

Lothian and Borders Fire Brigade Service Profile **2003**

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



LOTHIAN AND BORDERS FIRE BRIGADE

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Introduction

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

The entire service profile of the Brigade is built on the principles of service planning. This methodology seeks to ensure that the Brigade's purpose and key aims continue to meet the needs of the community that it serves. 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, the Brigade has established its vision and purpose for the population that it serves:

It is the **vision** of the Brigade...

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 personnel 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

In order to effectively manage the Brigade 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

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.

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.

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.

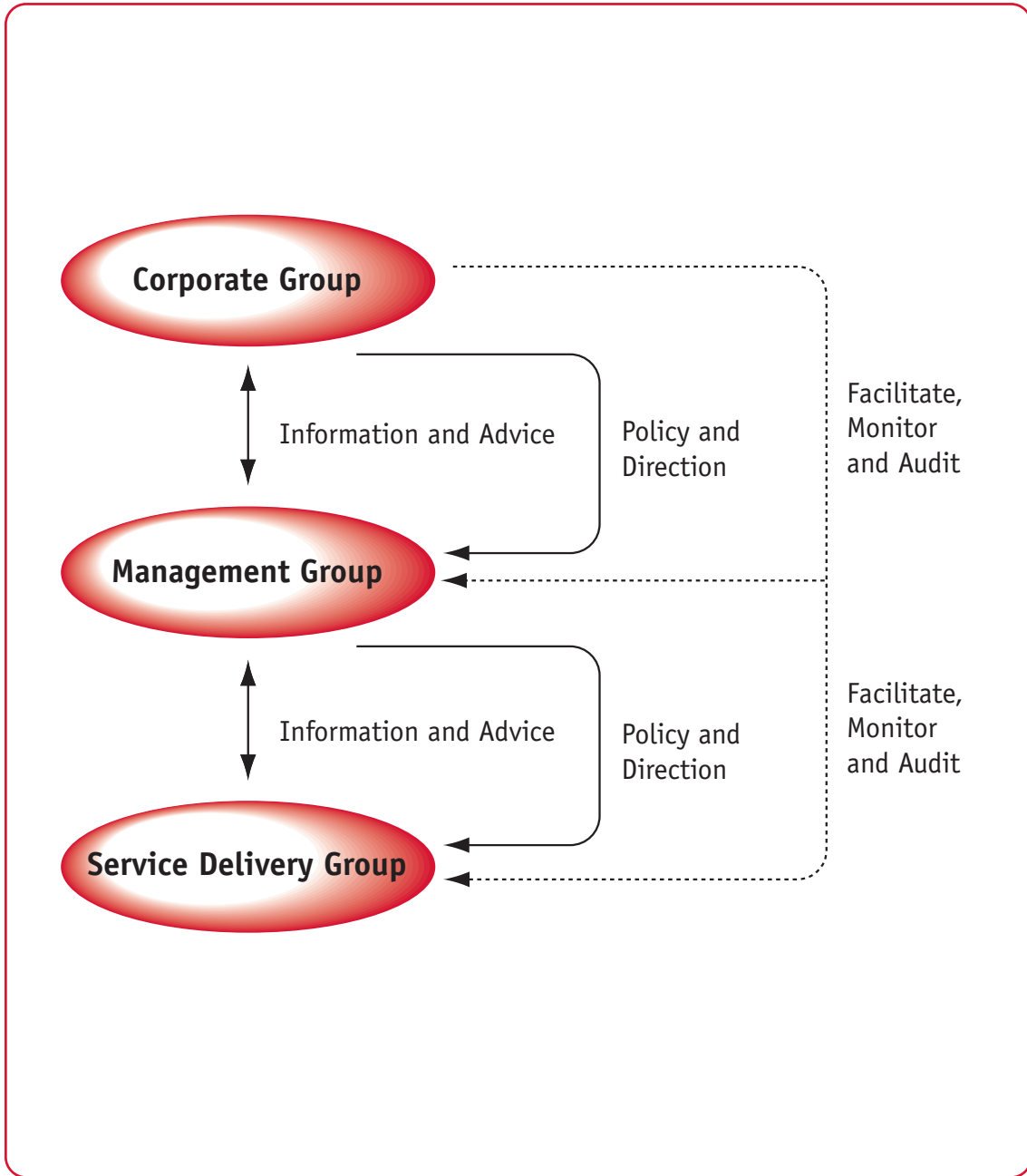
Membership

Principal Officers, Heads of Function.

Functional Managers.

Service Delivery Managers.

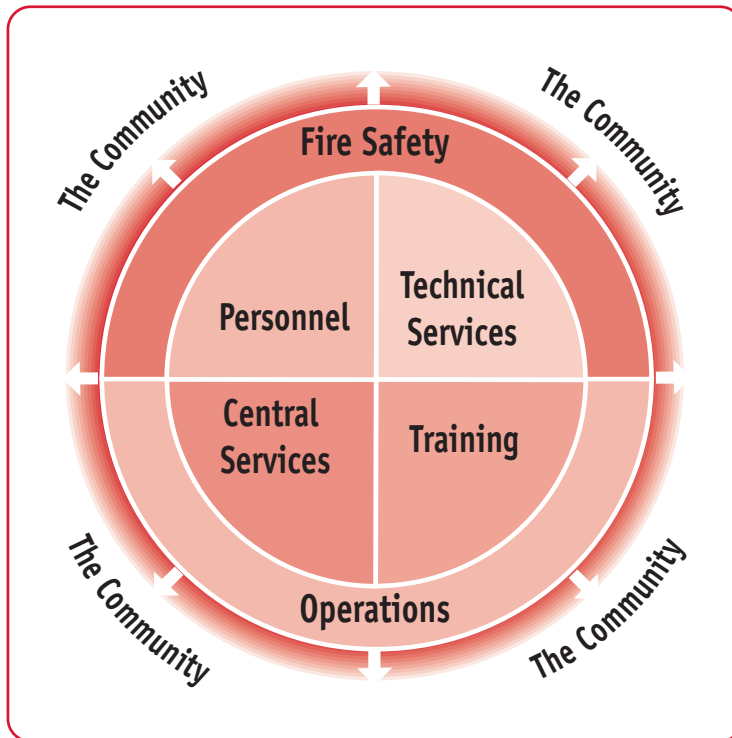
The relationships and lines of communication between the three tiers of the management structure are illustrated below.



Organisational Structure

Service Provision

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



- Fire Safety
- Operations
- Central Services
- Personnel
- Technical Services
- Training

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

Conversely, Central Services, Personnel, Technical Services, and Training 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.

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 |
|-----------------|-------------------|--|
| FIRE SAFETY | Inspectorate | To advise on all aspects of the Fire Precautions Act and develop relevant policies for corporate consideration. To take responsibility for the provision of an effective response and enforcement service to all premises under fire safety legislation. |
| | Technical Support | To advise on all aspects of fire safety legislation involving external agencies (outwith the Fire Precautions Act), and develop relevant policies for corporate consideration. To take responsibility for an effective advisory response with regard to all fire safety legislation. |
| | Community Safety | To advise on all aspects of community fire safety and to develop related policies for corporate consideration. To take responsibility for the efficient delivery of the Brigade's Fire Education Programme in schools and other initiatives designed to raise public awareness of fire safety. To ensure the Brigade is represented within all relevant local authority Community Safety Partnerships, Community Planning and national community fire 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 the Brigade's stations and to support the Station Command Team. |
| | 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 Brigade's 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 Brigade. |

| Functional Area | Reference | Outline Responsibilities |
|-------------------------|---------------------------------|---|
| CENTRAL SERVICES | Corporate Communications | To advise on all aspects of corporate communications for the Brigade and to develop relevant policies for corporate consideration. To take responsibility for internal and external communication strategies. |
| | Finance | To advise on all aspects of finance for the Brigade 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 Brigade. |
| 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 personnel. |
| | 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 the Brigade's 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 Brigade policies with regard to health and safety, occupational health and fitness. |
| | Personnel Management | To advise on all aspects of personnel policy development and employee relations matters and to develop relevant policies for corporate consideration. To provide a comprehensive and integrated personnel advisory service. |

| Functional Area | Reference | Outline Responsibilities |
|---------------------------|-------------------------------|--|
| TECHNICAL SERVICES | Fleet Services | To advise on all aspects of fleet management and to develop relevant policies for corporate consideration. To take responsibility for the organisation and management of the Fleet Services function for the Brigade. |
| | Property | To advise on all property matters and to develop relevant policies for corporate consideration. To take responsibility for property maintenance and catering and cleaning services in Brigade properties. |
| | Procurement | To advise on all aspects of procurement, ensuring that the Brigade is receiving value for money when purchasing materials, equipment and services. To develop relevant policies for corporate consideration. To take responsibility for the timely supply of all purchases to the Brigade. |
| | 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 for the Brigade. |
| TRAINING | Delivery | To advise on all aspects of the delivery of practical and theoretical training and to develop relevant policies for corporate consideration. To take responsibility for the efficient delivery of all training. |
| | Strategies | To advise on all aspects of training development and to develop relevant policies for corporate consideration. To take responsibility for the development of effective strategies to ensure that efficient and progressive training practices are evolved. |
| | Individual Development | To advise on all aspects of improving individual potential and to develop the relevant policies 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 Brigade 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 Brigade'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 the 2,500 square miles of the Brigade's area, requires 39 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 Brigade'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 plus 1 Special Appliance | Up to 18 | 1 |
| Intermediate | 4 - 5 Pumping Appliances plus 3 Special Appliances | 19 - 35 | 5 |
| Ultimate | 6 + Pumping Appliances plus 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 personnel, will vary from incident to incident.

This response structure is currently under review.

Where We Work From

Operational resources are distributed throughout the Brigade'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 personnel.

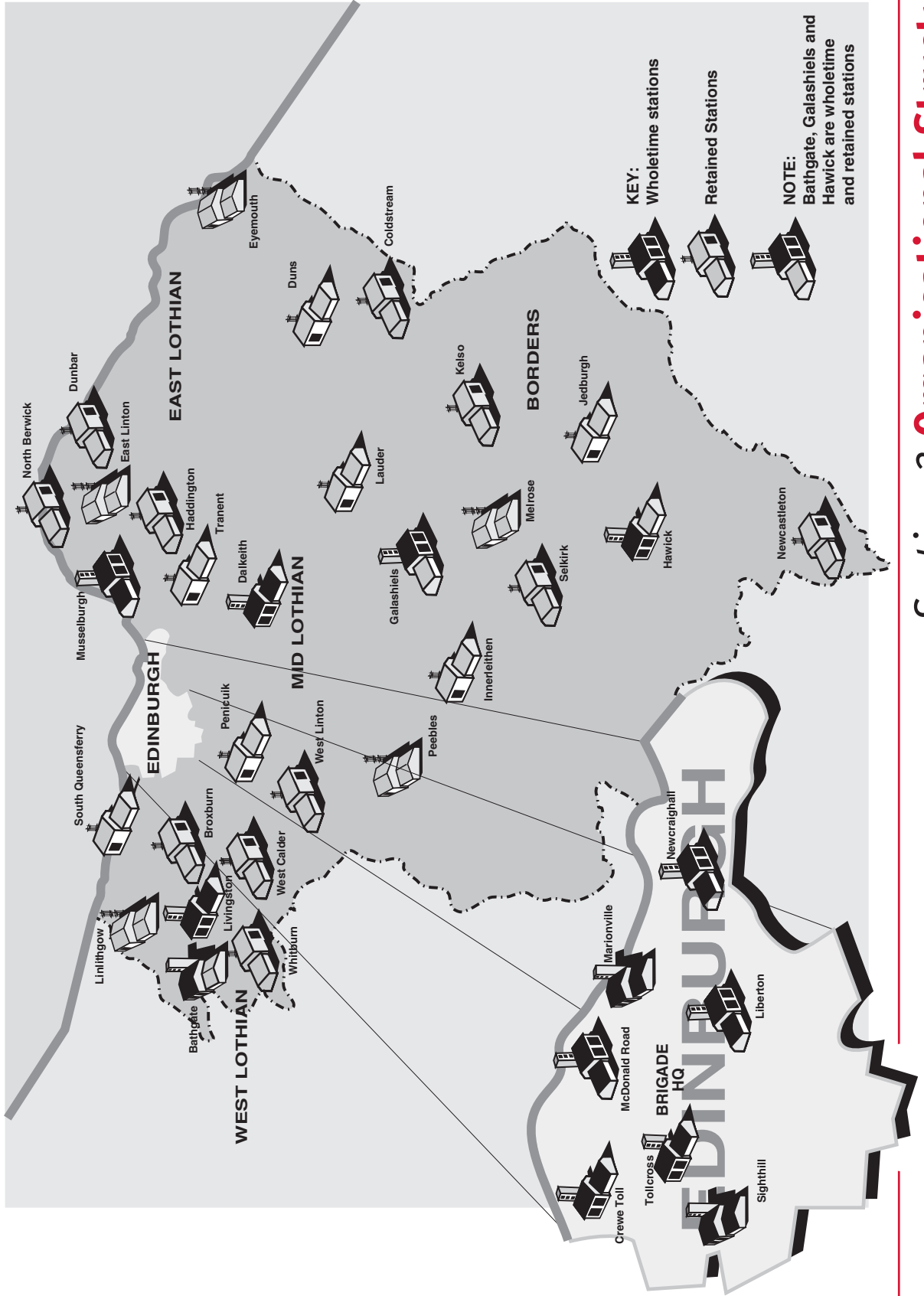
For the purposes of command and management, these 36 fire stations are grouped into *Commands*; an Assistant Divisional Officer from the Service Delivery Group is designated Station Commander for each.

| | 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



Section 3 Organisational Structure

Service Planning

As intimated in the introduction to this Service Profile, all aspects of the service provided by the Brigade 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 service 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 service planning process, the Brigade seeks to discharge the obligations which are placed upon The Lothian and Borders Fire Board by virtue of the undernoted statutes and related standards.

- Fire Services Act 1947 (as amended);
- Fire Safety Legislation;
- National Standards of Fire Cover;
- 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 Brigade 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 the Brigade pursues strategic objectives, reviews progress and continually seeks to improve the cost-effectiveness of the service it delivers.



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For fire safety advice freephone 0800 1690320