



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Community Risk Management Plan

2014 -2020

Consultation Report



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1. Introduction

- 1.1. This report sets out the responses to the public consultation on the draft Community Risk Management Plan 2014-2020 ("the CRMP"). The consultation period ran for fourteen weeks between 3 October 2013 and 10 January 2014 and generated 920 written responses. Seven petitions with 9,656 signatures were also received during this period. Within the 920 written responses there were close to 500 points raised on over 5,500 occasions. The report is necessarily lengthy and detailed to ensure that points raised are fairly reflected and given due consideration. This is vitally important to ensuring full transparency within the consultation process.
- 1.2. It is reassuring that residents and organisations across the two counties and beyond have taken such a strong interest in the draft CRMP, and the proposals in particular, because this gives the Fire Authority a very good indication of what really matters to people. The main points are summarised in this report, but all points raised have been considered. It is also important to give a full explanation of the consultation process so that the Service can continue to build upon and improve the ways in which fire and rescue issues are communicated. Details of the process are also set out in the appendix to this report.
- 1.3. The draft CRMP is the Fire Authority's overall plan for tackling risk over the next few years, and for identifying how available resources can be used to address or minimise this risk. It sets out in broad terms what actions the Service will undertake in delivering its duties and responsibilities. It provides a review of how risk is changing over time and sets out plans and proposals to manage this.
- 1.4. An important feature of the draft CRMP is the need to balance risk and need against resource, so that the delivery of services is proportionate to the risk. In the prevailing economic circumstances across the country, this needs to be done in the context of a reduced, and reducing, budget available to the Fire Authority. Managing this requires two main elements: professional judgement by the Chief Fire Officer and senior managers and political decision-making by the Members of the Fire Authority, both of which are informed and influenced by the views and concerns raised through public consultation.
- 1.5. Public consultation is an important way in which the Fire Authority ensures that it remains accountable to local communities for the services it provides. The publication of the draft CRMP and its accompanying questionnaire, alongside a wide range of meetings and briefings during the consultation period, provided an opportunity for many individuals and organisations to read, understand, question and provide comments on the content and proposals in the draft Plan. It was also an opportunity to ensure that the facts and analysis in the documents are accurate and stand up to public scrutiny.
- 1.6. To ensure openness and fairness it is important that all public views are taken into account; they should be considered fully and the outcomes of that consideration should be reported. However, consultation is not a substitute for decision making nor is it a referendum to mandate action. It is a way in which public views can inform and

influence officers and Members. Public opinion is an important consideration, but it must be balanced against professional and political judgements when determining important decisions about risk management and the use of resources across the two counties.

- 1.7. While it is important to appreciate the relative strength of feeling towards, or popularity and unpopularity of, proposals in the draft CRMP, it is more important to understand the reasons behind this, and to see if there are clear, balanced and convincing arguments for or against proposals.

- 1.8. The next three sections of the report explain how the consultation programme was undertaken, with a summary of the responses received and a review of the consultation approach. This is followed by a summary of the main findings from the consultation using the questions from the consultation questionnaire as a template, along with a commentary on the main points. At the end of the report is an appendix, which provides more detail about the consultation and provides links to other documents where readers can find further information on all the responses made during the consultation period.

- 1.9. The Service website has a dedicated webpage where the Service's responses to all points raised, and referred to in this document, can be found. The link is written out in full here: <http://www.hwfire.org.uk/consultation/>.

2. Consultation Programme

2.1. The main focus of the public consultation programme was a questionnaire with thirteen questions covering each section of the draft CRMP report. The questions were designed to encourage the submission of a wide range of views on the issues raised rather than to gather quantitative data. While this approach does not lend itself easily to simple statistical analysis, it does provide an opportunity to reflect the strength of feeling towards each section, particularly in relation to the fire and emergency cover proposals set out in section 6 of the questionnaire.

2.2. The draft CRMP and questionnaire, together with extensive background data, were made available on the Service website and links were provided through its Facebook and Twitter social media websites. The questionnaire was available to be completed online or by using a paper version available to download. Complementing the questionnaire was a series of consultation briefings, meetings and presentations throughout the two counties, as well as media reports to ensure that there was wide coverage. The table below summarises the approach taken.

Group	Methods of Engagement
Public	<ul style="list-style-type: none"> ▪ Members of the public were able to complete an online questionnaire or fill in a printed copy. ▪ The Service website contained an electronic copy of the full draft CRMP document plus background information and data. ▪ Copies of the draft CRMP were delivered by hand to libraries in those areas most affected by the proposals. ▪ The Service hosted a press launch following the Fire Authority meeting on 3 October 2013 and issued press releases throughout the consultation process. ▪ A number of interviews on TV and radio were carried out during the consultation process. ▪ A social media campaign ran throughout the consultation process.
Staff	<ul style="list-style-type: none"> ▪ All Service managers were briefed on 23 September 2013, the same day as the Fire Authority papers were publicised. Managers were provided with briefing sheets and asked to cascade the information to all team members. ▪ Over 60 briefings and 'question and answer' sessions were held for all personnel in all work locations across the Service during the consultation period. ▪ The Service's internal newsletter promoted the start of the consultation and reminders were included throughout the process. ▪ An email communication which contained a link to the online questionnaire and associated website page was sent to all staff. ▪ The Service's intranet site carried an article on its homepage for the entirety of the consultation process.
Partners and External Organisations	<ul style="list-style-type: none"> ▪ Email communications were sent to partners and key organisations on 3 October 2013, inviting recipients to read the online documents and complete the questionnaire. ▪ Following requests from a number of local councils, senior

	<p>officers of the Service attended a number of meetings so that local councillors could be briefed on the proposals and to listen to their comments and answer questions directly.</p>
Members of Parliament	<ul style="list-style-type: none"> ▪ The Chief Fire Officer and Assistant Chief Fire Officer held one-to-one meetings and telephone conversations with local Members of Parliament to ensure they were briefed on the draft CRMP, mostly prior to the launch of the consultation. A joint visit with MPs was made by the Chair of the Fire Authority, the Chief Fire Officer and the Director of Finance to discuss the financial situation with the Fire Minister, Brandon Lewis, on 29 October 2013.
Representative Bodies	<ul style="list-style-type: none"> ▪ Senior managers briefed representative bodies on the proposals immediately after the presentation to all Service managers on 23 September 2013.
Other Fire and Rescue Services	<ul style="list-style-type: none"> ▪ All of the Fire and Rescue Services in the United Kingdom were emailed and sent a link to the online questionnaire. They were asked to consider our proposals and provide their professional views.

2.3. A full description of the consultation programme is set out in the appendix to this report.

3. Response to the Consultation

3.1. The consultation generated considerable interest, with 920 responses and seven petitions received over the fourteen week period. The following table summarises the different types of responses received and the numbers of people using those methods of communication.

Type of communication	Number of responses
Questionnaire responses	603
Correspondence (letters and emails)	317
Petitions opposing reductions in fire and emergency cover (no. of signatories), consisting of: -	7 (9,656)
Petition 1: Service-wide	1,754
Petition 2: Bewdley	702
Petition 3: Broadway	731
Petition 4: Kingsland	1,769
Petition 5: Ross-on-Wye	2,775
Petition 6: Tenbury Wells	1,409
Petition 7: Worcester	516
Total	927 (10,576)

3.2. In addition to these written responses, there was feedback from members of staff and from partner organisations following meetings and briefing sessions held throughout the consultation period. A summary of frequently asked questions and answers was published on the Service website following these meetings, and is repeated for information in the appendix to this report.

3.3. In general, the majority of responses related to the fire and emergency cover proposals, most of which were concerned with one or more aspects of the proposed reduction in cover, especially in terms of their potential local impact. Considerable comment was also received on the scale of the funding reductions required.

3.4. The largest group of responses came from the seven petitions (with 9,656 signatures) against reductions in fire and emergency cover. While this indicates considerable concern, it should be noted that the petitions were organised outside the main consultation process and were either concerned in general about the overall funding reductions or were specifically about reductions in fire cover in certain fire station areas.

- 3.5. An analysis of those respondents who included their addresses in their submissions, (628 out of 920) shows that around 95% came from within Herefordshire and Worcestershire, indicating a largely local response. The majority of the 628 responses with addresses were from individuals, with just under 10% identified as from a representative of a public organisation.
- 3.6. In addition to the overall responses, there were 28 requests (comprising 81 questions) for further information on the datasets used, the financial analysis and the statements made in the draft CRMP using the Freedom of Information procedure.
- 3.7. Further details of responses received during the consultation period are available on the [Service website](#).

4. Analysis of the Consultation Approach

- 4.1. The consultation invited views from members of the public and a wide range of organisations, which have been expressed in the form of letters, emails, petitions and responses through a questionnaire. The questionnaire provided space for people to write their views, rather than offering multiple-choice or yes/no answers in response to each question. Views expressed through social media and comments received during face-to-face visits and meetings were also collected for analysis.
- 4.2. Each response and view is unique and as such cannot be quantified. Where these views have been expressed by letter, email or questionnaire, each person's view has been recorded in full for people to read, as it is important to ensure that all ideas and points raised have equal importance. Each response from all sources has been read individually. In order to encapsulate the many thoughts, views and concerns received through all media, the main themes or arguments they represent have been summarised using short statements; these have been set out in the next section of this report. When reviewing the responses, some themes recurred on numerous occasions. This enabled the report to present which issues are of greatest concern in general and, where those concerns can be linked to a specific fire station, how those concerns represent a weight of opinion in those areas of the two counties, especially in relation to the proposals for changing fire and emergency cover. Further information can be found on the [Service website](#) along with the Service's responses to all points made.
- 4.3. By presenting the findings in this way, no point raised has gone unrepresented whilst at the same time ensuring that those themes which have been of greatest concern through all forms of communication are reflected.

5. Main Findings

- 5.1. While the responses to the consultation were many and varied, there were several consistent themes that ran throughout. This section summarises these main themes. It is not the intention to suggest whether or not one theme is more important or should have more weight than another; it is simply to present those themes that were more predominant within the responses. Though it is accepted that summaries cannot cover all points raised by all respondents, the detailed points raised within the consultation responses, and the Service's response to each point, can be found by following the links on the [Service website](#).
- 5.2. Where possible the themes are related back to the questionnaire, which provides the best indication of the overall response because it covers all the main issues and proposals considered in the draft CRMP. It should be noted that because of the open nature of the questionnaire, responses could be completed in any section so that there were many instances where points raised referred to different questions in the consultation. In these cases, the comments have been included and considered under the relevant questions. The written correspondence and petitions are less systematic than the responses to the questionnaire in that they tend to concentrate on particular issues, especially the specific impact of proposed changes to fire and emergency cover.
- 5.3. In all there were 927 responses (including seven petitions with 9,656 signatures) and within those responses over 480 individual points were raised on over 5,550 occasions. With some of these points made by many respondents on numerous occasions, it is possible to summarise which points were most prevalent arising from the consultation. It is not easy, however, to put precise numbers on this as respondents expressed their points in different ways. The following list reflects the broad areas of concern raised by respondents. The table is included in this report to give readers a feel for the kinds of issues that respondents were concerned about. It does not set out to be a definitive list for the reasons noted above, and readers are directed to the summary tables following paragraph 5.6 and the more detailed lists of the Service's responses to points raised on the [Service website](#).

Broad area of concern	Predominant points within the area of concern	Proportion of all points made (%)
Fire Cover Proposal 3	Objections against proposal, especially concerning Bewdley, Broadway, Kingsland, Ross-on-Wye and Whitchurch fire stations.	42
Risk	Concerns about increased risk following implementation of proposals; views that the fire and emergency cover review was about making budget cuts rather than managing risk.	17
Fire Cover Proposal 2	Objections against proposal, especially concerning Tenbury Wells fire station.	10
Fire Cover	Objections against proposal, especially	4

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Proposal 1	concerning Worcester fire station.	
Attendance standards	Concerns about the impact of changes to fire and emergency cover on response times to incidents.	4
CRMP report	Concerns about the report, especially the statistics used.	4
Money/Savings	Issues about the need to make savings.	3
Crews	Concern about the impact on firefighters, including loss of local knowledge and skills.	3
Fire Cover response (general)	Concerns about the impact on response, including overall resilience.	3
Population	Concerns about the impact of population increase, housing growth and an ageing population.	2
Service organisational structure	Concerns about the impact on firefighters, including training provision, and views that management and back-office posts could be cut.	2
Fire Cover Proposals (general)	Concerns about cutting frontline service.	1
Safety (general)	Concerns that there will be less safety activity.	1
Commercial businesses	Concerns about the impact on local businesses, including farms.	1
Service approach	Concerns about the Service's overall approach to consultation and dealing with the financial situation.	1
Partnerships	Views about shared services, working in partnership and potential collaborations.	1
Other	Concerns about a need for new appliances and views about reducing the number of staff cars.	1
	Concerns about the impact of increased traffic and increased dangers on roads.	
	Points relating to fire stations, fire engines and equipment.	
	Comments about how busy fire stations are.	
	Concerns about legal implications.	

5.4. The main themes set out in the 'Consultation responses – summary tables' below follow the format of the questionnaire as far as possible using the questions as headings. For each question a summary of the main points raised from the consultation are set out with related commentary from the Service. The summary of main points includes those raised through the questionnaire plus points from other communications including letters, emails and petitions. The responses in the tables below should be read in conjunction with each other, because there tended to be a lot of overlap between them. For example, many people chose to highlight concerns about the potential impact on

response times under Question 3 (understanding risk), while others raised this under Question 4 (tackling risk) or Question 6 (fire and emergency cover proposals).

- 5.5. It should also be noted that throughout the consultation period a number of internal staff queries were raised that were provided with answers by the Service using a 'frequently asked questions' approach. These were posted on the Service website and are repeated in the appendix.
- 5.6. In addition to the summary of main points raised regarding the consultation, there were many other points made about all aspects of the Service. Respondents can be assured that every response has been read and considered. In particular, where there have been suggestions to help to find additional ways of achieving the saving needed, over and above those identified in the draft proposals, they will be referred to appropriate Service Departments for further consideration, and will be monitored closely by the Senior Management Board.

Consultation Responses – Summary Tables

The following tables present a summary of the responses to consultation along with a Service commentary. The tables are organised in order of the questions set out in the CRMP consultation questionnaire.

Question 1 – issues facing our two counties

We have set out some of the main issues across the two counties that will continue to have an impact during the term of this Plan and have highlighted the implications they may have for the Fire and Rescue Service. We have identified three broad issues - the economic situation, population growth and change, and the changing environment – that are of particular importance.

Do you have any comments on the issues highlighted? Are there any other issues that you think should be included that may have an impact on our ability to deliver an effective service?

Questionnaire main points	Summary of responses	Fire and Rescue Service commentary
The economic situation	While there were many comments about the funding situation facing the Fire Authority (see Question 2 below), there were very few comments on the impact of issues such as poverty and deprivation on the levels of risk in the two counties, though rising poverty in conjunction with housing growth and a population increase was noted as a concern.	Poverty and deprivation are key issues associated with fire risk, and the Service has a targeted approach to its prevention activity to address the issues arising. The Service also works closely with local authorities and other agencies to make sure that the particular issues for the Service are understood and addressed as far as possible.
	There were some views that the current general economic recovery across the UK would improve financial prospects for the Fire and Rescue Service.	A general increase in economic prospects would help to tackle some of the issues of concern to the Service, such as poverty, deprivation and poor housing. However, in terms of the prospects for the Fire and Rescue Service, government funding announcements of further reductions in public sector spending (and with similar indications from current opposition parties) would appear to suggest that this

		<p>would not be the case.</p>
<p>Population growth and change</p>	<p>There were many comments on issues arising as a result of population growth and change, particularly in relation to housing growth and an increasingly elderly population, plus a potential increase in the numbers of migrant workers and tourists. There was a concern that this increase was at a time of reducing resources available to the Fire and Rescue Service, and that this would lead to an increase in risk as with fewer numbers of firefighters and fire engines there would be a reduced ability to respond to incidents.</p>	<p>The draft CRMP noted the forecast increase in population and housing numbers and highlighted the particular concerns this raises for the Service. It also considered the strong link between higher levels of deprivation and fire risk. To help to address such issues, the Service’s prevention work has a strong focus on delivering safety activities relating to elderly and vulnerable members of the community and it works with local authorities and others to make sure that the issues are actively targeted. Housing growth does not necessarily mean that people will be at greater fire risk; the number of households in the two counties has continued to increase over the last ten years, while the overall number of house fires has fallen. In addition, all new housing development is subject to strict safety standards through planning and building regulations, for which the Fire Authority is a statutory consultee when development applications are made. It is also a legal requirement that all new buildings are fitted with hard-wired smoke alarms. Alongside this, the Service works with local business to promote fire safety in commercial buildings and works with neighbouring Fire and Rescue Services and other agencies to ensure a consistent approach to fire safety that helps to reduce the risk of fire in buildings.</p>
	<p>There was some concern that the risk analysis and the fire and emergency cover simulation findings needed to include the issue of population growth.</p>	<p>The implications of population growth were included in the risk analysis as noted above. The simulation work used historical data and was not designed for projecting future scenarios. The background risk modelling work in the Understanding Risk chapter of the draft CRMP presented an analysis of how risk is changing over time and where in the two counties is more likely to be at risk. This analysis takes into account the population growth and housing density in all neighbourhoods of the two counties, and forms an</p>

		<p>important part of the development of the Service's prevention activities. It should also be mentioned that while the population of the two counties has continued to grow over the years, the number of calls that the Fire Service needs to attend has continued to fall. A rise in population numbers does not necessarily mean that there will be a rise in incident numbers.</p>
	<p>A number of respondents queried whether the funding allocated to the Fire Authority was related to population density.</p>	<p>Central government distributes grant to the Fire Authority based on a formula that takes account of some factors which influence the level of risk including the level of resident population. However, these factors are not given equal weighting; for example population density and deprivation factors (which are usually associated with density) account for 26% of the funding while sparsity, which is prevalent across the two counties' rural areas, only accounts for only 1%. The balance of funding is made up by local council and business tax.</p>
<p>The changing environment</p>	<p>There was concern that changing weather patterns would increase the incidence of extreme events such as flooding, but that with fewer fire engines, particularly in areas subject to widespread flooding, there would be a lack of support available to reach events quickly. This was seen as potentially increasing risk to the community.</p>	<p>The draft CRMP highlighted the increasing unpredictability of the weather as a particular challenge for the Service with a need to be able to respond to all eventualities. To help to manage this, the Service has policies and procedures in place to maintain a level of strategic availability of fire engines and specialist vehicles during extreme weather events. For instance, the water carriers are strategically located and can be moved quickly. Because of detailed specialist weather forecasting, it is possible to anticipate flooding events, and the Service can ensure that the appropriate vehicles and equipment are stationed in areas at potential risk so that they can be quickly on scene. Not all of the Service's specialist vehicles and equipment requires a specialist crew, so wholetime and on-call firefighters would be able to take them to incidents. There should be no change to these arrangements on implementation of the draft</p>

proposals.

Other issues	There were concerns about the impact of an increase in road traffic and congestion, alongside the poor state of some roads, which are likely to delay fire engines in reaching incidents.	Road safety has been an essential part of the Service’s community safety strategy for many years, and the Service works in partnership with other organisations such as local councils, the police and the Highways Agency to help to identify issues and target areas and groups at greatest risk. The modelling work for the analysis of fire and rescue cover includes a congestion factor to help to anticipate likely road conditions.
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Question 2 – financial issues facing the Fire and Rescue Authority

We have described the on-going financial situation and the need to make substantial savings. We reported that balancing the budget requires a balancing of the resources available against the risks faced. We also noted that we believe the scale of savings necessary will inevitably mean reducing the number of fire engines and firefighters but that this will be done in a way that has the least impact on our communities.

Do you have any comments on the issues raised in this section? Are you able to suggest alternative ways in which to make the year-on-year savings needed?

Questionnaire main points	Summary of responses	Fire and Rescue Service commentary
Savings required	The need to make savings to the budget was highlighted many times by respondents. A consistent theme was a view that other parts of the Service (such as ‘back-office’ staff and senior/middle managers) should have budget reductions rather than frontline	The draft CRMP highlighted a need to find savings of around £4.7 million up to 2016-17. It also made it clear that, with the scale of the cuts required, all parts of the Service will need to bear the burden. Up to 2013-14, some £2.4 million of savings from the annual revenue budget have been achieved, mostly through the reduction of workforce numbers, and without any effect on the Service’s

firefighters, fire engines and fire stations.

frontline operational response. With further financial information, there is more certainty about the levels of savings still required. As a result, the figure of £4.7 million has been reduced to £4.0 million, with £2.0 million of this proposed to be found through further reductions in management, back-office and other support services and through an improved tax base. The total savings away from the frontline will represent over 70% of what is required. While frontline services have been protected as far as feasible, the remaining savings required means that it will be impossible not to have an impact. Therefore, in preparing the draft CRMP the opportunity was taken to review fire and emergency cover in the light of changing levels of risk to ensure that the savings required can be achieved with the least impact. With further savings likely to be required beyond 2016-17, the Service continues to explore more ways of making further savings away from the frontline.

Many respondents commented that further lobbying should be made to Government to try to increase the grant allocated to the Fire Authority.

The Chair of the Fire Authority, the Chief Fire Officer and others continue to make representations to the Fire Minister to reconsider the level of grant made available to the Fire Authority. On 29 October 2013, they met the Fire Minister with local Members of Parliament for the two counties, and again stressed the need for a review of grant funding. While the Fire Minister was sympathetic, it is clear from the latest grant announcement at the end of December 2013 that all Fire and Rescue Services (including this Service) will continue to be expected to take their share of the overall budget reductions across the public sector. Further representations to the Fire Minister have been made since, then, and the communities of the two counties can be assured that representations for a fairer share of fire grant will continue to be made.

Some respondents were concerned that not all costs

The draft CRMP presented the Fire Authority's best understanding

have been taken into account in the analysis and that there could be hidden costs in implementing the draft CRMP proposals.

of the financial figures and costs at the time of writing. It made it very clear that while changing levels of risk are crucial to planning the overall delivery of services, this must be done so within the context of the resources available. Future budgets will always be subject to change, which means that the final levels of funding received from government grant and council tax revenue may occasionally differ from forecast levels. However, robust financial planning within the Service ensures that sound future forecasts are made, and this helps to meet the external audit requirements of having “proper arrangements to secure economy, efficiency and effectiveness in its use of resources.” The Fire Authority can only take account of the costs that form part of the Fire Service budget, and all expected costs have been considered. If there were other costs not identified in the document, but which are highlighted by respondents, they would be investigated before implementation of proposals. The Fire Authority continues to investigate where further savings can be made from within all parts of the Service.

Balancing resources against risk

Some respondents commented that they understood the financial situation as set out in this section, while others suggested that the need to make savings was the overriding factor behind the draft CRMP rather than the need to understand and tackle risk.

The draft CRMP presented the main economic, social and environmental issues facing both our communities and the Service itself. The Chief Fire Officer has also acknowledged in the draft that the need to make savings cannot be ignored, and that the design of proposals has had to take this into account. By understanding these issues, the draft CRMP aimed to shape how the Service can address risks as effectively as possible. The risk analysis shows that overall there are fewer emergency incidents than before and that we know much more about who and where is more likely to be at greater risk. Having established this, it was then possible to determine how best to balance how we deliver our services against the resources we have available.

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	<p>Some respondents expressed a fear that the scale of savings required and the proposed reduction of fire and emergency cover to help to address this would increase the risk to themselves and their community. There was a consistent theme throughout the responses that respondents felt that they would be at more risk of injury and death and of serious damage to their property.</p>	<p>The draft CRMP appreciated that any plans to reduce fire and emergency cover will be of utmost concern to everyone, and it also explained that by taking a fresh look at everything, it can determine how best to manage and organise the resources available to the Service so that risk is minimised as far as possible. Through the risk analysis in the document it has identified where reductions in the level of fire and rescue cover would have the least impact. It should also be noted that following the changes to the level of cover there will be no less provision in the areas affected than that already provided by existing cover elsewhere in the two counties.</p>
Alternative suggestions	<p>There were some suggestions that more funding should be sought from raising the level of council tax received by the Fire Authority.</p>	<p>At present, this option is open to the Fire Authority and the potential to increase the precept or share of council tax is being explored further. It is estimated that a small increase for 2014/15 would yield a further £175,000 income approximately at a cost of less than 3p per week for a Band D council tax payer, and this is now being factored in to the Authority's forecasts. Any proposal to increase the precept beyond a level set by government might trigger a formal public referendum, the cost of which would very likely outweigh the increase in council tax being sought.</p>
	<p>Several respondents suggested that the Service should share services with other organisations and explore the potential for further collaboration with other emergency services.</p>	<p>These are areas that are being actively explored, especially as more savings are anticipated to be required beyond 2016-17. The Service has recently established a joint team to explore the potential for further collaboration with Warwickshire Fire and Rescue Service, and the team will provide an interim report in June 2014 with a final report due in September 2014.</p>
	<p>Some respondents suggested that more income could be raised by increasing current charges, charging for non-fire related service or by stopping some non-</p>	<p>These are areas that the Service keeps under review. The Service has always had the facility to recover some costs. Following a review of its cost recovery policy in 2012, over £26,000 has been</p>

statutory services.

recovered so far during the 2013-14 financial year, but such income cannot be guaranteed and will always only represent a very small proportion of the overall revenue budget.

Question 3 – understanding risk

This section presents an analysis of risk and how we are using this to improve how we target those areas and communities most at risk. It places a focus on the two main risks to life – fires and road traffic collisions – and sets out how we gather and use evidence to manage risk effectively.

Do you have any comments on our approach to understanding risk and how we are using this to help to shape and manage our services?

Questionnaire main points

Summary of responses

Fire and Rescue Service commentary

Approach to understanding and analysing risk

A number of respondents commented that they understood and accepted the approach taken in analysing and managing risk.

The approach uses three important elements – risk modelling, local knowledge and professional judgement – to develop risk profiles for all areas in the two counties. This helps to identify which areas are at greater risk than others and enables targeted action to reduce that risk.

There was some concern over the accuracy of the data used to analyse risk, particularly in relation to using two timeframes to analyse incident change and fire engine mobilisation.

The draft CRMP used a ten year timeframe to establish a trend over time in order to show that the overall number of incidents is generally falling. It would not be appropriate to use a ten year timeframe to analyse mobilisation data relating to risk as much of the data would be too outdated; for instance, over time circumstances change, and with this the levels of risk in different areas change. Therefore, a five year timeframe was used to establish the pattern of

		<p>mobilisation of fire engines in all fire station areas, and this is in line with good practice as recommended by the external software provider. The two sets of data can be viewed independently of each other, because they are not designed to measure the same thing.</p>
	<p>Some respondents were concerned that the data suggests that fire stations are not as busy as they actually are.</p>	<p>The statistics given within the Station Profiles section of the draft CRMP are for incidents within the individual fire station ground; this gives an accurate account of actual activity within an area and therefore allows for risk calculations within that area. This also prevents duplication of incidents. The Station Profiles were published online in conjunction with the publication of the draft CRMP and are available on the Service website.</p>
<p>Use of evidence to manage risk</p>	<p>Several respondents suggested that local knowledge was more reliable for understanding and managing risk than computer software.</p>	<p>Computer software is an important tool for analysing data quickly and accurately and is used in conjunction with professional judgement (including local knowledge) to help to develop policies and practices for the Service. Both are important in managing risk. The Service is committed to improving and updating general and local knowledge on the main hazards and risks in all areas of the two counties to maintain firefighter and community safety. This includes industrial and commercial development as well as sensitive landscape areas and heritage buildings. In all local areas, there will be further development and review of the intelligence programme (INTEL), in which firefighters research and record vital risk information about local hazards in and around the two counties. This information is stored and made available through the latest on-board computers on all fire engines. The recent introduction of a fire safety programme where frontline staff carry out business fire safety checks will further enhance the local knowledge of our fire crews.</p>
	<p>Some respondents were concerned that while the</p>	<p>The draft CRMP noted that the overall trend was downwards, but</p>

overall incident trend was downwards, both the number of fires and road traffic collisions had increased recently.

acknowledged that there will be fluctuations in the numbers of incidents from year to year. The Service is not complacent about this, and continually analyses and reviews such fluctuations to help to better understand how risks are changing.

Question 4 – tackling risk

This section sets out how the Fire and Rescue Service is organised so that it can effectively deliver its prevention, protection, response and resilience services. Each of these services has a number of broad areas of focus over the next few years, all aimed at delivering Our Strategy effectively and efficiently.

Do you have any comments on the focus of our Prevention, Protection, Response, Resilience work in the next few years?

Questionnaire main points

Summary of responses

Fire and Rescue Service commentary

Prevention focus

There was a concern that a reduction in the number of firefighters would also mean that there would be less community safety and prevention activity carried out and that this would lead to an increase in incidents.

The draft CRMP reported that preventing fires and other emergencies from happening in the first place is the most effective way to save lives. It also gave an assurance that the Service will continue to develop its understanding of risk to ensure that its prevention work has the greatest impact. While much of this work is organised through the Service’s Community Safety Team, it is delivered locally by firefighters, frontline support staff and volunteers. With fewer firefighters available to deliver prevention work, the Service is using its understanding of risk to develop a more targeted approach to the community safety activity. Technical expertise and good practice will continue to be shared and developed with neighbouring fire services, local authorities, the health service and

		other partners so that we continue to target those most at risk in our two counties.
	Some respondents commented that community safety activity should be broadened.	As with all other parts of the Service, its community safety resources are being reviewed to make sure that the community safety work carried out maximises the ability to reduce risk. The review covers all aspects of community safety work including fire and road safety, safety education in schools and working with partners to improve prevention work.
Protection focus	As with comments received in relation to prevention activities, some respondents were concerned that if there were fewer firefighters, less protection work would be carried out.	The Service has a dedicated and committed protection team known as Technical Fire Safety, who investigate and take enforcement action against where necessary, those business premises that fail to comply with fire safety legislation set out in the Regulatory Reform (Fire Safety) Order 2005. The specialist skills needed to carry out the provisions of the Fire Safety Order are being extended to more fire and rescue officers throughout the two counties, so that the legislative requirements are fully delivered along with a more comprehensive programme of business fire safety checks, which are currently carried out by firefighters free of charge.
	There was some concern that there would be too much of an impact on commercial businesses including farms.	The Service broadly knows how many commercial premises/buildings are located within each fire station area, and this information was included in the draft CRMP for the purposes of analysing risk and as part of the preparation work for each proposed change to fire and emergency cover. This analysis looked at the potential life risk for incidents in commercial premises, including farms. It should also be noted that fire engines are equipped with computers that give firefighters immediate access to information such as the building layout, the number of employees, the processes carried out by the business, data on any hazards stored and the

		construction of the building while on their way to an incident.
	Some respondents commented that the protection work undertaken by the Technical Fire Safety Team should have more power to prosecute companies taking risks.	The Service works closely with local businesses to promote fire safety and reduce risk levels to a minimum. It is the responsibility of the owner/occupier of each business premises to carry out a Fire Risk Assessment. These assessments are audited by the Technical Fire Safety Team to ensure that they are suitable and sufficient and, where necessary, the Team has the power to take enforcement action if a breach in fire safety is found.
Response focus	Many respondents were concerned that response times were likely to be adversely affected, which could lead to an increased community risk of injury, death and serious damage to property.	Having to wait longer for a fire engine is a real concern for local communities and for the Service itself. In the draft CRMP, the risk analysis combined with local knowledge and professional judgement has determined how best to reduce the level of fire and emergency cover with as little impact as possible on how long a fire engine takes to reach an incident. This has been a fundamental requirement in drawing up the proposed changes to fire and emergency cover. The Service will always try to get to incidents as quickly as possible, but it accepts that in some cases it will not arrive as quickly as it did before.
	There was a general view that training and firefighter safety must be maintained, and there was a concern that this would be compromised if the proposals are implemented.	One of the main principles of the Service's core strategy is "Ensuring Firefighter Safety". The Service is resolutely committed to this principle and, even throughout this difficult financial period, will not knowingly compromise the importance of training. Despite the reductions in budgets over the last two years, the resources devoted to training have increased. In the almost certain likelihood of fewer resources being available in the future, all remaining firefighting staff will continue to be trained, supported and equipped to the highest possible standards.

	<p>Some respondents considered that other crewing models should be investigated and considered before proposing to reduce fire and emergency cover.</p>	<p>Other crewing models were considered as part of the foundation work for the draft CRMP. The Service has already explored and implemented a number of different crewing models, including a new duty system which is due to be implemented at Bromsgrove fire station in April 2014. The Service will continue to be mindful of alternative duty systems, but they are all subject to national conditions of service and detailed consultation and negotiation with the Fire Brigades Union.</p>
	<p>There were some views that the response service could be improved by changing the way in which fire engines are mobilised or by introducing new technology and new types of vehicles.</p>	<p>The Service continues to explore and evaluate innovations in fire and emergency cover to ensure that response services are effectively tailored to local demand and risk. The Service's Fire Control Centre uses the latest technology, which quickly identifies which fire engine to mobilise to an incident. There are also comprehensive records for 'predetermined attendance' at all types of incidents, which helps to ensure that the appropriate numbers of fire engines are sent. The Service also has other smaller firefighting vehicles and different types of firefighting equipment, which are generally used in those areas that a traditional fire engine would find difficult to reach.</p>
<p>Resilience focus</p>	<p>There were concerns that the Service's ability to deal with major incidents such as widespread flooding or terrorist attacks would be compromised by having fewer fire engines and fewer firefighters.</p>	<p>The Service will continue to play a full role as a 'Category One Responder' with other emergency service organisations in the Local Resilience Forum for the West Mercia area. The Forum continually assesses all foreseeable major risks and has a local risk register of the most significant risks that the country and region could face in the next five years. Alongside the register are clear multi-agency contingency plans to deal with such incidents. For instance, since the flooding events in the two counties in 2007 there has been considerable work to put in place plans with a range of resilience response levels to ensure that the Service can continue to respond</p>

to flooding incidents effectively.

There were concerns that removing fire engines would inevitably reduce the Service's overall resilience.

If the draft CRMP proposals are implemented, the remaining fire engines and crews will become busier, and this has been included as a factor in developing the proposals. At present the Service has 43 frontline fire engines, and has never had an occasion when all 43 were needed at the same time. When a fire engine is committed to an incident, the Service still needs to maintain fire and emergency cover, and therefore fire engines are moved to facilitate this. In preparing the fire and emergency cover review consideration was also given to the capability of surrounding fire stations being able to provide assistance in those areas where fire engines are removed. For example, if reduced to two fire engines, Worcester would still have support from Malvern and Droitwich fire stations, which may need to be mobilised more frequently than at present.

There are also existing arrangements in place with neighbouring Fire and Rescue Services to utilise their fire engines if additional support is required.

Question 5 – delivering our services

This section sets out how we intend to deliver our services into the future and, in particular, how we propose to balance our available resources against what we know about risk across the two counties. It describes how we have undertaken an overall review of fire and emergency cover and its focus on activity and risk: where we place, and how we crew, our fire engines, in order to maximise the effectiveness and efficiency of our response services within the funds and resources available to us. With the savings that need to be made, it concludes that we believe the removal of fire engines, the potential closure of fire stations and the removal of firefighter posts is inevitable and it sets out a number of principles we have used to help to minimise the impact. We accept that the vast majority of people would not want to remove any fire engines

or firefighters, or close fire stations; however, we believe that we may have no other choice.

Do you have any comments on how we have approached our review of fire and emergency cover?

Do you have any comments on the principles we have used to minimise the impact of removing fire engines?

Questionnaire main points	Summary of responses	Fire and Rescue Service commentary
Approach to reviewing fire and emergency cover and principles used to minimise impact	There was some acceptance of the approach taken and the principles used in undertaking the fire and emergency cover review, though little additional comment was received in the responses.	The Service believes that fire and emergency cover should be reviewed on a regular basis to ensure that the effectiveness of its response services is maximised as far as possible given the prevailing circumstances. The focus of the review in the draft CRMP has been on the levels of activity and risk, and the principles were designed to ensure that the Service makes the most efficient use of operational resources within the present and continuing financial constraints.
	There was some concern with the way in which the impact of changes to response times was described in the draft CRMP.	In writing the draft CRMP it was important to make the document as easy to understand as possible, and efforts were made to keep jargon and unnecessary detail to a minimum. It is understandable that the use of words such as 'slight,' 'little' and 'least' to describe the impact of changes caused some concern, but these words were used to give readers a feel for how the Service judged the local impact of each proposal against the overall impact. It should be noted that readers could also refer to the Station Profiles sections of the document for more detail on what the impacts on response times would be in local areas.
	As noted above at Question 2, there was some concern over the accuracy of the data used to draft	The data used was actual recorded incident data and the statistics given within the Station Profiles were for incidents within each fire station ground. This gives an accurate account of actual activity

the proposals.

within an area, which allows for risk calculations within that area. This also prevents the duplication of incidents. All activity (mobilisations) used within the review was made publicly available from the outset of the consultation.

Question 6 – fire and emergency cover proposals

Using the principles identified in this section, we have set out three proposals for removing fire engines from fire stations, aimed at minimising the impact on the Service and local communities. Proposals 1 and 2 present our considered view for which fire engines can be removed with the least impact. Proposal 3 presents a choice between fire engines in four local areas or clusters. Depending on which fire engine is removed, this proposal potentially involves the closure of fire stations.

Proposal 1

This proposal requires the removal of one of the two wholetime fire engines from each of Hereford and Worcester fire stations, and one of the two on-call fire engines from Redditch fire station.

Do you have any views on this proposal?

Proposal 2

This proposal requires the removal of one of the two on-call fire engines from each of Bromyard, Ledbury and Tenbury Wells fire stations.

Do you have any views on this proposal?

Proposal 3

We propose to remove four fire engines, one from each of four clusters:

- North Worcestershire – we consider that the least impact can be achieved by closing Bewdley fire station, rather than removing a fire engine from Kidderminster.
 - South Worcestershire – we consider that the least impact can be achieved by closing Broadway fire station, rather than removing a fire engine from Evesham.
 - North Herefordshire – a choice needs to be made between either removing one of the two on-call fire engines from Leominster fire station or closing Kingsland fire station.
 - South Herefordshire – a choice needs to be made between either removing one of the two on-call fire engines from Ross-on-Wye fire station or closing Whitchurch fire station.
-

Do you have any views on this proposal?

Questionnaire main points	Summary of responses	Fire and Rescue Service commentary
Comments common to all proposals	<p>While some respondents accepted the need to implement one or more of the proposals, the great majority of responses presented objections to one or more of the proposed changes to fire and emergency cover. In addition to a general petition objecting to budget cuts to the Fire and Rescue Service, there were specific petitions objecting to the proposals affecting Bewdley, Broadway, Kingsland, Ross-on-Wye, Tenbury Wells and Worcester. There were several concerns common to most of the responses, including:</p> <ul style="list-style-type: none"> ▪ that there would be an adverse and increased risk to the community, ▪ that response times to incidents would be longer meaning that people, property and commercial premises would be in more danger, ▪ that there would be an increased demand on remaining firefighters, potentially compromising their safety, ▪ concern that fire and emergency cover is being reduced at the same time as the population is increasing and ageing, housing numbers are rising, traffic is increasing and there is more flooding, ▪ concerns about the loss of local knowledge and 	<p>Most of these points recurred throughout the consultation and summary responses from the Fire and Rescue Service can be found within the commentaries under other questions in this section. Full responses to all points raised can be found on the Service website.</p>

- skills as well as the loss of the valuable additional benefits that local firefighters bring to local communities,
- that the savings achieved by the proposals were out of proportion to the level of increased risk, and that other ways of making savings should be sought away from frontline services.

Comments specific to stations affected by the proposals

Some respondents were concerned that the impact would be greatest in the more remote and hard to reach areas of the two counties.

It is understandable that there are real concerns for those living in remote rural areas. A key objective of the Service's Integrated Risk Management Action Plan for 2012/13 was to review fire and emergency cover across the whole of the two counties. The review has looked at how available resources can be deployed to best reflect the risk profiles and needs of all areas so that the community is provided with a response service that is flexible, resilient and appropriate. Risk analysis of the data combined with the professional judgement of experienced fire and rescue officers has concluded that many rural areas are low risk. The arrangements for specialist vehicles suited to accessing hard to reach area will be no different to those already in place.

There were concerns that there would be an increased demand on on-call firefighters, who are not always available, and a further impact on their main employers, such that some on-call staff may leave the Service.

As noted elsewhere, if the proposals are implemented the remaining fire engines and crews are likely to be busier. While this will have some impact on the demand placed on some on-call firefighters, the additional call load following the closure of a fire station or the removal of a fire engine is likely to be spread across a number of fire stations reducing the impact. For those locations with a low call volume at present, experience tells us that a slight increase in the number of calls will, for many, have a positive influence on morale for that location.

In terms of availability, some 77% of the Service's fire engines are currently on-call retained and offer an extremely reliable and highly competent degree of cost effective fire cover. It should be noted that the fire and emergency cover review looked at a wide range of criteria and not just crew availability (see the table following paragraph 5.21 of the draft CRMP).

The Service works closely with local businesses and potential employers for on-call staff to ensure that their needs continue to be addressed. The amount of time that on-call firefighters may need to be away from their employers following the implementation of the proposals has been considered, and the impact is unlikely to be severe. Should it become an issue, additional on-call staff may be recruited to cover these periods. While recruiting additional on-call staff may incur a cost, it is considerably more cost-effective than salaried full-time staff.

The greatest impact is likely to be on the on-call crews at Worcester fire station and, in recognition of this, the mobilising of on-call crews, especially during the working day, will be reviewed, and it is anticipated that the wholetime crews from Droitwich and Malvern fire stations will have a greater role to play.

Some respondents were concerned that their area's important assets, such as heritage land and property, would be more at risk following the implementation of the proposals.

A review of all the information the Service holds on heritage properties in the two counties plus and an assessment of risk has been carried out as part of the intelligence programme (INTEL) introduced to fire stations last year. Officers will continue to improve and update general and local knowledge on the main hazards and risks to maintain firefighter safety. This will include further development and review of the INTEL programme. This information is made available on all fire engines utilising the latest computer

technology. The Service will also continue to provide education and advice for owners and managers of heritage properties to ensure that they understand the risks and cost of fires and know what precautions to take to reduce the risk.

Respondents from some areas were concerned that the removal of a fire engine would result in an increase in injuries and deaths from road traffic collisions, because response to incidents would be slower than currently.

As noted in a previous question, road safety continues to be a key theme in the Service's prevention work, and through its work with road safety partners. The Service also continues to invest in the most effective cutting equipment for releasing people involved in traffic collisions if they have an accident. There are a significant number of fast rural A and B roads in the two counties, and the likely risk of road traffic collision incidents was included as a factor when considering the Service's overall ability to attend life risk incidents.

Some respondents were concerned that not enough attention has been given to the potential impact on over the border activity.

All seven neighbouring Fire and Rescue Services were given an opportunity to provide comments on the draft CRMP proposals. Their plans have been reviewed to ensure that any changes to fire cover proposed by neighbouring Services will not have a significant impact on the communities of Herefordshire and Worcestershire. Those Fire and Rescue Services that responded expected to see no more than a negligible impact on over the border support arrangements. The Service also has joint working arrangements with neighbouring Fire and Rescue Services to provide mutual assistance when required.

Question 7 – what will we see by 2020?

This section looks at what issues the Service will face in the coming years and at some of the changes we may need to make along the way. It

sets out a number of outcomes to help to guide us towards providing a more effective, efficient and sustainable service into the future. We aim to provide updates on our progress towards achieving these outcomes so that they can be checked against the three principles of Our Strategy: ensuring firefighter safety, community safety and the delivery of quality services.

Do you have any comments on our view of the future and how we aim to report progress?

Questionnaire main points	Summary of responses	Fire and Rescue Service commentary
The view of the future	There was little feedback from respondents. Some accepted the view of the future while others thought that the implementation of proposals to reduce fire and emergency cover made the future a frightening prospect.	The draft CRMP noted that ‘nothing is permanent except change’ and that there are likely to be more changes in the future as circumstances changes. The Service has described some outcomes that it expects, and believes that this paints a realistic picture. The Service cannot afford to stand still, and in the future the Service will not be the same as it is now. There will be less money to spend and fewer staff to deliver services. The Service needs to continually review its services to remains flexible enough to adapt to change and continue to balance resources against risks and other demands in the future.

Appendix

The following sections provide further details of the overall consultation programme. They include a full list of frequently asked questions during the consultation period along with the Service's answers to those questions, a breakdown of respondents to the consultation, details of the wider media coverage of the consultation and a note of other consultees contacted.

Further details of responses to the consultation, including the Service's comments on all points raised can be found on the [Service website](#). The details on the website also include guidance for respondents to help to identify the Service's responses to the points they raised.

1 Details of the Consultation Programme

- 1.1 Section 2 of the main report provided a summary of the ways in which the consultation on the draft CRMP was publicised. The details of each element of the consultation are set out below.

Consulting with Members of the Public

- 1.2 The following sections outline the various ways in which the consultation was publicised to ensure that members of the public and others were able to provide their views and comments.
- 1.3 The consultation process introduced a number of ways in which members of the public throughout Herefordshire and Worcestershire were able to provide comments and views on the draft CRMP. The main channel for comments was a questionnaire based on the main sections of the draft, and this was made available as both an online survey and as a printed leaflet. This was supported by extensive media publicity to promote responses to the consultation, including newspaper, radio, and television articles, as well as through the Service's profiles on social media websites. A number of senior officers from the Service also attended public meetings throughout the consultation process.

a) Have Your Say survey

- 1.4 The Service used Survey Monkey (<http://www.surveymonkey.com>) as the tool to create and administer the online survey which would convey responses to the consultation. Not only is Survey Monkey one of the more useful and popular online tools available, it also allowed for an unlimited number of questions to be added to the survey as well as enabling an unlimited number of responses to be collected and analysed.

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1.5 The survey was designed and presented to enable the respondent to easily complete the survey. It was decided that there would be no mandatory fields at any point in the survey to encourage as many people as possible to participate, as responders could choose which parts of the survey they wanted to complete. Nor did the survey include any multiple choice buttons, so that responders could express their views without being restricted to 'either/or' or 'strength of feeling' choices. The survey was conducted under the 'Have Your Say' banner common to many surveys carried out by public bodies. The online version of the survey generated 529 individual responses, and 74 printed submissions were also received.

b) Press and Media Campaign

1.6 The Service issued four press releases in relation to the draft CRMP. All press releases were sent to 79 national and local journalists and media outlets. The following table provides a summary of the press campaign.

Date of press release	Summary
23 September 2013	First press release to coincide with publication of the Fire Authority agenda papers for their meeting in October 2013. This press release attracted significant media attention.
3 October 2013	Second press release following the Fire Authority meeting on 3 October 2013 and the publication of the public consultation documents. All members of the press were invited to a briefing meeting. Three media organisations attended the briefing - BBC Hereford & Worcester Radio, Free Radio and the Hereford Times. One-to-one interviews were carried out with the Chair of the Fire Authority and the Deputy Chief Fire Officer. This also attracted significant media attention.
1 November 2013	Third press release issued to provide a reminder that the public consultation was still ongoing. It included a list of all the draft fire and emergency cover proposals.
23 December 2013	Fourth press release issued to remind members of the public that there was still time to have their say before the end of the consultation period on 10 January 2014.

c) Internet Campaign

1.7 A dedicated consultation webpage was set up on the [Service website](#) to house and make publicly available all of the important information regarding the draft CRMP including:

- The draft CRMP document.
- The Have Your Say online consultation response questionnaire, with instructions for printing a hard copy of the questionnaire and returning by post.
- Information on the closing date of the consultation and details of how to request a printed copy of the draft CRMP document.

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- Details of the financial analysis of proposals in the draft CRMP, including costing methodology.
- The main dataset which was used to produce the information examined in the review of fire and emergency cover in the draft CRMP.
- Profiles for each fire station in Herefordshire and Worcestershire, including information relating to response times, any proposed changes and the risk and financial implications of these changes.
- A custom search field widget showing all activity on Twitter which used the #TellHWFire hashtag.

Consulting with Members of the Fire and Rescue Authority

- 1.8 A number of briefing sessions were held with Members of the Fire and Rescue Authority, including a seminar on 16 July 2013, which received a presentation of the preliminary risk analysis findings. Prior to the publication of the draft CRMP on 3 October 2013, the Political Group Leaders of the Fire and Rescue Authority were consulted on the document and its fire cover proposals.

Consulting with Staff

- 1.9 A number of internal communication channels were used to ensure that all members of staff were aware of the draft CRMP and the proposals contained within it. These are summarised below.

Method of engagement	Summary
Briefing sessions	A comprehensive programme of internal consultation sessions was organised starting with a briefing for all Service managers at Service Headquarters held on 23 September 2013. It continued with senior managers of the Service visiting every Service location, including all Fire Stations and Service Departments, to explain the main proposals of the draft CRMP in detail in a face-to-face environment. These sessions were typically attended by the Head of Corporate Services and the relevant Group Commander. The sessions gave members of staff the opportunity to be fully briefed on the contents of the document as well as to ask specific questions relating to it. Key themes and feedback from these sessions were collated on a weekly basis, with responses to common questions posted as 'Questions and Answers' on the Service's website.
Service Intranet	Information on the consultation and links to the consultation webpage were also provided on the Service's intranet homepage.

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- 1.10 An extensive programme of briefings was also carried out to ensure that all Service personnel had the opportunity to attend face-to-face meetings. The full list of briefing sessions held for all Service personnel are set out in the following table.

Date	Time	Service Location
7 October 2013	19:00	Worcester Fire Station – RDS Watch
8 October 2013	16:00	Hereford Fire Station – Blue Watch
	18:30	Hereford Fire Station – Green Watch
9 October 2013	19:00	Leominster Fire Station – RDS Watch
10 October 2013	09:30	Fire Service Headquarters
	14:00	Fire Service Training and Development Centre
	19:00	Bromsgrove Fire Station – RDS Watch
14 October 2013	19:00	Evesham Fire Station – RDS Watch
15 October 2013	19:00	Pebworth Fire Station – RDS Watch
16 October 2013	14:00	Worcester Fire Station – Blue Watch
17 October 2013	09:30	Evesham Fire Station – White Watch
18 October 2013	09:30	Worcester Fire Station – White Watch
21 October 2013	19:00	Kingsland Fire Station – RDS Watch
22 October 2013	09:30	Worcester Fire Station – Green Watch
	19:00	Ross-on-Wye Fire Station – RDS Watch
24 October 2013	19:00	Eardisley Fire Station – RDS Watch
28 October 2013	09:30	Worcester Fire Station – Red Watch
	19:00	Broadway Fire Station – RDS Watch
	21:30	Kidderminster Fire Station – North District staff/Green Watch
29 October 2013	16:00	Redditch Fire Station – Green Watch
	19:00	Redditch Fire Station – RDS Watch
5 November 2013	10:00	Operational Logistics Centre
6 November 2013	09:30	Evesham Fire Station – Green Watch
	16:00	Droitwich Fire Station – Green Watch
7 November 2013	09:30	Malvern Fire Station – Green Watch
	19:00	Whitchurch Fire Station – RDS Watch
11 November 2013	19:00	Pershore Fire Station – RDS Watch
12 November 2013	12:30	Redditch Fire Station – Red Watch
13 November 2013	16:00	Hereford Fire Station – Red Watch
	18:30	Hereford Fire Station – White Watch
14 November 2013	11:30	Fire Control – Red Watch
	19:00	Bromyard Fire Station – RDS Watch
18 November 2013	11:00	Kidderminster Fire Station – White Watch
	19:00	Tenbury Wells Fire Station – RDS Watch
19 November 2013	19:00	Malvern Fire Station – RDS Watch
20 November 2013	19:00	Kidderminster Fire Station – RDS Watch
	09:30	Malvern Fire Station – White Watch
21 November 2013	16:00	Bromsgrove Fire Station – Red Watch
	18:30	Bromsgrove Fire Station – White Watch
25 November 2013	18:00	Upton-Upon-Severn Fire Station – RDS Watch

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26 November 2013	14:30	Fire Control – Blue Watch
	19:00	Bewdley Fire Station – RDS Watch
27 November 2013	12:30	Droitwich Fire Station – White Watch
	19:00	Droitwich Fire Station – RDS Watch
28 November 2013	19:00	Hereford Fire Station – RDS Watch
2 December 2013	09:30	Kidderminster Fire Station – Blue Watch
	14:30	Hereford Fire Station – West District staff
	19:00	Ledbury Fire Station – RDS Watch
3 December 2013	19:00	Leintwardine Fire Station – RDS Watch
4 December 2013	16:00	Redditch Fire Station – White Watch
	18:00	Redditch Fire Station – Blue Watch
5 December 2013	09:30	Fire Control – White Watch
	19:00	Stourport Fire Station – RDS Watch
9 December 2013	19:00	Ewyas Harold Fire Station – RDS Watch
10 December 2013	16:00	Bromsgrove Fire Station – Green Watch
	18:30	Bromsgrove Fire Station – Blue Watch
18 December 2013	09:30	Fire Control – Green Watch
6 January 2014	19:00	Peterchurch Fire Station – RDS Watch
7 January 2014	14:00	Kidderminster Fire Station – Red Watch
	19:00	Fownhope Fire Station – RDS Watch
9 January 2014	19:00	Kington Fire Station – RDS Watch

RDS = retained duty system (on-call crew)

Consultation with Representative Bodies

- 1.11 Immediately following the briefing session for all Service managers held on 23 September 2013, local officials of firefighter and non-uniformed Trade Unions were invited to meet directly with the Assistant Chief Fire Officer, who leads on industrial relations, which ensured that the consultation was formally opened with Trade Unions. Officials from trade unions were also present at some of the briefing sessions for personnel at the Service's fire stations. The Assistant Chief Fire Officer was available for discussions through all the usual communication channels, including the Joint Consultative Committee. The Service has since received formal consultation responses from the Fire Brigades Union (FBU) and the Retained Firefighters' Union (RFU). Copies of these and the Service's response are available on the Service website.

Consultation with Members of Parliament, Local Authorities and Town and Parish Councils

- 1.12 A number of briefing and presentation sessions were carried out by senior managers of the Service to provide information to Members of Parliament and local Elected Members. Briefings were provided for all eight local Members of Parliament as they

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were requested. The following table lists the meetings held during the consultation period.

Date	Meetings with:	CRMP briefing specific to:	SMB member	Method of contact
6/11 Sept. 2013	Bill Wiggin MP	North Herefordshire	CFO	Telephone call
10 Sept. 2013	Peter Luff MP	Mid Worcestershire	CFO	Telephone call
13 Sept. 2013	Robin Walker MP	Worcester City	CFO	Personal briefing
13 Sept. 2013	Jesse Norman MP	Hereford and South Herefordshire	ACFO	Personal briefing
25 Sept. 2013	Mark Garnier MP	Wyre Forest	ACFO	Personal briefing
4 Oct. 2013	Harriett Baldwin MP	West Worcestershire	ACFO	Personal briefing
25 Oct. 2013	Karen Lumley MP	Redditch	ACFO	Personal briefing
17 Jan. 2014 (earlier meeting not possible)	Sajid Javid MP	Bromsgrove	CFO	Personal briefing

CFO = Chief Fire Officer, ACFO = Assistant Chief Fire Officer

- 1.13 A number of MPs also contacted the Fire Authority on behalf of their constituents, and there was a joint letter of concern from five of the Worcestershire MPs and one from Philip Dunne, MP for Ludlow in South Shropshire. Details of the Service's responses to all points raised can be found on the [Service website](#).
- 1.14 The following briefing and discussion sessions were held with a number of Local Authorities and Town and Parish Councils during the consultation period.

Date	Meetings with local authorities	Purpose
24 October 2013	Wyre Forest District Council Scrutiny Panel officer briefing meeting	To discuss the draft CRMP consultation and the implications for the Wyre Forest area.
18 November 2013	Leominster Town Council meeting	To discuss the proposals contained in the draft CRMP with specific reference to Leominster
19 November 2013	Hereford & Worcester Fire and Rescue Authority Policy and Resources Committee meeting	Town and Parish Council representatives for Herefordshire and Worcestershire were invited to attend a scrutiny panel to discuss the draft CRMP as part of this meeting at The Guildhall in Worcester
20 November 2013	Parish councillors in Kerne Bridge Ward	Public meeting to discuss proposals in the draft CRMP
5 December 2013	Herefordshire Council	To discuss proposals in the draft

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	Scrutiny Task and Finish Group	CRMP
5 December 2013	Worcestershire County Council Overview and Scrutiny Performance Board	To discuss proposals in the draft CRMP
11 December 2013	Worcester City Council Scrutiny Committee	To present and discuss the draft CRMP consultation and the implications for Worcester City
6 January 2014	Kerne Bridge Ward meeting	Question and answer session ahead of receiving their response to the draft CRMP consultation
8 January 2014	Broadway Parish Council	Question and answer session ahead of receiving their response to the draft CRMP consultation.

1.15 Written responses were received from the following councils:

Herefordshire	Worcestershire
Aymestrey Parish Council	Bewdley Town Council
Eardisland Parish Council	Broadway Parish Council
Fownhope Parish Council	Childswickham Parish Council
Herefordshire Council	Clifton upon Teme Parish Council
Kingsland Parish Council	Elmbridge Parish Council
Ledbury Town Council	Evesham Town Council
Leintwardine Group Parish Council	Kempsey Parish Council
Leominster Town Council	Malvern Hills District Council
Llangarron Parish Council	Offenham Parish Council
Lower Bullingham Parish Council	Orleton Parish Council
Luston Group Parish Council	Rock Parish Council
Madley Parish Council	Stoke Bliss, Kyre & Bockleton Parish Council
North Bromyard Group Parish Council	Stourport-on-Severn Town Council
Pembridge Parish Council	Tenbury Town Council
Ross Rural Parish Council	Worcester City Council
Ross-on-Wye Town Council	Worcestershire County Council
Shobdon Parish Council	Wyre Forest District Council
Stapleton Group Parish Council	
Walford Parish Council	Gloucestershire
Whitchurch & Ganarew Parish Council	Buckland Parish Council
Wigmore Group Parish Council	Weston-sub-Edge Parish Council
Yarpole Group Parish Council	

Consultation with Partners and External Stakeholders

- 1.16 Following the launch of the consultation, an email was sent to all Service partners and external stakeholders. The email notified recipients that the consultation process had begun and briefly explained the purpose of the consultation. It also contained a link to the consultation webpage on the Service website where the questionnaire could be filled in online or printed out. A further email was sent to these recipients later in the consultation period to remind them of the closure date.
- 1.17 Recipients of this email included all eight Herefordshire and Worcestershire Members of Parliament, all other Fire and Rescue Services in the United Kingdom, all local authorities, including Herefordshire Council and Worcestershire County Council and the six District Councils, other emergency services, educational institutions, all public libraries and housing associations and trusts. As there are very many parish councils within the two counties, notification at the outset of consultation plus a reminder email was circulated through the County Association of Local Councils newsletter in Worcestershire and via the Parish Liaison and Rural Service Officer in Herefordshire.
- 1.18 In addition to the organisations noted in the previous section, the Service's comments on points raised by other organisations can be found on the [Service website](#).

Consultation with other Fire and Rescue Services

- 1.19 All 46 United Kingdom Fire and Rescue Services were informed about the consultation process, and were invited to complete the questionnaire to provide comments and observations. The following table summarises the consultation process with other Fire and Rescue Services.

Date	Action
4 October 2013	Email sent to all Fire and Rescue Services promoting the consultation and providing links to the summary information and survey on the Service website.
29 November 2013	Reminder emails accompanied by a programme of follow-up engagement, including additional emails and telephone calls with neighbouring Fire and Rescue Service to encourage and ensure responses and feedback.
31 December 2013	Final reminder email

- 1.20 There are seven other Fire and Rescue Services that share a border with Hereford & Worcester Fire and Rescue Service. They are:
- Gloucestershire Fire and Rescue Service
 - Mid and West Wales Fire and Rescue Service
 - Shropshire Fire and Rescue Service
 - South Wales Fire and Rescue Service
 - Staffordshire Fire and Rescue Service

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- Warwickshire Fire and Rescue Service
- West Midlands Fire Service

1.21 Responses were received from six Fire and Rescue Services and a summary of the main points is set out below.

Fire and Rescue Service	Key responses
Mid and West Wales	<ul style="list-style-type: none"> ▪ Specific reference is made to the proposal affecting Kingsland or Leominster in north Herefordshire. Their view was that removing one of the two on call fire engines from Leominster would have the least effect on their Service. The Kingsland fire engine is occasionally the fourth fire engine if required into their Presteigne fire station area, and therefore its removal would have an effect, but this is considered to be minimal.
Staffordshire	<ul style="list-style-type: none"> ▪ Expressed agreement with the issues highlighted in the draft CRMP. In particular, they highlighted the impact of current and potential developments in fire engine equipment and processes, considered that this may enable the Service to deliver its services in a more effective and different way in the future. ▪ Questioned whether reducing the number of fire engines and firefighters was the only way forward. They suggested that there may be alternative ways of delivering the response service, for instance different crewing models and smaller fire appliances. ▪ In agreement with most of the risk analysis, but were not sure that the draft CRMP demonstrated how this feeds into the longer term prevention and protection strategies. ▪ Considered that the reduction in required response could be influenced by working alongside architects, local authority planners, etc., to ensure a greater degree of fire safety protection in buildings. ▪ Considered that the 'Understanding Risk' section of the draft CRMP allows for targeting of prevent and protect activities to reduce the response demand. ▪ Agreed that prevention is the most effective way to save lives and that locality working and shared safety delivery with partners to target vulnerable people would help to reduce the reliance on the public sector, which would complement the Prevention Strategy. ▪ Considered that the longer term approach to encourage safer building design and the fitting of sprinklers would improve the protection strategy, which would in the long term reduce reliance on response services. ▪ Considered that delivering a graded, more considered response could offer a more cost effective service than delivering 'less with less.' Combining this approach with an overhaul of crewing models might yield greater savings and a better overall response model. ▪ Welcomed the approach to measuring historical data (performance) against expected demand (risk), and asked if altering the response models would gain more efficiency –

	<p>for instance, sending a crew of two in a purpose-built appliance rather than a fire engine with a full crew (depending on the nature of the incident).</p> <ul style="list-style-type: none">▪ Considered that in order to deliver good value for money services that meet the needs of communities, the Fire and Rescue Service must embrace wider partnership working – for instance, the health agenda, policing and social care all have remarkable similarities to the Fire and Rescue agenda.
Warwickshire	<ul style="list-style-type: none">▪ Considered that Proposal 1 has no impact on response within Warwickshire, as there will still be one wholetime and one on-call fire engine at Redditch fire station, which will provide adequate over the border support if requested.▪ Considered that Proposal 2 has no impact on response within Warwickshire, as these stations are not located near to a Warwickshire border and do not provide an over the border response.▪ Considered that Proposal 3 may have a direct impact on over the border response into Warwickshire and the general reduction in the level of resources that are available to deal with spate conditions and/or multiple simultaneous incidents. However, the response added that with the relatively small area of Warwickshire that Broadway fire station covers and the location of the fire station at Pebworth, the impact of this station closure would be negligible.
Shropshire	<ul style="list-style-type: none">▪ Understood that the draft CRMP included proposals to potentially remove fire engines from fire stations that border Shropshire, such as Tenbury. They noted that there would still be another fire engine remaining on the fire station, and therefore did not consider the likely impact on our service to be very significant.▪ The response commented that the only slight difference with this view is Bewdley fire station, where the Service is looking at closing the station completely. Looking at last year's incident data, they reported that:<ul style="list-style-type: none">• the Bewdley fire engine supported Shropshire on five incidents during the 12 months of 2013 (four road traffic collisions and a caravan fire),• after Cleobury Mortimer, the most significant populated area in this part of Shropshire is Highley, to which the Bewdley fire engine can be called as third support following fire engines from Cleobury Mortimer and Bridgnorth,• if the Bewdley fire engine was not available for incidents involving persons reported, then Shropshire would look to Kidderminster fire station for support,• the Bewdley fire engine provides second support to the Cleobury Mortimer fire engine in the area covering Coppicegate and Buttonbridge (around 130 addresses, many of which are holiday cottages. If the Bewdley fire engine is removed, the Bridgnorth fire engine would be the next nearest support for this area.▪ Having considered these points, the response notes that the closure of Bewdley fire station would have some impact on services in Shropshire, but in their professional opinion this would be relatively minimal, and would certainly be no

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	greater than if the Bewdley fire engine was not available due to staffing problems or if already committed to other incidents.
West Midlands Fire Service	<ul style="list-style-type: none">▪ Considered that there would be little or no impact on current arrangements to provide mutual assistance to each other if required at incidents in the two Service areas.▪ Understood that the potential closure of fire stations would not impact upon regional or national resilience capability, as these stations do not host national resilience assets.
Leicestershire	<ul style="list-style-type: none">▪ Queried whether the Service has considered all crewing options available, including day-crewing plus, which Leicestershire has adopted.▪ Considered that six years was a long time span for the CRMP planning process, and that there may be both political and financial changes over this period.

Social Media Responses

- 1.22 The consultation process and online survey in general were promoted via the Service's corporate Twitter account. The hashtag #TellHWFire was created to encourage users of the site to share their views on the draft CRMP directly. The majority of CRMP-related tweets contained a link to the 'Have Your Say' webpage or a link to a CRMP-related news story on the Service's news webpage. The consultation was further promoted using HWFRS-affiliated accounts, including those owned by the Chief Fire Officer and other principal officers.
- 1.23 The Service's main corporate Facebook page was also used to raise awareness of the consultation and provided links to the questionnaire and the 'Have Your Say' page on the Service website.
- 1.24 The following CRMP-related social media messages were sent out from the Service's main corporate Facebook and Twitter accounts during the public consultation period.



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HWFire
Oct 31, 3:30pm via HootSuite

Our Community Risk Management Plan consultation moves into its 5th week. Don't forget to have your say #TellHWFire ow.ly/d/1DJV

↻ 1 retweets



HWFire
Nov 15, 9:42am via HootSuite

We're half way through our Community Risk Management Plan consultation. Please complete our questionnaire ow.ly/qOJgM #TellHWFire

↻ 1 retweets



HWFire
Nov 19, 10:20am via Twitter for iPad


The Committee has invited Town and Parish Councils to put forward their views at this morning's meeting on the draft CRMP #tellohfire



HWFire
Dec 2, 3:59pm via HootSuite

Please respond to our consultation on the Community Risk Management Plan - its proposals will affect fire cover ow.ly/rmH93


↻ 4 retweets



HWFire
Nov 19, 10:55am via HootSuite


@RBHamilton1 You raise a good point! More information on our Community Risk Management Plan can be found here ow.ly/qXQgO

[Hide conversation](#)




HWFire: The Chief Fire Officer is giving a presentation giving the background he the CRMP

10:34am, Nov 19 from Twitter for iPad



RBHamilton1: @HWFire Are you sure everyone knows what CRMP is? #herefordshire @HfdsCouncil

10:46am, Nov 19 from Twitter for iPad



HWFire: @RBHamilton1 You raise a good point! More information on our Community Risk Management Plan can be found here <http://t.co/eokOThH4F>

10:55am, Nov 19 from HootSuite



Mark Yates @HWFRSFireChief 5 Dec

In front of scrutiny panels at both @worcscc & @HfdsCouncil today to answer questions on the proposals for changes to fire cover. #tellohfire

Expand ← Reply ↻ Retweet ★ Favourite *** More



HWFire
Dec 9, 1:26pm via HootSuite


We need to make significant savings in the next few years & want your opinions on how we should make them #TellHWFire ow.ly/rAgNB

↻ 1 retweets



HWFireGCWills
Dec 11, 6:47pm via Twitter for Android


At Pershore this evening consulting with staff on our Community Risk Management Plan #tellohfire



HWFire
Dec 20, 2013, 3:50pm via HootSuite

Our Community Risk Management Plan includes proposals to close stations & remove fire engines, we'd like your views ow.ly/rXjLV

↻ 2 retweets



HWFire
Dec 23, 2013, 11:43am via HootSuite

You've still got time to #TellHWFire your views on proposals to make significant savings over the next few years ow.ly/s0KeW

↻ 2 retweets

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HWFire
Jan 3, 2:34pm via HootSuite
Just a week left to [#TellHWFire](#) your views on the Community Risk Management Plan & the future of the Fire Service ow.ly/seS2g
↻ 2 retweets



HWFire
Jan 7, 3:33pm via HootSuite
You have until midnight on Friday to complete our survey on proposals for changes in fire cover provision [#TellHWFire](#) ow.ly/slxdl
↻ 3 retweets



HWFire
Jan 9, 9:02am via HootSuite
Only two more days left to have your say on proposals which will affect the future of the Fire Service [#TellHWFire](#) ow.ly/snVbl
↻ 4 retweets

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Hereford & Worcester Fire and Rescue Service

October 3, 2013

Have your say on the future of Hereford & Worcester Fire & Rescue Service.

We have produced the Draft Community Risk Management Plan (CRMP) which explains how our services are to be provided into the future and how we aim to address our significant budget shortfall.

We would like your comments and views - there are a number of ways to give them, by paper or online, and we'd be grateful if you could help us to share this information with as many people as possible across Herefordshire and Worcestershire.

<http://www.hwfire.org.uk/consultation/>



Like · Comment · Share

5 20 17

1,483 people saw this post

Boost Post

CRMP 2014-2020 Consultation Report



Hereford & Worcester Fire and Rescue Service

shared a link.

October 31, 2013

Our Community Risk Management Plan consultation moves into its 5th week. Don't forget to have your say #TellHWFire <http://ow.ly/d/1DJV>

Ow.ly - MEDIA RELEASE - 31 10 13_v4.doc
uploaded by @HWFire

ow.ly

Download and share MEDIA RELEASE - 31 10 13_v4.doc uploaded by @HWFire and hosted by Ow.ly

Like · Comment · Share

2 3

341 people saw this post

Boost Post



Hereford & Worcester Fire and Rescue Service

shared a link.

December 12, 2013

Please respond to our consultation on the Community Risk Management Plan (CRMP) – it closes on January 10th 2014.

We need to make significant savings over the next few years and would like your opinions on how we should make them.

The proposals within the CRMP will affect fire cover in Hereford & Worcester so it's very important we hear from as many of you as possible.

<http://www.hwfire.org.uk/consultation/>



Community Risk Management Plan Consultation

www.hwfire.org.uk

Safety information and advice for the communities of Herefordshire and Worcestershire. We provide our

Like · Comment · Share

98 people saw this post

Boost Post



Hereford & Worcester Fire and Rescue Service

shared a link.

January 3

The public consultation on our draft Community Risk Management Plan will close on January 10 2014. That means you've only got a week left to let us know your views on proposals which will affect the future of Hereford & Worcester Fire and Rescue Service.

Don't miss the opportunity! Visit our consultation webpage where you can print off the questionnaire or fill it in online.

<http://www.hwfire.org.uk/consultation/>

Community Risk Management Plan Consultation
www.hwfire.org.uk

Safety information and advice for the communities of Herefordshire and Worcestershire. We provide our

Like · Comment · Share

Andrew Whitton likes this.



Write a comment...



133 people saw this post

Boost Post

Other Social Media Activity

- 1.25 Within a few days of the consultation launching on 3 October 2013, several Facebook pages were created by members of the public with the aim of raising awareness of the draft CRMP proposals and how they may affect particular areas in Herefordshire and Worcestershire. The majority of these pages campaigned against either one or all of the three sets of proposals for removing fire engines from fire stations. Generally these Facebook pages encouraged their visitors to respond to the consultation as well as directing visitors to several online petitions, which had been created in opposition to the fire and emergency cover proposals.

Freedom of Information Act requests

- 1.26 During the consultation period the Service received 28 Freedom of Information Act (FOIA) requests comprising 81 separate enquires concerning the draft CRMP. All the

FOIA requests received, along with the Service's response and any supporting data, are available to view on the [Service website](#).

2 Frequently Asked Questions

- 2.1 Throughout the consultation period a number of internal staff queries were raised during the staff briefing sessions. Answers to these queries were provided by Service managers using a Questions and Answers approach. These were posted on the Service website and are repeated below.

Questions and Answers

- Q1. Does the Service really need to do water rescue? Isn't this something the Service could discontinue?**

Yes, this could be discontinued however, it is the Service's view that the equipment, training and assets are now fully embedded across both Counties and the annual cost of this provision is not large in comparison to the risks regularly faced in our communities. Public expectations and the relative likelihood of incidents occurring where staff will be deployed in a variety of hazardous water related environments must also be considered.

The Service has, through the Fire Authority, issued several IRMPs since 2006 each which have included (following consultation) a number of specific areas relating to our water rescue provision. Therefore any removal of this provision would need to undergo full consultation with our communities through the IRMP process, now termed CRMP. Considering the water related risks and number of incidents attended within both counties, any proposal to remove our current provision completely is unlikely to receive political or public support and the Service would still be expected to attend a multitude of water related incidents, not just water rescues and flooding. Whilst there is no statutory duty to provide the level of response in HWFRS, there are various statutory and non-statutory elements to consider whereby the Service has a duty to plan for foreseeable risks. Water rescue costs the Service around £68,000 a year for capital debt and the cost of RDS response or wholtime configuration of duty overtime.

Above all else the Service strategy clearly has at its core "Firefighter Safety" and despite financial pressures the Service will not compromise on this principle. Whilst the community undoubtedly benefits from our expansive water rescue provision, it also serves to provide a robust platform that underpins Firefighter Safety when our staff are required to work near, on or in water. In short, water rescue does provide value for money.

-
- Q2. Will the Service consider rolling out Day Crewing Plus to**
-

Hereford/Worcester/Redditch?

As will be noted in the current CRMP process there is no reference to Day Crewing Plus (DCP) at any of these locations, therefore there are no immediate plans change to crewing systems at these locations, at this time.

However, following the current CRMP and with further financial pressures, these may be options the Authority would want to consider. Any such proposal, as with the current CRMP, will be evidence based and subject to full published consultation

It should be noted, however, that DCP crewing models are signed up to voluntarily by staff and this currently does not form part of any collective agreement between the Authority and the union. Should the Service wish to extend DCP there would need to be a collective agreement as it would be unwise to provide a more extensive model of fire cover based on volunteers that could withdraw at any time. One station on this duty system can be considered to be acceptable but to extend this voluntary system without a collective agreement is not something that could be recommended to the FRA at this time.

Q3 Please can you explain the capital financing issues/structure for the new Bromsgrove Fire Station?

The fire station is owned by the Police and we will be renting the building from the Police on a long term lease which includes maintenance and services etc.

If we built the facility it would cost the Service, over the lifetime of the building, more in running and capital costs than it would if we were to rent the building.

Q4 Why can't the new fire station in Worcester be a combined Service HQ?

This could have happened but it wouldn't be financially wise for the following reasons: We have a limited capital budget and are working towards closing a £4 million gap on the overall delivery of the 5 fire stations and STFs which we're pleased to report has now been closed. This gap has been closed through efficient procurement and is testament to the skills of the staff in the capital projects team. It is fair to say that the employment of the right people with the right skills has saved £4m on the initial estimates produced by architects and quantity surveyors in 2010. In essence to increase the size of the footprint at Worcester would need substantial capital we simply do not have and there would be no advantage in selling the existing HQ in the current market.

There is currently an over-provision of office space created by a number of public and private sector organisations downsizing and consolidating their property portfolios. A good example of this is the building next to HQ which has empty space (and has for some while) so it would not make sense financially to try and sell the building in the current climate. It also needs to be remembered that selling off assets would produce a capital receipt which can't be used for anything other than capital projects. In essence any money

from selling property cannot be used to pay salaries or other revenue spend.

Q5 How much do officer's cars really cost the Service? Couldn't we consider using a 'pooling system' for when officers are on duty?

HWFRS provides level 2, 3 and 4 Command for incidents through our officer core. To enable officers to perform their role, the Service provides them with an appropriate operational response vehicle. The vehicle is used to transport responding officers to emergency incidents along with PPE and specialist role equipment in a suitable and safe manner and to provide transport in order to carry out their managerial duties. The Service has a requirement to consider officer safety and business continuity so in 2009 a decision was taken to procure vehicles for responding officers that have a 4x4 capability. This was in response to the need for officers to respond in adverse conditions and occasionally over difficult terrain. This decision has given the Service significant capability and resilience during adverse weather and spate conditions and has proven its worth on a number of occasions. This capability now forms an integral part of the Service Business Continuity plan for adverse weather conditions. The Service has recently trialled a number of vehicles against the detailed user specification to test the market and the Landrover Freelander is seen as the most suitable cost effective option that best meets the Service requirements.

The Service either purchases or leases the operational response vehicles for officers. As they are procured in batches, we currently have a mixture of vehicles that we own and vehicles that are leased, both leased and purchased vehicles are replaced on a 3 or 4 yearly basis. The 10 reg Freelanders currently cost £2060 per car per year and are due for replacement in 2014. This was a saving of approximately £500 per car per year over the previous cars used as operational response vehicles (Skoda Octavia). The vehicles to replace the 10 Reg Freelanders will cost the Service approx £2925 per car per year. A full cost spreadsheet has been produced relating to senior officer cars and can be found [on Sharepoint](#)

A pool system has been considered but when looking at the annual cost of cars and the flexibility it gives to our officer core the savings would be minimal when considering the capability and flexibility given. It is not considered best use of time and resources for officers to rely upon a pool car facility as they are not all based at the same location/Station and are required to respond to separate incidents across Herefordshire & Worcestershire from different locations.

The Service needs to replace a number of cars next year and in order to ensure transparency on this issue which creates much misinformation and rumours a full fact sheet will be published to demonstrate why we take whatever decision is taken.

Q6 Could we review/restructure the retained drill/training nights?

The restructure of RDS training has already taken place and been revised

since the 2008 RDS Service wide review, and we continue to provide funding for up to twelve hours per month and up to eight days per year for each RDS member of staff. It is considered that this is appropriate level of annual training required to maintain an RDS Firefighters competence, any less would potentially put the safety of these staff at risk and is contrary to the Service core strategy of "Ensuring Firefighter Safety". On a wider position the Service is resolutely committed to this principle and will not throughout this difficult financial period, knowingly compromise any element of the Service's Core Strategy we are committed to. Despite the almost certain likelihood of less resources, those staff that remain will be trained, supported and equipped to the highest possible standards.

Q7 Could the AFA policy be expanded so that all options originally covered/considered are implemented?

Yes the Service could do this and may consider it again in the future. This was very recently re-evaluated based upon the previous year's call activity in 2012 under the interim policy. An estimate indicates the majority of attendances are with one wholtime appliance and use of RDS appliances (directly and indirectly) was significantly reduced by the one appliance PDA, therefore there were very little real revenue costs to be saved in implementing the original measures proposed.

Q8 Has the future financial planning taken into consideration council tax income generation from the new build programme that is taking place across the two counties?

Future financial planning does take into account the potential for tax-base growth which might arise from new house building within the 2 counties. To put this into context an increase of 0.7% would raise an additional £130,000. This 0.7% is the average annual growth for the 8 years to 2012/13, but it varies between Districts and across years. Since the start of the recession overall figures have been lower.

However, in 2013/14 the government changed the way in which Council Tax Benefit is paid which means that the burden falls directly onto the council tax and the precepting authorities of which we are one. This may have an impact on the amount of Council tax actually collected and at this point this risk is considered to balance the potential for tax-base growth in the short term.

The estimates of future tax-bases are made by the District Councils in Worcestershire and Herefordshire Council. They will consider the impact of new build, the practical effect of the local Council Tax Support Polices introduced in 2013/14 and the reviewed polices that they will have for 2014/15. These factors are not all moving in the same directions. Indicative revised tax-base figures for 2014/15 should be available towards the end of the calendar year, although final figure will not come until early February. These will be used to review the assumptions in the Medium Term Financial Plan.

Any benefit from increased tax-bases are time limited as the periodic re-setting of the grant mechanism will take into account increased council tax generation when determining the amount of grant to be paid.

Q9 Could we use our reserves instead of closing fire stations?

The Fire Authority holds two sorts of reserves, Ear-marked Reserves; which are held to cover expenditure that is known but not yet incurred; and General Reserves which are held as a contingency against un-foreseen events.

At the end of the 2012/13 financial year the FRA held £1.5m of general reserves equal to 4.5% of the annual budget. This is at the low end of all fire authorities where the average is nearer 8% with some as high as 15%.

There is always an option to use reserves to fund expenditure, but this is only appropriate if the level of reserves is deemed to be excessive. The FRA considers that it needs to maintain the current level of balances to meet unknown events.

It should also be noted that any use of a reserve is a one-off transaction; in other words once it is spent in one year it is not available to fund expenditure in the following year. In general the use of reserves to prop up the revenue budget can only be undertaken as an interim measure when it is known how the budget would be subsequently reduced.

Q10 How much money is in the capital budget?

The capital budget is funded separately from the day-to-day expenditure of the Service, and is subject to separate arrangements in that capital money cannot be used to fund day-to-day expenditure like wages and utilities.

Capital expenditure is funded from 3 main sources; capital grants from government; proceeds from the sale of old assets and borrowing. These borrowing costs (interest on loans and setting aside money to repay the loans when they fall due) are spread over the useful life of the asset, and are an item of expenditure in the revenue account.

Capital expenditure is largely made up of the vehicle and equipment replacement programmes and the building and the renewal of Fire Stations. It should be noted that the lack of investment in Fire Stations over the last 30-40 years means that it is now often cheaper to build a new station than to spend money to give a short life extension to an old building.

In the current Medium Term Financial Plan the FRA is expecting to spend approximately £34m of which £5.8m will be met by grant and £3.3m from the sale of old assets, leaving a total of just under £25m to be funded from borrowing.

The cost of this borrowing is built into the Medium Term Financial Plan and will see the total cost rising from £2.6m in 2013/14 to £3.4m by 2016/17. The Authority borrows capital from the Public Works Loan Body (PWLb), a

government body which has interest rates lower than found on the high street. One of the differences relating to loans from the PWLB is that the interest rate at the time of borrowing is guaranteed for the life of the loan – currently interest rates from the PWLB are at an historic low.

Q11 Could we increase the Council Tax precept to 1.99%? If not, why not?

In theory the level of Council Tax income to fund the service is entirely within the discretion of the Fire Authority.

Under the present regulations government have determined that any increase above a given % requires a referendum to be held. The figure for 2014/15 has not been confirmed but current indications are that it will be 2% but it could be as low as 1 or 0%.

The Fire Authority also has a responsibility to consider the willingness and ability of tax-payers to pay, and to consider the comments made by the Secretary of State, that those Authorities who choose to raise council tax will not be able to retain the financial benefit in the future.

A 2% increase in council tax would in theory increase the annual council tax income by £0.370m in 2014/15.

However, the current Financial Strategy has assumed that the Fire Authority continues with their existing policy of freezing Council Tax in 2014/15 and in return for freezing council tax the government will pay the Fire Authority an additional grant equal to £0.210m.

This grant would be lost if the Fire Authority chose to increase its precept, so a 2% increase in 2014/15 would only give £0.370m - £0.210m = **£0.160m additional income.**

Q12 How much has been factored into the annual pay award?

Provision has been made for a 1% award in 2013/14 and 2% in 2014/15. Although government policy is for a further 1% pay increase cap for the public sector, it has no direct authority over the negotiations between the FBU and the national employers' body.

Unfortunately the FRA has little influence either and discussions are dominated by larger, more financially well off authorities, and so it has been considered prudent to make provision for a higher figure. If the award is lower than assumed the saving can be taken from future budgets. This provision is of course notional as there is no cash set aside, it is merely a figure that increases or decreases the size of savings required. The greater the pay rises the more cuts we would have to make.

Q13 Can workshops be more efficient, has the Service considered outsourcing?

A full review of efficiency is underway at Betony Rd and is due to report to SMB before the end of this financial year.

Specifically, the review will consider site integration and the most efficient way of delivering the necessary service.

Q14 AFA Policy - could we explore the policy further and perhaps adopt a similar approach used by the police i.e. three shouts and you're out?

Please see recent FRA and Committee papers on this subject published on the internet.

In essence the Service already has the ability to do this and has been able to for several years (something similar to this suggestion also formed part of CFOA issues national guidance), although the Service has rarely pursued this approach in the past. We could implement this approach at any time (non-attendance due to persistent false alarm calls), but we do have a policy of supportive improvement for persistent offenders before this would be considered. The Service does not have many persistent offenders and often the site address may be the same but the actual alarm systems will be in different buildings each time and are unrelated to each other.

Q15 Have or would we consider a resilience register for flexi duty officers?

This already exists in a different form; please see the Officers FDS Policy. There are both mechanisms for overtime, recall to duty and part payments for recall to standby (to provide on call cover only). However in many cases this is unnecessary as the "Flexible" part of the FDS duty system will often see officers changing their self-rostered shifts without any extra payments being made. The current systems rarely requires any form of overtime or resilience for officers and if so, this is usually only due to sickness, leavers, training courses or changes to rota groups at weekends.

Q16 The flexi duty system needs to be reviewed – would the Service consider operating a resilience register approach?

The FDS system has been reviewed.

It was reviewed in 2007 and 2012 both times leading to a significant reduction in numbers of FDS officers. In 2007 this led to a reduction from five rota groups to four (a 20% reduction) and in 2012 a reduction of eight officers per rota group to seven, a further 10% from pre 2007, and an overall 30% reduction in numbers since 2006, as well as the disbanding and reduction of the "Echo" group of non-FDS SCAs. In this period Area Commanders have also been reduced from four to three (25% reduction in numbers). In 2011 we also removed one Assistant Chief Fire Officer to reduce to three uniformed Principal Officers. Up until relatively recently there were five uniformed Principal Officers so as can be seen a significant reduction in all officer levels has already taken place

It is likely the FDS rota will be reviewed again in the near future to examine whether further reductions could be made. This may include a wider use of resilience measures already in place.

It should be noted that for a Service of our geographic size and density we do not have disproportionately large amount of FDS officers and that during any significant incident the available pool of officers are quickly used and often several are recalled back to duty when required. Previous reviews have taken into account historic incident data and factored command needs, specialist skills and resilience into any outcomes. It should also be noted that the FDS element is paid as an additional allowance and each officer also has a full time “day job” unrelated to their operational cover, any and all reductions in officer numbers has to take into account both these elements.

Q17 Please can you confirm how USAR are funded?

Through an annual national grant (Section 31), not by HWFRS normal funding mechanisms. The current merger of Droitwich and the USAR wholetime function aims to optimise our use of this funding and discharge some of the USAR functions through Droitwich fire station staff, please see recent published FRA paper.

Q18 Could we downsize to two districts?

The current structure has been reviewed in 2012 (alongside the FDS review, see above) and is currently deemed to offer the optimal structure to effectively manage the stations.

This review has already seen a reduction in Station Commanders and all having much wider areas of responsibility, in some cases where traditionally there had been one SC per location (for example Redditch & Bromsgrove). Including both FDS SC and GCs there are currently a total of 13 officers to oversee 27 stations which provide for the management of 55 separate work units/watches. Following any potential changes in the future through the CRMP, DCP or USAR/26 merger, etc the number of officers currently employed to manage these units will be reviewed again.

Q19 Could we explore the co-responding first responders as per Lincolnshire FRS?

Very early discussions have been held with West Midlands Ambulance (WMAS) on this subject.

However WMAS already have a well embedded program of voluntary “Community First Responders” (CFR) in H&W, and there appears very little requirement for the FRS to provide co-responding at this time.

The costs associated with co-responding would fall to WMAS, which compared to the current CFR program that provides immediate care in many urban and rural areas at very little or no cost to them, may not be attractive to them. The CFR program is also a registered charity and raises money through this to fund the equipment they provide.

Despite this the Service will continue to develop our relationships with WMAS and investigate any potential opportunities relating to co-responding or similar

initiatives that may exist.

Q20 Could the Service utilise Red Diesel instead of standard diesel at a cost saving?

Unfortunately fire appliances aren't in the list of vehicles that are allowed to use red diesel – in the Hydrocarbon Fuel Duties Act 1979. The list is broadly confined to tractors, agricultural vehicles, certain construction vehicles (like diggers and cranes) and vehicles that don't go on the public highway. The only potential 'public sector' vehicles that are included are snow ploughs and gritters. 'Local work' is the category referring to "works trucks" i.e. a goods vehicle which is designed for use in private premises and which is used on public roads only for carrying goods between locations within one kilometre of those premises. Unfortunately, it wouldn't include fire service vehicles.

The Service provides diesel fuel through bunkered stocks on station and through the provision of fuel cards for use at commercial filling stations. The bunkered stock is provided as part of the Service Business Continuity plan and ensures that we can 'carry on as normal' in the event of another fuel dispute or adverse weather conditions affecting supplies. The annual budget for this fuel is £165,000 and we are currently investigating methods for making savings in the procurement of this diesel. These options include joint buying with another service and providing larger tanks at any new stations so that we can buy larger quantities and therefore get better discounts.

The Service provides every vehicle in the fleet with a fuel card for use at filling stations. These provide an efficient and convenient means of refuelling vehicles particularly for those stations that do not have or are not near any of our bunkered supplies and the annual budget for these is £205,000. Our Fleet Manager Bob Bowdler is looking into options for making savings against the cards and this includes changing the card supplier to ensure that we get the best deal possible.

The total fuel budget for the Service is (including petrol) £370,000 pa. Unfortunately, we are subject to the fluctuations in the retail price of fuel the same as the general public and this does cause us an issue when we come to set annual budgets and the price rises significantly during the year as it has done over the past few years. Whilst we buy the most efficient appliances we can, they will still only do on average approximately 8 mpg (2 miles per litre) so unfortunately a 1 pence per litre rise in the cost diesel does present us with a significant cost however Bob Bowdler is constantly looking for opportunities to reduce the amount we spend.

Q21 Will the consultation response report which goes back to the FRA focus on those with the loudest voices or will everyone's concerns be captured?

The consultation is open to everyone. We are currently processing all of the questionnaire responses which are coming into the Service and looking for general themes and also specific points raised which may need closer

examination.

It is our intention to capture and report on as much information as we can for the Fire Authority to consider. All points, for, against and indifferent will be available to the FRA.

Q22 Why is the Director of Finance not leading on consultation if financial cuts are being made?

The Head of Corporate Services is leading on consultation as her team produced the data sets and evidence which is contained within the report. It was felt that the person who had overseen the compilation of the CRMP report should speak directly to staff. However, any issues or concerns raised during consultation visits are being passed to the relevant members of the Senior Management Board. Any specific questions are also being passed to the relevant officer for response.

Q23 How much does it cost to employ/train a retained firefighter compared to a wholetime firefighter?

Training depends on the skills required for the station the firefighter will be based at. This can be dependent on the pumps and special appliances at individual stations. A firefighter's wages depend on their contract and also for retained staff the number of call outs affects their salary.

The starting salary for a trainee Wholetime Firefighter is currently £20,896 per annum. A trainee RDS Firefighter receives an annual retainer of £2,137*. They are also paid £9.76 per hour for attending incidents and training, plus £3.74 disturbance payment for each call-out.
**Providing 120 hours cover per week*

RDS Training is built in over 33 months and includes core skills, BA, RTC, Hazmat modules and assessment days totalling approximately 8 weeks and 2 days.

A Wholetime training course has not been run for a number of years and there is no current Wholetime recruits programme.

Q24 Why has the number of personnel earning £50k or more increased?

As at 1 April 2013 the Service had 10 members of staff with a salary over £50k as follows:

1. Chief Fire Officer / Chief Executive
2. Director of Finance / Treasurer
3. Head of Legal Services / Monitoring Officer
4. Deputy Chief Fire Officer (DCFO)
5. Assistant Chief Fire Officer (ACFO)
6. Area Commander Community Safety & Training

7. Area Commander Operations
8. Area Commander Operations Support
9. Head of Assets
10. Head of Corporate Services

In the previous year the Service had 7 members of staff with a salary over £50k as follows:

1. Chief Fire Officer/Chief Executive
2. Director of Finance
3. Deputy Chief Fire Officer (DCFO)
4. Assistant Chief Fire Officer (ACFO)
5. Area Commander Community Safety
6. Area Commander Operations
7. Area Commander Corporate Services

What appears to be three additional staff can easily be explained as follows. The Head of Legal Services (Monitoring Officer) is a new post financed utilising budget that was previously used to procure legal and Monitoring Officer services from Herefordshire Council and external solicitors – a new in-house post but utilising the same finance and definitely getting a better service at a lower cost. The other two posts are existing but they were paid below £50k in the previous year and are now paid marginally over £50k as part of a senior management restructure which removed the post of Head of Organisational Development. As part of the review additional responsibility was given to the two other posts which resulted in two posts being re-graded and a small increase to their salaries. The net effect of these changes is a cost reduction of over £40k but that isn't shown if the full facts as described aren't known.

It may also be worth remembering that the Service removed an ACFO post as part of the first year of savings.

Q25 What process will be adopted if there is a need to make more redundancies?

In line with previous processes, if we need further redundancies we will consult with the Representative Bodies to agree a process.

Q26 What progress has been made with the middle managers' review?

A review of middle management was undertaken for uniformed officers alongside the FDS review in 2007 and 2012 which resulted in a reduced number of officers. Non uniformed middle managers have been reviewed at the same time as their departments are reviewed. These reviews have already seen a reduction in non-uniformed middle managers. However,

Further reviews of all middle managers will continue and be part of further efficiencies that will need to be found in coming years.

Q27 Day Crewing Plus – people are not clear on availability during rest periods. Please advise.

On duty crews are either on positive hours or On-Call hours. During On-Calls and positive hours the appliance is fully available to respond normally within 90 seconds to any call.

When On-Call the Service will use this appliance whenever it is deemed urgent or risk critical, but may choose to mobilise other assets where the attendance of the DCP appliance is not urgent or essential and other crews are available.

This type of cover should not compromise strategic fire cover and in principle they (DCP when On-Call) will normally attend first calls within their own area and adjacent areas.

Q28 If the CRMP is implemented will the Service be fulfilling and meeting its requirement under the Fire Service's Act?

Yes – provided the Members of the Fire Authority are satisfied that there is still adequate fire and rescue cover available to meet the needs of the area.

The Fire Authority's duties under the Fire & Rescue Services Act 2004 are to '**make provision**' for the purposes of:

- promoting fire safety;
- extinguishing fires;
- protecting life and property in the event of fire; and
- rescuing people in the event of road traffic accidents

In doing so, the Authority must '**secure the provision of the personnel, services and equipment necessary efficiently to meet all normal requirements**' but this leaves it up to the Members of the Fire Authority to decide how much provision is necessary.

When the Fire Authority comes to consider the CRMP proposals in February, one of the issues members will be considering is whether, if the proposals (or any of them) were implemented, there would be adequate provision to meet the statutory responsibilities. In doing so, Members will have regard to the data in the CRMP document itself, the responses to the consultation, the professional advice of the Chief Fire Officer and their own judgement.

Q29 What are the legal implications if a member of the public/FF was to die/get injured as a result of the station closure?

There are none - the nature of the Fire Authority's statutory obligations

(above) is to 'make provision' for fighting fires and rescuing people and it is up to the Fire Authority's Members to decide the level of provision that is appropriate. Unfortunately, no fire service is able to guarantee that everyone will be successfully rescued every time and there is no liability upon the Authority if it fails to achieve that aim on a particular occasion.

In any event, it would not be possible to attribute the cause of a death or injury to the closure of a station. Fire Stations themselves neither prevent, nor cause injuries - it is the fire or other emergency which does that. The most that might be said would be that the closure of a station had contributed to a delay in the arrival of an appliance. However:

- (i) This presupposes that, had the station not been closed, the other appliance would have been available; that it would not have been 'off the run' or on another call at the time. There is never any guarantee that a particular fire appliance is available at any given time. A delay in attendance can occur whether the station is closed or not.
- (ii) The likely impact upon attendance times is fully considered within the CRMP document and it will be a matter for the Members of the Fire Authority to decide whether the resulting attendance times will still be satisfactory.

Q30 Have strategic cover moves been featured into the costings? If not, why not?

The cost of strategic cover moves that currently occur have been considered in the financial predictions within the CRMP. However, any additional arrangements brought on by the proposals are not. The Service will be reviewing the use of strategic cover moves to include the outcomes of the CRMP.

Q31 What professional judgement was used to keep Pebworth open?

The main reason for selecting Broadway over Pebworth is the travel distance and road type from Evesham to that area as opposed to Broadway. There would be a difference of between four and six minutes in travel time from Evesham to Pebworth compared to Evesham to Broadway. Pebworth station is also located in a position that could assist in providing strategic fire cover for the Service and in particular the area north of Evesham which may be affected by the proposals for Worcester and Redditch.

Although the risk profile of Pebworth is lower than that of Broadway, the travel time difference and the strategic location of the fire station would mean a broader impact within this area and across the Service if this fire station was to close.

3 Respondents

- 3.1 There were 920 written submissions to the consultation and seven petitions. The submissions raised over 480 separate points. With many of the respondents making the same points, these points were raised some 5,550 times in all. An analysis of those respondents who included their addresses in their submissions, (628 out of 920) shows that around 95% came from within Herefordshire and Worcestershire indicating a largely local response. The majority of the 628 responses with addresses were from individuals, with just under 10% identified as from a representative of a public organisation.
- 3.2 The largest group of responses came from the seven petitions (with 9,656 signatures) against reductions in fire and emergency cover. While this indicates considerable concern, it should be noted that the petitions were organised outside the main consultation process and were either concerned in general about the overall funding reductions or were specifically about reductions in fire cover in certain fire station areas.
- 3.3. Further details can be found on the [Service website](#).

4 Media Coverage

- 4.1 Alongside the four separate press releases issued by the Service, the following headlines appeared in local newspapers.

Date	Headline	Source
23 September 2013	<i>First press release to coincide with publication of the Fire Authority agenda papers for their meeting in October 2013.</i>	
23 September 2013	Hereford & Worcester fire service stations could close	BBC Hereford & Worcester
24 September 2013	Bewdley Fire Station facing closure	Kidderminster Shuttle
25 September 2013	City could lose half of full-timers	Worcester News, Malvern Gazette, Kidderminster Shuttle
	Fire Service Faces Stark Choice	Ross Gazette
26 September 2013	Safety fear over plan to axe village fire station	Evesham Journal
	Proposed cuts to fire service could see stations shut and appliances lost	Hereford Times and Ledbury Reporter
	Fire Service cuts: Hereford Times opinion – time to fight for our firefighters	Hereford Times

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	Safety fear over plan to axe village fire station	Hereford Times
27 September 2013	Town's fire cover could go down to one engine	Hereford Times (article refers to Ledbury)
	Cost-saving options stir up worries over safety	Redditch Standard
30 September 2013	Tenbury fire crew faces loss of engine	Ludlow & Tenbury Wells Advertiser
3 October 2013	<i>Second press release following the Fire Authority meeting on 3 October 2013 and the publication of the public consultation documents, including a Press Briefing</i>	
3 October 2013	Fire authority member blames Government for cuts	Worcester News
	Hereford & Worcester Fire Service cuts threaten 144 jobs	BBC Hereford & Worcester
4 October 2013	Cuts to Fire Service? Have Your Say	Free Radio (online)
	Views sought on proposed changes to fire service	Kidderminster Shuttle
	Hereford & Worcester fire service could cut more than 100 jobs	Fire Industry Association
8 October 2013	Online petition over cuts to fire service	Worcester News, Cotswold Journal and Hereford Times (online)
	MP's View – Mark Garnier: View from Westminster	Kidderminster Shuttle
10 October 2013	Letters: Stats undermine case for saving Bewdley fire station	Kidderminster Shuttle
11 October 2013	Campaign to halt unprecedented fire service cuts	Redditch Advertiser (online)
14 October 2013	Petition aims to hit 50,000 mark	Cotswold Journal
	Petition aiming to spread fire message	Redditch Standard
18 October 2013	Fire engine cuts are 'playing with lives'	Hereford Times
18/21 October 2013	Hereford and Worcester Fire Authority 'not doing enough' to protect services	BBC Hereford & Worcester
	MPs call for re-think on fire service cuts	Worcester News (online)
21 October 2013	Fire service cuts not acceptable, says MP	Redditch Advertiser
	Hereford fire crew cuts blasted by long-serving commander	Ledbury Reporter
24 October 2013	MPs add voices to calls for a rethink	Redditch Standard

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	MPs call for fire plans re-think	Evesham Observer
25 October 2013	£15m budget cuts consultation	Malvern Observer
	Talks to win better deal for fire service	Worcester News
28 October 2013	Petition against Worcestershire fire cuts gathers support	Express & Star
	Which one should go?	Ross Gazette
31 October 2013	Planned cuts will double the wait for a fire crew – claim	Tewkesbury Admag (article refers to Broadway)
1 November 2013	<i>Third press release issued to provide a reminder that the public consultation was still ongoing.</i>	
4 November 2013	Fire service talks went well, say MPs	Worcester News
14 November 2013	Lose out or pay more	Ross Gazette
29 November 2013	Fire plans could leave lives at risk	Kidderminster Shuttle
5 December 2013	Fire service cuts will lead to crews attending blazes 'late'	Worcester News
10 December 2013	Worcestershire firefighters' union chief warns of deaths amid service cuts	Worcester News
21 December 2013	Have Your Say on Fire Service Cuts	Redditch, Droitwich and Bromsgrove Advertiser
23 December 2013	<i>Fourth press release issued to remind members of the public that there was still time to have their say before the end of the consultation period.</i>	
30 December 2013	Fire Service Future	Tewkesbury Admag
7 January 2014	Final say on fire service cuts	Bromsgrove Advertiser
10 January 2014	North Herefordshire "too remote" to take fire service cuts, council committee hears	Hereford Times

5 Other Consultees

5.1 Links to the consultation documents were also sent to a number of other organisations and groups including the following, which are also listed below for information.

- other emergency services – ambulance, police and prisons
- NHS trusts
- voluntary and third sector organisations
- faith and interest groups
- colleges and universities
- other public sector organisations

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- private sector business organisations
- housing associations and trusts
- transport and utilities providers

Other Emergency Services

Ambulance

West Midlands Ambulance Service

West Midlands Ambulance Service Hazardous Area Response Team (HART)

West Midlands Ambulance Service NHS Foundation Trust

Police and Prisons

HMP Hewell

HMP Long Lartin

West Mercia Police Headquarters

West Mercia Police – Herefordshire

West Mercia Police – North Worcestershire

West Mercia Police – South Worcestershire

West Mercia Police and Crime Commissioner

West Mercia Probation Service

National Health Service

Worcestershire NHS - Public Health

Worcestershire Health and Care NHS Trust

Worcestershire Royal Hospital

Wye Valley NHS Trust

Voluntary and Third Sector Organisations

Act on Energy

Age UK Herefordshire & Worcestershire

British Red Cross - Herefordshire

British Red Cross - Worcestershire

Community First

County Air Ambulance Trust

RSPCA Worcester & Mid Worcestershire Branch

Salvation Army - West Midlands Division

Shropshire & Herefordshire Relate Centre

St. John Ambulance Association – Hereford

St. John Ambulance Association - Worcester

West Midlands Search & Rescue

Worcestershire Relate Centre

YMCA Gloucester - Hereford

YMCA – Worcestershire

Faith and Interest Group

Belmont Abbey

Bishop of Hereford - Diocese of Hereford

Bishop of Worcester - Diocese of Worcester

Herefordshire Quakers

Worcester Inter-Faith Forum

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Worcester Buddhism and Meditation Group

Worcester Quakers

Worcestershire County Council - Culture and Community Services

Libraries

Herefordshire

Belmont

Bromyard

Colwall

Hereford

Kington

Ledbury

Leintwardine

Leominster

Peterchurch

Ross on Wye

Weobley

Evesham

Hagley

Kempsey Village

Kidderminster

Malvern

Martley

Pershore

Redditch

Rubery

Stourport on Severn

Tenbury Wells

Worcestershire

Alvechurch

Bewdley

Broadway

Bromsgrove

Catshill

Droitwich

Upton Upon Severn

Welland

Woodrow

Worcester, St Johns

Worcester, The Hive

Worcester, Warndon

Wythall

Education sector

Education Funding Agency - Central & South West territory (South West, West Midlands and East Midlands)

Hereford College of Arts

Hereford Sixth Form College

Herefordshire and Ludlow College

Kidderminster College

New College Worcester

North East Worcestershire College

South Worcestershire College

University of Worcester

Worcester College of Technology

Worcester Sixth Form College

Other Public Sector

DWP Partnerships - Department of Working Pensions, Disability and Carers Services

Environment Agency

Herefordshire Council - Adult Social Services

DEFRA Worcester

Herefordshire Council – Childrens Wellbeing Directorate

Herefordshire Safeguarding Children Board

Herefordshire Partnership

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Public Health England (West Midlands West Health Protection Team)

Redditch Community Safety Partnership

West Midlands Regional Resilience Team

Worcestershire County Council – Childrens Services Directorate

Worcestershire County Council – Health & Well Being Partnership

Worcestershire County Council – Business, Environment & Community Directorate

Worcestershire Forums Against Domestic Abuse and Sexual Violence

Worcestershire Joint Commissioning Unit

Worcestershire Safeguarding Adults Board

Private Sector Business Organisations

Federation of Small Businesses - Herefordshire

Federation of Small Businesses – Worcestershire

Herefordshire & Worcestershire Chamber of Commerce

Housing Associations and Trusts

Accord Housing Association

Barnleigh Housing Association Ltd

Bromsgrove District Housing Trust

Festival Housing Ltd

Hanover Housing Association

Herefordshire Housing Ltd

Herefordshire SHYPP

Home Choice Plus – Worcester City Council

Housing 21

Kemble Housing Ltd

Marches Housing Association

Midland Heart

Nexus Housing

Spa Housing Association

Stonham Services

Vestia Community Trust

WM Housing

Worcester Housing Services

Transport and Utilities

Highways Agency

National Grid - National Gas

npower Centre

Network Rail

Severn Trent Water Limited

Western Power Distribution
