

AGENDA MANAGEMENT SHEET

Name of Committee Council

Date of Committee 20 July 2010

Report Title Improving Warwickshire Fire and Rescue Service

Summary The report presents the Fire and Rescue Service Improvement Plan/Integrated Risk Management Plan and the recommendations of the Chief Fire Officer and Strategic Directors Leadership Team.

For further information please contact: Graeme Smith Chief Fire Officer
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Jim Graham Chief Executive
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Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers Responses to public consultation exercise.
Independent commentary on the Consultation Programme by Opinion Research Services Ltd (ORS) May 2010.
Integrated Risk Management Plan 2010 report to Council on 30 March 2010.
Community Protection Overview and Scrutiny Committee 31 March 2009 – Minutes.
Cabinet report 6 September 2007 (Morphew Report).

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees Cabinet -20 July 2010
- Local Member(s)
- Other Elected Members Briefings:
Conservative Group – 25 June 2010
Labour Group – 2 July 2010
Independent – 8 July 2010
Liberal Democrat Group - 8July 2010
- Cabinet Member Cabinet/SDLT - 17 June 2010

- Chief Executive Jim Graham
- Legal Greta Needham
- Finance David Clarke
- Other Strategic Directors Strategic Directors Leadership Team 11 June 2010
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Council - 20 July 2010.

Improving Warwickshire Fire and Rescue Service

Report of the Chief Fire Officer

Recommendations

- (1) That Council endorses the Fire and Rescue Service Improvement Plan/Integrated Risk Management Plan (IRMP) as set out in steps 2-8 within the report.
- (2) That Council considers the recommendation of the Chief Fire Officer and Strategic Directors Leadership Team and the Cabinet and agree the resourcing model option necessary to deliver the improvements.

1.0 Introduction

The Council is invited to consider the enclosed report and recommendation of the Chief Fire Officer and Strategic Directors Leadership Team, along with the recommendation of Cabinet from their meeting prior to this Council meeting on 20 July.

GRAEME SMITH
Chief Fire Officer

Shire Hall
Warwick

9 July 2010

AGENDA MANAGEMENT SHEET

Name of Committee Cabinet

Date of Committee 20 July 2010

Report Title Improving Warwickshire Fire and Rescue Service

Summary This report asks the Cabinet to -

1. Endorse the Fire and Rescue Service Improvement Plan/Integrated Risk Management Plan (IRMP) as set out in steps 2-8 within the report.
2. Consider the recommendation of the Chief Fire Officer and Strategic Directors Leadership Team and recommend to Council the resourcing model to deliver the Improvement Plan/IRMP choosing from the options set out at Appendix 1.

For further information please contact:

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Would the recommended decision be contrary to the Budget and Policy Framework?

No

Background papers

Responses to public consultation exercise
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- Cabinet Member Cabinet/SDLT 17 June 2010
- Chief Executive
- Legal Greta Needham
- Finance David Clarke
- Other Strategic Directors Strategic Directors Leadership Team 11 June 2010
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION NO

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council 20 July 2010
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Cabinet - 20 July 2010

Improving Warwickshire Fire and Rescue Service

Report of the Chief Fire Officer and Strategic Directors Leadership Team

Cabinet is recommended to:-

1. Endorse the Fire and Rescue Service Improvement Plan/Integrated Risk Management Plan (IRMP) as set out in steps 2-8 within the report.
2. Consider the recommendation of the Chief Fire Officer and SDLT and recommend to Council the resourcing model to deliver the Improvement Plan/IRMP choosing from the options set out at Appendix 1.

1. Background and Context

- 1.1 Warwickshire County Council is committed to providing the best possible Fire and Rescue Service for its communities. It also seeks to deliver on its commitment to achieving value for money and ensuring the safety of its firefighters. These principles are fixed.
- 1.2 It has been clear for a number of years that the Warwickshire Fire and Rescue Service (WFRS) is in need of modernisation and improvement. The performance of WFRS is improving and costs are reducing but the pace of change needs to be increased. This Council has received a number of reports in recent years which indicated the need for modernisation, including the Morphew Report (2007) and annual Use of Resources assessments from the Audit Commission.
- 1.3 In addition the current economic climate places increasing pressure upon all public services to deliver the best quality of service at the most affordable cost. It is against this backdrop that the WFRS has considered its position and the need for change.
- 1.4 I took up post in October 2009 with the prime objective of delivering on the modernising challenge. I inherited a model for modernisation which had been out to public and stakeholder consultation. Having been in post for

ten months I am now confident in proposing a route to modernisation which will protect our public and satisfy this Council.

- 1.5 Our proposals for modernisation are set out within this report and in addition we have taken on board the many lessons learned from our engagement with the public last year. I recognise the challenges for councillors in taking decisions that prove unpopular with our communities, but also recognise the need to deliver a Fire and Rescue Service that is fit for purpose now and into the future.
- 1.6 It is important to recognise that the need to deliver savings and deliver a value for money service will grow, not lessen. We are mindful of the need to ensure the Fire and Rescue Service is in the best shape possible now, so that when we need to consider how best to achieve further savings and efficiencies we have a sound base from which to start. In addition to this Improvement Plan the Service will continue to contribute to the County Council's savings agenda to reduce the funding gaps.
- 1.7 We would not be proposing such change unless there were clear benefits to be achieved. Over the past decade the Fire and Rescue Service has concentrated its approach on the lessening of risk, and increasingly prevention is a significant part of our work to minimise risk, save lives and protect the environment. The Improvement Plan will strengthen the service we provide and will ensure that we put our valuable resources where they can have most effect. It will allow us to target home fire safety, arson and anti-social behaviour initiatives and so reduce deaths and injuries. We will be better equipped to handle wider emergency situations such as complicated rescues and large-scale flooding. Our firefighters will have the best equipment and the best training so that we have a fitter and more capable workforce. We will be ready to meet the demands of the 21st century through maintaining the highest standards of fire and emergency cover and increasing public safety. The Improvement Plan will deliver these benefits - I would not recommend it to this Cabinet if that were not the case.
- 1.8 We have set out for members a range of improvement opportunities for a fitter and stronger WFRS through the delivery of responsive services that meet local, regional and national needs. I urge councillors to consider fully the proposals and implications within this report and to take a decision in order that we can move forward with purpose.

2. Vision for Warwickshire's Fire and Rescue Service

- 2.1 In its role as the Warwickshire Fire and Rescue Authority, Warwickshire County Council is committed to providing the best service it can. It is committed to protecting the community and making Warwickshire a safer place to live.
- 2.2 In keeping with this Vision, in March of this year the Council approved the Fire and Rescue Service's IRMP for 2010/13. This addresses how the Service can make the best use of its resources and also improve the

safety of its residents and firefighters. The IRMP also includes a number of key elements of the Fire and Rescue Service Improvement Plan. These elements were part of the public consultation exercise at the end of 2009, and whilst clearly there were significant concerns around aspects there was also a significant degree of support for the following:-

- Additional “Hot Fire Training” for firefighters
- A second boat unit to meet enhanced flood response needs
- A substantial increase in the delivery of Home Fire Safety Checks to 30,000 per year by 2013.
- Reduced attendance to Automatic False Alarm Calls
- More proactive management of sickness and absence
- Flexible and mixed crewing (wholtime and retained firefighters working together)

2.3 Work has already commenced on introducing the elements of the Improvement Plan outlined in paragraph 2.2 above and we have supplemented these with further proactive community safety and firefighter safety initiatives.

2.4 The Improvement Plan aims to re-allocate resources to proactively increase the level of protection for our communities by raising the level of resources available for community fire safety activities and investing in further training for our firefighters. We propose to extend these proactive community and firefighter safety initiatives still further by:

- Improving the availability of on-call firefighters at each station
- Providing an additional wholtime fire appliance in the south of the County
- Introducing a small fires unit, and associated prevention activity, designed to increase the availability of frontline fire appliances by reducing the attendance of large fire appliances to small fires (refuse bins and grass fires), and
- Re-shaping operational response models and maintaining overall strategic resilience.

2.5 In addition, new pressures also impact upon our Service. These include the outcomes from local audit and peer assessment, the expectations of the Fire National Framework 2008/11, The Fire and Rescue Services Act 2004, the Civil Contingencies Act 2004, the Regulatory Reform Order 2007, the Fire and Rescue Service Equality and Diversity Strategy 2008, Regional Control and Firelink, the ongoing Police and HSE investigations into the Atherstone-on-Stour fire tragedy, and the increasing and unrelenting requirement to deliver better value for money and improved services.

2.6 In responding to these many pressures, the role of the Fire and Rescue Service needs to change to meet the needs of a new society with different risks and different expectations from those we faced fifty years ago. We need to work to better understand our social contract as we pursue a wider agenda of social inclusion, community protection, counter-terrorism,

civil resilience and, of course, effective response to an increasingly wide range of operational incidents or calls for help.

- 2.7 The Council's Vision for 2013 is clear that we need to be smarter about the way in which we use our resources. For the Fire and Rescue Service, this includes everything from location of stations to changes to our crewing systems to reinvesting money into different provision and equipment.
- 2.8 We also need to recognise that the WFRS workforce profile has evolved to meet changing needs. It is now made up of both operational and non-operational people who all have a role to play in the shaping of our Service, which represents a change from the approach of the post-war generation. We need to continuously develop and involve this valuable workforce in the delivery of our developing Service needs, as the sustainability of the WFRS is dependent upon their effectiveness and their skills in meeting the rapid developments and challenges posed by 21st century life.
- 2.9 In my role of Chief Fire Officer I am clear about what needs to be done and the Service is ready, prepared and excited about the opportunities which lie ahead to ensure first class emergency prevention, protection and response services locally, regionally and nationally.

3. Consultation Summary

- 3.1 In December 2009, the County Council commissioned the Chief Fire Officer to fully examine and consider the detailed responses from the Service's countywide consultation exercise and to further develop plans to "modernise" the Service in recognition of the pressures it is facing.
- 3.2 The Council's own analysis of the feedback from that exercise has been independently evaluated and validated by Opinion Research Services Ltd. (ORS), who concluded that the public consultation exercise was open and conscientious, and that its outcomes have been thoroughly and fairly analysed.

"Public consultations are not referenda, and the popularity or unpopularity of draft improvement plans should not dictate professional and political judgements. The Authority should consider not only the important fact of opposition, but also the cogency of the objections in the context of response standards and relative risk across the county".

- 3.3 The full ORS report is available to all Members upon request. A full briefing session from ORS has also been hosted for councillors in advance of this meeting today.
- 3.4 Headlines from the evaluation report include:-
- Recognition that whilst there were clearly significant public concerns over changes in operational stations, most survey respondents supported many of the key objectives of the Improvement Plan – such as improving the availability of trained firefighters, promoting fire safety

in the community, targeting resources to higher risk areas and updating the duty system. 90% agreed with increased hot fire training; 80% agreed with the purchase of a second boat to improve flood response; just under 80% agreed that home fire safety checks should be increased; 75% agreed with management reducing sickness absence; and about 66% agreed with reducing attendance at automatic alarm calls.

- A recommendation that the Fire and Rescue Authority (WFRA) should consider not only the important fact of opposition, but also the cogency of the objections, while having regard to public safety, relative risks, resources and value for money. It should ask whether response times and resilience will really be weakened or whether such fears are exaggerated.
- A recommendation that WFRA should consider the tension between the public's support for some key objectives while disagreeing with their local practical application – mainly because many members of the public erroneously believe their safety depends primarily upon the proximity of a fire station.
- Acknowledgement that within the Improvement Plan survey, there was strong numerical support for almost all the main aims of the Plan.

3.5 Against this positive background, we have re-evaluated the improvement proposals for Duty Systems and Resources. As the Chief Fire Officer I am absolutely clear that the task of modernising the Fire and Rescue Service and securing fundamental change is long overdue. Nevertheless the strength of public feeling is recognised and we have taken careful note of the much valued views of a trusted public. It is clear that we need to protect public confidence in our Service whilst at the same time move swiftly to the implementation of a robust modernisation approach.

3.6 We are confident that the Improvement Plan as presented offers a secure way in which to maintain levels of public safety, standards of fire cover, whilst also achieving efficiencies, enhanced effectiveness and a better service overall.

4. Improvement Plan Steps and Timescales

4.0 My proposal for a modern, efficient and resilient Fire and Rescue Service comprises eight fundamental elements:-

- | | |
|---------|-----------------------------------------------|
| Step 1. | Duty Systems and Resources |
| Step 2. | Automatic False Alarm Policy |
| Step 3. | Smoke Detector Ownership |
| Step 4. | Hot Fire Training |
| Step 5. | Performance Management (Sickness and Absence) |
| Step 6. | Enhanced Flood Response |
| Step 7. | Deploy Road Traffic Collision Units |
| Step 8. | Deploy Small Fires Unit |

4.1 Step One - Duty Systems and Resources

- **Duty System:** The current duty system is based on a design that is fifty years old. It needs to be updated to respond to current demands such as the need to respond to more Road Traffic Collisions and Small Fires. Nationally, most Fire and Rescue Services have already updated their duty systems to ensure that firefighters are available when and where they are needed and to be more productive when they are at work.
- **Resources:** The countywide risk profile means that the location and configuration of emergency response resources (firefighters, fire appliances, and fire stations) needs to change. We also need to provide better support to our crews who work on the retained duty system. We will provide additional training, and deploy dedicated wholetime firefighters to support retained sections and we propose that an additional wholetime crew be provided in South Warwickshire.
- **Options for the Future:** Three alternative Operational Resourcing Models have therefore been developed in response to these overdue and essential changes and are presented later in this report at Appendix 1.
- The proposed changes to the duty systems will generate savings of £304,000 per year. The financial implications of the changes to resources for each operational response models are set out in Appendix 1.

4.2 Step Two – Automatic False Alarm Policy

- We attend too many false alarm calls through automatic fire alarm triggers, with the result that our firefighters will often spend valuable time responding to calls where there is no life risk. Our response model needs to address this issue by reducing our attendance at false alarm calls to ensure that our crews will always be available to respond to incidents where there may be genuine life risks.
- In January 2010, WFRS met with a representative group of businesses to consult over the specific proposal to bring about a reduction in the attendance at false alarm calls. This resulted in broad support by the business community for the implementation of a new False Alarm policy in the development and implementation of which they agreed to play a role.
- It is estimated that reduced turn outs of on-call firefighters whose pay is linked to activity, plus reduced fuel consumption, will generate a saving of £80,000 per year.

4.3 Step Three - Smoke Detector Ownership

- WFRS currently targets its Home Fire Safety Check Scheme (HFSC) to at-risk groups. A recent analysis of HFSCs reveals that, where the Service delivered a 100% increase in such Checks, there was a corresponding reduction in the number of Accidental Dwelling Fires.

We intend to continue to reduce the number of Accidental Dwelling Fires and implement a phased approach to the increased delivery of HFSCs.

- By 2013, the Service aims to be delivering 30,000 HFSCs and significantly increasing smoke detector ownership. This increase will be delivered through a combination of our existing resources (firefighters/support staff) with the assistance of external partners including community groups.
- The additional annual revenue budget needed to purchase smoke detectors required for HFSCs is estimated at £268,000.

4.4 Step Four - Hot Fire Training

- Fire Behaviour and Incident Command training is required to ensure that our firefighters have a realistic awareness of the heat and smoke that is experienced in fires. One of the reasons we need to provide this additional training is because our call profile has changed over the years, with a significant reduction in the number of primary fires we attend.
- Hot fire training will continue to be provided to all firefighters through the contract awarded in July 2009 to the Fire Service College. This will work in conjunction with an enhanced approach to the in-house training programme.
- The increased annual revenue cost of delivering the hot fire training is £200,000.

4.5 Step Five - Performance Management

- Significant capacity can be realised through improved performance management arrangements. This will ensure that we have the right numbers of staff available with the right skills to deliver a first class service. Although our current sickness levels are below the national average, our small workforce means that sickness and absence has a pronounced effect. Consequently, improvement targets for absence management are included in the 2010/11 Service Plan.
- There is a one-off cost of implementing improved performance management of £20,000.

4.6 Step Six - Enhanced Flood Response

- An increase in flood and other water-based rescues necessitates enhancements within our current flood response arrangements. The provision of an increased flood response/capability for South Warwickshire will greatly improve our water-based response and a team will be established in 2010/11 to scope out the introduction of this resource.

- The increased annual revenue cost of implementing the enhanced flood response is £23,000 for training and equipment. In addition there will be a capital cost of £30,000 associated with the purchase of the additional boats, engines and trailer.

4.7 Step Seven - Deploy Road Traffic Collision Units

- Road traffic collisions (RTCs) are one of our significant areas of work, with 35 fatalities on Warwickshire roads in 2008/09 and 24 fatalities in 2009/10. Advances in vehicle safety designs mean that heavy duty cutting gear and other equipment should supplement the existing equipment on frontline fire appliances. A team will be established in 2010/11 to plan for the introduction of a specialist RTC unit and other specialist rescue capabilities in Warwickshire.
- The road traffic collisions/specialist rescue unit will replace two existing incident support units, at an increased annual revenue cost of £10,000. Training will be within the existing revenue budget. In addition there will be a capital cost of £30,000 associated with the conversion of an existing fire appliance into a road traffic collisions unit.

4.8 Step Eight - Deploy Small Fires Unit

- Small fires comprise a relatively high percentage (49%) of all fires at predictable times of the day. We will deploy Small Fires Units or Targeted Response Vehicles in response to small fires and anti-social behaviour linked to the risk and time profile.
- The Operational Resourcing Models proposed provide for the deployment of one Small Fires Unit, which would be based at Bedworth Fire Station, to be deployed primarily in the Bedworth and Nuneaton areas.
- The Small Fires Unit will be crewed by 2 wholetime firefighters at an additional annual revenue cost of £147,000. This takes account of savings from reduced turn outs of on-call firefighters whose pay is linked to activity and an estimated fuel saving. In addition there will be a capital cost of £15,000 associated with the conversion of an existing vehicle into a Small Fires Unit.

5. Operational Response Model Options

- 5.1 There are three Operational Response Models at **Appendix 1**. Each of these models delivers the Improvement Plan, but from varied resourcing bases. The models are a variation of the original proposals put forward in 2009.
- 5.2 In my judgement, each model is set out having taken account of essential national criteria; feedback from business and community groups, the

public and our neighbouring fire and rescue authorities (**Appendix 2**). Each also delivers the following important requirements:

- Improving public safety
- Maintenance of current county-wide response time standards
- Improving firefighter safety, including providing annual Fire Behaviour Training for all firefighters
- Maintaining standards of fire cover and ensuring the availability of firefighters and fire appliances
- Continuing to provide support to over the border incidents and discharge our responsibilities under the Civil Contingencies Act 2004 for dealing with major large scale incidents
- Reducing the number and severity of incidents through prevention activity so as to reduce levels of fatality and serious injury
- Contributing to Community Fire Safety outcomes
- Ensuring specialist equipment, vehicles and training is available for emergency rescues
- Responding to significant local risks
- Reducing Heritage risks
- Delivering Efficiency and Value for Money

6. Costs

- 6.1 The revenue and estimated capital costs of the three models to deliver the Improvement Plan are set out in table 1 below. The costs of the full plan, i.e. steps 1-8 are included in the table to give total revenue and capital implications. In all three models the full revenue savings will be generated from 2014/15 following full implementation. These savings will be sufficient to cover the revenue costs of borrowing to fund the capital costs and to repay transitional costs.

Table 1 : Financial Implications of Improvement Plan Models			
	Model A £'000	Model B £'000	Model C £'000
Revenue Costs / (Savings)			
Whole Time Duty System	(304)	(304)	(304)
Relocation of Resources:			
• Premises	(74)	(50)	(34)
• Reduction in fire appliances	(119)	(119)	(89)
• Staffing changes – closure of retained stations	(359)	(265)	(165)
• Staffing changes – Bedworth day crew	(532)	(532)	(532)
• Staffing changes – Alcester / Stratford	935	888	722
• Small Fires Unit	147	147	147
Automatic False Alarm Policy	(80)	(80)	(80)
Home Fire Safety Checks	268	268	268
Additional Firefighter Training	200	200	200
Enhanced Flood Response	23	23	23
Road Traffic Collision / Specialist Rescue Unit	10	10	10
Managerial & Support Function Rationalisation	(305)	(305)	(305)
Total Revenue Cost / (Saving)	(190)	(119)	(139)
Estimated Capital Costs			
Convert Alcester Fire Station to accommodate a whole time crew	350	350	
Convert Stratford Fire Station to accommodate two whole time crews			300
Enhanced flood response equipment	30	30	30
Road traffic collisions unit	30	30	30
Small fires unit	15	15	15
Total Estimated Capital Costs	425	425	375

- 6.2 All three models will require one-off transitional funding in the first two years of implementation (2010/11 and 2011/12) from the virtual bank which will be repaid from savings as the implementation progresses. Savings will start to be generated from 2012/13 onwards, with full savings being realised once the projects are fully implemented in 2014/15. In models A and B, transitional costs are projected to be repaid by 2015/16

and for model C, transitional costs will be repaid by 2013/14. The transitional costs / (savings) are summarised in table 2.

Table 2: Revenue Transitional Costs / (Savings)						
	2010/11	2011/12	2012/13	2013/14	Total 2010- 2014	Decrease to Base Budget 2014/15 Onwards
	£000	£000	£000	£000	£000	£000
Model A	280	18	(45)	(2)	251	(190)
Model B	280	18	(90)	(6)	202	(119)
Model C	280	18	(187)	(139)	(28)	(139)

7. Programme Management

7.1 The delivery of the Improvement Plan is a significant programme for the Council and the Fire and Rescue Service. It is critical that it is project-managed skilfully and robustly. It is intended that the Programme Management will be overseen by Cabinet directly and will be undertaken by a senior team, corporate and WFRS combined.

8. Recommendation

8.1 All three models will improve the level of resources available in Warwickshire for community fire safety, dealing with small fires, road traffic incidents and incidents of flooding.

8.2 In considering the Models A-C, all three options will provide a fitter and stronger WFRS by delivering more responsive services that make the best use of our resources and improve the safety of our residents and our firefighters. I am satisfied that the proposals balance the imperative to modernise whilst ensuring the high confidence and regard in which the Service is held.

8.3 It is my professional opinion and recommendation that Option A is the most appropriate option for Warwickshire, which will deliver a fitter stronger Fire and Rescue Service in a cost effective way.

Graeme Smith
Chief Fire Officer
20 July 2010

Shire Hall
Warwick

OPERATIONAL RESOURCING MODELS

Model A

This operational response model includes the following key features:

- Alcester Fire Station is upgraded to a Wholetime and Retained Fire Station with two fire appliances covering the combined areas of Alcester, Bidford and Studley.
- Bedworth Fire Station is crewed by a Retained Fire Appliance and a Small Fires Unit. The Day Crewed Fire appliance is not required.
- Fenny Compton and Kenilworth Fire Stations remain as retained stations.
- Four Fire Stations (Bidford, Brinklow, Studley and Warwick) are decommissioned back into the Council's Asset Management portfolio.

Model B

This station model differs from Model A as follows:

- Bidford Fire Station and the retained crew remain in place.
- At Alcester Fire Station the retained crew is not required (although the wholetime crew remains).
- Three Fire Stations (Brinklow, Studley and Warwick) are decommissioned back into the Council's Asset Management portfolio.

Model C

This station model differs from the Model A as follows:

- Alcester Fire Station remains as a Retained only station as does Bidford and Studley.
- The retained fire appliance at Stratford Fire Station is upgraded to a wholetime appliance.
- Two Fire Stations (Brinklow and Warwick) are decommissioned back into the Council's Asset Management portfolio.

A comparison of the benefits provided by each of the operational resourcing models is shown in Table 1 below:

Table 1: Operational Resourcing Model Comparison

Benefits	A	B	C
<ul style="list-style-type: none"> • A significant increase in community fire safety 	✓✓✓	✓✓	✓
<ul style="list-style-type: none"> • Better geographical positioning and cross border resilience 	✓✓✓	✓✓	
<ul style="list-style-type: none"> • Improved area management for south of the County 	✓✓✓	✓✓	✓
<ul style="list-style-type: none"> • Flexible special appliance/resource mobilisation 	✓✓✓	✓✓	
<ul style="list-style-type: none"> • Increased geographic cover of wholetime influence and presence across the district 	✓✓✓	✓✓✓	✓
<ul style="list-style-type: none"> • Shifting the balance of expenditure from property costs to response and preventative activities 	✓✓✓	✓✓	✓
<ul style="list-style-type: none"> • Increased support for on-call firefighters 	✓✓	✓✓	
<ul style="list-style-type: none"> • On-call/wholetime firefighters train together transferring and learning new skills 	✓✓		
<ul style="list-style-type: none"> • Provide mutual support across the duty system from one location 	✓✓		
Total Annual Revenue Costs of Operational Resourcing Models (£000)	(2)	69	49
Total Estimated Capital Costs (£000)	350	350	300

APPENDIX 1

Cont'd

Financial Implications of the Operational Resourcing Models

The financial implications of the changes to the resources as described above are set out in Table 2 below:

Table 2: Costs of Operational Resourcing Models	Model A £000	Model B £000	Model C £000
Revenue Costs:			
Take out day crew at Bedworth Fire Station	(562)	(562)	(562)
Add small fires unit to Bedworth Fire Station	147	147	147
Convert Alcester to wholetime with on-call crew (Model A) and Alcester to wholetime without on-call crew (Model B)	965	888	-
Add wholetime crew to Stratford Fire Station (Model C)	-	-	722
Decommission Bidford Fire Station (Model A)	(148)	-	-
Decommission Studley Fire Station (Models A & B)	(146)	(146)	
Decommission Warwick (Models A, B & C)	(139)	(139)	(139)
Decommission Brinklow (Models A, B & C)	(119)	(119)	(119)
Total Revenue Costs of Operational Resourcing Models	(2)	69	49
Estimated Capital Costs:			
Convert Alcester Fire Station to accommodate a wholetime crew (Models A & B)	350	350	
Convert Stratford Fire Station to accommodate two wholetime crews (Model C)			300
Total Estimated Capital Costs	350	350	300

Note: The costs presented in this table are for the resources part of Step 1 – Duty Systems and Resources only.

Neighbouring Fire and Rescue Authority Positions

West Midlands

Constructive and productive discussions have taken place at strategic management levels between West Midlands and WFRS. West Midlands FRS has considered all the implications of the Warwickshire proposals and have satisfied themselves that they have no objections.

Hereford and Worcester

The discussions at strategic management level between Herefordshire & Worcestershire FRS and WFRS have also been constructive, helpful and “mutually beneficial”. H&W FRS have confirmed that Warwickshire’s proposals do not cause them any concerns.

Oxfordshire

A discussion between Oxfordshire FRS and WFRS has taken place and the reintroduction of Bedworth, Kenilworth and Fenny Compton has reassured Oxfordshire FRS that mutual aid obligations will be met. In particular the response arrangements for an incident between junctions 11 and 12 of the M40 will be maintained.

Oxfordshire FRS and Warwickshire FRS have worked honestly and openly to analyse the options presented in this report. Oxfordshire FRS is comfortable with the proposals set out that will contribute to the delivery of a fitter and stronger Fire and Rescue Service.