



PESTEL and SWOT Analysis

PESTEL:

Political Factors:

- Government in power with huge majority and a developing agenda for improving the delivery of fire related issues.
- Range of new legislation being proposed that will impact on the provision and legislative basis for a fire service.
- Regional Assembly and Unitary authority debates.
- "Distinctiveness" issue very important but may divert attention and resources if seen as isolationist.
- "Hung Council" may not be most appropriate form for delivering policy change.

Economic Factors

- Interest rates low but competition from retirees and second home owners pushing prices up and affecting the sustainability of local retained fire-fighting units.
- Employment prospects improving, creating the potential for difficulty in recruiting retained firefighters.
- Objective One seen as big hope to create 21,000 new jobs; impacts on sustainability of local retained fire-fighting units.
- Rises in Council Tax, to improve services, are unpopular.
- Pay issues for fire service are based on a national basis.
- Low skills in growth sectors.
- Increased pressure on transport system has created an increase in Special Service and Rescue calls.

Social-Cultural Factors

- Cornish identity strong.
- Cultural diversity almost non-existent.
- Retired and older generation creating increased demand for services.
- "Quality of life".
- No big towns requiring a more diverse spread of fire cover.

Technological Factors

- Internet developments of on-line services.
- Wireless and mobile telephony.
- Technological aids for developing service delivery.

Environmental Factors

- Need for new housing, affordable housing and the impact on the provision of fire cover.
- Concern over impact of additional infrastructure developments on service delivery.
- Key CCC policy is for sustainable development.
- Promoting local distinctiveness.
- Regeneration of redundant buildings and open spaces.

Legal Factors

- New legislation for the provision and delivery of a fire service.
- Duty of Best Value.
- Development of integrated fire risk management practices and policies.



SWOT Analysis

Strengths

- Established as sole provider of a fire service paying national rates.
- Established name - everyone knows there is a Fire Brigade.
- Well-trained workforce and external validation of quality.
- Services immediately available to everyone in the County.
- Satisfaction levels of fire service users very high.
- Many new and younger County Councillors keen to tackle big issues and meet communities.

Weaknesses

- Pay subject to national negotiations.
- Not everyone aware of the range and availability of services provided by Fire Brigade.
- Constant talk of reorganisation at a national/regional level affects morale.
- Some areas of the County feel they are neglected and the resources are concentrated in other areas.
- Under investment in services over decades might mean expectations are low.

Opportunities

- Modernisation agenda provides chance to become the key player in all service delivery/partnership arrangements.
- ICT development at the heart of Economic Development Strategy for Cornwall and links to e-government.
- Developing new services based on virtual offices, further on-line services 24/7 availability.
- Fire service staff to take more of a community representational role and provision of a wider range of services.
- Opportunity to develop a wider integrated response in meeting risks through collaboration with other fire services within the region.

Threats

- Potential loss of integration, currently through a county wide based provision through the County Council, if two or more unitary authorities proposed.
- Potential for loss in community focus with a move to a regional fire service provision.
- Difficult to provide level of response expected and required to meet all threats without the participation and support from other Fire Brigade's within the region.