



# Draft Integrated Risk Management Plan 2020-2024

Consultation Feedback Report

June 2020



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## Introduction

This report sets out the results of the programme of public; staff and partner consultation on Cheshire Fire Authority's draft Integrated Risk Management Plan for 2020-2024 (IRMP), which ran between 16<sup>th</sup> December 2019 and 24<sup>th</sup> April 2020.

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 IRMP, 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 IRMP. This report comprises six sections, as follows:

- An executive summary, which describes the consultation programme, feedback received and how this has been incorporated into the final IRMP.
- Details of independent work undertaken to assess the consultation and the draft proposals within it.
- An outline of the methods used when consulting with the public, staff and internal 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
- Demographic profiles of respondents

This report has been made available to public and partners on the Service's website - [www.cheshirefire.gov.uk/consultation](http://www.cheshirefire.gov.uk/consultation) - and to staff on the Intranet. The website also contains the accompanying reports and covering report presented to Cheshire Fire Authority on 1 July 2020.

This report is complemented by a supplementary document containing individual consultation responses received throughout the consultation process and additional resources. To view free text comments and individual consultation responses, please view that document in conjunction with this report.

Report prepared by:

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

**Paula Hewer**  
**Engagement and Consultation Officer**  
**Joint Corporate Services**

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## **Executive Summary**

This report details activity undertaken during the consultation on Cheshire Fire Authority's draft IMRP 2020-2024 between 16<sup>th</sup> December 2019 and 24<sup>th</sup> April 2020. The summary provides an overview of the consultation programme, feedback received through the consultation and information on how this feedback has been incorporated into the final IRMP.

## **Consultation Programme**

The consultation programme is split into three key strands; public, staff and stakeholder consultation. This is the approach that Cheshire Fire and Rescue Service (CFRS) has undertaken for a number of years and the same approach was adopted for this consultation. Details of the consultation methods used in each are provided below.

### **Public Consultation**

A standard online consultation survey was developed to gauge opinion amongst the public. This was promoted online via the homepage of [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk) through the course of the consultation. Additional information was also placed on the website to help consultees consider their response, such as supplementary information, additional analyses and frequently asked questions. Consultation activity was supported through regular updates on the social media accounts of CFRS, while consultees could also provide feedback via email or telephone.

In addition, 3,250 paper surveys were distributed through a series of 13 roadshow events across the main population centres in Cheshire. Primarily, these roadshows were held in areas of heavy footfall e.g. supermarkets, public buildings, to engage with residents about the draft IRMP and provide them with information.

CFRS contracted the Cheshire, Halton and Warrington Race and Equality Centre to provide their 276-member Black and Minority Ethnic Consultation Panel with consultation surveys to give feedback. Sixty surveys were returned from panel members.

Residents could also request hard copies of the survey. Several such requests were made and 100 hard copy surveys were returned as a result. In addition, CFRS undertook a direct mailshot of residents of Pennine and Range Courts in Macclesfield. This was to provide feedback against the draft IRMP in general, but more specifically in relation to the proposed replacement of the third aerial appliance (situated in Macclesfield)

There were 1,147 survey responses received from the public consultation in total, of which 678 were via paper surveys. Other responses will have been driven through online consultation. In addition to this, 14 members of the public provided feedback via a direct email. Individual responses are provided within the supplementary document to this report, *Draft Integrated Risk Management Plan 2020-2024 Consultation Feedback Report: Consultation Responses and Additional Resources*.

## **Impact of Covid-19**

The emergence of Covid-19 and the subsequent global pandemic meant that the consultation process had to be adapted to meet requirements of social distancing and other considerations. Given the consultation methodologies used and the timing of the consultation programme, the effect of Covid-19 was primarily relevant to consultation with members of the public.

Following the introduction of restrictions on physical meetings, it was decided to cancel the Fire Authority meeting planned for 22 April 2020, where the consultation feedback had been scheduled to be considered. This, coupled with the publication of additional supplementary information for consultees, resulted in the decision to extend the consultation by a further five weeks from 20 March 2020 to 24 April 2020.

While much of the face-to-face consultation scheduled during the consultation had already taken place, planned focus group activity had to be cancelled. This included sessions with university students, elderly persons groups and a session with disabled students. Instead, efforts were made to conduct online and telephone-based consultation activity in place of face-to-face sessions. With the exception of the focus group with Phoenix LGBT Youth Group, which took place prior to restrictions being introduced, all other sessions were facilitated remotely.

Extra advertising was promoted on CFRS's Facebook page to continue to raise awareness of the consultation programme. This included targeted advertising to engage with residents in the locality of key proposals. Additional posts were published on CFRS's Twitter account. Extra articles regarding the consultation were distributed to subscribers of the FireLink online newsletter.

Additionally, two deliberative workshop sessions were held to enable participants to consider the assessment process CFRS used in developing its consultation proposals. Due to restrictions, the advertisement, recruitment and facilitation of these sessions were carried out through online methods.

## **Staff Consultation**

An online survey was created for staff to provide their views. This was live on the homepage of the CFRS intranet for the duration of the consultation and was supported by articles in the staff newsletter, The Green, to encourage responses.

CFRS held a conference for service managers and four staff conferences, which were open to all staff to attend. Over 120 members of staff attended across the five events. At each of these events, proposals within the draft IRMP were explained and staff were asked for their thoughts and considerations to feed into the consultation.

These conferences were then reinforced through a substantial programme of visits to individual teams across the organisation between January and March 2020. Each team was

visited by a member of the Service Management Team to discuss the draft IRMP and seek the views of the team on the proposals being consulted upon.

Representative bodies were consulted through CFRS's Joint Consultation and Negotiation Panel process, as well as being communicated to individually and encouraged to respond to the consultation.

### **Stakeholder Consultation**

Consultation with stakeholders was focused around direct correspondence and inviting views and comments on the draft IRMP.

Individual briefings to stakeholders were made available on request. The Chief Fire Officer met with several stakeholders to brief them on the draft IRMP. This included meetings with four Members of Parliament (MPs for City of Chester Macclesfield, Tatton and Weaver Vale) and the chief executives of Cheshire local authorities through existing sub-regional meetings. The Assistant Chief Fire Officer briefed members of Macclesfield Town Council on the draft IRMP.

Submissions were received from 16 stakeholders and partner agencies across Cheshire. This includes representative bodies, Members of Parliament, Councillors, businesses, public sector partner agencies and local authorities.

The following section provides a summary of the consultation feedback received.

## **Summary of Consultation Feedback**

The following section provides a summary of feedback received through the consultation process and outlines key considerations to take into account through the decision making process.

### **Overall Views of the Service**

This was gauged via survey, which asked consultees to what extent they valued CFRS as a service provider and their overall satisfaction with CFRS's performance. Ninety-seven per cent of respondents stated that they valued Cheshire Fire and Rescue Service as a local service provider and 86% are satisfied with the overall performance of CFRS.

Half of survey respondents had not had contact with CFRS in the past three years. Of those that had come into contact with CFRS, the most frequent routes were through a Safe and Well visit (25% of total responses), followed by a station open day (12%) or an event or meeting within the community (10%). Only 8% of respondents have come into contact with CFRS through a fire incident or road traffic collision.

### **Expanding the Safe and Well Programme**

#### **Public Feedback**

The overwhelming majority of public survey respondents (91%) agree with the proposal to expand Safe and Well visits to single adult/lone parent households, compared to 2% who disagreed.

179 qualitative comments were received through the survey regarding this proposal. There were 96 comments that indicated broad support and a recognition that vulnerability encompasses other factors apart from simply the age of the resident, such as living alone or mental health issues. The Safe and Well programme was praised by 24 respondents who had previously received a visit. However, 25 respondents commented that some of the broader activities carried out through Safe and Well visits should be the responsibility of partner agencies and not the fire and rescue service.

Feedback received from Chester FC Community Trust and the charity Hopes and Beams included suggestions to incorporate young people living on their own for the first time into the Safe and Well programme and to develop bespoke fire safety content for residents with learning disabilities.

#### **Staff Feedback**

81% per cent of staff survey responses agreed with the proposal against 13% who disagreed. Feedback received through both the survey and team visits and staff conferences highlighted that including lone persons and single parents would be beneficial and that a wider cache of addresses could produce a more efficient way of targeting households.

Other comments from staff conferences addressed the need to ensure the data the Service uses is accurate so that the right households are targeted; the right technology is used to help drive efficiency and that staff training, targets and public expectations around this service would need to be considered. It was also felt by some that there would be benefit in on-call staff carrying out Safe and Wells and working with other agencies to raise awareness and target those at risk.

### **Stakeholder Feedback**

Feedback from several stakeholders reinforced the support for this proposal. A response from Warrington Borough Council suggested that further links be made with local partner agencies though specific departments such as Environmental Health, Trading Standards and Education to deliver improved effectiveness.

### **Developing a Road Safety Plan**

#### **Public Feedback**

Several clear themes emerge when analysing survey responses into the proposal to develop a road safety plan with partners. Analysis of the 534 responses received suggest key elements of the plan should include:

- Improving road conditions. This includes fixing potholes and road repairs, as well as ensuring road signage is clear and free of dirt/debris and there is sufficient road lighting (95 comments).
- More education on road safety (94 comments)
- Action on irresponsible parking to improve safety/visibility but also improve access for emergency vehicles (89 comments)
- Action around speed - including focusing on speeding, introducing more 20mph in urban areas and conducting more enforcement (74 comments)

Focus group work with the Chester FC Community Trust on this issue revealed that some participants felt a sense of nervousness around being a new driver on the roads due to the number of accidents in Cheshire. Participants in the session with the Phoenix LGBT Youth Group suggested that campaign materials to promote road safety should be produced in formats that would appeal to younger drivers, rather than more traditional leaflets or posters.

Feedback from Alsager Swans Disabled Swimming and Water Therapy Club highlighted that more consideration should be given to the risks of distractions while driving. It was felt that this was a particular issue for those transporting people with a disability.

#### **Staff Feedback**

Survey comments from staff mirrored some of these focus areas, particularly in relation to speeding (12 comments), mobile phone use (nine comments), focusing on education (five comments) and the safety of other road users (five comments). Feedback from staff through visits and conferences were generally supportive of the proposal though queries

were raised as to how an additional focus on road safety would be factored into existing work and budgets and it was reiterated that this work needs to be delivered on a multi-agency basis.

### **Stakeholder Feedback**

Stakeholders who provided feedback on this subject were supportive of the proposal. Reducing the numbers of people killed or seriously injured on the roads was recognised as a key priority by the Police and Crime Commissioner and Cheshire Constabulary. Warrington Borough Council highlighted their view of the importance of using existing community safety partnership structures within local authorities to keep partners informed and aware of developments in this area.

## **Reviewing the Risk Based Inspection Programme**

### **Public Feedback**

Consultees were asked for opinions on CFRSs risk based inspection programme which includes engaging with non-domestic premises (e.g. care homes, hotels or other commercial premises) to ensure they are safe and comply with fire safety legislation. 468 responses were received, with 241 comments highlighting the importance of regular inspections or increasing the frequency of them. A further 44 comments concerned the need to focus on key/public messaging such as leaflets and posters in public buildings. One such suggestion was to make information of the results of an inspection available to the public in easily understandable formats. 41 comments stressed the need for stricter laws/powers to enforce non-compliance.

### **Staff Feedback**

Comments from staff received via the staff survey regarding the risk based inspection programme included the need to use staff with specialist knowledge on fire protection matters; placing a greater emphasis on the risks of timber-framed construction through training and awareness, and focusing on evacuation training in non-residential properties.

## **Houses in Multiple Occupation (HMO) Fire Safety Campaign**

### **Public Feedback**

Out of the 1,079 public survey respondents, only 5% (55) said they live in a HMO. When asked about developing a safety campaign aimed at owners and occupiers of HMO's, a total of 331 responses were received. 98 comments referred to stricter controls. 95 comments stated a wish for more inspections to ensure compliance; 65 comments stated that more education for owners and occupiers was needed and 36 comments suggested that the Service should be more involved in the design phase of new build projects.

### **Staff Feedback**

Comments from the staff survey highlighted the need to ensure owners of such properties are made aware of their responsibilities (seven comments). Other themes include educating occupiers on fire safety (five comments); pushing for stricter penalties for those who do not

comply with regulations (four comments) and producing more information on HMO safety (three comments), including information in other languages.

### **Stakeholder Feedback**

Disley Parish Council supported this proposal. Warrington Borough Council supported a closer working relationship between the two organisations to develop assurance regarding HMOs, given their increase within the borough. The Council's response also highlighted the importance of engaging with partners to identify areas of risk such as exploitation and people trafficking.

### **Replacing the third aerial appliance and a fire engine at Macclesfield with a High-Reach Fire Engine (HRFE)**

#### **Public Feedback**

Out of the 1,087 public survey responses to this question, 56% agreed with the proposed replacement of the third aerial appliance at Macclesfield with a HRFE, while 9% stated they disagreed. There were 51 free text comments received supporting the proposal; these highlighted the benefit of new technology and the ability of the high-reach appliance as a water tower.

A further 88 comments concerned the lack of rescue capability on a HRFE and how this would affect individuals in high-rise buildings or firefighters needing access from height. A further 11 free text responses raised the issue of cost of the new appliance. Questions on which duty system would be used to crew the machine and where in Cheshire would be best to place it were each raised by nine respondents.

Additional work to discuss this proposal in the deliberative workshops resulted in largely positive feedback, emphasising the potential benefits of the new technology and the positive impact on firefighter safety.

#### **Staff Feedback**

Out of 75 survey responses from staff, 59% supported the replacement of the third aerial appliance, compared to 27% who opposed the proposal. Eight additional free text comments were provided which supportive of the new technology capabilities; though five comments highlighted concern at the loss of a height capability compared to a traditional aerial ladder platform. Six free text comments questioned where the optimum location for this resource would be.

Feedback received through staff conferences and team visits highlighted the potential benefit of new technology and the low number of incidents attended by the existing third aerial. The loss of a height rescue capability was highlighted. Consultees queried where the optimal location would be for such a resource and if there was a plan for more such vehicles in future.

## **Stakeholder Feedback**

Feedback on this proposal was received from the Fire Brigades Union, Macclesfield Town Council and Disley Parish Council, all of which offered support for the proposal. The FBU did query how the Service would maintain two aerial ladder platforms with a rescue capability under the proposal.

## **Relocation of Ellesmere Port's second fire engine to Powey Lane**

### **Public Feedback**

Respondents were asked if they agreed with the proposal to relocate the second engine at Ellesmere Port to Powey Lane. 1,075 public survey respondents replied to the survey question, of which 52% agreed with the proposal compared to 9% who disagreed.

When analysing survey responses by geographic location, there is considerable support for the proposal from those in the Chester area (a postcode analysis shows 84%), while there is a majority opposition from those within the Ellesmere Port area (a postcode analysis shows 57%). Of respondents who live nearest to Powey Lane Fire Station, 74% of respondents agreed with the proposal compared to 16% who disagreed.

313 additional survey comments were provided to this survey question. 165 of these comments stated the need for Chester to have two engines, which would be the net effect of this proposal. Themes within this feedback highlighted the need to cover heritage risks within Chester and the increased population of the city compared to Ellesmere Port.

Comments from some respondents stated they saw this proposal as a rebalancing of existing resources across Cheshire West and Chester. 37 comments stated a preference to keep two engines at Ellesmere Port, highlighting specific industrial risks (notably Stanlow Oil Refinery) and the growing population of the town.

12 members of the public chose to provide an individual response via email or letter. Of these, 11 supported the proposal as this would result in a second fire engine being returned to Chester and highlighted the increased population and heritage risks within Chester. A further email supported the placement of two fire engines at Powey Lane given the ability of the station to support a wider geographic footprint.

### **Staff Feedback**

When considering staff survey responses, 47% agreed with the proposal to relocate the second fire engine at Ellesmere Port compared with 32% who disagreed. Free text comments referred to the need to address COMAH risks within Ellesmere Port and, conversely, manage the heritage risk within Chester. Some survey comments questioned if this proposal undermined the original rationale for building Powey Lane.

A query was also raised regarding the use of the special appliances at the station as countywide resources increasing the risk of relying on Powey Lane as a second engine for Ellesmere Port. It was highlighted that the impact of the new Chester station build should be

considered within the decision on the proposal and any timescale for implementation. Other feedback included a wish to understand the number of jobs available at each station as a result of the proposal and if the proposed review of specialist appliances would be taken into account in any redeployment.

### **Stakeholder Feedback**

Several stakeholders provided a formal submission on this issue. Submissions from Chris Matheson MP, Chester Retired Firefighters, Chester Racecourse, Chester Residents Associations Group and four unitary councillors representing wards within Chester supported the proposal.

Considerations highlighted in these responses included the heritage risk, population size and density within Chester, and the importance of the City to the wider economy as a visitor attraction. It should be highlighted that one councillor, while supporting the proposal, did call for implementation to be delayed until more detail is known on the impact of the coronavirus pandemic.

Submissions from the FBU and one unitary councillor representing a ward within Ellesmere Port opposed the proposal. Considerations include the concentration of industrial premises around Ellesmere Port, as well as an ageing – and growing – local population. The FBU response called for an additional engine to be placed in Chester and funded through existing budgets, or if this wasn't possible to maintain two engines each in Ellesmere Port and Chester and maintain Powey Lane as a hub for specialist appliances.

### **Petition**

The Member of Parliament for Ellesmere Port and Neston, Justin Madders MP, created a petition calling for the retention of two fire engines at Ellesmere Port Fire Station. At the close of the consultation, the online petition had secured c.4,000 electronic and written signatures. This has been processed in accordance with the Authority's existing petitions protocol.

Signatories were able to leave comments on the petition website providing a reason for their signature. Analysis of these comments shows that key reasons include:

- A desire to maintain current levels of resource within Ellesmere Port.
- The forecast growth in population around Ellesmere Port and associated housing developments.
- Industrial risk within the Ellesmere Port area, notably the oil refinery at Stanlow and nuclear facility at Capenhurst.
- The proximity of the motorway network and its associated risk.

## **Introducing a Day Crewing System at Wilmslow Fire Station**

### **Public Feedback**

Overall, 69% of public survey respondents agreed with the proposal to introduce a Day Crewing duty system at Wilmslow station, and only 5% disagreed with this proposal. When considering respondents who indicated they lived locally to Wilmslow (SK9 postcode), support increases to 80%.

There were 198 additional comments received regarding this proposal. Of these, 88 were supportive, with feedback highlighting that the proposal would resolve crewing issues associated with the on-call duty system at Wilmslow. There were 48 comments suggesting that Wilmslow should be crewed on a 24/7 basis to meet local risks, such as Manchester Airport.

A further 57 comments concerned staffing at the station. Feedback was mixed between a desire to have a wholetime establishment and the recognition that it has been challenging to recruit on-call staff and thus the proposed system would resolve difficulties. Other statements reflected the importance of considering existing staff at the station within the context of proposed changes.

Further work undertaken to explore this proposal within the deliberative workshops highlighted that both land and accommodation are at a premium in the Wilmslow area and that this should be considered as part of the decision making process to ensure the proposal is practically feasible. In addition, it was felt that a contingency option should be made clear in case suitable land and accommodation is not available.

Other comments included the need to ensure good fatigue management is embedded within the operating practices of individuals working the system, particularly for new staff joining the system, and that staff should be fully engaged within any redeployment process.

### **Staff Feedback**

Regarding the staff survey, 72% of respondents support the proposal to introduce a day crewing system at Wilmslow Fire Station, with 19% opposing. Thirteen additional free text comments expressed support for the proposal, with a further 6 stating that the station should instead revert to a fully wholetime station. One comment suggested that the station should be relocated to an area that would make on-call recruitment more sustainable, while another comment expressed concern at any possible reduction in staffing from changing duty systems.

Feedback received through conferences and visits recognised that the proposal made financial sense and would resolve staffing issues, leading to less requirements to move resources to cover the station. Some participants considered that the station should be crewed on a wholetime basis. The impact on staff working at the station was also referenced, with specific consideration for the staff working the on-call duty system at Wilmslow, and how they would be accommodated during the proposed change.

## **Stakeholder Feedback**

Responses received from stakeholders on the issue were broadly supportive of the proposal, with the FBU offering qualified support, while stating a preference for a fully wholetime duty system at the station.

## **Expanding the fleet of Rapid Response Rescue Units (RRRU)**

### **Public Feedback**

Concerning the public survey, 79% of respondents agreed with the proposal to expand the fleet of RRRU, with 8% of respondents disagreeing. 260 additional comments were received around this proposal. 74 comments offered support, with a further 28 liking the quicker response a RRRU could provide. There were concerns raised surrounding crew safety when using a complement of two personnel (32 comments) and the need for effective risk assessments to deliver this service safely (48 comments). 23 comments expressed opposition the proposal, with key concerns being that when compared to a fire engine a RRRU felt like a response 'on the cheap'.

### **Staff Feedback**

Staff survey responses were largely supportive; 60% agreed with the proposal to expand the RRRU fleet, compared to 25% who disagreed. Of the additional feedback received through the survey, 11 comments highlighted general support for the proposal. Some respondents raised concerns regarding the risk to firefighters staffing the RRRU and how introducing one of these appliances to an on-call fire station would then affect the availability of the fire engine on station.

Staff conference and team visit feedback highlighted the benefit of a quicker response time and that the proposal would help retain on-call firefighters through increased activity. The main concerns raised related to ensuring the safety of the RRRU crew and ensuring that staff have the right mix of skills to make full use of the vehicles. Given the cost of the proposal, feedback also referenced the need to utilise these vehicles to get value for money. Other suggestions included expanding the range of incidents that a RRRU can attend, for example gaining entry to premises to assist paramedics or providing cardiac response.

### **Stakeholder Feedback**

The Cheshire Police and Crime Commissioner and Cheshire Constabulary, the Hopes and Beams charity and Disley Parish Council were supportive of this proposal, highlighting the beneficial impact this could have on improving road safety. In its submission, the FBU outlined its opposition to the proposal, citing concerns over the risk to firefighter safety when attending motorway incidents using a RRRU.

## **Review of Water Provision**

### **Public Feedback**

Focus group work with Alsager Swans and Cheshire East Council considered water in relation to risk of flooding and the impact of climate change. Feedback suggests that open or fast moving water would present challenges to many individuals, particularly if that person had a disability. In addition, a trend was highlighted that increasing numbers of young people are not opting to swim regularly.

These factors suggest there could be some benefit in targeted prevention activity focused on learning to swim and the risk of flooding or entering open/fast-moving water.

### **Staff Feedback**

Comments received through the staff survey and staff visits/conferences suggested that a water carrier would be useful; though six staff survey respondents questioned whether a carrier was needed given the number of incidents it could be expected to attend. Other comments questioned where in Cheshire a water carrier would be located.

## **Developing a wildfire capability**

### **Staff Feedback**

Comments received from the survey and through staff conferences, most frequently highlighted the need for dedicated kit to fight wildfires, as some elements of general personal equipment were felt to be unsuitable for the conditions presented at such incidents.

The location of such resources was also mentioned as a key consideration, with some respondents highlighting the risk of such incidents around Macclesfield and areas bordering the Peak District and Staffordshire Moorlands

### **Stakeholder Feedback**

The response from the FBU recommended that this proposal be referred to national negotiating bodies as part of wider negotiations around the pay and role of a firefighter.

## **Review of specialist vehicles**

### **Staff Feedback**

Survey comments reflected that the key consideration for these vehicles should be their most effective location. Some respondents suggested more of a spread of vehicles across Cheshire rather than in hub locations, which would also ease the training requirement for personnel on particular stations that house several vehicles.

Other concerns highlighted that some specialist vehicles, such as rope or animal rescue units, often travel long distances to incidents. One further comment also questioned whether an animal rescue unit could be established in the West of Cheshire.

## **Overall**

Overall, 83% of public survey respondents and 68% of staff survey respondents expressed support for the proposals as set out in the draft plan, compared to 3% of the public and 11% of staff who opposed this. A further 14% of public respondents and 20% of staff indicated that they neither supported nor opposed the draft Plan or did not know.

Consultees were also able to provide any further comments they wished to make. Of additional comments received from the public, 38 comments expressed overall support for the draft Plan. There were 21 responses that outlined the need for a second engine in Chester (with six comments calling for the second engine at Ellesmere Port to remain at the station).

There were 11 public comments that referred to finances, either calling for more funding from government or highlighting that financial savings should not be the driver for changes to the service. 27 comments were general in nature around the service and a further 12 comments expressed a desire for more resources to provide fire cover.

21 additional comments were received via the staff survey. Seven of these expressed support for the IRMP, while a further three respondents offered qualified support to some of the proposals.

The following section explains how the consultation feedback has been incorporated into the IRMP document.

## **Incorporating Feedback**

The following section explains how the feedback received through the consultation has been incorporated within the IRMP document.

### **Road Safety Plan, Review of Risk Based Inspection Programme and HMO Safety Campaign**

Considerable amounts of qualitative feedback was received from consultees regarding these proposals. As these projects are implemented, managers will be referred to the consultation feedback so that the products of the consultation can inform and help to shape the final outcome. The IRMP has been updated accordingly to explain that the Authority will use consultation feedback to inform these plans.

### **Replacing the Third Aerial Appliance**

While feedback recognised the benefit of a new capability that would be introduced with a HRFE, it was felt that this resource needed to be placed in the location in Cheshire where it could be used to best effect. This was particularly apparent amongst feedback from staff.

Therefore, the IRMP commits to reviewing the use and operation of the HRFE after 12 months to determine its optimum location within Cheshire. Any changes as a result of this review would be subject to consultation.

### **Introducing a Day Crewing System at Wilmslow Fire Station**

The issue of land availability was a clear theme of feedback and it is recognised that it is a challenge. The IRMP has been updated to refer to current thinking regarding land and includes an alternative preference should it this not be feasible; which is to review the existing system to make improvements. Should alternative changes be proposed in place of the day crewing system, these would be subject to further consultation.

The specific risks presented by Manchester Airport were also highlighted. Additional text has been provided within the IRMP that explains that Wilmslow is often used to support the primary response provided by the airport fire service and Greater Manchester Fire and Rescue Service, which would not change under the proposed crewing system.

### **Relocating Ellesmere Port's Second Fire Engine**

A considerable amount of feedback related to the risk presented by Stanlow Oil Refinery in particular and the impact upon emergency response of not having the second fire engine at Ellesmere Port Fire Station.

It is clear that a large fire at Stanlow in which the on-site fire service required CFRS attendance would present a major incident. It was felt that including further information within the IRMP on the operating model that CFRS uses to tackle major incidents would be beneficial for the reader and provide reassurance. The information explains how resources from across Cheshire and, where necessary, neighbouring services would be used to tackle such an incident.

Feedback from staff also referred to the use of the second fire engine at Ellesmere Port as a resilience engine to provide standby and cover at other locations. The IRMP has been updated with further information regarding this, providing data on how often this resource is in its 'home' area and highlighting that most standby calls were to provide cover into Chester.

Another query raised by staff was the impact of the Chester Fire Station rebuild on the implementation of this proposal and a desire to understand the number of jobs that would be available at each station. Feedback will be considered by the project manager, including the feasibility of bringing forward the specials review and ensuring that the fire engine moves across after the new build at Chester is complete.

### **Expanding the Fleet of Rapid Response Rescue Units**

Feedback from public, staff and stakeholders related to the safety of crews and risk assessments to ensure RRRU can be operated safely. The IRMP has been updated to provide reassurance against this concern, highlighting that RRRU have been in operation since 2009 and committing to further review of risk assessments and training as the units are rolled out across Cheshire.

Other feedback raised concerns around the potential for RRRU in effect to act as replacement fire engines. Additional information has been inserted into the IRMP to give more clarity on the types of roles an RRRU can undertake. It was also questioned why RRRU would not be placed on a wholetime station. A rationale for this is provided within the IRMP.

### **Review of Water Response**

Staff feedback was generally supportive of a review and there was recognition that there had been an increase in flooding incidents requiring CFRS attendance. Consultation responses from the public focused on the safety risks posed by flooding and open water, as well as the importance of being able to swim.

The project manager will consider the feedback received through the consultation and will establish a staff working group to develop the future response model. Feedback regarding prevention activities will be considered by the Service in relation to future safety campaigns on this issue.

### **Development of a Wildfire Capability**

Staff feedback centred on the need for specialist equipment and where to place wildfire units to address specific areas of risk, notably parts of Cheshire bordering the Peak District and the Staffordshire Moorlands. Feedback received through the consultation process will be considered by the project manager and working group who will undertake a programme of work to develop and implement this proposal.

## **Review of Specialist Appliances**

The primary consideration raised by staff was that the specialist appliances should be located within the best location to respond across Cheshire. Other feedback questioned whether it would be more effective to have a wider spread of specialist resources rather than hub stations. Consultation feedback will be considered by the project lead and a staff working group established to determine the most effective operating model.

## **Independent Assessment**

### **Independent Assessment**

It was decided that to provide reassurance, this consultation would be subject to independent assessment. This was provided in two elements; an assessment of the proposals from a risk analysis perspective and an assessment of the consultation process. Further details on both of these elements are provided below.

### **The Consultation Institute**

The Service has previously contracted the Consultation Institute to provide Quality Assurance against the consultation processes it undertakes for major consultations. The Institute is the foremost independent organisation in the country providing advice, training and assurance on consultation programmes. It has previously worked with the Authority and other fire and rescue services, as well as having a significant amount of experience with other public sector agencies.

It was felt that given the period covered by this IRMP and the changes being proposed, it would be prudent to once again undergo this process to provide reassurance to members of the public and external parties that the Authority's processes are fair and transparent and that its practices meet expected standards.

Requirements to meet these standards meant that additional information was supplied as part of the consultation process. This included supplementary information detailing data analyses and rationale behind the main emergency response proposals; a consultation mandate providing clarity on what elements of the consultation were up for influence; an FAQ section of the website, and equality information. In addition, two deliberative workshops were held to engage the public on the rationale and assessment of options that led to the development of the consultation proposals.

The assessment work is ongoing and the Authority is working towards meeting the necessary requirements to achieve good practice for this consultation. The skills and knowledge acquired through this assessment process will be evaluated and applied to future consultations.

### **Greenstreet Berman**

With other major consultations, the Authority has previously sought independent validation on its proposals and the methodologies used to determine the particular proposal. The Authority has previously engaged with Greenstreet Berman to undertake this analysis. The company specialises in risk analysis and has a wealth of experience in dealing with fire and rescue services, fire representative bodies and government departments.

For this consultation, Greenstreet Berman were appointed to undertake assessment of the emergency response proposals within the IRMP, providing scrutiny against the various data and information sources used in the development of the proposals. Their independent assessment of the proposals is provided separately to this report.

## Public Consultation

### Consultation Roadshows

The Service undertook a programme of public 'roadshow' style events to support the consultation. This involved going to locations across Cheshire with high footfall, such as supermarkets to engage with as many people as possible from a wide demographic profile.

The roadshows took place between 15 January and 5 March 2020 and were staffed by members of the project team, who were able to engage with the public with detailed knowledge of the proposals. They were therefore able to talk with confidence to members of the public and encourage them to complete the survey at home and 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 '#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 'Cooking safety' campaign, Testing your smoke alarms and winter driving campaigns.

Thirteen roadshows were held across Cheshire, which saw 3,250 consultation packs distributed to residents. The table on the next page provides greater detail on the response levels from the roadshows.

Location	Surveys Distributed	Surveys Returned
Northwich: Asda	250	29
Ellesmere Port: Indoor Market & Asda (two separate roadshows)	500	66
Wilmslow: Sainsbury's	250	71
Birchwood: Shopping centre	250	36
Runcorn: Shopping City	250	34
Congleton: Tesco	250	41
Macclesfield: Sainsbury's	250	54
Crewe: Market Centre	250	34
Widnes: Morrison's	250	24
Warrington: Golden Square	250	34
Winsford: Brio Leisure	250	28
Chester: Tesco	250	29
<b>2020-24 Draft Plan Consultation Roadshow Total</b>	<b>3,250</b>	<b>517</b>

## **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 Smoke alarm testing, 'Cooking safety' campaign and the Service's winter driving campaign. Surveys, summaries, pens and 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 IRMP, staff inevitably took enquiries from residents on other issues such as replacement smoke alarms and carbon monoxide detectors.

## **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 278-member consultation panel. Membership of the panel is drawn from ethnic minority communities from across Cheshire. Sixty responses were returned from CHAWREC, which provides for an overall response rate of 21.6%.

## **Survey Requests**

Paper copies of surveys were made available to individuals on request. One hundred surveys were received from those who had requested paper copies, with results and feedback included within the main body of results.

## **Focus Groups**

Several focus group sessions were held with community groups or partners as part of the consultation programme. Sessions were held with the Proud Trust LGBT Youth Group; Chester FC Community Trust; Hope and Beams; Alsager Swans Disability Swimming and Water Therapy Club and the Learning Disability and Mental Health Commissioning Team at Cheshire East Council. With the exception of the Proud Trust, the sessions were held online or over telephone due to the restrictions in place because of the coronavirus pandemic that entered into force during the consultation period.

In addition, due to restrictions, some planned sessions had to be cancelled and it was not possible to arrange an alternative during the consultation period. This included a session with students at the University of Chester, Alsager University of the Third Age (U3A) and the Russett School in Northwich.

## **Deliberative Workshops**

Two online deliberative workshops were held as part of the consultation. The Consultation Institute as part of their Quality Assurance assessment independently facilitated both of these. The aim of these two-hour sessions was to have a 'balanced room' between the Service and the public to explain how the Service had arrived the proposals that it was consulting on and the assessment process.

### **Social Media and Online promotion**

Efforts were made to ensure that the consultation was prominent on the Service's website [www.cheshirefire.gov.uk](http://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 paid-for advertisements on Facebook to extend the awareness of the consultation. A link was also provided within the two editions of the Service's electronic FireLink newsletter.

Further details regarding the use of social media is contained within the *Consultation Feedback Report: Consultation Responses and Additional Resources* document.

## **Consulting with staff and internal stakeholders**

### **Staff consultation**

An online survey was developed for staff to provide their responses to the draft IRMP consultation; however, the focus of activity was to conduct visits to individual teams and departments across the organisation to seek views and feedback on the proposals. Each visit was facilitated by a senior manager.

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.

Line managers in both operational and support roles were also invited to attend the Service's annual management briefing that was held at Sadler Road on Tuesday 4<sup>th</sup> February 2020. The briefing ran through a range of issues including the proposals within the plan and other updates from across the Service.

Four staff conferences were held during the consultation period, open to all staff to attend. These were held on Friday 24<sup>th</sup> January 2020, Friday 7<sup>th</sup> February 2020, Tuesday 11<sup>th</sup> February 2020 and Friday 14<sup>th</sup> February 2020. The format was similar to the management conference and engaged staff on the draft Plan as well as other issues across the Service. Over 75 members of staff from across the organisation attended the conferences.

### **Internal communications channels**

The full range of internal communications channels were used to raise awareness of the consultation throughout the 18-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.

### **Consulting with representative bodies**

The Service consulted with representative bodies through its existing Joint Consultative Negotiation Panel (JCNP) process. Representative bodies were also invited to attend the Members Planning Day on 10 June 2020 to provide their responses to the consultation.

Responses from representative bodies are included within the appendices of this report.

## Stakeholder Consultation

### 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 that 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.

### Stakeholder Email

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

Over 250 individuals and organisations 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

I am writing to let you know that Cheshire Fire Authority has launched a consultation on its draft Integrated Risk Management Plan (IRMP) 2020-2024. The plan provides information on the risks facing Cheshire Fire Authority and details how the organisation is structured and operates to mitigate these risks. It also details how the Authority is funded and outlines key prevention, protection and emergency response plans over the next four years, which include:

- Extending the scope of our programme of home safety visits (Safe and Well) to incorporate a broader range of vulnerable people.
- Working with partner agencies to develop a strategic road safety plan to reduce the number of people killed or seriously injured on the roads.
- Reviewing the Service's risk-based inspection programme of non-domestic properties.
- Launching a service-wide campaign aimed at owners and occupiers of houses in multiple occupation (HMOs).
- Relocating the second fire engine at Ellesmere Port Fire Station to Powey Lane Fire Station, with the current fire engine at Powey Lane moving to Chester Fire Station.
- Replacing a fire engine and the aerial appliance at Macclesfield Fire Station with a High-Reach Extendable Turret (HRET) vehicle.
- Changing the duty system at Wilmslow Fire Station from nucleus to day-crewing.
- Introducing a fleet of Rapid Response Rescue Units across all 13 primary on-call fire stations in Cheshire.

Attached with this email is a copy of the draft IRMP and a summary document outlining the issues that are being consulted upon. Further information is available on our website <https://www.cheshirefire.gov.uk>

I would very much welcome your thoughts and comments on the proposals contained in the draft IRMP and encourage you to provide any comments that you may have before the close of the consultation on Friday 20 March 2020.

Please get in touch by either replying to this email, emailing [consultation@cheshirefire.gov.uk](mailto:consultation@cheshirefire.gov.uk) or by posting to Freepost Cheshire Fire Consultation.

Once the consultation has closed, Members of Cheshire Fire Authority will consider any feedback and make any changes before approving a final Plan on 22 April 2020.

I look forward to hearing from you and receiving your feedback.

Yours sincerely,

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

### **Stakeholder Responses**

Copies of written responses from stakeholders are included within the Consultation Feedback Report: Additional Resources and Consultation Responses document. So too is a list of organisations that were communicated with.

### **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 councillors in each of the four unitary authorities; Cheshire East, Cheshire West and Chester, Halton and Warrington, as well as other statutory partners.

Individual meetings were sought with all MPs across Cheshire. During the consultation period, meetings were held between the Chief Fire Officer and Esther McVey MP (Tatton, Friday 7 February 2020), David Rutley MP (Macclesfield, Friday 7 February 2020), Mike Amebury MP (Weaver Vale, Friday 14 February 2020) and Chris Matheson MP (City of Chester, Friday 13 March 2020).

In addition, Principal Officers updated local partners on the draft IRMP consultation at meetings of the Cheshire and Warrington Sub-Regional Management Board on 17 January 2020 and 6 March 2020.

### **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.

In addition, briefings were made available on request. Assistant Chief Fire Officer Alex Waller delivered a presentation on the draft IRMP to Macclesfield Town Council on 28<sup>th</sup> February 2020.

**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.

## **Evaluation and Communicating Outcomes**

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

### **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 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 that will consider the effectiveness of partner, staff and stakeholder consultation; as well as an evaluation of media and social media engagement. The consultation advice and guidance received through the process from the Consultation Institute will also be reviewed and incorporated into future consultation planning.

### **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.

### **Communicating Outcomes**

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.

# Survey Results

## Overview

There were 1,147 responses received from the public consultation in total, of which 678 were via the paper survey. This provides a margin of error of +/-3.76% and enables the Service to have a 95% confidence level that the results fall within this range.

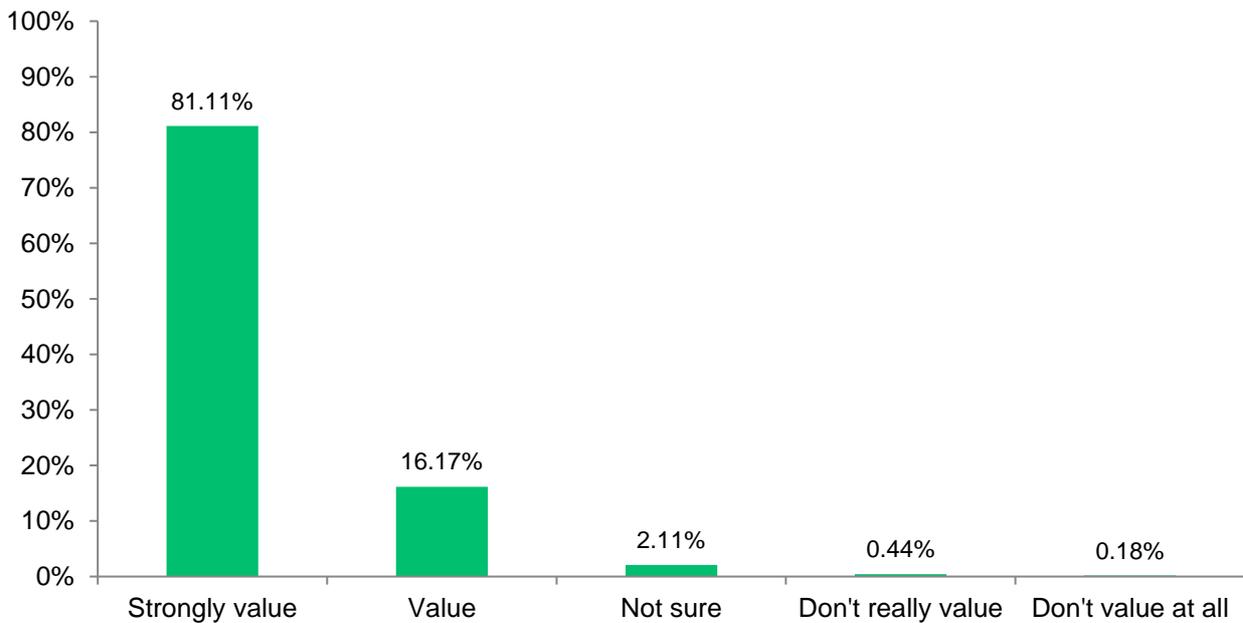
This section sets out survey responses from the residents and staff in detail. The legend underneath each chart shows how many individuals from each group answered that particular question and the overall level of support or agreement from each group to the proposal.

## Public Survey

### Your Fire and Rescue Service

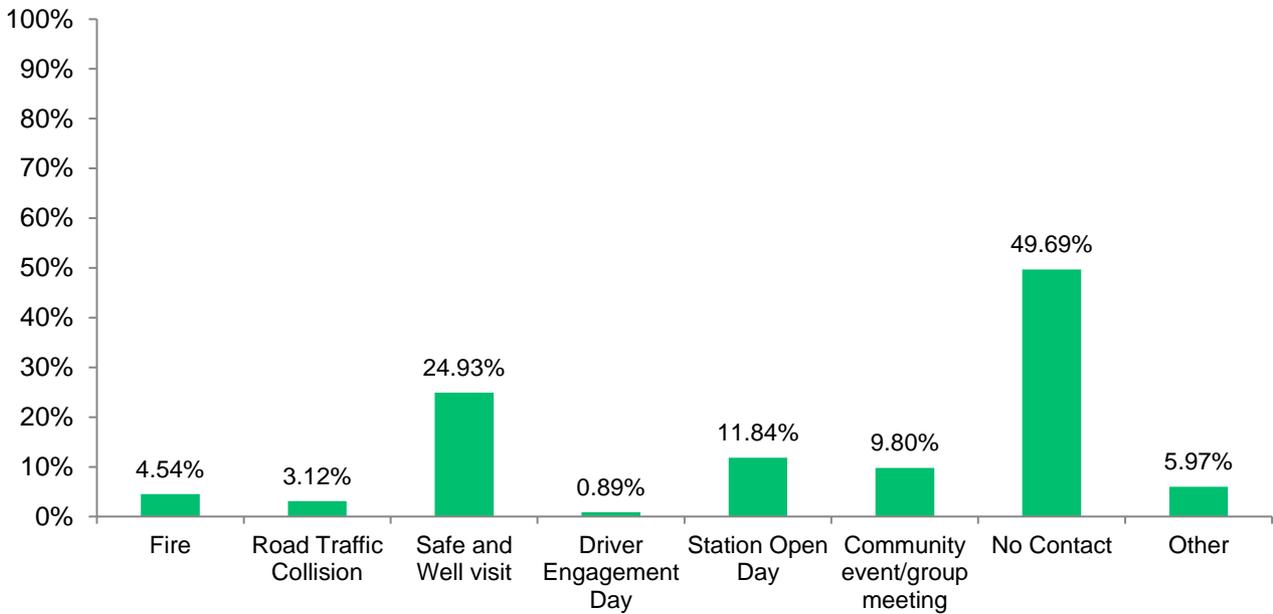
#### Question 1:

**How strongly do you value Cheshire Fire and Rescue Service as a local service provider? (1,138 responses)**



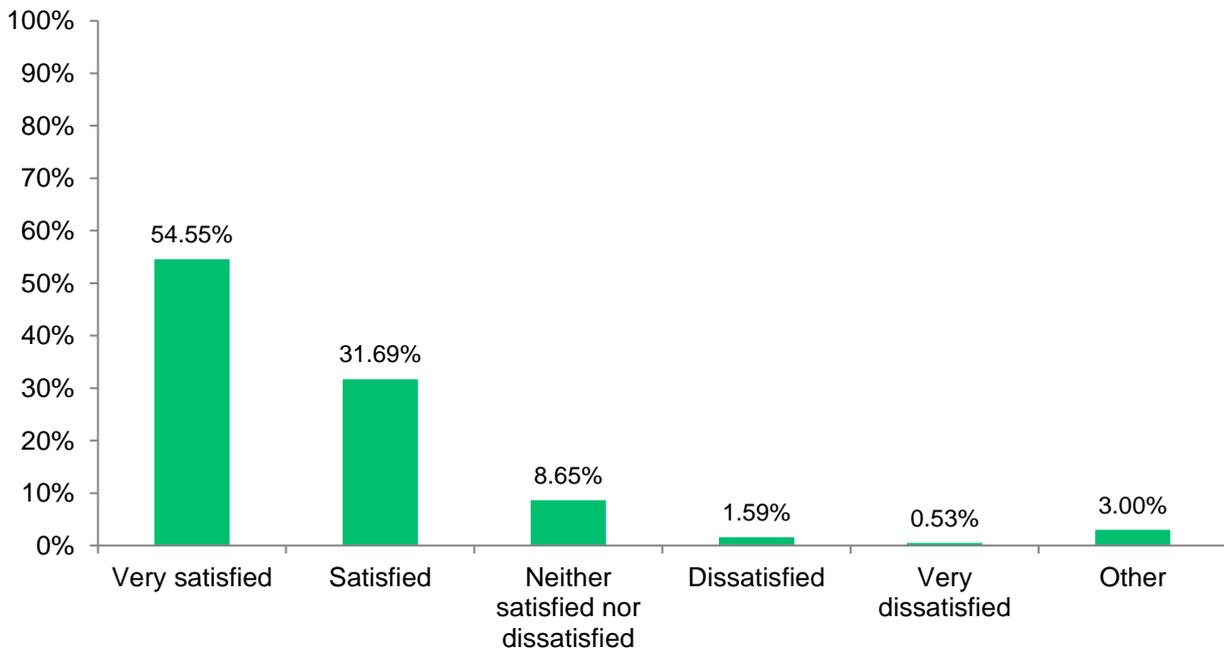
### Question 2

In the past three years, have you had contact with Cheshire Fire and Rescue Service in any of the following ways? (1,123 responses)



### Question 3

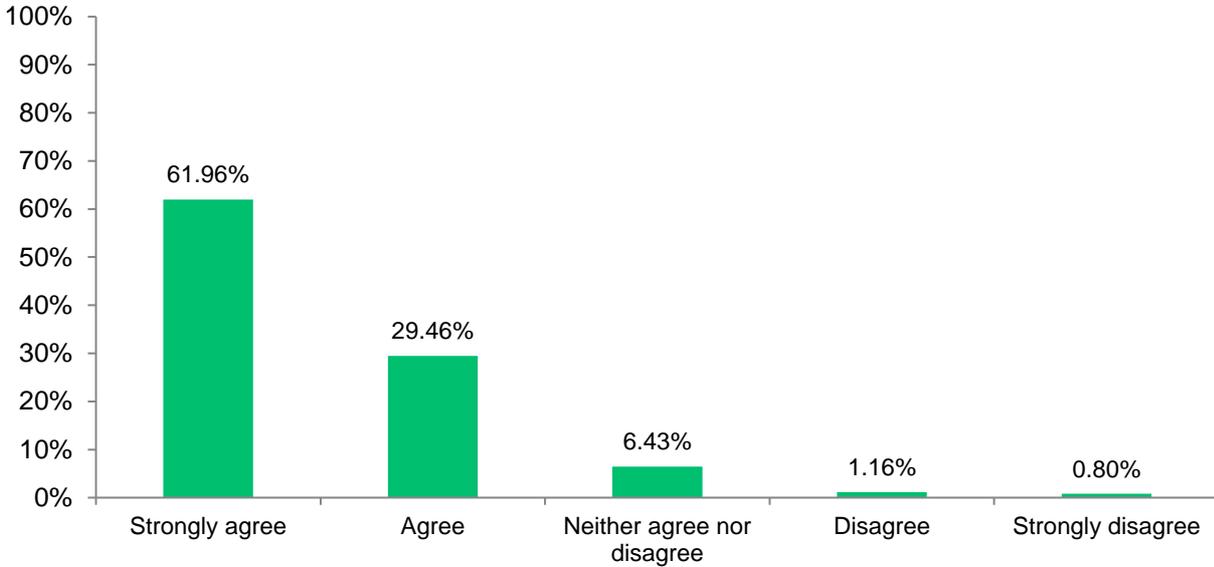
Taking everything into account that you know about the Service, how satisfied are you with the overall performance of Cheshire Fire and Rescue Service? (1,133 responses)



\* Of the 34 'Other' comments, 18 respondents stated a wish to see two fire engines in Chester, three provided a positive comment, four left a negative comment and three provided a general comment regarding staffing levels. A further six respondents stated they had no further comment.

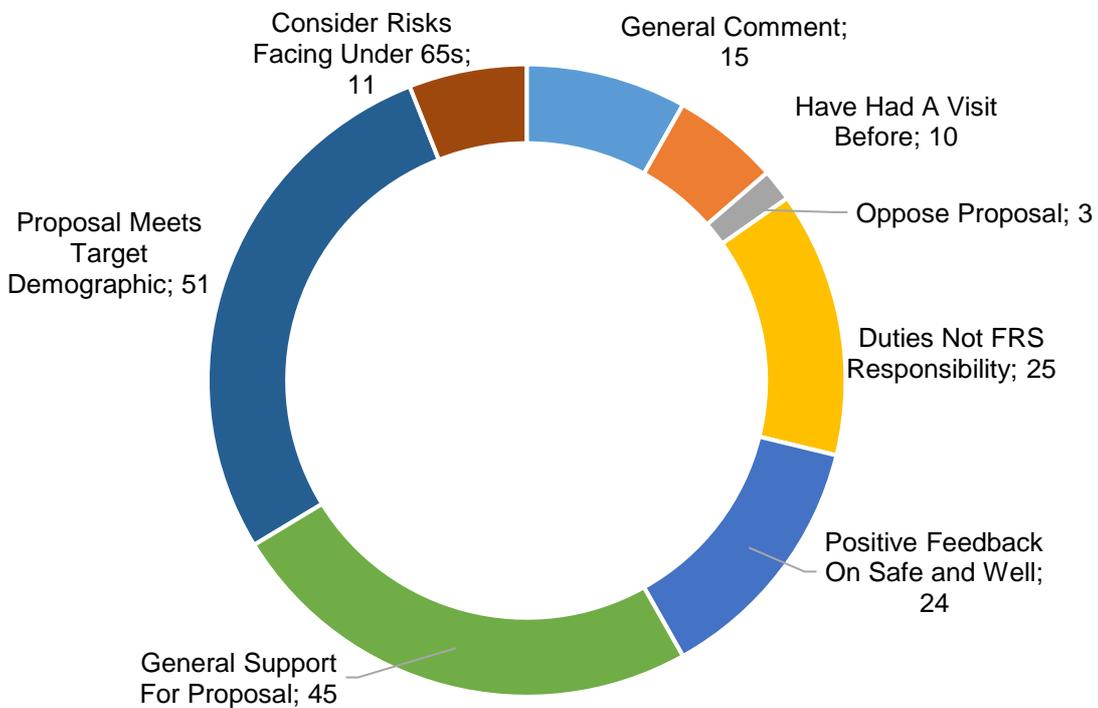
#### Question 4

Do you agree with the proposal to extend the Safe and Well visits to include those in single adult or lone parent households? (1,120 responses)



#### Free Text Comments (179 comments)

The chart below summarises the free text comments provided, excluding those who stated they had no further comment or entered N/A. The chart total differs from the total number of responses, as some comments will cover multiple categories. All free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.



## Question 5

### Are there any particular road safety issues you think we should be prioritising through this plan? (534 comments)

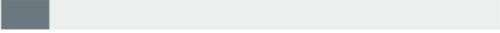
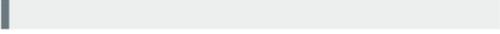
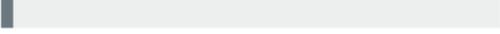
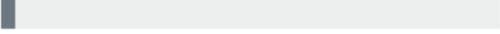
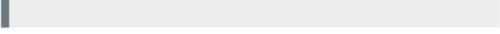
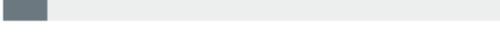
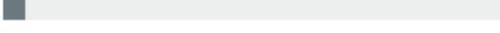
The list below provides a summary of the main themes of the comments provided. The total may differ from the total number of responses, as some comments will cover multiple categories. Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Driver Behaviour		1.50%	8
Excess Traffic		0.75%	4
FRS Resources		1.69%	9
General		2.25%	12
Local Authority		5.24%	28
Mobile Phones		3.00%	16
More education		17.60%	94
Motorways		3.18%	17
Multi-agency		6.18%	33
None or n/a		10.67%	57
Other Road Users		3.37%	18
Parking/Access		16.67%	89
Road Condition		17.79%	95
roadworks		0.37%	2
Speeding/Limits		13.86%	74

## Question 6

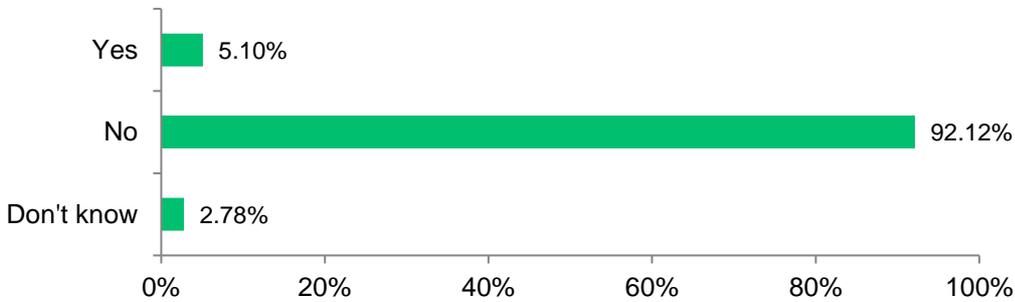
**Are there any particular issues that you think we should be focusing on to ensure that non-domestic premises (e.g. care homes, hotels or other commercial premises) are safe and comply with fire safety legislation?** (468 comments)

The list below provides a summary of the main themes of the comments provided. The total may differ from the total number of responses, as some comments will cover multiple categories. Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Check Care Homes		0.64%	3
Safe Cladding		2.56%	12
None, N/A		14.74%	69
Publish Public Info		9.40%	44
Regular/More Checks		51.50%	241
More Resources		1.50%	7
Safe Access		2.14%	10
S.Alarm/Fire Door		2.78%	13
Install Sprinklers		1.50%	7
Stronger Laws/Powers		8.76%	41
More Training		4.49%	21

### Question 7

**Do you live in a House in Multiple Occupation (HMO)?** (1,079 responses)



### Question 8

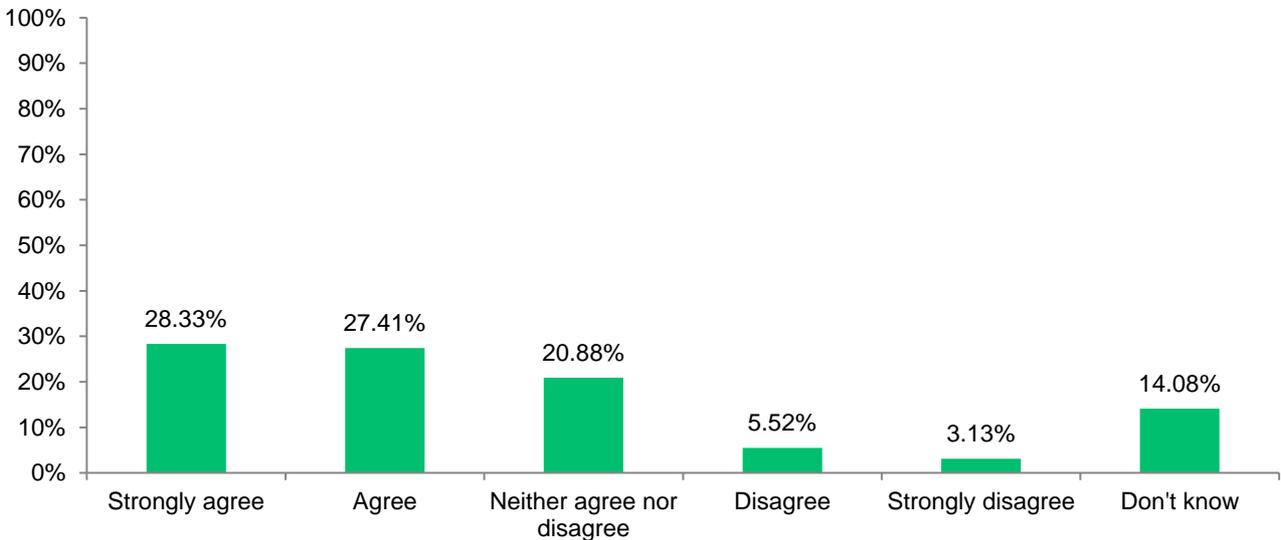
**Is there anything you would like us to consider when developing a safety campaign aimed at the owners and occupiers of HMOs?** (331 comments)

The list below provides a summary of the main themes of the comments provided. The total may differ from the total number of responses, as some comments will cover multiple categories. Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Building Design		10.88%	36
Clear Evacuation Plans		3.32%	11
Education		19.64%	65
Good Engagement		1.21%	4
Cladding		1.81%	6
More Inspections		28.70%	95
None/NA		12.69%	42
Other		3.63%	12
Partnership Working		0.60%	2
More Awareness		11.48%	38
Stricter Controls		29.61%	98

### Question 9

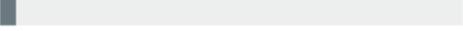
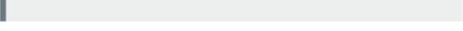
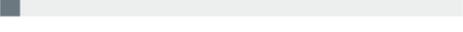
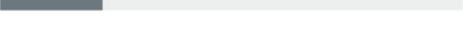
**Do you agree with the proposal that the third aerial appliance and fire engine at Macclesfield should be replaced with a HRET vehicle? (1,087 responses)**



### Free Text Comments (232 comments)

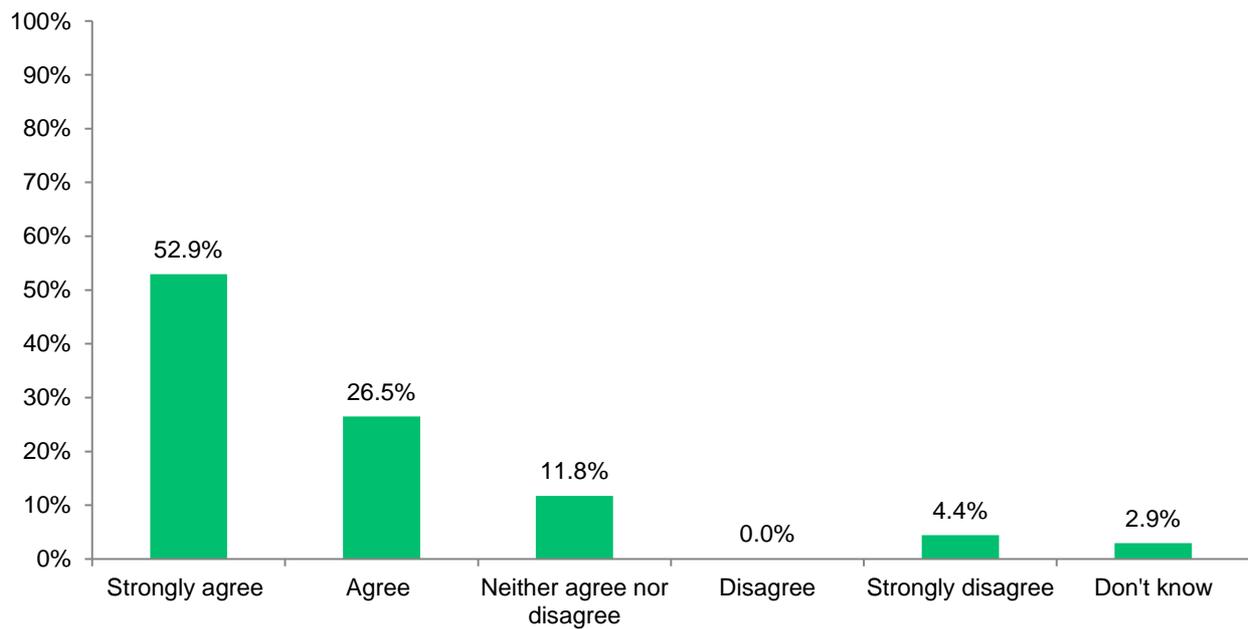
The chart below provides a summary of the main themes of the comments provided. The total may differ from the total number of responses, as some comments will cover multiple categories. Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

2 ALP Capacity	1.72%	4
Best Location	3.88%	9
Consider Local Risks	3.45%	8
Costs	4.74%	11
Don't Know or NA	12.07%	28
General Comment	3.45%	8
Have ALP and HRET	1.29%	3
Losing Height Capability	37.93%	88
Oppose	0.43%	1

Professional Judgement		3.45%	8
Replace with ALP		1.29%	3
Staffing		4.31%	10
Support		21.98%	51

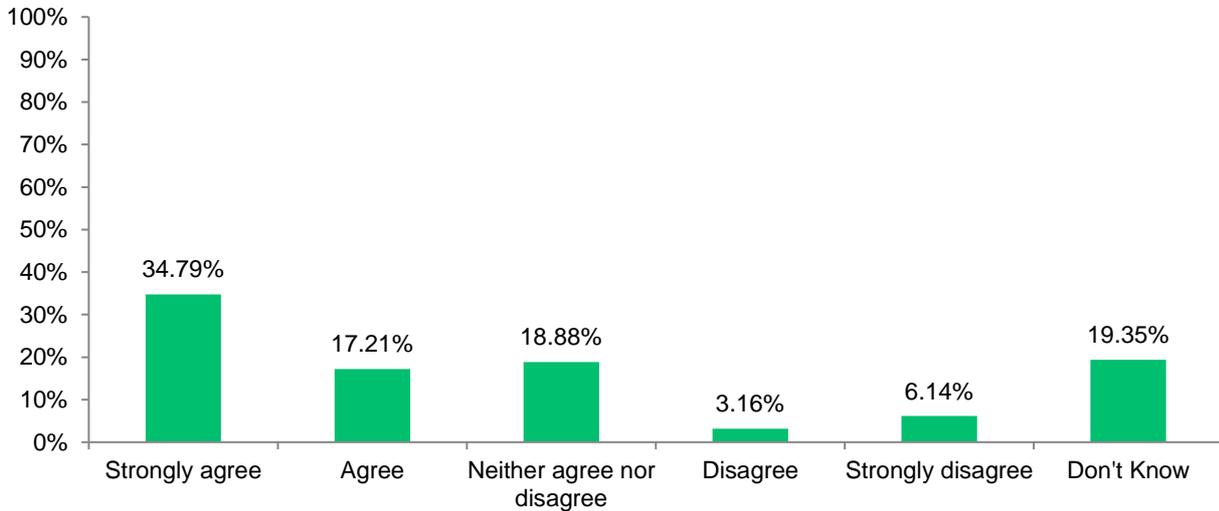
## Geographic Analysis

The chart below provides an analysis of the 68 respondents who identified as having a Macclesfield postcode (SK10 or SK11)



## Question 10

**Do you agree with the proposal to relocate Ellesmere Port’s second fire engine to Powey Lane?** (1,075 responses)



### Free Text Comments (313 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

2 at EP and Chester	5.75%	18
2 at Powey lane	0.32%	1
2 engines for Chester	52.72%	165
General Comment	5.11%	16
General support	9.27%	29
Keep 2 at E Port	11.82%	37
Move engine to Neston	0.32%	1
Not local/dont know	12.46%	39
Powey Lane Rationale	0.96%	3
South Chester cover	0.64%	2
Use as Resilience Pump	0.32%	1
Use HRFE at Chester	0.32%	1

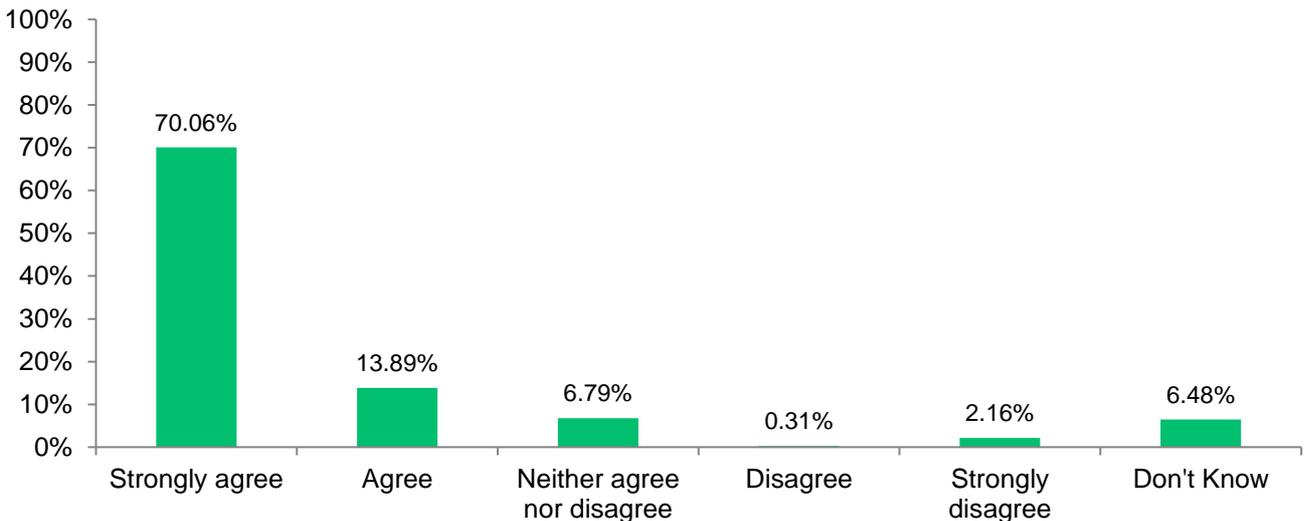
## Geographic Analysis

The charts below provide an analysis based on the geographic area of the respondent. Two types of analysis have been undertaken. Firstly, analysis by postcode split between an Ellesmere Port (CH64, CH65, and CH66) and Chester (CH1, CH2, CH3, CH4) postcode area.

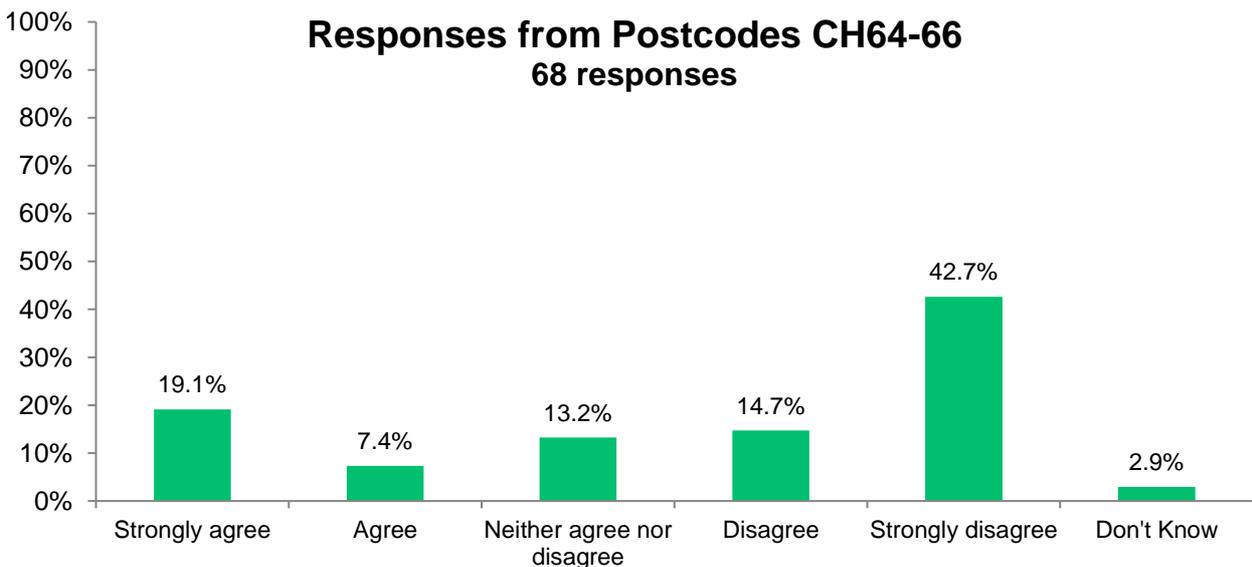
The second analysis provides a breakdown according to respondents who selected their nearest fire station as either Ellesmere Port, Powey Lane or Chester. This additional reporting allows for responses of those nearest to Powey Lane and those in outlying parts of the Chester postcode area, who may in fact be nearer to Malpas or Tarporley fire stations, to be factored in to responses.

### Postcode analysis

#### Responses from Postcodes CH1-4 324 responses



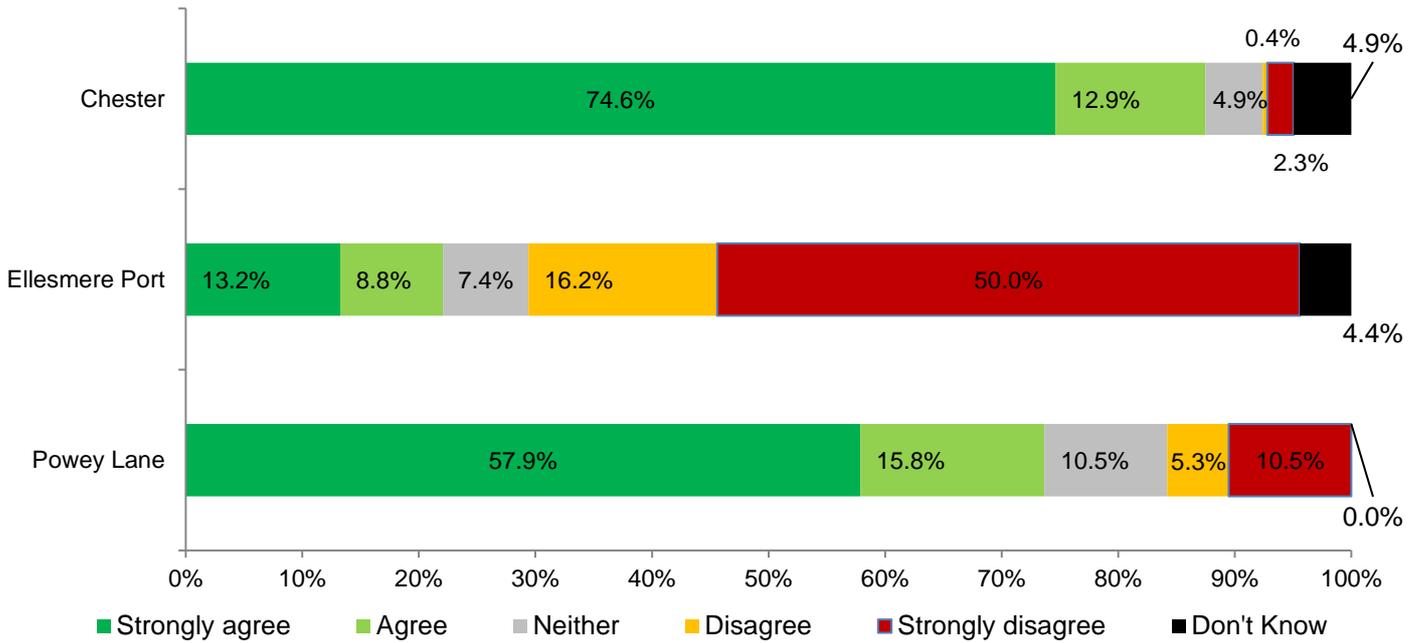
#### Responses from Postcodes CH64-66 68 responses



## Response by nearest fire station

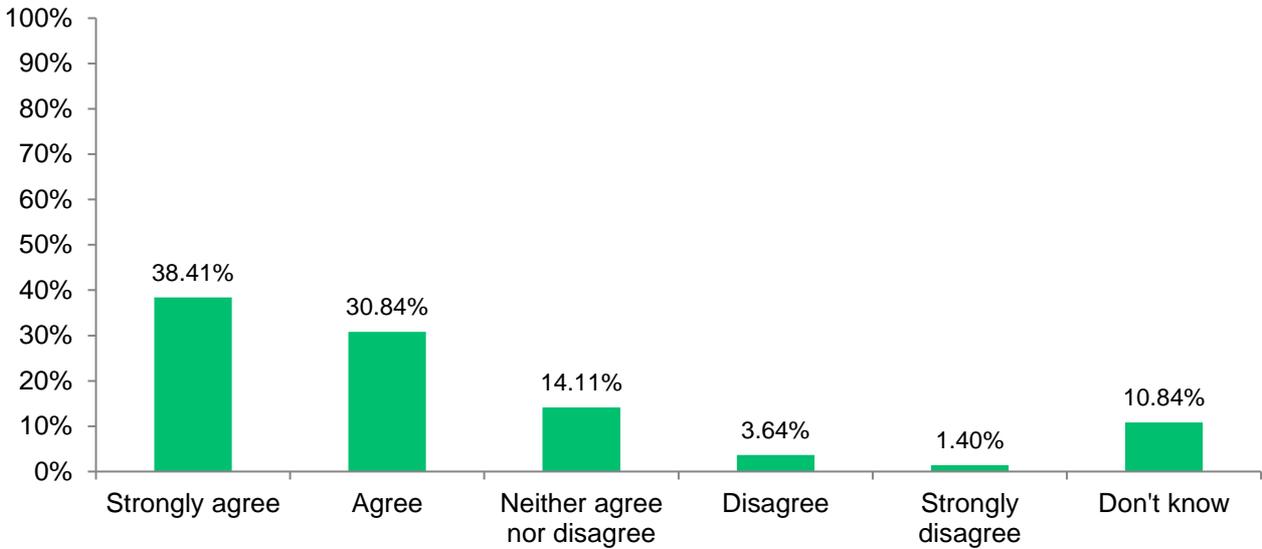
The chart below shows responses from those who selected their nearest fire station as either Chester (264 responses), Ellesmere Port (68 responses) or Powey Lane (19 responses).

### Responses by nearest fire station



### Question 11

**Do you agree with the proposal to introduce a Day Crewing system at Wilmslow Fire Station?** (1,070 responses)



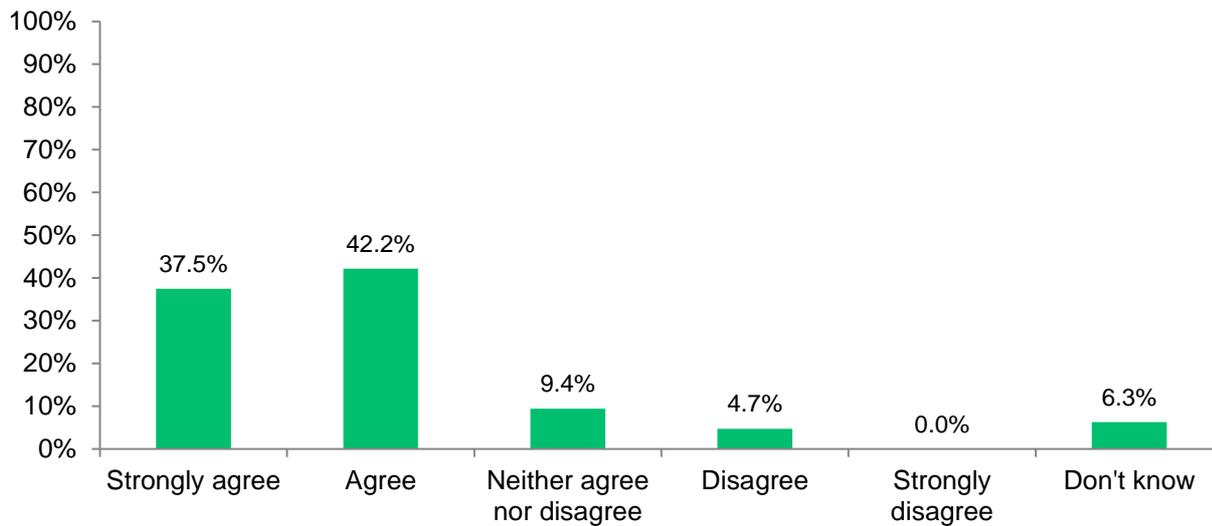
### Free Text Comments (198 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Airport Cover 24/7	24.24%	48
Dont Know or N/A	11.62%	23
Funding	9.60%	19
Housing needs	2.02%	4
Oppose	1.52%	3
Question	6.06%	12
Recruitment	2.53%	5
Response Times	6.57%	13
Staffing Impact	28.79%	57
Support	44.44%	88

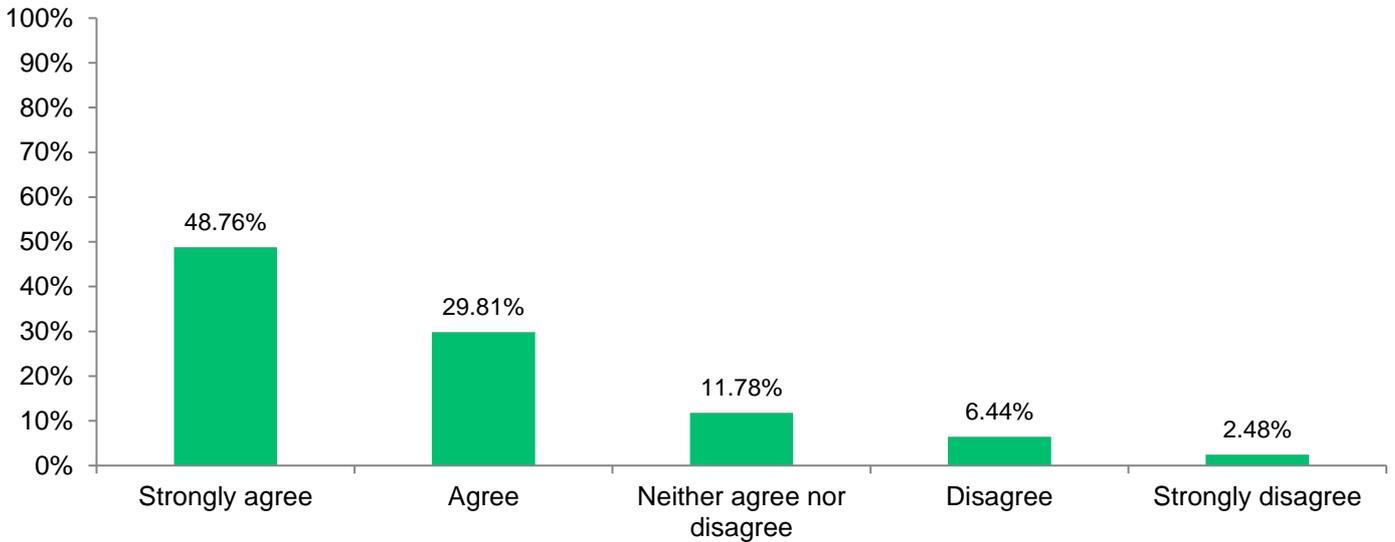
## Geographic Analysis

The chart below shows the 64 responses from those who provided their postcode and were within the Wilmslow postcode area of SK9.



## Question 12

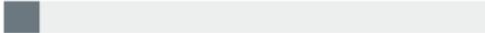
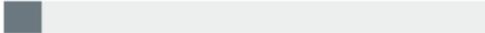
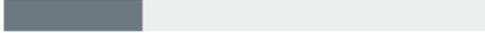
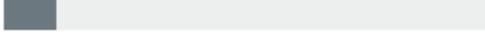
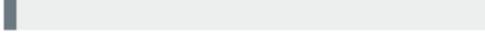
**Do you agree with the proposal to introduce a fleet of Rapid Response Rescue Units? (1,087 responses)**



### Free Text Comments (260 comments)

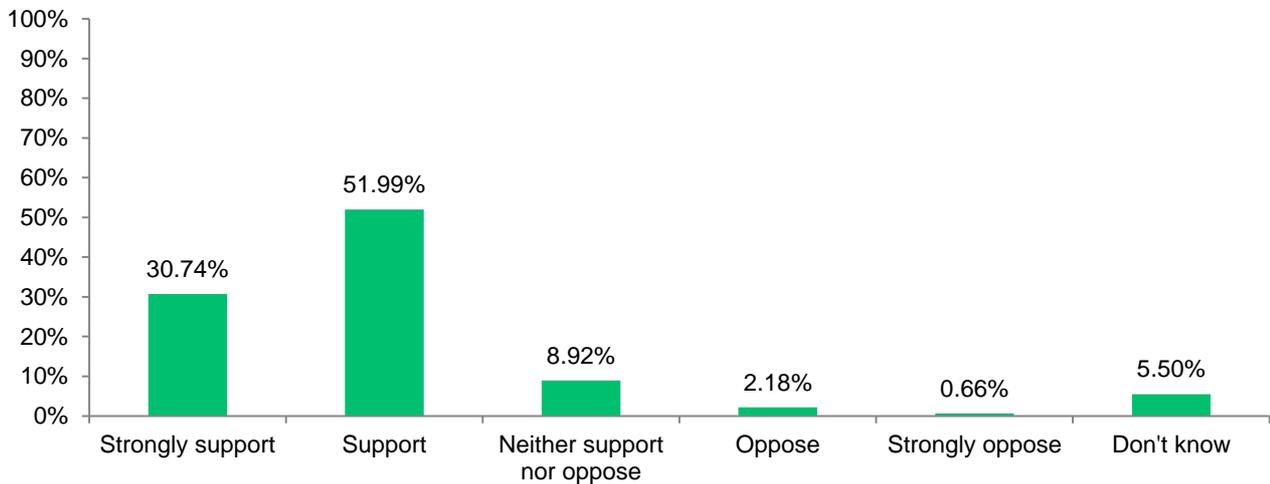
Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Crew Safety		12.31%	32
Flood Response		1.54%	4
Concern Over Cost		5.38%	14
Unit Location		5.77%	15
Other Uses		2.69%	7
Oppose		8.85%	23
Work With Partners		3.46%	9
Questions		1.92%	5
Risk Assessment		18.46%	48

Like Focus on RTCs		7.31%	19
Staffing		7.69%	20
Support		28.46%	74
Like Quicker Response		10.77%	28
What Kind Of Vehicle		2.31%	6

### Question 13

Overall, to what extent do you support or oppose the proposals as set out in the draft Integrated Risk Management Plan? (1,054 responses)



### Question 14

Overall, to what extent do you support or oppose the proposals as set out in the draft Integrated Risk Management Plan? (152 responses)

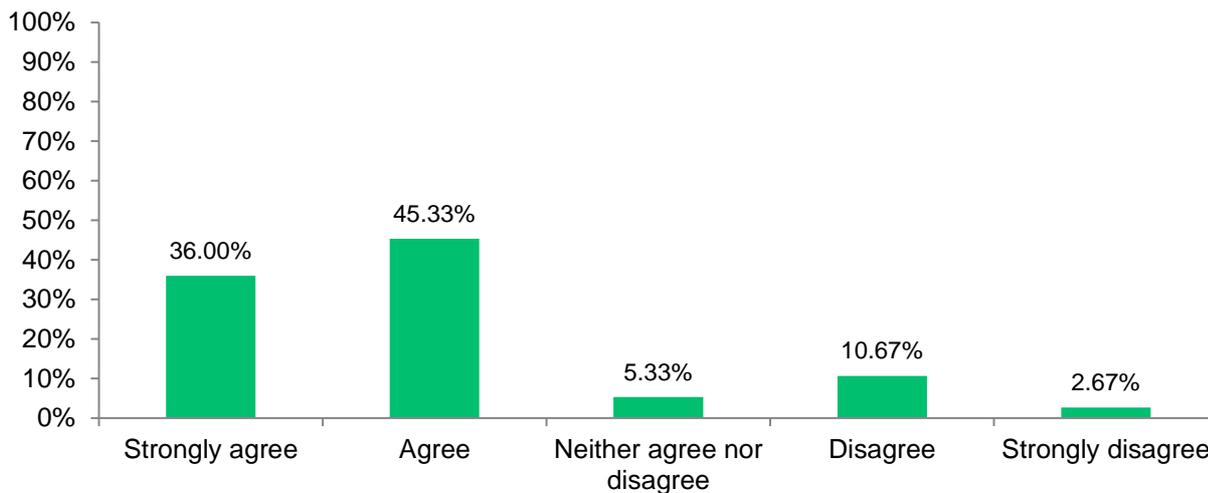
Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Topic	Percentage	Count
Engagement	5.92%	9
Finances	7.24%	11
Flood/Wildfire	4.61%	7
General Support	25%	38
General Comment	17.76%	27
Keep 2 at E Port	3.95%	6
Need More Resource	7.89%	12
Need more info	7.24%	11
Oppose	1.32%	2
N/A	1.32%	2
On-call	2.63%	4
Return Chester 2nd	13.82%	21
Road Safety	3.29%	5

# Staff Survey

## Question 1

Do you agree with the proposal to extend the Safe and Well visits to include those in single adult or lone parent households? (75 responses)



## Free Text Comments (18 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Getting Right Data		5.56%	1
Pay/Funding		11.11%	2
Support		5.56%	1
Targets Too High		11.11%	2
Widen Target Audience		66.67%	12

## Question 2

**Are there any particular road safety issues you think we should be prioritising through this plan?** (48 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Education/awareness		10.42%	5
General Comment		6.25%	3
Mobile Phones		18.75%	9
Motorway Safety		6.25%	3
Other Road Users		10.42%	5
Poor Parking		2.08%	1
Scrambler Bikes		2.08%	1
Speeding		25%	12
Work with Partners		10.42%	5
Young/New Drivers		8.33%	4

## Question 3

**Are there any particular issues that you think we should be focusing on to ensure that non-domestic premises (e.g. care homes, hotels or other commercial premises) are safe and comply with fire safety legislation?** (33 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Additional Resources and Consultation Responses document.

Care Homes		3.03%	1
Compartmentation		3.03%	1
Complexity of Heritage		3.03%	1
Construction Methods		15.15%	5

Educating Owners		6.06%	2
Evacuation Training		15.15%	5
General Comment		15.15%	5
Legislation		6.06%	2
Predetermined Attendance		6.06%	2
Sprinklers		3.03%	1
Use Specialist Staff		21.21%	7
Water Supply		3.03%	1

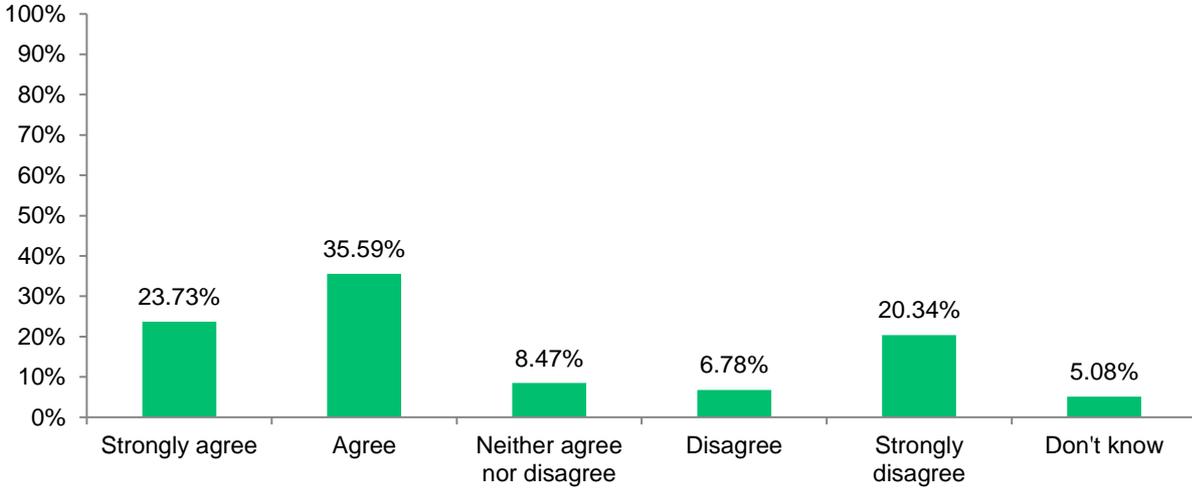
**Question 4: Is there anything you would like us to consider when developing a safety campaign aimed at the owners and occupiers of HMOs? (33 comments)**

Please note that all free text responses to this question are included within the Consultation Feedback Report: Additional Resources and Consultation Responses document.

Educate Occupier		15.15%	5
Home Safety		9.09%	3
Housing Standards		3.03%	1
More Awareness by FRS		6.06%	2
More Information		6.06%	2
N/A		15.15%	5
Other Languages		3.03%	1
Owner Responsibilities		21.21%	7
Sprinklers		3.03%	1
Stricter Penalties		12.12%	4
Work with Partners		6.06%	2

### Question 5

**Do you with agree with the proposal that the third aerial appliance and fire engine at Macclesfield should be replaced with a HRET vehicle? (59 responses)**



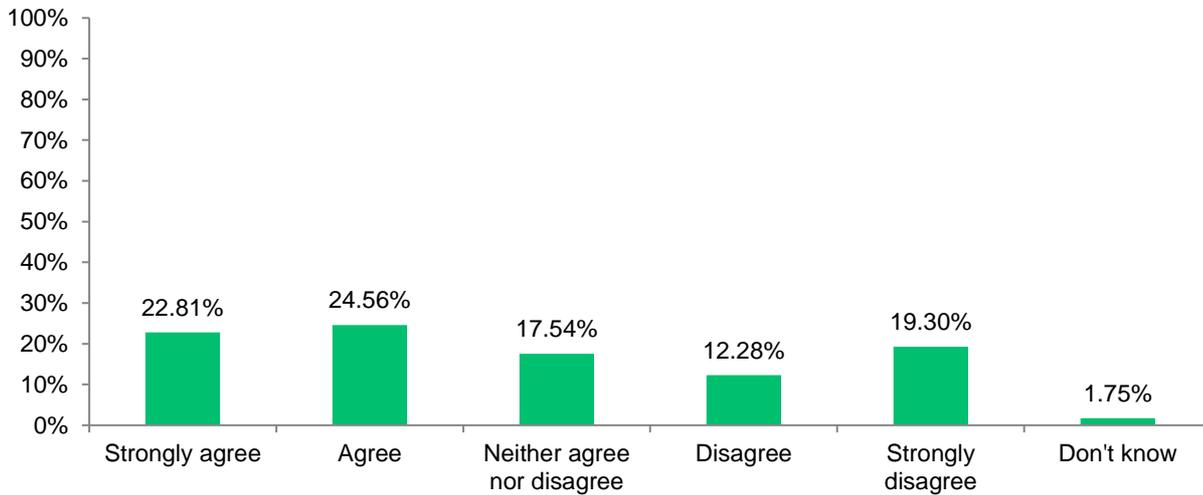
### Free Text Comments (26 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Any Benefit?		7.69%	2
Location		23.08%	6
Loss of Capability		19.23%	5
Narrow Roads		7.69%	2
Staffing		11.54%	3
Support		30.77%	8

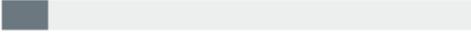
## Question 6

**Do you agree with the proposal to relocate Ellesmere Port's second fire engine to Powey Lane?** (57 responses)



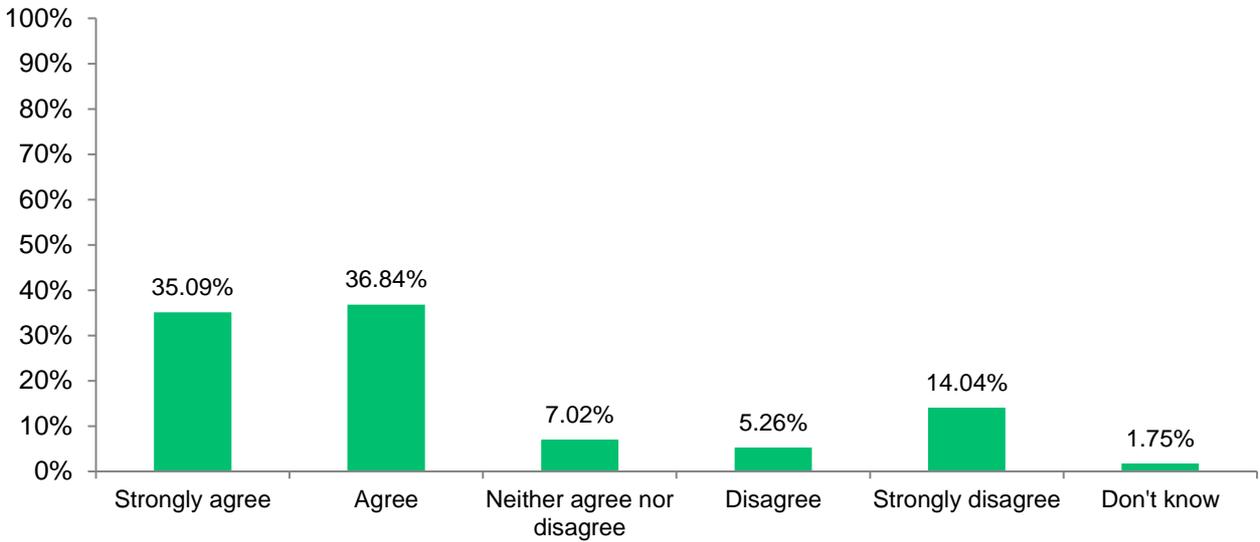
### Free Text Comments (20 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Make A Decision		20%	4
PL impact		40%	8
Remain As Now		5%	1
Risks		20%	4
Send Pump Out of CWAC		5%	1
Support		10%	2

### Question 7

**Do you agree with the proposal to introduce a Day Crewing system at Wilmslow Fire Station?** (57 responses)



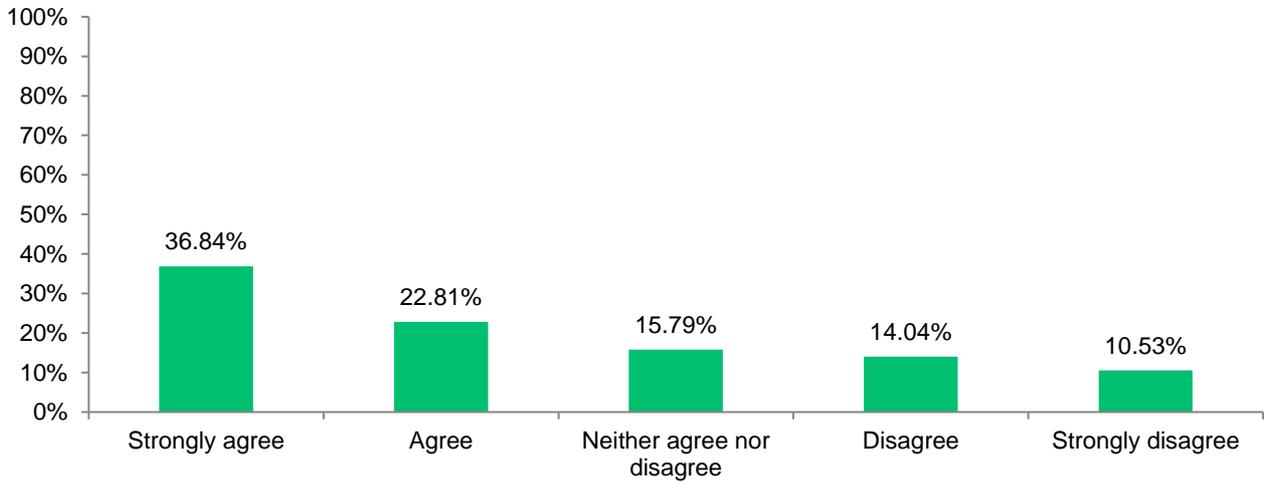
### Free Text Comments (21 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Additional Resources and Consultation Responses document.

Different Location	4.76%	1
Oppose	4.76%	1
Support	61.90%	13
Make Wholetime	28.57%	6

### Question 8

**Do you agree with the proposal to introduce a fleet of Rapid Response Rescue Units?**  
(57 responses)



### Free Text Comments (28 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Comment Category	Percentage	Count
Concern Attending Fires	10.71%	3
Cost	3.57%	1
Impact on Availability	14.29%	4
FF Risk	14.29%	4
What Kit Included?	14.29%	4
Oppose	3.57%	1
Support	39.29%	11

### Question 9

**Do you have any comments that you want us to consider as part of this review of our water strategy?** (30 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Carrier Location		23.33%	7
Is Carrier Needed		20%	6
N/A		6.67%	2
Needs Bigger Focus		6.67%	2
Support		36.67%	11
SWT In East		6.67%	2

### Question 10

**Do you have any comments that you want us to consider as part of the development of a wildfire capability?** (23 comments)

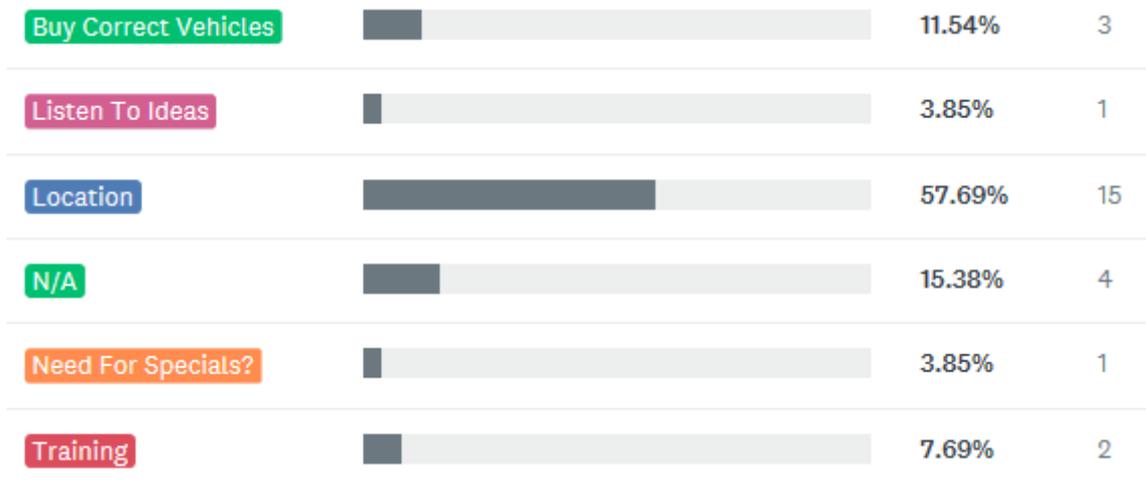
Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.

Demand		13.04%	3
Flooding Comment		8.70%	2
General Comment		17.39%	4
Kit Issues		17.39%	4
Listen To Practitioners		8.70%	2
Location of Units		21.74%	5
Pay		4.35%	1
Support		8.70%	2

### Question 11

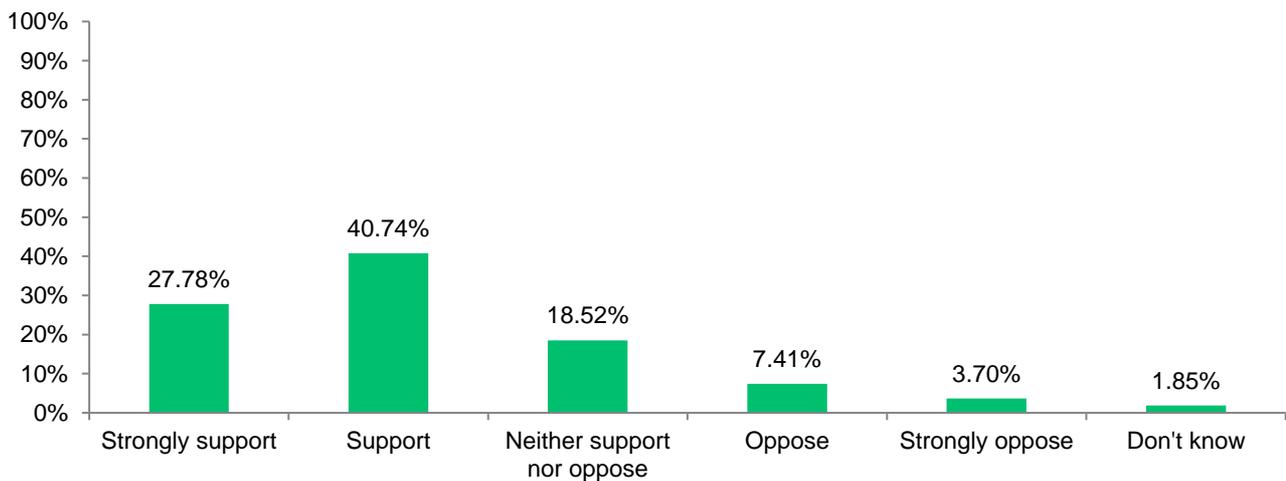
**Do you have any comments that you want us to consider when reviewing our specialist vehicles?** (26 comments)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.



### Question 12

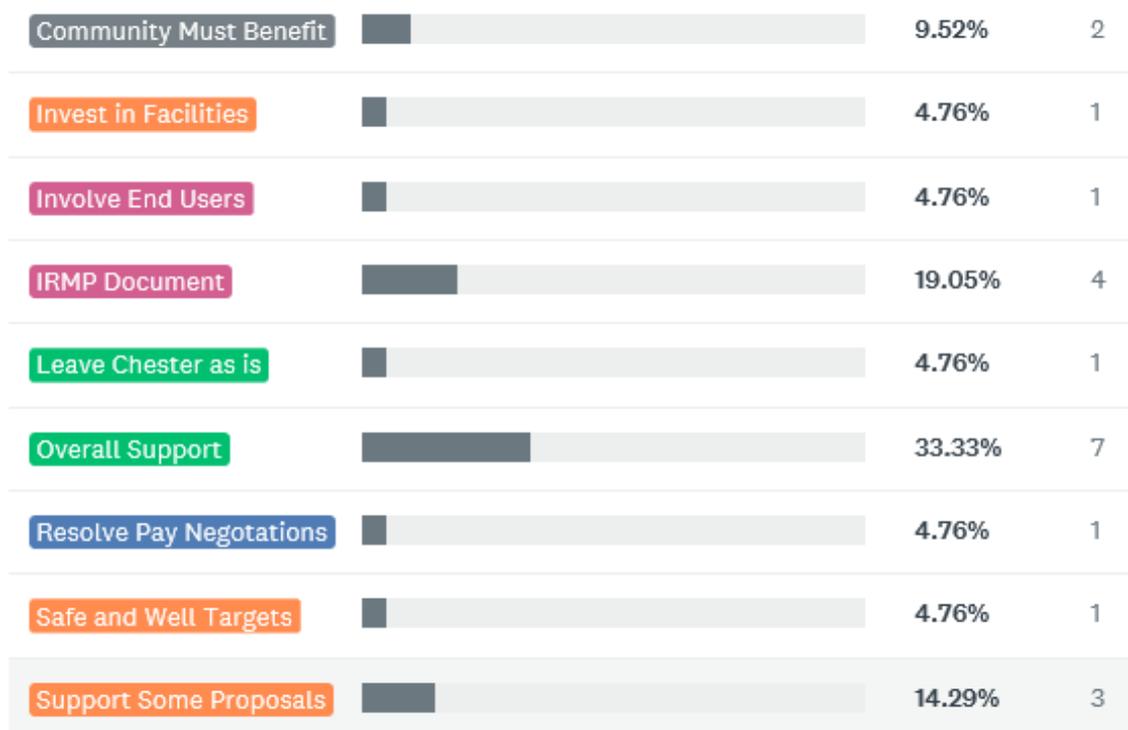
**Overall, to what extent do you support or oppose the proposals as set out in the draft Integrated Risk Management Plan?** (54 responses)



### Question 13

**Do you have any other comments on the draft Plan that you would like us to consider?** (21 responses)

Please note that all free text responses to this question are included within the Consultation Feedback Report: Consultation Responses and Additional Resources document.



## Profile of Respondents - Public

The following section provides an analysis of public respondents.

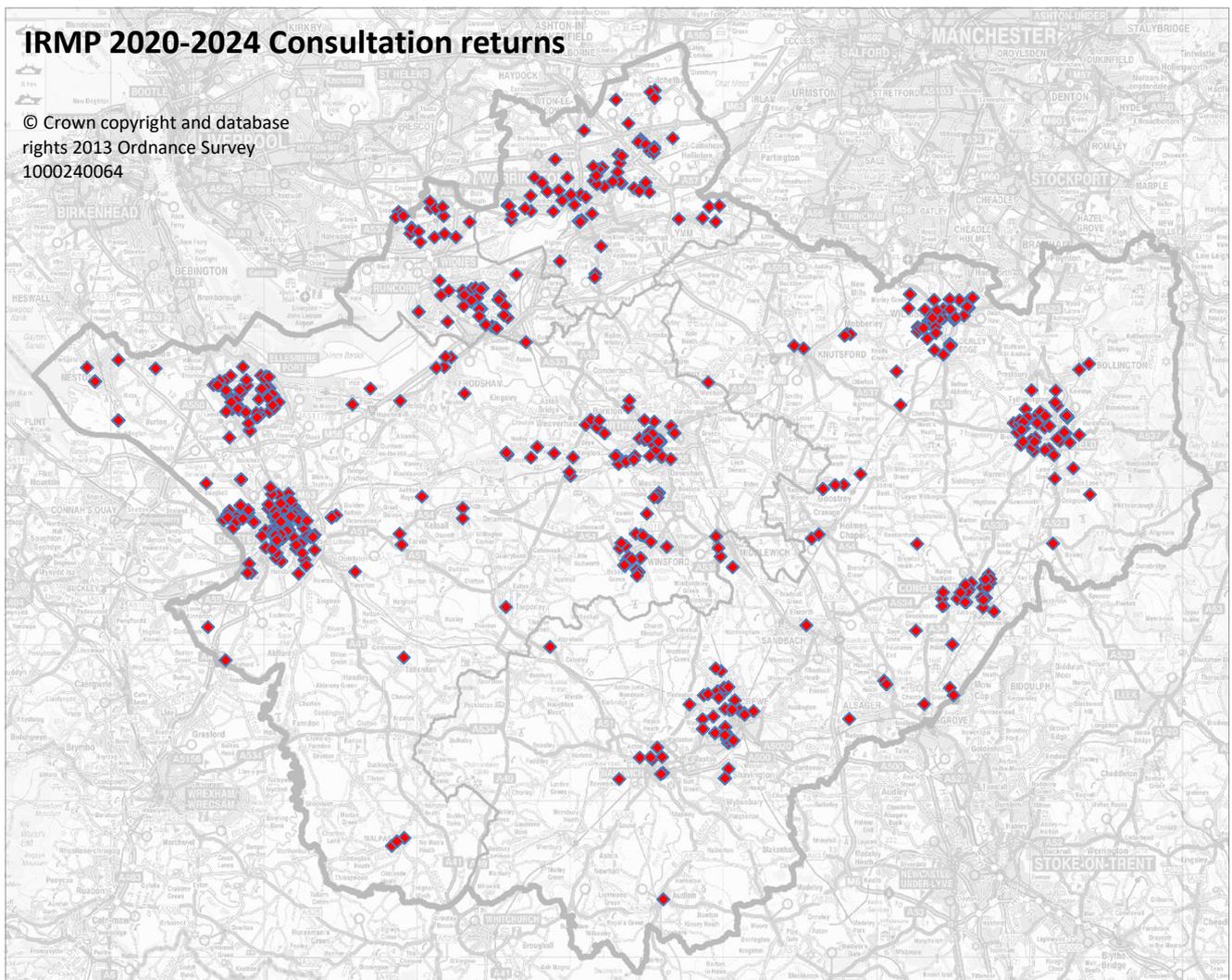
### Public Response Demographics

This section provides a demographic analysis of the responses provided by members of the public.

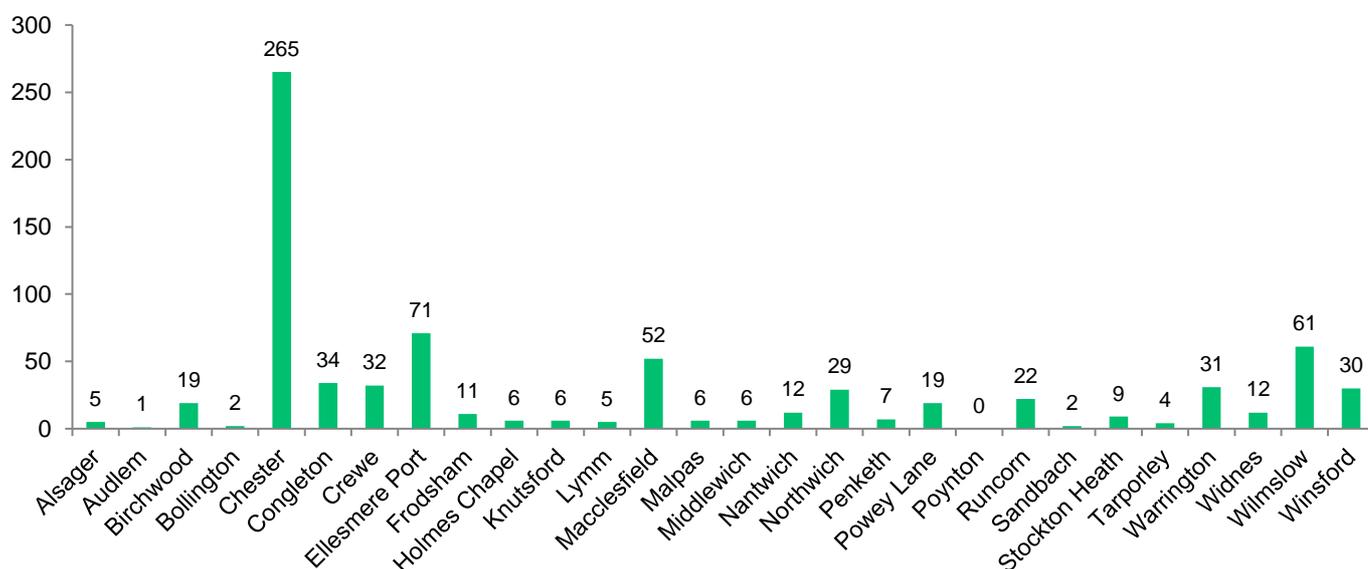
#### Which area do you live?

Unit ary	Cheshire East	Cheshire West and Chester	Halton	Warrington
No. responses	303	571	70	94
% of total	29%	55%	7%	9%

#### What is your postcode?



## Where is your nearest fire station?



### Demographic Profile

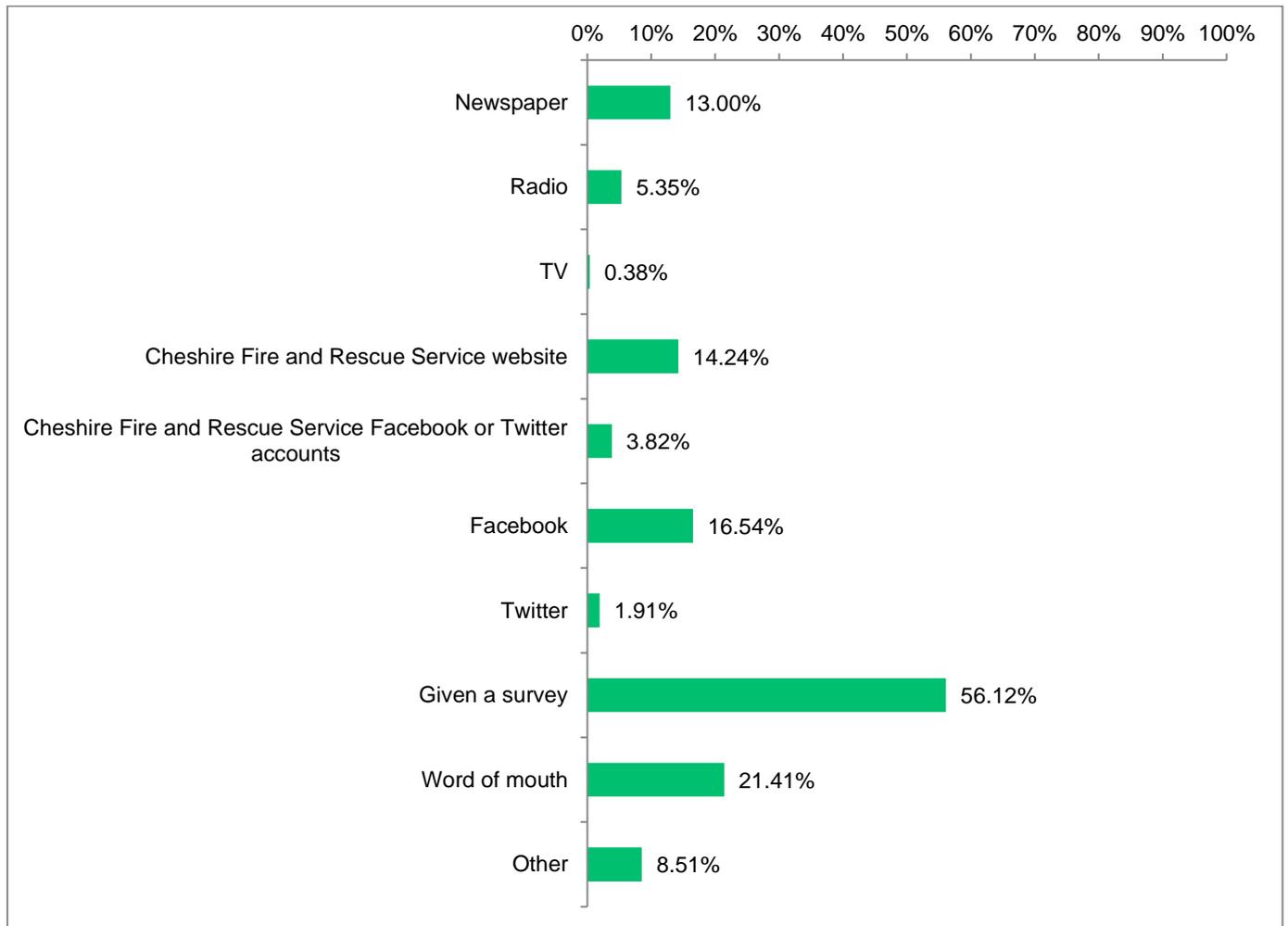
Please note that respondents could skip demographic questions, therefore the sum total may be less than the total number of survey respondents.

Reporting Demographic	Number of responses	% of total
<b>Gender</b>		
Male	432	46.1%
Female	485	51.8%
Prefer Not To Say (PNTS)	20	2.1%
<b>Gender Identity Same As Birth</b>		
Yes	691	95.2%
No	3	0.4%
PNTS	32	4.4%
<b>Age Range</b>		
Under 18	12	1.2%
18-24	26	2.5%
25-34	67	6.5%
35-44	138	13.5%
45-54	157	15.3%
55-64	199	19.4%
65-74	237	23.1%
75+	173	16.9%
PNTS	15	1.5%

<b>Ethnicity</b>		
<i>White British</i>	798	79.25%
<i>White Irish</i>	55	5.46%
<i>Gypsy or Irish Traveller</i>	14	1.39%
<i>Any other white background</i>	31	3.08%
<i>White and black Caribbean</i>	11	1.09%
<i>White and black African</i>	7	0.70%
<i>White and Asian</i>	15	1.49%
<i>Indian</i>	14	1.39%
<i>Pakistani</i>	3	0.30%
<i>Bangladeshi</i>	11	1.09%
<i>Chinese</i>	5	0.50%
<i>Any other Asian background</i>	8	0.79%
<i>African</i>	2	0.20%
<i>Caribbean</i>	0	0.00%
<i>Any other black/African/Caribbean/black British background</i>	3	0.30%
<i>Arab</i>	1	0.10%
<i>Any other ethnic background</i>	4	0.40%
<i>PNTS</i>	25	2.48%
<b>Religion</b>		
<i>Buddhist</i>	1	0.14%
<i>Christian</i>	287	41.06%
<i>Hindu</i>	10	1.43%
<i>Jewish</i>	1	0.14%
<i>Muslim</i>	14	2.00%
<i>Sikh</i>	2	0.29%
<i>No religion</i>	124	17.74%
<i>PNTS</i>	52	7.44%
<i>Other</i>	208	29.76%
<b>Disability</b>		
<i>Yes</i>	150	18.4%
<i>No</i>	634	77.9%
<i>PNTS</i>	30	3.7%
<b>Sexual Orientation</b>		
<i>Heterosexual/Straight</i>	756	88.5%
<i>Gay/Lesbian</i>	15	1.7%
<i>Bi</i>	4	0.5%
<i>PNTS</i>	107	12%
<i>Prefer to Self-Describe</i>	13	1.5%

### How did you hear about this consultation? (1,046 responses)

Respondents could select multiple options.



## Response Analysis by Demographic

The table below provides an analysis of levels of public support to each question by various demographic profiles.

	Valuing the Service	Satisfaction with performance	Extending Safe and Well	HMO Occupancy (% living in HMO)	Replacing the Third Aerial Appliance	Relocating Ellesmere Ports Second Engine	Day Crewing at Wilmslow	Expanding the RRRU fleet	Overall Support for IRMP
 Most supportive (%)									
 Least supportive (%)									
<b>Reporting Demographic</b>									
<b>Unitary Authority</b>	<b>% Agree</b>								
Cheshire East (303 responses)	98.3	89.3	93.7	5.0	67.9	36.9	68.6	93.0	85.4
Cheshire West & Chester (571)	97.2	83.4	91.3	4.5	50.0	64.9	71.2	67.9	82.9
Halton (70)	100	94.3	92.8	7.1	54.3	30.9	60.3	87.1	70.6
Warrington (94)	96.8	85.9	93.6	7.7	60.7	41.1	67.4	91.3	86.4
<b>Gender</b>									
Male (432)	99.3	85.5	88.6	6.4	51.8	60.7	72.2	72.4	86.4
Female (485)	99.0	92.3	96.2	4.3	59.1	41.4	67.3	88.1	83.7
<b>Age</b>									
Under 18 (12)	83.3	58.3	100	8.3	66.7	83.3	100	41.7	91.7
18-24 (26)	100	92.3	96.2	20.0	68.0	64.0	76.0	92.0	91.7
25-34 (67)	95.5	86.6	91.0	7.6	56.7	62.1	85.9	85.1	87.9
35-44 (138)	99.3	88.4	90.6	6.6	56.2	66.4	78.1	69.6	84.7
45-54 (157)	98.1	85.4	92.4	5.8	54.8	63.7	73.1	70.7	81.7
55-64 (199)	98.9	88.2	89.2	3.6	53.6	52.3	67.9	75.9	81.5
65-74 (237)	100	91.8	95.7	3.1	56.5	35.5	62.2	88.0	82.9
75+ (173)	98.8	88.1	96.4	5.6	60.3	39.3	61.7	93.6	86.5
<b>Disability</b>									
Yes (150)	100	93.2	94.6	7.5	60.4	50.0	69.5	85.7	82.5
No (634)	98.7	86.4	91.8	5.1	53.5	52.4	69.8	79.1	83.7
<b>Ethnicity</b> (Individual ethnicities with under ten respondents are grouped together within the Other BAME category for analysis)									
White British (798)	98.9	90.9	94.4	5.5	59.9	46.0	65.5	85.0	82.7
White Irish (55)	100	78.2	83.3	9.3	38.2	85.5	90.9	54.6	92.6
Gypsy or Irish Traveller (14)	100	71.4	84.6	7.7	42.9	92.9	92.9	35.7	100
Other White Background (31)	96.8	87.1	93.3	3.2	41.9	77.4	90.3	64.5	89.7
White and Black Caribbean (11)	100	100	90.9	0.0	36.4	81.8	90.9	72.7	100
White and Asian (15)	100	80.0	86.7	13.3	53.3	86.7	93.3	66.6	100
Indian (14)	100	78.6	100	0.0	71.4	42.9	76.9	85.7	85.7
Bangladeshi (11)	100	81.8	72.7	0.0	9.1	45.5	54.5	54.5	90.9
Other BAME (33)	100	78.1	96.9	3.0	60.6	65.6	75.8	78.8	90.9
<b>Sexual Orientation</b> (Individual categories for Lesbian, Gay and Bi are grouped together as LGB for analysis)									
Heterosexual (756)	98.8	88.4	93.0	4.9	57.2	51.5	69.0	81.3	83.1
LGB (19)	100	89.5	100	10.5	73.7	52.6	79.0	72.7	88.9
<b>Religion</b>									

*(Individual religious beliefs with under ten respondents are grouped within the Other Religion category for analysis. Please note this category also contains those who did not identify as Christian, though self-identified within this category as a member of a Christian denomination e.g. Catholicism, Anglicanism, Methodism)*

<i>Christian (287)</i>	99.3	89.8	91.2	2.8	54.1	59.1	68.6	74.0	85.9
<i>Hindu (10)</i>	100	100	90.0	0.0	80.0	60.0	90.0	100	100
<i>Muslim (14)</i>	100	85.7	92.9	7.1	35.7	78.6	71.3	57.2	100
<i>Other Religion (212)</i>	100	94.8	95.7	7.0	60.4	42.0	65.1	91.4	85.9
<i>No Religion (124)</i>	100	92.8	90.3	4.9	64.2	57.7	83.7	82.3	87.1

## Profile of Respondents - Staff

The following section will provide demographic details of staff respondents.

Reporting Demographic	Number of responses
<b>Department</b>	
<i>Governance and Commissioning</i>	2
<i>Operational Policy and Assurance</i>	8
<i>Prevention</i>	4
<i>Protection and Organisational Performance</i>	5
<i>Service Delivery</i>	27
<i>Service Management Team</i>	1
<i>Joint Corporate Services</i>	1
<b>Primary Role</b>	
<i>Operational</i>	28
<i>Support Staff</i>	20
<b>Primary Workplace Location (Note only locations with responses are included)</b>	
<i>Bollington Fire Station</i>	2
<i>Chester Fire Station</i>	2
<i>Clemonds Hey</i>	3
<i>Congleton Fire Station</i>	1
<i>Crewe Fire Station</i>	5
<i>Ellesmere Port Fire Station</i>	2
<i>Holmes Chapel Fire Station</i>	1
<i>Lymm Fire Station</i>	1
<i>Macclesfield Fire Station</i>	1
<i>Penketh Fire Station</i>	2
<i>Powey Lane Fire Station</i>	1
<i>Sadler Road</i>	10
<i>Sandbach Fire Station</i>	1
<i>Warrington Fire Station</i>	2
<i>Widnes Fire Station</i>	1
<i>Wilmslow Fire Station</i>	1
<i>Winsford Fire Station</i>	5
<b>Gender</b>	
<i>Male</i>	29
<i>Female</i>	10
<i>Prefer Not To Say (PNTS)</i>	11
<b>Gender Identity Same As Birth</b>	
<i>Yes</i>	37
<i>No</i>	0
<i>PNTS</i>	12
<b>Age Range</b>	

<i>Under 18</i>	0
<i>18-24</i>	2
<i>25-34</i>	4
<i>35-44</i>	6
<i>45-54</i>	18
<i>55-64</i>	9
<i>65-74</i>	0
<i>75+</i>	0
<i>PNTS</i>	8
<b><i>Ethnicity</i></b>	
<i>White British</i>	36
<i>White Irish</i>	0
<i>Gypsy or Irish Traveller</i>	1
<i>Any other white background</i>	0
<i>White and black Caribbean</i>	0
<i>White and black African</i>	0
<i>White and Asian</i>	0
<i>Indian</i>	0
<i>Pakistani</i>	0
<i>Bangladeshi</i>	0
<i>Chinese</i>	0
<i>Any other Asian background</i>	0
<i>African</i>	0
<i>Caribbean</i>	1
<i>Any other black/African/Caribbean/black British background</i>	0
<i>Arab</i>	0
<i>Any other ethnic background</i>	1
<i>PNTS</i>	9
<b><i>Religion</i></b>	
<i>Buddhist</i>	0
<i>Christian</i>	20
<i>Hindu</i>	2
<i>Jewish</i>	0
<i>Muslim</i>	0
<i>Sikh</i>	0
<i>No religion</i>	14
<i>PNTS</i>	9
<i>Other</i>	2
<b><i>Disability</i></b>	
<i>Yes</i>	3
<i>No</i>	37
<i>PNTS</i>	9
<b><i>Sexual Orientation</i></b>	
<i>Heterosexual/Straight</i>	33

<i>Gay/Lesbian</i>	2
<i>Bi</i>	0
<i>PNTS</i>	14
<i>Prefer to Self-Describe</i>	0

