Community safety

Improving our fire and rescue service

HAVE YOUR SAY

OXFORDSHIRE FIRE & RESCUE SERVICE

OXFORDSHIRE COUNTY COUNCIL

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.

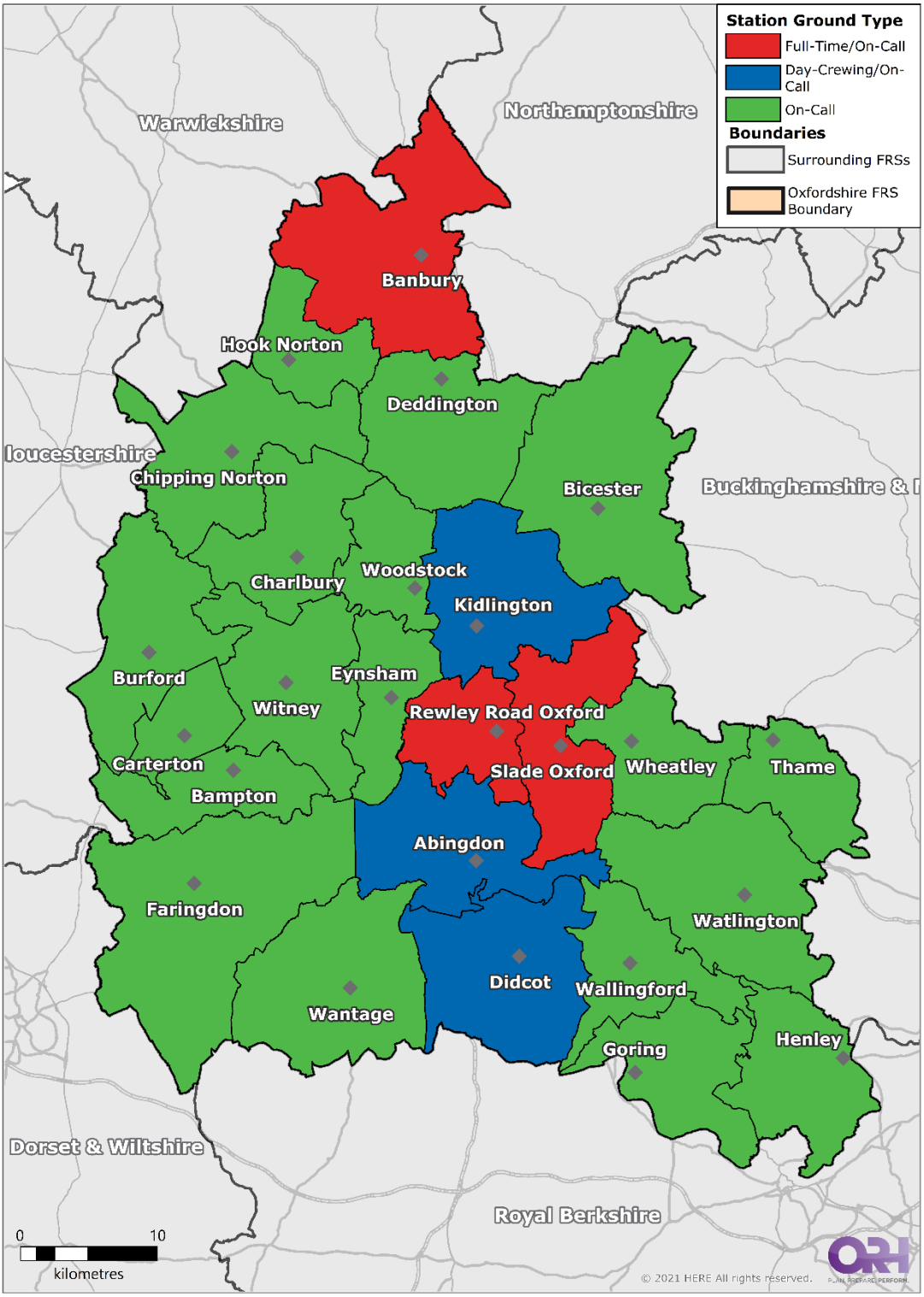

Figure 1 - Map of current crewing models at Oxfordshire fire stations

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**.

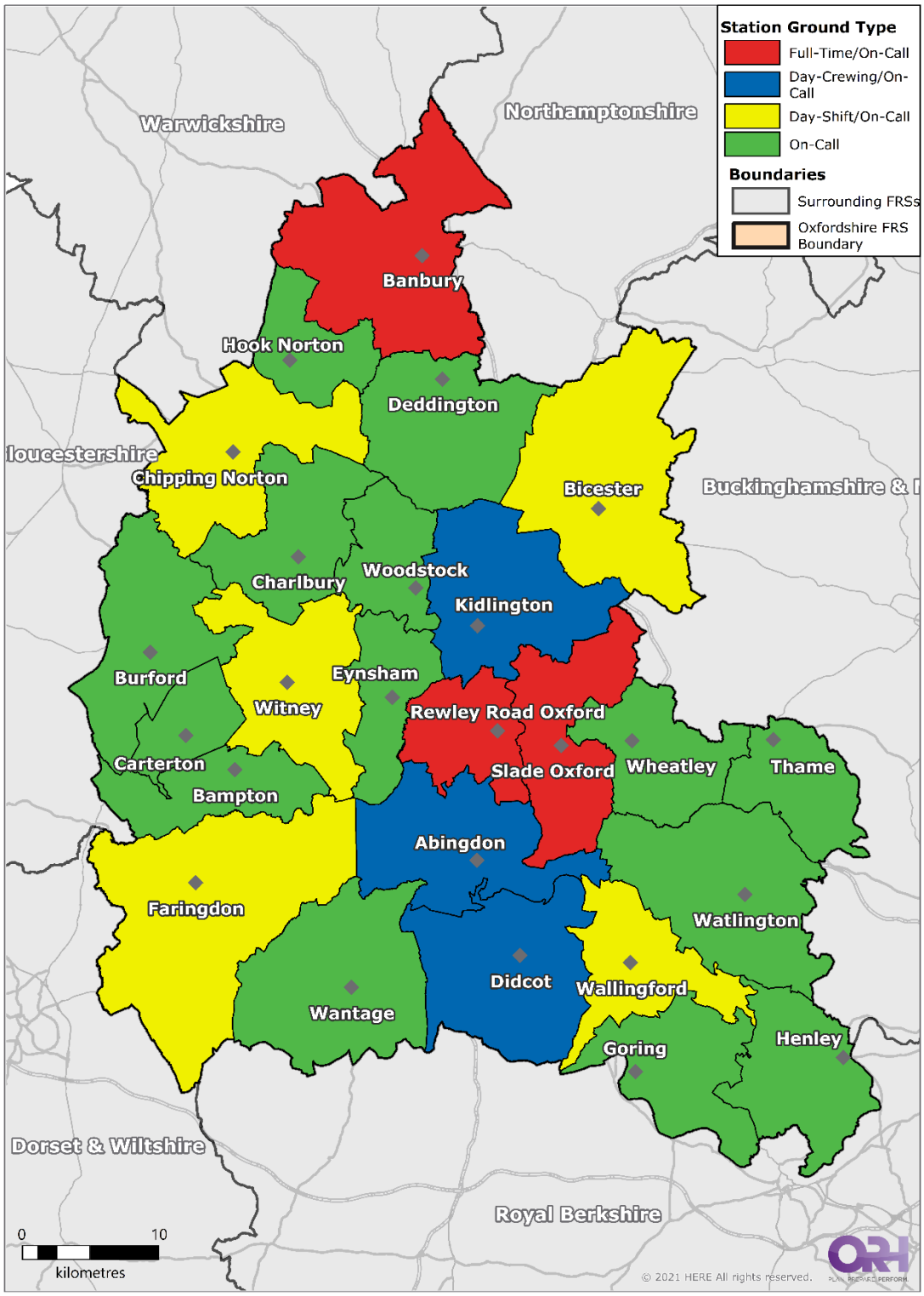

Figure 2 - Map of crewing models at Oxfordshire fire stations under the main proposal

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

END OF DOCUMENT