



“Our vision is to excel at providing a high-quality service that contributes to a safer community...”



Service Profile **2005**



Lothian and Borders Fire and Rescue Service

preventing • protecting • responding

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Introduction

Our Service Profile is normally reviewed on a 4-yearly cycle – the last being completed in 2003. However, with the advent of The Fire (Scotland) Act 2005, it was considered appropriate to carry out an interim review of the Profile to ensure its continuing relevance and focus for the Fire and Rescue Service.

It remains that a full review of the Profile will be published in 2007.

Lothian and Borders Fire and Rescue Service (LBFRS) provides a comprehensive fire and rescue service and an environmental response service across 2,500 square miles of the south east of Scotland. As well as responding to emergencies, LBFRS also provides a broad-ranging fire safety education, advice and enforcement service. Taken together, the services provided are aimed at bringing about safer communities for the benefit of the 890,000 people living within the five local council boundaries which constitute our area, a population substantially increased by visitors each year. It is our policy to place community safety at the centre of the services that we provide.

The entire profile of LBFRS is built on the principles of service planning. This methodology seeks to ensure that the purpose and key aims continue to meet the needs of the community that we serve. Through regular review, these issues are examined and redefined. In turn, management and organisational structures, together with working practices and procedures, are subject to continuous review and improvement, thus ensuring their ongoing effectiveness.

This Service Profile comprises four sections:

- **Vision, Purpose, and Values**
- **Management Structure**
- **Organisational Structure**
- **Service Planning**

Our Vision, Purpose and Values

Our Vision and Purpose

Through the process of service planning, LBFRS has established its purpose in terms of the outcome for the population that it serves.

It is the **vision** of the Service...

To excel at providing a high quality service that contributes to a safer community. We will achieve this by developing a forward-looking, professional, cost-effective organisation driven by a highly motivated, empowered workforce.

Through the provision of a quality service, it is our **purpose**...

to reduce the impact upon the community and the environment of fires and other emergencies and, in doing so, improve community safety and engender a sense of well being within the population living within its boundary by:

- *reducing the incidence of fire by the provision of an efficient and effective fire safety education advice and legal enforcement service; and*
- *the provision of an efficient and effective response to fires and other emergencies.*

Our Values

We believe in the following **values**:

- *ensuring the health and safety of all our employees and of those who are affected by the service that we provide;*
- *achieving best value in service provision; and,*
- *maintaining a policy of equal opportunity.*

Management Structure

Management structure

In order to effectively manage the Service in pursuit of its purpose and key aims, a three-tier management structure has been constructed within a functional framework. The underlying philosophy is one which assigns management responsibility to the lowest appropriate level within the organisation.

Responsibility

Membership

The responsibility for deciding *policy* lies with the **Corporate Group**. Additionally, the Corporate Group is responsible for facilitating the implementation of policy and for auditing its efficiency and effectiveness.

Principal Officers,
Heads of Functions.

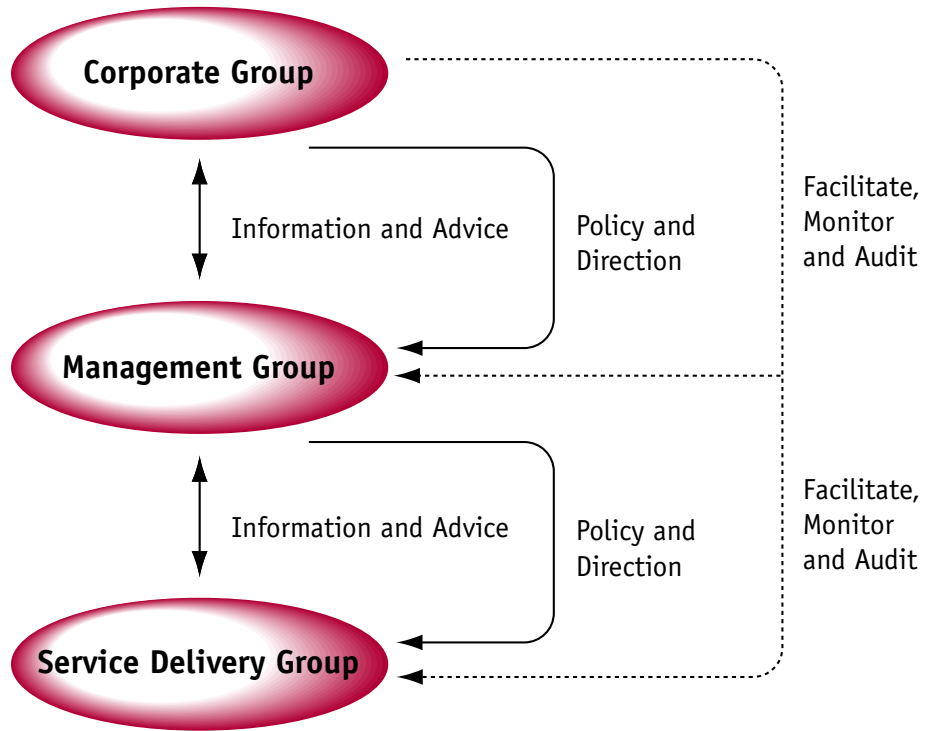
The responsibility for *functional management* lies with the **Management Group**. As part of this remit, the members of the Management Group provide a level of expertise appropriate to the management of their respective functions, and develop and advise upon policy on behalf of the Corporate Group.

Functional Managers.

The responsibility for the management of *service delivery* lies with the **Service Delivery Group**. Members of the Service Delivery Group adopt responsibilities, as appropriate, across a matrix within the functional framework.

Service Delivery Managers.

The relationships and lines of communication between the three tiers of the management structure are illustrated below:

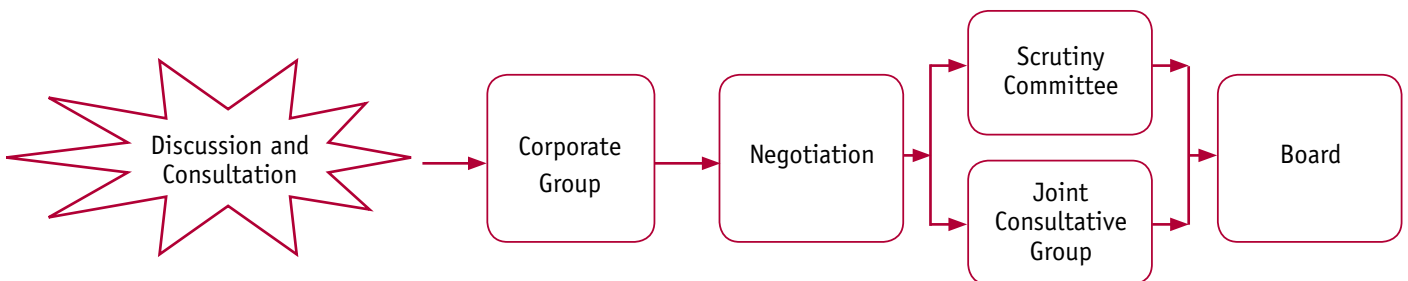


Management Roles and Relationships

This section describes in outline the respective roles of service delivery managers, functional managers and functional heads within the Service and the relationship between those roles – including some communication protocols. The roles and relationships descriptions are based on the management structure contained within the Service Profile.

This is not intended as a substitution for, or an addition to, existing or future job specifications or role maps; rather, it is a description of ‘best practice’ management consistent with the Service’s functional management system. The descriptions are deliberately couched in general terms and are, to some extent, aspirational. It is a matter for managers to apply common sense interpretations to the guidance.

	Service Delivery Managers	Functional Managers	Functional Heads
Strategic Planning	Contribute to the strategic direction of the Service through the Service Planning process; Develop service delivery objectives designed to support functional objectives	Contribute to the strategic direction of the Service through the Service Planning process; Propose functional objectives; liaise with peers during the development of objectives	Contribute to the strategic direction of the Service through the Service Planning process; Propose strategic priorities and corporate objectives
Policies and Practices	Can propose new or revised policies through the appropriate functional manager	Are responsible for the development of new and revised polices; Can propose new policies or variations to policies to the Corporate Group; Take ownership of the Service’s policies	Can propose new policies or variations to policies to the Corporate Group; Approve new policies for submission to the Fire and Rescue Board where appropriate



	Service Delivery Managers	Functional Managers	Functional Heads
Audit and Monitoring	<p>Are accountable to functional managers in relation to their range of activities and responsibilities;</p> <p>Provide service delivery plans or ensure that unit plans are maintained for their area of responsibility;</p> <p>Bring significant variances in performance to the attention of the appropriate functional manager</p>	<p>Are directly accountable to their Head of Function for the activities within their functional area;</p> <p>Propose local performance indicators and take responsibility for statutory and other external PIs;</p> <p>Provide functional plans;</p> <p>Provide routine monitoring data and <i>ad hoc</i> in-depth data to their functional head;</p> <p>Bring significant variances in performance to the attention of their Head of Function</p>	<p>Are directly accountable to the Corporate Group for the functional areas within their role;</p> <p>Monitor the range of statutory, external and local Performance Indicators;</p> <p>Provide routine monitoring data and variance reports to the Corporate Group and Scrutiny Committee</p>
Space to Manage	<p>Have day-to day authority in the management of their unit or service delivery area;</p> <p>Adhere to existing policies and practices;</p> <p>Manage specific budget cost centres where appropriate</p>	<p>Have day-to-day authority and responsibility within their functional area;</p> <p>Adhere to existing policies and practices;</p> <p>Provide space for service delivery managers to manage;</p> <p>Can have a customer/ service provider relationship with service delivery managers;</p> <p>Manage specific budget cost centres</p>	<p>Share corporate responsibility for, and support the Chief Fire Officer in, the effectiveness and efficiency of the Service;</p> <p>Provide space for functional managers to manage;</p> <p>Adhere to existing policies and practices</p>
Advice and Direction	<p>Provide advice and support to unit and service delivery staff and to functional managers;</p> <p>Provide direction to unit and service delivery staff</p>	<p>Provide advice and support to service delivery managers, functional staff and functional heads;</p> <p>Provide direction to service delivery managers and functional staff and functional heads</p>	<p>Provide advice, support and direction to functional managers and service delivery managers</p>
Cross-functional Relationships	<p>Discuss cross-functional issues across their range of activities and responsibilities</p>	<p>Discuss functional issues and activities with functional management team;</p> <p>Consult functional managers, service delivery managers and functional heads during policy development where appropriate;</p> <p>Contribute to cross-functional project management</p>	<p>Debate and discuss the entire scope of activities at strategic level;</p> <p>Resolve functional and cross-functional conflict</p>

	Service Delivery Managers	Functional Managers	Functional Heads
Communications Protocols	<p>Meet as the Service Delivery Management Group;</p> <p>Are in ad hoc contact with relevant service delivery staff and functional managers</p>	<p>Meet as the Functional Management Group;</p> <p>Meet as a functional team with functional head;</p> <p>Are in routine ad hoc contact with functional head and relevant service delivery managers</p>	<p>Meet as the Corporate Group;</p> <p>Meet with their functional team;</p> <p>Are in routine ad hoc contact with functional managers</p>

Service Provision

In order to deliver its service to the community, the Service is divided into six key functional areas:



- Community Safety
- Operations
- Central Services
- Personnel
- Technical Services
- Training and Development

It may be useful to consider Community Safety and Operations as those parts of the organisation which provide a direct service to the community.

Conversely, Central Services, Personnel, Technical Services, and Training and Development provide services which are essentially internal, in support of all functions.

Each area is represented on the Corporate Group by its respective Head of Function.

The Principal Officers are:

- Chief Fire Officer
- Director of Operations and Community Safety
- Director of Corporate Services
- Director of Personnel and Training and Development

Service Provision (continued)

Further sub-divisions are made within each functional area in order to reflect specific areas of responsibility. Each of these references is managed by a functional manager who is a member of the Management Group.

Functional Area	Reference	Outline Responsibilities
Community Safety	Risk Management	To advise on all aspects of the Fire Precautions Legislation and develop relevant policies for corporate consideration. To take responsibility for an effective response and enforcement to all premises under the Fire (Scotland) Act.
	Business & Commerce	To advise on all aspects of fire safety legislation involving external agencies outwith the Fire (Scotland) Act, and develop relevant policies for corporate consideration. To take responsibility for an effective advisory response with regard to all fire safety legislation other than that which falls within the scope of the Fire (Scotland) Act.
	Residential & Educational	To advise on all aspects of community safety and to develop related policies for corporate consideration. To take responsibility for the efficient delivery of the Service's Fire Education Programme in schools and other initiatives designed to raise public awareness of safety. To ensure the Service is represented within all relevant local authority Community Safety Partnerships, Community Planning and national community safety forums.
Operations	Co-ordination	To advise on all aspects of operational activity and to develop policies for corporate consideration. To take responsibility for the operational co-ordination of fire stations and to support the Station Management Group.
	Research	To advise on all aspects of operational equipment procurement and develop relevant policies for corporate consideration. To take responsibility for the effectiveness and continuous improvement of all the operational equipment.
	Planning	To advise on all aspects of operational planning and develop relevant policies for corporate consideration. To take responsibility for the development of effective operational plans and risk assessments, and to liaise with emergency planners from organisations outwith the Service.

Functional Area	Reference	Outline Responsibilities
Central Services	Corporate Communications	To advise on all aspects of corporate communications for the Service and to develop relevant policies for corporate consideration. To take responsibility for internal and external communication strategies, including media liaison, public relations and event planning.
	Finance	To advise on all aspects of finance for the Service and to develop relevant policies for corporate consideration. To take responsibility for the effective management of finance and related matters.
	Information Systems	To advise on all aspects of information systems and technology, and to develop relevant policies for corporate consideration. To take responsibility for the organisation, management and strategic development of information systems and technology within the Service.
Personnel	Staff Management	To advise on all aspects of staff management and to develop relevant policies for corporate consideration. To take responsibility for the management of policies which facilitate the effective and efficient deployment and management of all employees.
	Equal Opportunities	To advise on all aspects of recruitment, promotion and equal opportunities, and to develop relevant policies for corporate consideration. To take responsibility for recruitment, promotion and equal opportunities procedures.
	Health and Safety	To advise on all aspects of health and safety and to develop relevant policies for corporate consideration. To take responsibility for monitoring the effectiveness of all policies with regard to health and safety.
	Personnel Management	To advise on all aspects of personnel policy development and employee relations matters. To take responsibility for ongoing policy development and review.

Functional Area	Reference	Outline Responsibilities
Technical Services	Fleet Services	To take responsibility for the organisation and management of the Operational Support Centre. To advise on all aspects of fleet management and to develop relevant policies for corporate consideration.
	Property	To advise on all aspects of alterations, additions, repairs and maintenance of properties owned or leased by the Service. To take responsibility for catering and cleaning services and for capital and revenue budgets in relation to property matters. To develop relevant policies for corporate consideration.
	Procurement	To advise on all aspects of procurement and supply and to ensure that the Service is receiving value for money when purchasing materials, equipment and services. To develop relevant policies for Corporate consideration.
	Telecommunications	To advise on all aspects of telecommunications, and to develop relevant policies for corporate consideration. To take responsibility for the organisation and management of the Telecommunications Function.
Training and Development	Delivery	To advise on all aspects of the delivery of practical and theoretical training and to develop the relevant policies for corporate consideration. To take responsibility for the efficient delivery of all training.
	Assessment and Development Centres	To advise on all aspects of the assessment of staff for selection and promotion. To take responsibility for the planning, resourcing and the decisions and outcomes of all Assessment and Development Centre (ADC) activity and ensuring the consistency of quality within the processes.
	Development	To advise on all aspects of improving individual potential and to develop the relevant strategies for corporate consideration. To take responsibility for identifying and developing potential for the purposes of individual development.

Operational Command

In recognition of the importance of firefighter safety and the successful delivery of an emergency response service, the Service has developed an Incident Command and Control System based on national guidance.

The adoption and implementation of this system is to be regarded as an integral part of the Service's overall organisational system for managing risk. The adoption of a standard system for the command of emergency incidents reflects the need to ensure a safe system of work at all times when attending operational incidents.

To sustain this level of commitment 24 hours per day across 2,500 square miles of the Service's area, requires 36 Command Officers to be available on a flexible duty system. Key managers from within Central Services and Technical Services in turn support them.

The level of command response and corresponding scale of incident are detailed in the Service's Incident Command Structure documentation and summarised below.

Incident Level	Resource Commitment*	No. of Personnel	No. of Flexible Duty Officers
Primary	Up to 3 Pumping Appliances + 1 Special Appliance	Up to 18	1
Intermediate	4 - 5 Pumping Appliances + 3 Special Appliances	19 - 35	5
Ultimate	6 + Pumping Appliances + 5 Special Appliances	36+	8+

* Although the number of pumping appliances is tied to the respective incident level, the actual number of special appliances, and therefore the number of employees, will vary from incident to incident.

This response structure is currently under review.

Where We Work From

Operational resources are distributed throughout the Service's area on the basis of current *Standards of Fire Cover*. Thirteen fire stations are staffed on a whole-time basis, and three of these also provide an additional retained response. A further 23 fire stations are staffed exclusively by retained employees.

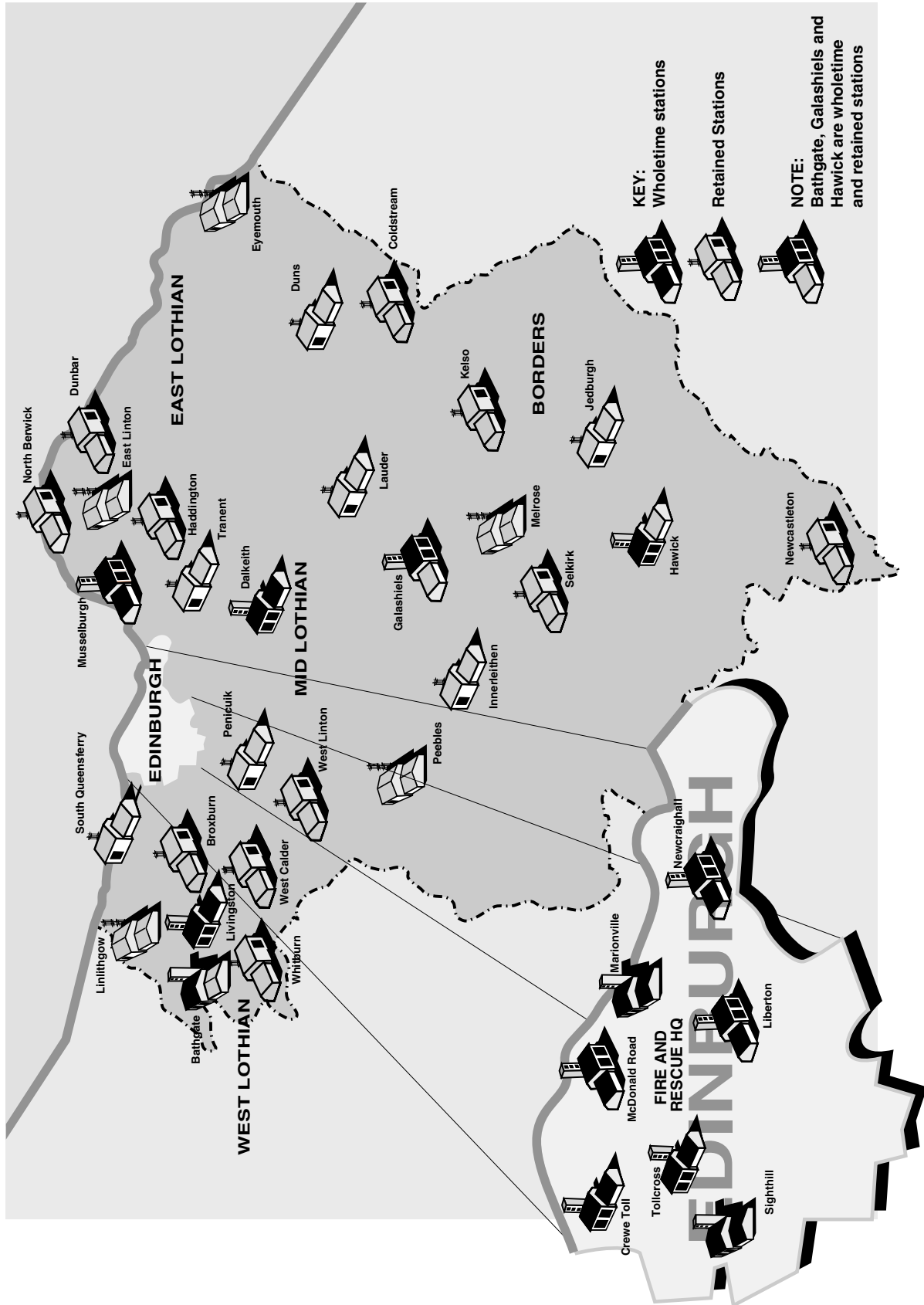
For the purposes of command and management, these 36 fire stations are grouped into *Commands*; an Assistant Divisional Officer from the Service Delivery Group is designated Station Commander for each.

	Whole-time	Whole-time + Retained	Retained
Group 1		Bathgate*	Linlithgow; Whitburn
Group 2	Livingston*		West Calder; South Queensferry; Broxburn
Group 3	Sighthill*; Crewe Toll		
Group 4	Tollcross*; Liberton		
Group 5	McDonald Road*; Marionville		
Group 6	Musselburgh		Tranent; Haddington*; East Linton; North Berwick; Dunbar
Group 7	Newcraighall; Dalkeith*		
Group 8			Penicuik; West Linton; Peebles*; Innerleithen
Group 9		Galashiels*	Lauder; Melrose; Selkirk
Group 10		Hawick*	Jedburgh; Newcastleton
Group 11			Kelso; Coldstream; Duns*; Eyemouth

* Denotes the stations where the Commanders are based

Fire Safety Advice can be obtained from any fire station or by ringing freephone number 0800 1690320.

Distribution of Fire Stations



Service Planning

As intimated in the Introduction to this Profile, all aspects of our service are determined through the principles of service planning. Throughout the financial year, the processes of planning and reporting are subject to debate and scrutiny. The service planning process is therefore cyclical, and has been adopted to ensure that objectives are met within agreed timescales. Emphasis is placed on outcomes, which are verified by performance measurement. This is felt to be fundamental to ensure that the needs of the community, on whose behalf the service is provided, are met and that the need to provide best value is an integral part of the planning process.

Through this planning process, the Service seeks to discharge the obligations which are placed upon The Lothian and Borders Fire and Rescue Board by virtue of the undernoted statutes and related standards.

- Fire (Scotland) Act 2005;
- Civic Government (Scotland) Act 1982;
- Health and Safety at Work Act 1974;
- Local Government Act;
- Statutes relating to Equal Opportunities;
- Employment Law.

To ensure that the management objectives determined by the service planning process meet these obligations, the Service publishes an overarching Service Plan each year, with a series of supporting Functional and Service Delivery Plans. Taken together, these Plans and the Service Profile present a transparent overview of how we pursue strategic objectives, review progress and continually seek to improve the cost-effectiveness of the service we deliver.



Lothian and Borders Fire and Rescue Service

preventing • protecting • responding

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For fire safety advice freephone 0800 1690320