



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 26/07

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| MEETING | Dorset & Wiltshire Fire and Rescue Authority |
| DATE OF MEETING | 10 February 2026 |
| SUBJECT OF THE REPORT | Station Reviews |
| STATUS OF REPORT | For publication |
| PURPOSE OF REPORT | For decision |
| EXECUTIVE SUMMARY | <p>Since combination of the Authorities into Dorset & Wiltshire Fire and Rescue Service, the Authority has delivered annual revenue savings of £15.1m and has achieved cumulative savings of £82.1m. However, aligned to the wider sector challenges nationally the stability of the Service's financial position continues to be a strategic risk.</p> <p>The Fire and Rescue Service National Framework 2018 require Fire and Rescue Authorities to produce a Community Risk Management Plan covering at least a three-year period. The Authority fulfils this requirement through our Community Safety Plan. The 2024/28 plan was written taking account of a wide range of strategic factors, including the need to address a projected annual revenue budget deficit of around £2.5m over the medium term.</p> <p>As part of the delivery of the Community Safety Plan, the Service undertook its first comprehensive analysis of its fire cover arrangements since combination (Fire Cover Review). This included a full review of current and future operational risks, vulnerabilities and demand for each fire station, along with how the Service responds to fires and other emergencies. This work highlighted potential opportunities to further maximise the productivity and efficiency of operational resources in a more financially sustainable way.</p> <p>In support of this the Service developed a Resourcing & Savings Programme, with a number of workstreams. These included reviewing and harmonising duty systems, reviewing</p> |

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| | <p>second away appliances, and the potential closure of stations (Station Reviews).</p> <p>During the Authority meeting in June 2024, Members agreed that much of the work within this programme was within the Chief Fire Officer's delegations and has been progressed accordingly. This has included the Service removing five second away appliances and targeted reinvestment in higher-risk priority areas including Westlea and Dorchester.</p> <p>Through this the Service identified £973k of savings. This reduced the initial deficit from £2.5m to circa £1.5m, although the updated figures from the spending review now predicts this deficit as £1.705m by 2028-29.</p> <p>Members did however confirm that potential fire station closures would remain a decision for the Authority. To support the decision-making process for this work, the Authority appointed a Members' Working Group (MWG) to look at Station Reviews, to ensure that the issues were examined from a number of perspectives.</p> <p>Since late 2024 the MWG have met regularly to set the approach, methodology, datasets, and processes for station reviews.</p> <p>Through these meetings Members agreed the review of eight of out of the Service's 50 fire stations:</p> <ul style="list-style-type: none">• Ramsbury• Cranborne• Maiden Newton• Charmouth• Wilton• Mere• Hamworthy• Bradford on Avon <p>The MWG received individual reports (Appendices 1-8) for each for the eight stations to be reviewed, aligned to the approach mandated by the group.</p> <p>Following a thorough and comprehensive review the MWG are recommending, to the Authority, that all eight stations are put to public consultation for potential closure.</p> <p>Subject to the approval of the Authority, should Members agree with the MWG's recommendation, it is proposed that a</p> |
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| | <p>full public consultation programme commences on the 13 February 2026 (Appendix 9).</p> <p>Following the consultation period and consideration of all consultation responses, a final report will be produced, by the MWG, for decision at the Fire Authority meeting in June 2026. This will include an independent report on the consultation responses from the appointed external consultation company.</p> |
| RISK ASSESSMENT | <p>Future financial sustainability remains an increasing risk on the Authority's strategic risk register. This is reviewed on a quarterly basis by the Finance & Audit Committee and six-monthly by the Authority through the performance presentations.</p> <p>To ensure long-term financial sustainability and resilience, the Authority is required to deliver further recurring annual savings. In parallel, the evolving risk landscape necessitates that the Service continues to align its resources with areas of greatest risk, which in turn requires targeted reinvestment in higher-risk priorities. Together, these measures support the effective and efficient use of Authority funding and ensure that resources deliver maximum value for money.</p> <p>With an already lean Service, challenging decisions now need to be made in relation to operational response. Failure to achieve the necessary savings will have significant governance issues for the Authority.</p> <p>This paper provides mechanism to explore and identify possible financial savings and further maximise the efficiency and effectiveness of operational resources.</p> |
| ENVIRONMENTAL ASSESSMENT | <p>None for the purposes of this report although full impact assessments form part of each station review paper provided within the appendices.</p> |
| COMMUNITY IMPACT | <p>None for the purposes of this report, although full impact assessments form part of each station review which is provided in each appendix.</p> |
| BUDGET IMPLICATIONS | <p>Since combination the Authority has delivered annual revenue savings of £15.1m, however the stability of the Service's financial position has been an ongoing strategic risk.</p> <p>This paper focuses on the savings and efficiencies achievable from the station review project, which is part of the need to address a projected annual revenue budget deficit which is forecast to total £1.705m by 2028-29.</p> <p>The tables below shows the possible and estimated annual revenue savings of each of the eight of the stations, within this review. With the total possible and estimated amount if</p> |

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| | <p>all these stations were approved for closure. Further one-off capital savings would also be found through opportunities for the sale of sites, and these are not confirmed or quantified.</p> <p>Ramsbury- £135,042 Cranborne- £142,776 Maiden Newton- £143,607 Charmouth- £204,216 Wilton- £202,525 Mere- £180,670 Hamworthy- £232,829 Bradford on Avon- £246,931 Total £1,488,597</p> |
| RECOMMENDATIONS | <p>Members are asked to:</p> <p>1. Agree a 13-week public consultation programme for the following stations:</p> <ul style="list-style-type: none"> • Ramsbury • Cranborne • Maiden Newton • Charmouth • Wilton • Mere • Hamworthy • Bradford on Avon |
| BACKGROUND PAPERS | <ul style="list-style-type: none"> • Fire Cover Review 2023 • Community Safety Plan 2024-28 • Medium-Term Finance Plan 2025-26 to 2028-29 • Members' Working Group Timelines 2025-26 • Members' Working Group Papers 2024-25 • Fire Authority Paper (Establishment of Members' Working Group) June 2024 |
| APPENDICES | <p>Appendix 1 – Ramsbury Fire Station Appendix 2 – Cranborne Fire Station Appendix 3 – Maiden Newton Fire Station Appendix 4 – Charmouth Fire Station Appendix 5 – Wilton Fire Station Appendix 6 – Mere Fire Station Appendix 7 – Hamworthy Fire Station Appendix 8 – Bradford on Avon Fire Station Appendix 9 – Stakeholder Plan November 2025</p> |
| REPORT ORIGINATOR | <p>Name: Cllr Kevin Small, Members' Working Group Chair. Email: democratic.services@dwfire.org.uk</p> |

1. Background

- 1.1 Since the combination in 2016, the Service has a proven and demonstrable history of generating and delivering savings.
- 1.2 More than £15m of annual revenue budget savings have been delivered since 2016-17; with the total cumulative saving in the period since at £82.1m, as highlighted in Figure 1 below.

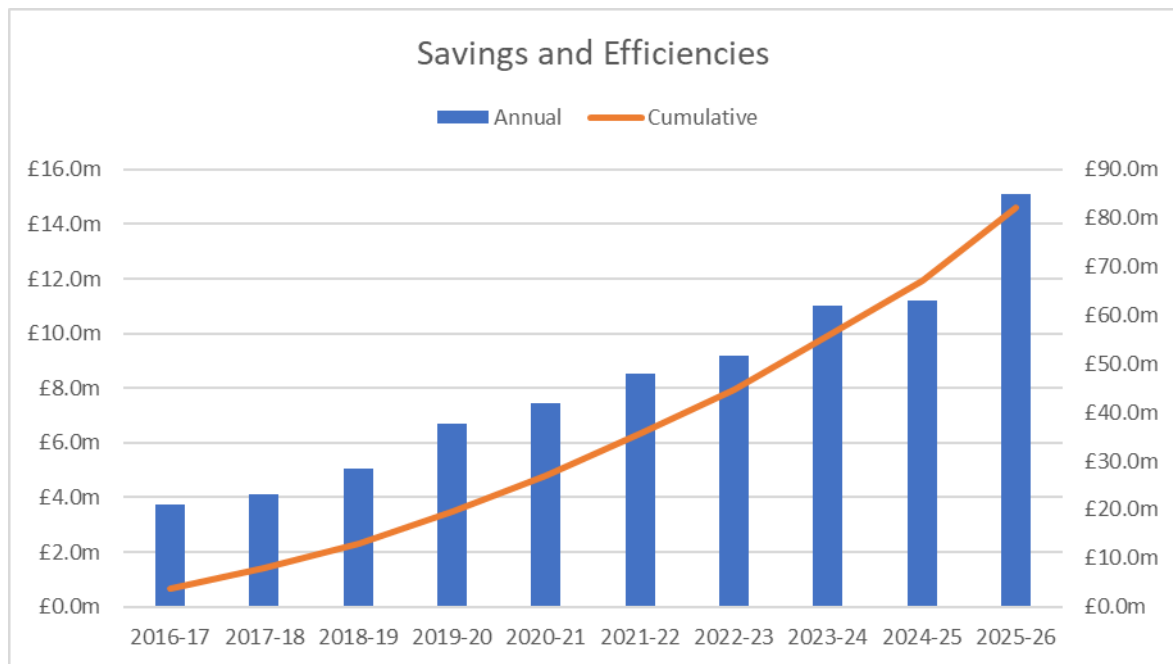


Figure 1: Annual revenue budget saving since 2016-17

- 1.3 These savings have been established through numerous programmes such as streamlining corporate workstreams, reducing operational and corporate officer numbers, introduction of Automatic Fire Alarm reduction procedure, reducing crewing levels on a fire appliance from five to four personnel, removal of five second away appliances and refined prevention activities and resources.
- 1.4 However financial challenges continue to persist. Ongoing one-year financial settlements from central Government provided a significant challenge to accurately forecasting the medium-term financial position with any degree of certainty.
- 1.5 At the Fire Authority meeting in February 2024, a forecast budget deficit position of £2.5m was identified over the medium-term. A slightly improved position was reported at the Fire Authority in February 2025 due to the decisions made as part of the Service's 2024/25 Resourcing & Savings Programme work. The revised budget deficit position outlined to Members

was £1.38m in 2026-27, increasing to £1.51m in 2027-28 and £1.76m in 2028-29.

- 1.6 For the first time in a decade, a multi-year finance settlement has been provided by central Government covering the next three financial years. Against a baseline starting position of £76,373,721, the Governments assessment of the Authority's core spending power estimates a funding increase of 4.06% in 2026-27 and an increase of 11.76% in total over the three-year period. £5 council tax precept flexibility has been granted for each of the three years, and the Governments assumptions reflect the expectation that this option will be approved by Members as part of the budget setting process.
- 1.7 Whilst the settlement outlines the estimated position, the only funding allocation directly controlled by central Government is the Revenue Support Grant. Crucially, this will reduce by £1.2m per year and by 19.5% in total across the three-year period. Council tax and business rate income is confirmed locally, and table 1 below outlines the confirmed position for 2026-27 and the forecast position for the remaining years of the settlement.

| | 2026-27 | 2027-28 | 2028-29 |
|-------------------------------------|-------------------|-------------------|-------------------|
| Council Tax Requirement | 57,388,832 | 60,891,682 | 64,452,934 |
| Fair Funding Assessment: | | | |
| -Baseline Funding Level | 8,959,205 | 9,179,518 | 9,364,700 |
| -Revenue Support Grant | 12,757,773 | 11,552,933 | 10,268,214 |
| | | | |
| Assessed Core Spending Power | 79,105,810 | 81,624,133 | 84,085,848 |

Table 1: Dorset & Wiltshire Fire and Rescue Service funding settlement

- 1.8 The figures for 2027-28 and 2028-29 are indicative and will be consulted upon each year in the normal manner. At the point of writing this paper the 2026-27 consultation period has finished but the final Local Government Finance Settlement has not been announced.
- 1.9 The Government have looked to simplify the make-up of the Fair Funding Assessment as part of this settlement, but the ongoing theme remains the same - reductions in central funding offset by increased precept flexibility. The Authority's reliance on Council Tax will increase from 71% in 2025-26 to 77% in 2028-29, based on the £5 increase per year.
- 1.10 The updated forecast deficit position over the medium-term is influenced by several factors outside of the direct control of the Authority. Inflation levels continue to be significantly higher than Government target and nationally agreed pay awards are an area of significant risk, with 75% of the Authority's annual expenditure being on employee costs.

- 1.11 When all factors are taken into consideration, this settlement has not significantly changed the Authority's medium-term position. Whilst the total funding available has increased, central Government contributions will decrease, and a deficit position will remain. This is forecast to be £1.207m in 2026-27, increasing to £1.470m in 2027-28 and £1.705m in 2028-29.
- 1.12 Financial sustainability continues to be a significant challenge for the Authority, which has a legal requirement to set a balanced budget. Significant savings are still required, alongside a need to re-invest in areas of Service to improve operational availability to meet the ongoing and future risk profiles.
- 1.13 Community Safety Plan and Fire Cover Review
- 1.14 The Fire and Rescue Service National Framework 2018 require Fire and Rescue Authorities to produce a Community Risk Management Plan covering at least a three-year period. The Authority fulfils this requirement through its Community Safety Plan (CSP).
- 1.15 The most recent CSP (2024-2028) was approved by Members at the Authority meeting in June 2024. It was written taking account of a wide range of strategic factors including the need to address the projected annual budget deficit over the medium term.
- 1.16 In support of the CSP process, the Service conducted its first comprehensive Fire Cover Review (FCR) in 2023, since the combination of the two Services in 2016. This review used four years' worth of data and was garnered from the harmonisation of management information systems following combination. A station-by-station analysis was undertaken, looking at current and future demand, risk and vulnerabilities.
- 1.17 The delivery of the FCR has ensured the Service has:
- A clear understanding of existing operational demand against both statutory and non-statutory duties.
 - A clear understanding of current and emerging risks facing the Service.
 - A clear understanding of the appliance and resource availability required to meet current and future risk and demand, across all Service areas.
 - Evidence of the crewing models suitable to meet station risk and demand.
 - Information to identify stations where appliance numbers could be reduced or more efficiently used.
 - Information to identify stations where crewing numbers could be reduced or more efficiently used.

- 1.18 As well as the need to reduce the Authority's base budget, proposals to further maximise the productivity and efficiency of operational resources and ensure value for money, to support the sustainability of the Service, were identified within the CSP 2024-2028.
- 1.19 These proposals include some challenging reviews redesign and in some cases reinvestment in the operational response. The CSP 2024-2028 includes commitments to:
- Use the FCR to inform decision making on matching resources to risk, whilst maintaining financial sustainability.
 - Regularly review the requirement of low operational availability and low community risk fire engines and fire stations.
 - Review the shift systems our firefighters are working, considering demand, risk and future sustainability, whilst maximising productivity.
 - Review the efficiency and productivity of our fire stations, including the number and type of response vehicles needed, in relation to the risks, demand and future financial sustainability.

2. Resourcing and Savings Programme

- 2.1 As Members are aware, to meet the commitments within the CSP, deliver the significant annual revenue savings and strengthen the alignment of operational resources to the risks, the Service created the internal Resourcing & Savings Programme.
- 2.2 The Resourcing & Savings Programme included the following workstreams:
- Second away appliance review
 - Duty system review
 - Station Reviews (potential station closures)
 - Special appliance review
 - On-call review
- 2.3 During the Authority meeting in June 2024, Members agreed that all of the work within this programme was within the Chief Fire Officer's delegation, with the exception of Station Reviews.
- 2.4 The second appliance away review led to the removal of appliances at Corsham, Marlborough, Sturminster Newton and Wareham. The second wholtime appliance at Poole was also removed and these changes generated annual revenue budget savings of £1.531m.
- 2.5 The duty system review led to investment in Dorchester, increasing from on-call to a day duty and on-call station and Westlea, from day crewing to a

wholetime 224, station. As well as duty system changes at Chippenham, Christchurch and Trowbridge. The net annual cost of this was £0.558m.

- 2.6 The total annual revenue saving therefore generated from these workstreams was £0.973m. Which reduced the initial deficit from £2.5m to circa £1.5m. Although the updated figures, from the spending review, set out in section 1.11 now predicts this deficit moving forwards as £1.705m by 2028-29.
- 2.7 Furthermore, the Service has commenced the Special appliance review, with the first two reviews being undertaken. Current predictions include minimal impact on revenue costs, whilst bringing Service provisions to a more future proofed position, along with capital savings of £255k in the short-term and future capital cost avoidance of £640k over a 15-year period. This work will continue during 2026-27 alongside the on-call review.
- 2.8 Both the Fire Brigade Union and Fire and Rescue Services Association have been regularly engaged throughout the Resource and Savings programme, through a Joint Working Group.

3. Members' Working Group

- 3.1 During the Authority meeting in June 2024, Members agreed the requirement for a Members' Working Group (MWG) to direct the work for the Station Reviews. The Authority confirmed that the group should consist of the Chair and Vice Chair of the Authority, Chair and Vice Chair of the Finance & Audit Committee and the Local Performance & Scrutiny Chairs.
- 3.2 Following its inception, the MWG, has met six times since November 2024, working to the agreed Terms of Reference:

Members' Working Group Terms of Reference:

- Agree purpose and objectives for the review.
- Approve the criteria and identification of stations to be initially reviewed.
- Agree the timeline for the review and the associated analysis.
- Review and scrutinise the reports, data and impact assessments for each station under review.
- Agree the recommendations for each station being reviewed.
- Lead the wider Member seminars.
- Recommend a public consultation programme and timeline for each station under review.
- Provide recommendations to the Authority for decision.

- 3.3 During the initial meeting of the MWG on the 7 November 2024, Members approved the project timeline for the Station Review work.
- 3.4 Members also approved an additional years' worth of data being added to the FCR datasets, to ensure the datasets remained up to date and appropriate. The datasets used for the Station Reviews therefore covered the period of 1 April 2019 to 31 March 2024.
- 3.5 Selecting Stations
- 3.6 The following criteria was agreed, by the MWG, to be used to enable the Members to assess and select the stations for review:
- Corporate response impact: The overall percentage contribution to all Service mobilisations assuming the appliance was available 100% of the time.
 - Travel time to next station: The travel time to the next nearest Dorset & Wiltshire Fire and Rescue Service station in minutes.
 - Stations with a close proximity to a Wholetime Duty Station.
 - Non-removal of two neighbouring stations.
- 3.7 During their meeting in March 2025, using the above criteria, the MWG agreed eight stations to be reviewed for potential closure. These stations were identified as:
- Ramsbury
 - Cranborne
 - Maiden Newton
 - Charmouth
 - Wilton
 - Mere
 - Hamworthy
 - Bradford on Avon

4. Station Reviews

4.1 Methodology and Approach

- 4.2 The MWG approved the methodology and approach to be undertaken against each of the eight stations. This required each station report to include the following sections:
- a) Resourcing and Crewing Profile,
 - b) Financial Profile,

- c) Impact review on Service Delivery,
- d) Impact review on Local Fire Stations,
- e) Resilience,
- f) Current and Emerging Operational Risk,
- g) Special Appliances; and
- h) Area Profile.

4.3 An explanation of each section is provided below:

a. Resourcing and Crewing Profiles

The resourcing and crewing profiles use existing station data, sourced from assured internal datasets for the five-year period of 1 April 2019 to 31 March 2024, along with current station profiles, to provide an overview of the current response model and crewing arrangements in use for the station. Availability data covers the most recent year, 1 April 2024 to 31 March 2025.

b. Financial Profile

The financial profile sets out the historical spend data for the financial years 2020-21 to 2024-25. This provides an overview of the indicative annual revenue savings that could be made and future capital expenditure costs that could be avoided due to closure. The financial profile also provides the latest property (land and building) valuation for each respective station, and an indication of the possible capital receipt that could be generated on disposal of the asset where known, should the station be approved for closure.

c. Impact Review on Service Delivery

The impact on service delivery area reviews the performance of the existing response model, for each station, against the modelled response capability impacts based on the removal of the station, this gives a detailed understanding of the impact of the station removal.

The data and information detailed within this section was used within the Station Review to calculate modelled impacts on response time performance for the following key areas:

- First and Second Appliance Attendance,
- Property Fires with Sleeping Risks,
- Property Fires without Sleeping Risks,
- Road Traffic Collisions (RTCs),
- Accidental Dwelling Fires (ADFs),

- Fire Related Injuries,
- Fire Related Fatalities,
- High Risk Safe & Well visits; and
- Risk sites.

The incident demand data for the above list covers the period of 1 April 2019 to 31 March 2024, unless otherwise stated in the 5 March 2025 MWG paper.

d. Impact on Local Fire Stations

This section reviewed the change in fire appliance mobilisations for the surrounding fire stations, to understand the modelled impact on those surrounding fire stations for additional incidents, should the station under review be closed.

The impact was assessed in terms of fire appliance mobilisations as first or second attending fire appliance to incidents during the period 1 April 2019 to 31 March 2024.

This section did not account for mobilisations for three or more attending fire appliances, make-ups or standby moves due to the complexity of modelling and the increase in time to model all statistics that sit outside of statutory governance requirements.

The data used in this section is based on the modelled data used within the impact on service delivery section.

e. Resilience

This section examined the station's resilience, providing an overview of its ability to crew the fire appliance and the capacity of neighbouring appliances to respond to incidents. The on-call availability, establishment (staffing) levels and incident volumes, types of incidents and the time of day the incidents occur for the station were analysed in detail within this section.

A review of the neighbouring stations appliance availability, establishment levels and the additional incidents it would be expected to attend was also analysed in detail.

f. Current and Emerging Operational Risk

This section reviewed the known key existing operational risks to provide an understanding of the risks that remain in an area in the event of station removal.

Additionally, it included a review of any cross-border mobilising into the station area (from neighbouring services) as well as station mobilisations into our neighbouring fire and rescue services

At the initial MWG meeting in November 2024, Members asked for future local developments to be included within each Station Review template. This section therefore includes a review of identified future developments, including but not limited to, infrastructure, commercial and industrial premises and any residential developments that are within the station area.

g. Special Appliances

This section reviewed the relevant special appliances that would be impacted by any potential removal of the station under review.

No modelled response analysis was undertaken for any special appliances as part of the Station Review as a separate special appliance review is underway as part of the wider projects within the Resourcing and Savings Programme.

h. Area Profile

The area profile section reviewed the demographics and composition of the communities that fall within the station administrative area for each respective station against the nine protected characteristics defined by the Equality Act 2010 (EA 2010).

Comparison of appropriate communities, local authority area and national level statistics has been undertaken to identify any significant differences in community numbers.

Whilst household income distribution within communities is not a protected characteristic, levels of relative deprivation in the form of Indices of Multiple Deprivation has been used to further strengthen the Services' understanding of its communities.

The area profile data supports the Stage 2 People Impact Assessment for the potential change at each station.

4.4 Data Assurance

- 4.5 Data provided across the reports has been assured through the Service approved assurance processes.
- 4.6 Due to the importance the data has on any decision, a secondary assurance process was carried out on all data, to ensure data quality, this included:
- Cross checking the accuracy of data and calculations used,
 - Continuous data consistency checks,
 - Verification of data sets between projects,
 - Duplication checks,
 - Validity checks on the dataset,
 - Sampling programme; and
 - Where appropriate, professional judgement and analysis.
- 4.7 Between July 2025 and November 2025, the MWG were provided with individual reports (Appendices 1-8) aligned to the agreed approach, along with supporting presentations, for each of the eight stations identified.
- 4.8 Across three of the MWG meetings Members reviewed and scrutinised all eight stations in detail (three during July 2025, three in September 2025 and two in November 2025).
- 4.9 During the December 2025 meeting the MWG further scrutinised all eight station reports, the impact of their individual closure along with the wider impact on the Service, its operational response and financial position, along with the community and people impact.
- 4.10 At the close of this meeting the MWG agreed unanimously that all eight stations should be brought to the Authority to be put to public consultation prior to a final decision being made.

5. Members' Working Group Recommendations

- 5.1 Following significant review and assessment the MWG are recommending, to the Authority, for all eight stations to be put to public consultation. Table 2 below provides the stations and overall high-level rationale.

| Station Name | High Level Rationale |
|------------------|--|
| Ramsbury | Low demand Low community risk Sustained low availability Annual Revenue Saving of £135,042 |
| Cranborne | Low demand Low community risk Sustained low availability Good supporting cover Annual Revenue Saving of £142, 776 |
| Maiden Newton | Low demand Low community risk Sustained low availability Good supporting cover Annual Revenue Savings £142, 607 |
| Charmouth | Low demand Low community risk Good supporting cover Annual Revenue Savings £204,216 |
| Wilton | Low demand Low community risk Sustained low availability Adjacent to a wholetime station Annual Revenue Savings £202,525 |
| Mere | Low demand Low community risk Sustained low availability Good supporting cover Annual Revenue Savings £180,670 |
| Hamworthy | Low demand Low community risk Sustained low availability Adjacent to wholetime station Annual Revenue Savings £232,829 |
| Bradford on Avon | Low demand Low community risk Sustained low availability Good supporting cover Annual Revenue Savings £246,931 |

Table 2: Potential stations taken forward for consultation process and rationale

- 5.2 The impact to the whole of the Service, if the Service were to close all eight stations, has been considered by the MWG. This is summarised in Table 3 and highlights a minimal impact on response times, with, on average, response times continuing to be met.

| | | Current | With Closure of all Eight Stations | Change |
|--|---|---------------|------------------------------------|----------------|
| Property Fire with Sleeping Risk | | | | |
| First Attendance | Average Response Time (10 min standard) | 9:02 | 9:09 | + 0:07 |
| | Number of Response Standards Met (4023 Total) | 75.99% (3057) | 75.22% (3026) | - 0.67% (- 31) |
| Second Attendance | Average Response Time (13 min standard) | 11:26 | 11:37 | + 0:11 |
| | Number of Response Standards Met (4023 Total) | 77.90% (3134) | 77.16% (3104) | - 0.74% (- 30) |
| Property Fire without Sleeping Risk | | | | |
| First Attendance | Average Response Time (10 min standard) | 9:40 | 9:50 | + 0:10 |
| | Number of Response Standards Met (1297 Total) | 68.70% (891) | 67.85% (880) | - 0.85% (- 11) |
| Second Attendance | Average Response Time (15 min standard) | 12:10 | 12:20 | + 0:10 |
| | Number of Response Standards Met (1297 Total) | 77.41% (1004) | 76.79% (996) | - 0.62% (- 8) |
| Road Traffic Collision (RTC) | | | | |
| First Attendance | Average Response Time (15 min standard) | 10:40 | 10:55 | + 0:15 |
| | Number of Response Standards Met (3179 Total) | 85.81% (2728) | 83.52% (2655) | - 2.29% (- 73) |

Table 3: Summary of impact to the Service

5.3 Table 4 below, provides the impact of each station closure to the incident types as follows:

| Property Fire with Sleeping Risk | | | | | | | | |
|--|------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------|
| | Bradford on Avon | Charmouth | Cranborne | Hamworthy | Maiden Newton | Mere | Ramsbury | Wilton |
| Increase in First Attendance (change in response standards met) | + 2:19 (- 15) | + 1:00 (No Change) | + 1:17 (- 2) | + 0:21 (- 3) | + 4:49 (- 4) | + 1:51 (- 5) | + 5:37 (- 2) | + 0:08 (No Change) |
| Increase in Second Attendance (change in response standards met) | + 1:34 (- 11) | + 6:18 (- 4) | + 4:02 (- 1) | + 2:01 (- 7) | + 2:04 (- 1) | + 3:52 (No Change) | + 4:40 (No Change) | + 2:23 (- 6) |
| Property Fire without Sleeping Risk | | | | | | | | |
| | Bradford on Avon | Charmouth | Cranborne | Hamworthy | Maiden Newton | Mere | Ramsbury | Wilton |
| Increase in First Attendance (change in response standards met) | + 2:23 (- 2) | + 1:17 (No Change) | + 2:05 (- 1) | + 0:31 (- 4) | + 2:20 (No Change) | + 2:37 (- 4) | + 6:25 (No Change) | No Change (No Change) |
| Increase in Second Attendance (change in response standards met) | + 1:20 (- 1) | + 6:20 (- 4) | + 4:13 (No Change) | + 2:14 (- 1) | + 2:27 (No Change) | + 5:17 (- 1) | + 3:25 (No Change) | + 2:45 (- 1) |
| Road Traffic Collision (RTC) | | | | | | | | |
| | Bradford on Avon | Charmouth | Cranborne | Hamworthy | Maiden Newton | Mere | Ramsbury | Wilton |
| Increase in First Attendance (change in response standards met) | + 2:04 (- 7) | + 1:07 (No Change) | + 2:49 (- 11) | + 0:11 (No Change) | + 2:53 (- 13) | + 3:06 (- 36) | + 4:31 (- 6) | + 0:03 (No Change) |

Table 4: Impact to the Service and its communities

6. Recommended Stations for Potential Closure

6.1 A station summary is provided below for each of the stations recommended for potential closure. The full detailed analysis reports are provided as Appendices 1-8.

6.2 Ramsbury Fire Station

6.3 This station has one fire appliance and a co-responding car, that will soon be removed following the South West Ambulance Service Foundation Trust's decision to withdraw from using fire and rescue services.

6.4 The station currently has six on-call firefighters who provide 29.96% availability and typically respond to a low number of incidents (18 average per year).

6.5 The annual revenue cost of the station is currently £135k, with capital investment requirements in property and vehicle replacement of around £30k per year. The review has identified that the station has:

- Low incident numbers.
- Low historic and current station availability.
- Significant recruitment and retention issues.
- Low level community risks on its station ground.

6.6 Financial Savings

| Ramsbury Fire Station | | | |
|------------------------|------------------------|--------------------------|--------------------------|
| Annual Capital Savings | Annual Revenue Savings | One-off Redundancy Costs | Latest station valuation |
| £30,313 | £135,042 | £18,665 | £270,000 |

Table 5: Summary indicative information of the possible savings should the decision be made to close Ramsbury Fire Station. Please see the decision paper for further information

6.7 Cranborne Fire Station

6.8 This station has one fire appliance, one Land Rover and a co-responding car, that will soon be removed following the South West Ambulance Service Trust's decision to withdraw from using fire and rescue services.

6.9 The station currently has five on-call firefighters who provide 40.24% availability and typically respond to a low number of incidents (42 average per year).

6.10 The annual revenue cost of the station is currently £143k, with capital investment requirements in property and vehicle replacement of around £31k per year. The review has identified that the station has:

- Low incident numbers.
- Low historic and current station availability.
- Significant recruitment and retention issues.
- Low level community risks on its station ground.

6.11 Financial Savings

| Cranborne Fire Station | | | |
|------------------------|------------------------|--------------------------|--------------------------|
| Annual Capital Savings | Annual Revenue Savings | One-off Redundancy Costs | Latest station valuation |
| £31,239 | £142,776 | £16,950 | £140,000 |

Table 6: Summary of indicative information of the possible savings should the decision be made to close Cranborne Fire Station. Please see the decision paper for further information

6.12 Maiden Newton Fire Station

6.13 This station has one fire appliance, and one light off road pumping appliance (Land Rover).

6.14 Additionally, a second Land Rover is based on site that is used by the station Commander who is a National Wildfire Tactical Advisor. This resource does not form part of this review, although may need to be considered should a decision be taken to close the station.

6.15 The station currently has seven on-call firefighters who provide 30.95% availability and typically respond to a low number of incidents (30 average per year).

6.16 The annual revenue cost of the station is currently £144k, with capital investment requirements in property and vehicle replacement of around £32k per year. The review has identified that the station has:

- Low incident numbers.
- Low historic and current station availability.
- Significant recruitment and retention issues.
- Low level community risks on its station ground.

6.17 The station does provide a Wildfire National Tactical Advisor that may need further consideration should a decision to take this station to public consultation be decided.

6.18 Financial Savings

| Maiden Newton Fire Station | | | |
|----------------------------|------------------------|--------------------------|--------------------------|
| Annual Capital Savings | Annual Revenue Savings | One-off Redundancy Costs | Latest station valuation |
| £32,236 | £143,608 | £34,290 | £220,000 |

Table 7: Summary of indicative information of the possible savings should the decision be made to close Maiden Newton Fire Station. Please see the decision paper for further information

6.19 Charmouth Fire Station

6.20 This station has one fire appliance and no special vehicles.

6.21 The station currently has ten on-call firefighters who provide 95.01% availability and typically respond to a low number of incidents (55 average per year).

6.22 The annual revenue cost of the station is currently £204k with capital investment requirements in property and vehicle replacement of around £29k per year. The review has identified that the station has:

- Low incident numbers.
- Low level community risks on its station ground.

6.23 Financial Savings

| Charmouth Fire Station | | | |
|------------------------|------------------------|--------------------------|--------------------------|
| Annual Capital Savings | Annual Revenue Savings | One-off Redundancy Costs | Latest station valuation |
| £29,239 | £204,216 | £39,319 | £370,000 |

Table 8: Summary of indicative information of the possible savings should the decision be made to close Charmouth Fire Station. Please see the decision paper for further information

6.24 Wilton Fire Station

6.25 This station has one fire appliance and a Water Carrier.

6.26 The station currently has 12 on-call firefighters who provide 65.73% availability and typically respond to a low number of incidents (119 average per year).

6.27 The annual revenue cost of the station is currently £203k, with capital investment requirements in property and vehicle replacement of around £31k per year. The review has identified that the station has:

- Low incident numbers.
- Significant recruitment and retention issues.
- Low level community risks on its station ground.

6.28 Financial Savings

| Wilton Fire Station | | | |
|------------------------|------------------------|--------------------------|--------------------------|
| Annual Capital Savings | Annual Revenue Savings | One-off Redundancy Costs | Latest station valuation |
| £31,239 | £202,525 | £27,707 | £240,000 |

Table 9: Summary of indicative information of the possible savings should the decision be made to close Wilton Fire Station. Please see the decision paper for further information

6.29 Mere Fire Station

- 6.30 This station has one fire appliance and a co-responding car, that will soon be removed following the South West Ambulance Service Trust's decision to withdraw from using fire and rescue services.
- 6.31 The station currently has seven on-call firefighters who provide 59.78% availability and typically respond to a low number of incidents (67 average per year).
- 6.32 The annual revenue cost of the station is currently £181k with capital investment requirements in property and vehicle replacement of around £31k per year. The review has identified that the station has:
- Low incident numbers.
 - Low historic and current station availability.
 - Significant recruitment and retention issues.
 - Low level community risks on its station ground.

6.33 Financial Savings

| Mere Fire Station | | | |
|------------------------|------------------------|--------------------------|--------------------------|
| Annual Capital Savings | Annual Revenue Savings | One-off Redundancy Costs | Latest station valuation |
| £31,239 | £180,670 | £37,796 | £630,000 |

Table 10: Summary of indicative information of the possible savings should the decision be made to close Mere Fire Station. Please see the decision paper for further information

6.34 **Hamworthy Fire Station**

6.35 This station has one fire appliance, one Land Rover (light off road vehicle) and an Incident Command Vehicle.

6.36 The station currently has 12 on-call firefighters who provide 70.90% availability and typically respond to a low number of incidents (98 average per year).

6.37 The annual revenue cost of the station is currently £233k, with capital investment requirements in property and vehicle replacement of around £41k per year. The review has identified that the station has:

- Low incident numbers.
- Decreasing current station availability.
- Recruitment and retention issues.
- Low level community risks on its station ground.

6.38 **Financial Savings**

| Hamworthy Fire Station | | | |
|------------------------|------------------------|--------------------------|--------------------------|
| Annual Capital Savings | Annual Revenue Savings | One-off Redundancy Costs | Latest station valuation |
| £40,880 | £232,829 | £39,965 | £780,000 |

Table 11: Summary of indicative information of the possible savings should the decision be made to close Hamworthy Fire Station. Please see the decision paper for further information

6.39 **Bradford on Avon**

6.40 This station has one fire appliance and a co-responding car, that will soon be removed following the South West Ambulance Service Trust's decision to withdraw from using fire and rescue services.

6.41 The station currently has 12 on-call firefighters who provide 34.67% availability and typically respond to a low number of incidents (120 average per year).

6.42 The annual revenue cost of the station is currently £247k, with capital investment requirements in property and vehicle replacement of around £31k per year. The review has identified that the station has:

- Low incident numbers.
- Decreasing current station availability.
- Recruitment and retention issues.

- Low level community risks on its station ground.

6.43 Financial Savings

| Bradford on Avon Fire Station | | | |
|-------------------------------|------------------------|--------------------------|--------------------------|
| Annual Capital Savings | Annual Revenue Savings | One-off Redundancy Costs | Latest station valuation |
| £31,239 | £246,931 | £19,376 | £360,000 |

Table 12: Summary of indicative information of the possible savings should the decision be made to close Bradford on Avon Fire Station. Please see the decision paper for further information

7. Public Consultation and Stakeholder Communications

- 7.1 Any potential station closure will be subject to public consultation. A full consultation programme and a stakeholder management plan has been approved by the MWG (Appendix 9).
- 7.2 Members can be assured that the process will meet statutory consultation requirements, including compliance with the Gunning Principles. It will be supported by independent oversight provided by an external provider and verified by the Authority's Monitoring Officer.
- 7.3 The consultation will commence on the 13 February 2026 until the 15 May 2026.
- 7.4 Should Members approve the consultation proposals, the programme will include the following:
- 13 February 2026 – Consultation will commence at 10am, running for 13 weeks.
 - 2 – 13 March 2026 – Public consultation sessions will be held in impacted locations.
 - 20 March 2026 – An interim consultation report provided to the Authority Chair and Chair and Vice-Chair of the MWG.
 - 14 – 23 April 2026 – Public consultation sessions will be held in impacted locations; this will include on-line opportunities.
 - 15 May 2026 – Consultation will close at 5pm.
 - 30 June 2026 – Final consultation report provided to FRA meeting.

8. Summary and Next Steps

- 8.1 Despite significant savings and efficiencies being achieved by the Service since 2016, ongoing financial sustainability remains a significant strategic risk.
- 8.2 This has resulted in the Authority being required to consider the potential closure of stations.
- 8.3 In June 2024 the Authority approved the implementation of a MWG to consider options for potential closures.
- 8.4 The MWG has continued to meet since November 2024, reviewing and analysing data sets including information in relation to current and future risk, demand and vulnerabilities. This has resulted in eight stations being recommended to go to public consultation for potential closure.
- 8.5 Subject to the Authority's approval, stations identified for potential closure, will be subject for a full and comprehensive public consultation programme. During this time the Service will continue to work with representative bodies and provide support to impacted staff, although no employment matters will be considered until a final decision is made.
- 8.6 The consultation programme will commence from 13 February 2026 until the 15 May 2026, facilitated by an external provider.
- 8.7 Following this, the MWG will consider the results of this consultation which will be considered by the Authority at their meeting in June 2026.

9. Appendices

| Appendix Number | | Appendices papers |
|-------------------|-------------------------------|--|
| Appendix 1 | Ramsbury Fire Station | <ul style="list-style-type: none"> Appendix 1 - Ramsbury Fire Station Review Report v1.0 Appendix 1 - Appendix A - Station Review - Ramsbury Fire Station v1.0 |
| Appendix 2 | Cranborne Fire Station | <ul style="list-style-type: none"> Appendix 2 - Cranborne Fire Station Review Report v1.0 Appendix 2 - Appendix A - Station Review - Cranborne Fire Station v1.0 |
| Appendix 3 | Maiden Newton Fire Station | <ul style="list-style-type: none"> Appendix 3 - Maiden Newton Fire Station Review Report v1.0 Appendix 3 - Appendix A - Station Review - Maiden Newton Fire Station v1.0 |
| Appendix 4 | Charmouth Fire Station | <ul style="list-style-type: none"> Appendix 4 - Charmouth Fire Station Review Report v1.0 Appendix 4 - Appendix A - Station Review - Charmouth Fire Station v1.0 |
| Appendix 5 | Wilton Fire Station | <ul style="list-style-type: none"> Appendix 5 - Wilton Fire Station Review Report v1.0 Appendix 5 - Appendix A - Station Review - Wilton Fire Station v1.0 |
| Appendix 6 | Mere Fire Station | <ul style="list-style-type: none"> Appendix 6 - Mere Fire Station Review Report v1.0 Appendix 6 - Appendix A - Station Review - Mere Fire Station v1.0 |
| Appendix 7 | Hamworthy Fire Station | <ul style="list-style-type: none"> Appendix 7 - Hamworthy Fire Station Review Report v1.0 Appendix 7 - Appendix A - Station Review - Hamworthy Fire Station v1.0 |
| Appendix 8 | Bradford on Avon Fire Station | <ul style="list-style-type: none"> Appendix 8 - Bradford on Avon Fire Station Review Report v1.0 Appendix 8 - Appendix A - Station Review - Bradford on Avon Fire Station v1.0 |
| Appendix 9 | Consultation Programme | <ul style="list-style-type: none"> Appendix 9 - Stakeholder Plan November 2025 v1.0 |