



Business Improvement and Efficiency Strategy

2010/11 – 2014/15

Community Safety



Context for Community Safety

Community Safety is one of the smaller directorates with a gross budget in 2009/10 of £28.6m (excluding shared services). This part of the Directorate employs 409 Full Time Equivalents (FTEs), plus 360 retained firefighters who are not FTEs but who offer emergency call out cover for a variable number of hours each week. The savings target for the directorate is £2m in addition to the £230k savings already in the medium term financial plan. This will reduce the gross budget to £26.2m. The primary contribution to Council objectives is focused within healthy and thriving communities and provision of better public services.

Directorate	Community Safety
2009/10 Gross Budget	£28.6m
2009/10 FTE	409 *

*+ 360 retained firefighters

Cumulative	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
Total Pressures (including previously agreed savings not identified)	435	527	825	915	915
Total Savings Proposed	-913	-1,383	-1,892	-2,560	-2,560
Net Position	-478	-856	-1,067	-1,645	-1,645
Savings Target	-624	-1,182	-1,646	-2,000	-2,000
Net Position compared to target	146	326	579	355	355
Staffing Changes in Full Time Equivalents (FTEs)	-4.2	-8.2	-7.7	-4.7	-4.7

Community Safety Directorate has four primary functions:

1. The delivery of fire prevention, reduction and emergency response and the co-ordination of the county's response to major incidents.

Community Safety provides Fire & Rescue and Emergency Planning services for the County. Ensuring that there is a timely and appropriate response to emergency calls to the fire service and individuals and businesses are educated on fire risk prevention. In the event of a major incident such as a flu pandemic or flooding, emergency planning co-ordinates the County's response ensuring that multi-agency activities are focused on returning the situation to normality as soon as practicable.

2. The protection of local business, consumers, universities/colleges and the farming industry from unfair, unsafe and unacceptable trading practices

Trading standards is responsible for the enforcement of a wide range of legislation controlling the advertising, marketing, distribution and supply of goods and services throughout the manufacturing, importation, distribution and service delivery chain. Its remit covers civil, criminal and contract law and includes food standards, product safety, trade descriptions, consumer credit, weights and measures, animal health and welfare, trade mark protection, electronic commerce and unfair trade practices.

3. Helping to reduce crime, antisocial behaviour and the fear of crime and protecting those at greatest risk from doorstep crime and domestic abuse

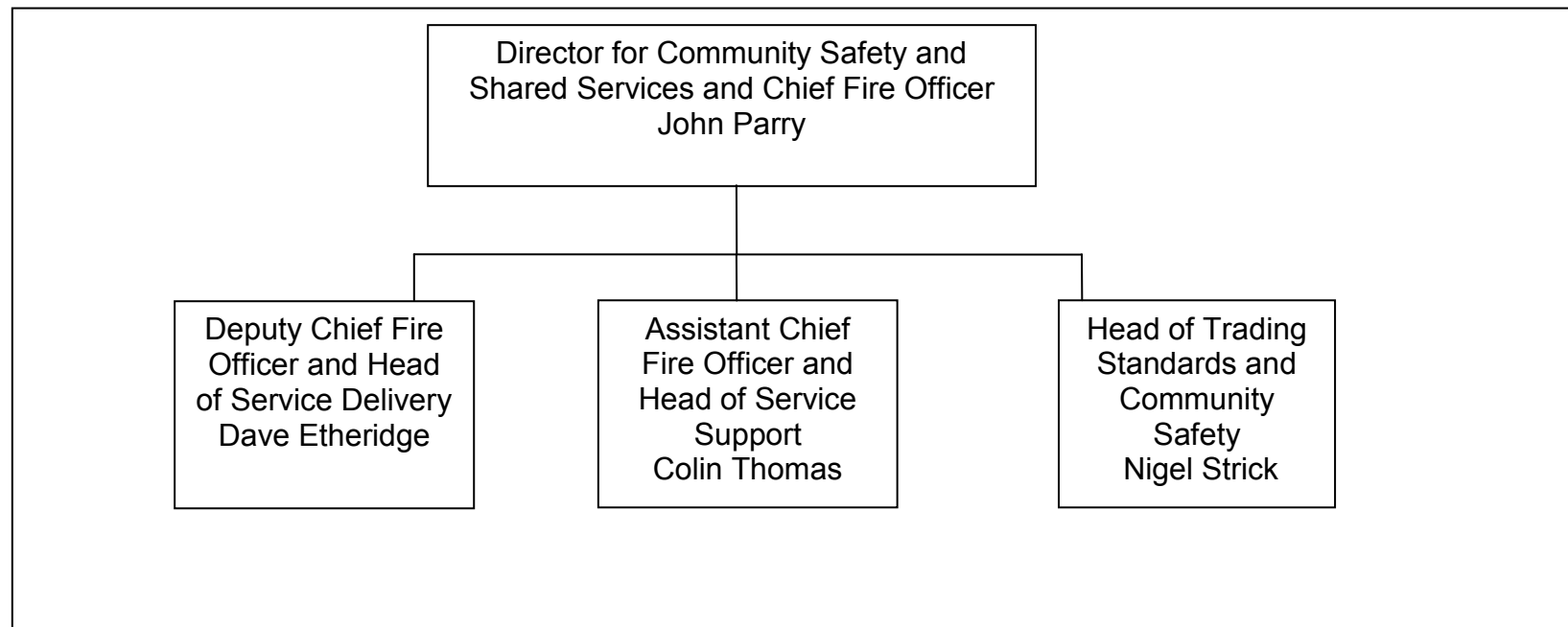
The Safer Communities Unit plays a leading role on behalf of the County Council in making Oxfordshire a safe and supportive place to live, work and visit. Although the Unit's prime focus is around the coordination of partnership working to deliver community safety services to the public, it also acts as a conduit for those who require specific safety, protective or crime related services.

4. Providing positive and effective management of permanent and temporary Traveller sites on behalf of Oxfordshire County Council, Buckinghamshire County Council and other local authorities and public bodies.

The Gypsy & Travellers Service provides landlord services for some 80 families resident on the County Council's six permanent sites as well as safeguarding the county's settled communities from the problems associated with unauthorised encampments.

Management structure of Community Safety

Fire & Rescue has one of the lowest costs per head and lowest benchmarked management costs. Our Trading standards department has restructured in the last year, deleting a senior post and proposes further reduction at senior level within the efficiency programme. The current Management Structure is summarised below.



Broad approach to improvement and efficiency

The nature of the services provided makes some of the savings opportunities high risk and whilst there are some opportunities to consider combining services with other authorities, this depends on their willingness and ability to participate. The diverse nature of the directorate means that a single co-ordinated approach to efficiencies cannot be taken. The relatively small scale of areas such as Fire & Rescue and Trading Standards and their already low cost bases means that substantial savings are unrealistic.

Efficiencies overview

The current Medium Term Financial Plan includes savings not yet identified of £230,000. In addition to which, the directorate efficiency target for the period from 2010/11 to 2014/15 is £2 million. Our strategy for service improvement and efficiency is focused on the following areas:

1. Business efficiency and effectiveness

Business process re-engineering will now become even more important in achieving cross service reductions. We will work closely with Procurement, ICT and others to ensure effective tendering and contract management, maximise the use of technology and ensure that our energy and fuel costs are minimised.

2. Maximising Income

There are small but significant opportunities in the directorate which will be crucial to the efficiency programme. We have reviewed our fees and charges to generate more income.

3. Reprovisioning of service in a small number of areas

It will be necessary to source some services from alternative providers and investigations will be started to ensure that these will be acceptable to the public.

4. Prioritisation of our services

We have also had to consider the priority afforded to some of our services. All services have considered areas where they could stop/reduce non-statutory services or reduce the level of delivery to the statutory minimum.

The directorate efficiency strategy was tested as part of an inter-directorate peer challenge session, and the areas outlined above reflect the actions identified in the challenge session.

The diverse nature of the directorate means that a single coordinated approach to efficiencies cannot be taken. The relatively small scale of areas such as Fire & Rescue and Trading Standards and their already low cost bases means that significant savings are unrealistic.

We have additionally provided an analysis of the type of saving, categorised as follows:

ES	Efficiency Savings (achieve the same outputs for less resource or additional outputs for the same resource)
IG	Income Generation (increased charges or increased volume, or new charge)
SR	Service Reduction (providing a lower level of service and/or a lower level of quality for the same/less money)
O	Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

In addition to these categorisations, we have provided an overall risk assessment of each saving based on the likelihood of achieving the saving.

Directorate Pressures

There are significant pressures on the directorate and the fire service in particular, in respect of maintaining operational resilience through the retained firefighter duty system and the roll out of national projects. The delay in transferring to a regional control has put considerable pressure on systems in particular the software that underpins our emergency response capability. The service has also recently been inspected by the Health and Safety Executive (HSE) and this could lead to recommendations to ensure that risks continue to be minimised. In Trading Standards and the Safer Communities teams the effects of the continuing recession are impacting on businesses and vulnerable citizens putting additional pressure on demands for our services. Whilst there is the potential to make some savings we must ensure that we have the capacity and the resources to manage the following :

Fire & Rescue Service Operational Resilience

The need to increase support for operational resilience and availability in the retained firefighter duty system through an increase in watch managers. This pressure can be partly addressed by the reallocation of funding in the Medium Term Financial Plan (MTFP) identified for staffing associated with the upgrade to Bicester fire station. Existing firefighter resources will also be reallocated to initiate this action.

The Health and Safety Executive recently inspected the service and until the report has been received we do not know what recommendations will be made and what resources they will require. However, there is potential for the results to create additional pressure in terms of training and competency and resource levels.

National projects, such as the regional control centres to provide ongoing resilience to terror and climate incidents are currently being implemented. However, delays in these projects have placed increasing pressure on systems, which must be addressed to ensure that our response levels can be maintained.

Emergency Planning

The need to maintain our response to the flu pandemic places a containable pressure on the service, both as the lead within the County but also through the continuing support to the local resilience forum and the balancing of resource across Districts and the County as a whole.

Trading Standards and Community Safety

Trading Standards is increasingly using an intelligence led approach to determine priorities from the public. In some areas, such as our response to doorstep crime, demand is rising significantly. A combination of reduction in posts which will not affect front line provision significantly and an increased focus on grant income will be key.

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	20010/11	2011/12	2012/13	2013/14	2014/15
		£000	£000	£000	£000	£000
	COMMUNITY SAFETY – FIRE & RESCUE					
CSP1	Increase the number of Watch Managers to support the Retained Duty System at fire stations and improve the overall operational resilience and availability across Oxfordshire. This pressure can be partially addressed by the reallocation of the £305k within the Medium Term Financial Plan identified for the staffing upgrade associated with Bicester Fire Station.	244	452	660	660	660
CSP2	Maintenance/support and selective replacement of software and hardware systems in current Fire Control / mobilising centre. Despite extensive proactive activities to extend life of existing systems the delay to the National FiReControl project (Oxfordshire transfer now programmed for 2012) has resulted in unacceptable levels of risk of failure. Selective replacement of systems will protect resilience and allow for future redeployment / reconfiguration to support future requirements for the Fire & Rescue Service to locally manage multiple, large or protracted incidents which remain our responsibility.	150				
CSP3	Central government's "New dimensions" project equips Fire and Rescue Services to react to terror and climate change incidents. Ownership and some financial responsibilities of New Dimensions vehicles, including the high volume pumping unit (Banbury), mass public decontamination unit (Oxford) and the detection identification and monitoring unit (Bicester) is intended to transfer from central government to OCC. Costs for staffing, maintenance of training and property are already met by OCC from within existing budgets. Following transfer, vehicle and equipment maintenance costs will be funded by government but not insurance and other associated costs which are the responsibility of OCC.	25	25	25	25	25
TOTAL FIRE & RESCUE PRESSURES		419	477	685	685	685
ADD MTFP 2009/10 – 2013/14 SAVINGS TO BE IDENTIFIED		16	50	140	230	230
TOTAL COMMUNITY SAFETY PRESSURES		435	527	825	915	915

Fire & Rescue

Service Delivery and Emergency planning

Service	FRS- Service Delivery and Emergency Planning
Head of Service	Dave Etheridge
2009/10 Gross Budget	£16.6m

The total savings target will not be met by efficiencies alone. To enable us to meet our target we have looked at :

- Partnership agreements
- Possible reductions in services
- Integrated Risk Management
- Business Efficiencies/Income
- Other pressures

Partnership agreements

We have renegotiated the Co-Responder agreement with South Central Ambulance Service to enable a reduction in OCC budget support (Co-Responding is where the Fire Service is mobilised to cardiac or respiratory 999 calls with the Ambulance Service, in areas where the Ambulance Service is unable to meet their attendance times)

Possible reductions in service

We have considered the possibility of reductions in service, taking into account other higher priority activities and resources. Closure of the Fire Cadet units in Oxfordshire, currently based at Slade Fire Station (Cowley), Banbury, Kidlington, Witney and Watlington, is intended to protect our other youth initiatives including the Phoenix Project where we work with young people who are underachieving in schools and working with young people referred to us from the Oxfordshire County Council Youth Offending Service.

Business Efficiencies/income

There is an opportunity to charge for Emergency Planning training courses and to review contracts and controllable budgets.

Integrated Risk Management

Fire & Rescue authorities are required, under the Fire & Rescue Services Act 2004, to carry out dynamic integrated risk management planning (IRMP). This enables the authority to focus its resource on areas of higher risk to life over property.

As part of preparing our draft Integrated Risk Management Plan (IRMP) we are proposing to alter crewing arrangements at two of our day crewed fire stations (Abingdon and Didcot). This will result in the redeployment of four operational positions to support other Retained Duty System stations. Through this redeployment from Abingdon and Didcot, the establishment over the two stations will go from 28 to 24 operational positions. This will result in our ability to withdraw the payment of a housing allowance. Please note; this proposal will not reduce the amount of fire engines available in Abingdon and Didcot or reduce the number of firefighters crewing those appliances during an emergency call. The delivery of this efficiency is dependent on the outcome of the public consultation on our IRMP which concludes in December 2009.

Our draft Integrated Risk Management Plan in incorporates a project in 2010/11 to examine the operational resilience requirements in terms of fire appliances and equipment and to review the locations of all of our fire stations. An outcome of this review may be an opportunity to remove one fire appliance from the Retained Duty System complement. The delivery of this efficiency will be subject to full public consultation which concludes in December 2009.

Other Pressures

Oxfordshire Fire & Rescue Service relies on the retained firefighter duty system which has significant challenges regarding its sustainability. In order to support the retained firefighter duty system at fire stations and improve the overall operational resilience and availability across Oxfordshire, we need to increase the number of Watch Managers to ensure its viability (and as an alternative to provision of significant additional wholetime firefighter at a cost differential of some 1:6.) cost. This pressure can be partially addressed by the reallocation of the £305k within the MTFP identified for the staffing upgrade associated with Bicester Fire Station.

Further details of these saving proposals follow below, along with a risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
Fire & Rescue Service (FRS) Service Delivery				£000	£000	£000	£000	£000
CSP1	Re-direct the funding included in the 2009/10 to 2013/14 MTFP (09CS5) for additional staffing at Bicester to support the CSP1 pressure.						-305	-305
	FRS Inflation saving	O	Med	-404	-617	-617	-617	-617
CS2	10% reduction of non pay controllable & discretionary budgets (supplies & services, employee travel expenses, premises maintenance, operational equipment, public education campaigns)	ES	Low	-56	-56	-56	-56	-56
CS3	Through the Integrated Risk Management Plan (IRMP) it is proposed to alter crewing arrangements at two of our day crewed fire stations (Abingdon and Didcot). This will result in the redeployment of four operational positions to support other Retained Duty System stations. Through this redeployment from Abingdon and Didcot, the establishment over the two stations will go from 28 to 24 operational positions. This will result in our ability to withdraw the payment of a housing allowance. Please note; this proposal will not reduce the amount of fire engines available in Abingdon and Didcot or reduce the number of firefighters crewing those appliances during an emergency call. The delivery of this efficiency is dependent on the outcome of the public consultation on our IRMP which concludes in December 2009.	ES	High	-21	-21	-21	-21	-21

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	20010/11	2011/12	2012/13	2013/14	2014/15
Fire & Rescue Service (FRS) Service Delivery				£000	£000	£000	£000	£000
CS4	Our proposed Integrated Risk Management Plan (IRMP) in 2010/11 incorporates a project to examine the operational resilience requirements in terms of appliances and equipment and to review the locations of all of our fire stations. An outcome of this review may be an opportunity to remove one fire appliance from the Retained Firefighter Duty System complement. The delivery of this efficiency will be subject to full public consultation which concludes in December 2009.	SR	Med	0	-36	-36	-36	-36
CS5	Renegotiation of the Co-Responder agreement with South Central Ambulance Service to enable a reduction in OCC budget support (Co-Responding is where the Fire Service is mobilised to cardiac or respiratory 999 calls with the Ambulance Service, in areas where the Ambulance Service is unable to meet their attendance times).	ES	Low	-26	-26	-26	-26	-26
CS6	A reduction in the hours worked and therefore a reduction in contact and fire safety advice to the black and minority ethnic communities in Oxfordshire. This will require an equalities impact assessment to be completed.	SR	Low	-12	-12	-12	-12	-12
CS7	Closure of all the Fire Cadet units in Oxfordshire currently based at Slade Fire Station (Cowley), Banbury, Kidlington, Witney and Watlington. The closure of these units is intended to protect our other youth initiatives including the Phoenix Project where we work with young people who are underachieving in schools and working with young people referred to us from the Oxfordshire County Council Youth Offending Service. This will require an equalities impact assessment to be completed.	SR	Low	0	-39	-39	-39	-39
TOTAL Fire & Rescue Service – Service Delivery Savings				-519	-807	-807	-1,112	-1,112

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	20010/11	2011/12	2012/13	2013/14	2014/15
Emergency Planning				£000	£000	£000	£000	£000
CS16	Review of communications contract	ES		-5	-5	-5	-5	-5
CS17	Changes to staff conditions of service	ES		-4	-4	-4	-4	-4
CS18	Reduce supplies and services budgets	ES		-7	-11	-11	-11	-11
CS19	Income from training courses	IG			-1	-2	-2	-2
CS20	Delete 0.5 FTE post	SR				-18	-18	-18
TOTAL Emergency Planning Savings				-16	-21	-40	-40	-40

Fire & Rescue Service Support

Service	FRS – Service Support
Head of Service	Colin Thomas
2009/10 Gross Budget	£8m

The Service Support strategy for business improvement and efficiency is focused on the following areas:

- Fuel/travel Costs
- Business Efficiency and effectiveness
- Procurement
- Other pressures

Reducing Fuel/Travel Costs

We are already working to reduce fuel / travel costs by increased managerial control, mileage avoidance via audio and regional video conferencing system and improved fuel efficiency measures via driver training and programmed fleet renewals leading to newer vehicles with higher miles per gallon

Business Efficiency and Effectiveness

Through maximising technology, reviewing business processes and managing training and development on a risk based approach; we will deliver improved efficiency and effectiveness

Procurement

We have delivered a successful, Oxfordshire led South East Regional re-tendering of the work wear (FRS uniforms & clothing) contract, improving quality whilst reducing costs by removal of the managed service fee.

Other Pressures

The implementation of national projects (i.e. the regional control room) remains a challenge due to delays in implementation. Maintenance / support and selective replacement of software and hardware systems in current Fire Control / mobilising centre are needed. Despite extensive proactive activities to extend the life of existing systems the delay to the National FiReControl project (Oxfordshire transfer now programmed for 2012) has resulted in unacceptable levels of risk of failure. Selective replacement of systems will protect resilience and allow for future redeployment / reconfiguration to support future requirements for the FRS to locally manage multiple, large or protracted incidents which remain our responsibility.

Central government's "New dimensions" project equips Fire and Rescue Services to react to terror and climate change incidents. Ownership and some financial responsibilities of New Dimensions vehicles, including the high volume pumping unit (Banbury), mass public decontamination unit (Oxford) and the detection identification and monitoring unit (Bicester) is intended to transfer from central government to OCC. Costs for staffing, maintenance of training and property are already met by OCC from within existing budgets. Following transfer, vehicle and equipment maintenance costs will be funded by government) but not insurance and other associated costs which are the responsibility of OCC.

Further details of these saving proposals follow below, along with a risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	20010/11	2011/12	2012/13	2013/14	2014/15
Fire & Rescue Service Support				£000	£000	£000	£000	£000
CS9	Reduce fuel / travel costs by increased managerial control, mileage avoidance via audio and regional video conferencing system and improved fuel efficiency measures via driver training and programmed fleet renewals leading to newer vehicles with higher Mileages Per Gallon.	ES	Low	-30	-30	-30	-30	-30
CS10	10% reduction in selected delegated / discretionary / controllable budgets (including car allowances £1k, staff advertising £1k, contingency funds £5k, subsistence 1k, medical allowances £1k, equipment budgets £4k)	ES	Low	-13	-13	-13	-13	-13
CS11	Successful, Oxfordshire led South East Regional re-tendering of the work wear (FRS uniforms & clothing) contract, improving quality whilst reducing costs by removal of the managed service fee.	ES	Low	-18	-18	-18	-18	-18
CS12	Reduce costs and number of personnel attending the process used to identify individuals' potential for promotion (Assessment & Development Centres).	SR	Low	-10	-10	-10	-10	-10
CS13	Reduction in operational and specialist training. This will be a selective approach, protecting where possible risk critical courses / qualifications. The outcome of the programmed Health and Safety Executive inspection in November could threaten deliverability of this saving if improvement notices or binding recommendations are made in this area.	SR	High		-45	-45	-45	-45

DESCRIPTION		TYPE	RISK	20010/11	2011/12	2012/13	2013/14	2014/15
Fire & Rescue Service Support				£000	£000	£000	£000	£000
CS14	Extend the life of the new style (plastic body) fire appliances from 12 to 14 years. Selectively extend the life of other specialist vehicles including the hydraulic platform, water tanker, incident command unit etc, depending on usage and condition	ES	Med		-30	-30	-30	-30
CS15	Further savings to be identified	ES	High			-351	-661	-661
TOTAL Fire & Rescue Service Support Savings				-71	-146	-497	-807	-807

Trading Standards, Safer Communities Unit, Gypsy and Traveller Services

Service	TS, SCU, GTS
Head of Service	Nigel Strick
2009/10 Gross Budget	£4m

The strategy is focused on the following areas:

- **Business efficiency and effectiveness**

We have reviewed the management structure and identified posts that can be deleted, whilst other posts are created that will focus on increasing performance and generating improved grant funding

- **Income generation**

Fees and charges will be reviewed and resources will be focused on increasing the amount of grant funding. Additionally there is the opportunity to provide services to other councils.

- **Reprovision of Services**

There is an opportunity to provide consumer advice through a national scheme instead of directly through OCC.

Further details of these saving proposals follow below, along with a risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
Trading Standards				£000	£000	£000	£000	£000
CS21	Inflation saving	O	Low	-48	-74	-74	-74	-74
CS22	Delete Trading standards Group Manager post	SR	Low	-56	-56	-56	-56	-56
CS23	Delete Trading Standards Community Development Officer post. Cessation of support for the Junior Citizen programme (key life skills for over 5000, 10 year old children - to be supported via Voluntary sector) , and the annual electric blanket safety testing campaign.	SR	Low	-26	-26	-26	-26	-26
CS24	Increase weights and measures fees by 1.5% (allowed inflation 0.5%)	IG	Low	-1	-1	-1	-1	-1
CS25	Delete external conferences budget	SR	Low	-5	-5	-5	-5	-5
CS26	Increase the level of grant funding (net of specialist grants and funding officer post, 1fte). Raising performance of Trading Standards in securing grant funding to a level consistent with other local authorities).	IG	Low	-20	-40	-40	-40	-40
CS27	Additional increase in grant funding. Raising performance in securing grant funding to a level consistent with highest performing authorities. Higher risk strategy that, if unsuccessful, will necessitate further service reductions.	IG	Med			-50	-50	-50
CS28	Replace Trading Standards operational post with an apprenticeship	ES	Med	-2	-4	-4	-4	-4
CS29	Reduce admin support to the Animal Health & Farming Standards Team by 0.4fte	SR	Med	-4	-4	-4	-4	-4
CS30	Reprovision of OCC Consumer Advice Service through redirecting Oxfordshire residents to national provider. Reduction of 3 FTE advisor posts. This will require an equalities impact assessment.	SR	Med			-67	-102	-102
CS31	Delete honoraria payments for emergency call out rota and flexible working etc	SR	Med			-10	-10	-10
CS32	Replace Doorstep Crime Unit police officer secondment.	ES	Med	-7	-7	-7	-7	-7

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	20010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
CS33	Provision of a petroleum and explosives regulation service for Buckinghamshire County Council	IG	Med	-12	-12	-12	-12	-12
CS34	Provision of petrol station 'vapour recovery' licensing service on behalf of district councils. Avoids duplication of inspection between OCC and Districts. High risk strategy relies upon agreement of all 5 District Councils to achieve the full saving.	IG	Med	-1	-5	-5	-5	-5
CS35	Delete Trading Standards Enforcement Officer post	SR	Med			-12	-30	-30
CS36	Delete head of service post and combine services (£100K saving shared with another directorate)	SR	High		-50	-50	-50	-50
Total Trading Standards Savings				-182	-284	-423	-476	-476
CS37	Safer Communities – Reduction in operating budget	SR	Low	-3	-3	-3	-3	-3
Total Safer Communities Savings				-3	-3	-3	-3	-3
CS38	Buckinghamshire County Council gypsy & traveller service contract fee	IG	Low	-38	-38	-38	-38	-38
CS39	Brent Housing Partnership traveller service contract fee	IG	Low	-48	-48	-48	-48	-48
CS40	Brent Housing Partnership traveller service contribution to overheads	IG	Low	-12	-12	-12	-12	-12
CS41	Oxfordshire traveller sites - increase rents by 1.5% (allowed inflation 0.5%)	IG	Med	-2	-2	2	-2	-2
CS42	Buckinghamshire traveller sites - increase rents by 1.5% (allowed inflation 0.5%)	IG	Med	-2	-2	-2	-2	-2
CS43	Provide an in house repair & maintenance service for all traveller sites managed by Oxfordshire Gypsy & Traveller Services. £40K saving to be shared with Property Services (Environment & Economy).	ES	Med	-20	-20	-20	-20	-20
Total Gypsy and Traveller Services Savings				-122	-122	-122	-122	-122
TOTAL TRADING STANDARDS, SAFER COMMUNITIES UNIT, GYPSY & TRAVELLER SERVICE SAVINGS				-307	-409	-548	-601	-601

Summary

The relatively small scale of areas such as Fire & Rescue and Trading Standards and their already low cost bases means that significant savings are unrealistic. However, we have challenged spending in all areas and identified savings that will meet our targets. Work remains to determine how these outputs will be achieved in relation to Fire & Rescue. Some of the savings proposed are high risk and there will be a need to consider them in light of the outcomes of the recent Health and Safety Inspection when the findings are published.

We continue to face the challenge of implementing the national projects in Fire & Rescue to maintain resilience and the impacts that the delays in implementing those have. Maintaining the numbers and competency of retained duty firefighters is also a significant concern and we have made proposals to address that in this plan.

John Parry
Director of Community Safety and Shared Services and Chief Fire Officer