

WHAT WE PROPOSE TO DO

Over the next five years we will:

1/ Systematically change our current approach to managing risks in each of the five catchment areas identified at page 16 of this plan. This will embrace identifying and implementing:

- the right balance between measures to prevent and protect against risks and residual capacity needed to respond to emergencies;
- the most appropriate crewing models relative to current and expected levels of demand and risk;
- changes to the number of staff, fire appliances (fire engines) and other specialist appliances required to better fit with normal, day to day demand patterns;
- the right number and location for fire stations which may involve moving, merging, closing or co-locating with other blue-light services.

Our detailed approach to this task is set out overleaf.

2/ Identify and implement the level of capacity we need to respond to major local, regional and national emergencies and meet our mutual assistance obligations to neighbouring fire and rescue services.

This will include consideration of more cost effective ways of quickly generating additional capacity than the current model of maintaining standing resources sufficient to deal with contingencies that we may typically only experience once a year or less frequently.

3/ Engage and work with our staff and other stakeholders to develop the very best resourcing models for both the service and those that we serve and protect. This will embrace identifying and implementing changes to:

- staff terms and conditions of employment;
- Crewing models and shift patterns

Our approach to this is set out at page 22.

4/ Continue to develop opportunities to increase the benefits and value that we deliver to the public by using our capacity, resources and assets to meet a wider range of community needs in partnership with others.

Our approach to this is set out at page 23.

5/ Consider alternative delivery models for some or all of our services. This will embrace consideration of opportunities to deliver services more effectively and efficiently through private sector or employee models of ownership.

There are precedents for this in both in the UK and overseas. For example:

- the privatisation of the UK helicopter [Search and Rescue Services](#) previously operated by the military;
- in [Denmark](#) fire services have been successfully delivered via private contractual arrangements for many years;
- UK public service employee ownership [models](#).