

Dumfries and Galloway Fire and Rescue Authority

Performance Audit Report 2006

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Executive summary

1. Dumfries and Galloway Fire and Rescue Authority (the FRA) is the smallest authority in Scotland and operates in a predominately rural environment. Against this backdrop, the FRA has worked hard to implement its vision, which is based on the principles outlined in the Fire and Rescue Framework for Scotland but tailored to suit local needs. Capacity has been enhanced through partnership working, links with Dumfries and Galloway Council and participation in the South East Collaboration Group.
2. The FRA has a clear strategic direction but needs to develop closer integration between the Council's corporate planning priorities and their own strategic planning. Performance management is underdeveloped but there are plans in place to address this. The members of the Police and Fire Committee are clearly committed and supportive. The introduction of a development framework would allow members of the Committee to play a more informed and active role in developing the strategic direction of the authority and scrutinising performance, and would support the induction of any new members after the May 2007 elections.
3. A clear Integrated Risk Management Plan (IRMP) has been developed. This is informing the delivery of community safety initiatives as well as education and awareness programmes delivered both independently and in partnership with others. The introduction of the district structure has been a positive development in building closer links with local communities.
4. The FRA needs to develop a more systematic evaluation of the effectiveness of their community safety initiatives. This is important given that the number of incidents such as Road Traffic Collisions (RTC's) and deliberate fires attended by the FRA has increased in the past 12 months. The FRA has made good progress in the delivery of Home Fire Safety Visits (HFSVs). Ambitious targets have been set over the next three-year period and regeneration funding has been secured to support this programme.
5. There is no dedicated HR Manager or Equality and Diversity Officer in post. The FRA is therefore vulnerable in terms of being able to successfully deliver its HR Strategy. The FRA must quickly seek out and implement permanent solutions with regards to resourcing HR services in the future. Wholetime and retained personnel are being developed through the Integrated Personal Development System (IPDS) although overall progress in this area is inhibited by the lack of IT systems, but this is being addressed. The FRA operates a robust Assessment Development Interview (ADI) system to assess the development needs of all roles and grades of staff.
6. The FRA is clearly committed to improving internal communications but progress has been slow and until recently the FRA was working to a communications strategy that was developed in 2003. The FRA's approach to Public Performance Reporting (PPR) provides a sound basis from which to develop the work required to comply fully with Best Value statutory guidance.

7. Overall, the FRA has made reasonable progress since the 2004 Accounts Commission Phase 2 Verification. It has taken an incremental approach to IRMP, reflecting the capacity of the authority, and progress on IPDS has been adequate. Rank to role is now complete and the FRA has successfully put in place a range of operational policies to improve efficiency and effectiveness. However, the FRA needs to ensure that the impact of its work is properly evaluated, particularly in relation to community safety and partnership working.

Introduction

Background

8. Fire and rescue authorities across the UK are undergoing an extensive programme of modernisation following the National Joint Council (NJC) agreement on pay and conditions in 2003. This programme of change is intended to move authorities towards a more targeted and risk-based approach to prevention, protection and emergency response.
9. As part of the NJC agreement, the Accounts Commission undertook a verification exercise to examine whether the intended benefits of the various national changes under modernisation were being delivered locally. This was conducted in two phases during 2004 with reports on progress produced in March and October of that year¹.
10. The second verification on the progress of modernisation reported that progress was being made in Scotland and that the building blocks were in place. However, the report concluded there was still a significant amount of work to be done before real change would be delivered on the ground. As a result, the Accounts Commission asked Audit Scotland to undertake a performance audit on the Scottish fire and rescue authorities during 2006 to include a review of the overall outcomes of modernisation.
11. Following the NJC agreement, new legislation was enacted in Scotland (The Fire (Scotland) Act 2005) which provides the statutory framework to enable Fire and Rescue Authorities in Scotland to modernise their services. The 2005 Act is accompanied by a statutory Fire and Rescue Framework for Scotland, finalised in September 2005, which sets out the priorities, objectives and guidance for the fire and rescue service.
12. With enabling legislation and a new statutory framework in place, the Commission agreed a project brief for a national performance audit of Scottish Fire and Rescue authorities in February 2006. The overall focus of the audit should be the extent to which fire and rescue authorities are achieving the objectives of modernisation, and in particular whether:
 - Integrated Risk Management Plans (IRMPs) are effectively supporting the change in emphasis from intervention to prevention, and

¹ Accounts Commission (2004) Scottish Fire Services. verification of the progress of modernisation (March) and the second verification of the progress of modernisation (October)

- the progress to modernisation is reflected in the culture of the organisation.
13. During the summer of 2006, an Audit Scotland performance audit team visited all eight fire and rescue authorities in Scotland. In each authority, the audit team conducted an extensive range of interviews, reviewed relevant documents and analysed performance information. The audit team reviewed six areas of performance:
- Strategic management
 - Fire prevention and risk management
 - Financial management
 - Workforce management
 - Management of operational business
 - Communication
14. This local audit report presents our findings and conclusions against these six areas for Dumfries and Galloway Fire and Rescue Authority. A national report summarising our findings for all Scottish Fire and Rescue Authorities will be published in February 2007.
15. In conducting the local audit work, Audit Scotland reviewed the inspection report of Dumfries and Galloway FRA by Her Majesty's Fire Service Inspectorate for Scotland (HMFSIS). The inspection was carried out in March 2005.
16. We gratefully acknowledge the co-operation and assistance provided to the audit team by the many councillors, FRA staff and other stakeholders who assisted us in our work.

Local context

17. Dumfries and Galloway Fire and Rescue Authority (the FRA) covers an area of 6,426 sq km (8.2% of Scotland) and delivers services to 148,340 people, 2.9% of Scotland's population.
18. The population of Dumfries and Galloway has remained relatively static in recent years, and is projected to decline slightly by 2.4% by 2024. However, the proportion of older people is growing (projected to be 32% in 2016), life expectancy is increasing and the birth rate is falling.
19. A third of the population live in small settlements or the countryside, but there is a continuing exodus to the main towns, particularly Dumfries, which is the largest town in the area with a population of

approximately 32,000. This creates particular challenges for the FRA in planning the delivery of services to local communities in the future.

20. There is a strong link between living in an area of deprivation and being at risk from fire. The Scottish Index of Multiple Deprivation (SIMD) is the Executive's official tool for identifying small area concentrations of multiple deprivation across all of Scotland. The SIMD 2006 divides Scotland up into 6,505 small geographical areas (called 'data zones'), with a median population size of 769. The FRA has 6% of its population living in the 15% most deprived datazones.
21. The 2001 census identified 969 Black Minority and Ethnic (BME) residents in Dumfries and Galloway, constituting 0.7% of the local authority population.

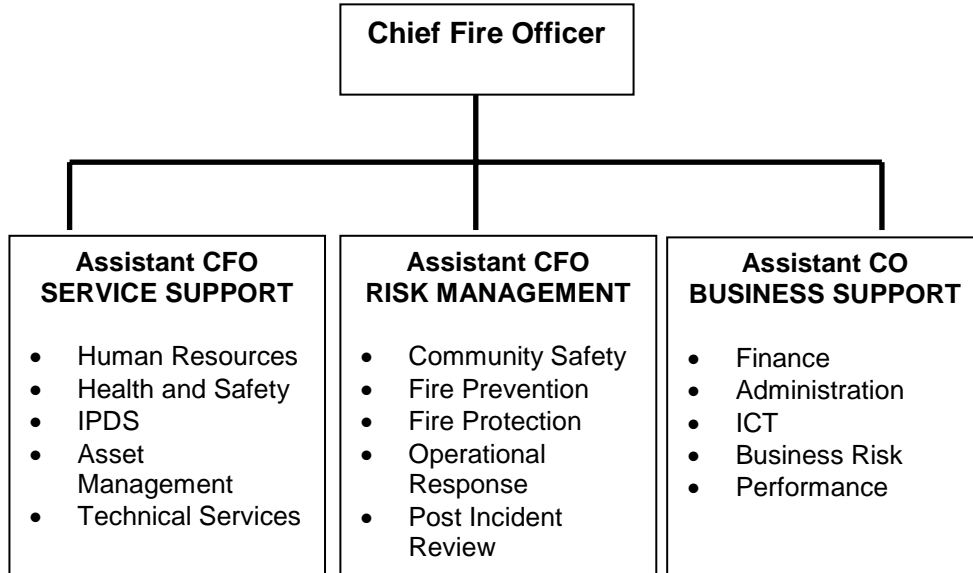
The Fire and Rescue Authority

22. Dumfries and Galloway Fire and Rescue Service is a department of Dumfries and Galloway Council. It is managed by the Chief Fire Officer (CFO) and a Senior Management Team comprising the Assistant Chief Officer (ACO) and two Assistant Chief Fire Officers (ACFOs). The CFO is a member of the Council's Corporate Management Team. The service is delivered through three operational groupings – Service Support, Risk Management and Business Support as outlined in Exhibit 1.
23. The FRA is the smallest in Scotland with a revenue budget for 2006/07 of £9.6 million and a supporting capital budget of £1.3 million. The FRA employs approximately 380 personnel. Of these, 126 are wholetime uniformed staff comprising operational firefighters and control staff, 220 are retained firefighters, 10 are auxiliary firefighters whilst the remaining 23 are non-uniformed staff² employed at the Fire and Rescue Headquarters in administration and associated posts.
24. The FRA has 17 fire stations strategically located across the region. There is one wholetime station, the remaining 16 stations are retained and there is one auxiliary fire unit in Drummore.
25. The FRA dealt with 1906 incidents in 2005/06 of which 736 (39%) were false alarms, 566 (30%) were secondary fires and 335 (18%) were primary fires.

² In this report, the term non-uniformed is used to describe only those staff who are not subject to the NJC Schemes of Conditions of Service Sixth edition 2004. We have used this term in the absence of any nationally agreed description for this group of staff. Some FRAs use 'support staff' and/or 'corporate staff'.

Exhibit 1

Organisational structure



Source: Dumfries and Galloway Fire and Rescue Authority

Part 1: Strategic management

Key findings

- The FRA has clear objectives and plans in relation to integrated risk management and community safety, and contributes to the Council's corporate planning framework through the Service Strategic Plan. However, the links between these two planning processes are not explicit.
- The creation of district teams is enabling the FRA to build closer links with local communities and puts the organisation in a stronger position to achieve its community safety and IRMP objectives.
- There is active and positive support by members for the FRA, but the introduction of a development framework could allow the members of the Fire and Police Committee to play a more informed and active role in developing the strategic direction of the authority and support the induction of any new members after the May 2007 elections.
- Performance management is underdeveloped. The FRA needs to work towards a more coherent regime that better informs management and scrutiny of service performance and there are plans in place to address this. The FRA is making good progress in the management of risk.

Strategic direction

26. The FRA's IRMP is the primary mechanism for setting the strategic direction for the authority. This is complemented by the FRA's Community Safety Strategic Plan 2006-2009. These reflect the aspirations in the Fire (Scotland) Act 2005 and the national framework and are designed to meet local needs.
27. As part of the Council, the FRA also contributes to the Council's corporate planning arrangements, and has an agreed Service Strategic Plan for 2006-2009 arising from this process. While there are consistent themes across this plan and the FRA's other strategic plans, in particular around reducing injuries and the impact of fire, improving safety and delivering best value, the links between them are not explicit.
28. In addition, Dumfries and Galloway's Community Plan includes a five year vision for safe and healthy communities, which also impacts on some of FRA's strategic objectives, and there is a lack of clear links between the Safe and Healthy Communities Forum Strategic Plan 2006-2009 and the Community Safety Strategic Plan 2006-2009. There is therefore scope for the FRA to develop a closer integration between the FRA's own strategic planning, the council's corporate planning and local community planning.

29. The FRA operates within a clear business planning process which is linked to the Council's strategic management framework. Performance reviews for the previous 12 months are held for each service area in May, which identifies achievements against strategic aims and objectives. Draft service plans for the following financial year are then completed by July and these are agreed in principle by November/December. Service plans thereafter are finalised and aligned with budgets in time for the beginning of the new financial year in April.
30. During 2005, the FRA reorganised service delivery and community safety into four district teams, reflecting the four local community planning areas, and appointed district officers to co-ordinate local community safety work and build relations with local communities. This is widely viewed as a positive development among staff and puts the FRA in a strong position to deliver its community safety and IRMP strategies effectively.

Leadership and governance

31. The FRA has clear governance arrangements through the adoption of a local code of Corporate Governance which follows principles defined by the Chartered Institute of Public Finance and Accounting (CIPFA) in conjunction with the Society of Local Authority Chief Executives (SOLACE).
32. In 2003, the FRA established a Modernisation Sub-Committee to support local implementation of the national modernisation agenda and to play a proactive role in the development of IRMP. This has benefited the FRA by increasing the involvement of members in both strategic decision making and reviewing progress of the IRMP. Our interviews with members confirmed that they now felt better placed to making informed decisions on policy. While the Council recently reviewed its Sub-Committee structure with a view to reducing the number of Sub-Committees, it decided to retain the Modernisation Sub-Committee given the challenging programme of change that the FRA is undergoing.
33. Members receive generic training from Dumfries and Galloway Council and the FRA offers briefings on fire and rescue related topics such as IRMP and IPDS. However, members' uptake of these opportunities is low, and a comprehensive training needs analysis for members has not been undertaken. By not taking into account the skills members bring to the Committee or their specific training requirements, the FRA is missing an opportunity to realise fully members' potential. This is an issue that the FRA may wish to explore after the 2007 local elections.
34. There is also scope for lead roles to be developed among members, covering aspects such as performance management reporting, and diversity and equality. The outcome of any training needs analysis could help identify suitable members to fulfil these roles.

35. The relationship between members and officers is good. There is a Corporate Member-Officer protocol in place. Members are active locally and attend events such as medal presentations.
36. The FRA recognises that effective communication and consultation with representative bodies is critical to achieving its objectives. Senior management meet regularly with individuals unions and have recently taken steps to recognise both the Fire Officers Association (FOA) and the Retained Firefighters Union (RFU). However, progress in this area would be assisted by the introduction consultation forum for all representative bodies. Such a forum would assist in developing and sustaining productive working relationships with senior management.

Performance management

37. Performance management is not systematically applied throughout the FRA. The only structured reporting is on performance against Statutory Performance Indicators (SPIs) and Local Performance Indicators (LPIs). SPIs are set out in the Accounts Commission's annual Direction and are reported on by all Scottish FRAs. LPIs are agreed by Chief Fire Officers Association (Scotland) and allow Fire and Rescue Authorities in Scotland to benchmark their performance against each other. These indicators measure performance in areas such as fire prevention, the diversity of the workforce, attacks on firefighters and Freedom of Information requests. A new suite of LPIs was introduced on 1st April 2006, so at present no annual comparable data is available.
38. While individual departments routinely collate volumes of detailed data on activity and, to some degree, the performance of individual services and functions, this information is not structured and presented in a coherent, consistent manner that allows accessible management information on the performance of the organisation as a whole to be presented to the Senior Management Team (SMT) and the Police and Fire Committee for scrutiny. As things stand, it is hard for the SMT to gauge the performance of the FRA against the IRMP and Strategic Service plan.
39. The FRA is aware of these weaknesses and over the last 12 months has been working to develop a more robust performance management framework. For example, the new strategic plans which have been developed within this financial year (Community Safety and IT) include clear targets and identify how these will be monitored at both an operational and strategic level on a monthly and quarterly basis.
40. Once this framework is more clearly established, there are two other specific areas in relation to performance management for the FRA to take forward:
 - The procurement of performance management software to enable the service to develop the full potential of the performance management framework.

- Linking the existing Assessment Development Interview (ADI) system with the framework once it is fully established.
41. The FRA is making good progress in the management of risk. Their work extends to all areas of its business, for example, work has been jointly undertaken with the Council in the development of a corporate risk register as part of their wider Risk Management Strategy. Other key activities are well developed as a consequence of the new duties under the Civil Contingencies Act 2004 for example the introduction and management of the community risk register. Other areas of work are evolving such as the creation of business continuity plans.

Part 2: Fire prevention and risk management

Key findings

- The IRMP plays a major role in both policy and strategy development within the FRA. The 2006/07 action plan builds on the achievements of year 1 of IRMP, and underpins the Community Safety Strategic Plan 2006-2009.
- The FRA has developed a positive and targeted approach to Community Fire Safety and a broad range of initiatives have been instigated. Good progress has been made on the roll out of Home Fire Safety Visits (HFSVs). The development of risk profiles for each ward area is supporting a proactive approach whereby HFSVs are prioritised towards areas of greatest need. However, the FRA needs to make greater use of the Fire Service Emergency Cover (FSEC) computer model.
- The FRA needs to do more to measure the impact of community safety initiatives to ensure that they are making optimum use of resources and collectively contributing to the objectives identified in the IRMP. The FRA cannot yet demonstrate improvements in areas such as deliberate fire raising, and RTC's which have all increased in number over the last 12 months despite the FRA engaging in a wide range of initiatives.
- The FRA recognises the benefits of partnership working and uses these to good effect. However, until such partnerships are managed more strategically, the FRA will be unable to target resources at those which deliver the greatest benefits.

Integrated Risk Management Planning (IRMP)

42. The FRA has developed an IRMP that takes account of both local and national priorities and meets the requirements of the national framework for Scottish Fire and Rescue Services. The FRA has adopted a methodological approach to IRMP with a framework document that makes the case for an incremental rebalancing of resources towards a sharper focus on prevention, while maintaining and delivering a high level of operational capability. The IRMP framework focuses on three elements:
 - Removing the Risk (Prevention)
 - Reducing the Risk (Protection)
 - Intervention
43. The FRA adopted a proactive role to the development of IRMP and in May 2004, 11 months ahead of the agreed implementation date, set out their intended vision in a document entitled "An

Introduction to Integrated Risk Management'. This was widely circulated and was important in articulating the future direction of the service to local communities and key stakeholders.

44. An essential requirement of IRMP is the use of the FSEC system. There is a small team who are responsible for inputting data to FSEC, which includes two members of staff from Fire Control. The FRA has used FSEC to profile each of the four districts – Wigtown, Stewarty, Nithsdale, and Annandale & Eskdale, enabling the production of risk maps at a selection of scales, including the FRA as a whole and the area normally served by each fire station, or 'station ground'.
45. However, workload prioritisation is challenging as the FSEC team is having to input data at the same time as the SMT require the system to simulate alternative solutions for the deployment of resources. The team is also using the Active Response software to assist in the development of risk based profiles for each ward and respond to any ad-hoc data requests. Given these competing workload demands, the FSEC team would benefit from a work programme that is more clearly prioritised.
46. There is also scope to make more and better use of FSEC, for example by using the system to capture information on and target community safety activity, and to provide information related to new duties falling from Part 3 of the Fire (Scotland) Act. The use of data overlays, already in use in some other FRAs, would allow the security and integrity of the FSEC system to be maintained, while generating added value from the generic tools it can offer. Further opportunities could arise from closer integration of FSEC modelling with corporate risk management and the management of the community risk register.

Implementation of IRMP

47. The 2005/06 IRMP yielded a number of tangible benefits for the FRA including:
 - The introduction of four District Teams to improve engagement with partners and allow Community Fire Safety (CFS) initiatives to be targeted more effectively.
 - The development of a number of new policies – covering aspects such as revised working routines, flexible working and mixed crewing – to provide greater flexibility for resources to be channelled into areas such as CFS. The new working routines at Dumfries Fire Station have led to an annual increase of 23,600 productivity hours, equating to a staffing increase of 11 full-time posts.
 - The introduction of a range of measures, such as the call management policy to reduce unwanted operational activities. A review of the response to automated fire alarms (AFAs) was also completed.
 - The implementation of an HR and Diversity Strategy to underpin and support the personnel objectives outlined in the IRMP.

- The accelerated rollout of targeted HFSVs to over 2,000 homes across the Dumfries & Galloway region.
48. The FRA's clear vision for community safety is evidenced in the Community Safety Strategic Plan 2006-2009, and supported by district-level plans. The FRA is making a clear commitment to shifting the emphasis of its service delivery to protection and prevention. A broad range of initiatives has been initiated, including Risk Watch, School Education Programmes, Youth Initiatives and Electric Blanket Testing Campaigns.
 49. The FRA's targeted approach to CFS is based on a clear understanding of the needs of high-risk groups within the local community. For example, in recognition of the ageing population, the FRA is heavily involved in the Home Safety for Older People Working Group. Contributing to Home Safety Road Shows targeted at day centres, bowling clubs and other community venues where older people congregate, has allowed the FRA to deliver home safety advice directly to over 900 older people in the last two years. The FRA has also provided training for the Care at Home Training Consortium to ensure that its staff are 'risk aware' when they visit elderly clients.
 50. The FRA has made good progress in the roll out of Home Fire Safety Visits (HFSVs). It has targeted these towards hard-to-reach and vulnerable groups in an effort to drive down local communities' exposure to risk. In 2005/06 the FRA completed 2,100 HFSVs, 3.2% of all households within the area it serves. The FRA has set a target to complete 10,000 HFSVs over the three year period 2006/07 to 2008/09, securing £15,000 from the Community Regeneration Fund for this activity.
 51. The commitment of staff to deliver community safety work, including HFSVs, is being enhanced by empowering and encouraging them to develop watch-based initiatives which draws on crews' own local knowledge. Risk profiles have been developed for all council wards and supplied to stations, to assist operational staff in targeting local CFS activities. The enthusiasm and commitment by both wholtime and retained personnel was evident during interviews with station staff.
 52. The FRA has started to do some evaluation work on its HFSV programme, and has developed a Quality of Service questionnaire which is distributed to all recipients of a HFSV. Of the 1,422 people who completed the questionnaire over the last 12 months, 99% felt they had benefited from the visits.
 53. However, the FRA needs to do much more systematically to evaluate the effectiveness of its full range of CFS initiatives to ensure they are making optimum use of resources, and collectively contributing to objectives set out in the IRMP and associated corporate plans. For example the number of deliberate fires has increased 19% from 355 in 2004/5 to 424 in 2005/06, whilst this number of RTC's has also increased 18% from 130 in 2004/05 to 154 in 2005/06. These results are despite targeted safe initiatives such as Safe Drive Stay Alive and Risk Watch, and a wide range of youth engagement strategies.

54. Over recent years, the FRA has successfully attracted funding from a variety of external sources, including the Scottish Executive and Community Planning Partnerships, to help finance the delivery of CFS work. Funding amounted to £33,200 in 2004/05 and £80,693 in 2005/06. However, these injections of funding are short-term solutions to the longer-term agenda of sustaining the rising volume of CFS work. Short-term initiative funding impacts on long-range planning, and means that many initiatives and marketing campaigns can only be planned annually. The FRA needs to consider how funding for community safety activity can be sustained in the medium and longer term.
55. In October 2006, Part 3 of the Fire (Scotland) Act brought in new responsibilities and potential workloads relating to fire risk. The new legislation puts a statutory responsibility for ensuring the safety of people in their workplaces or other non-domestic premises (such as residential care homes or houses of multiple occupation) in the event of a fire to the owners or managers of the relevant properties. Fire and rescue authorities are responsible for enforcing the new legislation and ensuring owners are adequately fulfilling their statutory responsibilities. This has implications both in knowing which premises within their area are subject to the new legislation and in establishing a new inspection framework.
56. Through the CFOA (S) Business Stream, the FRA has been working with the other services across Scotland, to ensure that consistent introduction of the legislation is achieved. The FRA has also been considering the staffing implications of the new legislation and has included it as a key objective within its Community Safety Strategic Plan.

Partnership working

57. The FRA plays an active role in Dumfries and Galloway's Community Planning Partnership (CPP), whose sub-groups have been developed on a themed basis. The Safe and Healthy theme is particularly relevant to the FRA and covers issues such as anti-social behaviour, domestic abuse, alcohol and drugs, home safety and for the elderly and accident prevention. The FRA leads the CPP theme group on accident prevention and is an active partner in Anti-Social Behaviour work through the Young Fire Setters Programme and the Home Safety for the Elderly initiative.
58. The FRA clearly recognises the benefits of partnership working and has proactively established partnerships outwith Council boundaries in support of its aims and objectives. A good example of partnership working is the Young Citizens Scheme, which operates in each of the four district areas in Dumfries and Galloway and aims to divert young people from anti-social behaviour whilst raising awareness of community safety issues. Partners who have been involved in this scheme include the Scottish Ambulance Service, Gretna Football Club, Marine Coastguard Agency and Forest Enterprise.
59. The FRA has a close working relationship with the police, having worked in partnership with them on a range of projects such as Sleep Safe Campaign for safe electric blankets. The police have also conducted home security checks whilst firefighters are undertaking HFSVs. The new district team

structure has assisted partnership working with the police as they have the same devolved operational structures. Police officers are now able to communicate directly with their respective District Team Managers on local policing and fire safety issues.

60. Whilst the FRA has evaluated the effectiveness of individual partnerships such as the 'Better Neighbour Fund' and 'Grim Reaper Campaign', there are no overarching arrangements to systematically monitor or evaluate the effectiveness of partnership working. Without this evaluation, the FRA is not in a position to fully understand whether its partnership work contributes effectively to the achievement of its corporate objectives. The FRA is aware of these issues and is developing ways to improve its approach which will identify clear success criteria and evaluation methods.

Part 3: Financial management

Key findings

- The FRA has a good understanding of the key financial pressures it faces and is taking steps to address these issues. Long term sustainability is a key issue for the FRA, particularly when viewed in the wider context of the Council's current financial pressures.
- Funds have been accessed from a range of sources such as the community regeneration fund, but steps could be taken to manage the risks associated with the impact of short-term funding on the sustainability of initiatives in the longer-term.
- There are clear lines of accountability and the FRA has sound budget monitoring procedures in place. However, the FRA should consider devolving budgets down to station level as this would allow budget holders greater flexibility in making the most efficient and effective use of resources in accordance with local service needs.
- The current asset management plan to deliver the asset management strategy is not fit for purpose and is currently being revisited to ensure it has clear linkages with and is more responsive to, both IRMP and IPDS.

Financial position

61. The FRA's net expenditure in 2005/06 was £9.6 million which equates to £65.19 per head of population. This is higher than the Scottish average of £59.31. However, the sparsity of population and the geography of the area will contribute to this higher cost.
62. Approximately 4.5% (£457,000) of the FRA's expenditure is funded from income generated during the year. This income relates to the supply of services such as commercial training, the provision of chargeable services and for charges levied on outside bodies for the use of facilities and premises for conferences. The FRA has also accessed funds from a range of other sources including local community planning partnerships and community regeneration funding. These are a mix of one-off and continuing programmes and, in practice, can only be planned for on an annual basis. The FRA could bolster its approach to securing and deploying external funds, for example by improved costing of projects both during and beyond the funding period, so that the sustainability of core services currently delivered through short-term funding can be secured in the longer term.
63. A November 2005 report by the FRA, headed '*Resourcing the Fire Service 2006/07 and 2007/08 – the Financial Implications, Operational Benefits and Efficiencies*' indicates that the FRA expects to contain the various pressures within GAE allocations for 2005/06, 2006/07 and 2007/08, whilst maintaining reserves at around 1% of its revenue budget.

64. Audit Scotland has identified the affordability of services as the main financial risk to the Council. For several years, the FRA has drawn on its revenue budget reserves to bridge the gap between the nominal GAE funding level and the higher actual cost of providing fire and rescue services in Dumfries & Galloway. However, the impact of budgetary pressures across the Council may mean that this approach is unsustainable in the longer term, given that many councils anticipate a more stringent funding regime over the next few years. This issue has been reported to the Council's Audit Committee and will be reflected in the external auditor's annual audit report to members.
65. The Firefighters' Pension Scheme is administered by the Council. It is unfunded and, therefore has no assets to be valued. The cost of the existing pensions is to be met from serving firefighters' contributions and contributions from constituent authorities, through the revenue budget. At 31 March 2006 the present value of scheme liabilities was almost £50 million. The increasing cost of maturing pension liabilities is in danger of outstripping the operational cost of service provision, and this situation will worsen over the next few years as the large number of firefighters who joined the service in the late 1970's approach retirement. Firefighter pension liabilities are an increasing financial risk for all FRA's and the Scottish Executive is currently reviewing a number of different options for funding.

Financial pressures

66. Beyond pension liabilities, the main financial pressure for the FRA is the imminent end of transitional funding by the Scottish Executive. The FRA has been allocated approximately £1.2 million of transitional funding for the financial period 2003/04 – 2006/07, which has mainly been used to offset the impact of the 2003 Head of Agreement on employee cost increases for wholtime and control staff, retained pay parity and pension costs.
67. In 2007/08, the FRA will confront absorbing a £53,000 reduction in transitional funding at the same time as managing other financial pressures. As the transitional funding regime ends, the FRA envisages that the costs it presently meets will be subsequently be funded through the normal budgetary streams.

Budget setting and monitoring

68. The FRA is a service of Dumfries & Galloway Council and its funding arrangements are governed by the Council's budget setting process. The FRA contributes to the Council's Strategic Management Framework.
69. Wider work completed by Audit Scotland in connection with the Audit Risk Assurance Plan identified that the Council approved a budget for 2006/07 that was outwith its previous three-year financial strategy, and that no alternative three-year strategy had been approved at that time.

70. Subsequently, a report dated February 2006 was considered by the Finance Sub-Committee, which agreed the principles of a three year budget strategy and endorsed the development of zero-based budgeting and policy-led budgeting. The report also noted that the External Auditor had identified the affordability of services as the main financial risk to the Council.
71. There are clearly identified lines of financial accountability for the CFO, who is accountable to the Dumfries & Galloway full Council. Within the FRA, there is a limited amount of financial delegation, with some elements of the budget being devolved to Head of Support Services (property, supplies and services and transport costs), to Head of Learning and Development (training costs) and ICT Manager (communications costs). The FRA should consider devolving budgets down to station level as this would allow budget holders greater flexibility in making the most efficient and effective use of resources in accordance with local service needs.
72. Sound budget monitoring arrangements are in place, culminating in regular revenue and capital monitoring reports being presented to the Police and Fire Committee.

Procurement

73. When it met in December 2005, the Council agreed New Procurement Standing Orders which also apply to the FRA. In addition, the FRA makes use of nationally negotiated contracts through the CFOA Procurement Group and is currently exploring further opportunities for joint procurement within the South East Collaboration Group.

Capital planning

74. The Council has adopted the CIPFA Prudential Code for Capital Finance and the CIPFA Code of practise on Treasury Management to ensure that its capital plans are prudent, affordable and sustainable. Scottish Fire Circular 10/2/2003 'Prudential Regime for Local Authority Capital Funding Arrangements for Fire' affords FRAs the opportunity to supplement capital grants by borrowing where this is planned and undertaken in compliance with the Prudential Code. However, the service has decided that it will not undertake such borrowing because continuing pressure on revenue spending limits its ability to make loan repayments.
75. The FRA has a well defined process in place for capital planning. A multi-disciplinary Capital Officers Working Group, chaired by the ACFO, considers the investment needs of the Service. The Group agrees priorities which are then taken to the internal management team and submitted as recommendations to the Police and Fire Committee.
76. The FRA prepared a three-year provisional capital expenditure plan covering the period 2006/07 – 2008/09, which was approved by the Police and Fire Committee. This plan is revised annually in line with funding announcements by the Scottish Executive. The FRA's capital programme for 2006/07

was £1.3 million, comprising Scottish Executive capital grant of £1.1 million and capital funding from current revenue (CFCR) of £0.2 million.

77. An Asset Management Strategy was adopted in April 2005 but the FRA acknowledges the plan to deliver on the strategy is not fit for purpose. It is therefore currently being refreshed to ensure it has clear linkages with and is more responsive to both IRMP and IPDS.

Part 4: Workforce management

Key findings

- The FRA has an HR Strategy which provides a clear direction for workforce management and planning. However, the lack of a dedicated HR Manager has hampered its full implementation and the FRA is now working collaboratively with other authorities to secure additional expertise and resources in support of its HR work.
- The FRA is making adequate progress on the rollout of IPDS, which will be enhanced as access to IT and specifically PDRPro is rolled out across the remainder of retained stations. There are good training and development opportunities for non-uniformed staff. The FRA operates a robust Assessment Development Interview (ADI) System to assess the development needs of all roles and grades of staff.
- The FRA has established flexible working arrangements. Non-uniformed staff benefit from the same flexible work options as their council counterparts, but the opportunities for operational staff can be limited given the relative small size of the workforce.
- There is no dedicated Equality and Diversity Officer. While the FRA has made steady progress in addressing the agenda, particularly in relation to workforce monitoring, sustaining momentum is challenging and there is a risk that the FRA is placing an over-reliance on the members of Equality and Diversity Forum to take responsibility for the workload.

Workforce planning

78. There is a clear strategic direction, articulated in the 2005-2008 HR Strategy, which identifies seven corporate priorities. The strategy was driven by needs identified in the IRMP and provides a framework through which the HR function can support implementation of the modernisation agenda.
79. There are demonstrable achievements from the first year of the HR Strategy – grievance and disciplinary procedures have been introduced, rank-to-role has been completed, a collaborative approach to firefighter recruitment has been agreed and a Race Equality Scheme is in place.
80. Whilst there is good evidence of achievement, there has also been slippage in certain areas against the timescales identified in the strategy. For example, an absence management policy was due to be introduced from September 2005, but is still in development and is currently out for consultation, and the timescales associated with rank to role also slipped although this has now been completed.
81. Furthermore, the FRA has been operating without an HR Manager for the last six months. An interim arrangement is in place whereby with the FRA secures specialist HR advice from Lothian and Borders FRA. The South East Collaboration Group is currently exploring the potential for the four participating authorities to develop a shared service approach to HR. Whilst this is a positive

development; there remains a need for the FRA to review its existing strategy, to ensure that its objectives can still be achieved and to prioritise various work streams.

82. Good progress has been made on sickness absence which is managed through a policy on controlling and monitoring absence. Absence data is monitored quarterly by the Corporate Management Team, whose meetings allow long-term or repeated absences to be identified and enable decisions to be made on how best these can be addressed. The percentage of rider shifts lost due to sickness decreased from 5.9% in 2003/04 to 4.6% in 2005/06³, comparing favourably against the Scottish average of 6.4% in 2005/06. To sustain this trend, the FRA intends to introduce a revised attendance management policy, which is currently out for consultation.

Support and development of staff

83. The FRA has a clear commitment to implementing IPDS in order to develop its personnel effectively and efficiently. An IPDS Implementation Plan 2003-2007 is in place and provides the overarching strategy for delivery including timescales and milestones. The FRA has made good progress against the plan in the last 12 months.
84. PDRpro is currently being used in the wholetime sector for both role evaluation and development planning. Uniformed personnel are also taking advantage of the e-learning opportunities such as those available on the Scottish Fire Service College website. Within the retained sector, PDRpro has been rolled out to the Stranrear station, with a planned implementation programme to another 75% of stations before the end of 2006. This is a challenging task for the FRA given the issues that they are currently facing round IT infrastructure.
85. The FRA operates a robust Assessment Development Interview (ADI) system to assess the development needs of all roles and grades of staff. The system not only identifies the individuals training needs but also looks at the needs of the service. This allows resources to be targeted appropriately in line with strategic plans. The ADI is a model of good practice as it is available to all staff and is a powerful tool for assessing development needs. As outlined in section one of the report, there is a need to link the ADI model to the evolving performance management framework.
86. The FRA has successfully completed the transition from rank to role. The FRA has used rank to role as an opportunity to reconsider how it deploys employees in providing community safety and legislative fire safety services and this is reflected in the IPDS Implementation Plan.
87. There are good opportunities for training and development for non-uniformed staff who are able to access the full range of courses available through the council. The training needs of individual staff

³ Audit Scotland Statutory Performance Indicator

are identified through the ADI system. Interviews with non-uniformed staff confirmed that they found the current arrangements to be effective.

Flexible working

88. The FRA has implemented a number of policies which demonstrate its commitment to family-friendly policies and flexible working arrangements. These include policies relating to pre-planned overtime, work routines, flexitime, mixed crewing. Whilst such policies exist, the capacity of the FRA, particularly amongst wholetime personnel, can affect their implementation. The small number of employees in certain locations poses practical constraints around balancing the needs of individual employees against the business needs of the organisation.
89. Both uniformed and non-uniformed staff have flexible working arrangements and enjoy the same conditions as other staff within Dumfries & Galloway Council. In recognition that training needs to be delivered flexibly, staff within the Learning and Development Department have also adopted flexible work patterns to increase access to training by staff from across the FRA.

Equality and diversity

90. The FRA demonstrates a strong commitment to the Equality and Diversity agenda through the development of a Diversity strategy, agreed in April 2005, and the establishment of an Equality and Diversity Forum. The Forum includes representation from across the FRA, and members are accountable for matters relating to recruitment, the Race Equality Scheme, training and Equality Impact Assessment (EIA).
91. Forum members also act as First Contact Officers and will give advice and support to staff as required. Some members of the Forum have completed extensive diversity training, which they are empowered to cascade down the FRA. This programme of training has commenced and during interviews with uniformed personnel it was clear they found it beneficial. The training should continue to be a priority for the FRA, as failure to address the training needs of all staff may lead to inequality and unfairness in the workplace.
92. While the Forum has played an important role in taking forward the equality and diversity agenda within the FRA, there is a risk that members are being expected to take on too much, particularly as the FRA does not currently have a dedicated Equality and Diversity Officer in post. Attendance at recent forum meetings has been variable (averaging at 68%) and keeping commitment active may prove difficult over time. However, the FRA is alert to these risks and is exploring options for the recruitment of an Equality and Diversity Officer, including appointing to a post which is shared with Dumfries and Galloway Council. Such an appointment would assist the Forum in setting a clearer strategic direction and supporting its workload.

93. The FRA has arrangements in place to deal with bullying and harassment and staff across the organisations were aware of the complaints procedure. Our interviews also confirmed an awareness of the role of First Contact Officer.
94. Monitoring systems for information relating to equality and diversity within the workforce are well developed. The FRA has put in place a Race Equality Scheme for 2005-2008, is keeping good records on all required information for the Race Relations (Amendment) Act 2000 and is able to produce a current workplace profile.
95. Steps have been taken to address the diversity of the workforce. The FRA continues to pursue positive action in its recruitment campaigns to encourage applications from people among underrepresented sectors of the population and have enjoyed some success to date. In 2005, 40 people attended the positive action recruitment event, this number comprised both women and individuals from Black Minority and Ethnic (BME) groups. Ten went on to make application to the FRA, three were successful and are now in post. Future recruitment events are taking place through the South East Collaboration Group, which should bring economies of scale.
96. Some uniformed personnel perceive that positive-action recruitment events constitute positive discrimination, and those women or individuals from BME who attend such events are given an unfair advantage within the recruitment process. It therefore would benefit the FRA to undertake further communication with staff explaining the rationale for such events, perhaps attached to the ongoing programme of Equality and Diversity training across the FRA. It might also be helpful for the FRA to encourage more personnel to volunteer to assist with such events as this may help change their perceptions.
97. Overall, the FRA is making good progress in addressing Equality and Diversity issues despite capacity constraints on delivering the agenda. The FRA is making good use of the Forum in assisting delivery. However, it must be careful to ensure that the staff who make up the Forum are supported and developed appropriately.

Part 5: Management of operational business

Key findings

- The FRA is committed to providing a high quality intervention service and this is reflected in the objectives within the 2006/07 IRMP action plan.
- A number of policies covering areas such as Call Management and Automatic Fire Alarms (AFA's) have been successfully implemented to ensure greater flexibility and more efficient use of resources.
- There is a well developed approach to Health and Safety and the FRA benefits from the expertise that a professional Health & Safety Manager brings to the post.
- The FRA works collaboratively through CFOA and has benefited from participation in the South East Scotland Collaboration Group.

Operational management

98. The FRA is committed to enhancing the delivery of its intervention service. This is demonstrated through its 2006/07 IRMP Action Plan which has clear objectives to improve operational response options. This year's IRMP includes the following objectives:

- To improve capacity to deal with Inland Waterborne and Flooding Incidents.
- To extend the pilot of the Co-responder scheme.
- To undertake a review of special appliances to determine the most cost effective location, availability and crewing arrangements.
- To introduce a new duty for environmental protection and search and rescue.
- To review the role of Fire Control in Dumfries and Galloway.

99. The FRA is working hard to ensure efficiency in its intervention work. For example a revised call management policy has been introduced which allows control staff to robustly challenge suspected hoax callers. As a result of this policy, coupled with an education drive in local schools and communities, the number of hoax calls has decreased from 49 to 35 between 2004/05 and 2005/06. This represents a 29% improvement and the FRA aims to further reduce these calls by 5% each year over the next three years.

100. In 2005, the FRA carried out a review of the number of AFAs which resulted in a pilot scheme to send only one appliance to non-sleeping risk calls in the Dumfries and Galloway area. As a result of this pilot the FRA has now put in place an AFA policy. Given that false alarms accounted for 39% of all incidents that the FRA attended in 2005/06, there is clearly scope for savings to be made through the implementation of this policy.
101. Furthermore, a protocol has been put in place which identifies when an Aerial Ladder Platform (ALP) is required to attend a commercial premise. The introduction of this protocol has successfully reduced the number of ALP attendances from approximately 220 in 2004/05 to 100 in 2005/06. This represents a 55% reduction, freeing up staffing resources which can be re-directed towards community safety work.
102. As part of the FRAs approach to meeting its strategic objectives it is making more efficient use of its human resources. The 42-hour day duty systems has been reviewed and underpinned by greater flexible working opportunities has resulted in a 16% increase in staff availability during this period. Whilst the introduction of new working routines at Dumfries fire station will lead to a projected increase of 23,600 hours productive working time which equates to 11wte posts.
103. Since the national standards of fire cover were removed the FRA has continued to monitor operational response times for its own business planning purposes, but does not report publicly on them. Response times are of significant public interest and the FRA should consider how its performance can be reported within the context of the IRMP.
104. The FRA has a well developed approach to Health and Safety, which is seen as a personal responsibility for all members of staff. A Health and Safety Management Improvement Plan covering the period 2004-2007 is in place. The plan uses SMART objectives and is robustly monitored. The FRA also benefits from the expertise that a professional Health & Safety Manager brings to the post. The number of RIDDOR injuries has remained fairly static over the last three years, with five injuries being reported in 2003/04, six in 2004/05 and five in 2005/06.
105. Figures from attacks of firefighters provide a potentially new and worrying trend for the FRA. While these are very small overall in number, with only one attack being recorded in 2003/04 and 2004/05, a four fold increase was recorded in during the 12 months to 2005/06. This mirrors the trend nationally. The Community Safety Strategic Plan 2006-2009 lays out the FRA's commitment to eradicating this type of behaviour over the next three years, which includes the inclusion of CCTV cameras in future appliances and a targeted range of youth strategies.

Collaborative working

106. Through CFOA (S), the FRA works effectively with other services throughout Scotland in taking forward initiatives in areas including operations and New Dimensions, which is to their credit given

the relatively small size of the workforce. The FRA should consider the use of retained staff as a means of committing additional resources to CFOA (S).

107. The FRA works through the South-East Collaboration Group (SECG) of four services – Central, Dumfries & Galloway, Lothian & Borders, Fife. The SECG is in the early stages of developing policies and procedures which each FRA can contribute to, and share, to yield more benefits than if each FRA worked separately. The FRA acknowledges the need to assess the impact and cost-effectiveness of its time-investment in the SECG. Working groups have now been established to review and examine the arrangements for the following areas:

- Driver Training Provision
- Health and Safety Audit and Support Arrangements
- Specialist personnel/HR Support
- Specialist Training Delivery
- Staff Development
- Procurement

108. The FRA has also benefited from a close collaboration with the Combined Service Directorate of the council to progress the development of a joint training facility. A plan is in place to develop a site next to the existing Training Unit and deliver combined training.

Part 6: Communications

Key findings

- The FRA does not have an up to date communications strategy. The authority has been working to a strategy produced in 2003 which is now under review. However, the new district team arrangements and the retained forums have significantly contributed to improving communications.
- The FRA's external communications benefits from links with the Council's corporate communication policies. The FRAs approach to Public Performance Reporting (PPR) provides a sound basis from which to develop the work required to comply fully with Best Value statutory guidance.
- Overall, good use is starting to be made of IT and implementation of the FRA's 2006 IT strategy should pay further dividends over the next 18 months, especially for retained stations.

Internal communication

109. The extensive rural geography of the area covered by the FRA, the fact that the majority of staff are retained firefighters, and a paucity of IT systems in retained stations combine to make internal communication challenging. The FRA recognises this and continues to put in place mechanisms to increase the effectiveness of communication with staff.

110. Until recently, the FRA has been working to a strategy produced in November 2003. Work has recently commenced on the development of a new strategy, recognising that the FRAs communication requirements continue to evolve in response to the modernisation agenda. While this is a positive development, the strategy has been drafted without an assessment of the effectiveness of communication techniques already in use.

111. Pending implementation of the strategy, the FRA continues to use conventional methods to disseminate information, such as information cascades down the organisational hierarchy, team briefings, Web postings by the CFO, and staff newsletters.

112. Much of the FRAs emphasis has been placed on communicating the right information to the relevant people. To achieve this, it makes good use of Forums, which provide a mechanism for two-way communications. These cover a number of areas including staff consultation, retained and watch managers. The Retained Forum has been a particularly positive development in improving communications with the FRAs largest group of staff. It meets every quarter at the FRA headquarters and provides an opportunity for the senior management team to meet with representatives from each of the 16 retained stations. Information from these meetings is fed back directly to personnel at a station level, and provides the focal point for communications amongst the retained sector. Interviews with retained personnel confirmed that they were very supportive of this Forum and found it to be beneficial.

113. The new area district team arrangements have also played a key role in improving communications as they provide a clear structure and process through which information is filtered. The District Officers are the key post holders in this regard.

External communication

114. The FRA benefits from being a department of the Council and uses the opportunities that this provides to good effect. It works closely with the Council and can access the services of the Corporate Communications Team. This is particularly useful for the FRA given their lack of dedicated Public Relations resources and specialist personnel. The FRA also regularly submits articles and reports to the *Broadcast magazine*, a quarterly publication that the Council sends to approximately 78,000 homes across Dumfries and Galloway.

115. The FRA also makes use of the Council's Policy Unit for advice on consultation. For example the Policy Unit helped the FRA to drafting a fire safety questionnaire which was sent out in Broadcast.

116. Section 13 of the Local Government (Scotland) Act 2003, imposes a duty on each local authorities police and fire services to make arrangements for reporting to the public on the outcomes of their performance, known as public performance reporting (PPR). The FRAs Service Plan & Performance Report is the primary vehicles for communicating directly to the public and outlines the performance of the FRA. As a PPR vehicle, it contains a large amount of contextual information and data on activity levels such as the number and type of incidents but relatively limited information on the overall performance of services against strategic objectives.

117. There is therefore scope for the FRA to reconsider whether the contents of documents intended to inform the public on service performance are easy to understand, concise and have regard to Section 13 of the 2003 Act in relation to financial and performance information matters. Overall, the FRAs approach to PPR provides a sound basis from which to develop the work required to comply fully with Best Value statutory guidance.

Information Technology (IT)

118. The FRA recognises the important role that IT contributes to improving service delivery and supporting implementation of the modernisation agenda. Overall, the FRA is effective in using IT in order to capture and distribute data across the service.

119. There have been a number of positive IT related achievements over the last 12 months, including the introduction of Active Response software to develop risk profiles for each ward areas. PDRpro has been rolled out to the wholetime station and 50% of retained stations to support the IPDS framework.

120. However, for some years, progress in other areas area has been relatively slow as divergent priorities between the FRA and the rest of the Council have caused some difficulties. The FRA has therefore pressed ahead with its own plans, and developed its own IT Strategy in February 2006.

121. A top slice of £330,000 from the FRA's budget for 2006/07 will allow the FRA to progress its infrastructure and related projects within a tighter timescale than could be accommodated within the Council's mainstream development and investment plans. Over the next 18 month period, the funding will be used to deliver:

- An upgraded Wide Area Network (WAN) to enhance computer access, and staff access to corporate information
- Enhanced access for firefighters and District Teams to computer facilities by providing between four and 10 computers at each station
- A Knowledge, Information and Training Centre (web portal) for the delivery of central training material and improved access to information.

Part 7: Improvement agenda

122. Scottish fire and rescue authorities are undergoing a period of significant change, underpinned by new legislation and accompanying statutory guidance. Locally, elected members and FRA officers must focus on delivering more targeted and risk-based services, which should be driven by a desire to achieve the highest possible standards.
123. Continuous improvement in public services and local governance lies at the heart of the statutory Best Value and community planning policy framework. This requires a culture where areas in need of improvement are identified and openly discussed, and in which service performance is constructively challenged.
124. The improvement agenda below sets out a number of actions identified through the audit and is intended to assist the FRA on focusing on the areas where it should direct its initial efforts. These areas for improvement are designed to build on the momentum for change that already exists within the FRA and will provide the basis for review and monitoring by Audit Scotland in the Autumn of 2007.

Strategic management

- Prepare for the new Fire and Police Committee members in May 2007 by providing a development framework to help members discharge their functions better and exploring the potential of further Committee champions (para 33).
- Develop a close integration between the Council's own corporate planning priorities and existing internal strategic planning (para 28).
- Consider Introducing a partnership forum to provide a platform for formal dialogue between representative bodies and the corporate management team (para 36).
- Review performance management arrangements and establish a framework to enable progress against service plans and operational performance to be managed and monitored effectively (para 39).
- Link the ADI system to the performance management framework once established (para 40).
- Ensure the performance management system is supported by an appropriate IT system (para 40).

Fire prevention and risk management

- Maintain investment and support for FSEC and establish a clearer and prioritised work programme, and exploit the software to its full potential (paras 45 & 46).

- Assess the impact of community fire safety initiatives in relation to IRMP and Community Safety Strategic Plan (para 53).
- Ensure a capacity to discharge all duties on the FRA under part 3 of the Fire (Scotland) Act (para 56).
- Develop the partnership register to enable the effectiveness of joint working to be evaluated (para 60).

Financial management

- Seek solutions to negate the risks associated with short term initiative funding (para 62).
- Take steps to devolve budgets to station level and ensure training is in place to support this (para 71).
- Explore further opportunities for joint procurement with the South East Collaboration Group (para 73).
- Develop an asset management strategy to demonstrate best value in the use of assets and to ensure that spending plans are affordable, prudent and sustainable (para 77).

Workforce management

- Seek permanent solutions with regards to resourcing HR services and the provision of specialist HR advice (para 81).
- Review existing HR Strategy to ensure timescales and objectives can still be met (para 81).
- Continue phased roll out of PDRpro (para 84).
- Continue efforts to build a workforce which reflects the diversity of the communities the FRA serves and evaluate targeted recruitment events to direct future initiatives (para 95).

Management of operational business

- Continue efforts to achieve efficiencies from interventional work (paras 99,100).

Communication

- Implement a comprehensive corporate communications strategy which spans both internal and external communication (para 110).
- Continue to develop approach to PPR to comply fully with best value statutory guidance (para 117).
- Develop a project plan to manage the IT development planned over the next 18 month period (para 121).

Appendices

Glossary

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|----------|---|
| ADI | Assessment Development Interview |
| AFA | Automatic Fire Alarm |
| CFO | Chief Fire Officer |
| CFOA (S) | Chief Fire Officers Association (Scotland) |
| CFS | Community Fire Safety |
| CIPFA | Chartered Institute of Public Finance and Accountancy |
| CFS | Community Fire Safety |
| EIA | Equality Impact Assessment |
| FRA | Fire and Rescue Authority |
| FSEC | Fire Service Emergency Cover – software issued by the Department for Communities and Local Government to help FRAs carry out the risk mapping required for IRMP |
| GAE | Grant Aided Expenditure |
| HMFSIS | Her Majesty's Fire Service Inspectorate for Scotland |
| HFSV | Home Fire Safety Visit |
| HSE | Health & Safety Executive |
| IPDS | Integrated Personal Development System |
| IRMP | Integrated Risk Management Planning |
| IT | Information Technology |
| PPR | Public Performance Reporting |

