



Cheshire
Fire Authority

Community Risk Management Plan 2024-2028

Fire Cover Review Options Assessment

MORE PREVENTION

MORE PROTECTION

BETTER RESPONSE

Draft 2024-2028 Community Risk Management Plan (CRMP)

Fire Cover Review Options Assessment

Introduction

This options assessment explains how the various change packages developed through the course of the fire cover review and pre-consultation were assessed against a set of principles to determine the final package that would be included within our Draft CRMP 2024-2028 and be subject to consultation. The options assessment should be read in combination with the Draft CRMP 2024-2028 which is located [here](#).

Objectives of the Fire Cover Review

The primary objective of the fire cover review was to assess whether our firefighters and fire engines operate in the right way, at the right time, in the right place. This helps us ensure that our resource provision is aligned most effectively to risks and demands in different parts of Cheshire, whilst providing value for money for the taxpayer.

We carry out a fire cover review every time we produce a CRMP. It includes a range of activities, such as:

- analysing our historic incident data and performance against our targets
- carrying out a horizon scanning analysis to look for future risks and developments affecting fire and rescue service
- reviewing national reports and findings relating to the fire and rescue sector
- considering the response plans of our neighbouring fire and rescue services, and the plans of other agencies where appropriate
- using modelling software to predict the impact of any potential changes to the location or staffing of our resources on response times.

The fire cover review has also considered:

1. **Our emergency response standard.** Determining whether our target for the time it takes to get to incidents remains fit for purpose.

2. **Fire engine requirement and crewing models.** Determining the location and number of fire engines we need across Cheshire and the best way to crew these to meet risk, demand and targets.

3. **Special appliances.** Determining the type and capability requirements for specialist vehicles and resources, and the best location and crewing model for these.

Proposal 1: Change the way we measure our response times

There is no national target for the time it should take a fire engine to get to an incident. Different fire and rescue services measure and report these times in different ways. In Cheshire, we currently meet our ‘response standard’ which was agreed through previous risk management plans, which is to:

**Respond to life-risk incidents
within 10 minutes on 80% of occasions.**

This standard is applied to all geographical areas of Cheshire with ‘life risk’ incidents being defined as those involving dwelling fires and road traffic collisions. This is because these incident types are where we see the most fatalities and serious injuries.

Our current response standard has served its purpose but it does not align with the way in which the Home Office and His Majesty’s Inspectorate of Fire and Rescue Services (HMICFRS) measure response times or compare fire and rescue services. They use an ‘**Incident Type**’ model based on primary fires. This includes all fires which involve homes, businesses and vehicles. They measure response time from the time a 999 call is answered by the service’s fire control room, this differs to our current approach whereby we measure our response time from when crews are alerted to an incident by North West Fire Control.

How do other fire and rescue services measure response times?

During the review we compared our current approach with all 42 English Fire and Rescue Services. This highlighted four distinct types of response standards which are used:

- **Incident Type** – similar to our existing standard for ‘life risk’ incidents, some services measure response time based on the severity or type of incident. A broad range of definitions are used by services including “critical incidents”, “high risk incidents” and “fires where life may be at risk”. This is the most common approach within England.

- **Geographical Risk** – some services categorise their service area geographically into varying levels of risk based on demand and activity, e.g., high and low risk, or urban and rural. They subsequently provide different target response times based on each level of risk, a quicker response being provided in areas with the highest level of risk.
- **Weight of Attack** – a small number of services measure how quickly they can achieve the attendance of multiple fire engines or firefighters in incremental levels as opposed to only measuring the first attending fire engine, e.g., the attendance time for the 1st fire engine, then 2nd fire engine. This methodology is more commonly used by predominantly urban services, where the density of fire stations allows several fire engines to attend incidents more quickly than in rural areas.
- **Crewing Type** – Two services provide a different response target based on how they crew each fire station, with a lower response target for full-time fire stations compared with those staffed by on-call firefighters.

Do response times matter?

We reviewed academic literature to assess the link between fire engine response times and survivability of casualties involved in fires. In one recent example (“Do Response Times Matter?”, G Hudson, 2019), a review of national data across all fire and rescue services indicated that whilst response times had nationally increased over the previous decade, the number of injuries and deaths had decreased, suggesting a weak correlation between the speed of response and casualty outcomes. There was however a stronger link between speed of response and both the extent of fire spread, subsequent damage and the number of fire engines required to resolve incidents. This review did not consider other important factors that affect outcomes such as the prevention and protection activities undertaken to reduce or mitigate risks.

The review indicates that response times of less than eight minutes had little to no effect on incident outcomes (including casualties and fire spread/damage), but that response times more than 20 minutes showed a significant correlation with worsened outcomes. The range between these two figures provides the basis for most services selecting attendance targets of between eight and 20 minutes, with only six services having a response target below eight minutes. All of these are predominantly urban, metropolitan services with significantly higher levels of risk.

Academic literature is useful but shouldn't be viewed in isolation, we also need to apply professional experience and professional judgement about risk and we also need to consider other factors and expectations of the public we serve.

What did our pre-consultation tell us?

As part of our pre-consultation, we asked a range of questions to public and staff to better understand their expectations around how we measure and report our response times. The key findings are below:

- 69% of the public and 46% of staff 'strongly support' or 'support' measuring response times from the time of call, as opposed to when the first fire engine is alerted by North West Fire Control
- 59% of the public and 61% of staff would prefer our performance to be expressed as an average response time, e.g., 9 minutes and 45 seconds, as opposed to a percentage pass rate against the target
- 57% of the public and 64% of staff would prefer to retain a single response target for the whole of Cheshire, as opposed to different targets based on risk and geographical location of an incident

How are we performing currently?

According to Home Office data, the time it takes the fire and rescue services to get to incidents has gradually increased over the past 10 years in England. The reasons are varied and include things like increased traffic on the roads and the fact that staff who answer emergency calls ask more questions of the caller to understand the risk.

Home Office categorise fire and rescue services into three groups based on their geography and population density. We sit in the 'significantly rural' grouping along with 16 other services. In 2022/23 the average response time to primary fires across these services was 10 minutes and 29 seconds (including call handling time). The average response time in Cheshire was 27 seconds quicker than this during the same period.

Average response times to primary fires only

	2012/13	2022/23	Increase over decade
Significantly rural areas	8min 45sec	10min 29sec	1min 44sec
Cheshire (also significantly rural)	9min 12sec	10min 02sec	0min 50sec

Note: These times use the Home Office methodology of measuring response times from the time the 999 call is answered, as opposed to when a fire engine is alerted by the relevant control room.

What are we proposing?

After considering the findings from our review and feedback from the consultation we are proposing to change our response standard to a commitment that:

The average response time to primary fires in Cheshire will not exceed 10 minutes.

This would bring us into alignment with the Home Office' approach.

This wouldn't change how we respond in practice; we would still aim to get the nearest fire engine to all incidents within 10 minutes. However, behind the scenes there would be three changes to the way we measure and report our performance:

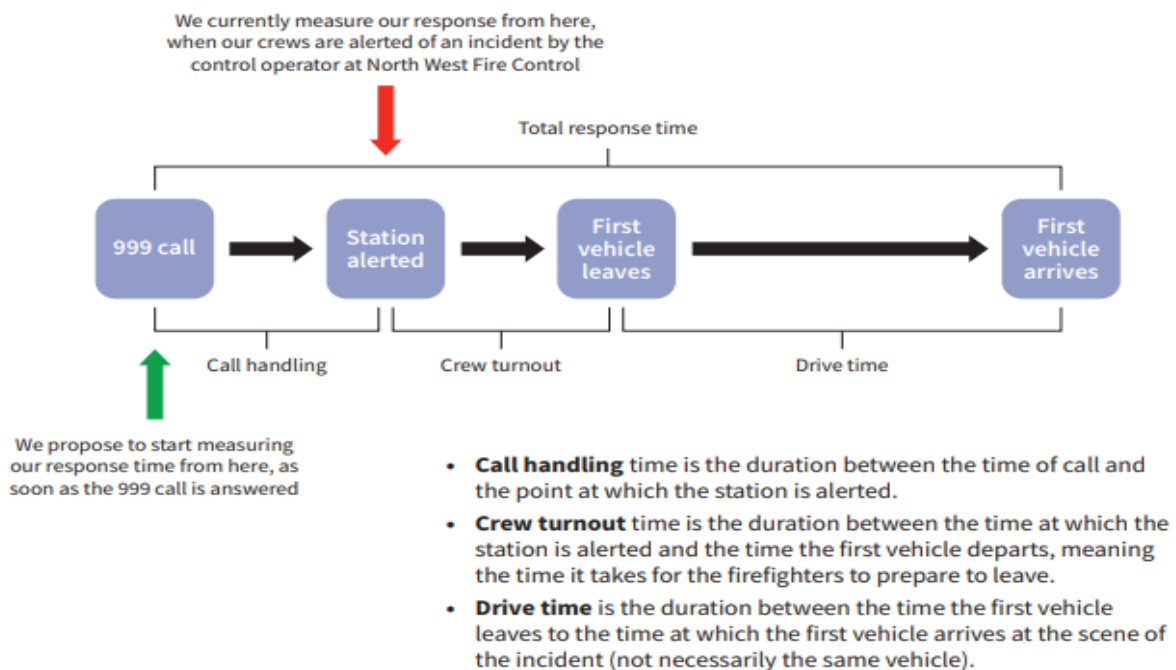
1. We want to start measuring our response time from the moment a 999 call is answered in our control room, not from the time the control operator alerts the fire station.
2. Instead of measuring the response times to life-risk incidents, we would measure the response times to fires involving homes, businesses and vehicles (known as 'primary fires').
3. We would report our average response time rather than the percentage of incidents we respond to in 10 minutes.

Rationale for proposal

This proposal would mean that the way we measure our response standard would be the same as the Home Office' approach to reporting response times nationally.

The Home Office approach has been operating for many years and provides consistent long-term data on all fire and rescue services and therefore opportunity to benchmark past and future performance and compare ourselves with other similar fire and rescue services.

The consistency of reporting will also remove ambiguity and improve transparency for the public. Also, as confirmed in feedback to our pre-consultation, starting the clock from the moment a 999 call is answered in our control room gives a truer picture of the caller's experience than measuring it from the time the fire station is alerted. It would also ensure that where necessary we focus on ways of speeding up call handling and the other steps in the process of deploying a fire engine including crew turnout and drive time.



Measuring response times to primary fires instead of life-risk incidents would not change the way we respond to incidents. However, by measuring response times to primary fires – those involving homes, businesses and vehicles – rather than just life-risk incidents, we will get a broader picture of the speed of our response, which we can benchmark against other fire and rescue services.

Officers reviewed response targets and actual performance of all other fire and rescue services and determined that based on the data available, a 10-minute target for Cheshire is realistic, appropriate, and operationally achievable.

We considered the four main approaches used across England and determined that continuing to use a target based on 'Incident Type' was appropriate:

Incident Type	This is the most used metric across services, including the Home Office and HMICFRS. It provides a simple and easily understandable metric and is therefore the methodology which officers are recommending we continue to use.
Geographical Risk	Feedback from our pre-consultation did not indicate an appetite to change to this model. We also considered the additional complications in both reporting and public understanding of varying response targets. Officers therefore determined that this was not a suitable option for recommendation.
Weight of Attack	This model is more suited for urban fire and rescue services who have a higher density of resources and do not have the challenges associated with the rural nature of Cheshire. We believe we can effectively measure outcomes for the public by assessing how quickly the first fire engine is able to arrive and begin intervention at an emergency incident. Officers therefore determined that this was not a suitable option for recommendation.
Crewing Model	For similar reasons to a geographical model, this model results in a more complicated reporting methodology. The crewing model used at a station should also be determined by the risk and demand which exists in that area, as opposed to the crewing model being used to specify the speed of response which a particular part of Cheshire should receive. Officers therefore determined that this was not a suitable option for recommendation.

Finally, during our pre-consultation, the public and our staff told us that they would prefer us to report our response performance as an average time rather than a percentage.

Proposals 2-4: changing various fire engine crewing models

We considered how we can best use our resources to meet the proposed response standard and operational risks/demands, to provide the optimum fire cover model for the whole of Cheshire.

Fire engines are based on specific stations but they constantly move around to respond to incidents and support other areas. Because of this operational interdependence between fire engines the options were developed into packages. Each package included changes to several fire engines that would be implemented together to create an overall fire cover model.

Assessment Criteria

To assess the packages, we developed a series of guiding principles. The Fire Authority Members agreed that any proposed changes to the fire cover model should:

- Improve response times;
- Reduce our reliance on On-Call fire engines, particularly during the day;
- Introduce more Wholetime fire engines in On-Call Station areas, resulting in increased capacity to deliver prevention and protection activity;
- Result in no fire station closures or building of new stations;
- Maintain the same cost base, whilst improving service, outputs and value for money.

These principles were broadly supported through the pre-consultation engagement however during pre-consultation, it became apparent from Members, public and staff that there was a preference to maintain the current fleet of 35 frontline fire engines. Therefore, this criterion was included within the assessment.

As part of our Community Risk Management Model, officers also applied their professional judgement to reduce and mitigate risk. Officers also considered if the packages would provide viable and sustainable crewing arrangements.

Therefore, the criteria which packages were assessed against was extended to include:

- Satisfy the guiding principles of the fire cover review;
- Maintain 35 frontline fire engines;
- Be an appropriate level of fire cover to meet risks and demands; and

- Be viable and sustainable to operate.

For the package to be included within the draft CRMP 2024-28 for consultation it had to meet all the assessment criteria.

Developing fire cover model (packages)

In developing the fire cover model packages, officers reviewed an extensive range of data. Important pieces of analysis which have informed our recommendations are included below. Following the assessment of the data, officers developed several packages and considered to what extent they met the assessment criteria.

Each package was also assessed using a specialist software application called Phoenix. This allows officers to understand the impact which a proposed configuration will have on response times, activity levels and the overall efficiency of each fire engine.

Cost of Crewing Models

We established the annual salary cost of operating a fire engine using each of the different crewing models. This included an estimation for the cost of a new day-crewing model which would provide guaranteed cover during weekday daytimes only, when the availability of existing On-Call fire engines is poor. This model is not currently used by the Service.

The figures were used to calculate the overall cost of fire cover model packages after combining the cost of the crewing model for each of our 35 fire engines. This cost was then compared against the current cost base.

Table 1 – Average cost of crewing model / number of fire engines operating each crewing model (Current Fire Cover Model)

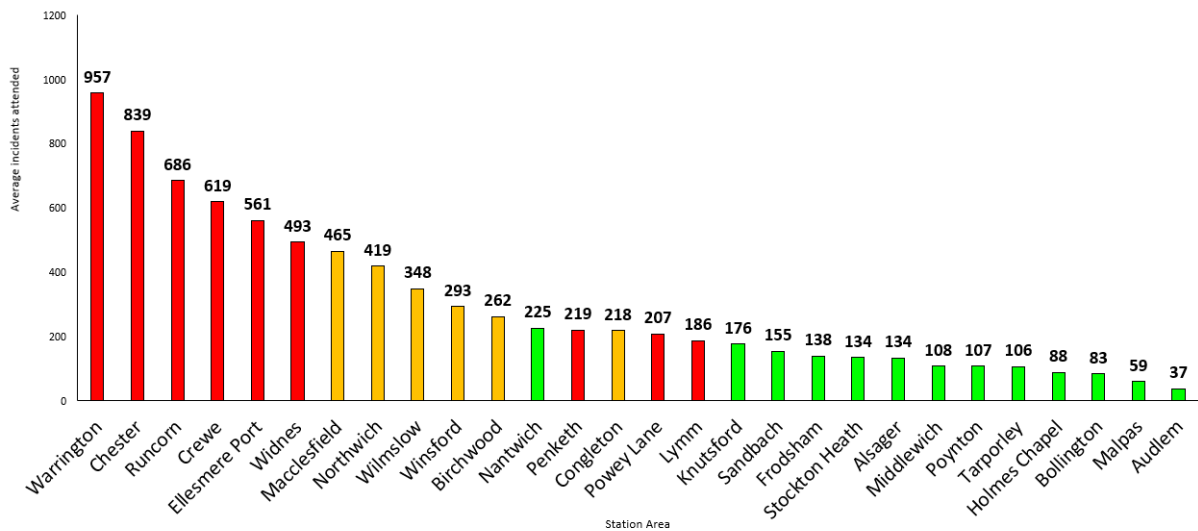
	Wholetime	Nucleus	Day Crewed	On-Call	New Day Crewing
Cost	£1.03m	£802k	£582k	£202k	£257k
Availability	100%	87%	100%	52%	Not Used
Fire Engines	11	2	4	18	Not Used

The cost of operating a wholetime crewing model for a fire engine is more than five times greater than the crewing using the on-call model with the cost of the other crewing models falling somewhere in-between.

Wholetime, Nucleus, Day Crewed and New Day Crewing means that the fire engine is crewed with full-time firefighters so 'crew turnout' time after receiving a callout is 1.5 minutes on average. On-Call fire engines are crewed by part-time firefighters so 'crew turnout' takes longer, 5 minutes on average.

We tend to use full-time crewing for the fire engines that attend the most incidents and on-call crewing for those attending the least, this ensures balance and helps achieve value for money and operational efficacy.

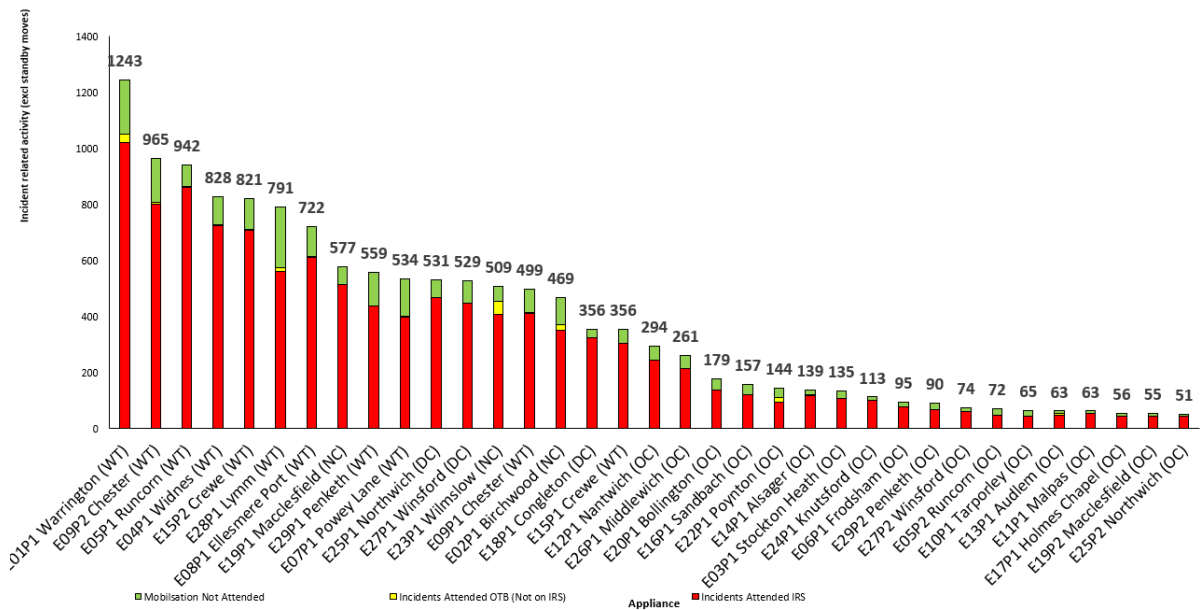
Average incidents attended per financial year by station area (April 2018 – March 2023)



The chart above shows the average number of incidents attended within each station area, together with the main crewing model operating at each station. Each crewing model is denoted by a different colour with red representing whole-time crewing, amber representing day-crewing and nucleus crewing and green representing on-call crewing.

The chart shows that the station areas with the highest number of incidents are covered by fire engines operating a whole-time model and the areas with fewer incidents are covered by fire engines operating the on-call model. The three exceptions to this, Penketh, Powey Lane and Lymm have specific reasons for being crewed using whole-time. They are located strategically to provide a support fire engine to several other busy station areas or they are located strategically to provide faster response times to incidents on motorways.

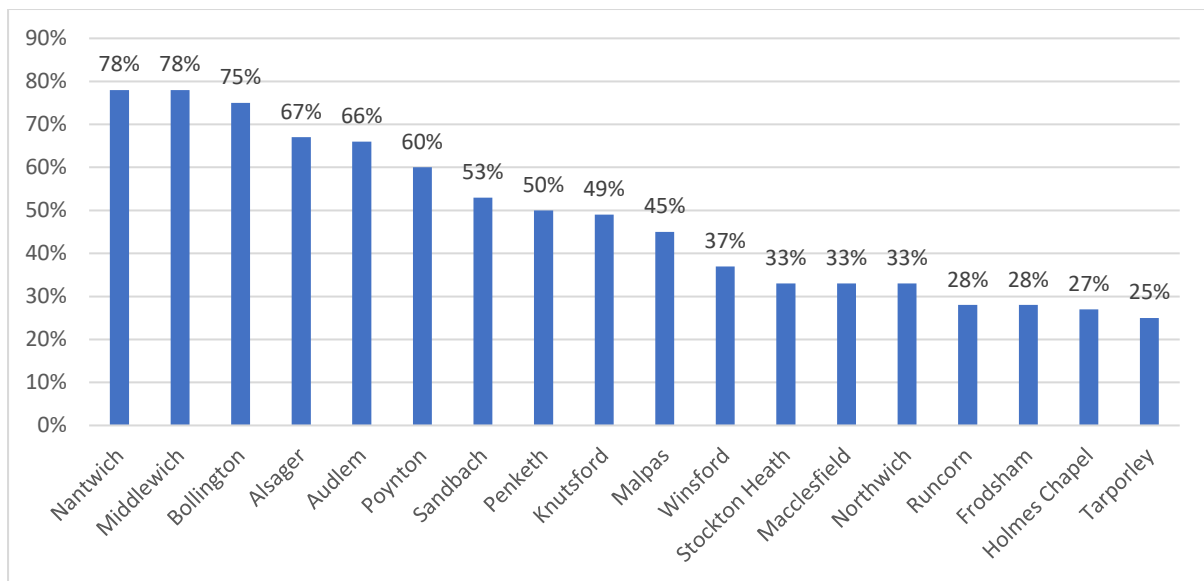
Mobilisations by fire engine (April 2022-March 2023)



The chart details the total number of mobilisations for each fire engine between April 2022 and March 2023. The data is split into incidents attended by fire engines within Cheshire (red), incidents attended outside of Cheshire (yellow) and mobilisations to incidents where the fire engine did not arrive/attend the incident (green).

The chart shows that the fire engines which have been mobilised the most frequently are crewed using the wholetime model and those mobilised the least are crewed using the on-call model. This demonstrates a good balance between cost and operational risk/demands. Whilst the on-call model is the cheapest it does not guarantee that the fire engine will be available to respond to incidents.

On-Call fire engine availability – April 2022 to March 2023



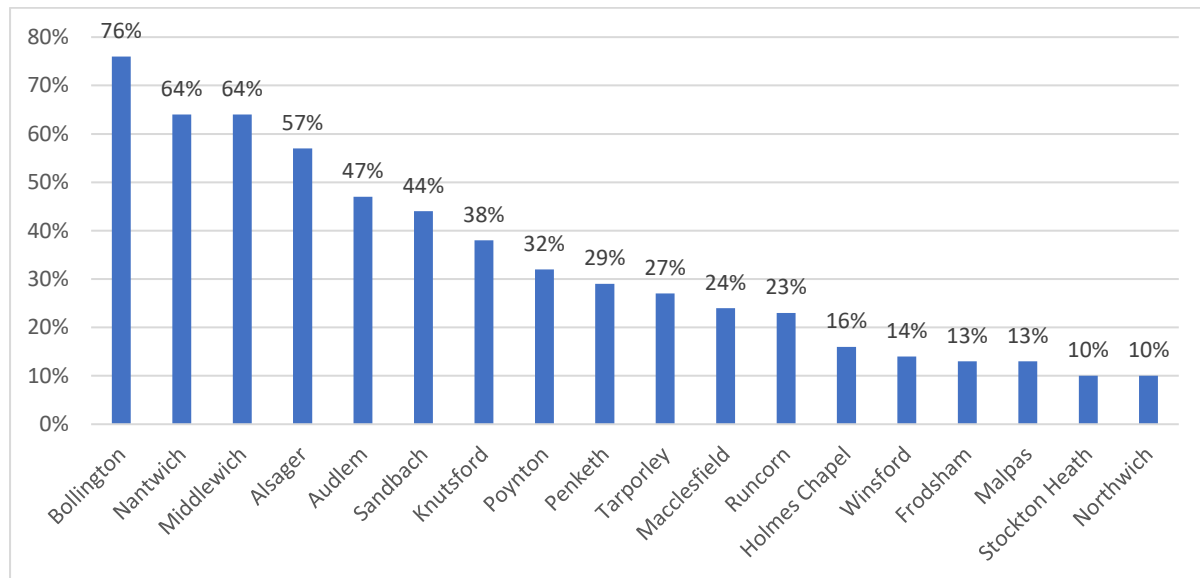
The chart above details overall availability of fire engines operating at on-call stations over the last fiscal year, with availability ranging from 81% at Middlewich to 25% at Tarporley. This shows that over half of our on-call fire engines (10 out of 18) are not available to respond to incidents more than 50% of the time, and that seven fire engines are not available to respond to incidents more than 75% of the time.

Despite these levels of availability, the service is still able to maintain an appropriate level of response and meet its target response times when normal levels of demand are being experienced. However, when the service is dealing with major incidents or busy periods (e.g., flooding or wildfires) this level of appliance availability presents the Service with challenges in being able to maintain an effective response, particularly if high levels of activity are sustained over an extended period.

From an efficiency perspective, the value for money which is being achieved from some of these fire engines is low. Significant financial investment is required to recruit, train and maintain on-call firefighters for these fire engines, for very low levels of output. The low availability results in some fire engines attending a very low number of incidents annually. This is indicated in the previous graph, where for example the availability of Northwich's on-call fire means it attends less than one incident a week. For this reason, these lower performing fire engines have been considered in closer detail during our review.

Note: despite the above challenges, it is important to note that this data only reflects the performance of our on-call fire engines. Fire engines crewed by full-time firefighters (17 during the day and 15 at night) are guaranteed to be available.

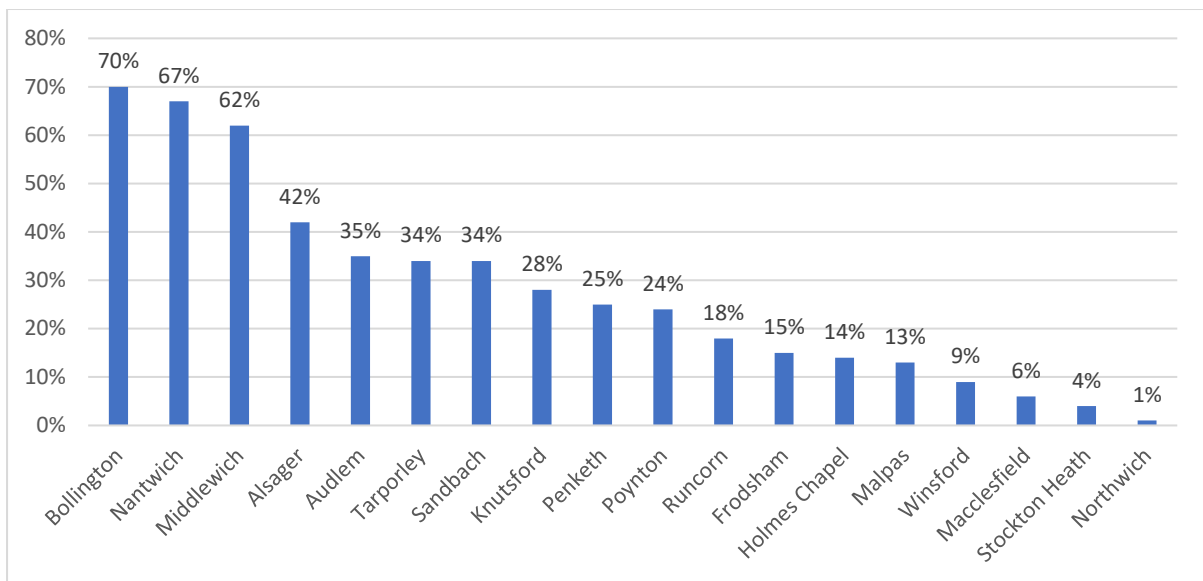
On-Call fire engine availability – Monday to Friday 08:00 – 18:00 between April 2022 and March 2023.



This chart details the availability of on-call fire engines during weekday daytime periods during the previous financial year. Weekday daytimes are typically some of the most difficult periods to ensure on-call fire engines are available, largely because of the commitments our on-call firefighters have within other employment.

This chart details overall availability of each on-call fire engine in the previous financial year, with availability ranging from 76% at Bollington to 10% at Stockton Heath and Northwich. This shows that nearly all of our on-call fire engines (14 out of 18) are not available to respond to incidents more than 50% of the time during weekdays, and that eight fire engines are not available to respond to incidents more than 75% of the time.

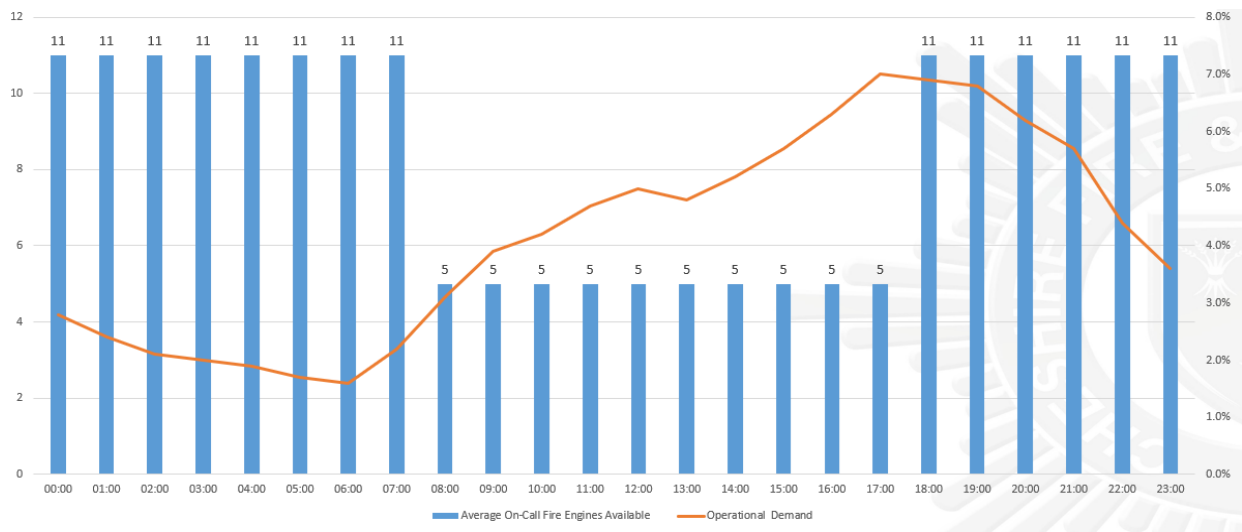
On-call fire engine availability – weekday daytimes 2023/24 Apr-Aug (Year to Date)



This chart details the availability of on-call fire engines during weekday daytime periods since the beginning of this financial year. It illustrates that the availability of these fire engines is continuing to worsen.

Availability now ranges from 70% at Bollington to just 1% at Northwich. This shows that nearly all on-call fire engines (15 out of 18) are not available to respond to incidents more than 50% of the time during weekdays, and that nine fire engines are not available to respond to incidents more than 75% of the time.

Average On-Call fire engines available by hour vs operational demand (Apr 2022 to Mar 2023)



This chart details the total average number of fire engines available each hour of the day compared with the number of incidents the service attends (orange line). The data shows that more on-call pumps are available at nighttime when demand is lower and fewer are available during the day when demand is higher. This presents the service with various challenges explained in previous sections, including on occasions having to rely on the support of neighbouring fire and rescue services when larger incidents or busy periods occur during the daytime period.

Assessment criteria

Through analysis of the data, officers developed a wide range of possible options. These were analysed using our Phoenix software to understand the impact they would have on our service provision. This allowed officers to discount a range of initial proposals based on them clearly not achieving improvements to response times or being cost prohibitive.

Four final options were developed for detailed consideration. The following pages provide a summary of these options and explains to what extent they meet the assessment criteria.

Options Assessment

Package A		
<p>Summary</p> <p>Change Birchwood and Knutsford to Day Crewing</p> <p>Convert five On-Call fire engines to full time crewing during weekdays (and remove On-Call cover outside these times); these would be the existing on-call fire engines at Stockton Heath, Runcorn, Macclesfield, Northwich and Winsford.</p>		
Guiding Principle	Meets / Achieves	Commentary
Improve response times	Yes	The predicted average response time overall to primary fires under this option would improve.
Reduce our reliance on On-Call fire engines, particularly during the day	Yes	The introduction of weekday fire engines would reduce reliance on on-call fire engines during the day.
More Wholetime fire engines in On Call Station areas, resulting in increased capacity to deliver prevention and protection activity	Yes	The option would provide more capacity to undertake prevention and protection activity.
No fire station closures or building of new stations	Yes	The current station footprint is maintained.
Maintain the same cost base, whilst improving service, outputs and value for money	No	The provision of a day crewing system at Birchwood would require a capital outlay to purchase the required firefighter housing by the Authority and subsequent revenue implications to maintain

		these properties. There is no capital budget for this.
Maintains frontline fleet of 35 fire engines	Yes	The frontline fleet of 35 fire engines is maintained.
Appropriate model to meet risks and demands	Yes	The option is deemed as an appropriate model to meet risks and demands.
Operationally viable and sustainable	No	<p>To achieve a day crewing system at Birchwood would require the purchase of suitable housing by the Authority, there is no capital available for this.</p> <p>The alternative would be to have firefighters use their own housing however this is not deemed to be operationally sustainable over the long term as it provides challenges around the recruitment of necessary staff within a suitable radius of the station (to provide the on-call element of cover).</p>

Package B		
<p>Summary</p> <p>Change Birchwood, Frodsham and Knutsford to Day Crewing</p> <p>Convert three On-Call fire engines to full time crewing during weekdays (and remove On-Call cover outside these times); these would be the existing on-call fire engines at Stockton Heath, Macclesfield and Winsford.</p> <p>Change the second fire engines at Northwich and Runcorn to resilience fire engines. These would be staffed only during periods of exceptional demand or major incidents.</p>		
Guiding Principle	Meets / Achieves	Commentary
Improve response times	Yes	The predicted average response time overall to primary fires under this option would improve.
Reduce our reliance on On-Call fire engines, particularly during the day	Yes	The introduction of three weekday fire engines would reduce reliance on on-call fire engines during the day.
More Wholetime fire engines in On Call Station areas, resulting in increased capacity to deliver prevention and protection activity	Yes	The option would provide more capacity to undertake prevention and protection activity.
No fire station closures or building of new stations	Yes	28 fire stations are maintained.
Maintain the same cost base, whilst improving service, outputs and value for money	No	The option predicts an increase in capacity to undertake community work. However, it would increase the service delivery budget by nearly £175k per year.

		In addition to implement day crewing at Birchwood and Frodsham would require a significant capital spend to secure sufficient Authority-owned housing.
Maintains frontline fleet of 35 fire engines	No	The option would reduce the number of frontline fire engines to 33. A further 2 fire engines would become resilience fire engines staffed only during periods of peak demand.
Appropriate model to meet risks and demands	No	The introduction of a day crewing model at Frodsham is not deemed appropriate due to low levels of risk and demand.
Operationally viable and sustainable	No	As referenced in Package A, there are challenges over the long-term sustainability of a day crewing system which would require staff to use their own home and not use Authority-owned housing.

Package C		
Summary		
<p>Change Birchwood, Nantwich and Knutsford to Day Crewing</p> <p>Convert three On-Call fire engines to full time crewing during weekdays (and remove On-Call cover outside these times); these would be the existing on-call fire engines at Stockton Heath, Runcorn and Macclesfield.</p> <p>Change the second fire engines at Northwich and Winsford to resilience fire engines. These would be staffed only during periods of exceptional demand or major incidents.</p>		
Guiding Principle	Meets / Achieves	Commentary
Improve response times	Yes	The predicted average response time overall to primary fires under this option would improve.
Reduce our reliance on On-Call fire engines, particularly during the day	Yes	The introduction of three weekday fire engines would reduce reliance on on-call fire engines during the day.
More Wholtime fire engines in On Call Station areas, resulting in increased capacity to deliver prevention and protection activity	Yes	The option would provide more capacity to undertake prevention and protection activity.
No fire station closures or building of new stations	Yes	The current station footprint is maintained.
Maintain the same cost base, whilst improving service, outputs and value for money	No	The option predicts an increase in capacity to undertake community work. However, it would increase the service delivery budget by nearly £175k per year.

		In addition to implement day crewing at Birchwood and Nantwich would require a significant capital spend to secure sufficient Authority-owned housing.
Maintains frontline fleet of 35 fire engines	No	The option would reduce the number of frontline fire engines to 33. A further 2 fire engines would become resilience fire engines staffed only during periods of peak demand.
Appropriate model to meet risks and demands	Yes	The option is deemed as an appropriate model to meet risks and demands.
Operationally viable and sustainable	No	As referenced in Packages A and B, there are challenges over the long-term sustainability of a day crewing system which would require staff to use their own home and not use Authority-owned housing.

Package D		
Summary		
Change Knutsford to Day Crewing		
Convert four On-Call fire engines to full time crewing during weekdays (and remove On-Call cover outside these times); these would be the existing on-call fire engines at Runcorn, Macclesfield, Northwich and Winsford.		
Reorganise the provision of full-time daytime cover within Warrington, sharing the wholetime fire engine cover between Birchwood and Stockton Heath (and remove the On-Call cover at Stockton Heath).		
Guiding Principle	Meets / Achieves	Commentary
Improve response times	Yes	The overall package of proposals in this option would reduce our response time to primary fires.
Reduce our reliance on On-Call fire engines, particularly during the day	Yes	This option would reduce the number of on-call fire engines by 5, by changing them to wholetime weekday engines or day crewing.
More Wholetime fire engines in On Call Station areas, resulting in increased capacity to deliver prevention and protection activity	Yes	This option would provide flexible wholetime day cover across on-call areas throughout Cheshire.
No fire station closures or building of new stations	Yes	Maintains existing station footprint.
Maintain the same cost base, whilst improving service, outputs and value for money	Yes	This option is estimated to operate within a small increase (+£54k per year) to the current budget, this is achievable from within existing budgets. It is also predicted to increase capacity for

		<p>firefighters to undertake community work and outputs.</p> <p>The introduction of a day crewing system at Knutsford is achievable as the Authority already owns housing adjacent to the station, removing the need to fund a capital spend on new housing.</p>
Maintains frontline fleet of 35 fire engines	Yes	35 frontline fire engines are maintained.
Appropriate model to meet risks and demands	Yes	This option provides wholetime day cover across all on-call station areas and increases the capacity to meet risks and demands.
Operationally viable and sustainable	Yes	This option is deemed to be operationally viable and sustainable.

Summary & Conclusion

In terms of providing additional capacity for operational firefighters to undertake more community work e.g., Safe and Well visits and risk inspections, all options are predicted to provide more capacity to undertake this work and increase output.

Package B and C do not maintain the frontline fleet of 35 fire engines. In addition, Package B is not appropriate to meet risks and demands as the introduction of Day Crewing at Frodsham is not deemed viable given the current low levels of risk and demand in the station area.

While both Package A and D maintain 35 frontline fire engines and are considered appropriate for the risks and demands facing Cheshire, the introduction of Day Crewing at locations other than Knutsford (Birchwood, Frodsham & Nantwich) is not viable because the Authority does not have the capital to purchase housing for the firefighters. The alternative would be for firefighters to provide their own housing but this is not sustainable and would cause recruitment issues.

All other day crewing stations currently operating within Cheshire use authority-owned housing and the Authority currently owns sufficient housing at Knutsford to operate day crewing (Package D)

Of the four packages developed, Package D meets in full the guiding principles and criteria set out within the fire cover review.

In summary, after considering the findings from the review it was decided that **Package D** would be included with the draft CRMP 2024-28 for consultation.

The Draft CRMP 2024-2028 is located [here](#): Pages 30 to 40 explain package D in more detail, see Proposals 1 to 5.