WEST OXFORDSHIRE DISTRICT COUNCIL

Thursday, 18 December 2025

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OVERVIEW AND SCRUTINY COMMITTEE

You are summoned to a meeting of the Overview and Scrutiny Committee which will be held in Committee Room 1, Council Offices, Woodgreen, Witney, Oxfordshire OX28 1NB on **Wednesday, 7 January 2026 at 5.30 pm.**

Giles Hughes
Chief Executive

To: Members of the Overview and Scrutiny Committee

Councillors: Andrew Beaney (Chair), Genny Early (Vice-Chair), Adam Clements, Steve Cosier, Natalie King, Liz Leffman, Nick Leverton, Dan Levy, Paul Marsh, Stuart McCarroll, Michele Mead, Ruth Smith, Mark Walker, Alex Wilson and Alistair Wray

Recording of Proceedings – The law allows the public proceedings of Council, Executive, and Committee Meetings to be recorded, which includes filming as well as audio-recording. Photography is also permitted. By participating in this meeting, you are consenting to be filmed.

As a matter of courtesy, if you intend to record any part of the proceedings please let the Democratic Services officers know prior to the start of the meeting.

AGENDA

1. **Apologies for Absence and Temporary Appointments**
To receive any apologies for absence and temporary appointments. The quorum for the Committee is four members.

2. **Declarations of Interest**
To receive any declarations from Members of the Committee on any items to be considered at the meeting.

3. **Minutes of Previous Meeting** (Pages 5 - 10)
To approve the minutes of the Committee meeting held 10 December 2025.

4. **Chair's announcements**
To receive any announcements from the Chair of the Overview and Scrutiny Committee.

5. **Participation of the Public**
To receive any submissions from members of the public, in accordance with the Council's Public Participation Rules.

The deadline for submissions is 2.00pm, two clear working days before the meeting.

6. **Report back on recommendations** (Pages 11 - 12)
For the Committee to note the Executive's response to any recommendations arising from the previous Overview and Scrutiny Committee meeting.

7. **Updates from Task and Finish Groups**
For the Chairs of Task and Finish Groups to provide any verbal or written progress updates.

8. **Motion A Protecting Fire Services in West Oxfordshire - Referred from Council 3 December** (Pages 13 - 150)
Purpose
For the Committee to consider the motion referred to the Committee by Council on 3 December 2025 and agree the Council's response to it. Included are the wording of the Council motion and a number of Oxfordshire County Council's consultation documents.

Invited
Councillor Jenny Hannaby, Oxfordshire County Council Cabinet Member for Community Wellbeing and Safety; and
Rob MacDougall, Chief Fire Officer and Director of Community Safety.

9. **Executive Work Programme** (Pages 151 - 158)
Purpose:
To give the Committee the opportunity to comment on the Executive Work Programme.

Recommendation:
That the Committee agrees which items on the Executive Work Programme should be subject to pre-decision scrutiny and the priority order of those items.

10. **Committee Work Programme** (Pages 159 - 164)
Purpose:
For the Committee to review and note its work programme.

Recommendation:
That the Committee notes and comments on the work programme.

(END)

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WEST OXFORDSHIRE DISTRICT COUNCIL

Minutes of the meeting of the
Overview and Scrutiny Committee
Held in the Committee Room 1, Council Offices, Woodgreen, Witney, Oxfordshire OX28 1NB at 5.30 pm on **Wednesday, 10 December 2025**

PRESENT

Councillors: Andrew Beaney (Chair), Genny Early (Vice-Chair), Steve Cosier, Liz Leffman, Nick Leverton, Dan Levy, Paul Marsh, Stuart McCarroll, Michele Mead, Ruth Smith and Alistair Wray

Officers: Madhu Richards (Director of Finance), Andrew Brown (Head of Democratic and Electoral Services), Georgina Dyer (Head of Finance), Ana Prelici (Senior Democratic Services Officer), Alison Borrett (Senior Performance Analyst), Chris Hargraves (Head of Planning), Claire Bromley (Planner (Policy)), Murry Burnett (Strategic Housing Officer) and Gemma Moreing (Business Information and Performance Lead)

Executive Member in attendance: Councillor Andy Graham

62 Apologies for Absence and Temporary Appointments

Apologies were noted from Councillors Natalie King, Mark Walker and Alex Wilson.

63 Declarations of Interest

There were no declarations of interest.

64 Minutes of Previous Meeting

The Chair noted that Councillor Alaric Smith, Executive Member for Finance, was present at the previous meeting and the minutes should reflect this.

The approval of the minutes, subject to this correction, was proposed by Councillor Cosier, seconded by Councillor Leffman, put to the vote and agreed by the Committee.

RESOLVED: To approve the minutes of the meeting held on 11 November 2025 be confirmed as an accurate record, subject to the inclusion of Cllr Alaric Smith in the list of those present.

65 Chair's announcements

The Chair stated that full Council on 3 December 2025 had referred a motion on Protecting Fire Services in West Oxfordshire to the Committee. This would be considered at the 7 January 2025 meeting and representatives of the County Council and the Fire Brigades Union were being invited. The paperwork for the January meeting would be distributed before Christmas.

66 Participation of the Public

There was no participation of the public.

67 Report back on recommendations

The Committee noted the Executive's response to the Committee's recommendations on Youth Engagement and Local Government Reorganisation.

68 Updates from Task and Finish Groups

The Senior Democratic Services Officer stated that the Waste Transformation Task & Finish Group had met the previous day and wished to submit comments to the Executive on the Waste and Environmental Services Programme report. The Group's comments were tabled and the Committee agreed for them to be submitted to the Executive meeting on 17 December 2025.

The Chair stated that the Waste Transformation Task & Finish Group would hold a further meeting to consider questions raised about waste and recycling at the September Committee meeting.

69 2025/26 Quarterly Finance Review Q2

The Director of Finance introduced the report and highlighted that investment income was above expectations.

The Committee asked questions and noted from the responses of the Director of Finance and the Head of Finance that:

- There was a projected underspend in Environmental Services due to a variety of factors including the positive performance of the trade waste service.
- The Council had been obliged to return unused grant funding to Sports England. This had occurred due to a misunderstanding about VAT treatment (which had been corrected after year end), rather than an underspend on a specific project.
- Officers would recommend setting aside funding in an earmarked reserve for Local Government Reorganisation in the budget setting process.
- Capital slippage in relation to investment property repairs and regeneration was considered normal due to the length and complexity of projects such as Carterton Industrial Estate Units 1-3, which was now in the construction phase.
- Agency costs e.g. in planning services were often due to the need to access specialist consultancy skills for a limited period or to backfill for maternity or sickness absences.
- There was no individual cost centre for fly tipping. Fly tipping had costs in terms of officer time within Environmental and Regulatory Services. Future reports could show fly tipping as a separate item.
- Election income was largely accounted for after elections took place and there were significant time delays.

The Chair thanked the officers for their report and attendance.

70 2025/26 Quarterly Service Review Q2

Councillor Andy Graham, Leader of the Council, introduced the report and highlighted that:

- Community Infrastructure Levy (CIL) charging would take effect from 31 January 2026.
- Witney and Chipping Norton markets had transferred to a new operator in August which had made a positive difference.
- The Council had endorsed the Oxfordshire Nature Recovery Strategy.
- Progress had been made on decarbonising the Windrush Leisure Centre in Witney.
- Missed bin collections were well within target.

- Gym memberships were above targets, as were visits to leisure centres, helped by improvements and new marketing strategies.
- The processing times for Council Tax Support and Housing Benefit changes had improved but remained below target. £250k had been secured in unclaimed benefits for residents.
- A staff absence in September had impacted Land Charges performance but performance was now improving.

The Committee asked questions and noted that:

- While the Council was not meeting its own targets for appeal decisions, it was within the government targets for both major and minor applications.
- The housing benefit target was under review due to the complexity of the cases and the fact that timescales were measured from the initial contact rather than the required information being received.
- Fly tipping enforcement performance of 0.33% was expected to improve.
- To date this year no officer recommendations that had been overturned by planning sub-committees had been lost on appeal. Appeal decisions were regularly reported to the planning sub-committees. A breakdown could be provided in future reports.
- Garden waste generally accounted for c. 40-45% of all recycling but volumes of green waste had dropped nationally due to the dry summer, affecting the overall recycling rate. The Council continued to perform comparatively very well at recycling.
- Officers were working on benchmarking the leisure service against other Greenwich Leisure Ltd. (GLL) contracts or GLL national figures. Questions were also raised about the reliability of footfall trends given a perceived lack of access controls at facilities.
- There was a need for clear measurable key performance indicators to underpin the Biodiversity Action Plan.
- A complaint that had been upheld by the Local Government Ombudsman had been reported to the Audit and Governance Committee.

The Committee commended the overall positive performance that was presented in the report and requested that future reports include a break down of appeal decisions and more information about disabled facilities grants and fly tipping, in particular the impact of the new bookings system at waste and recycling centres on instances of fly tipping.

The Committee requested an update on why the Chipping Norton Leisure Centre decarbonisation project was not being progressed.

The Chair thanked the Leader and officers for their report and attendance.

71 Local Plan Annual Monitoring 2024/25

The Principal Planning Policy Officer presented the Local Plan Annual Monitoring Report (AMR) for 2024/25 and highlighted that:

- Three stages of Local Plan consultation had been completed and the fourth stage was underway, generating a positive level of engagement with over 600 comments submitted to date as well as high attendance at community engagement events.

- The next stage would be the Draft Local Plan consultation in Spring 2026.
- One Neighbourhood Plan had recently been made, making a total of 10 made plans with a further 7 in progress.
- 1368 applications had been determined and over 1100 approved.
- Permission had been granted for a net gain of 667 dwellings and 300 net dwellings had been completed in 2024/25, of which over 50% were affordable tenures. It was acknowledged that housing delivery had not kept up with identified need.
- Progress had been made on the delivery of key infrastructure projects.
- The Council was using Grampian conditions to ensure that sewerage infrastructure was in place prior to the occupation of new dwellings.

The Committee asked questions and noted from the responses of the Head of Planning and Principal Planning Policy Officer that:

- The Draft Local Plan and accompanying Infrastructure Delivery Plan would draw on a range of robust evidence and facilitate a more proactive approach to ensuring that infrastructure would be phased appropriately to support the planned level of growth.
- Grampian conditions were considered a last resort that the Council had had to rely on. The wording of conditions had been improving to make them more robust.
- There was a robust policy on the water environment, including water supply and flood risk. The Council would review this policy as part of the Local Plan process.
- The issue of sewerage capacity was not unique to Oxfordshire but was high on the agenda of the Oxford Growth Commission.
- Policies were in place to ensure that a good proportion of new housing was affordable housing but the overall housing delivery figures were well below target. There were a number of approvals coming through which were expected to lead to an uplift in delivery but the target was very challenging.
- The Council was under an obligation to work collaboratively with neighbouring authorities on housing delivery. Oxford City was looking to rebase its Local Plan from 2025 and discussions remained ongoing.
- The Council did not capture data on the effect of applying the tilted balance (i.e. the numbers of applications approved that would have otherwise been refused if the Council was able to demonstrate a 5-year housing land supply).
- It was difficult to estimate when the Council would once again be able to demonstrate a 5-year housing land supply but the Council was doing all it could to address the issue.
- The Council had a dedicated officer tracking S106 agreements to ensure their delivery. All tiers of local government could bid for how S106 contributions would be used to mitigate the impact of development.
- The introduction of CIL would provide some funding directly to town and parish councils and could be used more flexibly than S106.
- Officers were being trained ahead of the introduction of CIL and a further briefing session would be arranged for Members on S106 and CIL.

- The under-reporting of flooding was raised as an issue and the AMR could be amended to reflect this. It was suggested that the Council could engage with insurance companies and do more to encourage the reporting of flooding.

The Committee requested information about:

- The number of pub conversions.
- The typical time lags between approval and completion of new housing developments.
- Whether developer funding tended to be inflation-linked.
- Why the number of "at risk" heritage assets had fallen from 8 to 5 in the Historic England data and what the plan was to address the remainder.
- The numbers of listed buildings that were damaged or at risk.
- Solar farm approvals (in future AMRs).

The Committee commended the good quality of information contained in the report and thanked the officers.

Councillor Liz Leffman left the meeting at 7.13pm.

72 **Promoting Rural Exception Sites**

The Strategic Housing Officer provided a presentation on promoting rural exception sites to deliver affordable housing, including the Council's policies and recent examples of schemes within the district. The officer highlighted that:

- Planning consent had recently been granted for an affordable housing scheme in Leafield, which had originated from an approach by the landowner. A registered housing provider was looking to take this scheme on, once developed.
- The Council was engaging with Community First, which had a track record of drawing on government funding to support rural affordable housing.
- Conversations were ongoing with a number of parish councils about identifying possible rural exception sites, including Chadlington, Tackley, Enstone, Hailey and Ducklington.
- Work was also going on to engage with Registered Providers who may be interested in managing rural affordable housing schemes. An alternative approach was for schemes to be community-led.

The Committee asked questions and noted that:

- Rural exception sites were those that would be unlikely to be granted consent for open market housing schemes due to their location or other constraints but would be more likely to be considered policy-compliant where they met an identified need for affordable housing.
- The housing need being met by a particular site would depend on its location and which Local Plan policies would be applicable. Within the Cotswold National Landscape area, it would be the identified need within the settlement/area itself. In order areas, it may be the district-wide affordable housing need.
- There was no specific target for affordable housing delivered through rural exception sites. There was an overall identified need of 274 affordable units per year district-wide

dating from 2014 and the Council had exceeded that figure in several years. A new affordable housing target would be set as part of the Local Plan process.

The Chair thanked the officers for their presentation.

73 Committee Work Programme

The Senior Democratic Services Officer explained that the budget item had been moved from January to February and Community Grants would move to March as a result. An updated work programme would be published in due course.

The Committee noted the updated work programme.

74 Executive Work Programme

The Committee agreed to add Woodford Way to the January meeting for pre-decision scrutiny.

The Meeting closed at 7.47 pm

CHAIR

Executive response to recommendations from the Overview and Scrutiny Committee on 10 December 2025 on the Waste and Environmental Services Programme

Recommendation	Agreed Y / N?	Comment	Responsible Executive Member (name, title)	Lead Officer (name, title)
That the Executive note the comments from the Overview and Scrutiny Waste and Environmental Services Programme, as detailed below.	1. Y 2. Y 3. N 4. Y	1. No comment required 2. An exercise is underway to identify the delivery options, the experience of WODC with Teckal companies (Ubico & Publica) is a key part of this. 3. The business model is not predicated on whether LGPS is paid or not. This gives WODC the ability to influence the decision later in the Programme. 4. The document is available as an exempt document.	Councillor Lidia Arciszewska, Executive Member for Environment	Si Pocock-Cluley, Environment and Waste Transformation Lead

Comments from the Overview and Scrutiny Task and Finish Group.

The Overview and Scrutiny Waste Transformation Task and Finish Group met on 9 December 2025 to carry out pre-decision Scrutiny of the Waste and Environmental Services Programme (WESP) report. They discussed the report and recommended that the following comments be submitted to the Executive.

1. The task and finish group welcomed the programme and commended the innovation that was being presented. They also stated that the Council being involved with the programme from the start would be an advantage.
2. The task and finish group stated that through the set-up of the programme, the Council should highlight its experience with Publica and Ubico – other Teckal companies. This mean that the Council brings expertise in operating these sorts of companies, which would be a benefit to other partner councils and the programme overall.

3. While it was appreciated that existing staff would be transferred across through TUPE and therefore have the terms of their pensions protected, the task and finish group raised concerns about the business model around not providing the Local Government Pension Scheme.
4. That the full, exempt business model should be made available as an exempt supplement to the Executive pack.

Motion: Protecting Fire Services in West Oxfordshire

Proposed by: Cllr Liam Walker

Seconded by: Cllr Nick Leverton

Council notes:

1. That Oxfordshire County Council is currently considering proposals that include the potential closure of *two* on-call fire stations within West Oxfordshire: Eynsham Fire Station and Woodstock Fire Station.
2. That both stations provide vital emergency response capability for their communities and surrounding areas, and their crews contribute significantly to safeguarding residents, businesses, heritage assets, and critical transport infrastructure.
3. That West Oxfordshire is a growing district, with new housing developments, increased traffic volumes, and expanding commercial activity—all of which place greater, not lesser, demand on local emergency response capacity.
4. That the loss of either station could risk slower response times, reduced local resilience, and diminished fire cover for incidents such as road traffic collisions, flooding, and property fires.

Council believes:

1. That maintaining strong, localised fire and rescue provision is essential for community safety and public confidence.
2. That any reduction in fire cover within West Oxfordshire is unacceptable and would represent a step backwards in protecting residents, especially in rural and semi-rural areas.
3. That decisions on fire station closures must prioritise public safety above financial or administrative considerations.

Council therefore resolves to:

1. Formally oppose the proposed closure of Eynsham and Woodstock Fire Stations.
2. Ask the Council Leader write to the Oxfordshire County Council Cabinet Member for Community Wellbeing and Safety urging her to withdraw the proposals and to commit to maintaining full operational status at both stations.
3. Support local firefighters and residents in campaigning to retain emergency fire cover in West Oxfordshire.

Improving our fire and rescue service

HAVE YOUR SAY

Consultation on proposals to improve Oxfordshire Fire and Rescue Service

28 October 2025 - 20 January 2026

Version	Date	Changes
1.0	28 October 2025	First publication
2.0	05 November 2025	Amendments on p.16 clarify that forecasted response time changes from station closures reflect Oxfordshire-wide impacts. Additionally, a typo regarding Henley fire engine incidents has been corrected: the original figure of 66 is now updated to the accurate total of 77 for July 2022–March 2024.

Contents

Foreword

Rob MacDougall, Chief Fire Officer and Director of Community Safety and Councillor Jenny Hannaby, Cabinet Member for Community Wellbeing and Safety.

Oxfordshire County Council is responsible for the Fire and Rescue Service in the county. We're asking for your views on proposed changes to how we respond to emergencies, ensuring that we have more fire engines consistently available and to overall enable us to get to incidents across Oxfordshire more quickly than we can now.

This public consultation seeks your views on a range of proposals designed to:

- Match resources to risk, based on an understanding of where incidents are most likely to happen across Oxfordshire to ensure that the right level of cover is available in those areas.
- Improve community safety, with the service continuing to conduct prevention and protection work, but reshaped and enhanced to meet the changing needs of Oxfordshire's communities.
- Futureproof the service by reviewing how it operates, which will help in making informed decisions that ensure long-term sustainability and resilience.

As Oxfordshire grows and changes, we need to ensure that our fire stations, resources and people are in the right place at the right time to meet the needs of our communities and improve the safety, efficiency and resilience of our service.

Currently, there are fewer firefighters on duty during the day resulting in fewer fire engines being available at the times when emergency risks are highest for our communities. In contrast, we have more firefighters at night, which means we have more fire engines

despite emergencies being less frequent during those hours. This imbalance can cause slower response times during the day and increases the need for costly overtime to maintain adequate coverage.

The proposals we have developed have been informed by modelling undertaken by an independent third party. In this document. you can read more about what we currently do, why we’re suggesting these changes, and the potential benefits and impacts in this consultation document.

This consultation will run for 12 weeks from 28 October 2025 until 20 January 2026. Thank you for taking the time to look at our proposals and providing your views.

Introduction

Oxfordshire County Council is responsible for the Fire and Rescue Service in the county, and we have recently completed a review of how we deliver emergency response and community safety services. It's important that we regularly review our resources, understand where incidents are most likely to happen and ensure we have the right level of emergency response resources in those areas.

Considerations in this review have included how, where and when full-time and on-call firefighters operate to enable the service to better meet demand during the day and night across all of Oxfordshire. This includes improving both emergency response times and expanding the reach of vital prevention and protection services to all communities.

Why we're looking at changes to our emergency response model

We are facing a critical shortage of on-call firefighter staffing hours. On-call staff, who respond from home or work, are hugely dedicated and remain vital to our emergency response. However, the traditional on-call firefighter model has become increasingly difficult to sustain, largely due to changes in how people live and work, making it harder to find individuals able to commit significant time to on-call firefighting.

Although we continually recruit, the number of on-call firefighters has fallen by 3 percent between 2014 and 2024. However, the total number of hours provided by on-call employees has declined much more sharply over the same period. This means that we have far fewer on-call firefighters when compared to the equivalent full-time role.

Over the past 10 years, the number of full-time equivalent on-call firefighters in Oxfordshire has dropped by 36%. As a result, the staffing hours they provide can be as low as around 20%, far below what's needed during the day. This can mean that during our peak times for incidents, only around 5 out of 27 on-call fire engines would be available. This can mean that it takes us longer to reach the highest-risk incidents. At the same time, rapid urban growth is increasing risks in areas far from fire stations, stretching response times and making the current model unsustainable.

What this means for our service

- We have fewer fire engines available during the day when our demand is highest. This is affecting our response to emergencies and means that it takes longer for us to get to incidents, including those that pose the highest risk to the public.
- We also have to spend a lot more money on overtime for other firefighters to fill the gaps.
- This isn't sustainable in the long term and is not always guaranteed, particularly during peak holiday periods such as school holidays.
- Having fewer fire engines ready during the day makes the delivery of our emergency response services less resilient.

- Some of our on-call fire stations have such low staffing hours that it might be better for the money spent on running them to be used differently.

How our Fire and Rescue Service works now

When an incident occurs, our Thames Valley Fire Control Service who handle emergency calls for Oxfordshire Fire & Rescue Service, Buckinghamshire and Milton Keynes Fire Authority, and Royal Berkshire Fire Authority send the fire engine that is going to be the quickest. This is not always the geographically closest fire engine, particularly if the closest fire engine is not available either due to staffing shortages or if it is attending another incident.

Fire engines

Whilst they are not always available to respond to emergencies because of a shortage of staffing, we have 34 fire engines across Oxfordshire with the same crewing model's day and night:

- 7 are crewed by full-time firefighters.
- 27 are crewed by on-call firefighters.

We use both full-time (wholetime) and on-call firefighters to respond to emergencies:

- Wholetime firefighters work full-time and are always based at the station, ready to respond immediately.
- On-call firefighters are employees who generally live or work around five minutes of a fire station and who declare the times of the day that they can then respond if needed.

Fire stations

We have 25 fire stations across Oxfordshire, and these are shown on figure 1 with their associated crewing models. 19 fire stations are in the smaller towns and villages in the county - they operate on-call staffing, where the firefighters respond from home or work.

Six fire stations are in larger towns and Oxford city and operate 24/7 providing full-time staffing. These stations also have on-call crews.

- Three stations (Oxford's Rewley Road and Slade Park, and Banbury) run a 24/7 shift pattern for full-time firefighters called "2-2-4" (two day shifts, two night shifts, four days off).

- Three stations (Abingdon, Didcot, and Kidlington) use a “day-crewing” model. Full-time firefighters work during the day and live in nearby housing so they can respond quickly at night.

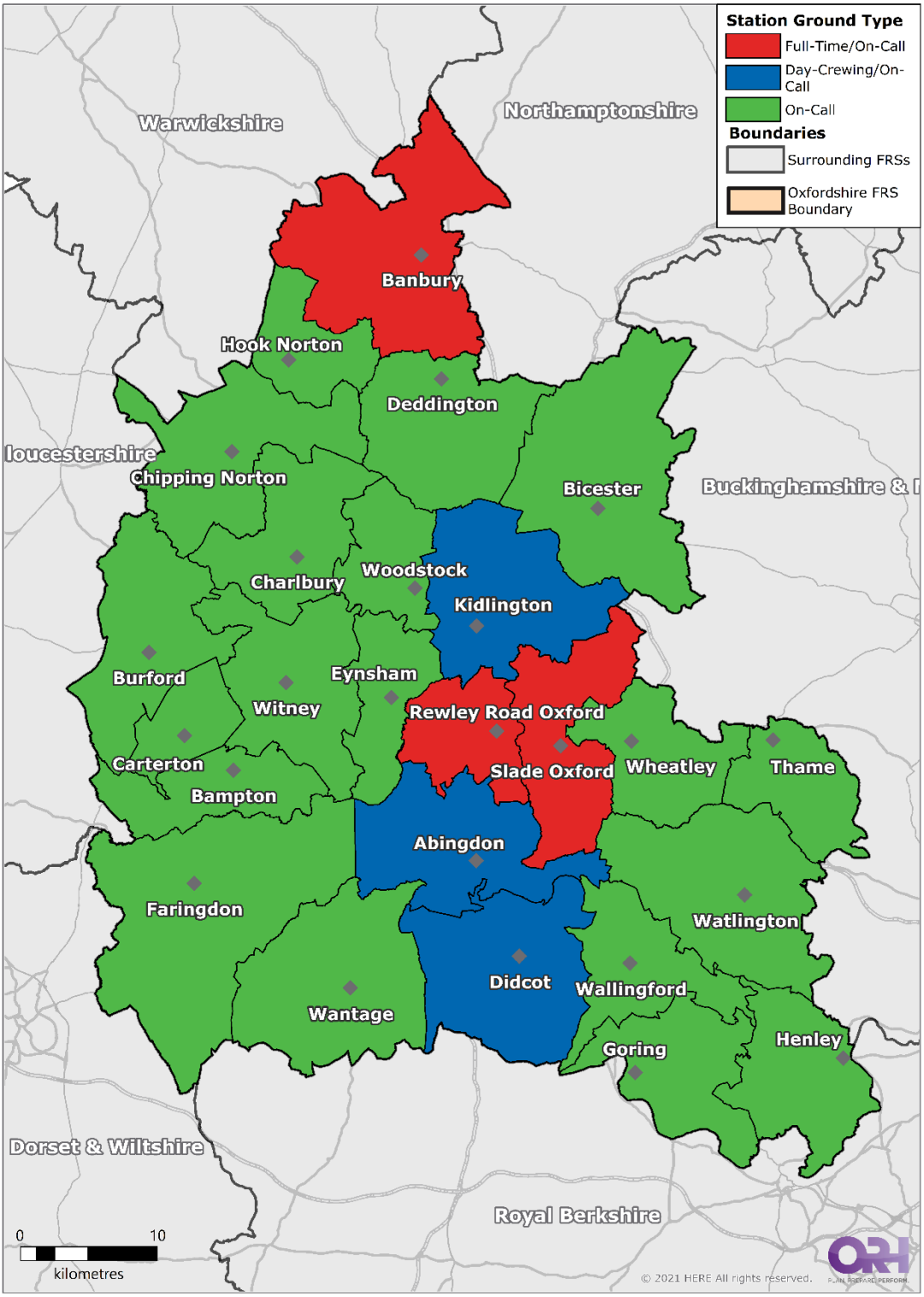

Figure 1 - Map of current crewing models at Oxfordshire fire stations

Our proposals

We’re asking for your views on our proposed changes to how we respond to emergencies.

To help shape these proposals, we asked an independent organisation, ORH (Operational Research in Health), to review how we operate now. Their evidence-based analysis, using historic incident and on-call staffing data, helped us develop the proposals we're now sharing with you.

The aim is to make sure that we have fire stations, resources, and people in the right place at the right time to meet the needs of communities and improve the safety, efficiency and resilience of the service. Our proposals are forecast overall to enable us to get to incidents across Oxfordshire more quickly than we can now.

Our proposals are split into three themes:

- **Effectiveness** - Changes that are designed to make us more effective.
- **Efficiency** – Changes that are designed to use our financial resources and our people differently to deliver improved services overall.
- **Investment** – Changes that are enabled by increasing the funding that the service receives.

For each of the proposals we are suggesting, we set out:

- What it involves
- What the benefits and impacts are
- If a change is forecast to mean that we will reach incidents more quickly or more slowly, then we will state this.
- What it might cost

The benefits and impacts include an assessment using independently modelled emergency response times for how long it takes the first and second fire engine to get to serious fires and road traffic collisions (RTCs).

- The first fire engine response time shows how long it takes from when someone calls 999 to when help arrives at the scene. This is important because it tells us how quickly the public gets support during an emergency.
- The second fire engine response time is also important, but in a different way. It shows how quickly extra firefighters arrive to support the team already there. This helps keep firefighters safe and makes sure they have enough help to manage the situation.

To help plan for the future of Oxfordshire's fire and rescue emergency response, ORH used past incident data and firefighter staffing data to build a reliable model of how our current station locations and crewing models perform. This model was then adjusted, including with the removal of overtime that we have to use to support on-call fire engines, to create a 'base' version. This allowed us to better predict future needs. You can find out more about this on p.40-46 of the 'ORH Modelling Report'.

While this base model is slightly slower—by around 28 seconds for the first fire engine and 19 seconds for the second fire engine—than the current arrangements, it gives us a realistic picture of how future fire engine locations and staffing could look if we could not sustain current overtime levels. This small difference helps ensure we're planning for long-term improvements, not just reacting to what we have done in the past.

We have made one main proposal, which is key to having more fire engines consistently available during the day. It should be noted that this main proposal is forecast to provide a faster response than our current arrangements would, enabling us to reach incidents across Oxfordshire faster than we do now.

The other proposals build on the main proposal and collectively help us to further:

- Match resources to risk, based on an understanding of where incidents are most likely to happen across Oxfordshire to ensure that the right level of cover is available in those areas.
- Improve community safety, with the service enhancing its prevention and protection work. These important services include checking that commercial buildings are safe and carrying out safety visits to people's homes and these would be reshaped to meet the changing needs of Oxfordshire's population.
- Futureproof the service by reviewing how it operates currently, which will help in making informed decisions that ensure the long-term sustainability and resilience of the service.

Main proposal – Creating five, day shift fire stations
Theme: effectiveness

The main proposal is designed to deliver the most improvement in consistent fire engine availability in the daytime. This is the proposal we believe is the most important to implement.

This main proposal suggests implementing 12-hour day shifts for full-time firefighters at five currently on-call fire station. These stations are in Bicester, Chipping Norton, Faringdon, Wallingford (or Crowmarsh) and Witney (see figure 2). The full-time firefighters would crew the fire engine during the day, while the on-call crews would crew the fire engine at night. This would be done by reallocating firefighters from existing roles, including removing one of Rewley Road's full-time fire engines. This would help address fire engine staffing levels elsewhere in the county.

Most incidents occur during the day. However, our current model with the same number of full-time and on-call fire engines day and night results in us having less fire engines in the day because of our low-daytime on-call staffing. Instead, this main proposal suggests having more full-time fire engines in the day and less at night.

This proposal would result in the following:

Impact on fire stations:

- **The creation of 5, day shift/on-call fire stations:**
  - Bicester, Chipping Norton, Faringdon, Wallingford (or Crowmarsh site relocated from Wallingford) and Witney
  - 6 existing full-time fire stations will remain operating 24/7.
  - Wallingford Fire Station is too small for modern fire engines and full-time crews. Moving to Crowmarsh would enable us to provide a modern, greener building and slightly faster response times.

Impact on fire engines:

- **Day:** 11 full-time, 21 on-call (32 total).
- **Night:** 6 full-time, 26 engines on-call (32 total).
- **Currently, if all our on-call were available, we would have:** by day 7 full-time, 27 on-call (34 total) and by night 7 full-time, 27 on-call (34 total).

- For **Bicester** and **Witney**, this proposal will mean the first fire engine would be crewed during the day by full-time firefighters, while the second engine would still be crewed by on-call firefighters during the day. At night, both fire engines would be crewed by the on-call. Currently at these stations, the on-call crew both fire engines day and night.

- For **Oxford**, this proposal would also mean the removal of one on-call engine at **Rewley Road**. Because of existing low staffing hours with only 5 percent of daytime hours being staffed and 9 percent during the night, removing this fire engine would not affect the average response times across the service.

Staffing:

- This proposal will require 57 roles to be reassigned from existing roles and three new full-time firefighter posts to be created.
- This would include reducing the number of full-time firefighters at each station.
- This will result in 24 full-time firefighters per 24/7 station and 12 full-time firefighters per day-shift station.

Benefits

- **Faster response times:** Fire engines are forecasted to arrive more quickly during busy times, with the average response to serious fires and RTCs being reduced by about **1 minute and 46 seconds** during the day (8am–8pm) and **1 second** at night for the first fire engine to reach an incident. The second fire engine to reach an incident is also forecasted to be quicker by **48 seconds** during the day.
- **Reduced overtime:** This proposal would create efficiencies by reducing the need for extra overtime cover at on-call stations and by having fewer fire engines overall.

- **Fairer service:** Emergency response times would become more consistent across the county, with improvements for the more rural parts.
- **More community safety and risk reduction work in communities:** Having 58 percent more full-time fire engines available in the daytime means there will be more capacity to carry out prevention and risk reduction work such as safe and well visits and other community safety activities.
- **Greener buildings:** A new, energy-efficient fire station in the Crowmarsh area would help reduce the service's environmental impact.

Impacts

- **Fewer fire engines at night:** The number of guaranteed full-time fire engines available overnight would go down from 7 to 6 but the remaining 27 fire engines would be staffed by on-call firefighters.
- **Lower morale:** Staff morale at the stations experiencing changes might be affected.
- **Possible job losses:** On-call firefighters who only work during the day and those at Rewley Road may be at risk of redundancy.
- **Slight delay in second fire engine at night:** The second fire engine to reach incidents is forecasted to be slightly slower at night by **32 seconds**.
- **Slight increase in response times in Oxford:** The first fire engine is forecasted to take longer to get to serious fires and RTCs by **11 seconds overall (10 seconds in the day, 13 seconds at night)** and the second fire engine by between **2 minutes 1 second and 2 minutes 4 seconds**. However, Oxford will continue to have the quickest response of each of the districts (8 minutes and 30 seconds) compared to 11 minutes and 29 seconds for the county overall.

Financial implications

- **Reinvestment opportunity:** Despite creating three extra full-time firefighter roles, this main proposal is estimated to deliver between **£189k to £310k** annual efficiencies due to reductions in overtime, staffing and fleet costs that could be reinvested.
- **Possible one-time costs:** There may be some upfront costs if redundancies are needed.
- **Buildings investment:** The building improvements to deliver this main proposal would require a minimum of **£1.3M investment** or if we move the fire station from Wallingford to Crowmarsh this increases to **£8.3M investment**.

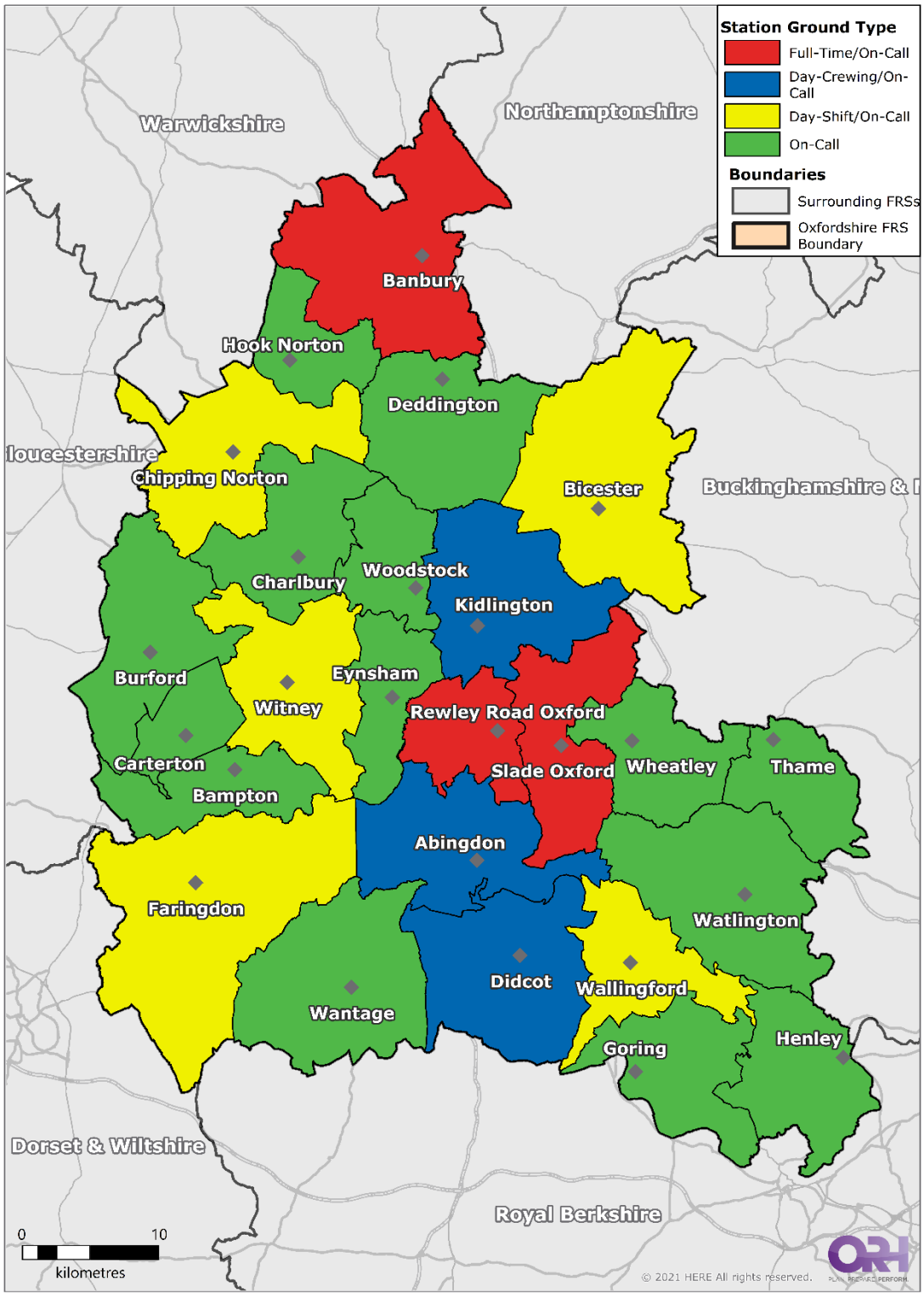

Figure 2 - Map of crewing models at Oxfordshire fire stations under the main proposal

Additional proposals

The following six proposals deliver additional benefits on top of the main proposal.

A) Building a new fire station towards the north of Oxford
Theme: effectiveness

Our modelling has indicated that, if one of the fire stations in Oxford were placed towards the north of the city, county-wide fire engine emergency response times would be faster versus a city centre location. A north of Oxford location, however, would mean resources based at Kidlington Fire Station would not be ideally placed.

This proposal suggests combining Rewley Road and Kidlington fire stations, along with the fire service headquarters at Kidlington, into a single, modern fire station towards the north of Oxford. This would create a stronger, more connected location for emergency response, ready to meet the needs of Oxfordshire today and into the future.

This proposal would result in the following:

- Selling the Rewley Road Fire Station site, bringing in money for for reinvestment.
- Releasing the Grandpont site in Oxford, which is currently set aside for a training centre. This land would be made available for other community uses.
- Starting the new north Oxford fire station with one full-time fire engine (from Rewley Road) and a high-reach appliance (Hydraulic Platform).
- Once the new station is ready, the fire engine from Kidlington would also move there. This second engine would be crewed by full-time firefighters during the day and on-call firefighters at night.
- The specialist rescue vehicle currently based at Kidlington Fire Station would be removed from service and we would review how we deliver specialist rescue services using other fire engines. This would ensure we avoid single points of failure as the skills and equipment would not be on one single vehicle.
- On-call firefighters currently based at Kidlington would have the opportunity to move to the new station.
- The fire service headquarters currently based at Kidlington would also relocate to this new site.

Impact on fire stations:

- A reduction in full-time/on-call fire stations from 6 to 5**.**

Impact on fire engines (including the main proposal):

- **Day:** 11 full-time, 21 on-call (32 total).
- **Night:** 5 full-time, 27 engines on-call (32 total).
- **Currently, if all our on-call were available, we would have:** by day 7 full-time, 27 on-call (34 total) and by night 7 full-time, 27 on-call (34 total).

Benefits:

- **Faster response times:** Fire engines are forecasted to arrive slightly more quickly with the average response to serious fires and RTCs being quicker by **5 seconds** during the day compared to what the main proposal alone could deliver. The first fire engine is also forecasted to be **20 seconds** quicker at night compared to the main proposal. The second fire engine to reach incidents is also forecasted to be quicker in the day by **1 minute and 5 seconds** compared to what the main proposal alone could deliver**.**
- **Better for the environment**: Combining buildings means fewer sites to run and maintain, which helps reduce the service's overall environmental impact.
- **Cleaner air in Oxford**: Staff and fire engines won't need to travel into Oxford centre as often, helping to cut down on pollution and carbon emissions in this area.
- **Easier travel**: The new location would be expected to have better transport links, making it more convenient for staff and partner organisations.
- **Funds from property sales**: Selling the Rewley Road and Kidlington sites will bring in funds that would help deliver other fire service property projects, such as a new station north of Oxford.
- **Chance to improve specialist rescue services**: The proposal will mean that the service must review how it delivers specialist rescue services, but this could bring additional opportunities and benefits.

Impacts:

- **Firefighters will need to arrange new housing:** The service currently offers rent-free housing to firefighters working at Kidlington Fire Station to enable them to respond quickly at night. Under this proposal, those firefighters living in these houses will need to arrange new housing.
- **Fewer fire engines at night**: The number of guaranteed fire engines available overnight staffed by full-time firefighters would go down from six to five, but the remaining 28 fire engines would be staffed by on-call firefighters.
- **Possible short-term delays**: Emergency response times might be slightly affected as we move away from current station locations.
- **Second fire engines response times at night**: This change would slightly increase the time taken for the second fire engine to reach incidents across the county overall by **4 seconds** at night.

Financial implications:

- **Lower building costs**: Reducing the number of buildings the service uses will help cut overall annual building costs.
- **Money from property sales for building investment**: Selling the Rewley Road and Kidlington sites will bring in extra funds and would help to fund both the new station north of Oxford and the building improvements in the main proposal. If Wallingford was moved to Crowmarsh in the main proposal, then an additional investment of **£2.7M** would still be required for this change. If Wallingford was not moved to Crowmarsh, then this change would create a **£4.3M** surplus.

- **Reinvestment opportunity:** There would be estimated overall annual efficiencies of around **£128k** from reductions in such things as staffing and fleet costs.

B) Removal of the second fire engine from Thame Fire Station
Theme: efficiency

This proposal suggests removing the second fire engine from Thame Fire Station. Our second on-call fire engine at Thame does not attend very many incidents, attending only about 17 incidents per year across Oxfordshire and 12 incidents in other surrounding counties. This is despite being staffed for nearly 40% of the time on average. Because of this, removing it is not forecasted to affect the average response times for emergencies.

This proposal would result in the following:

Fire Engine Numbers (including the main proposal):

- **Day:** 11 full-time, 20 on-call (31 in total).
- **Night:** 6 full-time, 25 on-call (31 in total).
- **Currently, if all our on-call were available, we would have:** by day 7 full-time, 27 on-call (34 total) and by night 7 full-time, 27 on-call (34 total).

Benefits:

- **Fire engine readiness:** Better focus on keeping the first fire engine in Thame available and ready to respond.
- **Reinvestment opportunity:** Lower maintenance costs and less need to replace fire engines and equipment in the future would provide an opportunity to reinvest.
- **Reduced recruitment costs:** Avoids large recruitment costs, as as new staff would be recruited on contracts aimed at keeping one fire engine available instead of two.

Impacts:

- **Lower morale:** Staff morale at the station may be affected.
- **Second fire engine response times:** Slight delay in the average arrival time of the second fire engine across Oxfordshire - approximately **2 seconds**.

Financial implications:

- **Fleet efficiencies:** Saves around **£31.6k** a year by reducing the number of fire engines.
- **Reinvestment opportunity:** Small reduction in staffing and related costs which could be reinvested in other areas.

C) Closure of three on-call fire stations
Theme: efficiency

This proposal suggests closing three on-call fire stations at Eynsham, Henley and Woodstock. All have consistently low staffing hours from their on-call crews.

Eynsham: Between July 2022 and March 2024, the amount of the day covered by staffing was only 17 percent and 34 percent at night. Over five years, it responded to about 51 incidents per year across Oxfordshire. Removing this fire station would increase the average first fire engine response time by **1 second** across Oxfordshire, both during the day and at night.

Henley: Between July 2022 and March 2024, the amount of the day covered by staffing was only 9 percent and 25 percent at night. Over five years, it responded to about 77 incidents per year across Oxfordshire. Removing it would increase the average first fire engine response time by **2 seconds** across Oxfordshire. Second fire engine response times are forecasted to increase by **1 second**.

Woodstock: Between July 2022 and March 2024, the amount of the day covered by staffing was only 5 percent and 26 percent at night. Over five years, it responded to about 11 incidents per year across Oxfordshire. Removing it would increase the first fire engine response time by **1 second** across Oxfordshire. Second fire engine response times are forecasted to increase by **1 second**.

This proposal would result in the following:

Impact on fire engines (including the main proposal):

- **Day:** 11 full-time, 18, 19 or 20 on-call depending on how many station closures are implemented (29, 30 or 31 in total).
- **Night:** 6 full-time, 25 engines on-call depending on how many station closures are implemented (31 total).
- **Currently, if all our on-call were available, we would have:** by day 7 full-time, 27 on-call (34 total) and by night 7 full-time, 27 on-call (34 total).

Benefits:

- **Money from property sales:** Selling buildings could bring in extra funds for the service to invest in property improvements.
- **Lower costs:** Fewer fire engines would mean less money spent on upkeep and buying new ones in the future.
- **Better for the environment:** These changes would help reduce the service's carbon footprint and improve sustainability.

Impacts:

- **Fewer fire engines available:** On a small number of occasions, there would be fewer fire engines ready to respond.
- **Risk of job losses:** Some firefighters could face redundancy unless they can move to work at alternative fire stations.

Financial:

- **Fleet efficiencies:** Each station closure (Eynsham, Henley and Woodstock) could save around **£31.6k** a year in fleet-related costs.
- **Reinvestment opportunity:** Closing Eynsham, Henley and Woodstock could save **£247.1k**, **£165.8k**, and **£171.5k** per year respectively in staffing and related costs which could be reinvested in other areas.
- **Money from selling properties:** Selling the fire station sites could deliver around **£450k** from Woodstock, **£150k** from Eynsham, and **£600k** from Henley.
- **Possible one-time costs:** There may be some upfront costs if redundancies are needed.

D) Invest to keep an extra fire engine in Oxford 24/7
Theme: investment

- This would keep the same number of full-time fire engines in Oxford as now.
- It would slightly improve response times in Oxford.
- To do this, we would need:
  - **24 extra firefighters** at Slade Park station, or
  - **12 extra firefighters** if a new station is built north of Oxford.

Benefits:

- The time taken for the first and second fire engine to arrive at serious fires and RTCs in Oxford is projected to be quicker by **4 seconds and 28 seconds** overall, respectively.
- More fire engines with full-time crews, meaning better reliability.

Impacts:

- Higher staffing costs and extra expenses for uniforms, training and recruitment.

Financial implications:

- **Cost: £670.5k** to **£1.28M** per year.

E) Invest to keep current firefighter numbers at each station
Theme: investment

- This would prevent us having to reduce the number of full-time firefighter numbers at fire stations which we have suggested as part of and to enable us to deliver the main proposal.
- Whilst the main proposal would deliver important benefits, the organisation would become far leaner as a result which could make us less resilient.
- It would not change the number of fire engines.
- **28 extra firefighters** would be needed.

Benefits:

- Stations can cope better with sickness or absence which builds in wider service resilience.
- This proposal would ensure that we were able to maintain five firefighters on our full-time fire engines which is our preferred crewing level.
- Less need for overtime.
- The organisation would be far more resilient.

Impacts:

- Higher staffing costs and extra expenses for uniforms, training and recruitment.

Financial implications:

- **Cost:** About **£1.26M** per year.

F) Invest to keep Station Support Officers Theme: investment

- Our Station Support Officers are valuable roles that help to manage on-call fire stations and support crews with respect to training and recruitment as examples.
- This proposal would enable us to keep nine of these roles.
- This would prevent us having to remove Station Support Officer roles which we have suggested as part of and to enable us to deliver the main proposal.

Benefits:

- Reduces pressure on on-call managers thereby contributing to long term retention of on-call managers.
- Improved operational effectiveness of on-call stations due to assistance with respect to training as an example.
- Additional resource to assist with crewing helping to keep on-call fire engines available.

Impacts:

- Higher staffing costs and extra expenses for uniforms, training and recruitment.

Financial implications:

- **Cost: £621k** per year.

Proposal summary

A table summarising the impact that each of the proposals has on fire engine emergency response times across Oxfordshire, together with the financial impacts of the proposals, is provided in the appendix.

Have your say

You can have your say on our proposals between 28 October 2025 and 20 January 2026 by visiting letstalk.oxfordshire.gov.uk, reading the supporting information and completing the online survey.

While we do want to make sure we capture your views through the formal consultation and respond to the questions we have set, you can also email your feedback to fire.consultation@oxfordshire.gov.uk.

What happens next?

The feedback from this consultation will help to shape the decision making around the changes to Oxfordshire Fire and Rescue Service's cover model.

The service will review the feedback and prepare a report for Oxfordshire County Council's Cabinet. This report will be considered alongside a range of other information, for example financial information, legal information, an equalities impact assessment, a climate impact assessment etc. at a public meeting in spring 2026 at which a decision will be made about the implementation of any changes.

Appendix – Summary of benefits and financial impacts

	1st fire engine response time change (overall)	1st fire engine response time change (day)	1st fire engine response time change (night)	2nd fire engine response time change (overall)	Annual financial impacts on capital (property) finances
Main Proposal – Day shift fire stations	1 minute and 11 second improvement	1 minute and 46 second improvement	1 second improvement	22 second improvement	£189k to £310k annual efficiencies £1.3M or £8.3M building cost
Proposal A – North of Oxford fire station	11 second improvement	5 second improvement	20 second improvement	53 second improvement	£128k annual efficiencies £4.3M surplus or a £2.7M building cost
Proposal B – Remove Thame second fire engine	No change	No change	No change	2 second longer response	£31.6k annual efficiency
Proposal C - Closure of three on-call fire stations	4 second longer response time	1 second longer response time	3 second longer response time	2 second longer response	Up to £579k of annual efficiencies £1.2M surplus from sales receipt
Proposal D - Invest to keep an extra fire engine in Oxford 24/7	2 second improvement	1 second improvement	6 second improvement	22 second improvement	£670.5k to £1.28M extra costs per year
Proposal E - Invest to keep current firefighter numbers at each station	No change	No change	No change	No change	£1.26M of additional cost per year
Proposal F- Invest to keep Station Support Officers	No change	No change	No change	No change	£621k of additional cost per year

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Facts first | Dispelling misconceptions and providing clarity

Introduction

We are committed to providing a resilient, effective and safe emergency service for our firefighters and the residents of Oxfordshire. The purpose of the fire and rescue cover model is to improve response times to emergencies across the county by adapting our model to manage the challenges with on-call availability during the day in some areas. If we do not make changes, things are likely to get worse. Our fire engine availability will continue to decline, and response times will suffer as demand grows and the county changes.

This document aims to clarify the rationale behind our proposals and provide evidence-based responses to common misconceptions. Our goal is to hold informed discussion and healthy debates among colleagues, trade unions, members of the public and other stakeholders.

Why are we doing this?

- Our proposals are designed to improve emergency response times across Oxfordshire
- On-call firefighter staffing levels during the day has fallen over the past decade, making the traditional model harder to sustain.
- As Oxfordshire grows and changes, we need to make sure our resources are in the right place at the right time to keep people safe.
- Our modelling shows improved response times and our main proposal will allow more capacity for our fire crews to deliver community safety, helping protect communities as Oxfordshire grows.

What we've heard: Cuts to frontline resources

Fact: Reallocating our resources in line with risk

Our proposals are not driven by financial savings. They will not reduce our budget; instead, they are intended to reallocate resources and finances to improve our overall average response times.

Using language such as "cuts" fails to recognise the improvements our proposals are forecast to deliver for communities in Oxfordshire.

With reducing on-call staffing levels during the day and a county that is growing and changing, we need to ensure our fire stations, resources and people are in the right place at the right time to meet Oxfordshire's needs and improve the safety, efficiency and resilience of our service.

Whilst regrettably we have proposed closing some on-call fire stations or removing on-call fire engines, the rationale is not to save money but to make better use of it. On-call fire engines with high staffing levels generally represent very good value for money and are therefore invariably worth keeping.

If Eynsham, Henley, Woodstock, and Oxford Rewley Road's on-call fire engines had higher staffing levels, they would not have been proposed for closure.

For the second fire engine at Thame, the situation is slightly different. While its availability is reasonable given that it is a second fire engine, data showed it attended very few incidents during the modelling period. It was also shown to have little impact on response time performance. Therefore, the view is that the money currently used for that engine could be better spent elsewhere.

What we've heard: Rewley Road and Kidlington closures

Fact: Relocation to a new modern fire station towards the north of Oxford

We have proposed combining and relocating the resources Kidlington and Rewley Road (Oxford) provide at a new, modern fire station towards the north of Oxford. This proposal is about relocation, reinvestment and an overall improvement in our response times.

What we've heard: Lack of investment in Fire Stations

Fact: Investing in our fire stations to support the proposals

Our proposals include potentially over £33M of reinvestment in Oxfordshire Fire and Rescue Service's fire stations depending upon which options are taken forward.

What we've heard: Increased response times

Fact: Our proposals are independently forecasted to lead to quicker response times

Because we frequently have fewer fire engines in the daytime when the risks to the public are higher, our response times have gradually been increasing for a number of years. We also have a disparity in fire engine response times between Oxford City and other districts. This means that there is a significant difference in the amount of time that it would take for a fire engine to arrive at an incident depending on where it is located in the county.

Our proposals include moving fire engines and firefighters so that there is more consistency in fire engine response times across the county. Generally, it would mean slightly quicker response times in less populated areas and slightly slower response times in Oxford. However, Oxford is forecasted to still receive the quickest response specifically including those parts of the city with a significant heritage risk. Overall, the independent modelling of our proposals indicate that our response times would be quicker across Oxfordshire.

What we've heard: Firefighters will lose their homes

Fact: A relocation of Kidlington Fire Station would impact a group of firefighters who have provided houses as part of their duty system

Nobody will lose their home. If changes go ahead, we will work with affected firefighters who wish to stay in their current homes on a case-by-case basis, and we will have several years to explore various options with them.

If Kidlington were to move to a new proposed fire station towards the north of Oxford, the fire engine would be crewed differently and move away from a 'day crewing' system, which currently includes providing housing for those firefighters. Under the current system, firefighters are on station during the day and respond from a provided house at night. The majority of the firefighters live in these houses full-time.

We recognise this could have a significant impact on those firefighters and their families, which is why we felt it was important to start talking about possible changes now so that firefighters have as much notice as possible of the intention to change. Decisions on the proposals will not be made until Spring 2026, and with the need to identify and build the new fire station, the very earliest the change could happen is likely to be Spring 2029.

What we've heard: Unsafe changes to shifts

Fact: Implement an effective shift system that ensures consistently available fire engines

The wellbeing of our employees is a priority for us and if we were to implement proposals involving day shifts, we will work with employee representatives to negotiate shift patterns to support that wellbeing. We are not aware of any evidence to suggest that our proposal for 12-hour day shifts would be unsafe.

What we've heard: Reduced firefighter numbers and impact on response times

Fact: The proposal includes increasing our number of wholetime firefighters

Our proposals require a minimum increase of 3 wholetime firefighters. We have also included investment proposals that could increase this number to 60. Whilst our proposals also include a potential reduction in watch establishments, these changes would not impact fire engine response times. Each Watch has more firefighters than it needs to crew the fire station as people need to be able to take training days, sick leave and annual leave. The reduction of firefighter posts due to proposed closure of stations or removal of on-call at Rewley Road are linked to low availability only.

What we've heard: Removal of specialist rescue appliance

Fact: Removal of specialist rescue appliance and a redistribution of those specialist rescue skills onto fire engines.

We are committed to reviewing how we deliver specialist rescue capabilities and maintaining these within the service. We believe that there is an option to redistribute specialist rescue capabilities to make that provision more resilient whilst also offering opportunities for a wider pool of employees to develop these enhanced skills.

If the proposal is taken forward to implementation, further detailed work, along with colleague engagement, would be undertaken to understand what this proposal would mean in practice.

This includes looking at the areas below:

- How these skills could be allocated and maintained
- The training and competency requirements for staff
- Operational implications for response times and resource availability
- Any impact on service delivery and resilience during major incidents
- The provisioning of specialist and personal protective equipment

What we've heard: The staff and FBU should have been consulted with about the proposals before public consultation

Fact: The FBU and employees have been made aware of the service need to implement change since 2023. The consultation details were shared with the FBU before the final political decisions were made on the proposals.

The need for change within the service has been informally recognised since 2023, and both the FBU and employees have been aware of our ongoing intention to review the cover model. We value the FBU as the professional voice of firefighters and ensured they were informed as early as appropriate. We therefore shared formal consultation details with the FBU before the council's cabinet made its final decision on which proposals would go out for public consultation.

We have decided to involve all stakeholders at the same time through the public consultation process. However, given the uncertainty around which proposals the cabinet would support, it was not possible to share proposals more widely with staff without prejudicing the decision-making process.

Our commitment remains clear: to engage openly through consultation with the public, the FBU and colleagues, supported by briefings and two-way platforms that address concerns and explain the evidence behind the proposals. Engagement with the consultation is actively encouraged, with opportunities to ask questions through the provided channels.

As an organisation that values continuous learning, we welcome feedback and use it to improve how we work. Once we know which options will proceed, there will be staff consultation processes in relation to implementation.

What we've heard: The data used for modelling was wrong

Fact: Independent modelling undertaken using accurate and quality assured data

To date, we have not identified any errors in the underlying data used for the modelling. A deliberate decision was made to outsource the modelling to an experienced independent third-party company, Occupational Research in Health (ORH) to ensure transparency. The data underpinning the modelling was taken from three information systems that we use internally (Gartan, Vision and Incident Recording System) and was quality assured by ORH as part of their processes.

What we've heard: Firefighters are being threatened to not speak publicly about our proposals

Fact: We have asked firefighters to engage with us and the public but to ensure that they do not spread misinformation or say anything that may harm the reputation of the council

We respect everyone's right to share views during the consultation. All of our employees are encouraged to provide feedback through official channels, and we have created multiple opportunities for open dialogue with our teams and the FBU.

As a public service, we have a duty to maintain trust and impartiality. This means employees should avoid actions that could compromise the council's ability to deliver fair and unbiased services. It does not mean staff cannot express their opinions; it simply means opinions should be shared in a way that does not undermine professional responsibilities or public confidence. Impartiality is about protecting public trust and ensuring that misinformation is not spread. It is not about silencing employees.

What we've heard: Crews of four firefighters on fire engines is dangerous

Fact: Having four firefighters on a fire engine is common practice in Oxfordshire

Our proposals do not rely on us having to routinely have four firefighters on a fire engine. We could instead, deliver the changes by changing our annual leave policy to ensure that staffing is more consistent across the year rather than having periods of the year when we have more firefighters at a given station than we technically need. This would be a far more efficient staffing model and would be our preference.

However, should our firefighters not want to change the annual leave policy, our proposals can be delivered by routinely having four firefighters on a fire engine.

This is already commonplace within Oxfordshire, and our crews are trained and experienced at operating in this way. Doing this would enable us to have more full-time crews in the day which would provide for more consistently available fire engines at these peak times and improved response times overall. We are aware of other fire and rescue services across the UK operating with four firefighters on a fire engine.

Conclusion

Our consultation proposals are built from data analysis, operational need and delivered in line with our commitment to firefighter and public safety. While change is challenging, it is necessary to ensure long-term resilience and effectiveness of our service.

We're in consultation phase, which means nothing is decided yet. Until the consultation concludes (20 January 2026) and decisions are made by the cabinet, we continue to operate business as usual.

If you have any questions or queries about the consultation, please direct them to fire.consultation@oxfordshire.gov.uk

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Oxfordshire County Council

Equalities Impact Assessment

Improving our fire and rescue service

28/10/2025

Contents

Section 1: Summary details

Directorate and Service Area	Community Safety Services
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Proposals for changes to the Fire and Rescue Service's emergency response model.
Is this a new or existing function or policy?	Existing function
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	Proposed changes to the Fire and Rescue emergency response model, that would be subject to public consultation, involving the introduction of day shift wholetime systems at five existing on-call stations, a potential new fire station towards the north of Oxford to combine Rewley Road and Kidlington fire stations. Additional options include investment proposals, closure of up to three on-call fire stations and the removal of the second fire engine at Thame. The recommendations and considerations for change would create greater parity in emergency response performance across the county with performance improving in general in rural and lower density urban areas. It is anticipated that this greater parity in response performance, although worsening the service slightly for Oxford's more relatively deprived communities, would offset an existing inequality in emergency response performance and positively support Oxfordshire's rural communities.
Completed By	Jason Crapper
Authorised By	Rob MacDougall
Date of Assessment	28 October 2025

Section 2: Detail of proposal

Context / Background Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.	Community Safety Services commissioned a review of the Fire and Rescue cover model because of a long-term decline in On-Call availability, particularly during daytime hours. Reducing On-Call availability results in a reduction in day-to-day fire engine availability, increasing service overtime costs, increased emergency response times and reduced service productivity. The review also offers the opportunity to ensure that the service's operating model aligns resources appropriately with community risk.
Proposals Explain the detail of the proposals, including why this has been decided as the best course of action.	It is proposed that the Fire and Rescue Service proceed to public consultation concerning recommended changes, and further considerations for changes, to the Fire and Rescue cover model used within the service. The recommendations comprise core changes to the way in which some fire engines are crewed using a set of key principles which are as follows: • Reducing the use of full-time (wholetime) firefighters at nighttime and instead increasing the use of these staff during the daytime at various stations to provide more resilient daytime appliance availability and to improve firefighter productivity during the day in activities such as our prevention work. • Relying on part-time (on-call) firefighters more at night when their availability is very good. • Increasing the parity in emergency response performance between more densely populated urban areas and less densely populated urban and rural areas to enable a redistribution of resources to provide more resilient daytime appliance availability. The resulting response model could result in the following changes: 1. The introduction of a day shift wholetime system at Chipping Norton, Faringdon, and Wallingford (or Crowmarsh site relocated from Wallingford) to crew the fire engine during the day with the current on-

call crews crewing the fire engine at night. This will also allow local on-call crews to focus recruitment energies on nighttime hours.

2. The introduction of a day shift wholetime system at Bicester and Witney to crew the first fire engine in the day with the current on-call crews crewing the second fire engine during the day and both fire engines at night.
3. The removal of the on-call fire engine from Rewley Road.
4. The building of a new fire station towards the north of Oxford to replace both Rewley Road and Kidlington fire stations. This new station would house two fire engines and a high reach appliance (hydraulic platform) with one of the fire engines crewed on a 24/7 basis by wholetime staff. The second fire engine would be crewed by day shift wholetime staff in the day and on-call crews at night with on-call staff being transferred and permanently rehomed from Kidlington Fire Station.
5. Investment options that would entail additional investment in the number of firefighters to maintain an additional fire engine 24/7 for Oxford, to maintain station crewing levels at current levels or to enable the service to retain Station Support Officers.
6. The closure of one, two or three fire stations at Woodstock, Eynsham and/or Henley due to perennially poor on-call availability.
7. The removal of the second fire engine from Thame Fire Station due to low utilisation.

These options have been developed over several months and following extensive independent modelling with a third-party consultant with the aim of trying to improve both the availability and response performance of fire engines in Oxfordshire. The proposals being offered are forecasted to improve overall fire engine response performance across Oxfordshire as a whole. However, there are unavoidable conflicts to make such improvements within the existing cost envelope which means that there are forecasted to be corresponding reductions in response performance at other times and/or in certain parts of the county to deliver these overall benefits. These can be summarised as follows:

- Whilst there are significant first fire engine response improvements forecasted during the day in four out of the five local council areas, the performance in Oxford City is forecasted to be slightly worse under the options being put forward. This is a result of the conscious move to transfer resources to less densely populated rural areas that suffer from poor on-call firefighter availability and thus ensuring greater parity in response performance across the county. However, the level of emergency response

resources is proposed to be kept higher for Oxford compared to other parts of the county due to its risk profile. This means that despite the reduction, response performance is still forecasted to be between around 1% and 12% better in Oxford City than other parts of the county overall.

- First fire engine response performance is forecasted to be marginally better at night across the county with improvements in two of the five local council areas. For Oxford City, the response performance at during the day and night is forecasted to be slightly worse than it is now.
- Second fire engine response performance is forecasted to improve overall with bigger improvements during the day. Response performance for the second fire engine to incidents is faster at night in four out of the five local council areas.

Evidence / Intelligence

List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.

- **Mid-Year Population Estimates, England and Wales, June 2023** – Used to assess any dipropionate impacts on persons of different ages.
- **Ethnic Group Census 2021 data** – Used to assess any dipropionate impacts on persons belonging to different ethnic groups.
- **Index of Multiple Deprivation (IMD) 2019**, **The English Indices of Deprivation 2019 Oxford City Results** – Used to assess any dipropionate impacts on areas of deprivation.
- **Census 2021 religious data** – Used to provide data regarding the distribution of people identifying as having a religion.
- **Disability census 2021 data** – Used to provide data regarding the Distribution of people identifying as having a disability.

Additionally, various sources were used to identify registered places of worship as follows:

District Name	Buddhist	Chapel	Christian	Islam	Jehova's Witness	Judaism	Nirankari	Temple	Grand Total
Cherwell		3	132	1	1			1	138
Oxford City	1	5	89	3		1	1		100
South Oxfordshire		3	125		1				129
Vale of White Horse		7	114						121
West Oxfordshire		1	121		1				123
Grand Total	**1**	**19**	**581**	**4**	**3**	**1**	**1**	**1**	**611**

	To assist the analysis further, information in relation to risk factors for dwelling fires have been used to assist in understanding the equality impacts of the proposed changes. The NFCC have commissioned risk stratification research to understand the risk factors for dwelling fires. These can be separated into factors affecting the risk of a person being killed in an accidental dwelling fire and those that affect the risk of a person having an accidental dwelling fire or being injured by one. According to the research, the risk of a person being killed in an accidental dwelling fire are driven by the following factors: • Over 70 years old, particularly in combination with any pre-existing mental or physical impairment including frailty. • Children under 11 years old, but especially under 5 years who are less likely to be able to self-rescue. • Being male (particularly when combined with other risk factors) • Smokers – especially if combined with poor mobility or other health condition. • Low Socioeconomic Status (SES) i.e. deprivation. • Disability or long-term health condition (including dementia). • Mental and/or physical impairment caused by alcohol and/or drugs. • Non-owned property or mobile home – this may be a proxy indicator for low SES. • Single-parent families, and households with more children. The risk of a person being injured by an accidental dwelling fire are instead driven by the following factors: • Living alone. • Having had a fire before, and lack of basic fire safety knowledge. • More prevalent among people in the 40-49 age group. With respect to Road Traffic Collision risk, research by the NFCC indicated that statistical modelling for likelihood did not produce any pertinent demographic findings, although some factors were tentatively linked to higher rates of RTCs. However, such risk factors do not define where an RTC might occur, and the likelihood and consequences of RTCs are instead driven by risk factors pertaining to the road itself. As such, for the purposes of this EIA, there are no adverse equality impacts pertaining to RTCs as a result of the proposed emergency response model.

Alternatives considered / rejected Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.	Extensive modelling has taken place in arriving at the recommendations for change summarised above. However, no alternative stand-alone models have been fully developed and therefore the recommendations should currently be viewed alongside a 'do nothing' option which is forecast to result in continued long term decline in on-call availability and reduced overall appliance availability.

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	☒	☐	☐	The proportional age of residents across the five local council areas are broadly similar except for a spike in the population of Oxford between the ages of 20 and 24 that is commensurate the city's student population. The 20-24 age group is not			

				considered to be a group that is disproportionately vulnerable to domestic fires. On that basis, any proposed changes that results in a more equal emergency response performance across the five district council areas would have a positive impact on age equality.			
Disability	☒	☐	☐	People that have a disability or long-term health condition (including dementia) are at higher risk of being killed in an accidental dwelling fire. Based on age-standardised proportions, people identifying as being disabled with day-to-day activities limited a lot vary marginally across Oxfordshire with the highest being 6.2% in Oxford and the lowest being 4.7% in South Oxfordshire. Given that these differences are only slight, it is taken that the proposed model of response does not have an overall impact on persons identifying as being disabled.			

Gender Reassignment	☒	☐	☐				
Marriage & Civil Partnership	☒	☐	☐				
Pregnancy & Maternity	☒	☐	☐				
Race	☒	☐	☐	Ethnic groups which are not "White British" by local council in Oxfordshire are greatest in Oxford with 46.5% and lowest in West Oxfordshire with 11%. Whilst the proposed changes would have a disproportional impact on non-White British communities in Oxford, ethnicity is not considered to be a risk factor with respect to accidental dwelling fires. On this basis, it is considered that the proposed changes would result in a more equal emergency response performance across the five district council areas with no specific adverse impact on people from certain ethnic groups.			

Sex	☒	☐	☐	Whilst being male is a recognised risk factor with respect to accidental dwelling fires, the proportion of male to female is broadly the same across Oxfordshire and therefore the proposed emergency response model would not have an adverse impact on males.			
Sexual Orientation	☒	☐	☐				

Religion or Belief	☒	☐	☐	The proportion of people identifying that they have a religion is broadly similar across the five district council areas: Cherwell = 59.48% Oxford = 56.69% South Oxfordshire = 56.21% Vale of the White Horse = 55.63% West Oxfordshire = 56.85% With respect to the numbers of registered places of worship, these are also very similar across the five local council areas with 14% difference between the four council areas with the most registered buildings. Oxford City stands out as having the fewest number of registered places of worship, albeit serving a more densely populated area. The number of registered non-Christian places of worship across Oxfordshire are overall much smaller but greatest in Oxford with six, perhaps reflecting the greater diversity within Oxford City's population. Taken altogether, it is suggested that the proposed risk model will not have an adverse impact on			

				people who identify as having a religion.			

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	☐	☒	☐	The proposed changes are resulting in greater parity in response performance between Oxford City and the other parts of the county, creating improvements in the response performance and prevention work productivity in the county's more rural areas.			
Armed Forces	☒	☐	☐				
Carers	☒	☐	☐				
Areas of deprivation	☐	☐	☒	As of 2019, Oxford remains the most deprived of the five Oxfordshire districts. On that basis, any change that results in a poorer emergency response to Oxford City	The proposed changes would indirectly address existing inequalities in emergency response performance in Oxfordshire. As such, whilst the response		

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
				arguably has an overall detrimental impact on those areas of deprivation in Oxford. However, there are also relatively deprived areas in other parts of the county and therefore this would partially be offset by improved responses in the rest of the county.	performance is forecast to worsen in Oxford, the overall response performance and service resilience is still set to be higher in Oxford and this has included the proposed commitment to maintaining the fire station at Slade Park in Oxford which is well located to respond to some of Oxford's more deprived areas.		

Section 3: Impact Assessment - Additional Wider Impacts

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Staff	☐	☒	☐	The creation of new day shift opportunities across the service is anticipated to offer welcomed opportunities for some staff to continue to operate on fire engine crews without the nighttime			

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
				commitments that extend to our current duty systems. Additionally, the widening of daytime wholetime appliance availability will reduce the pressure on some on-call crews to provide daytime fire engine availability which can have a corresponding negative impact on family life.			
Other Council Services	☒	☐	☐				
Providers	☒	☐	☐				
Social Value [1]	☒	☐	☐				

[1] If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	
Person Responsible for Review	
Authorised By	

Improving our fire and rescue service
Fire Engine Response Time Maps
17 November 2025

This document provides fire engine response maps comparing the base modelling (see p.40-46 of the 'ORH Modelling Report') with a cumulative summary of the forcasted response times under the proposals (see p.72 of the 'ORH Modelling Report'). The summary cumulative proposal response times include the main proposal together with proposal A (north Oxford fire station), proposal B (removal of second fire engine from Thame) and proposal C (closure of three on-call fire stations) – see public consultation document.

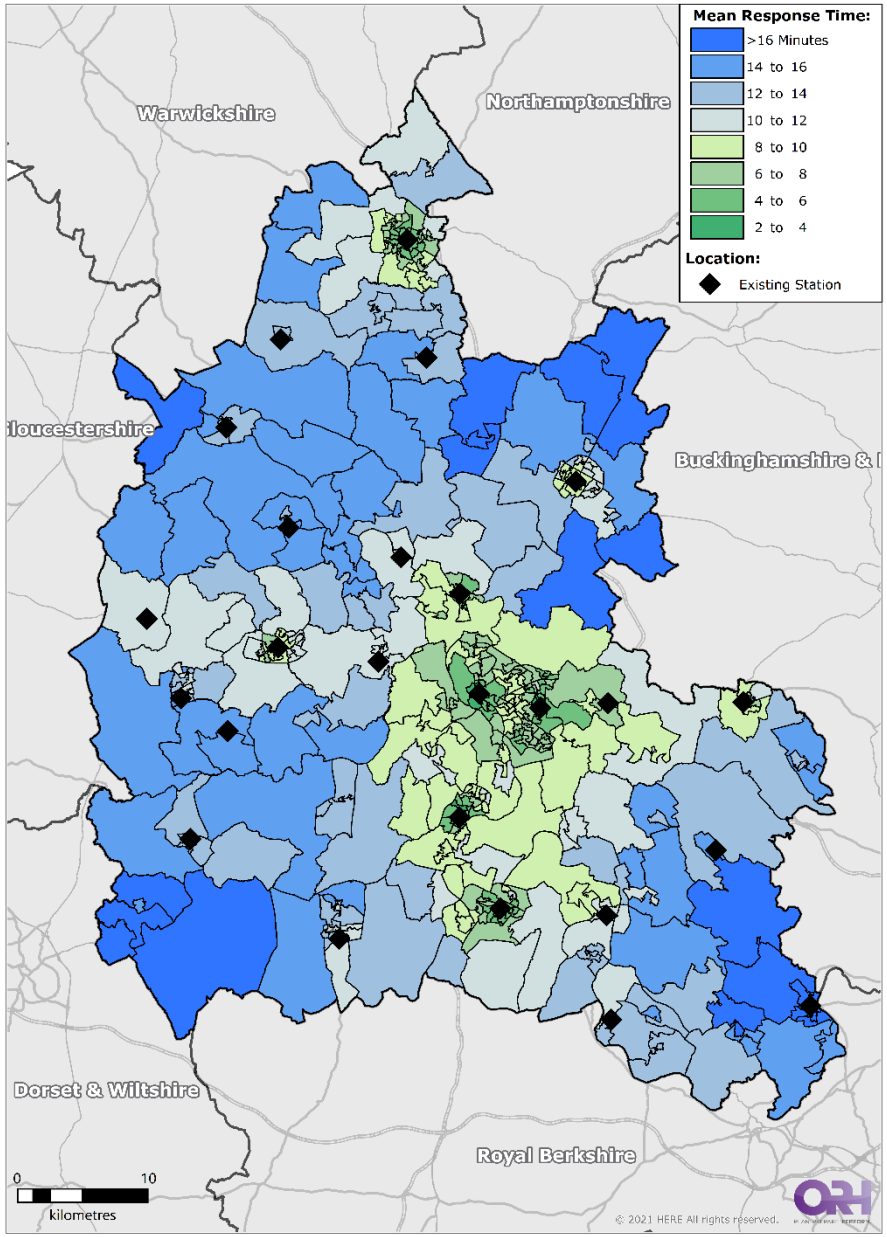
The provided response times are mapped at Lower layer Super Output Areas (LSOAs) level[1]. LSOAs comprise between 400 and 1,200 households and have a usually resident population between 1,000 and 3,000 persons. LSOA fire engine response times maps have been provided for the following:

- Oxfordshire
- Cherwell
- Oxford City
- South Oxfordshire
- Vale of the Whitehorse
- West Oxfordshire

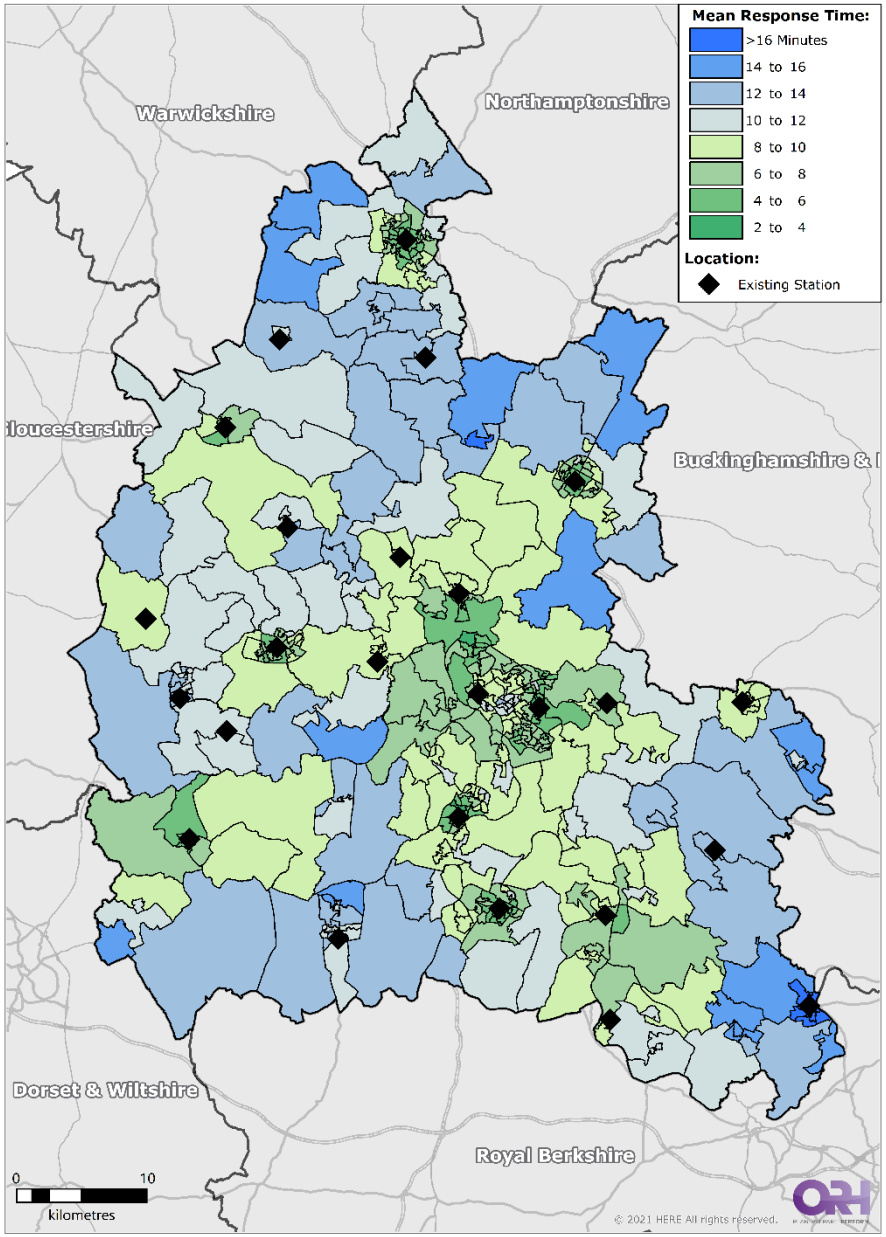
[1] https://www.ons.gov.uk/methodology/geography/ukgeographies/statisticalgeographies

Oxfordshire

Base Model Response Times

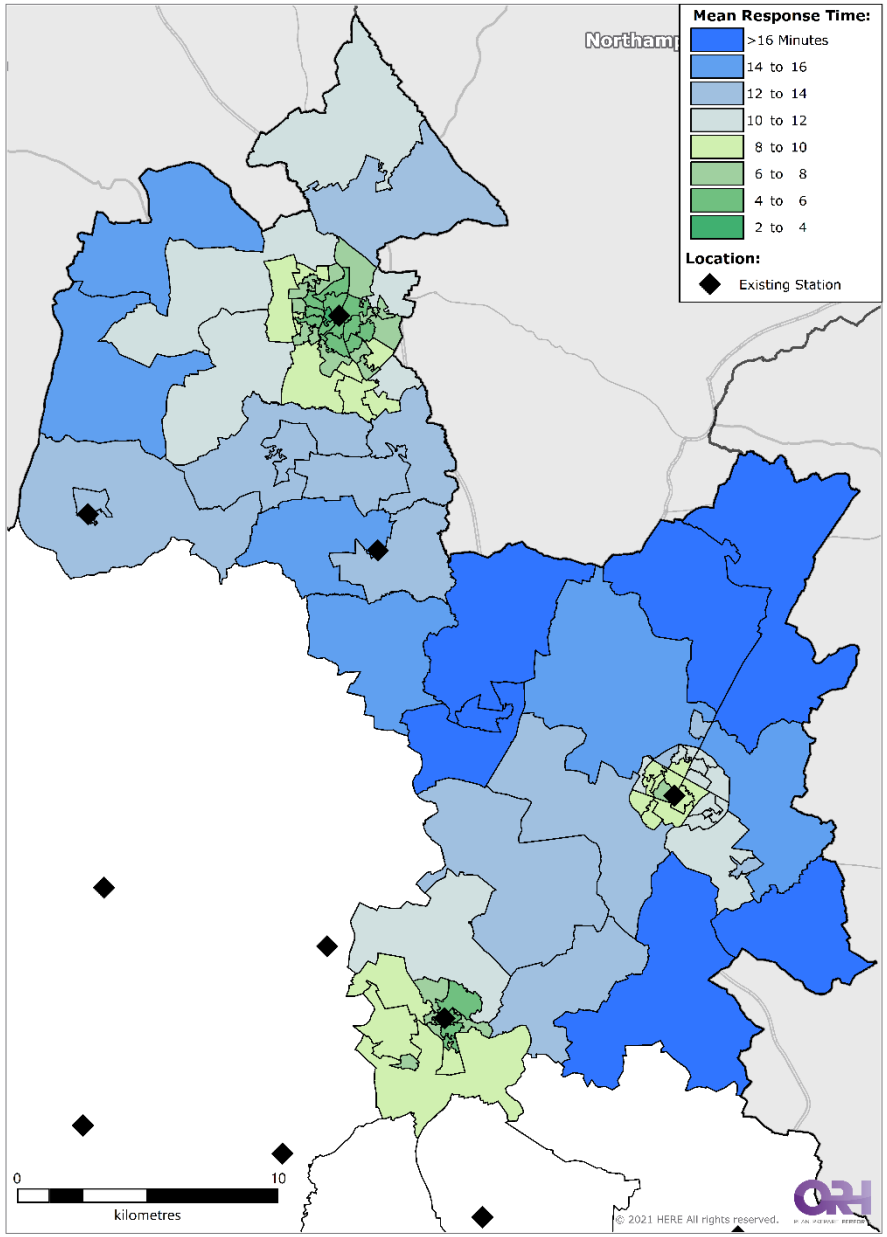


Response Times (Summary Cumulative)

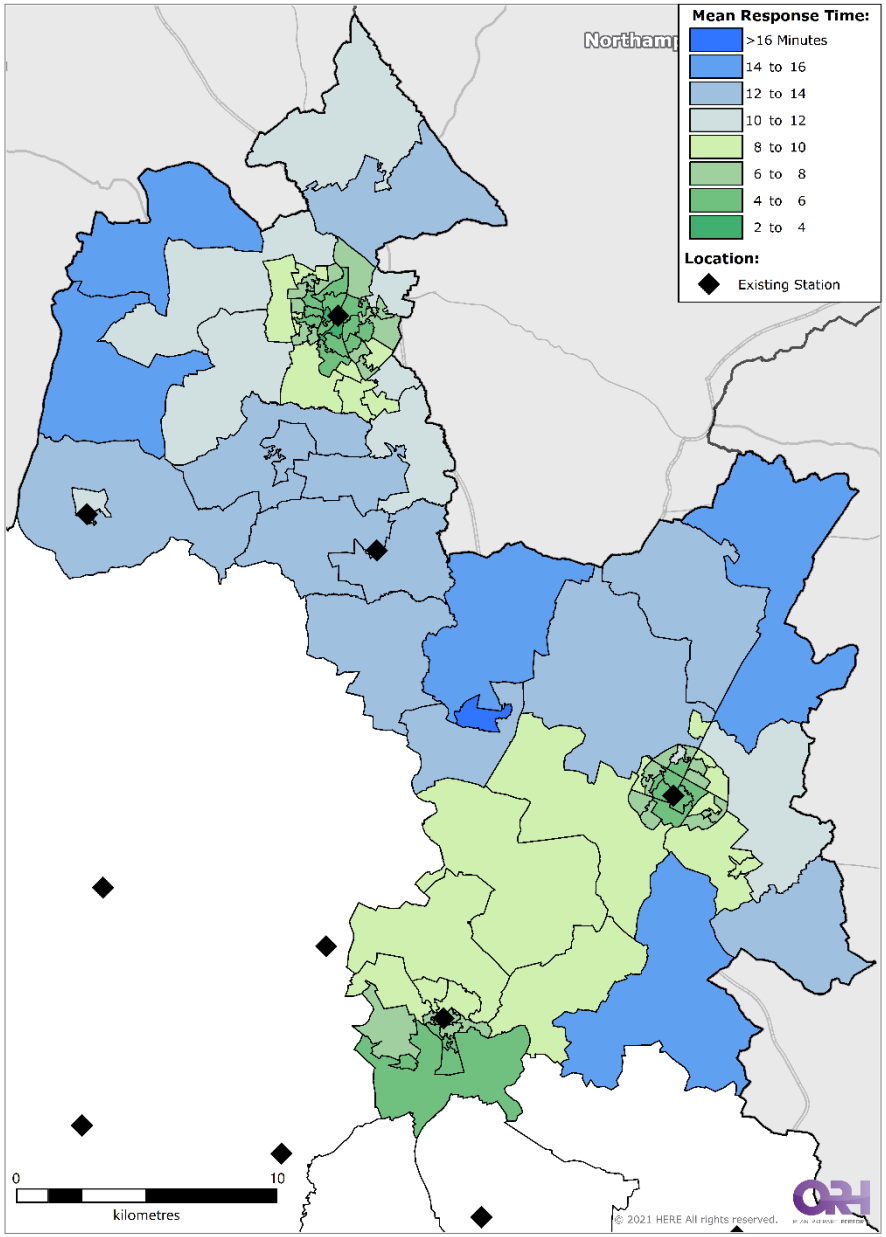


Cherwell

Base Model Response Times

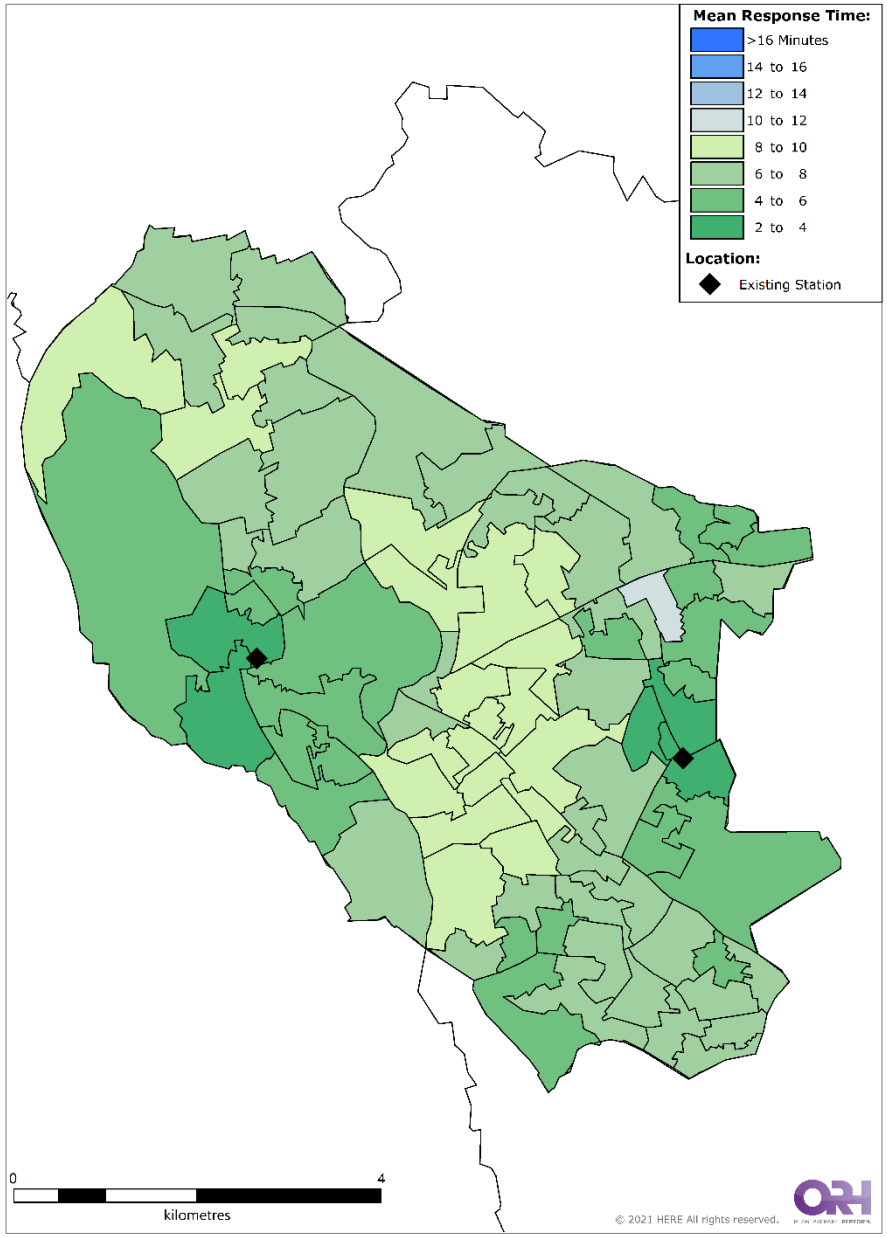


Response Times (Summary Cumulative)

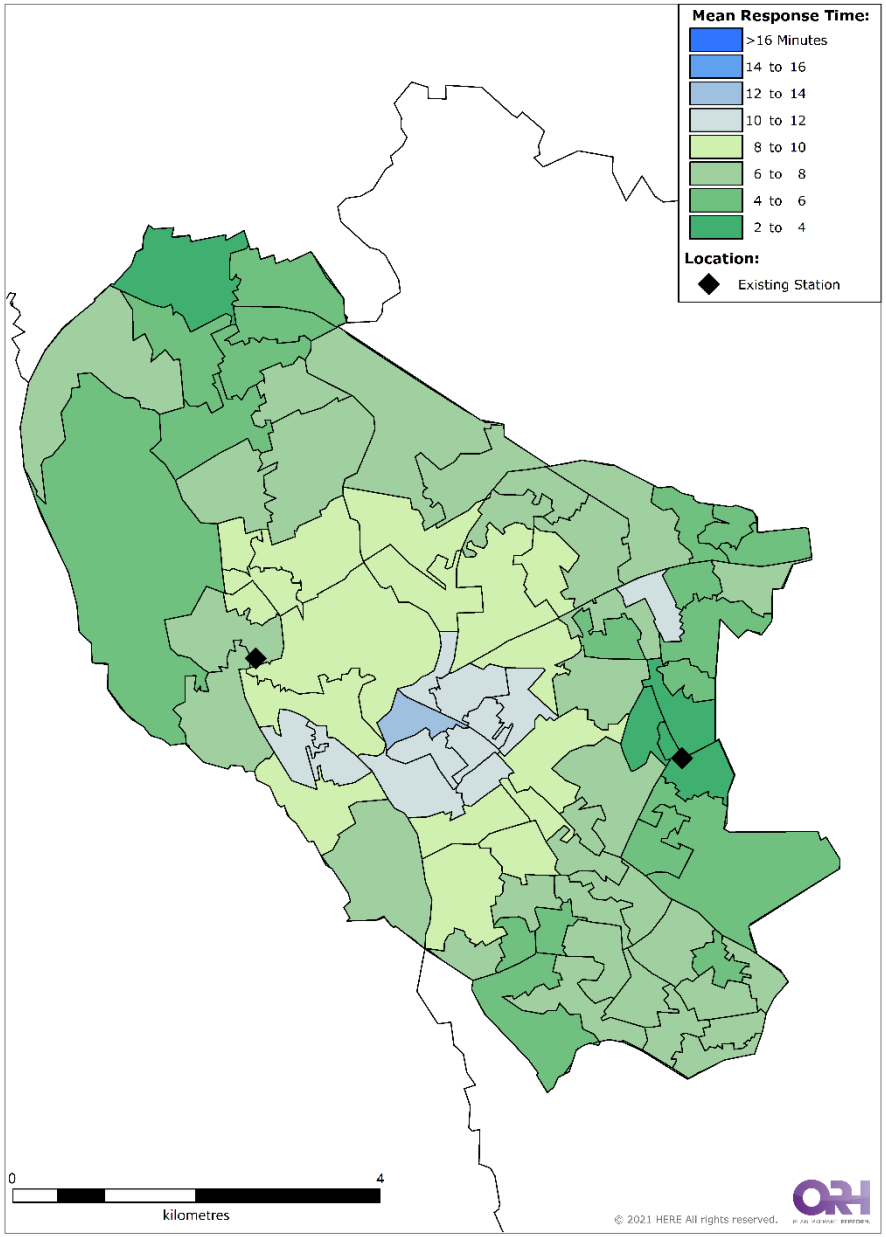


Oxford City

Base Model Response Times

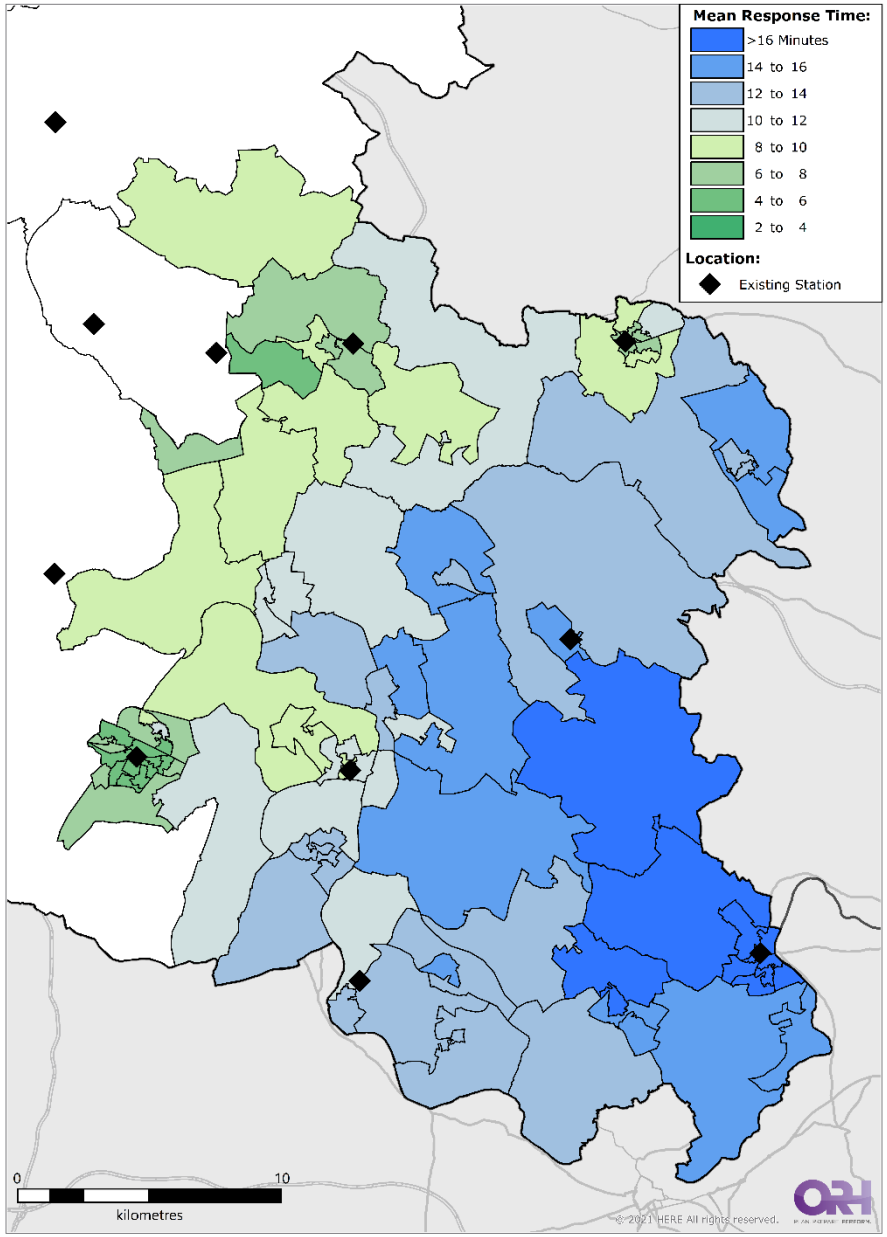


Response Times (Summary Cumulative)

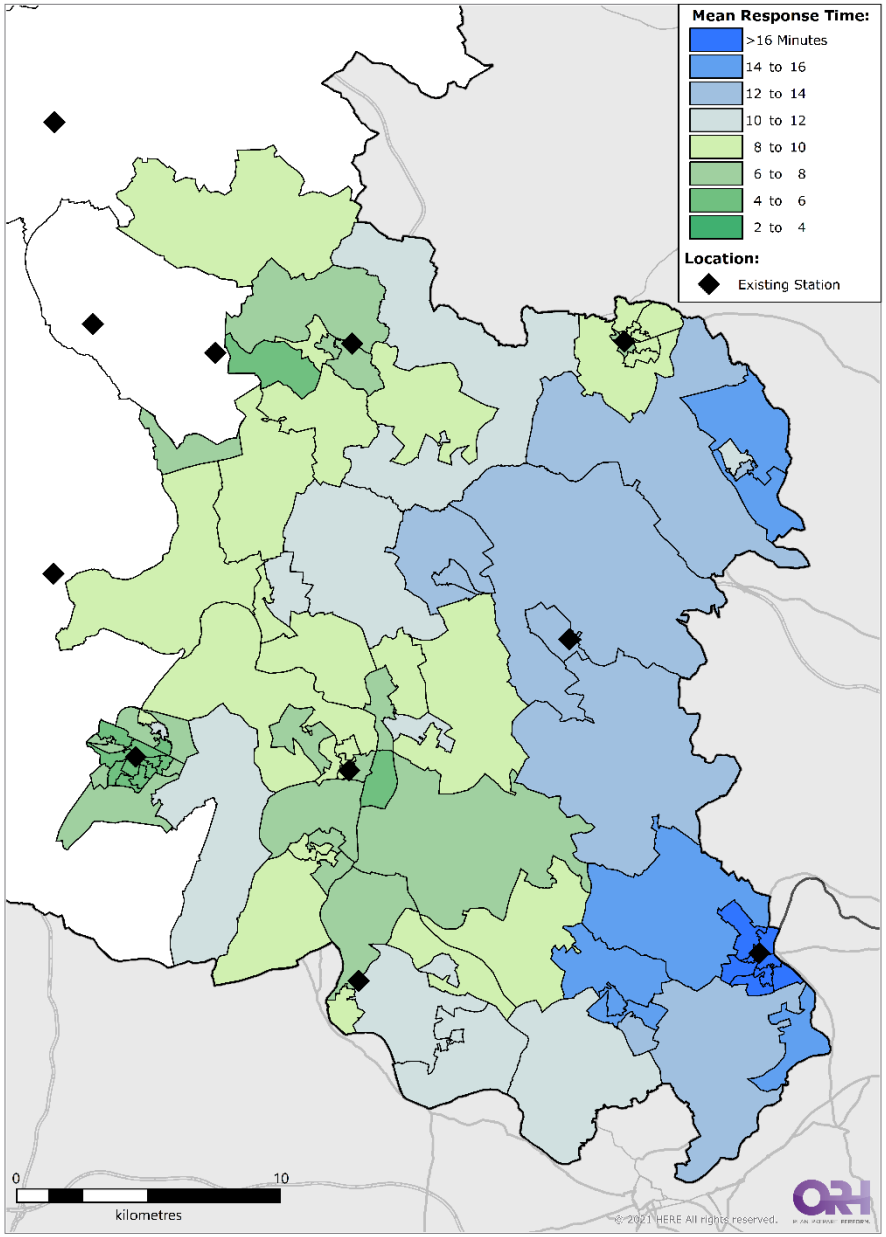


South Oxfordshire

Base Model Response Times

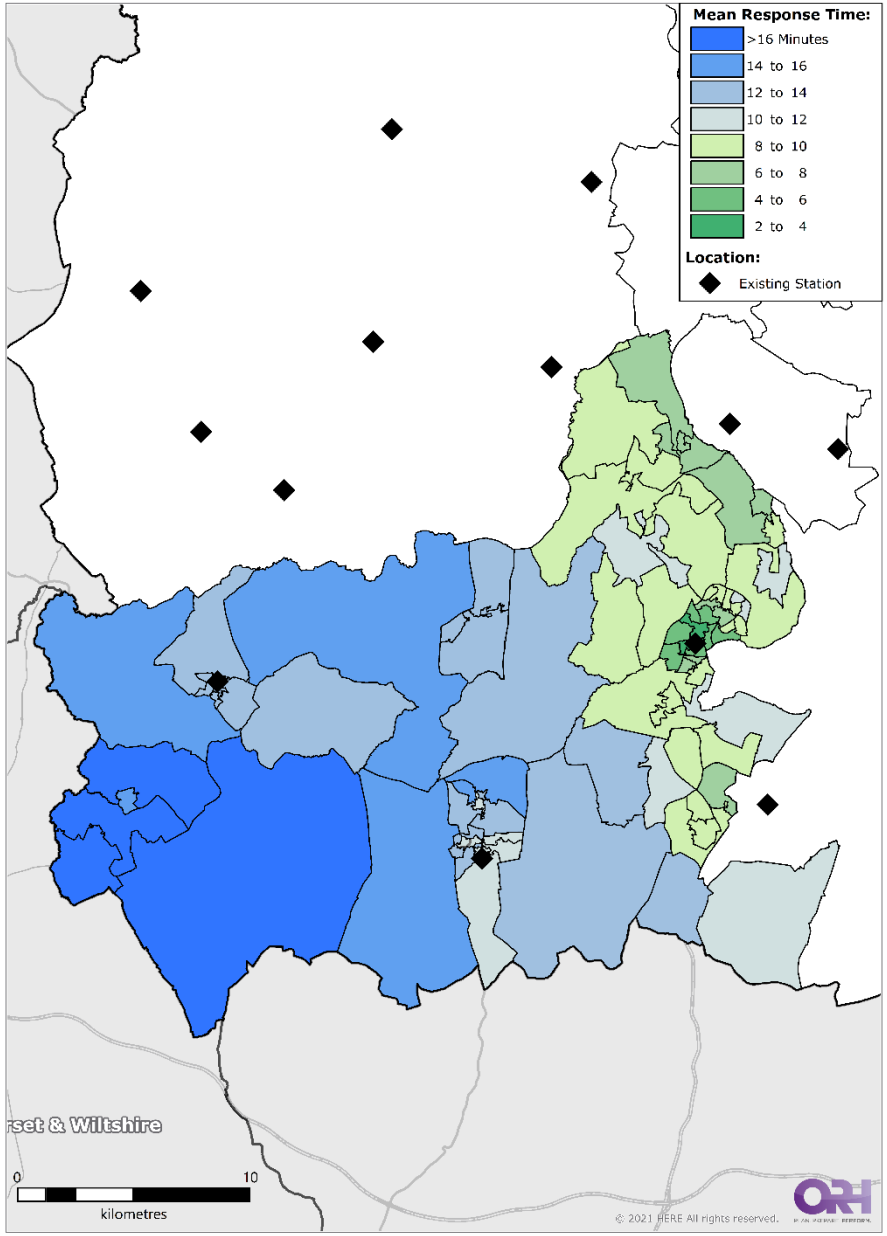


Response Times (Summary Cumulative)

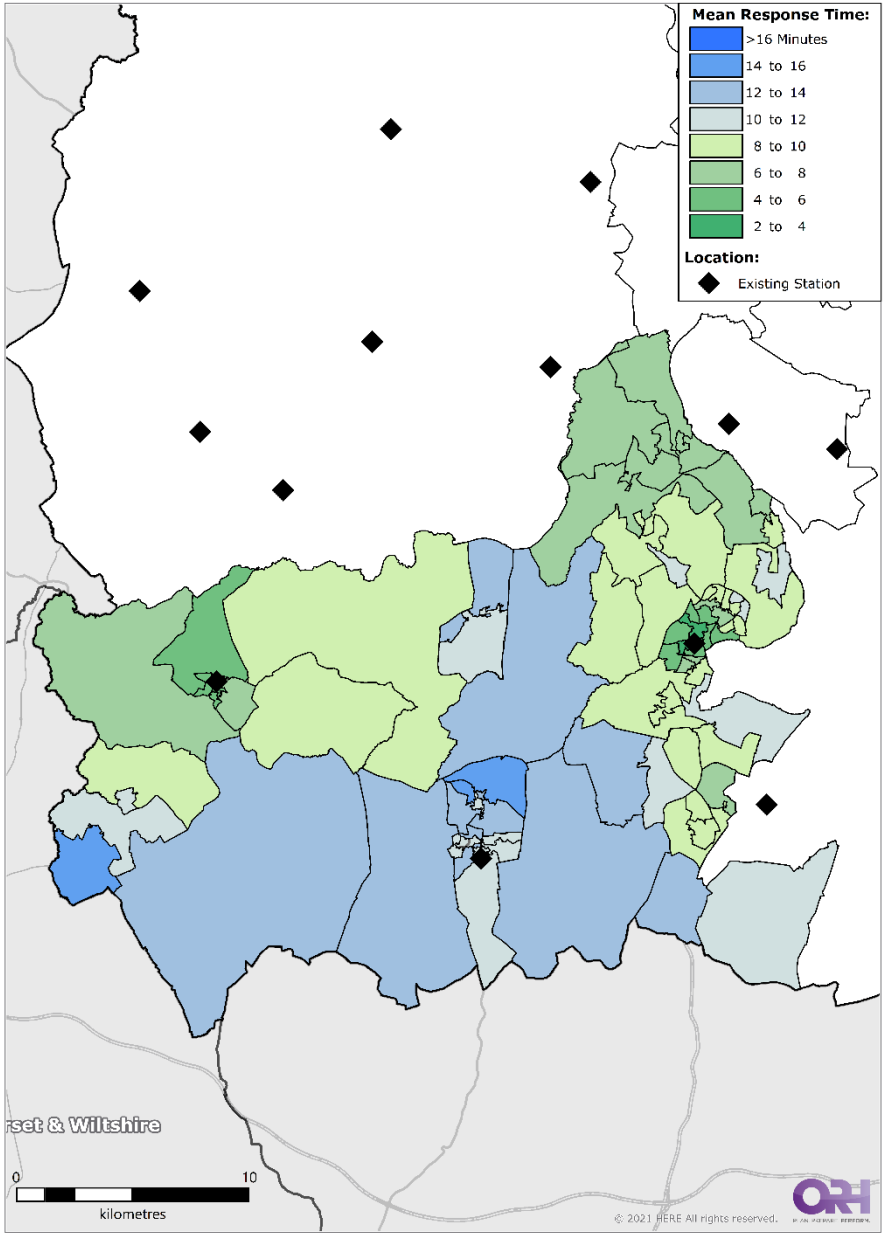


Vale of the Whitehorse

Base Model Response Times

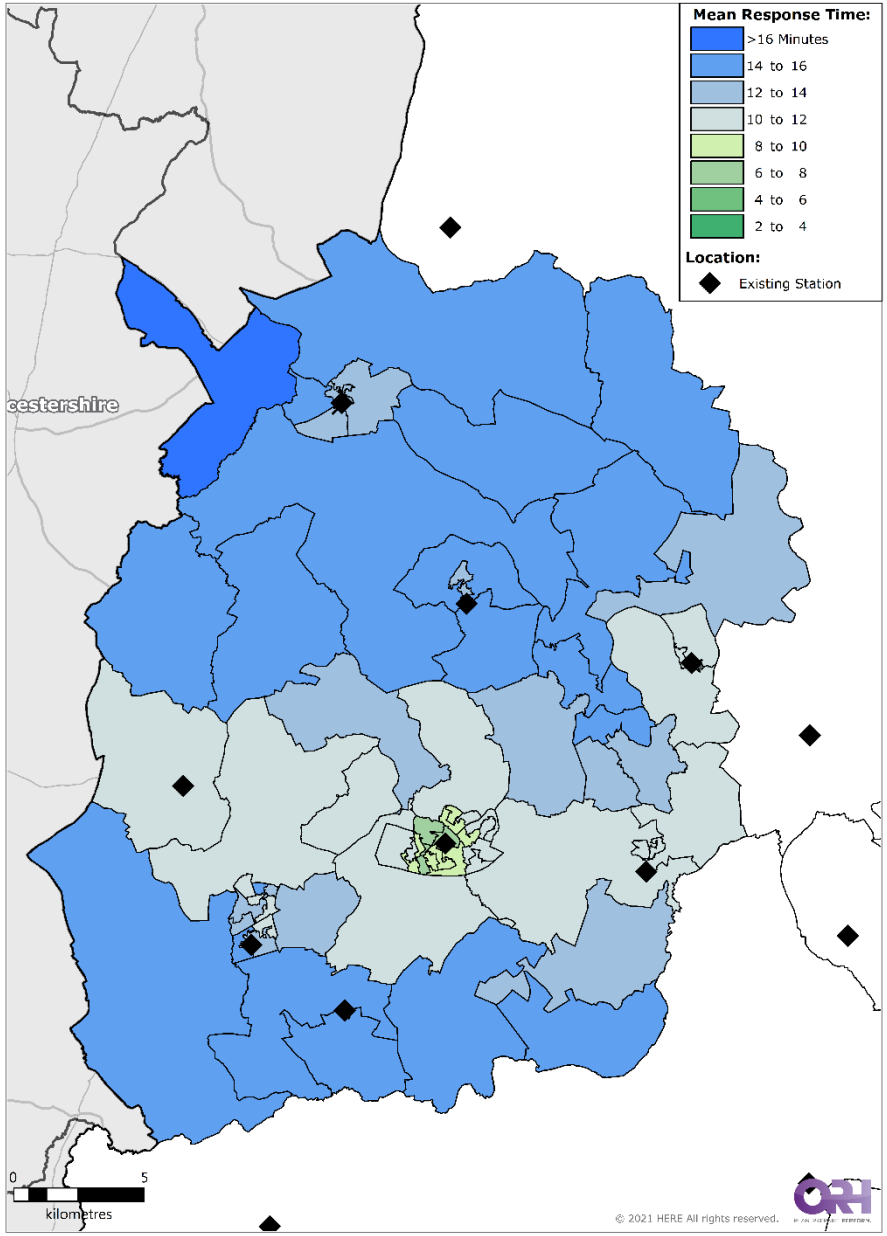


Response Times (Summary Cumulative)

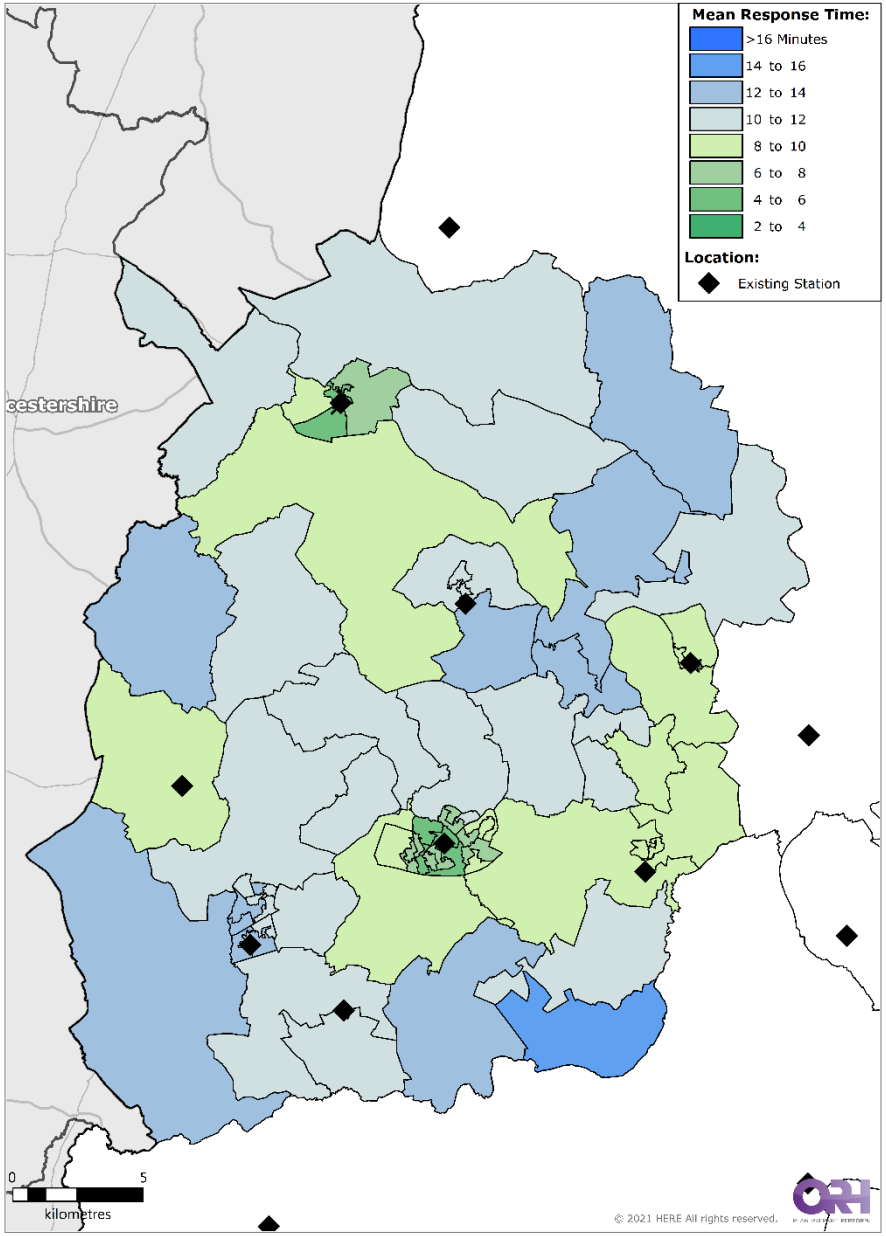


West Oxfordshire

Base Model Response Times



Response Times (Summary Cumulative)



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PLAN. PREPARE. PERFORM.

Fire Cover Review – Final Modelling Report

Oxfordshire Fire and Rescue Service

12 August 2025

Publication Version

Version	Date	Changes
1.0	28 October 2025	First publication
2.0	14 November 2025	Typo corrections on p.74 to the response time figures in the 'Service-wide Response by Incident Type' table. The incident type response times in this table are now slightly quicker than originally stated. This data was not used in the main public consultation document.

Introduction

Oxfordshire Fire and Rescue Service (OFRS) asked Operational Research in Health Ltd (ORH) to undertake a Fire Cover Review to support the planning of resourcing across Oxfordshire. **This document contains technical analysis and modelling outcomes that have supported OFRS in developing proposals for their consultation process.**

ORH helps emergency services around the world to optimise resource use and respond in the most effective and efficient way, using advanced Operational Research (OR) techniques to support resource planning in the public sector.

We specialise in solving complex locational planning problems for the emergency services, but also work across other public sector organisations. Over the past ten years ORH has worked with over 50 fire and rescue services in the UK and internationally.

The key objectives of this project were to quantify the current service profile and create and setup appropriate models of fire cover. Optimisation modelling was used to determine the optimal deployment of fire engines. Simulation modelling was then used to assess a suite of bespoke scenarios outlined later in this presentation.

Contents

Analysis

Demand
5-year Sample
(April 2019 to March 2024)

Data Collection

Data Received from FRS:

- 5 years (April 2019 to March 2024) of CAD workload data was used to enable a detailed analysis of the service, in terms of demand, response and performance. All analysis of demand presented are based on full 5 years, unless stated otherwise. The analysis on Response and Performance is based on 2 years only (April 2022 to March 2024), to reflect recent operations.

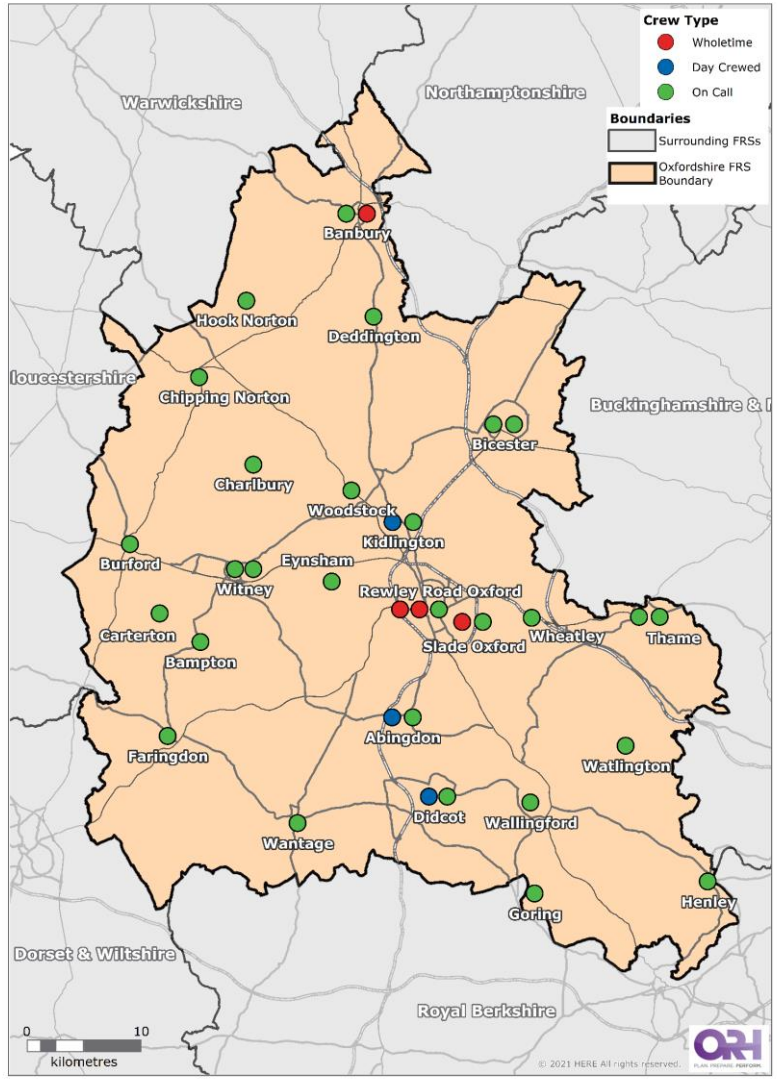
- 21 months (July 2022 to March 2024) of vehicle availability data from Vision to allow for a complete understanding of availability by callsign and time of day. This data was used in the model validation exercise.

- 2 years (April 2022 to March 2024) of vehicle availability data from Gartan to allow for a complete understanding of availability by callsign and time of day. The Gartan data excludes interventions such as overtime and was used to generate the model base position.

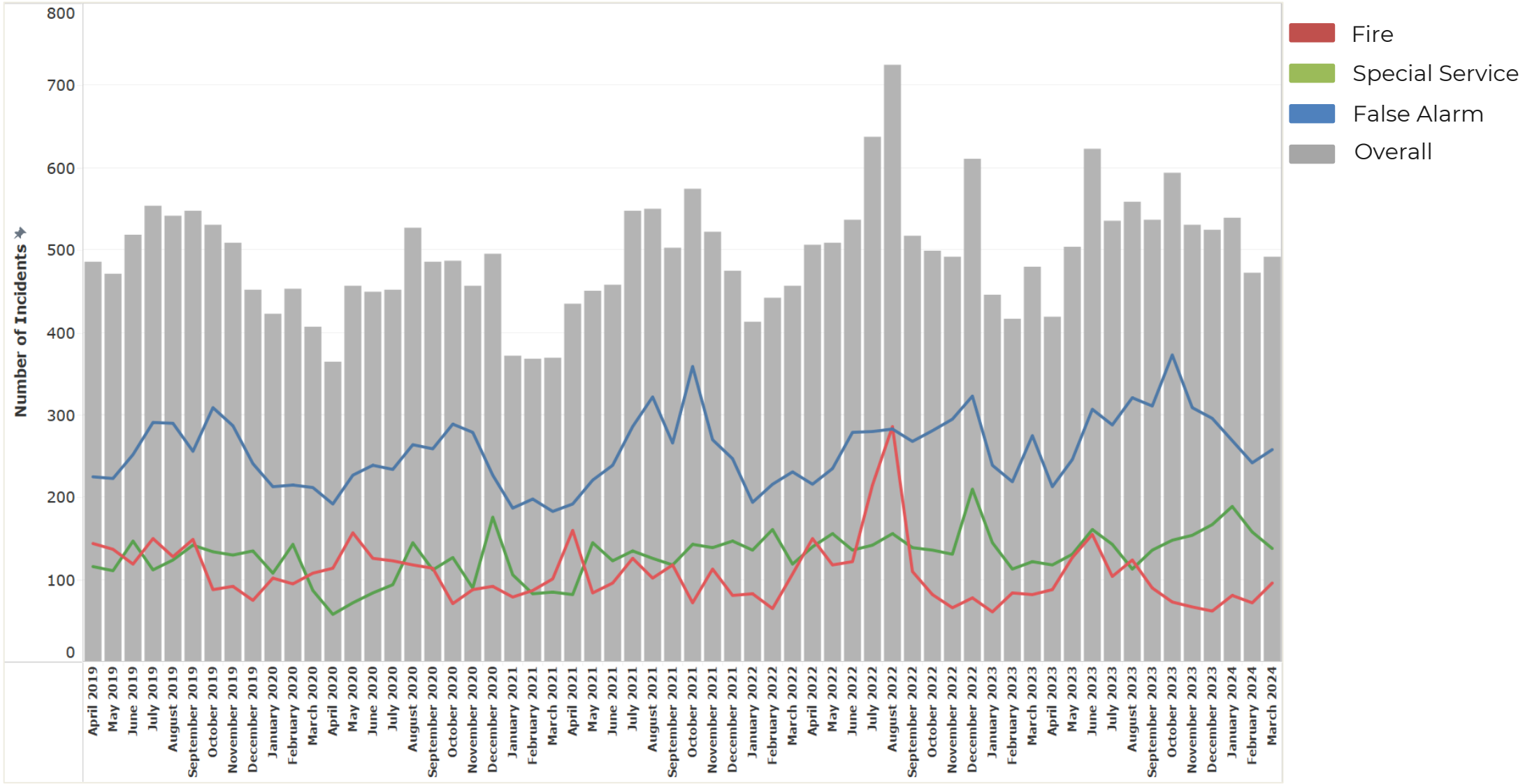
Map of Stations by Duty System

25 Stations

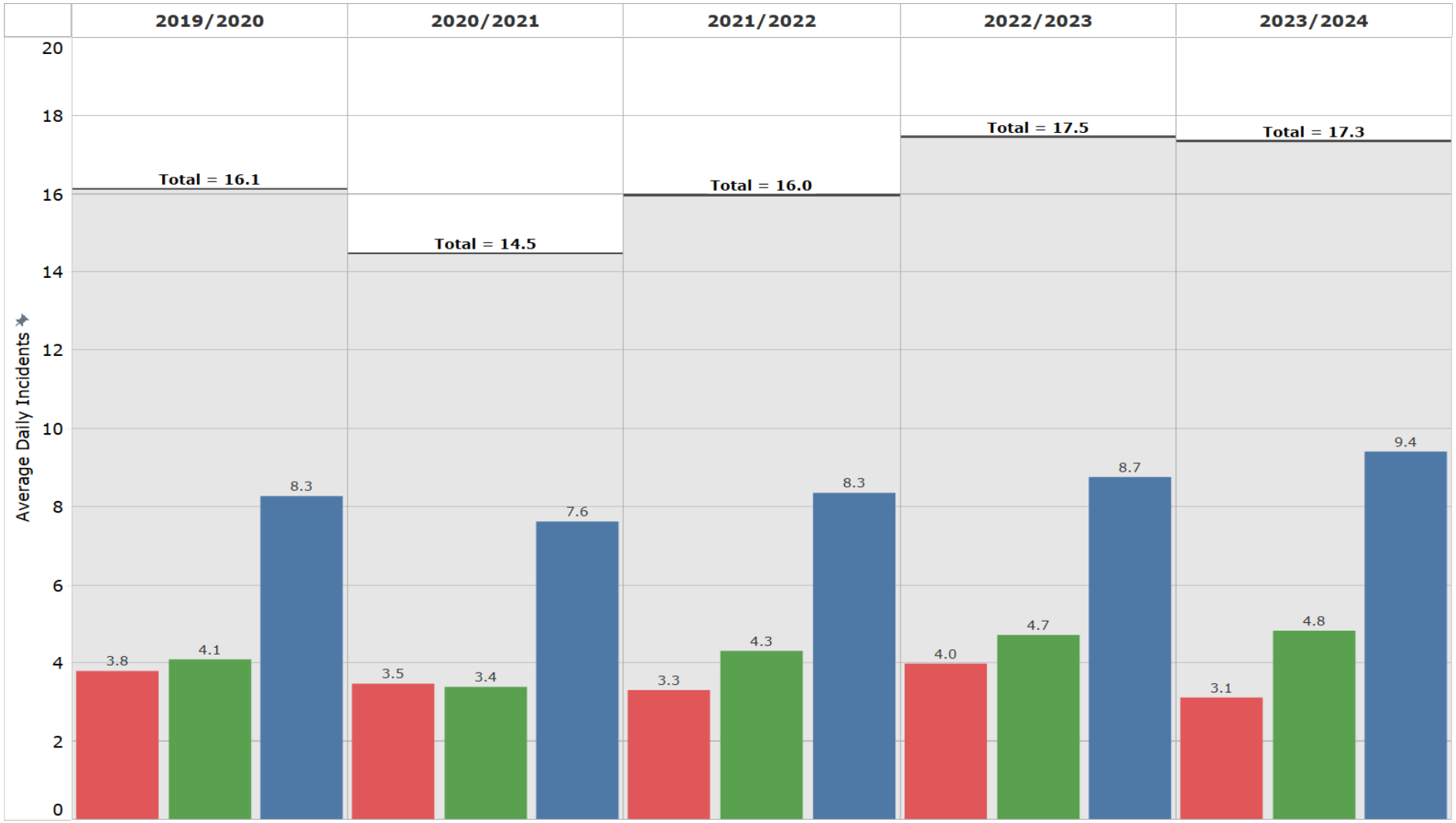
SITE	Wholetime	Day Crewed	On Call
Abingdon		JX22P1	JX22P2
Bampton			JX12P1
Banbury	JX01P1		JX01P2
Bicester			JX07P1,P2
Burford			JX11P1
Carterton			JX14P1
Charlbury			JX04P1
Chipping Norton			JX03P1
Deddington			JX08P1
Didcot		JX32P1	JX32P2
Eynsham			JX09P1
Faringdon			JX23P1
Goring			JX25P1
Henley			JX26P1
Hook Norton			JX02P1
Kidlington		JX06P2	JX06P1
Rewley Road Oxford	JX21P1, P2		JX21P3
Slade Oxford	JX30P1		JX30P2
Thame			JX27P1,P2
Wallingford			JX31P1
Wantage			JX24P1
Watlington			JX29P1
Wheatley			JX28P1
Witney			JX10P1,P2
Woodstock			JX05P1



Demand by Month

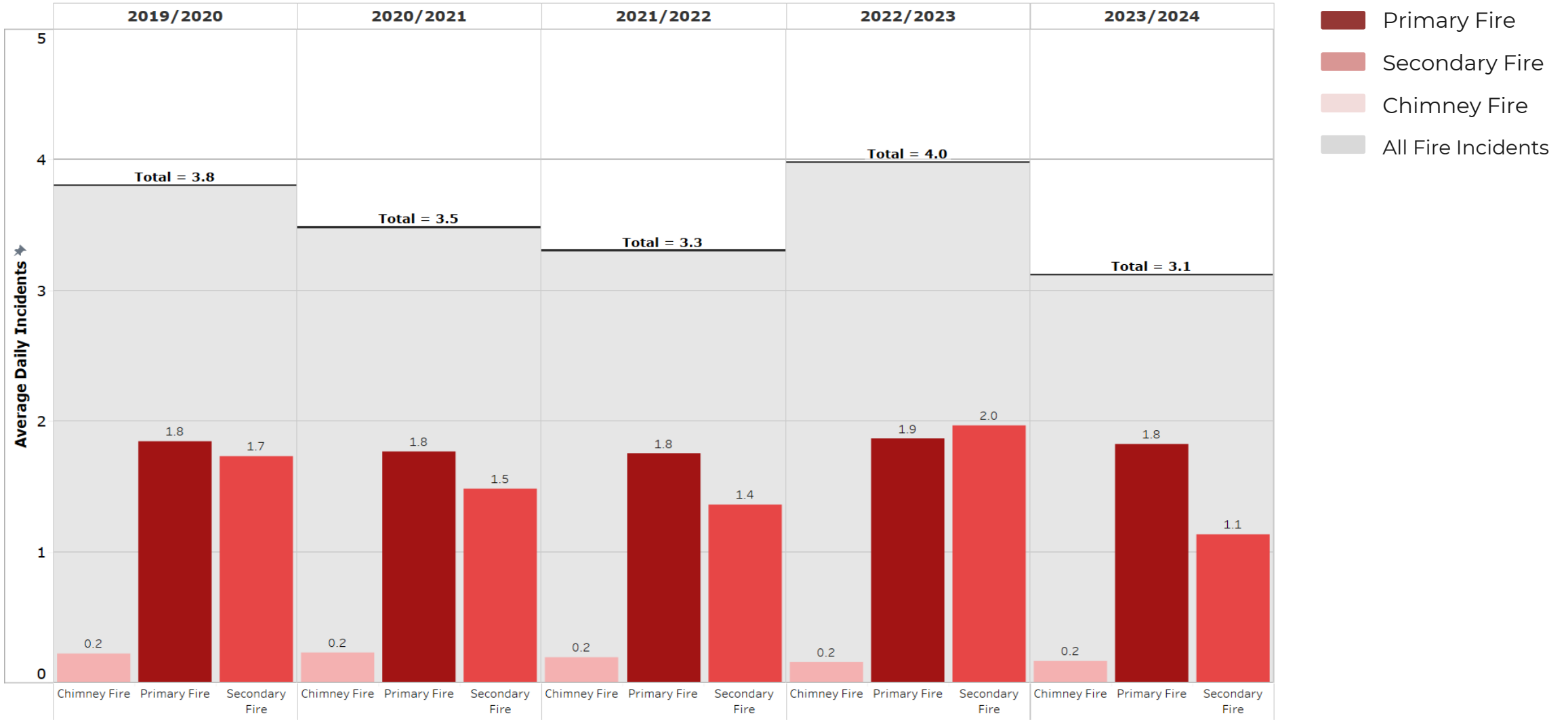


Average Daily Incidents - All Incidents

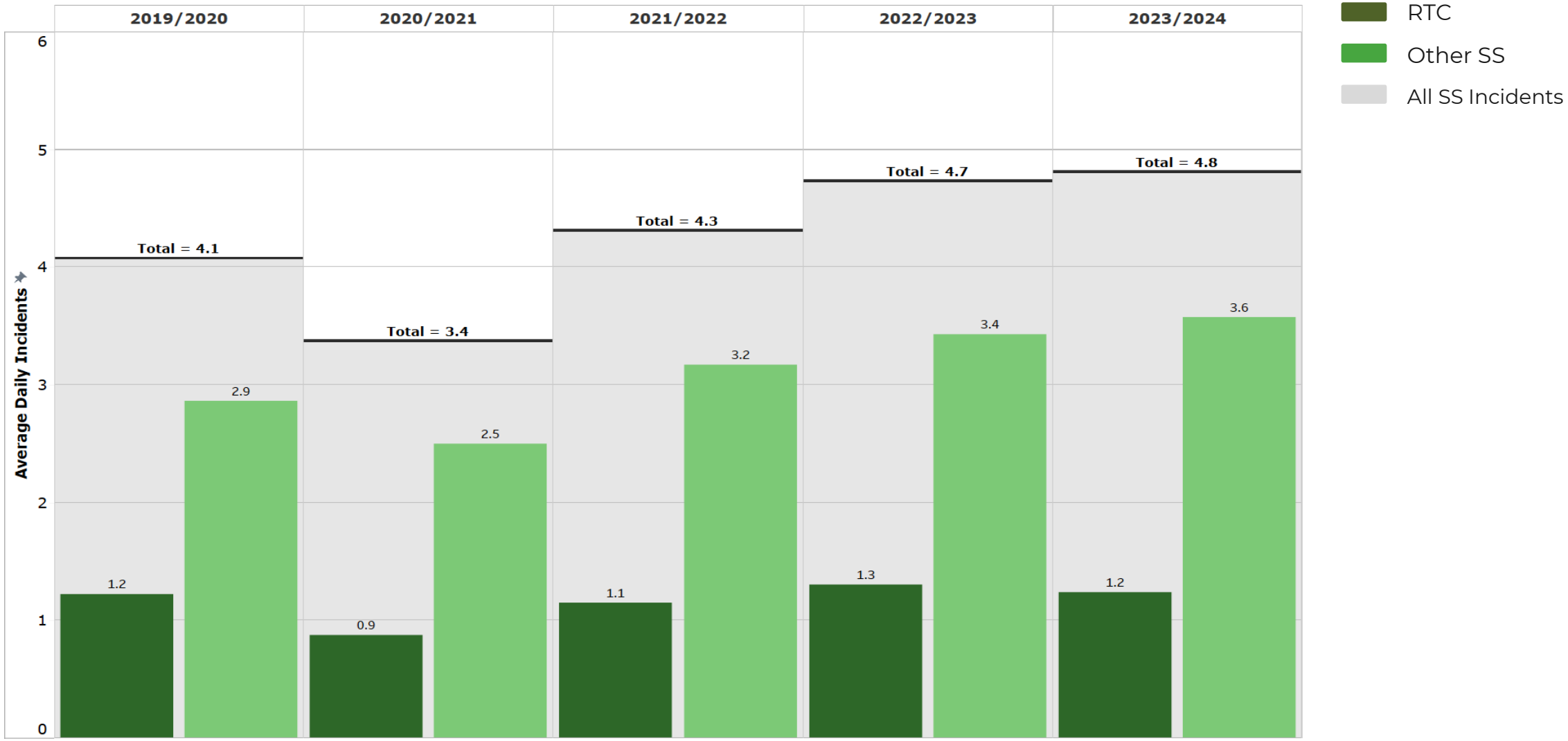


Fire
Special Service
False Alarm
Overall

Average Daily Incidents - Fire Incidents



Average Daily Incidents - Special Service Incidents (SS)

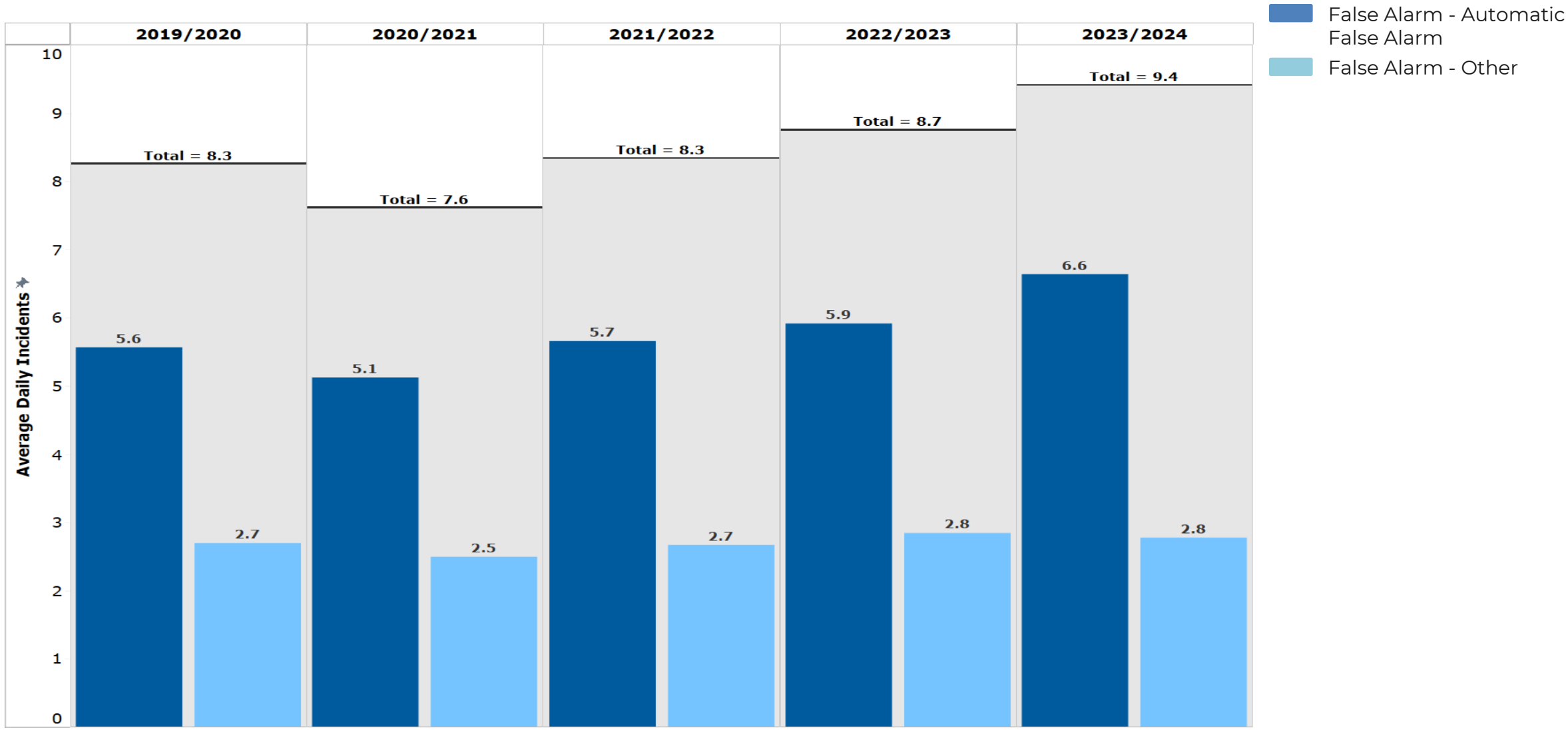


Other Special Service Incidents

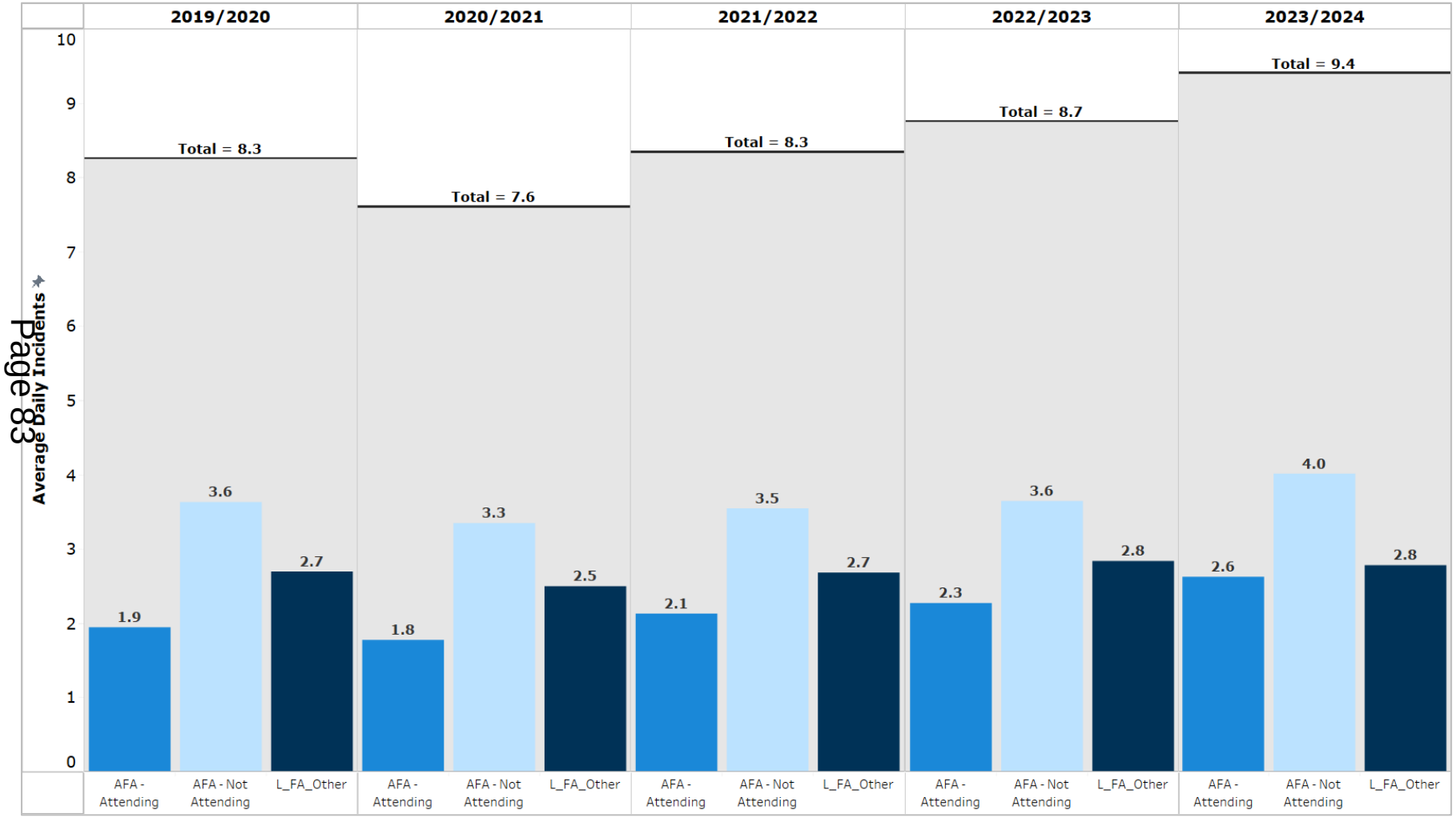
Special Service Type	Incidents
To medical case	804
To able bodied person not in distress	749
Service not required	427
Make safe	420
Assistance to other agencies	377
To child	345
Other	311
No containment required	228
Bariatric person (over weight)	153
To person in distress	137
Advice only	132
Ring removal	126
Pumping out	125
Stabilise or otherwise make safe unsafe structure	115
No persons involved	97
Domestic e.g. Cat, Dog, Rodents, Horse, Bird, etc.	90
Trapped limb	86
Threat of/attempted suicide	85
Vehicle leaking fuel	83
from height	66
Cat, dog or other domestic pet	60
Wild e.g. Horse, Deer, Wildfowl, Game, Aquatic, Exotic, etc.	55
Person in river, canal or other waterway	48
Other assistance to police/ambulance	47
Other advice	33
Environmental containment	32
Farm animal, e.g. Horse or cow	31
Stand by - no action	29
Collapse	28
Person in or on top of vehicle that is surrounded by moving or rising water greater than (2) foot deep	25
Bank side, partly in or out of water	23
Make scene safe	21
Livestock e.g. Horse, Cow, Sheep, Goat, Pig, Poulty, Fish, Exotic (Llama/Ostrich), Deer, etc.	20
Other (38 Categories)	261
Total	**5,408**

The table opposite shoes the breakdown of other special service incidents by type over the last five years

Average Daily Incidents – False Alarm Incidents



Average Daily Incidents – Automatic False Alarm Incidents

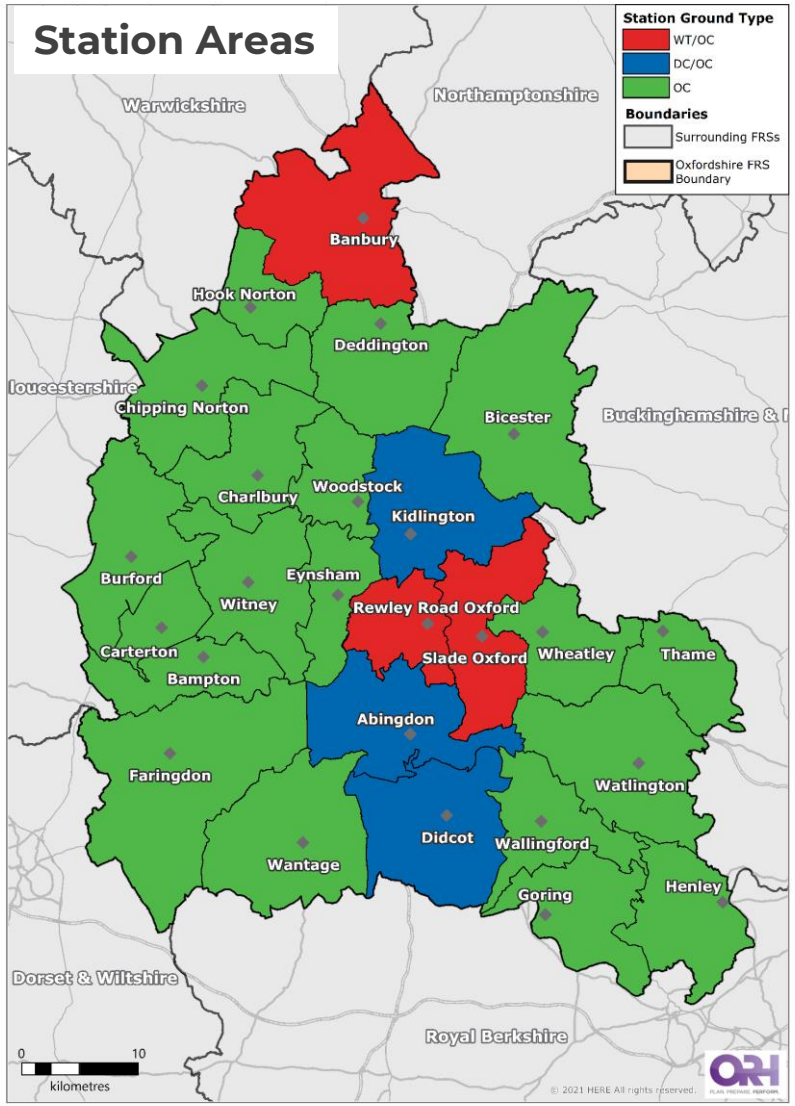


Automatic Fire Alarm – Attending

Automatic Fire Alarm – Not Attending

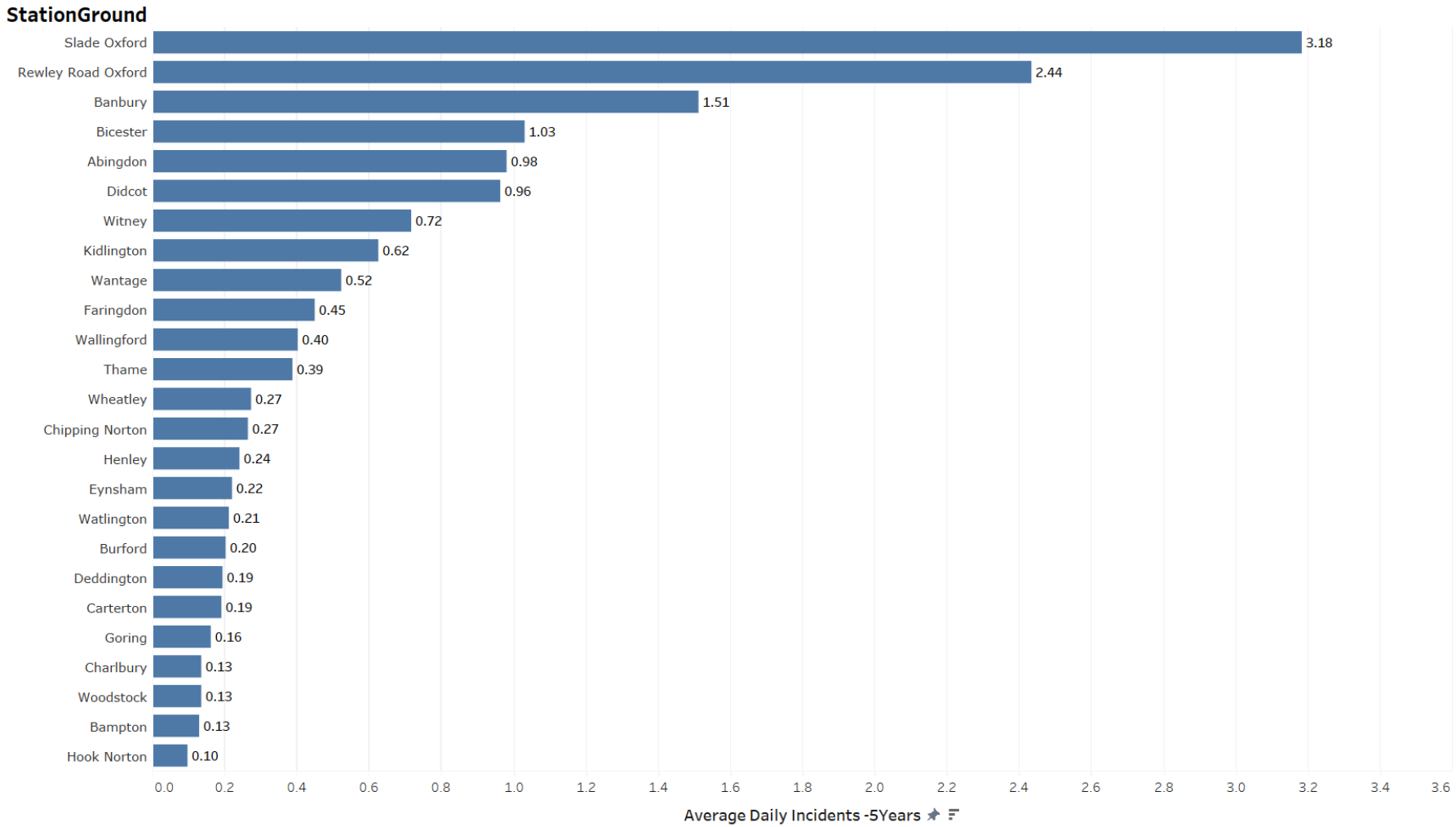
False Alarm Other

Station Areas



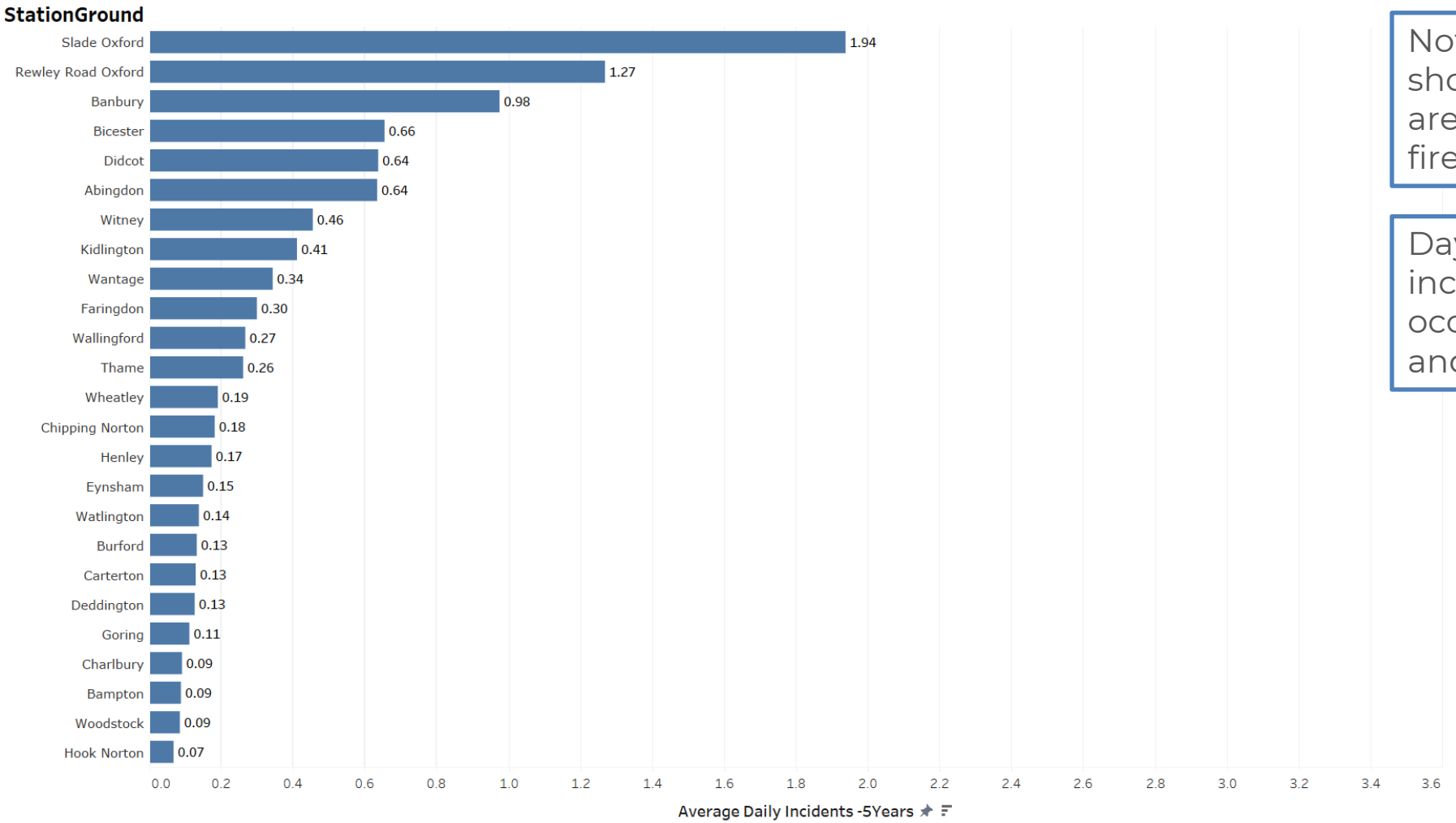
Map of current Oxfordshire fire station areas and duty systems

Average Daily Incidents by Station Area



Note: Incidents are shown for each station area, regardless of which fire engine responded

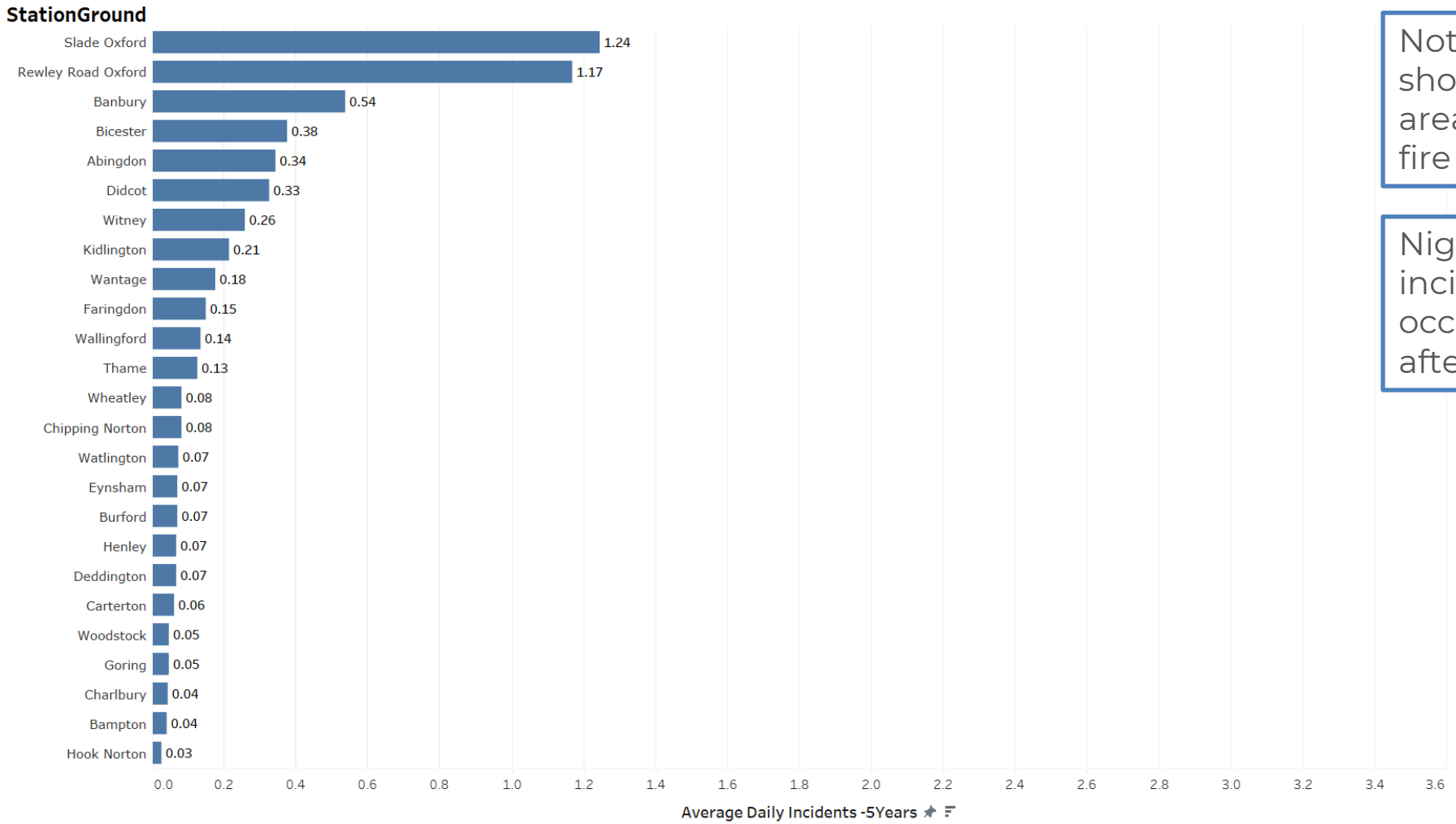
Average Daily Incidents by Station Area – Day



Note: Incidents are shown for each station area, regardless of which fire engine responded

Day is defined as incidents which occurred between 8am and 8pm

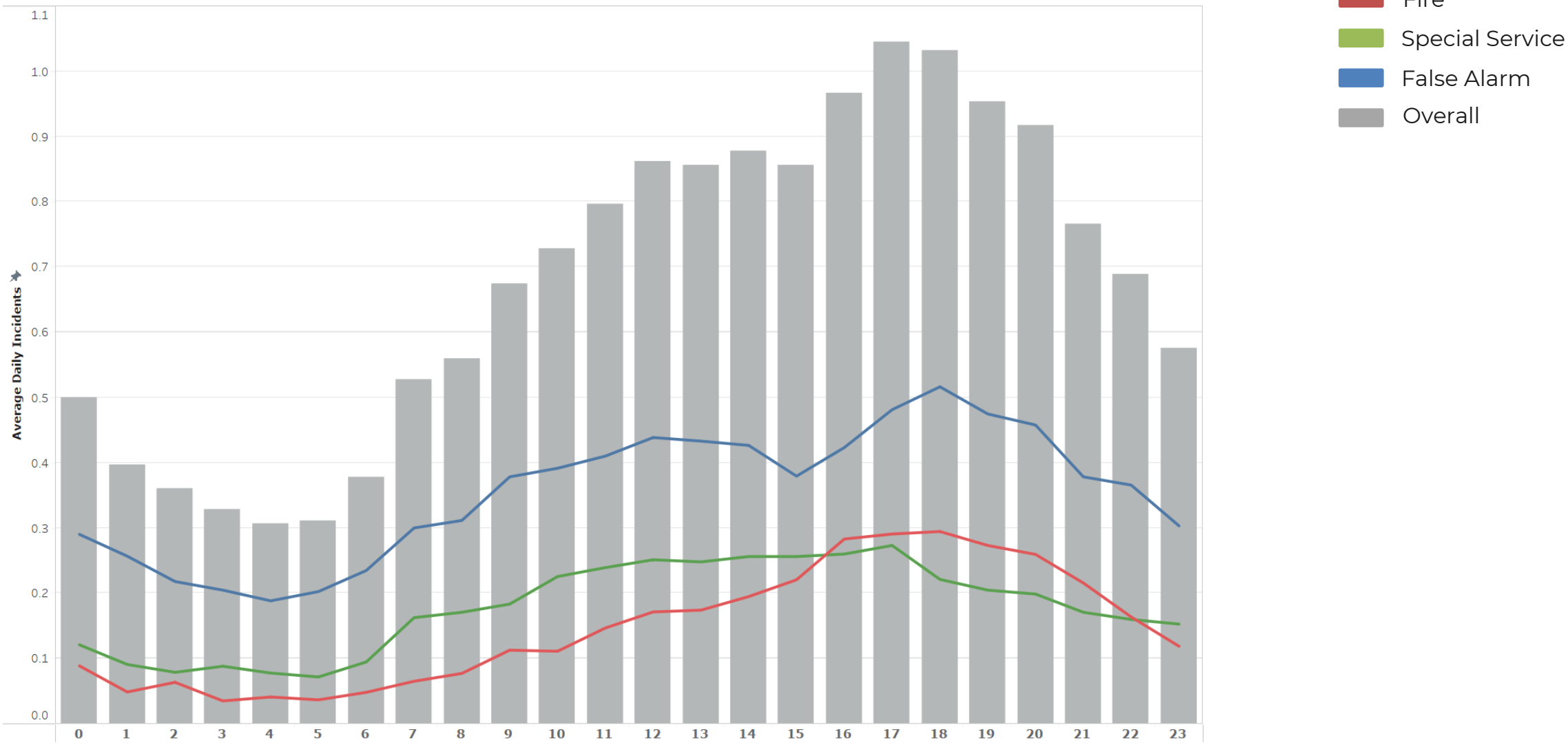
Average Daily Incidents by Station Area – Night



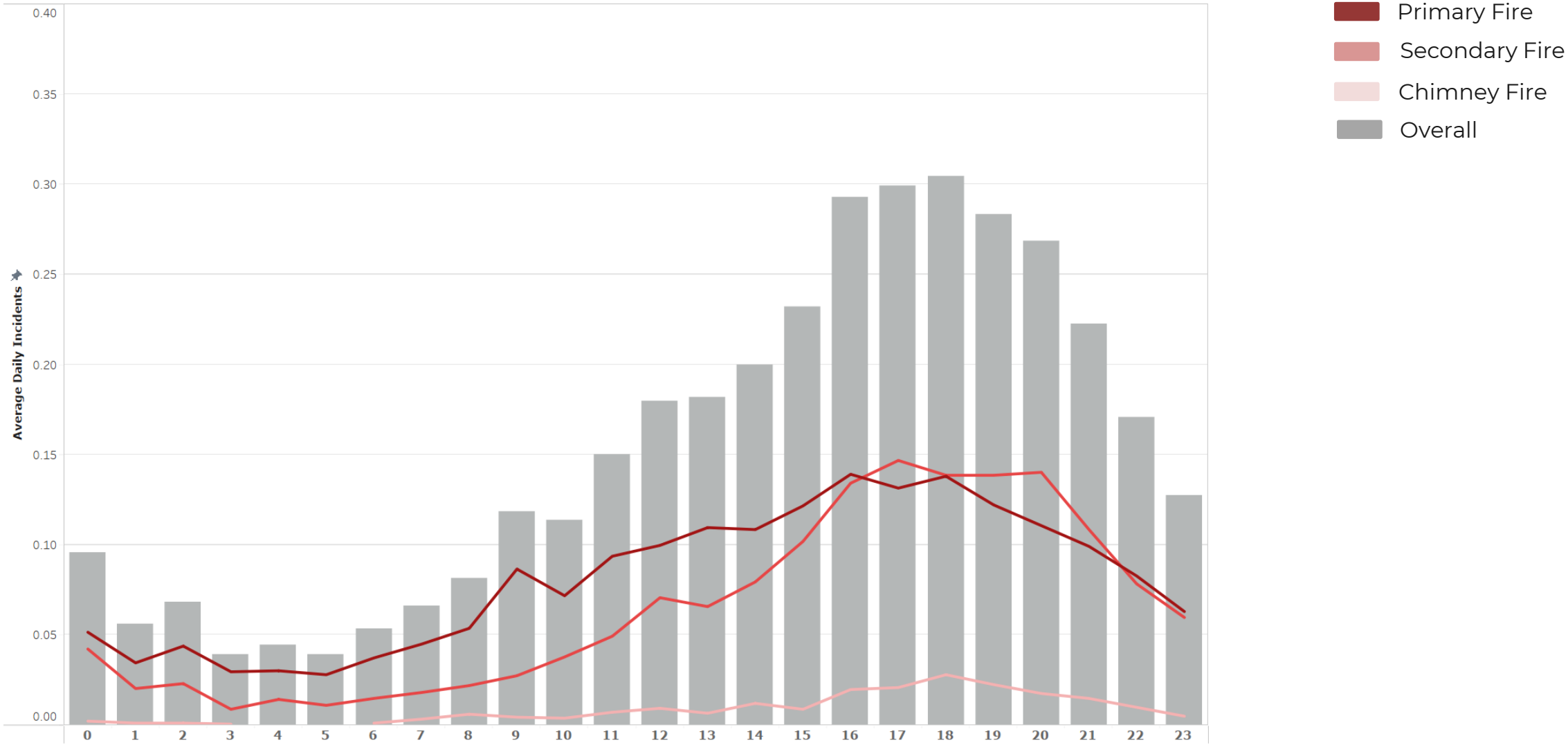
Note: Incidents are shown for each station area, regardless of which fire engine responded

Night is defined as incidents which occurred before 8am or after 8pm

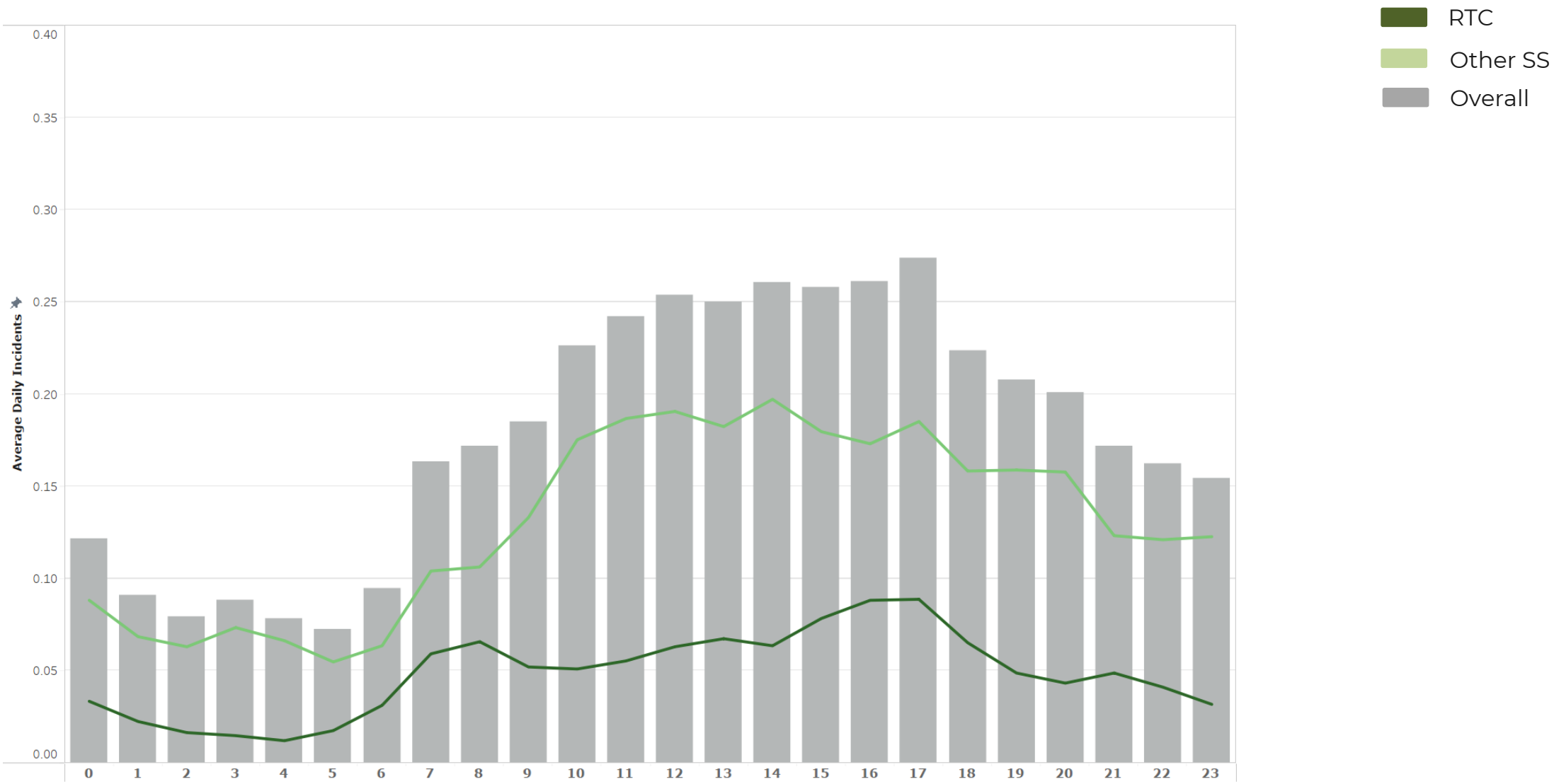
Average Hourly Demand – All Incidents



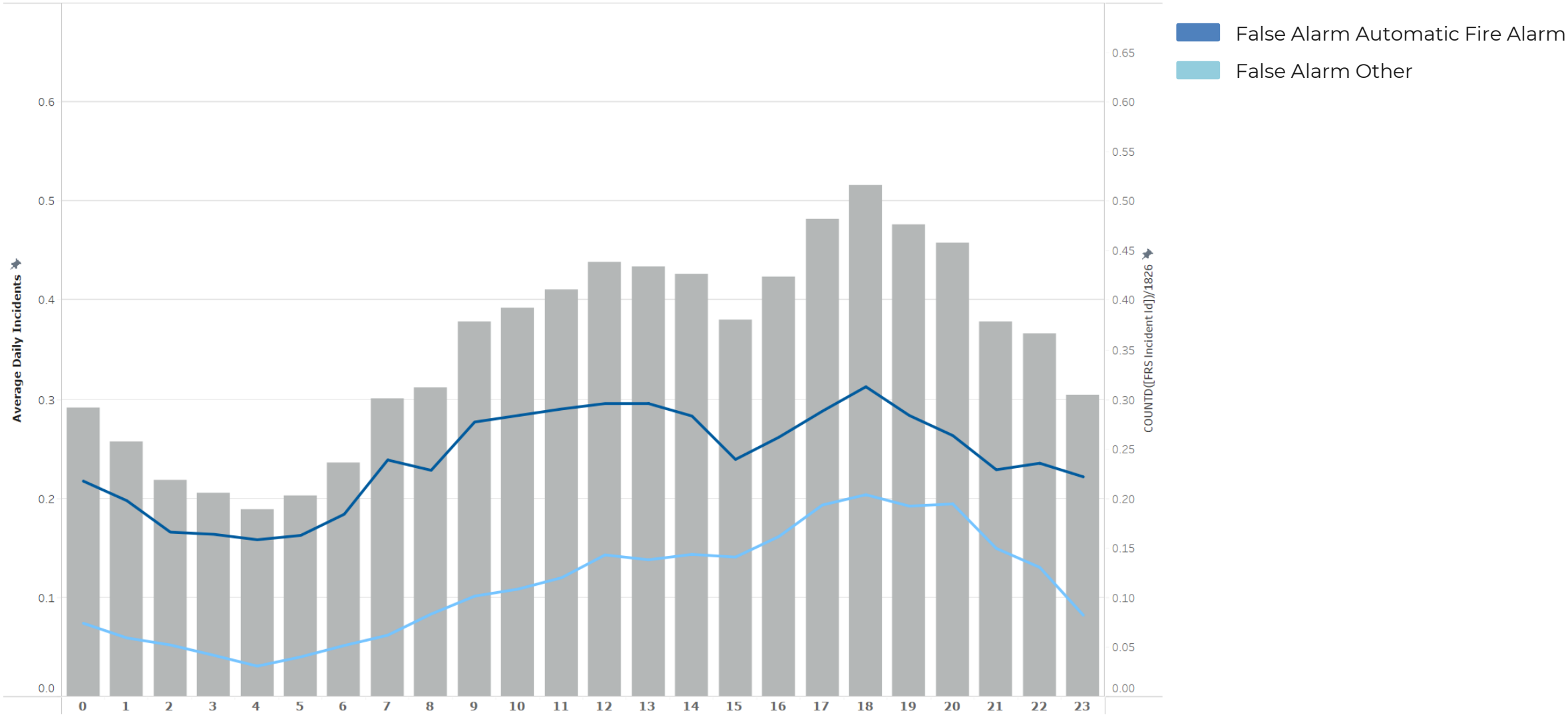
Average Hourly Demand – Fire Incidents



Average Hourly Demand – Special Service Incidents

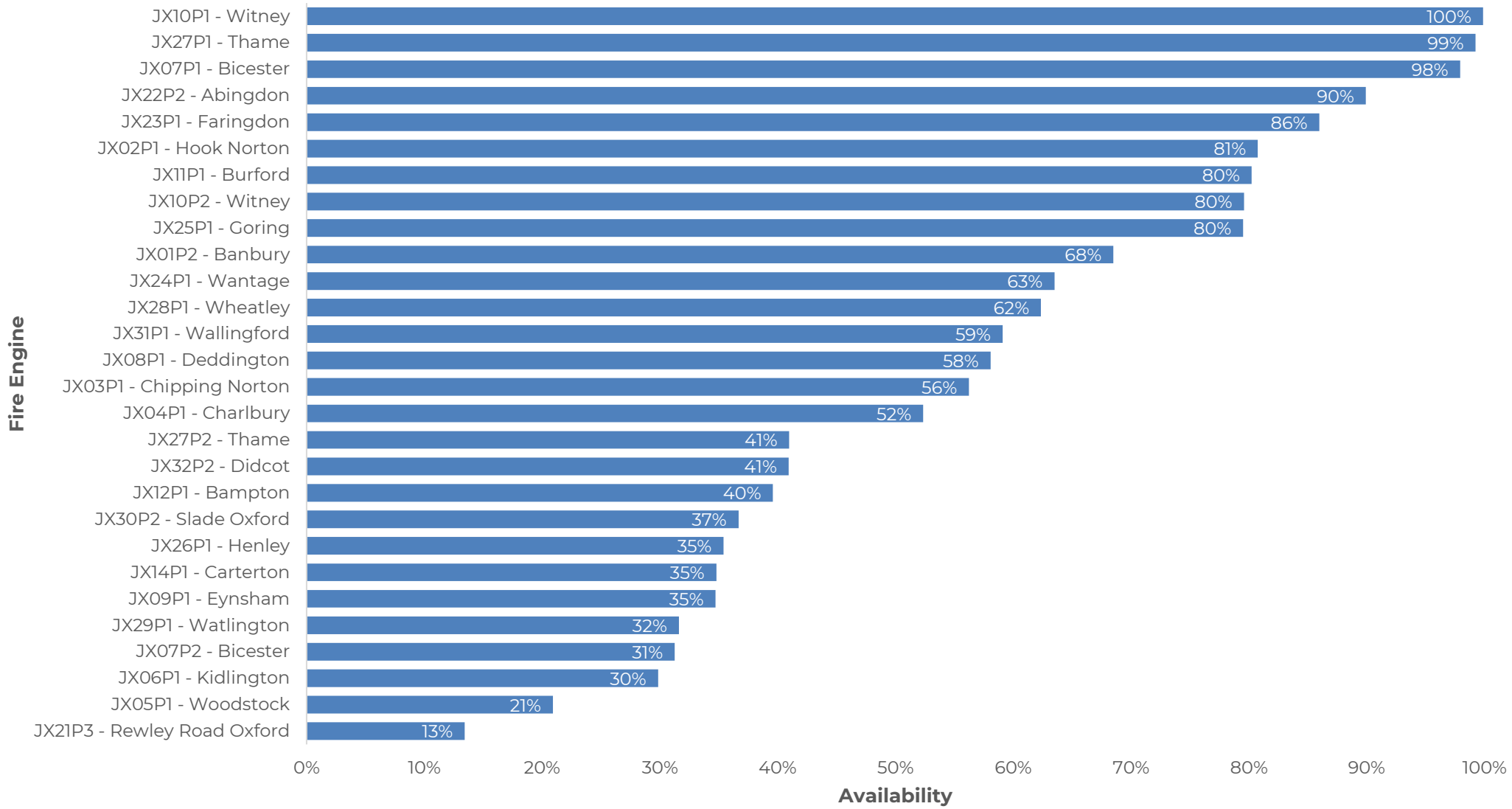


Average Hourly Demand – False Alarm Incidents

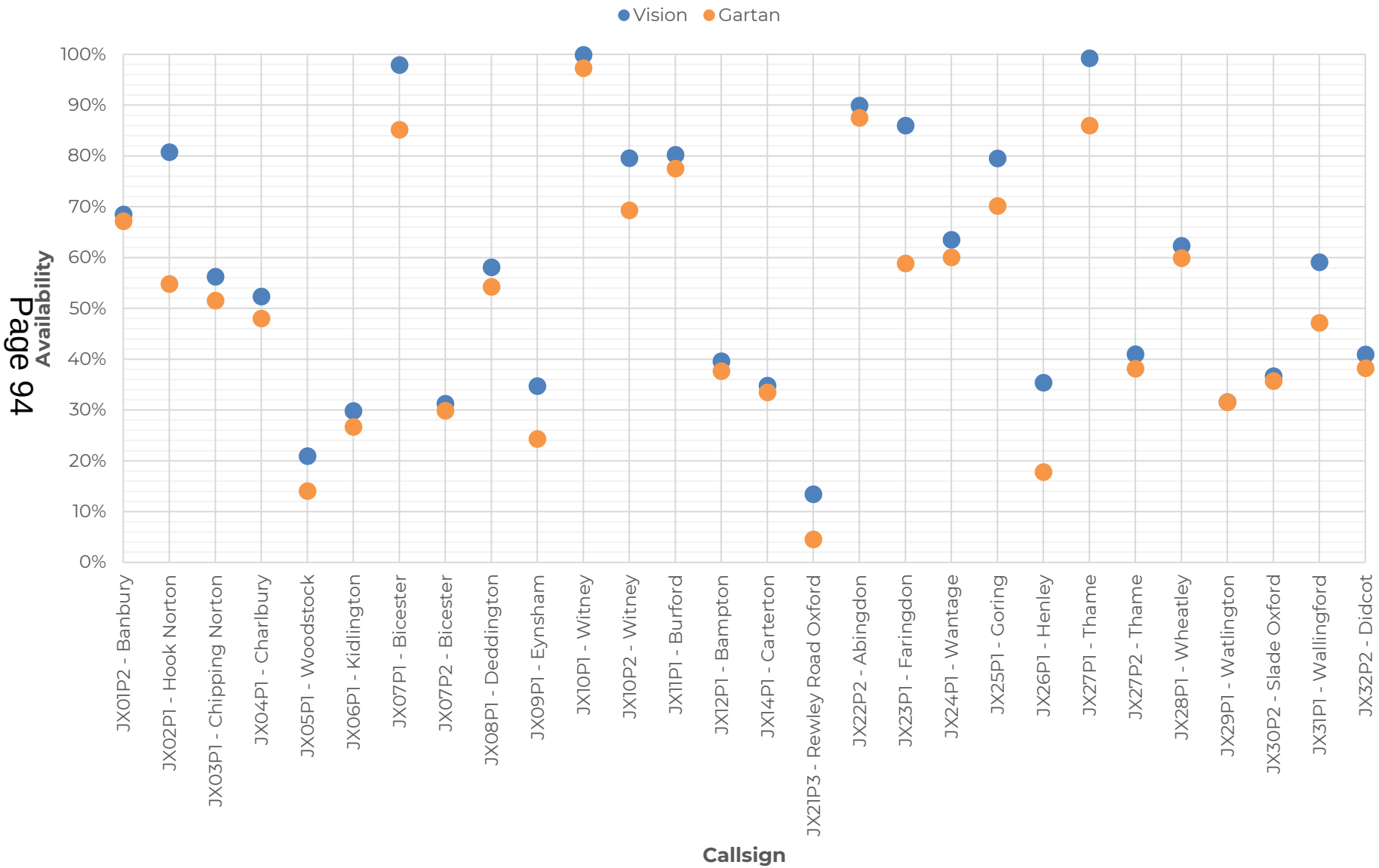


Fire Engine Availability
21 Months
(July 2022 to March 2024)

Fire Engine Availability (Vision data)

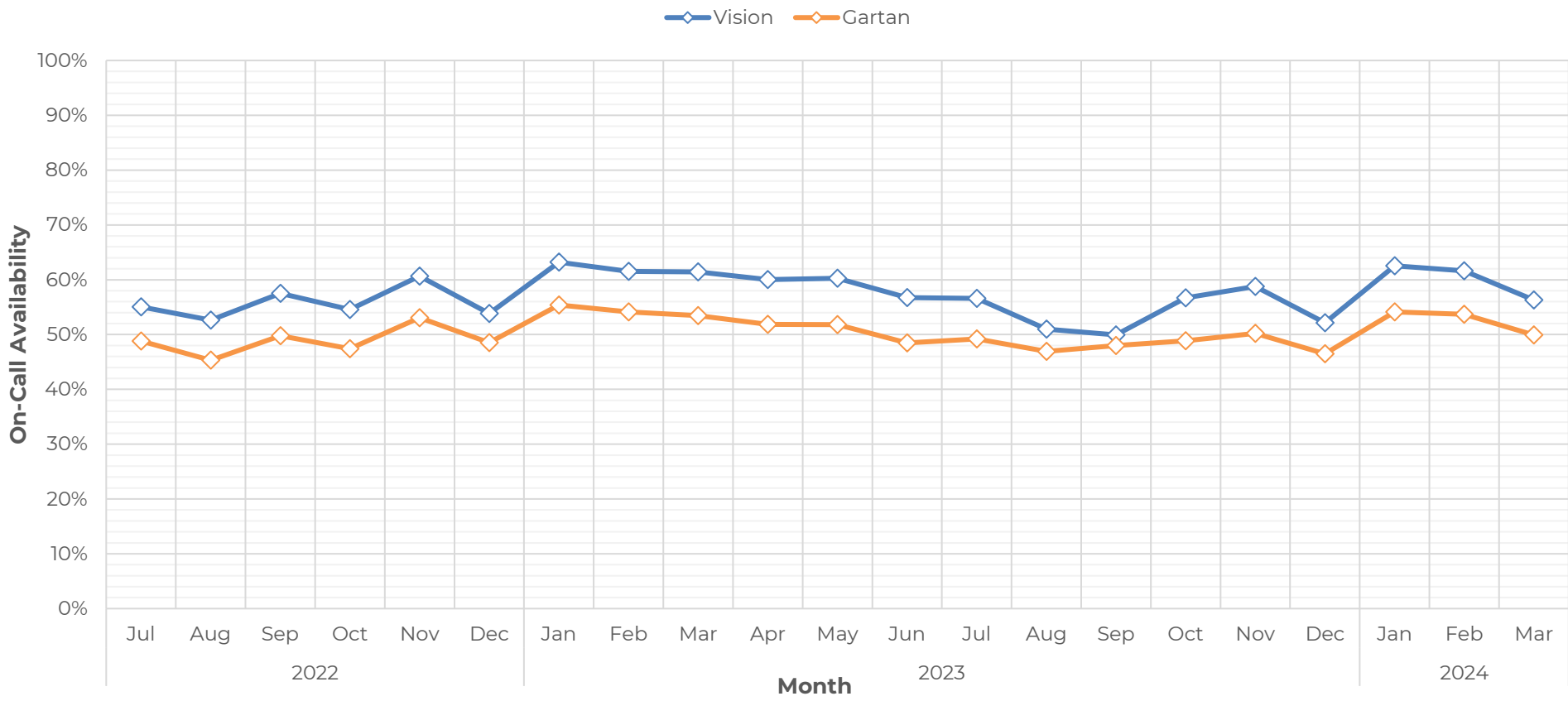


On Call Availability by Fire Engine



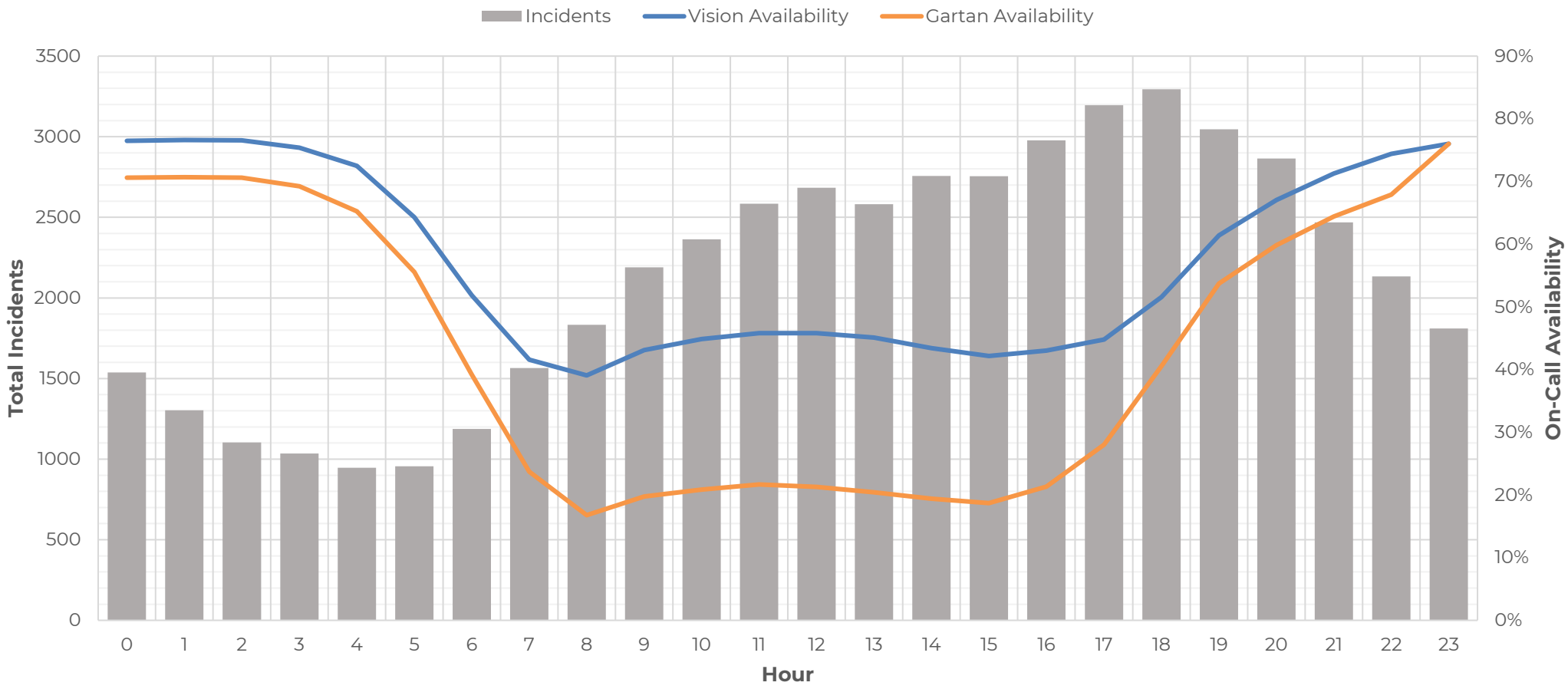
The fire engines that see the biggest change between Vision and Gartan are JX02P1 (Hook Norton) and JX23P1 (Faringdon)

On-Call Availability by Month

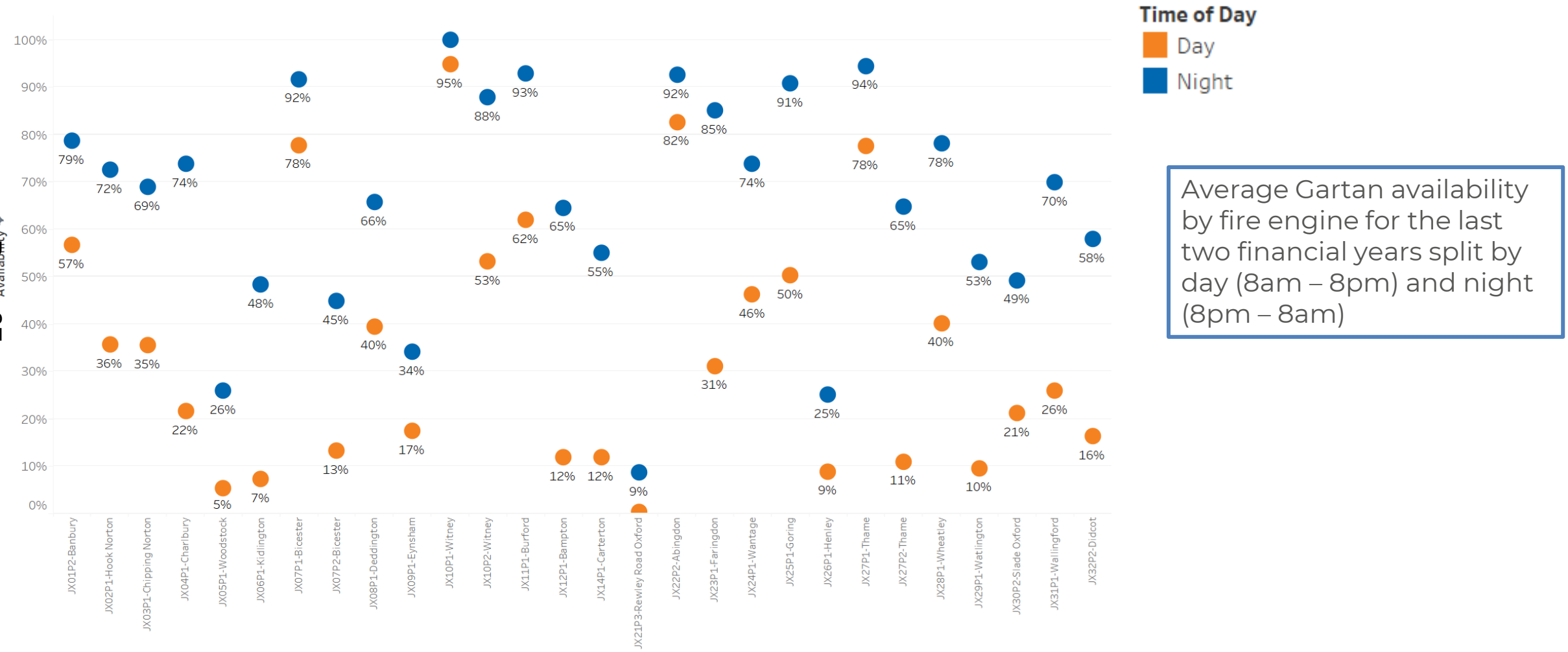


The vision data includes overtime completed by wholetime firefighters, and hence is higher in every month than the Gartan data.

Demand and Fire Engine Availability by Hour



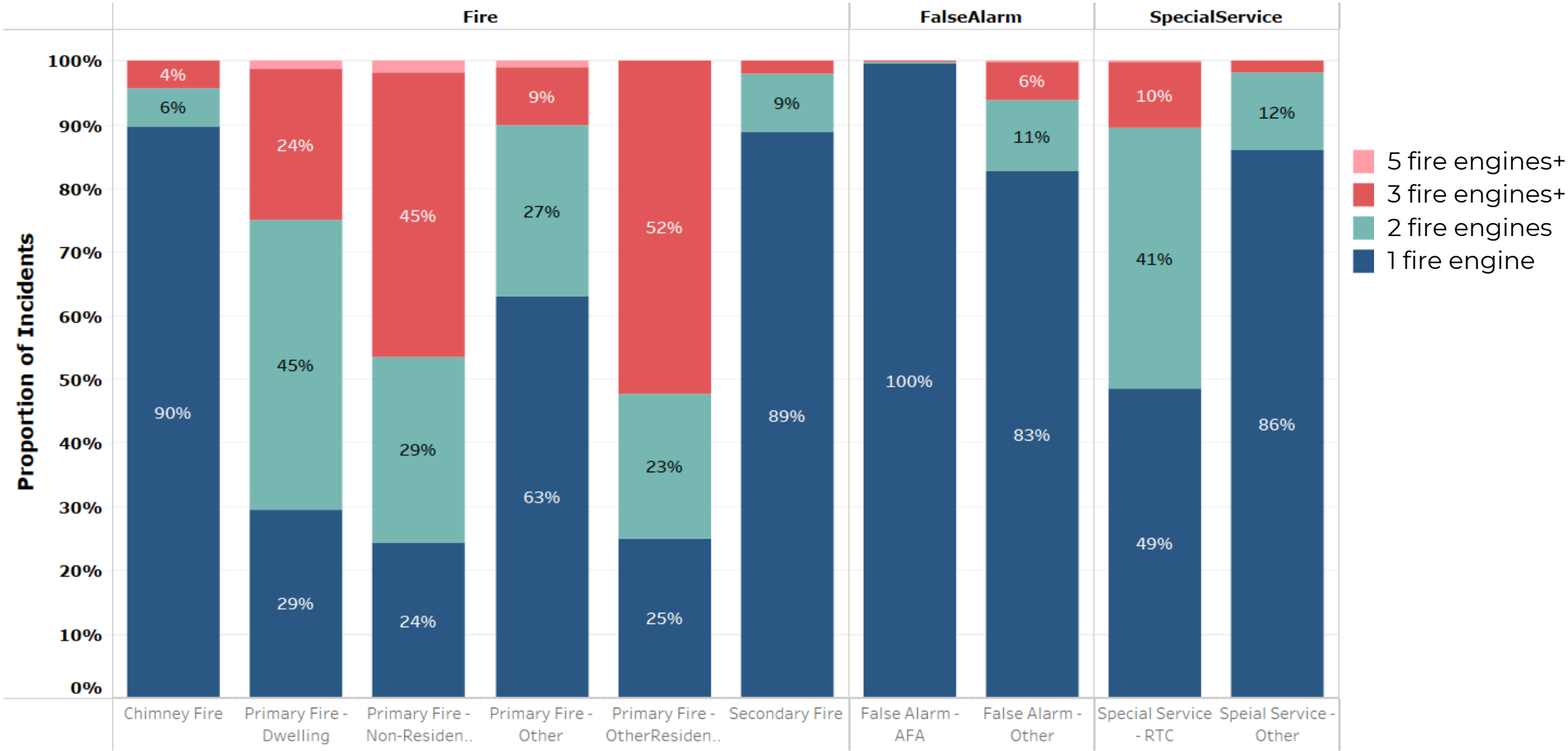
Availability by Pump – Day vs Night



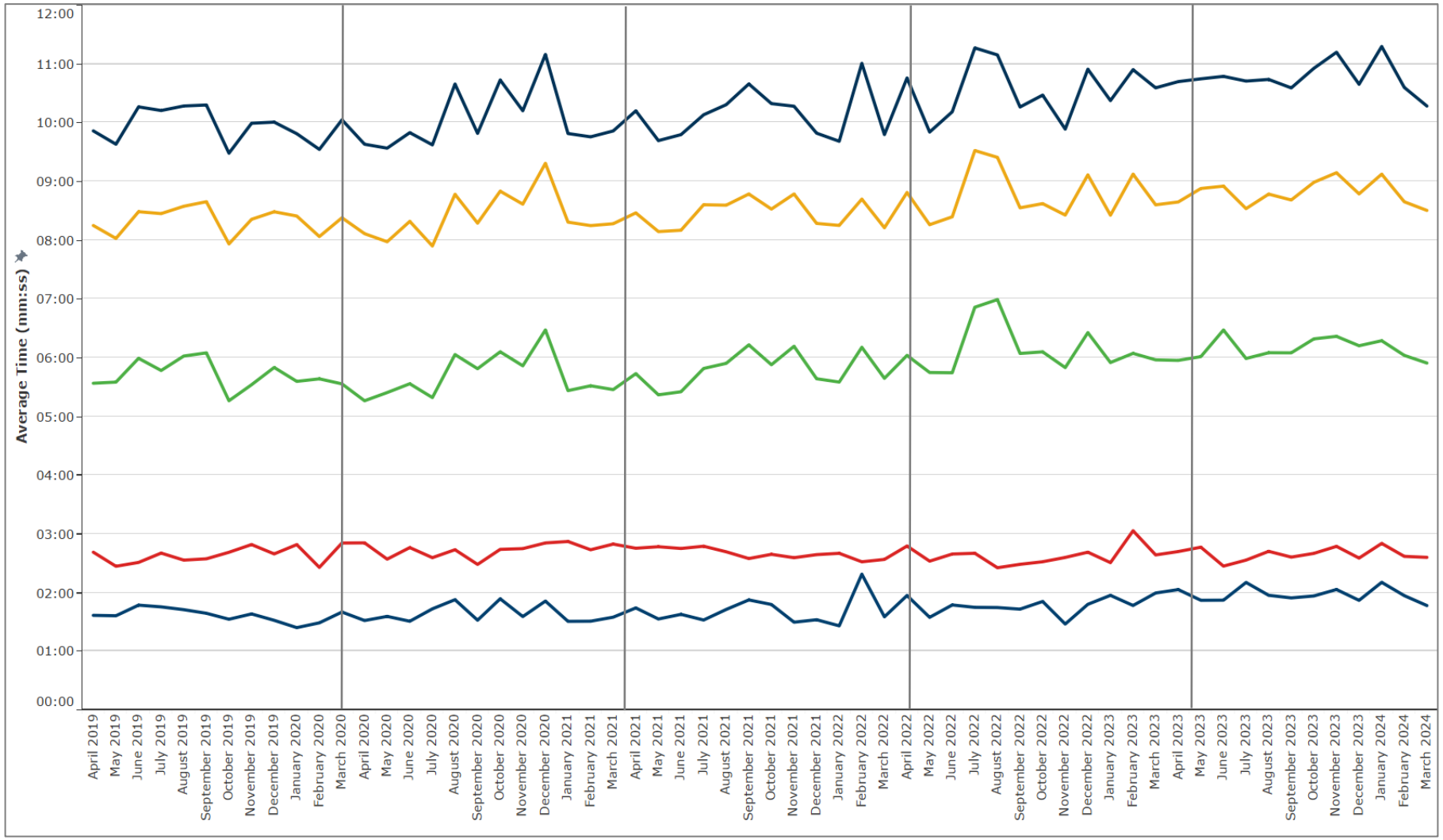
Average Gartan availability by fire engine for the last two financial years split by day (8am – 8pm) and night (8pm – 8am)

Response and Performance
2-year Sample
(April 2022 to March 2024)

Fire Engine Use Per Incident

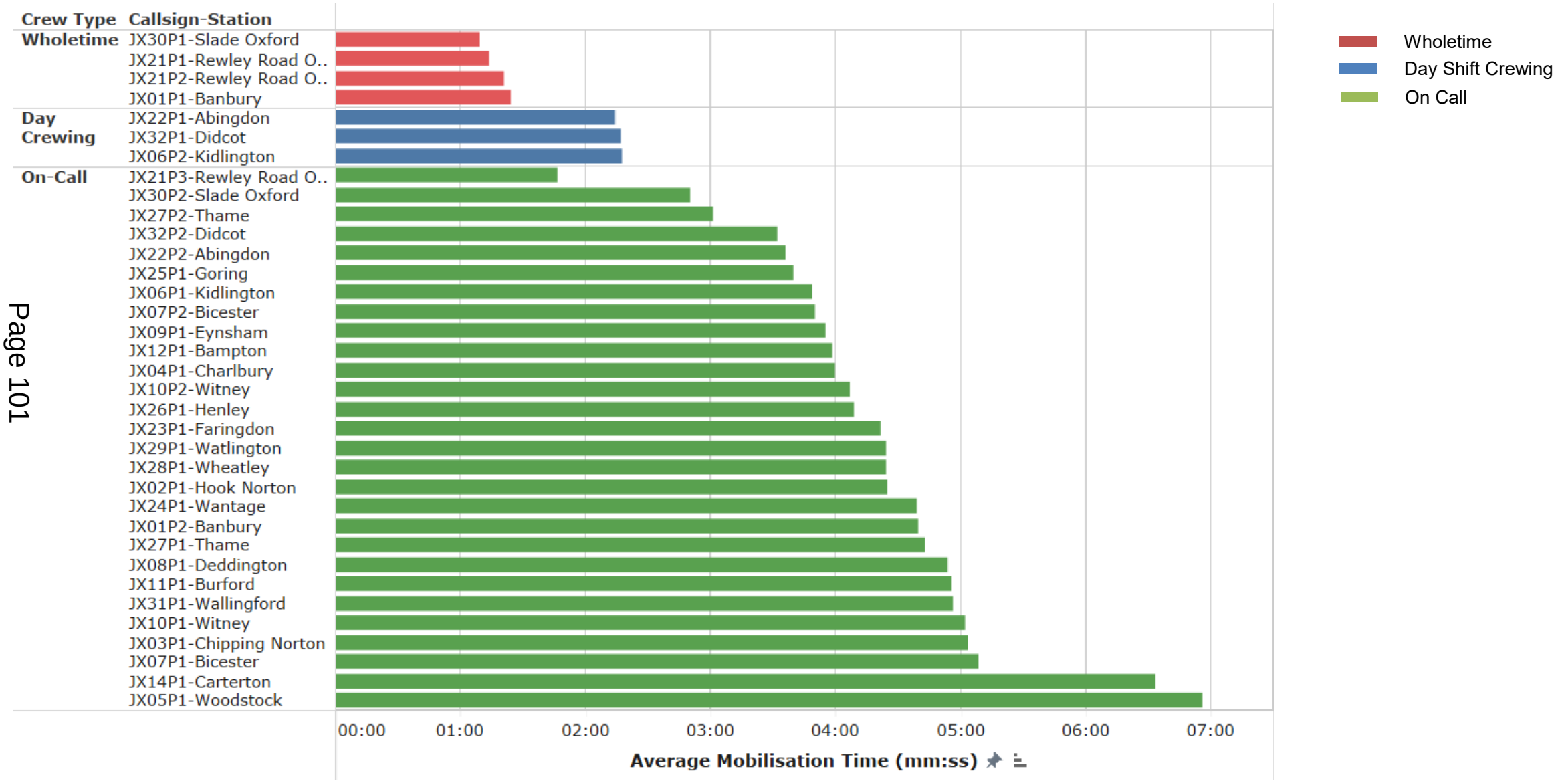


Mean Call Components by Month



- Call Handling
- Turnout Time
- Time To Scene
- Response Time from Time Assigned
- Response Time from Time of Call

Mean Turnout Time (from Time Assigned) by Callsign



Model Validation and Base Position

Model Validation

Validation Background

The purpose of model validation is to ensure that ORH's simulation model reflects the real-life behaviour of OFRS fire engines. There are several stages involved in preparing a validated model.

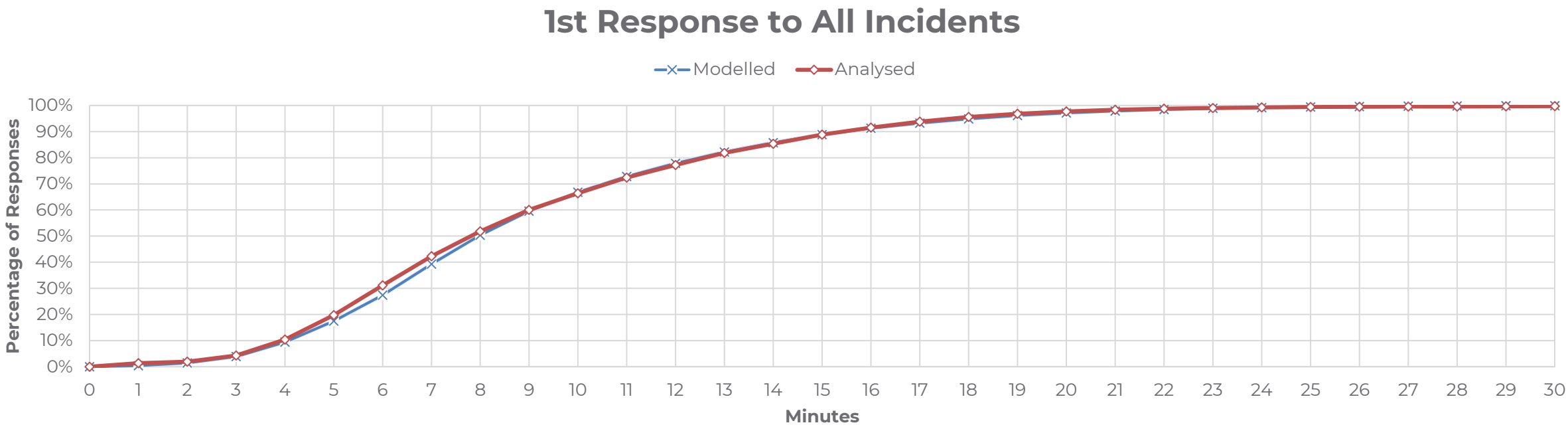
A detailed understanding of the way the service functions is gained through data analysis and consultation

A sophisticated travel time calibration process is completed

ORH's simulation model considers temporal variations in demand and operational parameters

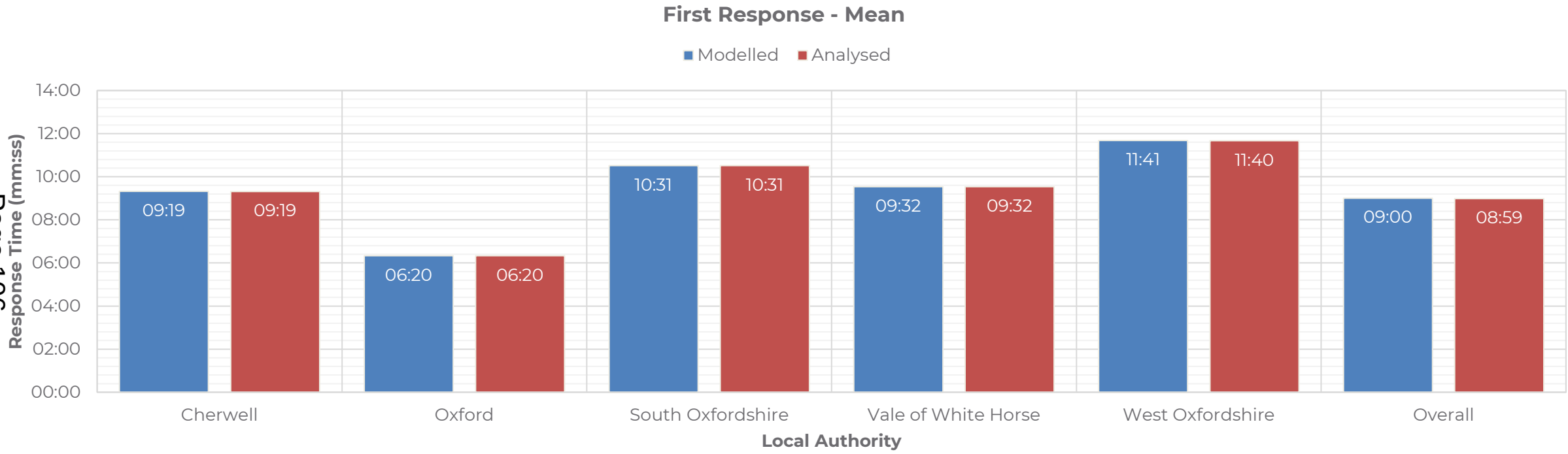
For the model validation, most analysed operational parameters used the sample April 2022 to March 2024. A five-year sample (April 2019 to March 2024) of historical incident locations was used to ensure a robust sample.

Response Time Distribution



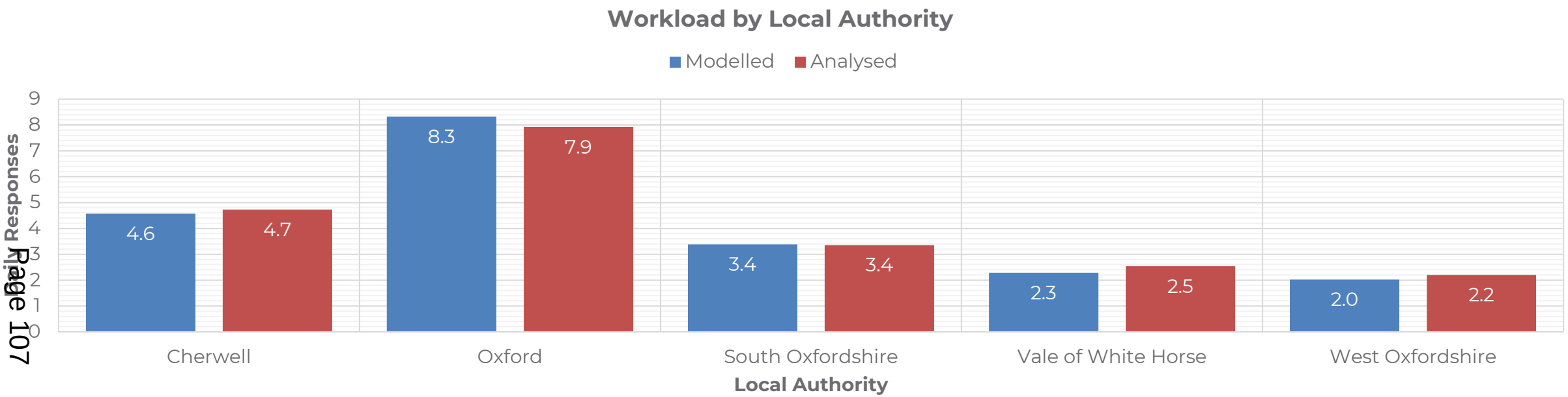
The curves above show the analysed and modelled response time distributions to all incidents in Oxfordshire. The curves are close through the distribution, showing us that the model is well-aligned to reality.

Performance by Area



The model has been validated using response time from time assigned, however all future modelling will consider the response time from time of call and hence will include the call handling.

Workload by Area



The number of daily responses in each local authority, shown above, highlights a close correspondence between the model and the analysed position of the service.

Model Base Position

Move to Model Base

In order to reflect the service's future operations, ORH created a model base position. This differs from the validated position in three ways:

- Wholetime support has been removed from the despatch logic. This means a wholetime fire engine is **not** required at certain incident types
- AFAs in low and medium risk properties have been removed from the model as the service will no longer be responding to these
- Gartan on-call availability data has been used instead of Vision to reflect a position where the on-call crews cannot rely on overtime from full-time staff

The following slides show the impact of applying each of these changes individually, before showing the performance achieved in the new base model.

Remove Wholetime Support

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Validation	10:16	14:26	11:23	15:02	13:25	18:35	12:33	17:52
Modelled Option	**10:16**	**14:09**	**11:23**	**14:48**	**13:26**	**18:31**	**12:33**	**17:51**
Performance Impact	-00:00	-00:18	00:01	-00:14	00:00	-00:04	-00:00	-00:01

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	12:39	12:39	-00:01	18:35	18:34	-00:02
Oxford	08:20	08:19	-00:01	10:40	10:39	-00:02
South Oxfordshire	13:49	13:48	-00:01	18:15	18:14	-00:02
Vale of White Horse	11:57	11:56	00:00	16:37	16:33	-00:04
West Oxfordshire	14:07	14:07	00:00	18:01	17:24	-00:37
Overall	**12:13**	**12:13**	**00:00**	**16:37**	**16:28**	**-00:10**

Removing the wholetime support, allows the nearest available resources to be sent to the incident, which improves the second response performance.

Only Attend High Risk AFAs

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Validation	10:16	14:26	11:23	15:02	13:25	18:35	12:33	17:52
Modelled Option	**10:15**	**14:24**	**11:23**	**15:01**	**13:25**	**18:36**	**12:32**	**17:49**
Performance Impact	-00:01	-00:03	00:00	-00:01	-00:00	00:01	-00:01	-00:03

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	12:39	12:38	-00:01	18:35	18:34	-00:02
Oxford	08:20	08:18	-00:02	10:40	10:38	-00:02
South Oxfordshire	13:49	13:47	-00:01	18:15	18:13	-00:02
Vale of White Horse	11:57	11:55	-00:01	16:37	16:36	-00:01
West Oxfordshire	14:07	14:07	00:00	18:01	18:00	00:00
Overall	**12:13**	**12:12**	**-00:01**	**16:37**	**16:36**	**-00:02**

Only attending the high risk AFAs allows the fire engines to be more available to response to other incidents. However, there is a degradation overall as AFAs typically get a quicker response than other incidents.

Switch to Gartan Availability

Service-wide Response by Incident Type

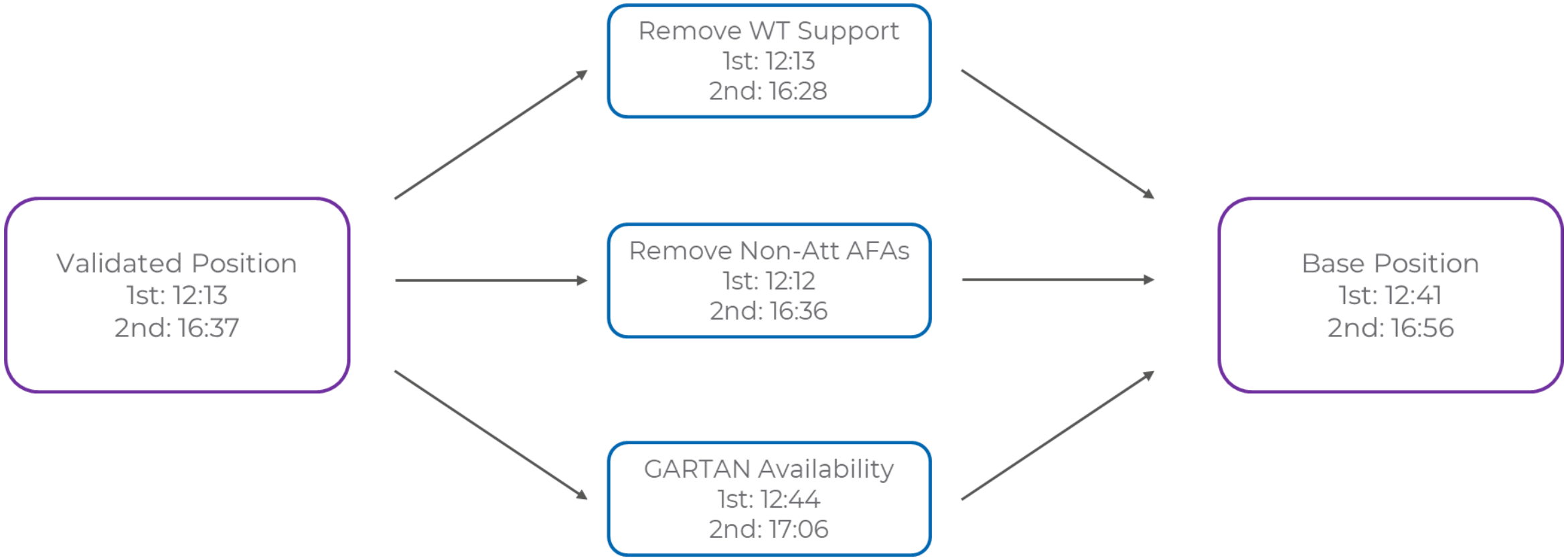
Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Validation	10:16	14:26	11:23	15:02	13:25	18:35	12:33	17:52
Modelled Option	**10:42**	**14:46**	**11:58**	**15:33**	**14:00**	**19:11**	**13:00**	**18:21**
Performance Impact	00:25	00:20	00:36	00:31	00:35	00:36	00:27	00:29

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	12:39	13:04	00:25	18:35	19:13	00:38
Oxford	08:20	08:22	00:02	10:40	10:46	00:06
South Oxfordshire	13:49	14:25	00:36	18:15	19:02	00:46
Vale of White Horse	11:57	12:47	00:50	16:37	16:49	00:12
West Oxfordshire	14:07	14:49	00:42	18:01	18:48	00:48
Overall	**12:13**	**12:44**	**00:31**	**16:37**	**17:06**	**00:29**

Removing the wholetime overtime from the on-call availability sees a reduction in availability at every on-call station. This causes deterioration in every LA, with the impacts biggest in the areas with the largest reliance on on-call.

Validation to Base – Summary



The times shown here are mean response times to Primary Fires and RTCs service wide

Model Base Position

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Base	10:39	14:30	11:57	15:19	13:58	19:04	12:57	18:18

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs	Mean 2nd to Primary Fires and RTCs
	Base	Base
Cherwell	13:03	19:11
Oxford	08:19	10:42
South Oxfordshire	14:22	19:01
Vale of White Horse	12:45	16:44
West Oxfordshire	14:48	18:18
Overall	**12:41**	**16:56**

These two tables show the modelled base position after the changes mentioned previously

Scenario Modelling

Main Model Scenario (Rewley Road)

Changes from the current position shown on slide 7 of this presentation to the core option are listed below:

Chipping Norton – Has one On-Call fire engine. Changed to one Day Shift and On-Call at night

Bicester – Has two On-Call fire engines. Changed to one Day Shift and one On-Call fire engine in the day and two On-Call fire engines at night.

Witney – Has two On-Call fire engines. Changed to one Day Shift and one On-Call fire engine in the day and two On-Call fire engines at night.

Rewley Road – Has two 2-2-4 fire engines and one On-Call fire engine. One 2-2-4 fire engine removed and the On-Call fire engine removed.

Faringdon – Has one On-Call fire engine . Fire engine crewing changed to Day-Shift in the day and On-Call at night

Crowmarsh – New station to replace Wallingford station. Fire engine crewing changed to Day-Shift in the day and On-Call at night

Any stations not listed above operate with their current crewing (see slide 7) in the core modelled scenario

Main Model Scenario (North Oxford)

Changes from the current position shown on slide 7 of this presentation to the core option are listed below:

Chipping Norton – Has one On-Call fire engine. Changed to one Day Shift and On-Call at night

Kidlington – Has one Day Crewing fire engine and one On-Call fire engine. Station removed and resources combined with Rewley Road resources to create North Oxford (see below)

Bicester – Has two On-Call fire engines. Changed to one Day Shift and one On-Call fire engine in the day and two On-Call fire engines at night.

Witney – Has two On-Call fire engines. Changed to one Day Shift and one On-Call fire engine in the day and two On-Call fire engines at night.

Rewley Road – Has two 2-2-4 fire engines and one On-Call fire engine. Station removed and resources combined with Kidlington resources to create North Oxford.

Faringdon – Has one On-Call fire engine . Fire engine crewing changed to Day-Shift in the day and On-Call at night

Crowmarsh – New station to replace Wallingford station. Fire engine crewing changed to Day-Shift in the day and On-Call at night

North Oxford– New station to replace Rewley Road and Kidlington. Has one 2-2-4 fire engine, one Day Shift fire engine and one On-Call fire engine at night

Any stations not listed above operate with their current crewing (see slide 7) in the core modelled scenario

Additional Model Scenarios

As well as showing a core model scenario, there are six additional scenarios which build upon the changes made in the core scenario. These are presented in the 'Additional Options' sub section of this section.

Eynsham Closure – Closure of the On-Call station at Eynsham

Henley Closure – Closure of the On-Call station at Henley

Woodstock Closure – Closure of the On-Call station at Woodstock

Thame Crewing – Removal of the second On-Call fire engine at Thame

Summary Cumulative – Combination of the previous **four** changes

Modelling Definitions

For each modelled scenario, the impact on response performance will be assessed. These impacts will be shown to a subset of incidents, which are deemed to be of a greater risk to life:

Primary Fires

Potentially more serious fires that cause harm to people or damage to property. To be categorised as primary these fires must either:

- Occur in a (non-derelict) building, vehicle or (some) outdoor structures
- Involve fatalities, casualties, or rescues
- Be attended by 5 or more fire engines

RTCs

Road Traffic Collisions (RTCs) are incidents that require the attendance of OFRS for collisions involving road vehicles, this includes large and small vehicles including motorbikes.

Main Proposals

Main Model Option (Rewley Road) – Overall

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:39	14:30	11:57	15:19	13:58	19:04	12:57	18:18	11:50	15:36
Modelled Option	**09:42**	**14:21**	**10:43**	**15:24**	**12:36**	**18:26**	**11:58**	**17:46**	**10:46**	**15:24**
Performance Impact	-00:57	-00:09	-01:14	00:05	-01:23	-00:38	-00:59	-00:32	-01:04	-00:12

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:03	11:56	-01:07	19:11	17:47	-01:24
Oxford	08:19	08:30	00:11	10:42	12:44	02:02
South Oxfordshire	14:22	12:55	-01:27	19:01	17:50	-01:12
Vale of White Horse	12:45	11:20	-01:25	16:44	16:56	00:12
West Oxfordshire	14:48	12:29	-02:18	18:18	16:51	-01:27
Overall	**12:41**	**11:29**	**-01:11**	**16:56**	**16:34**	**-00:22**

Main Model Option (Rewley Road) – Day

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:48	14:54	12:06	15:46	14:05	19:28	13:14	18:54	11:55	16:01
Modelled Option	**09:22**	**14:26**	**10:22**	**15:25**	**12:04**	**18:20**	**11:47**	**17:56**	**10:19**	**15:25**
Performance Impact	-01:26	-00:29	-01:44	-00:21	-02:00	-01:08	-01:27	-00:57	-01:36	-00:36

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:04	11:23	-01:41	19:51	17:42	-02:09
Oxford	08:21	08:30	00:10	10:52	12:53	02:01
South Oxfordshire	14:30	12:28	-02:02	19:42	18:03	-01:40
Vale of White Horse	12:47	10:40	-02:07	16:47	16:46	-00:01
West Oxfordshire	15:16	11:51	-03:26	19:03	16:48	-02:15
Overall	**12:47**	**11:02**	**-01:46**	**17:22**	**16:34**	**-00:48**

Main Model Option (Rewley Road) – Night

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:22	13:35	11:33	14:16	13:46	18:13	12:22	17:00	11:38	14:44
Modelled Option	**10:25**	**14:10**	**11:33**	**15:21**	**13:42**	**18:38**	**12:23**	**17:22**	**11:38**	**15:21**
Performance Impact	00:03	00:35	-00:00	01:04	-00:04	00:24	00:00	00:22	00:01	00:37

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:01	13:01	00:01	17:49	17:57	00:08
Oxford	08:15	08:28	00:13	10:19	12:23	02:04
South Oxfordshire	14:08	13:50	-00:17	17:37	17:22	-00:15
Vale of White Horse	12:41	12:42	00:01	16:39	17:17	00:39
West Oxfordshire	13:49	13:49	-00:01	16:43	16:56	00:13
Overall	**12:27**	**12:26**	**-00:01**	**16:04**	**16:36**	**00:32**

Main Model Option (North Oxford) – Overall

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:39	14:30	11:57	15:19	13:58	19:04	12:57	18:18	11:50	15:36
Modelled Option	**09:43**	**13:46**	**10:59**	**14:30**	**12:12**	**17:21**	**11:53**	**17:03**	**10:44**	**14:38**
Performance Impact	-00:56	-00:44	-00:57	-00:49	-01:46	-01:43	-01:04	-01:14	-01:05	-00:57

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:03	11:18	-01:45	19:11	16:17	-02:54
Oxford	08:19	09:07	00:48	10:42	11:46	01:04
South Oxfordshire	14:22	12:53	-01:30	19:01	17:34	-01:27
Vale of White Horse	12:45	11:10	-01:36	16:44	16:25	-00:19
West Oxfordshire	14:48	11:57	-02:50	18:18	16:00	-02:18
Overall	**12:41**	**11:19**	**-01:22**	**16:56**	**15:41**	**-01:15**

Main Model Option (North Oxford) – Day

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:48	14:54	12:06	15:46	14:05	19:28	13:14	18:54	11:55	16:01
Modelled Option	**09:24**	**13:42**	**10:40**	**14:19**	**11:48**	**17:02**	**11:43**	**17:06**	**10:21**	**14:29**
Performance Impact	-01:24	-01:12	-01:26	-01:26	-02:17	-02:27	-01:31	-01:48	-01:34	-01:31

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:04	11:02	-02:02	19:51	15:58	-03:53
Oxford	08:21	09:08	00:47	10:52	11:35	00:42
South Oxfordshire	14:30	12:25	-02:05	19:42	17:45	-01:58
Vale of White Horse	12:47	10:30	-02:18	16:47	16:06	-00:41
West Oxfordshire	15:16	11:23	-03:53	19:03	15:45	-03:18
Overall	**12:47**	**10:56**	**-01:51**	**17:22**	**15:29**	**-01:53**

Main Model Option (North Oxford)– Night

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:22	13:35	11:33	14:16	13:46	18:13	12:22	17:00	11:38	14:44
Modelled Option	**10:24**	**13:54**	**11:45**	**14:54**	**13:03**	**18:03**	**12:15**	**16:57**	**11:30**	**14:57**
Performance Impact	00:02	00:18	00:11	00:38	-00:43	-00:10	-00:07	-00:03	-00:08	00:13

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:01	11:52	-01:09	17:49	16:56	-00:53
Oxford	08:15	09:06	00:51	10:19	12:11	01:52
South Oxfordshire	14:08	13:48	-00:20	17:37	17:13	-00:24
Vale of White Horse	12:41	12:32	-00:09	16:39	17:05	00:27
West Oxfordshire	13:49	13:08	-00:42	16:43	16:30	-00:14
Overall	**12:27**	**12:06**	**-00:21**	**16:04**	**16:08**	**00:04**

Additional Proposals

Eynsham Closure – Overall

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:39	14:30	11:57	15:19	13:58	19:04	12:57	18:18	11:50	15:36
Modelled Option	**09:44**	**13:46**	**10:59**	**14:30**	**12:13**	**17:23**	**11:54**	**17:06**	**10:44**	**14:39**
Performance Impact	-00:56	-00:43	-00:57	-00:49	-01:45	-01:42	-01:03	-01:12	-01:05	-00:56

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:03	11:19	-01:44	19:11	16:18	-02:53
Oxford	08:19	09:07	00:48	10:42	11:46	01:05
South Oxfordshire	14:22	12:52	-01:30	19:01	17:34	-01:27
Vale of White Horse	12:45	11:11	-01:35	16:44	16:26	-00:18
West Oxfordshire	14:48	11:59	-02:49	18:18	16:05	-02:13
Overall	**12:41**	**11:20**	**-01:21**	**16:56**	**15:42**	**-01:14**

Eynsham Closure – Day

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:48	14:54	12:06	15:46	14:05	19:28	13:14	18:54	11:55	16:01
Modelled Option	**09:25**	**13:42**	**10:40**	**14:20**	**11:48**	**17:02**	**11:44**	**17:09**	**10:21**	**14:30**
Performance Impact	-01:23	-01:12	-01:27	-01:26	-02:16	-02:26	-01:30	-01:45	-01:34	-01:31

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:04	11:02	-02:02	19:51	15:59	-03:52
Oxford	08:21	09:08	00:47	10:52	11:35	00:43
South Oxfordshire	14:30	12:25	-02:05	19:42	17:45	-01:57
Vale of White Horse	12:47	10:29	-02:18	16:47	16:06	-00:41
West Oxfordshire	15:16	11:24	-03:52	19:03	15:47	-03:16
Overall	**12:47**	**10:56**	**-01:51**	**17:22**	**15:29**	**-01:53**

Eynsham Closure – Night

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:22	13:35	11:33	14:16	13:46	18:13	12:22	17:00	11:38	14:44
Modelled Option	**10:24**	**13:55**	**11:45**	**14:55**	**13:06**	**18:07**	**12:16**	**17:00**	**11:30**	**14:58**
Performance Impact	00:02	00:20	00:12	00:39	-00:40	-00:07	-00:06	00:00	-00:07	00:15

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:01	11:52	-01:08	17:49	16:57	-00:52
Oxford	08:15	09:06	00:51	10:19	12:11	01:52
South Oxfordshire	14:08	13:48	-00:20	17:37	17:12	-00:25
Vale of White Horse	12:41	12:35	-00:06	16:39	17:08	00:29
West Oxfordshire	13:49	13:11	-00:38	16:43	16:42	-00:01
Overall	**12:27**	**12:07**	**-00:20**	**16:04**	**16:10**	**00:06**

Henley Closure – Overall

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:39	14:30	11:57	15:19	13:58	19:04	12:57	18:18	11:50	15:36
Modelled Option	**09:45**	**13:46**	**11:02**	**14:31**	**12:13**	**17:23**	**11:54**	**17:05**	**10:46**	**14:40**
Performance Impact	-00:54	-00:43	-00:55	-00:48	-01:45	-01:42	-01:03	-01:13	-01:04	-00:56

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:03	11:18	-01:44	19:11	16:17	-02:54
Oxford	08:19	09:07	00:48	10:42	11:46	01:04
South Oxfordshire	14:22	12:59	-01:24	19:01	17:41	-01:20
Vale of White Horse	12:45	11:10	-01:36	16:44	16:25	-00:19
West Oxfordshire	14:48	11:58	-02:50	18:18	16:00	-02:18
Overall	**12:41**	**11:21**	**-01:20**	**16:56**	**15:43**	**-01:14**

Henley Closure – Day

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:48	14:54	12:06	15:46	14:05	19:28	13:14	18:54	11:55	16:01
Modelled Option	**09:26**	**13:42**	**10:42**	**14:21**	**11:48**	**17:02**	**11:44**	**17:07**	**10:22**	**14:31**
Performance Impact	-01:22	-01:12	-01:24	-01:25	-02:16	-02:26	-01:30	-01:47	-01:33	-01:30

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:04	11:02	-02:02	19:51	15:59	-03:53
Oxford	08:21	09:08	00:47	10:52	11:35	00:42
South Oxfordshire	14:30	12:28	-02:02	19:42	17:50	-01:52
Vale of White Horse	12:47	10:30	-02:18	16:47	16:06	-00:41
West Oxfordshire	15:16	11:23	-03:53	19:03	15:45	-03:18
Overall	**12:47**	**10:57**	**-01:50**	**17:22**	**15:30**	**-01:52**

Henley Closure – Night

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:22	13:35	11:33	14:16	13:46	18:13	12:22	17:00	11:38	14:44
Modelled Option	**10:26**	**13:55**	**11:49**	**14:55**	**13:06**	**18:06**	**12:17**	**16:59**	**11:33**	**14:58**
Performance Impact	00:05	00:19	00:16	00:39	-00:40	-00:08	-00:05	-00:01	-00:05	00:15

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:01	11:52	-01:09	17:49	16:56	-00:53
Oxford	08:15	09:06	00:51	10:19	12:10	01:51
South Oxfordshire	14:08	14:00	-00:07	17:37	17:23	-00:14
Vale of White Horse	12:41	12:32	-00:09	16:39	17:06	00:27
West Oxfordshire	13:49	13:08	-00:42	16:43	16:30	-00:14
Overall	**12:27**	**12:09**	**-00:19**	**16:04**	**16:10**	**00:06**

Woodstock Closure – Overall

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:39	14:30	11:57	15:19	13:58	19:04	12:57	18:18	11:50	15:36
Modelled Option	**09:43**	**13:46**	**10:59**	**14:30**	**12:13**	**17:22**	**11:54**	**17:05**	**10:44**	**14:39**
Performance Impact	-00:56	-00:43	-00:58	-00:49	-01:45	-01:42	-01:04	-01:13	-01:05	-00:57

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:03	11:19	-01:44	19:11	16:18	-02:53
Oxford	08:19	09:07	00:48	10:42	11:46	01:04
South Oxfordshire	14:22	12:52	-01:30	19:01	17:34	-01:27
Vale of White Horse	12:45	11:11	-01:35	16:44	16:26	-00:19
West Oxfordshire	14:48	11:58	-02:50	18:18	16:02	-02:16
Overall	**12:41**	**11:19**	**-01:21**	**16:56**	**15:42**	**-01:14**

Woodstock Closure – Day

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:48	14:54	12:06	15:46	14:05	19:28	13:14	18:54	11:55	16:01
Modelled Option	**09:25**	**13:42**	**10:39**	**14:20**	**11:48**	**17:01**	**11:44**	**17:08**	**10:21**	**14:30**
Performance Impact	-01:23	-01:12	-01:27	-01:26	-02:16	-02:27	-01:30	-01:46	-01:34	-01:31

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:04	11:02	-02:02	19:51	15:59	-03:52
Oxford	08:21	09:08	00:47	10:52	11:35	00:42
South Oxfordshire	14:30	12:24	-02:05	19:42	17:45	-01:58
Vale of White Horse	12:47	10:29	-02:18	16:47	16:06	-00:41
West Oxfordshire	15:16	11:23	-03:53	19:03	15:45	-03:19
Overall	**12:47**	**10:56**	**-01:51**	**17:22**	**15:29**	**-01:53**

Woodstock Closure – Night

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:22	13:35	11:33	14:16	13:46	18:13	12:22	17:00	11:38	14:44
Modelled Option	**10:24**	**13:55**	**11:45**	**14:53**	**13:05**	**18:06**	**12:15**	**16:58**	**11:30**	**14:58**
Performance Impact	00:02	00:19	00:12	00:37	-00:41	-00:08	-00:07	-00:02	-00:08	00:14

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:01	11:52	-01:09	17:49	16:58	-00:52
Oxford	08:15	09:05	00:50	10:19	12:10	01:51
South Oxfordshire	14:08	13:48	-00:20	17:37	17:12	-00:25
Vale of White Horse	12:41	12:35	-00:06	16:39	17:07	00:28
West Oxfordshire	13:49	13:08	-00:41	16:43	16:36	-00:07
Overall	**12:27**	**12:06**	**-00:21**	**16:04**	**16:09**	**00:06**

Thame Crewing – Overall

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:39	14:30	11:57	15:19	13:58	19:04	12:57	18:18	11:50	15:36
Modelled Option	**09:43**	**13:48**	**10:59**	**14:32**	**12:13**	**17:23**	**11:53**	**17:05**	**10:44**	**14:41**
Performance Impact	-00:56	-00:41	-00:57	-00:47	-01:46	-01:41	-01:04	-01:12	-01:05	-00:54

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:03	11:18	-01:44	19:11	16:17	-02:54
Oxford	08:19	09:07	00:48	10:42	11:46	01:04
South Oxfordshire	14:22	12:53	-01:30	19:01	17:47	-01:14
Vale of White Horse	12:45	11:10	-01:36	16:44	16:25	-00:19
West Oxfordshire	14:48	11:58	-02:50	18:18	16:00	-02:18
Overall	**12:41**	**11:19**	**-01:22**	**16:56**	**15:44**	**-01:13**

Thame Crewing – Day

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:48	14:54	12:06	15:46	14:05	19:28	13:14	18:54	11:55	16:01
Modelled Option	**09:24**	**13:43**	**10:40**	**14:22**	**11:48**	**17:02**	**11:43**	**17:08**	**10:21**	**14:31**
Performance Impact	-01:23	-01:11	-01:26	-01:24	-02:17	-02:26	-01:30	-01:46	-01:34	-01:30

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:04	11:02	-02:02	19:51	15:59	-03:53
Oxford	08:21	09:08	00:47	10:52	11:35	00:43
South Oxfordshire	14:30	12:25	-02:05	19:42	17:51	-01:51
Vale of White Horse	12:47	10:29	-02:18	16:47	16:06	-00:41
West Oxfordshire	15:16	11:23	-03:53	19:03	15:45	-03:18
Overall	**12:47**	**10:56**	**-01:51**	**17:22**	**15:30**	**-01:52**

Thame Crewing – Night

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:22	13:35	11:33	14:16	13:46	18:13	12:22	17:00	11:38	14:44
Modelled Option	**10:24**	**13:59**	**11:44**	**14:57**	**13:04**	**18:08**	**12:15**	**17:01**	**11:30**	**15:02**
Performance Impact	00:02	00:23	00:11	00:41	-00:42	-00:06	-00:07	00:01	-00:08	00:18

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:01	11:52	-01:09	17:49	16:56	-00:53
Oxford	08:15	09:06	00:51	10:19	12:10	01:51
South Oxfordshire	14:08	13:48	-00:19	17:37	17:40	00:02
Vale of White Horse	12:41	12:32	-00:09	16:39	17:06	00:27
West Oxfordshire	13:49	13:08	-00:42	16:43	16:30	-00:14
Overall	**12:27**	**12:06**	**-00:21**	**16:04**	**16:13**	**00:09**

Summary Cumulative – Overall

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:39	14:30	11:57	15:19	13:58	19:04	12:57	18:18	11:50	15:36
Modelled Option	**09:45**	**13:51**	**11:03**	**14:37**	**12:15**	**17:25**	**11:56**	**17:08**	**10:46**	**14:44**
Performance Impact	-00:54	-00:39	-00:54	-00:43	-01:43	-01:39	-01:02	-01:10	-01:03	-00:51

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:03	11:19	-01:44	19:11	16:19	-02:52
Oxford	08:19	09:07	00:49	10:42	11:47	01:05
South Oxfordshire	14:22	12:59	-01:23	19:01	17:56	-01:05
Vale of White Horse	12:45	11:11	-01:34	16:44	16:26	-00:19
West Oxfordshire	14:48	12:00	-02:48	18:18	16:06	-02:12
Overall	**12:41**	**11:21**	**-01:19**	**16:56**	**15:47**	**-01:10**

Summary Cumulative – Day

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:48	14:54	12:06	15:46	14:05	19:28	13:14	18:54	11:55	16:01
Modelled Option	**09:26**	**13:44**	**10:42**	**14:24**	**11:50**	**17:03**	**11:46**	**17:09**	**10:22**	**14:32**
Performance Impact	-01:22	-01:10	-01:24	-01:22	-02:15	-02:25	-01:28	-01:45	-01:33	-01:29

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:04	11:02	-02:02	19:51	15:59	-03:52
Oxford	08:21	09:08	00:47	10:52	11:34	00:42
South Oxfordshire	14:30	12:29	-02:01	19:42	17:57	-01:46
Vale of White Horse	12:47	10:30	-02:17	16:47	16:06	-00:40
West Oxfordshire	15:16	11:25	-03:52	19:03	15:45	-03:18
Overall	**12:47**	**10:58**	**-01:50**	**17:22**	**15:31**	**-01:51**

Summary Cumulative – Night

Service-wide Response by Incident Type

Scenario	Dwelling Fires		Commercial Fires		RTCs		Outdoor Fires		Primary Fires	
	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd	Mean 1st	Mean 2nd
Modelled Base	10:22	13:35	11:33	14:16	13:46	18:13	12:22	17:00	11:38	14:44
Modelled Option	**10:26**	**14:05**	**11:52**	**15:07**	**13:08**	**18:13**	**12:18**	**17:05**	**11:34**	**15:09**
Performance Impact	00:04	00:29	00:19	00:51	-00:38	-00:01	-00:04	00:05	-00:04	00:25

Mean Response Time to Primary Fires and RTCs by Local Authority

Local Authority	Mean 1st to Primary Fires and RTCs			Mean 2nd to Primary Fires and RTCs		
	Base	Option	Impact	Base	Option	Impact
Cherwell	13:01	11:52	-01:08	17:49	16:59	-00:50
Oxford	08:15	09:06	00:51	10:19	12:14	01:55
South Oxfordshire	14:08	14:01	-00:07	17:37	17:54	00:17
Vale of White Horse	12:41	12:35	-00:06	16:39	17:06	00:27
West Oxfordshire	13:49	13:12	-00:38	16:43	16:48	00:05
Overall	**12:27**	**12:10**	**-00:17**	**16:04**	**16:19**	**00:15**

Scenario Comparison

Scenario Comparison – Overall

PLAN. PREPARE. PERFORM.

First Response

Local Authority	Base	Main (North Oxford)	Eynsham Closure	Henley Closure	Woodstock Closure	Thame Crewing	Summary Cumulative
Cherwell	13:03	11:18	11:19	11:18	11:19	11:18	11:19
Oxford	08:19	09:07	09:07	09:07	09:07	09:07	09:07
South Oxfordshire	14:22	12:53	12:52	12:59	12:52	12:53	12:59
Vale of White Horse	12:45	11:10	11:11	11:10	11:11	11:10	11:11
West Oxfordshire	14:48	11:57	11:59	11:58	11:58	11:58	12:00
Overall	**12:41**	**11:19**	**11:20**	**11:21**	**11:19**	**11:19**	**11:21**

Second Response

Local Authority	Base	Main (North Oxford)	Eynsham Closure	Henley Closure	Woodstock Closure	Thame Crewing	Summary Cumulative
Cherwell	19:11	16:17	16:18	16:17	16:18	16:17	16:19
Oxford	10:42	11:46	11:46	11:46	11:46	11:46	11:47
South Oxfordshire	19:01	17:34	17:34	17:41	17:34	17:47	17:56
Vale of White Horse	16:44	16:25	16:26	16:25	16:26	16:25	16:26
West Oxfordshire	18:18	16:00	16:05	16:00	16:02	16:00	16:06
Overall	**16:56**	**15:41**	**15:42**	**15:43**	**15:42**	**15:44**	**15:47**

Scenario Comparison – Day

PLAN. PREPARE. PERFORM.

First Response

Local Authority	Base	Main (North Oxford)	Eynsham Closure	Henley Closure	Woodstock Closure	Thame Crewing	Summary Cumulative
Cherwell	13:04	11:02	11:02	11:02	11:02	11:02	11:02
Oxford	08:21	09:08	09:08	09:08	09:08	09:08	09:08
South Oxfordshire	14:30	12:25	12:25	12:28	12:24	12:25	12:29
Vale of White Horse	12:47	10:30	10:29	10:30	10:29	10:29	10:30
West Oxfordshire	15:16	11:23	11:24	11:23	11:23	11:23	11:25
Overall	**12:47**	**10:56**	**10:56**	**10:57**	**10:56**	**10:56**	**10:58**

Second Response

Local Authority	Base	Main (North Oxford)	Eynsham Closure	Henley Closure	Woodstock Closure	Thame Crewing	Summary Cumulative
Cherwell	19:51	15:58	15:59	15:59	15:59	15:59	15:59
Oxford	10:52	11:35	11:35	11:35	11:35	11:35	11:34
South Oxfordshire	19:42	17:45	17:45	17:50	17:45	17:51	17:57
Vale of White Horse	16:47	16:06	16:06	16:06	16:06	16:06	16:06
West Oxfordshire	19:03	15:45	15:47	15:45	15:45	15:45	15:45
Overall	**17:22**	**15:29**	**15:29**	**15:30**	**15:29**	**15:30**	**15:31**

Scenario Comparison – Night

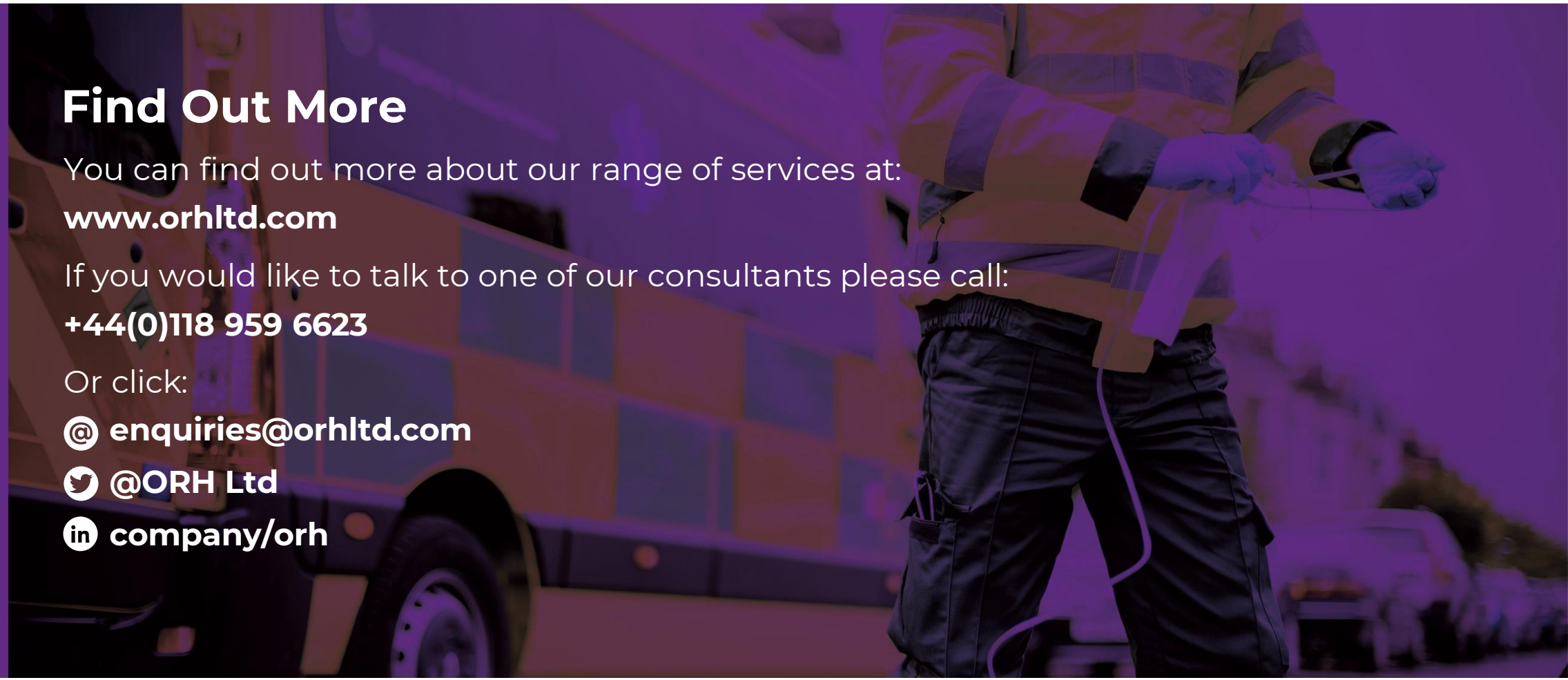
PLAN. PREPARE. PERFORM.

First Response

Local Authority	Base	Main (North Oxford)	Eynsham Closure	Henley Closure	Woodstock Closure	Thame Crewing	Summary Cumulative
Cherwell	13:01	11:52	11:52	11:52	11:52	11:52	11:52
Oxford	08:15	09:06	09:06	09:06	09:05	09:06	09:06
South Oxfordshire	14:08	13:48	13:48	14:00	13:48	13:48	14:01
Vale of White Horse	12:41	12:32	12:35	12:32	12:35	12:32	12:35
West Oxfordshire	13:49	13:08	13:11	13:08	13:08	13:08	13:12
Overall	**12:27**	**12:06**	**12:07**	**12:09**	**12:06**	**12:06**	**12:10**

Second Response

Local Authority	Base	Main (North Oxford)	Eynsham Closure	Henley Closure	Woodstock Closure	Thame Crewing	Summary Cumulative
Cherwell	17:49	16:56	16:57	16:56	16:58	16:56	16:59
Oxford	10:19	12:11	12:11	12:10	12:10	12:10	12:14
South Oxfordshire	17:37	17:13	17:12	17:23	17:12	17:40	17:54
Vale of White Horse	16:39	17:05	17:08	17:06	17:07	17:06	17:06
West Oxfordshire	16:43	16:30	16:42	16:30	16:36	16:30	16:48
Overall	**16:04**	**16:08**	**16:10**	**16:10**	**16:09**	**16:13**	**16:19**



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You can find out more about our range of services at:

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If you would like to talk to one of our consultants please call:

+44(0)118 959 6623

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enquiries@orhltd.com

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Consultation on proposals to improve Oxfordshire Fire and Rescue Service

Data Methodology

Introduction

The Fire and Rescue Cover Model public consultation is underpinned by modelling that was undertaken by ORH (Operational Research in Health). The aim of the modelling was to determine future potential organisational emergency response performance based on historical data This modelling made use of the most recent on-call fire engine availability data from July 2022 to March 2024 together with emergency incident data from April 2022 to March 2024 to reflect recent organisational performance. For further information regarding the modelling methodology, p.40-47 of the 'ORH Modelling Report'.

In addition to the underpinning modelling, the report makes use of further data to provide context and to inform the impact of the proposals. The methodologies used to obtain this various data are as follows with public consultation page numbers indicated where relevant:

1) **Reduction in full-time equivalent on-call firefighters (p.5)**

This data is publicly available through the Ministry of Housing, Communities and Local Government Fire Statistics table 1101: Staff in post by role and year (Full-Time Equivalent and Headcount)[1].

To calculate the full-time equivalent figure, the following calculation is utilised:

On-call firefighters are in 24-hour units of cover. A single 24-hour unit of cover is 120 hours a week. Therefore, as an example, a firefighter providing 96 hours of cover a week is 0.8 of a post (96/120).

2) **Fire engines efficiencies (p.11, 15 & 17)**
   - Calculated using average annual labour and parts costs.
   - Replacement costs amortised over a 15-year lifecycle[2].

3) **Fire station closure/removal of on-call duty from Rewley Road (p.11 & 17)**
   - Staff pay reductions (based on 2024/25 data)[3].
   - Initial staff training cost reductions (based on seven years of recruitment data).
   - Property cost savings (maintenance, utilities, business rates).
   - PPE and uniform savings (average cost per role).
   - Redundancy costs (12-week average pay based on 2024/25 pay data and adjusted to two years where durations were less than this to provide a prudent cost estimate).

[1] Fire Statistics Table 1101 (Staff in post by role year – Full Time Equivalent and Headcount) https://assets.publishing.service.gov.uk/media/6707956992bb81fcdbe7b60b/fire-statistics-data-tables-fire1101-171024.xlsx

[2] The useful life of a fire engine does vary in Oxfordshire depending on pressures on the fleet budget. Whilst fire engines have been used for up to 17 or 18 years in recent years, the service maintains a target of a 15-year life span to maximise the effectiveness and efficiency of the fleet.

4) 12-hour day shift efficiencies (p.11)

- Reduced operational cover costs such as overtime (based on 2020/21/22 data).
- Hypotheses:
  - Daytime cover not needed except at Thame, Watlington, Wheatley.
  - 84% of additional cover occurs between 0700–1900 hrs.
  - Conservative pay rate used (firefighter competent rate).
- Net increase of 3 posts (2 fewer firefighters, 2 more crew managers, 2 more watch managers). Revenue impact depends on job evaluation of watch manager roles.

5) Specialist Rescue Changes (p.14 & 15)

- Costs and savings from removing the Specialist Rescue Team and redistributing skills to 2-2-4 shift stations as the conservative option.
- Current cost: £10,000/year for training and Personal protective Equipment (1 person turnover/year).
- Redistribution hypotheses:
  - Train up to 64 firefighters across three stations.
  - Each station to be trained in a separate specialist rescue discipline.
  - Maintain skills with eight new trainees/year.
- Fleet savings:
  - Rescue tender replacement cost: ~£300,000.
  - Replacement costs amortised over a lifespan of 12 years.
  - Equipment replacement savings not included but may be offset by new delivery model.

6) Sale of fire stations and land (capital receipts) (p.17)

- These are based on a marker assessment of the likely value of the sites based on the potential for and type of redevelopment that could be achieved by a potential buyer.

WEST OXFORDSHIRE DISTRICT COUNCIL

EXECUTIVE WORK PROGRAMME
INCORPORATING NOTICE OF DECISIONS PROPOSED TO BE TAKEN IN PRIVATE SESSION AND NOTICE OF INTENTION TO MAKE A KEY DECISION
1 JANUARY 2026 – 30 APRIL 2026

By virtue of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, local authorities are required to publish a notice setting out the key executive decisions that will be taken at least 28 days before such decisions are to be taken. The Regulations also require notice to be given of the intention to exclude the press and public for part of a meeting.

This Forward Plan incorporates both of these requirements. In the interests of transparency, it also aims to include details of those items to be debated by the Executive that relate to either policy/budget formulation, matters which will be subject to a recommendation to the Council, and other matters due to be considered by the Executive. This programme covers a period of four months, and will be updated on a monthly basis. The timings of items may be subject to change.

It is possible that matters may be rescheduled to a date which is different from that given on the Forward Plan. This may be the case for key decisions and the intention to hold a private meeting. In this regard, please note that agendas and reports for meetings of the Executive are made available on the Council's website at www.westoxon.gov.uk/meetings five working days in advance of the meeting in question. Please also note that the agendas for meetings of the Executive will also incorporate a necessary further notice which is required to be given in relation to matters likely to be considered with the public excluded.
There are circumstances where a key decision can be taken, or parts of the meeting may be held in private, even though the 28 clear days' notice has not been given. If that happens, notice of the matter and the reasons will be published on the council's website, and available from the Council Offices, Woodgreen, Witney, Oxfordshire OX28 1NB.

Key Decisions

The Regulations define a key decision as an executive decision which is likely –
(a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or
(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the authority".

The Council has decided that a cost or saving of an amount greater than £150,000 is necessary to constitute expenditure or savings which are significant for the purposes of this definition.
Please note that if a matter is approved by the Council following a recommendation from the Executive, that decision will not be a key decision.

Matters To Be Considered in Private

The great majority of matters considered by the Council's Executive are considered in 'open session' when the public have the right to attend.

However, some matters are considered with the public excluded. The public may only be excluded if a resolution is passed to exclude them. The grounds for exclusion are limited to situations where confidential or exempt information may be disclosed to the public if present and, in most cases involving exempt information, where in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The definitions of these are set out in the Council's Constitution.

Documents and Queries

Copies of, or extracts from, documents listed in the programme and any which subsequently become available are (subject to any prohibition or restriction on their disclosure), obtainable from the following, and this contact information may also be used for any queries.

Democratic Services – Email: democratic.services@westoxon.gov.uk Tel: 01993 861000.

West Oxfordshire District Council: Executive Members 2025/26

Name of Councillor	Title and Areas of Responsibility
Andy Graham (**Leader**)	***Leader of the Council:*** *Overview of all Executive Portfolios; Policy Framework; Town and Parish Council Engagement; Council Plan; Strategic Partnerships (including Oxford to Cambridge, Oxfordshire Joint Leaders and South East Councils); Oxfordshire Leaders; Publica and Partnerships Authorities and Ubico; Democratic Services; Communications; Legal Services; Emergency Planning; Assets of Community Value.*
Duncan Enright (**Deputy Leader**)	***Economic Development:*** *Economic Development; Business Development; Visitor Economy; Town and Village Regeneration; Customer Services.*
Alaric Smith	***Finance:*** *Finance & Management; Council Tax and Benefits; Asset Management; South West Audit Partnership; Performance Management; Capital Investment Strategy; Strategic Housing Investment; Financial Aspects of Major Projects; Customer Services; Counter Fraud.*
Hugo Ashton	***Planning****: Local Plan; Government Planning Policies and Guidance; Development Management; Ensuring Planning Policies meet 2030 Requirements; Customer Services.*
Tim Sumner	***Leisure and Carterton Area Strategy:****; Leisure Provision (including Swimming Pools); Carterton Area Strategy.*
Rachel Crouch	***Stronger, Healthy Communities:*** *Voluntary Sector Engagement; Health and Safety; Community and Public Health; Refugee Resettlement Programme; Young People; Equality and Diversity; Customer Services; Culture, Arts and Heritage.*
Geoff Saul	***Housing and Social Care:*** *Housing Allocations; Homelessness; Provision of Affordable/social Homes; Sheltered Housing Accommodation; Safeguarding – Community Safety Partnership; Crime and Disorder; Neighbourhood Policing; Scrutiny of Police and Crime Commissioner.*
Lidia Arciszewska	***Environment:*** *•Flood Alleviation/Natural Flood Management and Sewage; Environmental Partnerships – WASP and Evenlode CP, Windrush CP; North East Cotswold Cluster; Waste Collection and Recycling; Landscape and Biodiversity; Air Quality; Land Use, Food Production and Farming; Street Scene (Cleansing, Litter and Grounds Maintenance); Food safety; licensing; Housing (private landlords); Environment safety; Car Parking.*
Andrew Prosser	***Climate Action and Nature Recovery:*** *Energy Advice; Renewable Energy and RetroFit Investment; Biodiversity (Across the District); Carbon Neutral by 2030; Fossil Fuel Dependence Reduction; Local, National and County Liaison on Climate Change; Electric Vehicle (EV) Charging Rollout, Conservation and Historical Environment.*

For further information about the above and all members of the Council please see www.westoxon.gov.uk/councillors

Item for Decision	Key Decision (Yes / No)	Open or Exempt	Decision – Maker	Date of Decision	Executive Member	Lead Officer
Executive 14 January 2026						
Draft Budget 2026/27 version 2	Yes	Open	Executive	14 Jan 2026	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk
Woodford Way	Yes	Open	Executive	14 Jan 2026	Executive Member for Housing and Social Care - Cllr Geoff Saul	Michael David, Housing Delivery Programme Manager michael.david@westoxon.gov.uk
Enforcement Agent Commissioning	No	Open	Executive	14 Jan 2026	Executive Member for Finance - Cllr Alaric Smith	Mandy Fathers, Business Manager - Environmental, Welfare & Revenue Service mandy.fathers@publicagroup.uk
Council 28 January 2026						
Executive 11 February 2026						
Budget 2026/27 & medium term financial strategy	Yes	Open	Executive Council	11 Feb 2026 25 Feb 2026	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk
Salt Cross Garden Village Area Action Plan (AAP)	No	Open	Executive Council	11 Feb 2026 25 Feb 2026	Executive Member for Planning - Cllr Hugo Ashton	Chris Hargraves, Head of Planning chris.hargraves@westoxon.gov.uk
Long Term Council Tax Empty Property Premium Exemption of Proposed	No	Open	Executive	11 Feb 2026	Executive Member for Finance - Cllr Alaric Smith	Mandy Fathers, Business Manager - Environmental, Welfare & Revenue Service

Demolition Properties						mandy.fathers@publicagroup.uk
Investment in Public Conveniences	Yes	Open	Executive	11 Feb 2026	Executive Member for Environment - Cllr Lidia Arciszewska, Executive Member for Finance - Cllr Alaric Smith	Claire Locke, Executive Director claire.locke@publicagroup.uk
Street Cleansing Vehicle Procurement	Yes	Open	Executive	11 Feb 2026	Executive Member for Environment - Cllr Lidia Arciszewska	Si Pocock-Cluley, Environmental Services and Waste Transformation Lead si.pocock-cluley@westoxon.gov.u
Council 25 February 2026						
Council tax 2026/27	No	Open	Council	25 Feb 2026	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk
Executive 11 March 2026						
Procurement and Contract Management Strategy	No	Open	Executive	11 Mar 2026	Executive Member for Finance - Cllr Alaric Smith	Ciaran Okane, Senior Business Partner – Procurement Ciaran.Okane@publicagroup.uk
Kilkenny Car Park	No	Open	Executive	11 Mar 2026	Executive Member for Environment - Cllr Lidia Arciszewska	Maria Wheatley, Shared Parking Manager maria.wheatley@publicagroup.uk
2025/26 Quarterly Finance Review Q3	No	Open	Executive	11 Mar 2026	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk

2025/26 Quarterly Service Review Q3	No	Open	Executive	11 Mar 2026	Leader of the Council - Cllr Andy Graham	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Approval of Regulation 19 Draft Submission Local Plan for Public Consultation	Yes	Open	Executive	11 Mar 2026	Executive Member for Planning - Cllr Hugo Ashton	Andrew Thomson, Planning Policy Manager Andrew.Thomson@westoxon.gov.uk
Key Decision Delegated to Executive Member						
UK Shared Prosperity Fund and Rural England Prosperity Fund	No	Open	Deputy Leader of the Council and Executive Member for Economic Development - Cllr Duncan Enright	Before 31 Mar 2026	Deputy Leader of the Council and Executive Member for Economic Development - Cllr Duncan Enright	Emma Phillips, Market Town Officer Emma.phillips@westoxon.gov.uk
Key Decisions Delegated to Officers						
Oxfordshire Local Electric Vehicle Infrastructure (OxLEVI) Programme	No	Open	Director of Finance - Madhu Richards	Before 31 Jan 2026	Executive Member for Climate Action and Nature Recovery - Cllr Andrew Prosser	Hannah Kenyon, Climate Change Manager hannah.kenyon@westoxon.gov.uk
Delegation on Purchase of Emergency Accommodation	Yes	Fully exempt	Director of Finance - Madhu Richards	31 Mar 2026	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk

Standing Delegation: Settlement of Legal Claims	Yes	Open	Head of Legal Services - Leonie Woodward	Before 31 Mar 2026	Leader of the Council - Cllr Andy Graham, Executive Member for Finance - Cllr Alaric Smith	Leonie Woodward, Head of Legal Leonie.Woodward@cotswold.gov.uk
Allocation of New Initiatives Funding	Yes	Open	Chief Executive & Head of Paid Service - Giles Hughes	Before 31 Mar 2026	Leader of the Council - Cllr Andy Graham	Giles Hughes, Chief Executive Officer giles.hughes@westoxon.gov.uk
Review and Repurpose Earmarked Reserves to Mitigate against Four Main Financial Risks	Yes	Open	Director of Finance - Madhu Richards	Before 31 May 2026	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
Allocate Funding from the Project Contingency Earmarked Reserve	Yes	Open	Director of Finance - Madhu Richards	Before 31 May 2026	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
Leisure Planned Investment Programme	Yes	Open	Director of Place - Phil Martin	Before 31 Mar 2026	Executive Member for Leisure and Carterton Area Strategy - Tim Sumner	Stuart Wilson, Leisure Contracts Lead stuart.wilson@publicagroup.uk
Public Toilet Review The purpose of the review is to provide a balance between continued provision of good quality facilities and reducing the financial burden on the Council.	Yes	Part exempt	Director of Finance - Madhu Richards	Before 31 Mar 2026	Executive Member for Environment - Cllr Lidia Arciszewska	Fiona Woodhouse, Parking Projects & Contracts Officer Fiona.Woodhouse@publicagroup.uk

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WEST OXFORDSHIRE DISTRICT COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME
1 JANUARY 2026 – 30 APRIL 2026

Overview and Scrutiny Committee

The Council currently operates the Strong Leader and Executive form of governance. The Council has appointed one Overview and Scrutiny Committee which has the power to investigate Executive decisions and any other matters relevant to the district and its people, making recommendations to the Council, Executive or any other Committee or Sub-Committee of the Council.

Overview and Scrutiny Activities

The Committee may undertake its functions through the following types of activities:

- Holding the Executive to account as a critical friend
- Pre-decision scrutiny of Executive decisions before they are taken
- Considering any "call-in" of an Executive decision that has been made but not yet implemented
- Contributing to policy development
- Undertaking task and finish reviews to explore particular issues in depth
- Scrutiny of the Council's annual budget proposals
- Performance review and monitoring
- Being a convener and engaging with external organisations
- Scrutiny of the Council's crime and disorder functions

Work Plan

The Overview and Scrutiny Committee operates a work plan which is agreed annually but provides for flexibility to enable the Committee to respond to emerging issues or priorities. The work plan will include a mix of Executive reports that have been selected for pre-decision scrutiny, and reports on other Council services, topics or issues which have been specifically requested by the Overview and Scrutiny Committee. In setting and reviewing its work plan, the Committee will be mindful of the constraints of the organisation and may prioritise based on the following considerations (TOPIC criteria):

Timeliness: Is it timely to consider this issue?

Organisational priority: Is it a Council priority?

Public Interest: Is it of significant public interest?

Influence: Can Scrutiny have meaningful influence?

Cost: Does it involve a high level of expenditure, income or savings?

Principles of good scrutiny

The Centre for Governance and Scrutiny has developed four principles of good scrutiny which are reflected in statutory guidance:

- Provide constructive "critical friend" challenge
- Amplify the voices and concerns of the public
- Be led by independent people who take responsibility for their role
- Drive improvement in public services

Current and planned working groups

Title	Purpose	Membership	Status	Target completion date
Leisure	To consider the leisure management options appraisal before it is presented to the Executive, with particular focus on the evaluation criteria.	1.Cllr Stuart McCarroll (Chair) 2.Cllr Joy Aitman 3.Cllr Mike Baggaley 4.Cllr Jane Doughty 5.Cllr Andy Goodwin 6.Cllr Sandra Simpson	Closed	September 2025
Public Conveniences	To consider any emerging proposals for the future of the Council's public conveniences facilities.	1.Cllr Genny Early (Lead Member) 2.Cllr Andrew Coles 3.Cllr Ed James 4.Cllr David Melvin 5.Cllr Elizabeth Poskitt	Ongoing	TBC
Waste transformation	To consider any proposals for transforming waste services within the district following phase two of the Publica transition.	1. Cllr Ruth Smith (Chair) 2. Cllr Thomas Ashby 3.Cllr Sandra Cosier 4.Cllr Sandra Simpson 5.Cllr Alistair Wray	Ongoing	March 2026

Item	Executive Member	Lead Officer	Report commissioned by
10 December 2025			
2025/26 Quarterly Finance Review Q2	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk	Executive
2025/26 Quarterly Service Review Q2	Leader of the Council - Cllr Andy Graham	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk	Executive
Local Plan Annual Monitoring 2024/25	Executive Member for Planning - Cllr Hugo Ashton	Andrew Thomson, Planning Policy Manager Andrew.Thomson@westoxon.gov.uk	Executive
Promoting Rural Exception Sites	Executive Member for Planning - Cllr Hugo Ashton	Chris Hargraves, Head of Planning chris.hargraves@westoxon.gov.uk	Overview and Scrutiny Committee
7 January 2026			
Motion Referred From Council on Protecting Fire Services in West Oxfordshire			Overview and Scrutiny Committee
4 February 2026			
Draft Budget 2026/27 version 2	Executive Member for Finance -	Georgina Dyer, Head of Finance	Executive

	Cllr Alaric Smith	georgina.dyer@westoxon.gov.uk	
Supporting mental health initiatives	Executive Member for Stronger, Healthy Communities - Cllr Rachel Crouch	Heather McCulloch, Community Wellbeing Manager heather.mcculloch@westoxon.gov.uk	Overview and Scrutiny Committee
West Oxfordshire Nature Recovery Plan	Executive Member for Climate Action and Nature Recovery - Cllr Andrew Prosser	Melanie Dodd, Senior Biodiversity Officer Melanie.Dodd@publicagroup.uk	Overview and Scrutiny Committee
4 March 2026			
Community Safety Partnership	Executive Member for Housing and Social Care - Cllr Geoff Saul	Heather McCulloch, Community Wellbeing Manager heather.mcculloch@westoxon.gov.uk	Overview and Scrutiny Committee
Community Grants Update	Executive Member for Stronger, Healthy Communities - Cllr Rachel Crouch	Heather McCulloch, Community Wellbeing Manager heather.mcculloch@westoxon.gov.uk	Overview and Scrutiny Committee
Procurement and Contract Management Strategy	Executive Member for Finance - Cllr Alaric Smith	Ciaran Okane, Senior Business Partner – Procurement Ciaran.Okane@publicagroup.uk	Executive
2025/26 Quarterly Finance Review Q3	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk	Executive

2025/26 Quarterly Service Review Q3	Leader of the Council - Cllr Andy Graham	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk	Executive
20 May 2026 - Annual Council day			
Additional topics, to be scheduled			
Woodford Way	Executive Member for Housing and Social Care - Cllr Geoff Saul	Michael David, Housing Delivery Programme Manager michael.david@westoxon.gov.uk	Executive