrock

Chair of Chester Retired Firefighters on behalf of the Chester Retired Firefighters.
03/01/19

Fire Brigades Union

Executive Summary

The FBU were not going to submit a response to the draft 2019/20 Integrated Risk Management Plan on the basis that our previous comprehensive responses to the 17/18 and 18/19 IRMP process were largely ignored by both the service and the Authority.

Cheshire FBU made 11 recommendations in our 2018/19 response, recommendations that were to move the service forward in a progressive manner yet these have not been actioned.

Most alarming is the fact that within both of our previous responses we called for an independent cultural review, due to our members concerns over the management culture. These calls were ignored by both the service and the Authority – the result is that we have just been issued with a **'requires improvement'** by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services in the way CFRS treats its staff in particular regard to workplace culture.

Had the service and the Authority worked with the FBU this would have been entirely avoidable.

Our response to this year's draft IRMP and interim review of the service can be summarised as:

- The senior Management Culture needs addressing. Recruiting the right people into the right positions of leadership, with the appropriate personal qualities and attributes, and whom will work with the FBU is fundamental to the transformation of workplace culture.
- Ellesmere Port Station should retain the second fire engine given the high risks presented from Industry, petrochemical plant and COMAH sites in addition to the local population.
- The City of Chester should have two full time structural appliances to respond to the risks across the City from St Anne Street, to protect the high heritage risk, risk to the local economy and large student population. The safety critical specialist appliances should be primary crewed to ensure suitable provision of specialist equipment is available to meet the risks and provide safe systems of work to ensure the health and safety of the local community and of our fire fighters.
- The consistently failing response model at Wilmslow needs to be addressed. To rely on a mix of overtime from our members and over the border response from Greater Manchester is no longer sustainable. This station should be returned to a whole-time 24/7 response model.
- From our last IRMP response, the service disputed our claims regarding the number of occasions appliances dropped to 'Small Incident Units' crewed by only 3 fire fighters. The service later fully accepted our data was correct. Yet the service appears to have done little to safeguard against this dangerous and unacceptable practice.
- Our previous recommendations regarding Staff Welfare, procurement, staffing and establishment, relief plan management and organisational transparency need to be actioned.
- We have seen a very high number of fire fighters leave Cheshire and transfer to neighbouring Fire and Rescue Services. This is very concerning and places a strain on the staffing and response model. If the service wish to be a true employer of choice then it must work with the FBU to address the inferior terms and conditions which are at the heart of the transient workforce. Working conditions and environment, resting facilities and rates of pay for overtime have all been stated to officials as reasons for our members leaving
- Finally we need to adequately resource the service – the almost daily use and implementation of the degradation plan demonstrates the service have planned for shortfalls in crewing, by not having a fit for purpose ridership factor and is unacceptable. Taking off the run appliances and specialist vehicles increases the risk to the communities of Cheshire and

our fire-fighters. An injection of additional staff on to the duty systems would create capacity to avoid this practice.

In conclusion, we urge you to work closer with the professional voice of the fire service – the FBU and to provide a Fire and Rescue Service which is based on servicing ‘foreseeable’ risk and not anticipated demand, as per the National Framework.

Foreword:

The FBU firmly believes in and supports the process of IRMP as described in all of the current national guidance documents. The FBU wants to work with Cheshire Fire and Rescue Authority and the service to implement and to further develop the IRMP process.

Fire and Rescue Services are fortunate in that the majority of their employees are members of a single representative body, the FBU. By involving the FBU in the IRMP planning cycle, CFRS has the opportunity to draw on the combined experiences of the majority of its workforce when considering the health and safety implications of potential systems of service delivery work.

It is with this collaborative approach that we have managed to work closely with the service recently on a number of areas of success:

Emergency Medical Response:

The FBU worked alongside the service to successfully launch a pilot scheme, whereby our members respond to members of the community that suffer a Cardiac arrest (Red 1), and provide emergency intervention and basic life support. We jointly worked on creating the agreement with CFRS and NWS, and on the Standard Operating Procedures.

Station Manager Flexi Duty System:

We designed a new duty system for Flexible Station Managers that have achieved efficiency savings of c200k whilst up skilling the group of managers and allowing for family friendly arrangements during school holidays.

New Maternity Policy:

The FBU approached the service with policies from other FRS around the country that evidenced the need to overhaul our existing policies. Together we have worked hard to create a maternity policy which we believe is the one of the best of the country, and one that will help attract more female applicants, thus enabling our service to more diverse and representative of our communities.

The IRMP definition endorsed by the IRMP steering group is:

Integrated Risk Management Planning is a holistic, modern and flexible process, supported by legislation and guidance, to identify, measure and mitigate the social and economic impact that fire and other emergencies can be expected to have on individuals, communities, commerce, Industry, the environment and heritage. FRA’s when establishing local options for risk reduction and management within annual action plans, must take account of the duties and responsibilities outlined in the national framework, the emergency services order, the civil contingencies Act and the Regulatory Reform (Fire Safety) Order.

This places emphasis on flexibility and partnership, working on local, cross border and regional planning for prevention and intervention activities to save and protect life and reduce the economic and environmental impact of fire to the community. Through this partnership approach IRMP should deliver a proportionate response, that is evidenced based, which will ensure efficiency.

It is with this in mind that Cheshire Fire Brigades Union has produced its response to the services 2018-19 Plan.

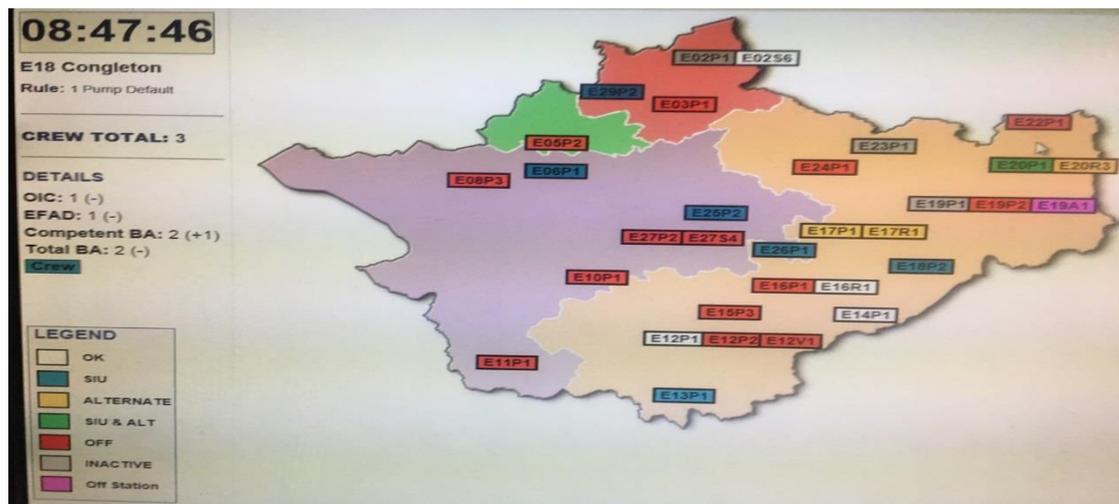
	2010/11	2011/12	2012/13	2013/14 + NWFC handling times	2014/15 + NWFC handling times	2015/16 + NWFC handling times	2017/18 + NWFC handling times
Number of whole-time FF's employed by the authority	524	496	478	456	430	390	?
Average attendance times – life risk	00:07:33	00:07:41	00:07:47	00:08:49	00:08:41	00:09:18	?
Average attendance times – all incidents	00:07:22	00:07:31	00:07:55	00:09:04	00:09:47	00:09:40	?
Number of whole-time appliances available to respond (Day)	20						18
Number of whole-time appliances available to respond (Night)	17						12
Number of Fire Deaths	9	6	4	3	5	6	8
Number of non-fatal casualties	85	104	105	115	140	142	
Total Incidents attended					7294	7716	
Average 'On Call' availability					73%	70%	
Levels of Reserves held	12M	16M	21M	29M	35M	36 Million	



This denotes not in receipt of information

Note: All information was obtained from either CFRS or published data from DCLG

The Response Model



The services own figures show that where the second appliance on a station is on call it is available on average just 40% of the time.

The pressures and expectations on our on-call staff are far removed from when the response model was designed, with on call providing cover at rural locations or additional support as the third appliance in towns, to expect the amount of availability, commitment and capacity for training given the little financial reward is unsustainable going forward.

Cheshire Fire and Rescue Service has again failed to make public the average attendance times for the second appliance attending an incident, we suspect this is due to the large lag times associated with appliances on the on-call duty system.

This impact's on the safety of crews on scene in the initial stages of an incident and also the public outcomes. When you consider that in Cheshire our full time appliances only crew to 4 riders instead of the nationally accepted 5 riders it is only a matter of time before one of our members is involved in an avoidable accident with potentially fatal consequences.

The lack of appliance capacity and resilience due to crewing to 4 riders can now be seen on a daily basis.

As a result of the loss of such large numbers of whole-time frontline fire fighters and appliances, the FBU strongly urges the Service to review each and every operating procedure to take into account the loss of that emergency frontline fire cover.

The review must take into account the revised safe working practises that would mitigate as best as is possible against increased risk resulting from the loss of immediate and adequate response to fire and other emergencies. It is one thing to declare that a fire appliance or appliances will be sent immediately to incidents it is another thing to apply that in practise. The low levels of retained availability compounds this issue.

The FBU have previously tabled a proposal which is a key risk and task analysis of all identified operational scenarios to the fire Service, which sets out the minimum safe number of firefighters for a number of known operational scenarios (33 in total). It is referred to as the Critical Attendance Standard, more commonly known as the CAST methodology.

The CAST methodology allows for a tightly-controlled phased arrival of fire appliances at emergency incidents. It takes into account of the effect of this phased arrival on both the incident and on the ability of firefighters to carry out Standard Operating Procedures (SOP's) without increasing the risk to themselves above a level which they would normally expect and facing situations which are themselves inherently risky. Determining what is an acceptable phased arrival – or **LAG** – in fire appliance attendance times i.e. the time between the arrival of the first fire appliance and the second fire appliance sent as part of the initial emergency response to an incident, is critical.

For example, one of the most commonly attended categories of incident for the Fire and Rescue Service is for a dwelling house fire and rescues are regularly and often successfully carried out in such incidents by crews. The risk and task analysis provided within the CAST scenario for such an incident identifies that a minimum of **9** firefighters are required to successfully resolve this type of incident safely. For clarity the CAST scenarios are wholly based on risk and task analyses undertaken by Government as part of the Pathfinder Review, it is effectively a Government scenario replicated and supported by the FBU.

The FBU have identified that one of the main issues of concern with the unprecedented loss of such significant emergency frontline fire cover is the amount of time it will now take for a second (or third) appliance to arrive on scene enabling the effective and safe working practises previously referred to. This LAG time not only informs how operational procedures can commence or continue, but it also is the very essence of the '*speed and weight of attack*' rationale often referred to by professional firefighters.

To underpin how important the speed and weight of attack is considered by Government as well as the professional firefighters the FBU refer the reader to the comments made by the former Prime Minister, Mr. D Cameron MP, in response to a question put to him in the House of Commons at Prime Ministers Question Time. Mr. Cameron stated at the time that '***Hon. Members must recognise that the most important thing is the time it takes the emergency services to get to an incident. As constituency MPs, we are naturally focused on the bricks and mortar items—whether ambulance or fire stations, or other facilities—but what really matters for our constituents is how quickly the emergency services get to them and how good the service is when they do so.***'

The Fire Brigades Union agrees completely with this comment made by the former Prime Minister.

Therefore the speed and weight of attack is crucial for both firefighter and community safety with the timely and appropriate provision of adequate numbers of firefighters. In its absence, safe systems of work are compromised and alternative less desirable strategies must be considered and implemented.

However, when someone is screaming at firefighters to act, to rescue their parent, their partner or their child, and you are there as part of the fire service response, it does not matter how '*self-disciplined to work within accepted systems of work*' you may be, as a firefighter coerced into responding.

These are not individual decisions. Such is the frequency of this event that they have become accepted group decisions amongst firefighters throughout the service. In short - they are given no alternative.

The Review of Standards of Emergency Cover undertaken by Government in 1999 recognised this problem, and the 'Pathfinder' report is crystal clear on this point. In any planning decisions relating to **when** the required firefighters and equipment should arrive at an emergency incident, it warns

against placing firefighters in a position where they have no option but to act – even when there are insufficient resources available:

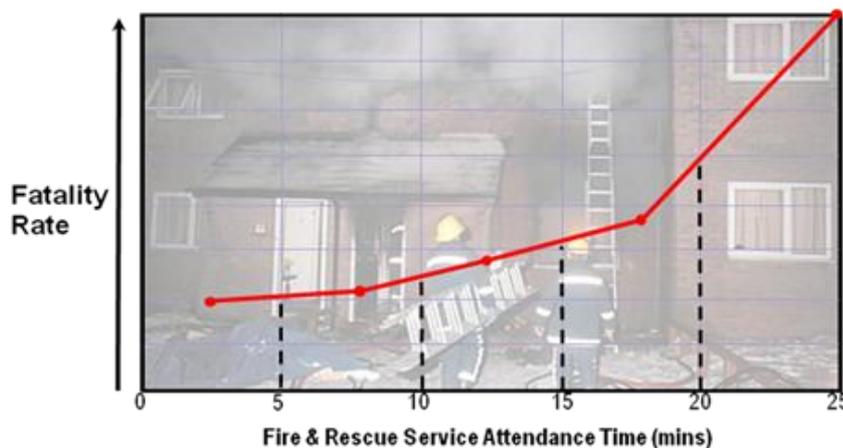
“... it is essential to avoid situations which could motivate or pressurise firefighters to act unsafely in the interests of saving life.”

(Review of Standards of Emergency Cover - Technical Paper C – Response & Resource Requirements)

This is the very situation the FBU are referring to and potentially the very real danger facing CF&RS personnel unless dealt with appropriately.

To delay the speed and weight of attack has known effects in relation to fatality rates. It is now a regrettable fact that response standards within the UK F&RS's, including Cheshire, are getting slower, and that trend will continue given the latest round of cuts.

The following graph displays the rapid rise in rate of fatalities the greater the response time, remembering that to safely conduct most operational activities a minimum of nine firefighters are required as demonstrated by the CAST scenarios. So a first attendance while useful does not stop the clock ticking as the safe systems of work identified by CAST requires the full resource provision of 9 firefighters as a minimum.



The 2018/19 claims to have ‘improved efficiencies’ over the past 5 years, but the reality is a legacy of increasing attendance times and increases in fatalities and injuries against a backdrop of a move away from the old national standards to the ‘Cheshire 10 minute response’ which we know is actually a 13-14 minute response.

A new Automatic Fire Alarm policy which we believe is very dangerous, and has already seen increased fire and smoke damage to a historic property since its introduction.

New 12 hour shift systems for whole time operational fire fighters that are unpopular with staff and that are pointless, other than in reducing the number of staff employed by the authority.

Implementing Day crewing systems that again make reductions in the number of staff employed.

‘Working with partners to deliver safe and well assessments’ and forced Entry activity which has undermined the National Joint Council for Fire and Rescue Authorities as it has co-ordinated this

work with a view to broadening the fire fighter role map, and in which Cheshire did not take part in submitting data. This is now a cause of Industrial tension across Cheshire FRS.

'Improving emergency response and safety of fire fighters' yet the service has reduced the number of full time fire fighters employed and has also reduced the numbers attending incidents on the appliances.

Is the current response model fit for Purpose?

A new approach to attendance planning

For the last half of the 20th Century, the minimum level of fire service attendance at fires in the UK was defined by national standards of fire cover. These standards defined the number of appliances, the crew size and the attendance time.

At the beginning of the 21st Century, national standards of fire cover were abolished, and it was left up to each fire and rescue service to set its own standards. The type of fire appliances, the crew sizes and the attendance times could all be set locally.

It was believed that the old national standards of fire cover did not reflect the modern fire and rescue service and did not address the true risk within the community. Setting attendance parameters at the local level was intended to deliver a better service to the public.

However a *method* was required that would analyse modern fire and rescue service capabilities so that the effect of changes to attendance standards could be examined and assessed prior to implementation.

The *method* that was developed by government scientists was called the Brigade Response Options System (BROS).

Brigade Response Options System (BROS)

Although it is called a *system*, BROS is essentially a *process*. Computer software has been created to make the BROS process easier to put into practice, but it can just as easily be worked out on paper.

BROS is a timeline based task analysis process.

The available firefighters are listed down the left hand side of a table, and the passage of time is represented across the width of the table. See Figure 1.

	1 minute	2 minutes	3 minutes
Officer in charge			
Firefighter 1			
Firefighter 2			
Firefighter 3			
Firefighter 4			

Figure 1. Task analysis table

The idea is that the activities undertaken by firefighters at an incident can be 'blocked in' to the table to show what each person is doing at any moment. This process is known as *task analysis*

This is not a process that produces results that are of 'engineering accuracy', but if the skill and judgement of a large number of professional firefighters is used to fill in the table, a realistic and justifiable outcome is obtained.

The BROS process is particularly useful for a number of reasons:

- BROS is not limited to attendance at fires. It can be used to assess the effect of attendance standards at any emergency incident.
- BROS can be applied to a 'typical' incident or it can be applied to a very specific case.
- BROS can be applied using 'typical' fire and rescue service resources or it can be applied using the known resources of a particular service or fire station.
- There are only as many rows on the table as there are firefighters. This avoids incorrect assumptions being made about the activities that can actually be carried out by the number of firefighters in attendance.
- The timeline encourages users to remember that certain activities cannot be started until other activities have been completed.
- The timeline makes it possible to work out the effect of actual attendance times of second and subsequent appliances just by adding more rows to the table at different times.

In very simple form, a table might look something like Figure 2 as it is completed:

	2 minute		4 minutes		6 minutes	
First appliance:						
Officer in charge	Risk assessment		Supervision		Briefing	Supervision
Firefighter 1	Pump operation					
Firefighter 2			BA rescue			
Firefighter 3			BA rescue			
Firefighter 4	Supplying water		Managing hose			1 st aid
Second appliance: (arrival time 5 minutes after 1 st appliance)						
Officer in charge					Briefing	Com support
Firefighter 1						Firefighting
Firefighter 2						Firefighting
Firefighter 3						1 st aid

Figure 2. Task analysis table being completed.
Lag between 1st and 2nd appliance arrival is 5 minutes

A number of points must be considered at this stage:

- **Firefighter safety**

BROS enables an analysis of firefighter safety to be undertaken in the earliest planning stages of attendance planning.

As the rows in the table are filled in by professional firefighters, they will easily be able to identify issues of firefighter safety that place a demand on resources. For example, at a motorway incident, it may be necessary to allocate the activity of 'scene safety' to one person for the duration of the incident. This fills in one line of the table, and all of the other activities at the incident must be distributed amongst the remaining lines.

- **Firefighter physiology**

Firefighter physiology must be taken into account when using the timeline approach of BROS.

For example, if it is assumed that firefighters will be wearing breathing apparatus in arduous conditions, a period for recovery must be blocked into their timeline afterwards.

- **Resilience**

If the table shows every single firefighters to be engaged in risk critical activity and/or activity critical to firefighter safety, it must be realised that the task being described is 100% reliant on all equipment working, and on all firefighters being uninjured and not distracted.

If a hose needs replacing, or a firefighter is injured or forced to control bystanders, other important tasks will be delayed.

It is therefore not a bad thing that there will be periods of time when some firefighters will not be allocated tasks within the table. This provides built-in resilience to ensure that an incident can be concluded successfully even if unplanned events occur.

- **Starting position and incident development**

The initial scale of the incident and its growth or decline must constantly be kept in mind.

The BROS process does not consider the attendance time of the first appliance. (It would be possible to consider 'driving to the incident' as an activity, but attendance time should really be considered in a different way).

The important question is, exactly what will the first appliance in attendance be faced with?

If it is assumed that the attendance time of the first appliance will be 4 minutes, a fire will be a certain size. If it is assumed that the attendance time of the first appliance will be 8 minutes, a fire will be four times as big.

This is important because when considering tasks, a crew of five arriving at a fire after 4 minutes might be assumed to be enough to bring the fire under control. However a crew of five arriving at a fire after 8 minutes will have more tasks to perform – that will take longer – and they might NOT be able to bring the much larger fire under control.

In 2003/04, the FBU was concerned about the way in which fire and rescue services might apply the principles of task analysis and attendance planning.

The FBU therefore took a range of 'typical' emergency incidents and put them through the BROS process to identify the *critical* attendance standard that was required to deliver a satisfactory outcome.

The meaning of the word 'critical' is that fewer resources (firefighters) in the attendance standard would deliver a worse outcome, but additional resources (while beneficial) would not have a proportionately improved effect on the outcome.

For example, at a 'typical house fire', two appliances comprising 9 crew are able to safely commit two breathing apparatus teams to search for casualties and extinguish a fire. A single appliance crew would take twice as long to search a smoke filled house and would be unlikely to do so in compliance with a safe system of work. But equally, three crews and 13 or 14 firefighters would not be able to search a 'typical' house that much more quickly because – apart from anything else - three or four breathing apparatus teams in a 'typical' house fire could get in each other's way and slow each other down. Thus, the 'critical' attendance at a typical house fire is 9 firefighters.

Note: Not all houses are typical and not all fires are typical so in some circumstances more than 9 firefighters would be critical to delivering a satisfactory outcome at a house fire.

The FBU's *critical attendance standards* are therefore nothing more than the results of FBU members carrying out incident ground task analysis using BROS, the Brigade Response Options System.

Using CAST 10 years on

When they were first published, the FBU's CAST scenarios were widely used by both FBU officials and directly by fire and rescue services. The assumptions upon which they were based were realistic at the time and they could be – indeed they *were* – used to set fire and rescue service intervention standards.

As analysis of the typical resource needs at a range of typical incidents the CAST scenarios are generally just as valid today as they were when they were first published.

However, there have been some changes in procedures and in the type and availability of equipment used by fire and rescue services over the last ten years. Lessons learned from tragedies such as Harrow Court, Atherstone on Stour and Shirley Towers need to be incorporated in attendance planning, as do the greater use of command support and the 'typical' availability of equipment like thermal image cameras and positive pressure ventilation.

These sound like arguments for updating the CAST scenarios. But on the other hand, despite the best efforts of FBU officials and others outside the fire and rescue service, there has also been a great deal of fragmentation of services over the last ten years.

- Appliance crewing levels vary significantly by day and night,
- Planned attendance times for the same kind of incident can vary by 100% from one service to the next.
- Crewing levels of four or less on the first appliance to be mobilised is now a conscious pre planned decision by Cheshire Fire and Rescue Service.

Post script on the application of BROS to training

- So-called 'standard operating procedures' describe the idealised approach to dealing with different kinds of incidents. Training is then based on learning and practising standard operating procedures.
- However, standard operating procedures often assume an unrealistic level of resources at the early stages of an incident. This has always been the case in rural areas, but if the current round of cuts take place, it will be the case in some urban areas as well. What this means is that training firefighters to carry out 'standard operating procedures' fails to prepare them to deal with the situations in which they might actually find themselves.
- For example, a standard operating procedure for a non-dwelling property fire involves the use of two appliances and their crews. But in many parts of the country, a single appliance might be on its own at a non-dwelling property fire for five or ten minutes or more.
- During that time, the crew cannot operate the 'standard operating procedure', instead, the officer in charge has to make things up as they go along (or 'carry out a dynamic risk assessment' as it is often called). This is a completely unacceptable situation to put someone in when it is completely foreseeable.
- The solution is that the BROS process of task analysis should be used to analyse the activities that could be carried out by a single appliance for five or ten minutes or more. The crew in question should then train to undertake those activities, they should *not* train to implement an inappropriate 'standard operating procedure'.

Within an Integrated Risk Management Plan (IRMP), local fire & rescue authorities are required to set out how they intend to make adequate provision for prevention and emergency intervention to meet efficiently and safely all normal requirements.

The nationally circulated guide 'The Dynamic Management of Risk at Operational Incidents, A Fire Service Pamphlet' states:-

"Legal Fire Authorities, in common with other employers, have many legal duties in respect of safety. The most relevant to this document are those imposed by sections 2 and 3 of the Health and Safety at Work Act 1974 and regulations 3 and 4 of the Management of Health and Safety at work Regulations (MHSAW), 1992. These require employers to ensure, so far as is reasonably practicable, the health, safety and welfare of employees and others affected by their work activities.

In order to achieve this, they must carry out and record suitable and sufficient risk assessments, then implement the control measures necessary to ensure an acceptable level of safety. Both the risk assessments and the control measures must be regularly monitored and reviewed to confirm their continuing validity."

Ultimately the Service cannot consult the public on a matter that will potentially put the health and safety of firefighters at risk. Matters that potentially put firefighter's safety at risk must be addressed and resolved through the health and safety committee. Just because the public do not raise any objections to a proposal that will put firefighters at risk, does not mean that the Service can implement that proposal.

North West Fire Control

The provision for mobilising the fire appliances and resources rest with the individual Fire and Rescue Authorities, which is then contracted out to North West Fire Control Ltd, and arrangements made through service level agreements. But these arrangements are not subject to public scrutiny not are they contained within the Cheshire IRMP, and North West Fire control Ltd do not produce an Integrated Risk Management Plan. None of the arrangements are available to the Representative Bodies, there is not consultation nor are they available for public Scrutiny. For example, the arrangements for dealing with a critical loss of infrastructure, IT systems, flu pandemic or Industrial action have not been subject to this scrutiny process. This lack of transparency is a serious concern. Let us remember that North West Fire Control Ltd is supposed to be a public service led company.

As the mobilisation of appliances and resources is absolutely pivotal in terms of our statutory duty, response and safety, the process of examining the existing arrangements allowing for evaluation and a continuing cycle for improvement is clearly absent under the current constitutional and operating arrangements.

We have also discovered that the average call handling time for North West Fire Control had increased to an incredible 3 minutes 36 seconds which a cause for serious concern. Staffing issues within NWFC continues to impact on performance and wellbeing of our members. Additionally we believe that the people of Cheshire have a right to know that the Limited company is financially viable or underwritten.

The external auditors have also advised that the public accounts in terms of cost should be included in CFRS accounts which currently they are not.