



performance plan

2009 >



Lothian and Borders Fire and Rescue Service

preventing • protecting • responding

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Making Safer Communities

2009

> **Lothian and Borders Fire and Rescue Board is responsible for delivery of the Fire and Rescue Service in an efficient and effective manner, whilst ensuring that its business is conducted in accordance with the law and proper standards. In discharging these responsibilities, elected members and senior officers are responsible for putting in place proper arrangements for the management of the services and the Board's affairs.**

Performance Plan 2009 brings together the key issues which provide a focus for the Board and the Service in support of meeting their key priority – 'making safer communities'.

Mike Bridgman

Convener

Brian Allaway

Chief Fire Officer





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2009

> *It is with profound regret, both personal and professional, that I record the death of Firefighter Ewan Williamson. Ewan was tragically killed fighting a fire in a bar in Dalry Road, Edinburgh on 12 July 2009. Whilst this undoubtedly is a tragedy for the Service, it also serves to illustrate and epitomise the role undertaken by our firefighters and, indeed, those throughout the United Kingdom, in delivering a service which is aimed at securing the safety and lives of our communities.*

The investigatory processes for this incident are underway, and any lessons which can be learned will be swiftly accepted to further improve the services which we provide.

> INTRODUCTION

Performance Plan 2009 provides a review of our organisational performance in 2008/09, and looks forward to 2010/11. We have continued to develop and consolidate changes within the organisation which were initiated following the 2003 dispute. Board members are aware that the key element of this is an increasing focus on preventative activities and this, indeed, is a central plank to the agreed Service Improvement Plan.

The Fire and Rescue Board have agreed a revised implementation strategy for the Service Improvement Plan taking account of the economic issues which affects the UK. The revised strategy defers consideration of the new and replacement stations at North Leith, McDonald Road, and Wallyford until 2013-18.

We have continued to evolve the 'listening and learning' approach within the Service. A central element of this is carrying out extensive consultation with the workforce and identifying learning points in how we can better deliver our services. At a national level, a Scottish Fire Conference has provided a forum for a wide exchange of views on the key issues affecting the Service. Lessons learned from that arena have contributed towards the developing arrangements within Lothian and Borders.

We are evolving our arrangements to support our community planning partners. To support those arrangements we have evolved Strategic Assessments for each constituent Council and these are aimed at supporting our commitments to Single Outcome Agreements.

The national Firelink project, which will replace communication systems within the Scottish Fire and Rescue Services, is currently underway and it is anticipated that the roll-out, as it affects Lothian and Borders, will be concluded within the 2009/10 financial year. In relation to Controls, the Scottish Government have indicated in their draft Fire and Rescue Framework that it will review Control arrangements when the Firelink roll-out has been completed. That draft Framework is currently being consulted upon and the outcome of that will be reported back to the Board in due course.

All of the changes and issues referred to in *Performance Plan 2009* have been subject to detailed consideration, consultation, and negotiation where appropriate. The role and commitment of all staff and Trades Unions cannot be underestimated in achieving the progress which continues to be delivered.

The commitment and engagement of the Scrutiny Committee, the Joint Consultative Group, as well as the Fire and Rescue Board, have also been key to modernising the Service. It is also appropriate to recognise the role now being fulfilled by the Scottish Fire Conveners Forum.

Our key focus continues to be based on the safety and protection of the communities we serve in an efficient and effective way, together with ensuring the highest levels of equality and diversity, and the health, safety and welfare of our staff.

BRIAN ALLAWAY

Chief Fire Officer



Executive Summary

> EXECUTIVE SUMMARY

Operations

- **Structural firefighting and Vehicle Fires:** 93% of calls had a fire appliance in attendance within 10 minutes. We rescued 103 people from primary fires.
- **Vehicle accidents:** We rescued 161 people from road traffic collisions.
- **Provision of advanced Fire Investigation:** The Fire Investigation Unit was mobilised on 268 occasions.
- **People trapped:** We attended 203 incidents involving the rescue of people, 47 incidents to release people trapped by railings, bikes etc and 37 incidents where first aid was given. The total number of rescues (other than from fires and RTCs) carried out by the Service during 2008-2009 was 442.
- **People trapped in any other way:** The total number of rescues, other than fires and RTCs, carried out by the Service during 2008/09 was 442.
- **Call Handling:** The average time taken to handle calls was 57 seconds.
- **Operational Activity:** There has been a decrease in both the number of Primary and Secondary fires attended.
- **Attacks on Firefighters:** The number of reported incidents of violence to crews has decreased from 52 in 2007/08 to 40 in 2008/09.

- **Rescue from Height:** During 2008-2009 our trained team responded to 27 rescue from height incidents.
- **Rescue from Water:** We attended 55 incidents involving people trapped in water during 2008-2009, rescued 21 people who were trapped and provided a humanitarian service on 13 occasions.

Community Safety

- **Fire Casualties and Fatalities:** Fire fatalities fell to the lowest figure ever recorded highlighting the success of the prevention work carried out by the Service. Of the six people who died, five were in the home and one was a fire in a vehicle. Of the domestic deaths, we would consider them as from either hard to reach or hard to influence households. We continue to target these groups to try and drive this figure down further.
- **Home Safety Visit Programme:** Since the programme began we have contacted 296,989 homes, completed 75,701 Safety Checks and fitted 83,355 smoke detectors. A cost benefit analysis of the home safety visit programme identified a very significant cost benefit to the Lothian and Borders area in reducing casualties and deaths from fire. The community benefit was equated to almost £8.4m in accumulated savings for each year that such low figures are maintained.
- In 2008/09, 87,841 homes were visited by station-based firefighters; 21,207 full safety checks were carried out, and we fitted 23,392 free smoke alarms. This greatly exceeds the number of visits completed by any other Fire Service in Scotland.
- **Lead Authority Partnership Scheme (LAPS):** We currently have four major LAPS partners in our mature system. Central government and business backing for these partnerships should be noted.
- **Youth Engagement:** Firefighters have a unique position in the community and can provide a conduit for the broader Single Outcome Agreement (SOA) objectives around social inclusion and increasing opportunity. The Cooldown Crew and Phoenix programmes are designed to help young people develop into active citizens by improving their self-confidence and self-esteem.
- **Best Value:** The introduction of the SOA process has brought into focus the role of the Service, and what it delivers through partnership arrangements.
- **Stair-Aware:** The introduction of the Stair-Aware campaign followed a number of fires in common property. It is hoped that, by raising awareness of fire risks in common stairs, fewer complaints and fires will occur in the future.

Central Services

- **Service Planning:** The Public Service Improvement Framework, a self-assessment tool, has been used by teams of staff from across the Service to give a realistic and evidence-based assessment of our organisational performance.

- **ICT:** The implementation of the Operational Support Centre Management Information System has provided improvements to the Procurement and Financial Management Functions.
- **Finance:** The changes in the world economy affected all organisations and work has been carried out to realign our capital programme to take account of the economic changes. This resulted in a capital funding strategy being developed which looks at our capital funding needs over a 10-year period and how we can still achieve our capital programme through a range of funding alternatives.
- **Corporate Communications:** Events organised and supported included the unveiling of the statue to James Braidwood on the Royal Mile in Edinburgh. Other major pieces of work include the new E-zine, *PPR – Preventing, Protecting, Responding*, highlighting key Service initiatives and achievements.

Personnel

- **Sickness Levels:** In 2007/08 sickness rates in Lothian and Borders were below the Scottish average. We are disappointed to report an increase last year to 6.21%.
- **Diversity in the Workforce:** The proportion of women Firefighters and Officers in Lothian and Borders continues to be higher than most of the other Fire and Rescue Services in Scotland. From the point of view of wholetime uniformed staff, Lothian and Borders can be seen to be out-performing the other Scottish Fire and Rescue Services.
- We remain committed to driving forward positive action initiatives aimed at improving the diversity profile of our workforce.
- The addition of two members of staff to the equalities team, dedicated to outreach work in this area, has encouraged people from underrepresented groups to put themselves forward for selection to join the Service.
- The Service maintains its Healthy Working Lives Gold Award and Mental Health and Well Being Commendation during 2008-2009.
- The launch of a new HR management information system allows for more devolved staff management activities at stations and other workgroups as well as a comprehensive employee record database.

Technical Services

- **OSC and Fleet:** A 'Green Fleet' review was completed in late 2008, and has provided some useful guidelines for monitoring and controlling CO₂ emissions from the vehicle fleet.
- **Operational Support Centre:** In January 2009, a pilot project commenced with Lothian and Borders Police in which the Police would service their vehicles at the OSC.
- **Procurement:** The Service is active on behalf of the prospective Centre of Excellence in National Category Forums for utilities and telecoms and is leading the communications forum. Contracts of

note awarded in 2008/09 include structural firefighting uniform (LBFRS is the lead Service for this high-value, long-term contract on behalf of seven Scottish FRSs), and a voice recording system for Control.

- **Property:** Projects completed included modifications to provide improved facilities on stations for female staff in respect of decency and dignity. Other projects included the modernisation and upgrading of stations and headquarters, and replacement of life-expired equipment and upgrading of property fabric.
- **Telecommunications:** The main activity of the Function in 2008/09 was to support the Firelink national wide area radio replacement project being managed by the UK and Scottish Government. Delays in the project at national level have affected all Scottish FRSs, increasing the risk of failure of current equipment and extending the demand on Service resources. Definitive design information and dates have been advised by Firelink and the project is now expected to complete in early 2010. New IS (Intrinsically Safe) and non-IS fireground radios were purchased and have been brought in to service in 2008/09.

Training

- **Staff Development:** A Career and Contribution Management scheme was introduced to provide for individual target setting, future personal development and review.
- **Trainee Programme:** A revised development programme for trainees will be introduced this year.
- **Command and Control:** Command and Control training has been on-going with a Vector Command Simulator and tabletop exercises forming the core of the course.
- **Training Courses:** The Fire Training Centre delivered 637 courses in 2008/09 and trained a total of 5,477 operational and commercial students.



Corporate Issues

> OUR PURPOSE

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 by doing so, improve community safety and engender a sense of wellbeing in the population living within its boundary.

Our Aims are:

1. To reduce the incidences of fire by the provision of an efficient and effective fire safety education, advice and legal enforcement service: and
2. To provide an efficient and effective response to fires and other emergencies

Our vision for the Service is to be...

Excelling in the provision of high quality services contributing to safer communities through being a forward-looking, professional, cost effective organisation driven by a highly motivated and empowered workforce.

Our Values

We value:

The health, safety and wellbeing of all our employees and those who are affected by the service that we provide.

The dignity of all people and will treat them with respect.

The trust invested in us to provide efficient and effective services demonstrating proper use of public resources.

> **MANAGING CHANGE**

We adopt a robust service planning process to direct and guide how we manage our business in order to achieve our stated vision whilst embracing our fully stated aims and values.

To support our managers to identify strategic objectives for the year ahead, the process adopts three key components. We use these to address three key themes contained within our Vision: excelling in the provision of high quality services contributing to safer communities; a forward-looking, professional, cost effective organisation; and a highly motivated and empowered workforce.

Integrated Risk Management Planning (IRMP)

Integrated risk management planning is the first component of our service planning process and enables us to identify the key demands and challenges presented by the external environment and how we can meet those demands.

In doing so, we address the key themes of excelling in the provision of high quality services across our organisation, contributing to safer communities.

Legal Background

The Fire (Scotland) Act 2005 requires all fire authorities to have regard to the Fire and Rescue Framework for Scotland 2005 when carrying out their functions. This should ensure that fire services adopt a holistic and corporate approach to improving community safety and adopt standards that reflect local needs and make efficient and effective use of resources. The Framework is currently under review.

The Fire and Rescue Framework requires each Fire Authority to produce an Integrated Risk Management Plan (IRMP). Our IRMP was first published in 2004.

Fire Authorities were also required to produce annual action plans and maintain their original IRMP. Performance Plan 2008 details our plans for 2009/2010 as required by the Fire and Rescue Framework for Scotland 2005.

Intervention

The Fire (Additional Function) (Scotland) Order 2005 imposes a duty on Fire and Rescue Authorities to respond to incidents involving:

- Chemical, biological, radiological and nuclear spillages or releases;
- Search and rescue in collapsed buildings;
- Serious flooding;
- Major non-traffic transport incidents;
- Other incidents deemed appropriate.

LBFRS ensures an effective response is made to these types of incident and other emergency incidents with sufficiently trained staff. In addition we will ensure that effective command and control systems are in place and that our staff have the correct equipment to deal with incidents.

The Civil Contingencies Act 2004 includes provisions that require Fire and Rescue Authorities to work with other emergency services in producing comprehensive plans for major incidents. In addition all existing operational plans and policies had to be reviewed.

The necessary improvements identified through the IRMP process are fed into the service planning process, which results in the Objectives contained within this document, setting out how we will fulfil our obligations in the forthcoming year.

The Public Service Improvement Framework (PSIF)

PSIF is a self-assessment tool through which organisations systematically and comprehensively review their activities and results. The model brings together a number of recognised improvement tools including the EFQM Excellence Model, Charter Mark and the Investors in People.

The tool is an effective support for our stated aim of achieving continuous improvement. Critically it also addresses the principles of Best Value helping LBFRS meet its organisational value of providing efficient and effective services demonstrating proper use of public resources.

In 2008 we successfully completed the first phase of applying the PSIF process and have identified areas for improvement for each directorate. These were then prioritised through the planning process and developed into Objectives for 2009/10, the remainder will be addressed in 2010/11. It is intended that the tool be applied to the organisation routinely on a three year cycle.

Through self-assessment, LBFRS can ensure it is fit for purpose to meet the demands of the external environment, and through this, meet the key theme of our vision- becoming a forward-looking, professional, cost-effective organisation.

Employee Seminars

We undertake a cycle of employee seminars every two years, aimed at Firefighters and Watch Managers. These seminars are a two-way communication process and have a dual purpose, to inform employees about the current challenges facing the organisation and to seek the views of employees to develop how we meet these challenges.

The feedback and points raised in seminars are then analysed to identify areas for improvement for the organisation. The seminars are held in the first year of the cycle, and in the second year the identified areas for improvement are fed into the service planning process and addressed.

To complete the cycle, employees are provided with feedback regarding the actions taken to address these issues and their outcomes. Through this component of the service planning process, the organisation addresses the key theme of achieving a highly motivated and empowered workforce.

Community Planning

We have a statutory duty to participate in Community Planning since the introduction of the Local Governments Act (Scotland) 2003 and have been actively involved in each of our five constituent council areas Community Planning Partnerships (CPPs), for a number of years.

As an organisation, we fully support the main aims of community planning by:

1. Engaging and involving communities in the decisions made on public services, which affect them;
2. Working together with other organisations to provide better public services.

The 2007 Concordat between the Scottish Government and Local Government, set out a new approach in delivering public services. Each Local Authority/CPP will produce an annual Single Outcome Agreement (SOA) in partnership with the Scottish Government.

The SOA is based on the framework of Government strategic objectives and national outcomes, with the focus on local outcomes and identifying local priorities. Ultimately, this should result in improved public services for local communities.

Our involvement in community planning supports the purpose of LBFRS "...to reduce the impact upon the community and the environment of fires and other emergencies and by doing so, improve community safety and engender a sense of wellbeing..."

The following table identifies the Scottish Government Strategic Objectives/National Outcomes and examples of how LBFRS can contribute to each outcome.

Scottish Government Purpose

“To focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish through increasing sustainable economic growth”

Scottish Government Strategic Objectives

- Wealthier and Fairer**
- Smarter**
- Healthier**
- Safer and Stronger**
- Greener**

National Outcomes		LBFRS Contribution
1	<i>We live in a Scotland that is the most attractive place for doing business in Europe.</i>	A fire safety auditing programme ensures businesses’ compliance with the Fire (Scotland) Act 2005. Also, provision of advice and guidance to promote a safe working environment, protection of property and business continuity from the risk of fire.
2	<i>We realise our full economic potential with more and better employment opportunities for our people.</i>	Fire Skills For Success (FS²) programme; designed to encourage young people back into employment, education and training.
3	<i>We are better educated, more skilled and more successful, renowned for our research and innovation.</i>	Fire safety education delivered to primary and secondary schools, which links into the National Curriculum.
4	<i>Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</i>	Engaging with young people via youth diversionary programmes (eg. Cooldown Crew, Phoenix, FS²) which aim to increase young people’s self esteem and promote the values of good citizenship.
5	<i>Our children have the best start in life and are ready to succeed.</i>	Provision of fire safety information via our current education programme and the delivery of an annual child safety campaign
6	<i>We live longer, healthier lives.</i>	Carrying out Home Safety Checks to reduce the risk of a fire incident, ensuring fire does not impact on people’s health and wellbeing.
7	<i>We have tackled the significant inequalities in Scottish society.</i>	LBFRS currently have the highest ratio of female firefighters in the Scottish fire and rescue service. We have a proactive Equal Opportunities Function which includes two dedicated outreach workers, who work together to promote equalities issues in the fire and rescue service.

8	<i>We have improved the life chances for children, young people and families at risk.</i>	Our Firesetters Intervention Programme addresses the growing instances of children and young people becoming involved in fire play/fire setting behaviour. The aim of our intervention programme is to help children and young people and their families understand the dangers of fire and its consequences.
9	<i>We live our lives safe from crime, disorder and danger.</i>	Promoting safe driving via the provision of education and advice, delivered by our operational crews.
10	<i>We live in well-designed, sustainable places where we are able to access the amenities and services we need.</i>	LBFRS are involved in consultation with the relevant local authority Building Standards, Planning and Licensing departments, regarding property and planning issues.
11	<i>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</i>	In partnership with local authorities and other agencies, LBFRS plan for major incidents and provide an adequate and skilled response.
12	<i>We value and enjoy our built and natural environment and protect it and enhance it for future generations.</i>	LBFRS has carried out a collaborative project with Historic Scotland, to survey all "A" listed historic buildings within the Lothian and Borders area, to ensure operational crews are provided with up to date information specific to each property, to assist firefighting operations if required and reduce damage to these valuable buildings.
13	<i>We take pride in a strong, fair and inclusive national identity.</i>	LBFRS provides fire safety advice and guidance to minority ethnic groups and participates in many diverse cultural events (eg. the Edinburgh Mela Festival).
14	<i>We reduce the local and global environmental impact of our consumption and production.</i>	LBFRS is currently working towards reducing our carbon footprint, by reducing and recycling waste and reducing energy consumption throughout the Service.
15	<i>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</i>	LBFRS has achieved the Healthy Working Lives Gold Award and also the Mental Health Commendation Award in 2008 and plan to continue to maintain both these awards in future years.

We carried out an organisation-wide review of our community planning arrangements in 2008 to enhance our involvement in all five of our constituent council areas.

Recent improvements to our community planning arrangements include:

- Responsibility for community planning in each of our five constituent council areas is aligned to members of the Service Executive;
- The appointment of a community planning manager;
- Development of positive and constructive working relationships with all CPP partner agencies,
- Production of Strategic Assessments for each of our five constituent council areas;
- Development of a partnership register.

2009

➤ **AGREED REVENUE BUDGET 2009/10**

2008/09 Approved Budget		2009/10 Approved Budget	
		Movement	Year 1
Subjective Analysis	£	£	£
Employee Costs	46,802,873	1,171,156	47,974,029
Premises Costs	1,680,162	112,438	1,792,600
Transport Costs	977,413	(43,000)	934,413
Supplies and Services Costs	1,891,552	110,478	2,002,030
Third Party Payments	467,427	66,000	533,427
Support Services	1,716,181	13,419	1,729,600
Supported Capital Financing Costs	359,000	10,691	369,691
Prudential Borrowing Financing Costs	23,239	(13,804)	9,435
Gross Expenditure	53,917,847	1,427,378	55,345,225
Sales, fees and charges	(3,860,510)	(66,798)	(3,927,308)
Interest on revenue balances	(270,000)	132,000	(138,000)
'Pooling' Income	0	(779,000)	(779,000)
Net Expenditure	49,787,337	713,580	50,500,917
			835,232
Pay awards			77,916
Continuous Professional Development payments			161,370
Development to competency			(356,000)
Staff turnover savings			119,000
Past Service Pension costs			206,000
Increased actuary rates			546,000
Monthly pension payments			291,000
Pension Increases Act			(1,874,130)
Commutation payments			968,310
Commutation factors			(779,000)
'Pooling' income			(60,000)
Employee contribution to pensions			54,044
Audit Scotland Performance Audit (2 posts)			23,966
Gas			53,227
Electricity			35,235
Rates			66,000
Hydrant maintenance			132,000
Interest on revenue balances			13,419
Supported Capital Financing Costs			(13,804)
Prudential Borrowing Financing Costs			211,210
Revenue consequences of capital programme			37,924
Government Secure Intranet			5,714
Partnership agreement - Lothian and Borders Alert			10,000
Training			(6,798)
Increase in income			(44,255)
Budget re-alignment			713,580
Increase (Decrease) In Net Expenditure			



Operations

2009

- > The realities of operational duties and the dangers faced by operational crews were brought sharply into focus at a major fire in Edinburgh on 12th July 2009.

Firefighter Ewan Williamson, 35, was tragically killed fighting a fire in a bar in Dalry Road, Edinburgh.

That night Ewan's colleagues rescued more than 20 residents, including a baby, from the tenement flats above the Balmoral Bar. An outcome which, without the efforts of Ewan and the team's determined intervention, might not have been so successful.

The fire was eventually extinguished just before lunchtime on Sunday, almost 12 hours after the initial fire call came through.

Ewan's tragic death has been devastating for all who knew and worked with him in the Service and beyond, and is a stark reminder to all of the dangers and perils which firefighters across the country face on a daily basis in public service.

> INTRODUCTION

The Operations Function comprises three Functional areas:

- **Operations Performance Management**
- **Operations Research**
- **Operations Planning**

These three Functional areas on the one hand support the delivery of operational fire and rescue services to our communities whilst, at the same time, ensure that the Service maintains its preparedness to respond to the range of operational incidents we are expected to attend.

Operations Performance Management provides support to operational fire stations by providing a business management role for the Station Management Group. In addition to the supporting role, the Function performs the crucial role of managing operational performance, providing Station Commanders with the direction they require in order to ensure operational preparedness. This is achieved by the Function managing a process of station audits. The Function is also responsible for the following tasks:

- The administration of incident reporting;
- The analysis of post incident debriefs;
- The management of technical operations within the Service;
- The collation of operational statistics;
- The management of water supplies for firefighting purposes;
- The management of the Incident Command Support Centre.

Operations Research has responsibility for identifying, evaluating and managing the introduction of new operational equipment into the Service. In addition to managing this locally, the Function also performs a key role in the collaborative approach to equipment procurement within the Scottish fire and rescue community. Some key achievements during 2008-2009 were:

- The procurement of non-structural personnel protective suits into the Service;
- The management of the replacement of Officers' visual warning devices;
- The management of the replacement of hand held communications;
- The introduction of combined aerial rescue pumps into the Service.

Finally, the **Operations Planning** Function has responsibility for the development of operational procedures for use at incidents in the form of Tactical Information Plans and Framework Operational Procedures, in liaison with a range of partners (Local Authorities, Police, Scottish Ambulance Service, utility companies, etc.) for emergency planning, special event planning and exercising for potentially large-scale incidents. This Function also administers the Community Risk Register on behalf of the Strategic Co-ordinating Group for the Lothian and Borders area. The Function has successfully managed the Service's participation within the national arrangements for responding to incidents at sea in the form of the Maritime Incident Response Group (MIRG).

The following pages provide details of how we are meeting the needs of our communities in relation to responding to fire and rescue situations.

> SUMMARY OF OPERATIONAL ACTIVITY

Structural Firefighting and Vehicle Fires

- We mobilised fully capable teams to 2,543 fire incidents within buildings, other land-based structures, and fires involving vehicles;
- We rescued 103 people from primary fires.

Minor Fires

We attended 3,803 secondary fires. This accounts for 21% of our operational activity.

Vehicle Accidents

- We mobilised fully competent teams to 118 Road Traffic Collisions (RTCs) where people were trapped;
- We rescued 161 people from RTCs;
- 315 RTCs where no people were trapped but assistance was rendered;
- 55 RTCs where Fire Service assistance was not required.

Rescue from Height

We have trained, competent teams to respond to rescue from height incidents. During 2008/09 these teams were mobilised on 27 occasions.

Incidents involving Hazardous Substances of any kind either held in storage, use, or in transit

We have trained and competent teams to respond to incidents involving any hazardous substance. During 2008/09 we responded to 26 incidents involving hazardous substances.

Provision of Advanced Fire Investigation

We have a trained team of Fire Investigation Officers who respond to incidents either as part of the predetermined attendance or on request from the Incident Commander. During 2008/09 the Fire Investigation Unit was mobilised on 268 occasions.

Primary First Aid

We have 308 qualified First Aiders in the Service. In addition, 624 operational staff have received casualty management training from the Scottish Ambulance Service.

Rescue from Water

- During 2008/09, we attended 55 incidents involving people trapped in water. On 21 occasions, our services were not required. We rescued 21 people trapped and provided a humanitarian service on 13 occasions;
- We are currently developing our personnel to a higher level of competence in this discipline.

People trapped in any other way

- 203 incidents involving the rescue of people;
- 47 incidents involving releasing people from items such as, railings, bikes etc;
- 37 incidents where first aid was rendered to people;
- The total number of rescues, other than from fires or RTCs, carried out by the Service during 2008/09 was 442.

> FIRE APPLIANCE ATTENDANCE TIME ATTAINMENT

Since the 1930s, operational efficiency within the UK Fire Service has, in part, been measured against the ability to meet target attendance times for fire appliances to arrive, specifically, at fire incidents. A number of reviews over the years made minor alterations to the original recommendations for attendance times. However, the criteria for attendance remained primarily based on risks to property rather than lives and required attendance to be made, according to risk category, on the following basis:

Figure 1: Fire Appliance Attendance Time Attainment

Risk Category	No. of Appliances	Attendance time of 1st appliance	Attendance time of 2nd appliance	Attendance time of 3rd appliance
'A' (High)	3	5 minutes	5 minutes	8 minutes
'B' (Substantial)	2	5 minutes	8 minutes	-
'C' (Moderate)	1	10 minutes	-	-
'D' (Low)	1	10-20 minutes	-	-
Rural	1	No set time	-	-

In March 2005, the Scottish Executive published Fire Service Circular 4/2005 which effectively withdrew the national recommended standards of fire cover as described above (with effect from 1 April 2005) in favour of locally determined response standards based on assessments contained within each Fire and Rescue Service's Integrated Risk Management Plans.

LBFRS now report on the time taken for the first appliance to attend an incident. Depending on the risk classification of the area to which the appliance is mobilised, the target time for the first appliance attending is that contained in Figure 1.

First Pumping Appliance Attending 2008-2009

The following data represents LBFRS performance in relation to the time taken for the first pumping appliance to attend an incident. The data relates to an attendance at 8187 incidents, which met the criteria that were historically applied by Audit Scotland for the purpose of KPI reporting.

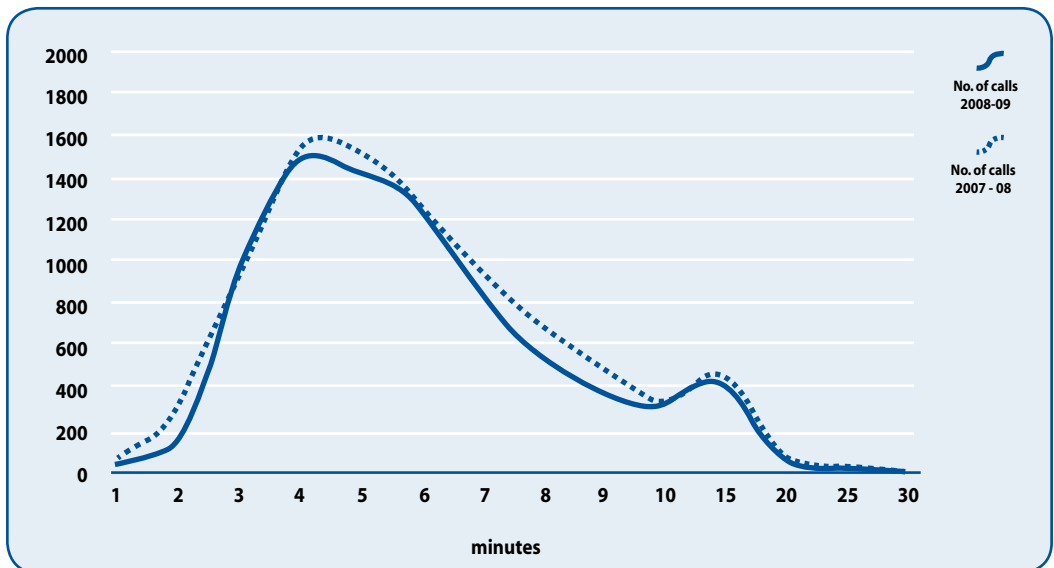
Figure 2: Fire Appliance Attendance Time Attainment 2008/09

First Appliance in Attendance within	No. of Calls 2008-09	%	Total No. of calls	%
1 minute	34	0	34	0
2 minutes	161	2	195	2
3 minutes	843	10	1038	13
4 minutes	1464	18	2502	31
5 minutes	1455	18	3957	48
6 minutes	1325	16	5282	65
7 minutes	922	11	6204	76
8 minutes	644	8	6848	84
9 minutes	451	6	7299	89
10 minutes	318	4	7617	93
15 minutes	463	6	8080	99
20 minutes	81	1%	8161	100%
25 minutes	21	0%	8182	100%
30 minutes	5	0%	8187	100%

Figure 2 above and Figure 3 below illustrate how quickly we are able to provide a fire appliance at the scene of an incident when requested. It is significant to note that 93% of all calls measured had a fire appliance in attendance within ten minutes of receiving a call for assistance. It is also significant to note that around half the calls measured had an appliance in attendance within 4-5 minutes of receiving the call.

The Figure below compares the call distribution with the previous year's data and it can be seen that, overall, our attendance times remain consistent with previous performance.

Figure 3: Distribution of First Appliance Attendance Times 2008/09



On further analysis of these figures we are able to break down the attendances into those risk categories that were previously reported, and identify the response times to each category, allowing us to benchmark against the previous attendance time standards. This fulfils the requirements of the Service Improvement Plan where we undertake to:

“attend any call to a fire within a building or any other land-based structure within a time consistent with our existing targets” (the existing targets being the now-withdrawn standards of fire cover).

First Appliance in Attendance within	High Risk		Substantial Risk		Moderate Risk		Low Risk	
	No. of Calls	Percentage	No. of Calls	Percentage	No. of Calls	Percentage	No. of Calls	Percentage
1 minute	1	0%	5	1%	27	0%	1	0%
2 minutes	12	4%	42	6%	137	2%	4	0%
3 minutes	62	22%	211	29%	725	12%	40	4%
4 minutes	179	63%	454	62%	1777	29%	92	8%
5 minutes	261	92%	630	86%	2907	48%	159	14%
6 minutes	276	97%	694	95%	4022	67%	290	25%
7 minutes	284	100%	712	97%	4784	79%	424	37%
8 minutes	284	100%	723	99%	5318	88%	523	46%
9 minutes	284	100%	730	100%	5659	94%	626	55%
10 minutes	284	100%	733	100%	5855	97%	715	63%
15 minutes	284	100%	733	100%	6016	100%	1052	92%
20 minutes	284	100%	733	100%	6028	100%	1119	98%
25 minutes	284	100%	733	100%	6032	100%	1133	100%
30 minutes	284	100%	733	100%	6032	100%	1138	100%

Figure 4: Fire Appliance Attendance Times grouped by Risk Category From the above information we can see that we achieved one pump attendances at high risk premises within target on 92% of occasions; substantial risk premises on 86% of occasions; moderate risk premises on 97% of occasions and low risk premises on 98% of occasions. The target times being 5 minutes, 5 minutes, 8-10 minutes and 10-20 minutes respectively. What is particularly pleasing to report is that, with the exception of our low risk premises, which are predominantly covered by our retained crews, 97% of calls to our higher risk areas were attended by a fire appliance within ten minutes of receiving the call for assistance.

The following graphs illustrate our attendance per risk classification. It can be seen that our attendance consistently falls within the target range for each risk category. Where an attendance does not fall within target, follow-up action is taken to ascertain the reason for the failure and to identify possible areas for improvement. From this information it is also possible to identify trends which may be impacting upon attendance times, i.e. traffic calming measures, pre-rigging etc.

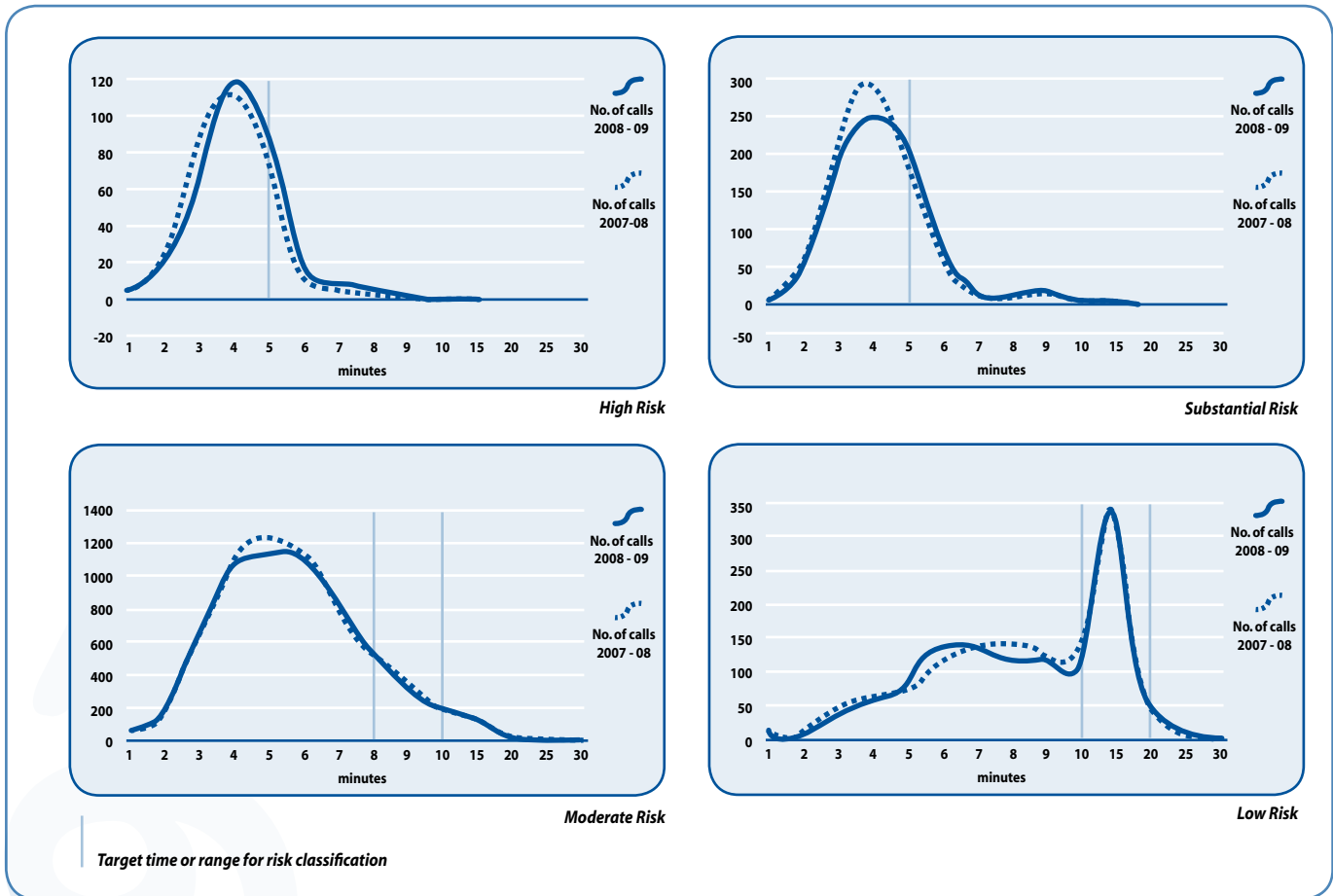
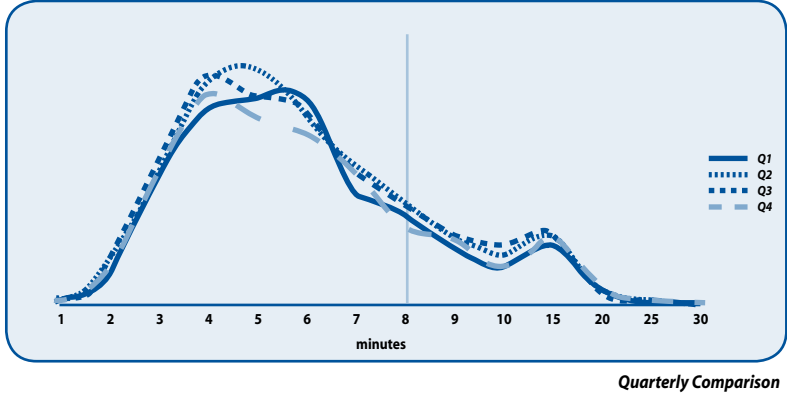


Figure 5: Distribution Attendance Times 2008/09

This data confirms that our performance in relation to attendance time standard, relative to the risk categories, remains consistent with the previous year's performance.

Figure 5a: Quarterly Comparison of Attendance Times 2008/09



This graph illustrates the comparison of call attendance profiles for each of the quarters in 2008-2009. It can be seen that performance is consistent in each of the quarters in relation to the number of calls measured.

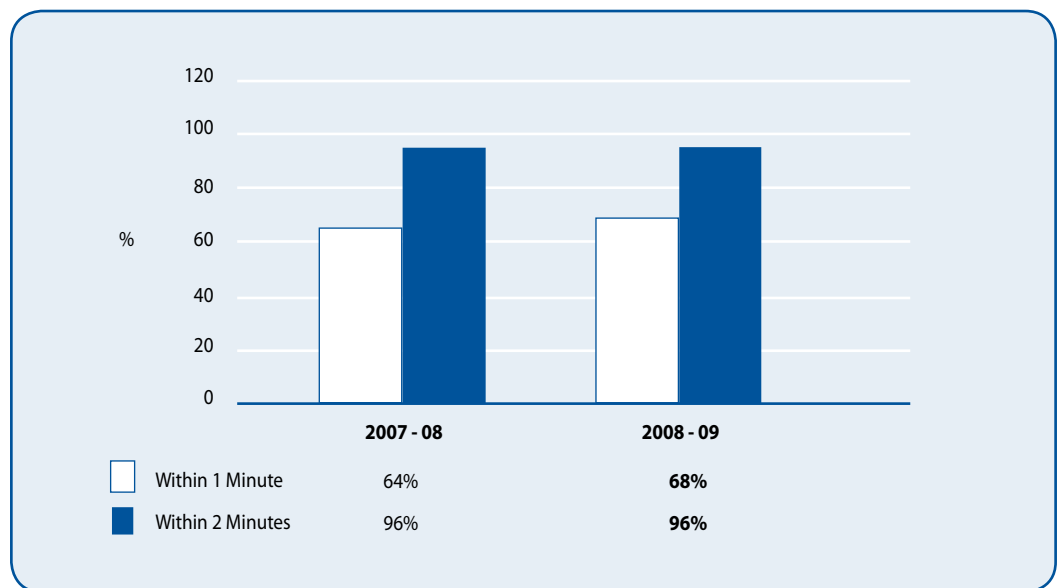
> CALL HANDLING PERFORMANCE

The second Key Performance Indicator for operational activity relates to the amount of time taken to receive emergency calls within the LBFRS Control Room and mobilise the appropriate resources to the incident in question. It indicates (in percentages) the number of calls handled within two time bands namely, less than one minute and between one and two minutes.

Points to bear in mind regarding this indicator are:

- Calls are the first calls to incidents. They do not include subsequent calls to the same incident. False alarm calls are also included.
- Callers using mobile telephones who are unfamiliar with surroundings often take longer to provide a reliable address.

Figure 6: Call Handling Performance 2008/09



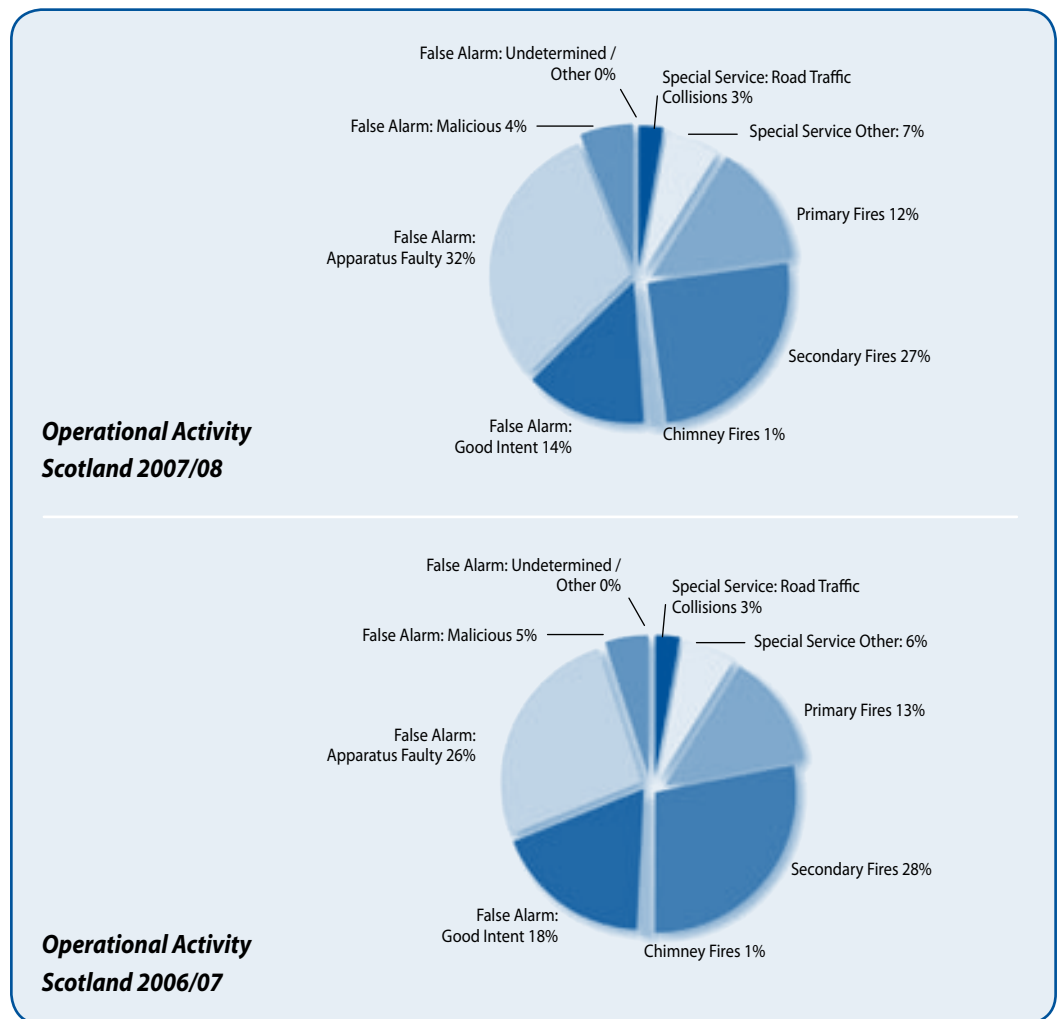
The performance statistics above show that there has been a slight increase in the percentage of calls handled within one minute. This increase is a result of operators being more familiar with the robust call challenging procedures introduced into Control, in relation to ascertaining the true nature of an incident prior to mobilising resources. The figures for 2008/09 relate to 18,988 calls received (20,993)*, with 13,165 calls being handled within 1 minute (14,712)* and 18,335 calls within 2 minutes (21,111)*. The average time taken to handle these calls was 57 seconds (58 seconds)*.

* - corresponding figure for 2007/08

> OPERATIONAL ACTIVITY

The data shown below - referred to as 'Operational Risk Management' data (ORMs) - are sourced from that gathered by Her Majesty's Inspectorate of Fire Services for Scotland, and reflect the national operational activity across the eight Scottish Fire and Rescue Services for 2006/07 and 2007/08.

Figure 7: Her Majesty's Chief Inspector of Fire Services for Scotland - Annual Reports 2006/07 & 2007/08



It can be seen from the above figures that there have been two changes worthy of note in operational activity across Scotland; the first being a slight decrease in both the number of Primary and Secondary fires attended, and the second being the reduction in the number of AFA calls due to malicious action. The Operations and Community Safety Functions work hard together to drive these types of call down with various initiatives being created to tackle this issue.

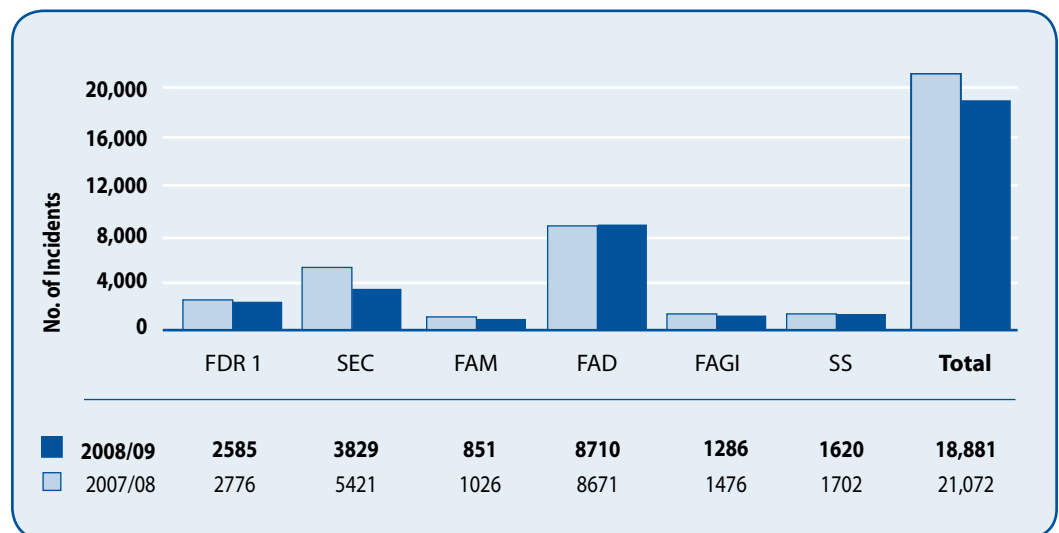
There has been an increase in the number of attendances to false alarms where apparatus was faulty.

The following Figures illustrate the corresponding data for LBFRS, comparing the statistics for 2007/08 with those for 2008/09.

The categories of incidents within the Figure are:

FDR 1	reportable fires involving property and other structures, vehicles, casualties
SEC	secondary fires principally involving rubbish, derelict property, etc
FAM	false alarm calls made with malicious intent
FAD	false alarm calls as a result of malfunctioning/defective alarm apparatus
FAGI	false alarm calls made with good intent on the part of the person(s) making the call
SS	special service calls comprising all calls of a non-fire nature e.g. road traffic accidents, hazardous materials incidents, etc.

Figure 8: LBFRS Operational Activity 2008/09



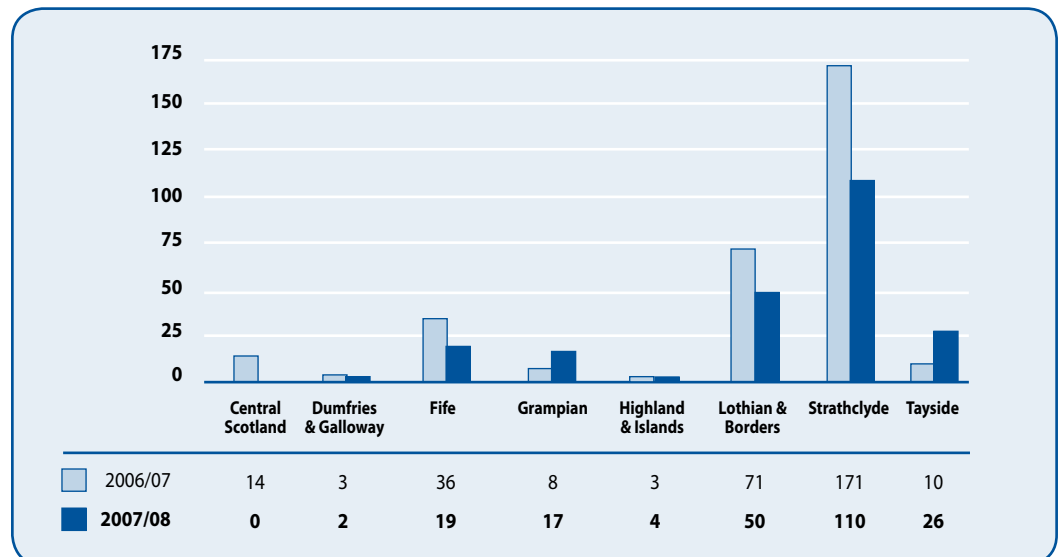
It can be seen that there has been decreased activity within the operational environment for the period 2008-2009 amounting to a total reduction of 2191 incidents. The most significant being in the number of secondary fires attended decreasing by 1592 calls. In previous years the number of secondary fires was increasing year on year, with the exception of last year where there was a reduction. It is therefore particularly pleasing to report this continued reduction this year. Initiatives have been implemented within the Service in order to attempt to drive down the number of secondary fires; however, it is too early to say whether or not these initiatives are responsible for the reduction.

> ATTACKS ON FIREFIGHTERS

In his annual report for 2005-2006, HM Chief Inspector of Fire Services for Scotland reported that the previous year's annual statistics in relation to attacks on fire crews showed a significant increase in the numbers of such attacks from 226 in 2004/05 to 324 in 2005/06. The 2006/07 report identifies that there has been a marginal reduction from 324 to 316. In the 2007/08 report it identifies a large reduction in Scotland from 316 to 228. In Lothian and Borders there was an overall reduction of 21 incidents for the year.

The Figure below illustrates how LBFRS compares with the other Scottish Fire and Rescue Services.

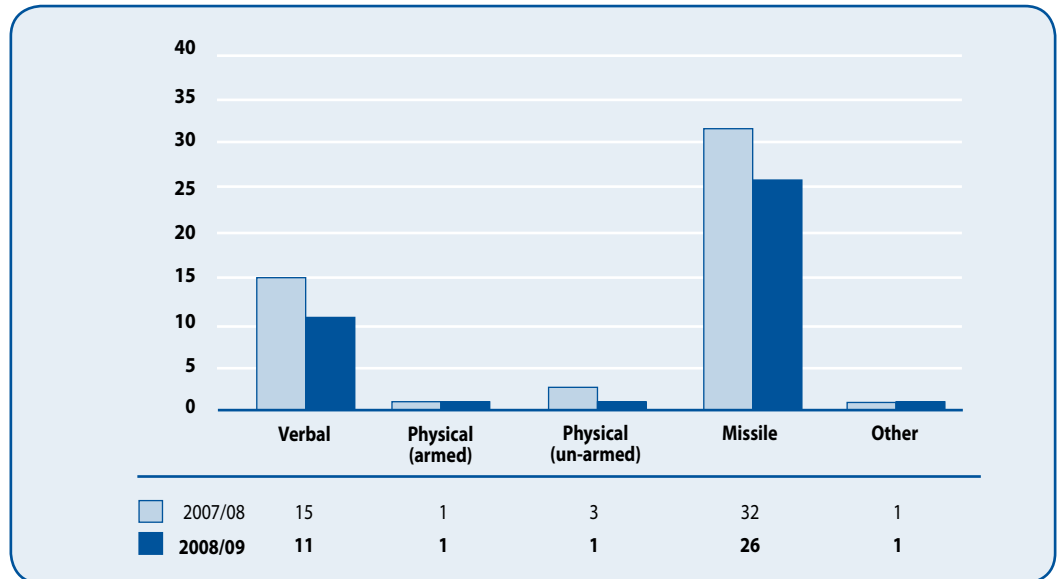
Figure 9: Attacks on Firefighters Scotland 2008/09



The figures in respect of attacks on our fire crews for the year 2007/08 against 2008/09 are shown in the Figure overleaf:

2009

Figure 10: Attacks on Firefighters LBFRS 2008/09



The number of reported incidents of violence to crews has decreased from 52 in 2007/08 to 40 in 2008/09. This decrease is welcomed, and may be attributed to intervention strategies adopted by LBFRS.

The occurrences of attacks on firefighters continue to be analysed and compared to intervention strategies adopted in order to identify areas of good practice. This remains a key initiative for the Service.

> FINANCIAL INFORMATION 2008/09

Budget £	Actual £	%	Population	Cost per head £
26,202,383.00	26,734,898.64	102.03	930,250	28.74

> COLLABORATIVE WORKING

During 2008-2009 the Operations Function continued the following collaborative working arrangements:

The Scottish Ambulance Service (SAS)

This arrangement involves the SAS utilising fire stations as strategic standby locations. In addition we have provided garaging and accommodation for the SAS Primary Response Units within McDonald Road Fire Station. This arrangement has been reviewed and a new Memorandum of Understanding (MOU) has been signed for another three years. As part of this arrangement, the SAS continue to deliver training on first aid and advanced casualty care to our Firefighters.

Her Majesty's Coast Guard (HMCG)

This partnership involves HMCG garaging their rescue vehicle within Musselburgh fire station. This meets the needs of HMCG and develops a positive working relationship between the two Services.

The University of Edinburgh

A Memorandum of Understanding has been developed and implemented between LBFRS and the University of Edinburgh. This partnership improves academic links between the Fire and Rescue Service and the University. There are positive benefits to this arrangement for both organisations; the University can utilise the hot fire training facilities within LBFRS for student development; LBFRS personnel will have the benefit of undertaking personal development opportunities provided by the University. In addition, the Fire Investigation Team within LBFRS has access to University staff to assist them in their work.

Tweed Valley Mountain Rescue

LBFRS has in place a Memorandum of Understanding with the Tweed Valley Mountain Rescue team in order to enhance our current Line Rescue provision within the Scottish Borders.

Fire Investigation

LBFRS has in place a formal Memorandum of Understanding with Central Scotland Fire and Rescue Service relating to fire investigation services. The nature of this MOU provides Central Scotland access to our trained fire investigators whilst LBFRS has access to the trained accelerant detector dog provided by Central Scotland.

British Red Cross

A Memorandum of Understanding exists to provide fire emergency service support (FESS) in support of our communities following fire incidents. We hope to expand this service in the coming year with the provision of more vehicles.

2009

> OPERATIONS: OBJECTIVES 2010/11

Operations Research

To carry out a review of all specialist operational equipment to identify future provision and to identify a replacement programme.

Service Planning Theme	Internal Processes
Service Planning Goal	Achieve best value in service provision
Service Plan Initiative	Achieve best value in service provision
Desired Outcome/ Business Benefits	Firefighter safety, best value
Environmental Impact Consideration	None
Risk Assessment Score	6
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

To implement the roll-out of the new Structural PPE Garments into the Service.

Service Planning Theme	Internal Processes
Service Planning Goal	Achieve best value in service provision
Service Plan Initiative	Ensuring the health and safety of all our personnel and those who are affected by the service we provide.
Desired Outcome/ Business Benefits	Firefighter safety
Environmental Impact Consideration	Previous garments will be re-cycled or sent for disposal
Risk Assessment Score	6
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

Operations Performance Management

To implement a survey of fire hydrant provision throughout the Service area.

Service Planning Theme	External impact
Service Planning Goal	Achieve best value in service provision
Service Plan Initiative	Provision of an efficient and effective response to fires and other emergencies.
Desired Outcome/ Business Benefits	Best value – reduction in hydrant maintenance costs.
Environmental Impact Consideration	No environmental impact envisaged
Risk Assessment Score	6
Planned Start:	2010
Planned Finish:	2013

Operations Planning

To reduce the instances of attacks on Service staff by 15% from previous year.

Service Planning Theme	People issues
Service Planning Goal	Ensure the health and safety of all our personnel and those who are affected by the service we provide.
Service Plan Initiative	Ensure the health and safety of all our personnel and those who are affected by the service we provide.
Desired Outcome/ Business Benefits	Continually improve the safety of our staff and reduce operational activity risks. To improve our engagement with local communities and partnership working arrangements. To monitor trends and reporting processes.
Environmental Impact Consideration	None identified
Risk Assessment Score	4
Planned Start:	01/04/2010
Planned Finish:	31/03/2011



Community Safety

> INTRODUCTION

The Community Safety Function reports the performance of two Functional areas, Business and Commerce, which deals with legislative fire safety duties, and Residential and Education which deals with risks in the residential community, and delivers our community and youth programmes.

The purpose of the Community Safety Function is to reduce the incidence of fires and other emergencies. The Function is the other side of the service delivery coin; reducing risks in the community through education, enforcement and direct action to help reduce the demand for our intervention services. Staff are currently delivering programmes which address the risks from fires, road accidents, attacks on firefighters, and flooding.

More work is required however to reduce the enormous number of deliberately started minor fires in the community. More serious fires in schools, derelict buildings and common stairs inevitably stem from the iceberg of anti-social fire-raising incidents lying just below the surface. Anti-social fire-raising also blights communities and is strongly associated with attacks on Firefighters; more work is needed to reduce this part of our youth culture.

Best Value Review

A Best Value (BV) review of the Community Safety Function is currently underway and it is scheduled to be complete by March 2010. The timing of the review is significant now that Part 3 of the FSA has been

fully implemented and the burdens of the old fire certification process have been removed. The role of the Fire and Rescue Service is more aligned to that of the Health and Safety Executive in that we now provide advisory, audit and enforcement roles.

At the same time the need for greater focus on locally delivered community safety measures has increased. The introduction of the Single Outcome Agreement (SOA) process has brought the role of the Service, and what it delivers through partnership arrangements, into sharp focus. Our own internal arrangements have aligned Executive Officers to each of the five local authorities we serve and the targets that have been set in the SOAs will require organisation and planning to ensure they are delivered.

Although SOAs cover a wide range of community planning issues, the bulk of our partnership contributions are delivered by the Community Safety Function. However, the Function has limited resources and it is vital that it develops a greater facilitating role rather than attempting to fulfil the primary delivery role.

In 2004 Firefighter rolemaps were introduced which, for the first time, gave all operational staff a new duty to deliver community safety to their communities. This allowed the Service to introduce a very successful Home Safety Visit Programme which is delivered by Firefighters and has resulted in over 300,000 homes being visited; 80,000 have received a full safety check and fitted smoke alarm.

This has only been possible because our 1,000 operational staff are now actively involved in the delivery of community safety initiatives on a daily basis. Wholetime staff currently spend four hours over the 4-day tour of duty on the Home Safety Visit Programme and there is scope to deliver other community safety initiatives to help reduce the level of fire-raising and other SOA targets.

Business and Commerce

In October 2006 Part 3 of the Fire (Scotland) Act (FSA) which applies to commercial premises came into force. The main change is that employers and owners of commercial property are now required to carry out a full fire risk assessment and take appropriate action to mitigate the risks. This is a significant change from the previous fire certification process which was administered by the Fire Authority and was very labour intensive.

The new approach is based on European directives and the Management of Health and Safety at Work Regulations making fire safety easier to understand for businesses. The Fire Authority has duties to advise, audit and enforce the new Act in a similar way to that of the Health and Safety Executive.

The Lead (Fire) Authority Partnership Scheme (LAPS) was developed to overcome some of the anomalies raised by the prescriptive nature of previous fire safety legislation. Our current partners include Standard Life, RBS and Hilton Hotels. Although the purpose of these partnerships has been largely nullified by the new Act, there remains an opportunity to develop the partnerships as a forum to share best practice. In the year ahead these opportunities will be explored further within the context of a cost-benefit analysis.

The key challenge for all Fire Authorities is to ensure that the new Act is fully adopted by business. The high standard of fire safety that currently exists in commercial property could be diminished by a lack of vigilance and commitment from both sides. Previous legislation was introduced following a number of multiple fatality fires and it is not inconceivable that we could return to those days if the importance of fire safety and risk assessment is not maintained.

Residential and Education

The Home Safety Visit Programme continues to deliver a high level of performance. Last year 87,841 homes were visited by our Firefighters and 21,207 full safety checks were carried out, with 23,392 free smoke alarms fitted. Lothian and Borders is the only Service that has a systematic programme that is delivered every day from every wholetime station, and the number of checks that are completed significantly exceeds the performance of any other Fire Service in Scotland.

Although these results are very welcome, experience from other Services shows that generally, the initial success of Home Safety Programmes diminishes once the most at-risk groups have been visited. The uptake of the programme is around 20% and the remaining 80% constitutes a significant remaining risk.

The two main reasons cited for not accepting a visit are that: a) people either aren't in when Firefighters call or are unable to come to the door because of an illness or disability; and b) because they simply do not consider themselves to be at risk or because they don't think they warrant any special treatment. These groups are often referred to as the hard-to-reach and the hard-to-influence respectively.

New opportunities have emerged for the Service to work more effectively to reduce risks in the community. The hard-to-reach and hard-to-influence are exposed to many other risks and are well known to our partners from housing, social services and the police. All five constituent local authorities have re-organised their community safety partnership arrangements to work more closely within the communities they serve and have redistributed their resources accordingly.

In the coming year, we will consider how the commitment by other partners can be matched by the Service with a view to developing new ways to target those most at risk and ensure they have a working smoke alarm. Moreover, the FRS is seen as the key practitioner of risk assessment in the community, and the wider aspect of home safety and accident prevention is an area that needs to be more effectively addressed.

Working with Children and Young People

Working with young people and engaging with children from an early age through schools is an important aspect of our work to reduce attacks on Firefighters and increase social cohesion and social inclusion. Firefighters have a unique position in the community and can make a significant contribution in the community to the Smarter, Wealthier and Fairer, and Safer and Stronger aspects of the Single Outcome Agreements.

The Cooldown Crew and Phoenix programmes have reduced attacks on Firefighters by helping young people to develop into active citizens through improvements in their self-confidence and self-esteem and by developing a greater appreciation and understanding of their community and the people who work there including concierge staff, community wardens, the Fire Service and the Police.

We have developed these programmes further through the European funded, Fire Service For Skills programme known as FS². This is a two-week programme delivered in partnership through the Edinburgh Partnership, Careers Scotland and the Capital City Partnership, providing participants with a nationally recognised BTEC qualification on completion of the course.

We continue to deliver our well established primary schools education programme which involves P1-6 in a three-day programme in 46 targeted primary schools. We have also recently introduced a programme of structured fire safety lessons for every other primary school which is delivered by local Firefighters supported by Community Safety staff.

P7 pupils receive a multi-agency safety programme which includes interactive lessons on the risks from water, railways, roads, electricity, fire, the internet and other sources. The programme is delivered through a visit to the purpose built Risk Factory in Edinburgh which brings together a range of different agencies to deliver key messages with a united voice.

Our operational staff are also increasingly active in their local secondary schools providing a range of different talks and lessons. These include talks prior to bonfire night and the school holidays to reduce deliberate fire-raising. They also deliver the Safe Driving programme which is aimed at S5 and S6 pupils and is delivered in partnership with the Police. The programme is also delivered to other groups including the Army and further education colleges to reach pupils who may have left school at the end of S4.

> PERFORMANCE DATA

Figure 1: Fire (Scotland) Act Audits

Fire (Scotland) Act Audits

Year	Number completed year to date
2008/09	2,284
2007/08	2,303

Auditing of premises focuses our work on the highest risk premises in line with central government direction. This concentrates our workload in premises used as sleeping accommodation, such as hostels, hotels, hospital etc. Our risk modelling process then focuses on the highest risk premises of other types of workplaces, such as factories and licensed premises. All scheduled high and very high risk premises were audited during 2008/09.

The following data is collected and reported to the Scottish Fire and Rescue Services Advisory Unit. It is also used to measure our enforcement activity. It gives some indication of the amount of effort put into ensuring safety standards are being met.

Figure 2: Enforcement Activity

Enforcement Activity

Premises Type	No Action	Informal Action	Enforce-ment Notice	Prohibition Notice	Total
Hospital	11	38	1	0	50
Care Home	125	205	0	0	330
Hostel	16	29	1	0	46
HMO*	5	18	12	6	41
Hotel	14	107	4	0	125
Other Sleeping	8	27	1	0	36
School	20	86	2	0	108
Further Education	1	15	0	0	16
Licensed Premises	146	551	2	0	699
Public Building	3	8	0	0	11
Shop	26	237	9	0	272
Others open to Public	15	59	0	0	74
Factory or Warehouse	6	39	0	0	45
Office	12	40	0	0	52
Other Workplace	10	30	0	0	40
Other	10	41	0	0	51
TOTAL	428	1,530	32	6	1,996

* In addition to HMOs recorded above, we jointly enforce in around 6,000 premises with our Council colleagues.

It is the intention of the FRS to work with duty-holders through Good Enforcement principles to help them meet their obligations under the Act. However, where duty-holders fail to meet the standards, formal notices are issued, and continued failure will lead to reports being submitted to the Procurator Fiscal.

Notes

- **Informal action** may range from a verbal undertaking to correct a fault through to a written action plan agreed between a duty-holder and the FRS;
- An **Enforcement Notice** identifies failings and gives a timescale to complete;
- A **Prohibition Notice** prohibits the use of a part or all of a premises where dangerous conditions exist;

ORM 5.7 External Consultation Received

Figure 3: External Consultation

	Number	Hours
Building Regulation	329	439
Licensing (Scotland) Act	194	341
Civic Government (Scotland) Act licensing - HMO	22	51
Civic Government (Scotland) Act licensing - other	61	90
Care registration - residential	0	0
Care registration - childminder	73	116
Care registration - other	6	17
Gambling Act	3	4
Theatres Act	1	1
Cinemas Act	3	6
Total	692	1,065

Complaints

Figure 4: CGA Complaints

Complaint Type	2007/08	2008/09
Common Stair (Civic Government Act)	349	318
Personnel (Community Safety)	0	0

Visits following complaints received about common stairs, are carried out by operational personnel to identify and remove serious fire risks. Following a number of fires in common property, the Stair-Aware campaign, to raise awareness with partner organisations and residents, was introduced. This has led to a slight decrease in the number of inspections carried out and it is hoped that by raising awareness of the issue, fewer complaints and fires will occur in the future.

Fire Investigations

Figure 5: Fire Investigations

	2007/ 08	2008/09
Full Investigation	35	26
Preliminary	12	4
Fire Investigation Unit reports	166	157

There was a reduction of all types of fire investigation carried out by the Service in 2008-09. These include our most serious fires which warrant a thorough investigation to establish the cause and learn lessons wherever possible. Many of the investigations are carried out to fulfil our statutory duty to investigate and work with police and other agencies to establish a cause. We welcome the lower figures and they are consistent with the general reductions experienced with fires in the home, which have been reduced significantly through the Home Safety Visit programme and the provision of free smoke alarms to local residents.

Houses in Multiple Occupation (HMO) Inspections (City of Edinburgh)

HMO property continues to be one of our highest risk property types, although HMOs are now covered by the Fire (Scotland) Act, the lack of effective management of the risks and the disparate nature of the collective tenants, means that higher levels of audit and enforcement will always be required.

Figure 6: HMO Inspections

Year	Inspections / reports	Phone enquiries	Internal enquiries
2008/09	513	820	615
2007/08	650	560	348

An auditing officer is currently seconded to City of Edinburgh Council which is jointly funded to maintain a close link to the housing and licensing agencies to ensure that the 6,000 plus HMO premises are kept at the highest fire safety standards possible.

After The Fire Inspections

Figure 7: After The Fire Inspections

	2007/08	2008/09
Number of Inspections	243	137

After the Fire Inspections are carried out on all commercial premises following a fire. This is an important part of the work to sample the effectiveness of fire safety measures in businesses. Out of 137 audits carried out following fires in commercial premises, more than 30% had not carried out a fire safety risk

assessment. Despite a concerted advertising campaign by the Scottish Government and considerable work by Community Safety staff, it is fair to say that many duty-holders are still unaware of their responsibilities under the law.

Customer Satisfaction

These questions reflect how well the *Good Enforcement Concordat* is being applied by Community Safety staff while conducting audits and giving advice.

Q.10. *Community Safety tries to be sympathetic to your business needs and to balance these with any upgrading works which may be required. In this context, how would you describe the level of service provided?*

Q.11. *In all areas, how would you describe the level of service provided?*

Figure 8: Customer Satisfaction

Question No.	No. of Responses	Excellent	Good	Acceptable	Unsatisfactory
10	137	111	25	1	0
11	137	118	19	0	0

Comments received indicate high levels of customer satisfaction. Many respondents expressed gratitude at the helpful service provided in light of the new legislation.

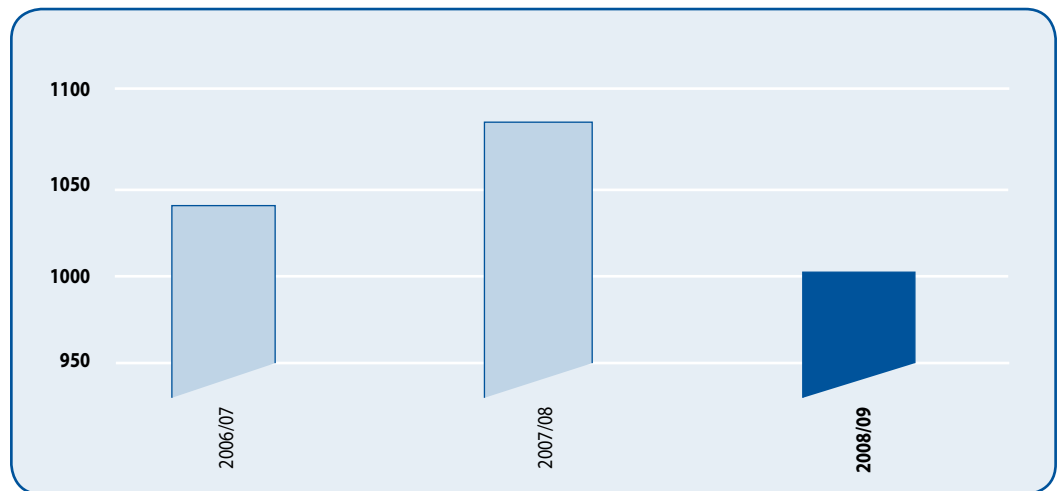
> COMMUNITY SAFETY RESIDENTIAL AND EDUCATION

The number of accidental dwelling fires fell to just over 1,000 last year. This is a welcome outcome of the HSV programme. The key safety messages provided by Firefighters are aimed at reducing the risks of a fire starting. It is pleasing to see that these messages are having a positive impact in the prevention of fires in the home.

Figure 9: Number of Accidental Dwelling Fires per 10,000 population

	2006/07	2007/08	2008/09
Quarter 1	281	275	241
Quarter 2	256	240	224
Quarter 3	265	284	276
Quarter 4	243	286	260
TOTAL	1,045	1,085	1,001
Population	902,330	911,570	921,220
Fires/10,000	11.6	11.9	10.9

Figure 10: Accidental Dwelling Fires Year by Year Comparison 2006/09, Lothian and Borders



Fire Casualties

The number of casualties from fires rose slightly last year and although this is disappointing, the overall trend is downward. However, the more recent trend appears to be rising and this is of concern. Reports from other Fire and Rescue Services have shown that early successes of the HSV programme can begin to plateau because of the difficulty in reaching all of the high risk groups. Further investigation of these results is required and greater effort will need to be targeted at the highest risk groups through better partnership arrangements.

Figure 11: Total Number of Fire Casualties 2006/09

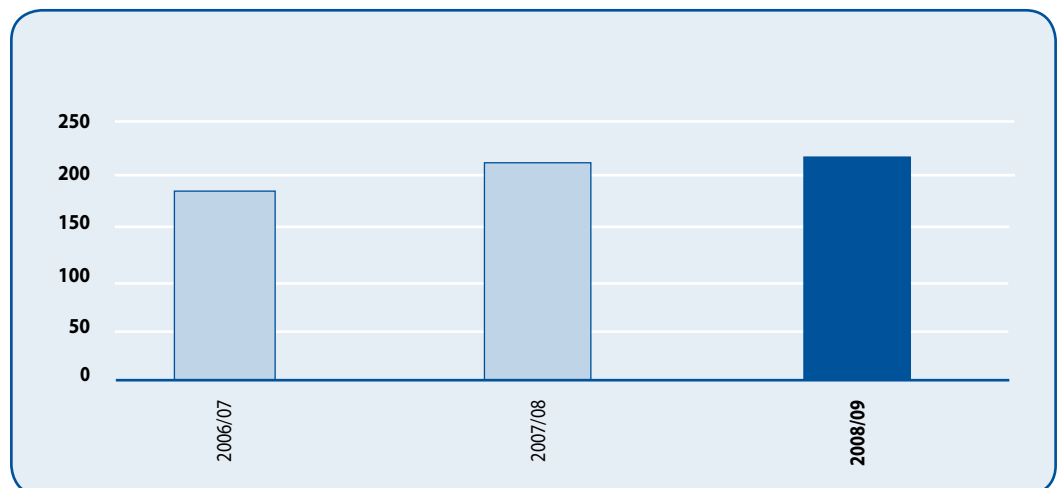


Figure 12: Number Fire Fatalities

Fire Fatalities

	Total 2007/08	Total 2008/09
Number Fire Fatalities	11	6

The number of fire fatalities fell to the lowest figure ever recorded and is a welcome outcome to the increasing amount of prevention work carried out by the Service. Of the six people who died, five occurred in the home and one from a fire in a vehicle. Of the five domestic deaths, we would consider them as being from households which were either hard-to-reach or hard-to-influence. We will continue to target these groups to try to drive this figure down further.

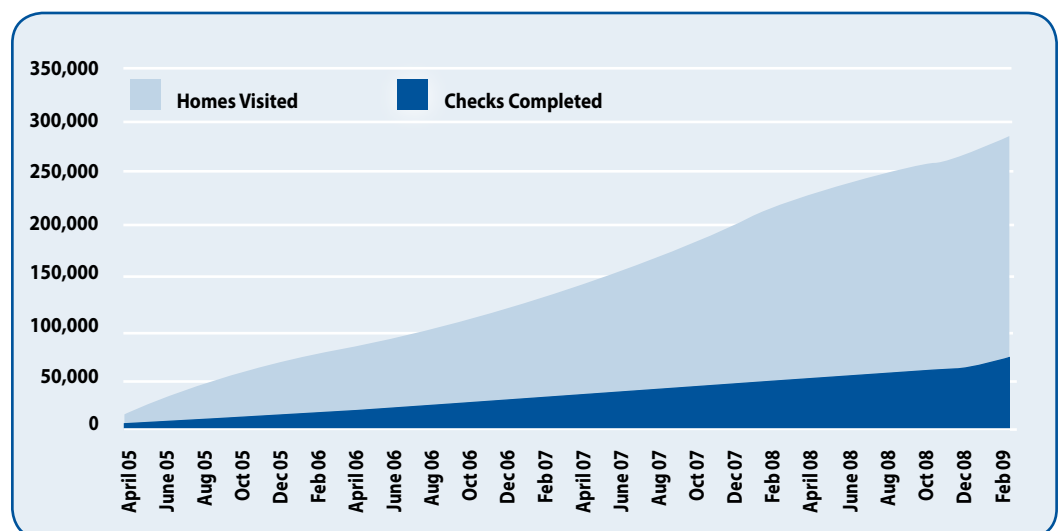
Home Safety Visits

Figure 13: Home Safety Checks

	Pre 2005	2005/06	2006/07	2007/08	2008/09	Total
Homes contacted	19,406	65,735	49,880	74,456	87,512	296,989
Safety Checks completed	4,636	12,239	17,376	20,231	21,219	75,701
Smoke Detectors fitted	3,516	12,000	20,623	23,803	23,413	83,355

The figures indicate a continued commitment to the programme from the operational crews. Their ability to form local partnerships and take on local initiatives has seen the total number of full home safety checks increase every year since the inception of the programme. Revised policies and procedures were introduced last year to focus resources more effectively toward the highest risk groups. Refresher training has also been provided to crews.

Figure 14: Home Safety Visit Programme



In total, almost 300,000 homes in Lothian and Borders have now been visited and given fire safety information. Over 75,000 of these homes have had a full fire safety check carried out by operational crews and over 83,000 smoke detectors have been fitted.

Greenstreet Berman recently completed an evaluation for the UK Government of the Home Safety Programme in England to provide a cost-benefit analysis of the funding that was provided. Using the

same methodology the effectiveness of the programme in LBFRS shows that the reduction in incidents and casualties follows a similar pattern. Two two-year periods, one before, and one after the programme was introduced, were compared to highlight the change. The figures for Lothian and Borders are shown below:

Figure 15: Analysis of Incidents and Casualties

Year	Accidental Dwelling Fires	Fire Casualties	Fire Fatalities
2000/01	1,191	303	11
2001/02	1,190	222	14
Total 2000/02	2,381	525	25
2005/06	1,087	217	7
2006/07	1,045	186	7
Total 2005/07	2,132	403	14
Change (%)	-249 (10%)	-122 (23%)	-11 (44%)

The government report also assigned costs to society for deaths, casualties and injuries. These are applied to the figures from the table above to give an indication of the financial benefits the programme has provided for the community; the aversion figures are taken from the original report.

Figure 16: Programme Benefits 2005 - 07

Programme Benefits 2005/07	Change (05/07)	Aversion Value	Benefit Value
Accidental Dwelling Fires	-249	£7,849	£195,440
Casualties	-122	£12,000	£1,464,000
Fatalities	-11	£1,375,000	£15,125,000
Total Benefit (2005/07)		£16,784,440	
Annual Benefit (2005/07)		£8,392,220	

The community benefit of the programme amounts to almost £8.4m which equates to savings that can be accumulated every year that these low figures are maintained.

Youth Early Intervention and Diversion Work

Cooldown Crew is an early intervention programme aimed at 10-14 year old children with low self esteem or recognised difficulties at school. The course consists of intensive training over a one-week period on fire safety, first aid and other community-based skills. Feedback from attendees and teachers continues to be very positive.

Evaluation of courses in West Lothian showed an immediate improvement in behaviour and school attendance of those undertaking the course.

Edinburgh Cooldown Crew (One-Week Programme)

Venue / Start Date	Liberton 02/6/08	Liberton 30/03/09	Total Completing Course
Male	4	7	10
Female	3	1	4
Total Completing Course	7	7	14

Midlothian Cooldown Crew (One-Week Programme)

Venue / Start Date	Dalkeith 09/2/09	Total Completing Course
Male	4	4
Female	4	4
Total Completing Course	8	8

West Lothian (One-Week Programme, four per year)

Venue / Start Date	Livingston 26/6/08	Livingston 8/8/09	Livingston 13/10/09	Livingston 10/11/09	Livingston 02/03/09	Total Completing Course
Male	5	7	4	7	7	30
Female	1	2	4	2	4	13
Total Completing Course	6	9	8	9	11	43

East Lothian Cooldown Crew (One-Week Programme, three per year)

Venue / Start Date	N. Berwick 16/6/08	N. Berwick 22/9/08	N. Berwick 24/11/08	N. Berwick 23/03/09	Total Completing Course
Male	7	8	8	7	30
Female	1	2	2	3	8
Total Completing Course	8	10	10	10	30

Borders Cooldown Crew (One-Week Programme)

Venue / Start Date	Hawick 16/3/09	Total Completing Course
Male	5	5
Female	5	5
Total Completing Course	10	10

In 2008/09 156 students completed the programme successfully. This takes the number of students participating in the programme to almost 600 since it started in 2004/05.

In addition to the Cooldown Crew, we offer an evening programme for youth diversion work. This is aimed at building on the Cooldown Crew and also offering other young people the opportunity to work with the Fire and Rescue Service one night per week.

There are now two fully established Phoenix Programmes, one in Edinburgh and one in West Lothian. Each programme involves 15 participants who attend once a week at night and learn discipline, fire safety and life skills. Attendance rates are high and feedback from parents/carers is extremely encouraging.

In 2008 we introduced a new programme in Edinburgh which was partly funded through the European Structural Fund. The programme is aimed at 16-25 year-olds and fulfils the Government's requirement for the Fire Service to do more work with young people to improve social inclusion and attainment.

The programme is delivered in partnership with Careers Scotland, the Capital City Partnership and The Prince's Trust and students receive a nationally recognised BTEC qualification; five courses have already been delivered with many more to follow before June 2010.

Fire Skills for Success – FS² (Two-Week Programme)

Venue / Start Date	13/10/08	17/11/08	12/01/09	26/01/09	16/02/09	Total Completing Course
Male	6	9	12	6	8	41
Female	5	1	0	1	3	10
Total Completing Course	11	10	12	7	11	51

> **FINANCIAL INFORMATION 2008/09**

Budget £	Actual £	%	Population	Cost per head £
£2,462,551.00	£2,734,254.01	111.03%	930,250	£2.94

> **COMMUNITY SAFETY: OBJECTIVES 2010/11**

To target the Hard-to-Reach and Hard-to-Influence through the use of consumer research data.

Service Planning Theme	Focussing on customer needs
Service Planning Goal	Reduce deaths and injuries from dwelling fires
Service Plan Initiative	Achieving Best Value in Service Provision
Desired Outcome/ Business Benefits	To increase the number of Home Safety Checks carried out in the homes of the most vulnerable groups.
Environmental Impact Consideration	None identified
Risk Assessment Score	6
Planned Start:	1st April 2010
Planned Finish:	31st March 2011

To provide fire safety training for healthcare and social work staff to promote the 'Firecare Initiative'.

Service Planning Theme	Focussing on customer needs and working in partnership.
Service Planning Goal	Targeting the hard-to-reach and hard-to-influence.
Service Plan Initiative	Achieving Best Value in Service Provision
Desired Outcome/ Business Benefits	Ensure all people receiving health or social care receive a Home Safety Check.
Environmental Impact Consideration	None identified
Risk Assessment Score	4
Planned Start:	1st April 2010
Planned Finish:	31st March 2011

To develop a new suite of fire safety awareness seminars for the range of business sectors covered by Part 3 of the Fire (Scotland) Act 2005.

Service Planning Theme	Working in partnership
Service Planning Goal	Reduce non-compliance with Fire Safety legislation
Service Plan Initiative	Achieving Best Value in Service Provision
Desired Outcome/ Business Benefits	Improved awareness of FSA responsibilities in the business sector.
Environmental Impact Consideration	None identified
Risk Assessment Score	4
Planned Start:	1st April 2010
Planned Finish:	31st March 2011

To implement all outcomes of the Best Value Review of Community Safety.

Service Planning Theme	Achieving Best Value in Service Provision
Service Planning Goal	Improved use of resources
Service Plan Initiative	Achieving Best Value in Service Provision
Desired Outcome/ Business Benefits	Local delivery of Community Safety
Environmental Impact Consideration	None identified
Risk Assessment Score	6
Planned Start:	1st April 2010
Planned Finish:	31st March 2011

2009



Central Services

> INTRODUCTION

Central Services is predominantly a support service to the Fire and Rescue Service providing professional support, advice, policies and services to assist the attainment of the Service's vision and purpose.

They are based within the Service Headquarters and form part of the Service's Corporate Services Directorate, comprising:

- **Corporate Communications**
- **Finance**
- **Information and Communication Technologies (ICT)**
- **Service Planning**

The responsibilities for each Function are outlined below:

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.

In meeting the above responsibilities, Corporate Communications has adopted the following broad principles:

- To manage and develop channels of corporate communications within the Service, e.g. Internet, Intranet, Newsletter, Routine Orders, Mail and Reception;
- To design and produce quality artwork, plans, publications, photography and multimedia presentations;
- To facilitate and provide consultancy on a variety of methods of external communication including media handling, stakeholder consultations and events;
- To manage and provide consultancy on stores of information within the Service and associated governing legislation.

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.

In meeting the above responsibilities, Finance has adopted the following broad principles:

- To devolve financial management and accountability to station management level through the delivery of improved and timeous financial information;
- The involvement of managers in the budget setting process and financial management;
- Ensuring effective financial control and corporate governance through the development and implementation of appropriate policies and procedures;
- Advising on and ensuring adherence to best accounting practice including Best Value Accounting Code of Practice, Statement of Recommended Practice, City of Edinburgh Council Accounting policies, CIPFA Prudential Code and all other relevant accounting policies.

Information and Communication Technologies (ICT)

To advise on all aspects of information and communication technologies, and to develop relevant policies for Corporate consideration. To take responsibility for the organisation, management and strategic development of information and communication technologies within the Service.

In meeting the above responsibilities, ICT has adopted the following broad principles:

- Increased access to effective management information across the Service;
- Central management of ICT wherever possible to reduce resource requirements and increase security;
- Recording and collection of data at source and sharing of data across the Service users through the use of integrated systems;
- Ensuring that the Service has robust systems which are secure and ensure service continuity.

Service Planning

Service Planning plays an increasingly important strategic role within the Service as it continues to improve its planning processes, performance management and drive for continuous improvement.

The Service Planning role is responsible for ensuring that the Service continues to have the systems and processes available to plan its key objectives and monitor and manage progress towards the achievement of these objectives across the Service.

> 2008/09 MAIN ACTIVITIES

At the outset of 2008/09, Central Services focussed on developing a number of initiatives identified as important areas of work by teams working on the Public Service Improvement Framework self assessment exercise and from issues raised at the Firefighter seminars during the previous year.

These areas included:

Increasing IT Access on stations

We have gradually increased the provision of PCs on stations to allow access and are increasingly developing management information systems (MIS) such as the Operational Support Centre MIS and our Human Resources MIS. These MIS systems along with other Corporate systems covering incident data management, electronic communication and office tools are a vital part of the running of any organisation. It is therefore equally important that we are able to deliver these systems over an infrastructure capable of meeting the demands of our staff.

ICT have therefore embarked upon both an ICT strategy review and an infrastructure review to ensure that we have appropriate systems and infrastructure capable of meeting the demands of the Service over the next five years.

Carrying out a Review of Service Continuity Plans

Like any other organisation LBFRS is susceptible to unforeseen events which may result in loss of use of buildings, facilities or services. During 2008/09 we therefore carried out a major exercise to extend our existing Service continuity plan to cover the entire Service and build one comprehensive plan.

Refresher training on Financial Control and Budget Monitoring

It was encouraging that many staff highlighted the need for this training as it demonstrated an awareness of the importance of financial management to the continued successful delivery of our service. We have implemented a series of training sessions to staff over the year which have been well received.

Carrying out a range of customer surveys to measure performance

We carry out regular analysis of feedback received from members of our community who have received our services either through our Home Safety Visit programme or through attendance at an incident.

Implementation of 'The Performance System' to give a cross-organisational view of performance

Again it was encouraging that staff identified a need for greater performance information and during

2008/09 the development of the Performance System was completed. A new Incident Recording System was delivered and work carried out to integrate the data from our systems to the Performance System. A pilot of the system is currently being undertaken prior to rolling out across the Service.

Introduction of Value for Money Indicators

Ensuring that we continue to provide value for money is increasingly important in the current economic climate and we have implemented the financial analysis and process to allow the reporting of a range of recommended VFM indicators.

Monitoring Progress of Public Service Improvement Framework

Following the implementation of PSIF a number of areas for improvement across the Service were identified by teams working on the assessment. It is important that we are able to monitor progress against achieving these improvements. These initiatives have therefore been included within the Initiative System and are reported to the Corporate Group on a quarterly basis by the relevant Head of Function.

During 2008/09 Central Services has also worked to improve internal and external communication through the development of our intranet and internet sites and campaigning to promote awareness of our Home Safety Visits. We have also increased our network security to ensure our data and communications are secure, and further enhanced our financial monitoring to identify efficiencies where possible.

We have also developed a long-term funding strategy which sets out the mechanisms to fund our long-term capital programme including our Service Improvement Plan.

The work carried out in 2008/09 will provide a platform as we move forward to 2009/10 and beyond to ensure that we can continue to provide a quality service to our communities in challenging times.

Information and Communication Technologies (ICT)

The ICT team has focussed on progressing the outstanding major projects on Management Information Systems (MIS) and reviewing the strategic plans for the ICT Function with specific focus on network communications infrastructure which has been passed from the Telecoms Function. This will modernise the technical infrastructure in order to deliver robust and efficient systems across the Service.

The implementation of the Operational Support Centre Management Information System has provided a large amount of the phase 2 functionality including improvements to the Procurement and Financial Management Functions.

Project management was provided to support the launch of the Human Resource Management Information system providing additional modules for Health and Safety, Occupational Health, sickness and attendance management.

ICT have developed and gained approval for the launch of an ICT Project Methodology which is built around the Prince2 framework. This is designed to bring consistency and will help identify project risks, resource and business process issues.

Network security has been upgraded with the implementation of Websense e-mail filtering software. Security issues arising out of the Firelink (single wide area communications system) project have been addressed through the implementation of upgraded wireless networking conforming to the relevant guidelines.

The ICT Function is also involved in projects looking at:

- Incident Recording System implementation – data collection and reporting on operational incidents reported via a website implemented by the central Government department of Communities and Local Government (CLG);
- VMDS software – Vehicle Mounted Data Systems providing incident information and tactical information plans to crews on the fire appliances;
- Data management, statistical reporting and performance monitoring – development of automated systems for calculating performance indicators and other required reporting.

Finance

Finance has continued to deliver improved financial reporting across the Service to ensure that managers are provided with financial information to improve financial control and to identify potential efficiency savings.

Training on financial systems and reporting has been carried out with managers across the Service. This training allows managers to access and analyse cost information for their own areas and take corrective action to remain within budget. Finance additionally worked with managers and provided reporting, analysis and support to assist managers in maintaining financial control.

The changes in the world economy affected all organisations and work has been carried out to realign our capital programme to take account of the economic changes. This resulted in a capital funding strategy being developed which looks at our capital funding needs over a 10-year period and how we can still achieve our capital programme through a range of funding alternatives.

The Payroll Services Section has successfully implemented the new Pay and Grading structure for APT & C and Manual Workers from October 2008. In addition, Continuous Professional Development Payments have been rolled out to all non-uniformed staff from July 2008.

As our Service becomes increasingly dependent upon integrated ICT systems, our Systems Accounting and Audit Section have focussed their work on ensuring that the appropriate processes and controls necessary for handling our data are in place as our major MIS system implementations draw to a conclusion.

Corporate Communications

Corporate Communications' key Objective for 2008/09, keeping internal and external stakeholders fully informed of the impact of any changes arising from LBFRS's Service Improvement Plan (SIP), was worked

on through the year. Main issues surrounded the proposed new Fire Training Centre and communicating decisions made by the Fire and Rescue Board to stakeholders, whilst also responding to media enquiries on this subject. Other issues within the SIP were slower moving due to economic and other factors and the communications challenges here were in keeping stakeholders informed of the uncertain situation while still retaining interest.

Another aspect of this was the continuing important messages concerning Home Safety Visits (HSV) and Checks. Many press articles and advertisements were generated over the year to raise awareness of this service and to inform key stakeholders of its continued success, and the Function supported our Community Safety colleagues with materials for events held over the year. This work will continue as the HSV Service is ongoing and now a key part of LBFRS's work.

Our second main Objective was to develop and implement interactive websites for LBFRS. Our new intranet was successfully developed and launched in June. The intranet has been very well received and has made a big difference to both the ease of finding key documents and information across the Service and communicating new developments and issues to employees. A key benefit has been enabling staff within Functions to upload their own documentation, which has ensured that the intranet remains more current and responsive to users' needs.

The external internet has also been developed and improved – with interactivity in the form of games, posters and other more creative methods of communicating fire safety messages. We are also able to be more proactive with our press releases and campaigns and this is mirrored in the website with graphics and links giving users more information and guidance. We have also tried to broaden the reach of our campaigns and press releases – linking candle fire safety to Valentine's Day and kitchen fire safety to Robert Burns' night, and these have achieved good press coverage. A new interactive section was also launched, giving users more information on the fire stations and other building locations within their local area.

We also supported several other initiatives with promotion materials and releases, including the launch of the new community safety youth project - FS² - Fire Skills for Success, flood awareness events, the Make It or Break It road safety project, and Museum open days. Always important is the community safety campaign calendar including Summer Fire Safety, Child Safety week, Hoax Call campaigns and of course our crucial Bonfire/Firework safety and fire safety at Christmas and other religious festivals. We also worked on and supported collaborative campaigns with other agencies, examples being a combined Drive Safely/Christmas fire safety campaign with Lothian Buses and Lothian and Borders Police, a chip pan safety campaign with Argos, and input into citizens magazines and newsletters on many campaigns for our constituent Councils.

Our CAD unit worked on production of detailed plans to aid firefighting, showing locations of access routes, rendez-vous points etc. in forested areas, as well as producing maps and plans for Tactical Information Plans.

Events we have organised and supported this year include the unveiling of the statue to James Braidwood on the Royal Mile in Edinburgh, which had extensive coverage and a large audience on the day, the Long Service Medal ceremonies and station open evenings to mark the opening of extensions to three stations linked to the day shift duty system and the Service Improvement Plan.

Other major pieces of work include: the new E-zine, *PPR – Preventing, Protecting, Responding*, which has a wide circulation amongst key external stakeholders and is distributed by email three times a year, highlighting key Service initiatives and achievements; the new Training Portal, allowing our Firefighters and other employees a single web point for training requirements and e-learning; and work on updating all our policies and procedures on information access legislation such as the Data Protection and Freedom of Information Acts.

Service Planning

Our Service Planning process now consists of three major elements:

- The Public Service Improvement Framework (PSIF) to identify areas for improvement using a self-assessment process;
- The Initiative System (TIS) to detail the initiatives we will undertake to improve our services, including areas for improvement (AFIs) identified via the PSIF; and
- The Performance System which will provide the measurement of performance indicators and enable the management of performance.

The three elements interact with one another to allow new initiatives to be created to address any performance issues or AFIs identified.

Public Service Improvement Framework (PSIF)

In 2007/08, the Service applied the PSIF self-assessment to each of our three Directorates as one of the six pilot organisations supported by the Improvement Service. The project involved staff from a cross-section of the organisation working in teams to gather evidence and was completed on time; the evidence was analysed to identify best practice, and key themes for improvement, and these were fed into the strategic planning process through the Corporate and Management Group winter workshop.

A number of key areas for improvement were identified and these have, in turn, generated initiatives to be dealt with through 2008/09 and 2009/10.

Progress against these initiatives is monitored and reviewed on a quarterly basis.

The Initiative System (TIS)

The Initiative System, which records all the main initiatives which we undertake as a Service, is now well embedded in the Service. The system can be viewed by staff to check on progress of a particular initiative and gives a view of activity across the Service.

Increased use is being made of the system and this is demonstrated through the increasing number of initiatives recorded.

Graphical reports have been developed for reporting to our Corporate Group and these demonstrate not only the number of initiatives but the progress status of initiatives, ie how many are complete, on schedule, or behind schedule.

The Performance System (TPS)

Highland and Islands Fire and Rescue Service are now active partners in both the Initiative System Development Partnership and in developing the Performance System to meet the needs of Fire and Rescue Services.

TPS will take data from a number of sources within the Service and provide a platform to translate that data into useful and up to date information. During 2008/09 we implemented a new Incident Recording System. The implementation of the performance system will move forward following the integration of the new Incident Recording System.

> FINANCIAL INFORMATION 2008/09

Budget £	Actual £	%	Population	Cost per head £
£2,395,172.00	£2,228,886.46	93.06%	930,250	£2.40

> COLLABORATIVE WORKING

Central Services continues to collaborate with partner organisations when opportunities arise which are mutually beneficial to the organisations involved and when there are benefits in the services delivered to our communities.

During 2008/09 through our communications strategy we supported the Change Works organisation's 'Warm and Well' campaign which identifies vulnerable people who can benefit from their services to provide help with heating and lighting their homes. The same vulnerable people can also benefit from Lothian and Borders FRS home safety visit programme.

We have worked with Lothian and Borders Police and Lothian Transport to develop safety messages. Similarly, we worked with City of Edinburgh Council and Lothian and Borders Police on a 'Curb your enthusiasm' campaign to highlight the problems caused for emergency services by poor parking.

We continued to be an active partner in the Initiative System development partnership along with West Lothian Council, Aberdeenshire Council, Highland and Islands Fire and Rescue Service and SOPRA.

We also continued to participate in the development of the Public Service Improvement Service framework as one of the initial pilot organisations with the Improvement Service and Quality Scotland.

We continue to administer a 'salary sacrifice' scheme for the provision of childcare to our own employees and those of Central Scotland Fire and Rescue Service and the City of the Edinburgh Council employees.

We also designed, edited and produced the Integrated Personal Development System newsletter on behalf of the Scottish Fire Services College.

> OBJECTIVES 2010/11

Corporate Communications

To produce and implement an updated Fire Training Centre Communications Plan.

Service Planning Theme	Internal processes/People Issues/External Impact
Service Planning Goal	To provide an efficient and effective response to fires and other emergencies driven by a highly motivated and empowered workforce.
Service Plan Initiative	To provide an efficient and effective response to fires and other emergencies driven by a highly motivated and empowered workforce.
Desired Outcome/ Business Benefits	Produce an updated plan which sets out communications objectives for the successful build and commissioning of the new Fire Training Centre.
Environmental Impact Consideration	Some potential environmental impact through use of printed material, mitigated by use of recycled paper and other more environmentally friendly materials.
Risk Assessment Score	4
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

Finance

To support the Service in identifying and implementing financial efficiencies through increased analysis and development of efficiency monitoring reports.

Service Planning Theme	Internal Process
Service Planning Goal	To provide an efficient and effective response to fires and other emergencies.
Service Plan Initiative	Achieve Best Value in Service Provision
Desired Outcome/ Business Benefits	Redirection of budget expenditure towards high priority areas through identifying of expenditure no longer deemed necessary.
Environmental Impact Consideration	None
Risk Assessment Score	4
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

ICT

To select and implement a single sign on solution for LBFRS users. This will allow the use of a single password, used once, to give access to commonly used software applications and websites.

Service Planning Theme	Internal Processes and Standards
Service Planning Goal	Achieving Best Value in Service Provision
Service Plan Initiative	Achieving Best Value in Service Provision
Desired Outcome/ Business Benefits	Simplified user experience, reduction in helpdesk calls. More efficient working.
Environmental Impact Consideration	N/A
Risk Assessment Score	3
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

To implement the second phase of the Network Infrastructure review which will upgrade the network to allow faster and more reliable systems access for all users particularly those outwith HQ.

Service Planning Theme	Internal Processes and Standards
Service Planning Goal	Achieving Best Value in Service Provision
Service Plan Initiative	Achieving Best Value in Service Provision
Desired Outcome/ Business Benefits	Improved speed of response for users accessing LBFRS systems. Improved resilience and reliability of access. More efficient working.
Environmental Impact Consideration	Any hardware purchased will be compliant with recognised environmental standards.
Risk Assessment Score	3
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

Service Planning

To implement Phase 2 training for the PSIF self-auditing model.

Service Planning Theme	Internal Processes and Standards
Service Planning Goal	Achieving Best Value in Service Provision
Service Plan Initiative	Achieving Best Value in Service Provision
Desired Outcome/ Business Benefits	To have a fully trained internal audit team able to apply the PSIF audit tool to the organisation.
Environmental Impact Consideration	Minimal impact
Risk Assessment Score	6
Planned Start:	01/04/2010
Planned Finish:	31/03/2011



Personnel

> INTRODUCTION

The Personnel Function provides a comprehensive HR service to the Lothian and Borders Fire and Rescue Service. The Board carries a broad range of responsibilities arising from its employment relationship with more than 1250 staff. These responsibilities are discharged through the activities of the four Functional areas within Personnel: Staff Management, Health and Safety, Equal Opportunities and Personnel Management. Much of our work is focussed on the development and implementation of collective agreements, policies, practice statements and workplace procedures, which we support with a professional HR advisory and support service.

The past year has seen significant developments in the service that we provide, along with welcome acknowledgements of our successes, particularly though the work of our health and safety, occupational health and fitness teams. We have launched our new HR management information system which, as well as providing a comprehensive employee record database, also allows greatly increased devolvement of staff management activities to our stations and other workgroups. Last year's staff increase to our equalities team, with two new members of staff who are dedicated to outreach work aimed at improving the diversity profile of our workforce, has had the desired effect in attracting people from under-represented groups to put themselves forward for selection to join the Service. Following on from the success last year in relation to our achievement of the Healthy Working Lives Gold Award and Mental Health and Well Being Commendation, it is pleasing to report that we have maintained both of these awards during the year 2008-2009. The scheme was launched to encourage employers to promote a healthier workforce and covers a wide range of topics including health promotion, occupational health

and safety, employability, mental health and well-being, community involvement, and health and the environment.

In the context of performance management and planning, our principal tasks during 2009/10 year include:

- **Undertaking Best Value Reviews covering Personnel Management, Staff Management, and Health and Safety;**
- **Progressing with the roll-out of the new HR management information system, including the introduction of the Health and Safety/Occupational Health and Recruitment modules;**
- **Continuing to respond to the complex and challenging staffing, duty system and related Personnel issues arising from our Service Improvement Plan;**
- **Driving forward with our positive action initiatives aimed at improving the diversity profile of our workforce;**
- **Consolidating the knowledge and understanding within our workforce of diversity and equality issues.**

All of these strands can be brought together under the heading of Best Value.

The next section looks in detail at performance outcomes from 2008/09, including key indicators of the impact we are having in meeting the Fire and Rescue Board's obligations to its employees. Additionally, we specify those management initiatives for the year ahead that we believe will be critical to our ongoing success.

> KEY PERFORMANCE DATA

Sickness Levels

Audit Scotland, acting on behalf of the Accounts Commission for Scotland, gathers and publishes data on sickness levels in the Scottish Fire and Rescue Services (FRS). The most up-to-date national figures cover the financial year 2007/08. Figure 1 compares sickness levels for operational wholetime uniformed staff in Lothian and Borders with the other seven Scottish Fire and Rescue Services. The average Scottish figure is also shown.

Rider Shifts Lost due to Sickness

It can be seen from Figure 1 that in 2007/08 sickness rates in Lothian and Borders were below the Scottish average. Performance in the area of absence management in the Scottish Fire and Rescue Service - measured in terms of rider shifts lost due to sickness - spans a range from 2.9% in Highland and Islands to 6.1% in Grampian. Lothian and Borders continues to put great effort into this area of HR management and this outcome reflects our ongoing investment in occupational health and fitness services, coupled with the effective implementation of a modern and robust absence management policy.

Figure 1

% Rider Shifts Lost due to Sickness - 2007/08

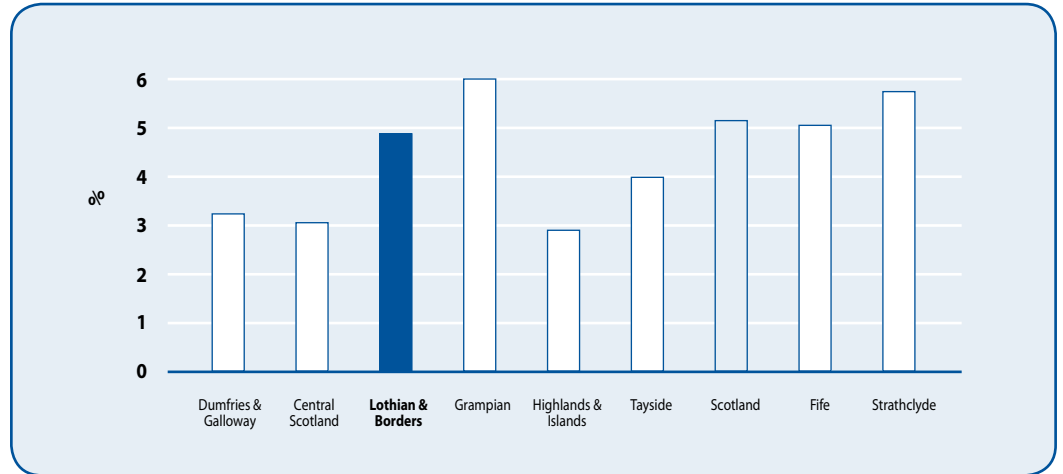


Figure 2

% Rider Shifts Lost due to Sickness - Lothian and Borders, 2006/09

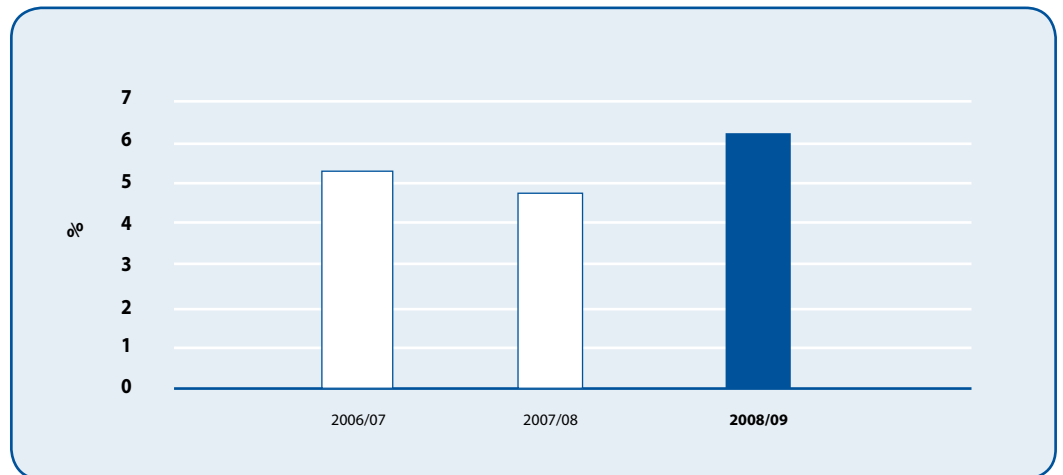
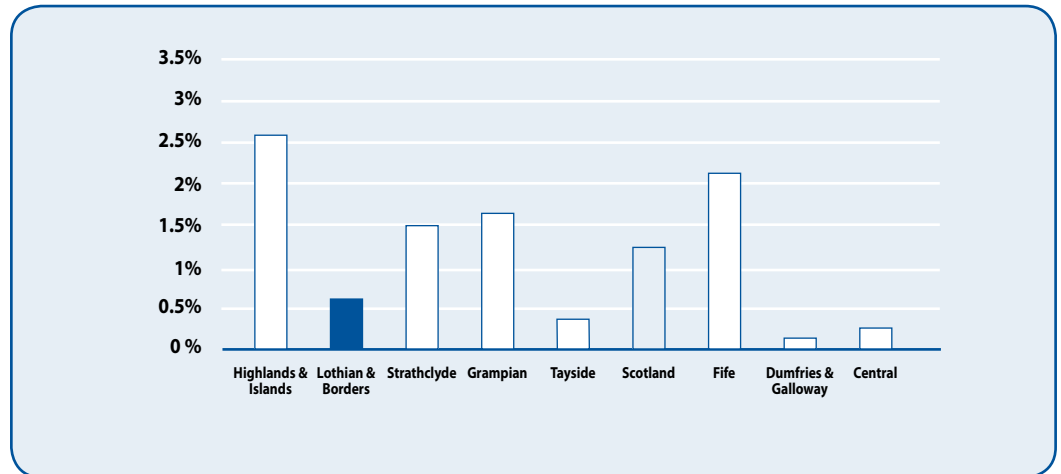


Figure 2 looks at the trend in this measurement for our own Service, culminating in the latest figure for the financial year 2008/09. We are disappointed to report an increase last year to 6.21%, taking Lothian and Borders' absence rate for wholetime operational staff to its highest level for the past 5 years.

Having analysed the available data, early indications suggest an increase in medium to long-term sickness as well as the impact of the Influenza outbreak during Quarter 3 (Oct – Nov 08), this resulted in a significant increase in absence.

Figure 3
% Rider Shifts Lost due to Light Duties - 2007/08

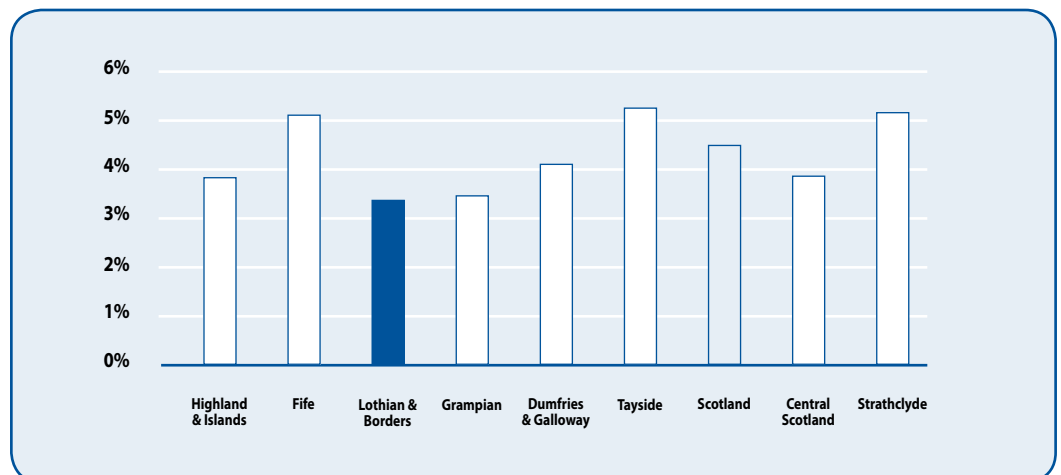


The second aspect of sickness records reported on by Audit Scotland relates to the number of shifts lost through 'light duties'. Again, this concentrates on operational wholetime uniformed staff. The figures for the Scottish FRS for 2007/08 are shown in Figure 3.

It is important to note that a policy of supporting employees in their return to work after illness, or of avoiding absence altogether through temporarily providing duties away from the 'front line', reflects good practice in the area of absence management. This perspective is all the more relevant given the increasing range of productive duties for uniformed staff that do not involve participation in emergency situations. Ultimately, however, this indicator will vary in accordance with the individual circumstances faced by those employees whose health issues affect their ability to remain on full operational duties.

Audit Scotland also gathers and publishes data on the percentage of working time lost through sickness for all staff other than wholetime shift-related personnel. This will include Retained staff, Control staff and Support staff. The data for this measurement is illustrated in Figure 4.

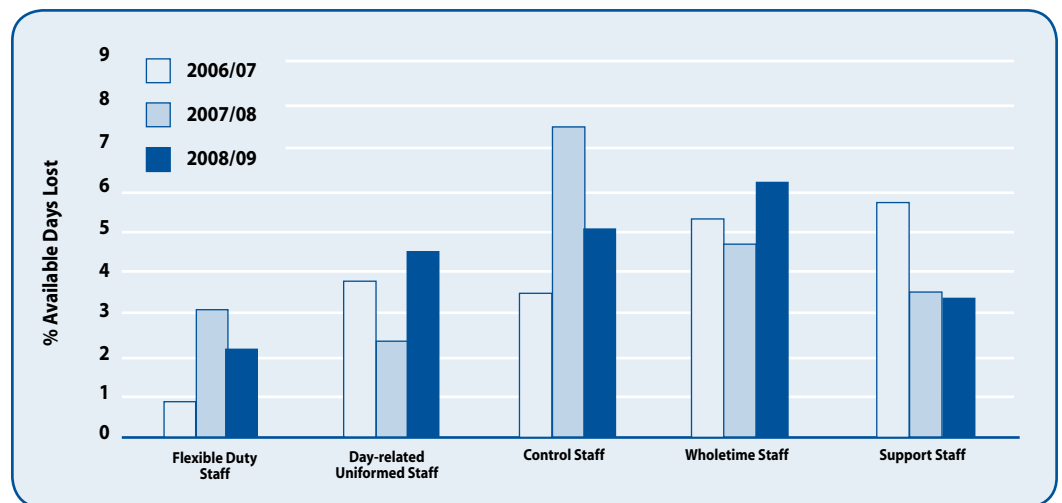
Figure 4
% Working Time Lost due to Sickness - All Other Staff 2007/08



Again, it is encouraging to note the relatively good position of Lothian and Borders taken against the Scottish average figure. This outcome underlines the fact that our occupational health and fitness service, and our absence management policies and procedures, provide a benefit for all staff.

To close this section on sickness levels, Figure 5 illustrates the percentage of available working days lost through sickness absence within our five main staff groupings over three years, from 2006/07 to 2008/09.

Figure 5:
Sickness Absence rates by Staff
Group 2006/07 - 2008/09



Although Figure 5 reveals a mixed picture, there is a definite area of concern relating to sickness absence rates within the wholetime operational staff group where there has been an increase of 1.5% when compared to the previous year. This increase goes against a trend where the sickness absence rate within this group was demonstrating a year-on-year reduction. The other area of increase was within the day-related uniformed staff grouping. This figure can tend to fluctuate, as can be seen from the Figure, and this is heavily influenced by the small staff numbers within this group.

Diversity in the Workforce

Like all UK Fire and Rescue Services, Lothian and Borders continues to work hard to achieve a more representative gender and ethnic mix amongst its uniformed workforce. (The same barriers in this respect do not feature in terms of our Service support staff.) Figure 6 looks at the gender profile of all uniformed staff (Wholetime, Retained and Control) at 31 March 2009.

Figure 6:
**Uniformed Staff by
Gender at 31 March 2009**

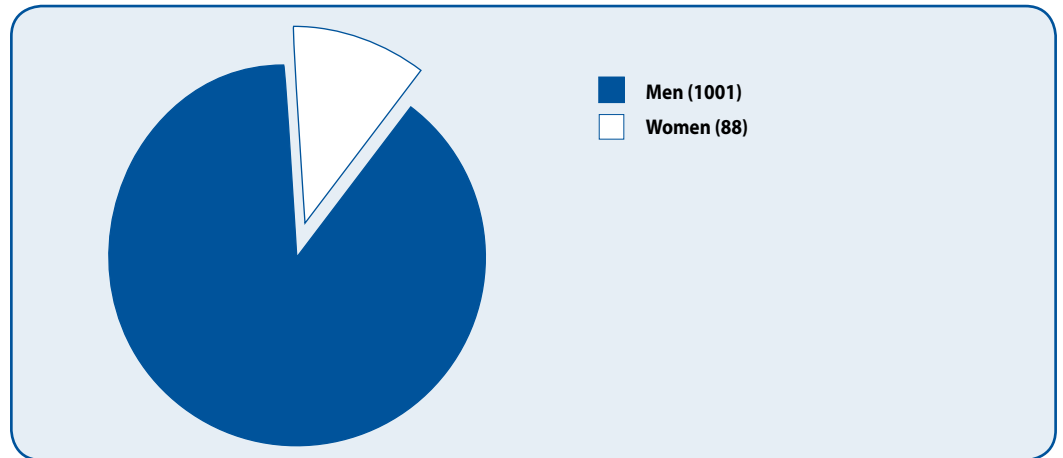


Figure 7:
**Uniformed Women
Employees by Work Area at
31 March 2009**

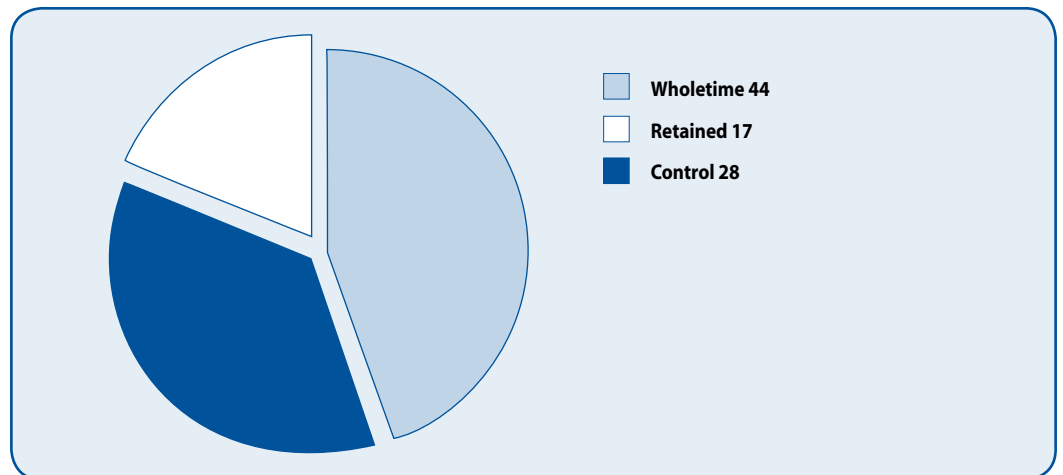
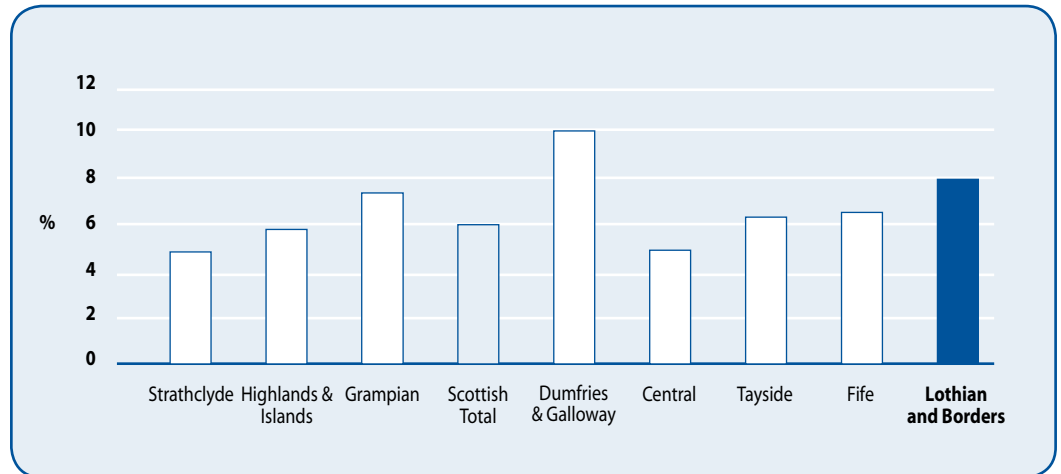


Figure 7 shows the women Firefighters and Control staff and illustrates where they are working in the Service. It can be seen that the majority of uniformed women employees work in operational firefighting roles, either as wholetime or retained Firefighters.

Figure 8:

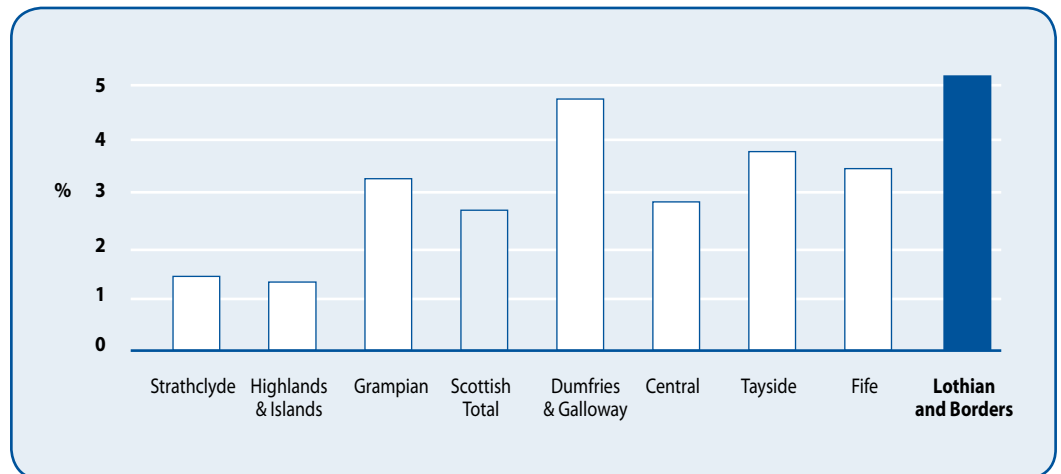
Women Operational Staff as a Percentage of Operations Establishment at 31 March 2008



Looked at specifically from the point of view of wholetime uniformed staff (undoubtedly the most challenging recruitment area), once more Lothian and Borders can be seen to be out-performing the other Scottish Fire and Rescue Services. Figure 9 illustrates the picture at 31 March 2008 (again, the most recent comparative figures available).

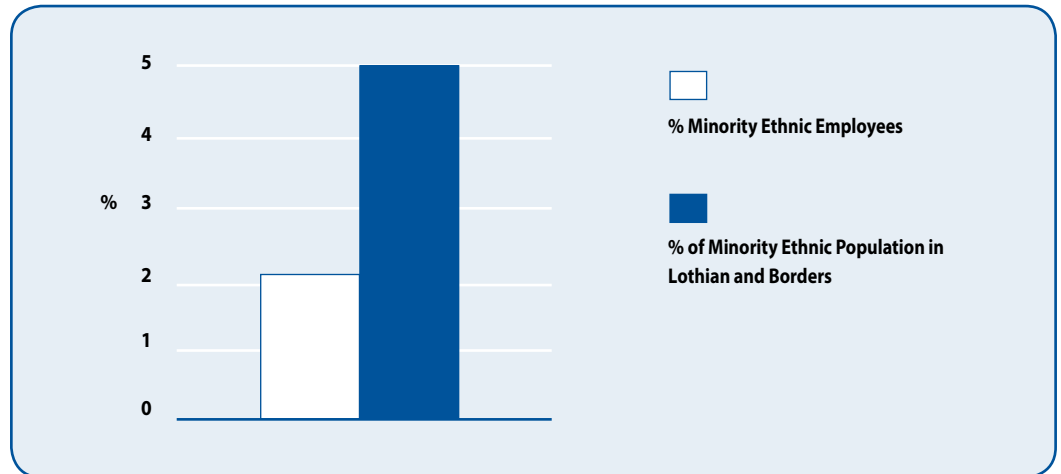
Figure 9:

Women Wholetime Operational Staff as a Percentage of Wholetime Operational Establishment at 31 March 2008



Like all UK Fire and Rescue Services, Lothian and Borders has been putting great effort into increasing awareness amongst minority ethnic groups of the career opportunities in the Fire and Rescue Service. However, in contrast to the progress being made in terms of recruiting more women, our success with minority groups remains limited. Figure 10 provides the detail.

Figure 10:
Minority Ethnic Employees at
31 March 2009



It is anticipated that this figure will increase as the work of the equality outreach team starts to deliver results.

Article 5 of the Race Relations Act 1976 (Statutory Duties) (Scotland) Order 2000 places upon the Lothian and Borders Fire and Rescue Board a specific duty to undertake ethnic monitoring in employment. The ways in which we will discharge this duty are set out in our Race Equality Scheme II, approved by the Board in November 2005. Ethnic monitoring in employment data is reported quarterly to the Service's Corporate Management Group and annually to the Scrutiny Committee of the Fire and Rescue Board.

> LOCAL PERFORMANCE INDICATORS

The Chief Fire Officers' Association (CFOA) Scotland has agreed a suite of local performance indicators for the purposes of benchmarking across a range of FRS activities. Data is being collated on a quarterly basis by Grampian FRS and will be reported through the CFOA network. Given the relevance of these indicators to Functional audit, LBFRS Personnel data is reproduced below for information and to allow for period by period analysis. (It should be noted that some of this data covers matters already reviewed in a different context within this report.)

Indicator 8: Wholetime employees deemed operationally unfit expressed as a percentage of all wholetime employees

Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09
0.13%	0.13%	0.13%	0.27%

Indicator 9: Minority ethnic employees as a percentage of total employees (benchmarked against the minority ethnic population in each FRS area)

Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09
2.12%	2.52%	2.6%	2.12%

Percentage minority ethnic population in Lothian and Borders: 5%

Indicator 10: Female employees as a percentage of total employees

Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09
5.31%	5.18%	5.70%	7.99%

Indicator 11: Female employees promoted as a percentage of all employees promoted

Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09
0%	7.69%	0.00%	12.2%

Indicator 13: Total reported injury rate per 100,000 employees

Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09
2798	2614	3410	2992

Indicator 14: RIDDOR injury rate per 100,000 employees

Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09
240	408	238	236

Indicator 15: Reported 'near misses' per 100,000 employees

Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09
959	490	714	866

Indicator 17: The percentage of - (a) rider shifts lost due to sickness and light duties; (b) working time lost to sickness for all other staff

17(a)			
Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09
6.18%	4.9%	7.9%	6.2%

17(b)			
Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09
4.9%	2.2%	4.9%	2.3%

> HR MONITORING DATA

This section provides an overview of HR monitoring data for the full financial year 2008/2009. In each case, corresponding figures are provided for 2007/2008.

Family Care Leave (Days)	2007/08	2008/09
Maternity Leave	21	116
Maternity Support	14	1
Paternity Leave	132	88
Bereavement Leave	121	132
Illness of Dependent Leave	176	178
Ante-Natal Care Leave	7	48
Child Health Care Leave	18	16
Total	489	579

Retirements and Resignations	2007/08	2008/09
	Wholetime	
Due to age	28	45
Due to ill health	1	1
Resignations	2	4
Transfer to Other Brigade	1	4
Total	32	54
	Retained	
Due to age	3	5
Due to ill health	1	0
Resignations	27	14
Transfer to Other Brigade	0	0
Total	31	19
	Control	
Due to age	0	0
Due to ill health	0	1
Resignations	0	1
Transfer to Other Brigade	0	1
Total	0	3
	Support Staff	
Due to age	4	0
Due to ill health	2	0
Resignations	26	16
Total	32	16

Number of Reported Injuries	2007/2008	2008/2009
Control	12	9
Manual Workers	13	10
Other	3	5
Retained	21	18
Wholetime	77	103
RIDDOR: 'over 3-day' injuries	12*	10*
RIDDOR: 'major' injuries	1*	0

**Included in preceding figures*

Restricted Duty (days)	2007/2008	2008/2009
Due to on-duty accident	79	0
Not due to on-duty accident	650	778
Total	729	778

> FINANCIAL INFORMATION 2008/09

Budget £	Actual £	%	Population	Cost per Head £
£1,233,007.46	£1,226,421.60	99.47%	930,250	£1.32

> COLLABORATIVE WORKING

The Personnel Function is engaged in many joint ventures with other Fire and Rescue Services.

Our approach and involvement in our joint recruitment and selection of Firefighters with Dumfries and Galloway, Fife, and Central Scotland Fire and Rescue Services continues to be a successful and cost effective exercise for all Services.

We also provide HR support to Dumfries and Galloway Fire and Rescue Service, and Occupational Health and Welfare support in a collaborative approach with Fife and Central Scotland Fire and Rescue Services, in respect of stress management support.

> **PERSONNEL: OBJECTIVES 2009/10**

To maintain a Policy of Equal Opportunity which ensures the right people are recruited and selected into the FRS.

Service Planning Theme	People Issues
Service Planning Goal	Maintain a Policy of Equal Opportunity
Service Plan Initiative	Maintain a Policy of Equal Opportunity
Desired Outcome/ Business Benefits	To assist in the implementation of the Human Resource Strategy proposed by Director of Personnel and Training.
Environmental Impact Consideration	None
Risk Assessment Score	6
Planned Start:	01/04/ 2010
Planned Finish:	31/03 2011

To create a robust workforce planning process and system, which captures and identifies future staffing needs.

Service Planning Theme	People Issues
Service Planning Goal	To develop a forward looking, professional, cost effective organisation driven by a highly motivated empowered workforce.
Service Plan Initiative	To develop a forward looking, professional, cost effective organisation driven by a highly motivated empowered workforce.
Desired Outcome/ Business Benefits	The ability of the organisation to effectively and comprehensively pre-plan for future staffing issues.
Environmental Impact Consideration	None
Risk Assessment Score	6
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

To develop strategic outcomes in line with the national Equality and Diversity strategy.

Service Planning Theme	Internal Processes and Standards
Service Planning Goal	Maintain a policy of equal opportunity
Service Plan Initiative	Maintain a policy of equal opportunity
Desired Outcome/ Business Benefits	Develop and prepare the organisation to meet the demands and requirements of the strategic outcomes from the national guidance and policy.
Environmental Impact Consideration	None
Risk Assessment Score	6
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

To develop and implement a strategy to promote safe behaviour as part of our health and safety management system.

Service Planning Theme	People Issues
Service Planning Goal	Ensure the Health and Safety of all our personnel and those who are affected by the service we provide.
Service Plan Initiative	Ensure the Health and Safety of all our personnel and those who are affected by the service we provide.
Desired Outcome/ Business Benefits	Promoting safe behaviour at work is part of making Health and Safety systems and procedures work in reality. Development and implementation of a strategy to promote safe behaviour will assist LBFRS to ensure that all activities conducted by LBFRS are carried out as safely as possible.
Environmental Impact Consideration	Some detrimental impact to the environment due to increased use of motor vehicles to visit LBFRS workplaces.
Risk Assessment Score	2
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

2009



Technical Services

> INTRODUCTION

The Function manages capital and revenue activities supporting the Service in the following areas:

- Operational Support Centre (OSC) - incorporating facilities for the fleet, property and telecommunications workshops, purchasing staff and the Service's stores;
- Fleet - management and maintenance of vehicles and associated equipment;
- Procurement - providing purchasing of goods and services and stores management;
- Property - managing projects and maintenance of premises;
- Telecommunications – managing support services for radio, telephony, data infrastructure and command and control systems.

The purpose of the Technical Services Function is to provide these technical support requirements for the Service in an efficient and effective manner.

The group is structured to support this purpose as a single, managed unit with most of its staff located at the Operational Support Centre at Newbridge on the western outskirts of Edinburgh.

The facilities are shared with other associated Functions within the Service, notably Personnel, Driver Training and the Fire Investigation Team, and more recently with Lothian and Borders Police staff, providing improved value and effective coordination.

OSC and Fleet

The fleet replacement programme for 2008/09 was completed to time and budget and included the procurement of three new pumping appliances. A review of the condition of the Service's vans showed them to be in better condition than expected and, as a result, replacement of seven of the eight vans was rescheduled for later years. This allowed approximately £56,000 to be re-allocated to other capital projects from the vehicle replacement budget.

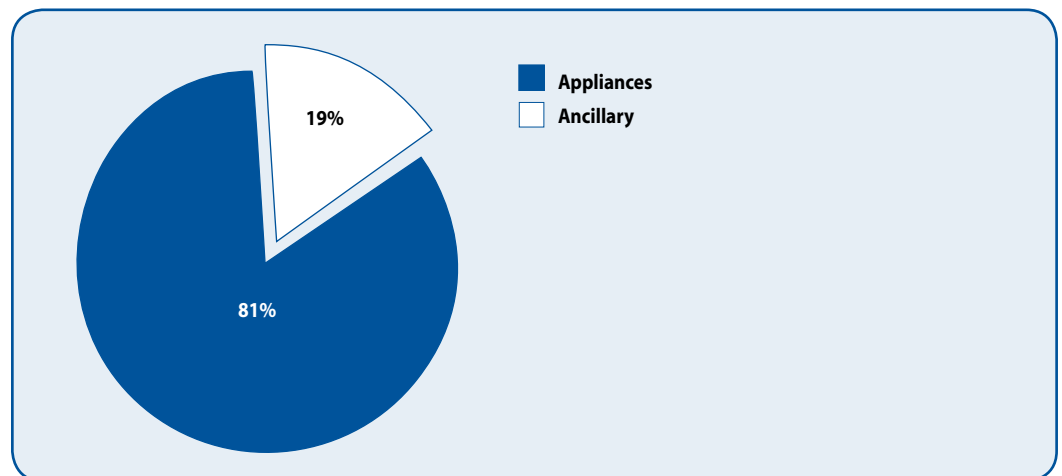
The Service also took delivery of a new prime mover vehicle, funded by the Scottish Government. This vehicle will have similar capabilities to the prime mover provided with the high volume pump modules based at Hawick. Training on the use of this vehicle will start in the first quarter of 2009/10, prior to allocation to a station.

The Service procured two Combined Aerial Rescue Pumps (CARP) over 2008/09 and 2009/10. During initial training and inspection on the first of these, an assembly defect was noted, together with other features requiring modification. A technical enquiry successfully established the nature of these issues and the vehicle was returned to the suppliers for modification.

Improvements (to both vehicles) to improve ground clearance at the rear of the appliances and to the aerial platform sub-frame to chassis attachments have been completed and the CARPs delivered to the Service in March 2009. Work will continue in 2009/10 to improve access to the pump bay when the vehicle is deployed for aerial operation when facing uphill.

A 'Green Fleet' review was completed in late 2008, funded by the Energy Saving Trust via the Tripartite Fleet Scoping Study involving Police, Fire and Ambulance Services. The report has yet to be fully assessed but has provided some useful guidelines for monitoring and controlling CO₂ emissions from the vehicle fleet. Annually, the fleet emits approx 860 tonnes of CO₂, split roughly 80% for Appliances and 20% for Ancillary vehicles as shown in Figure 1.

**Figure 1: CO₂ Emissions
Vehicle Fleet 2008**



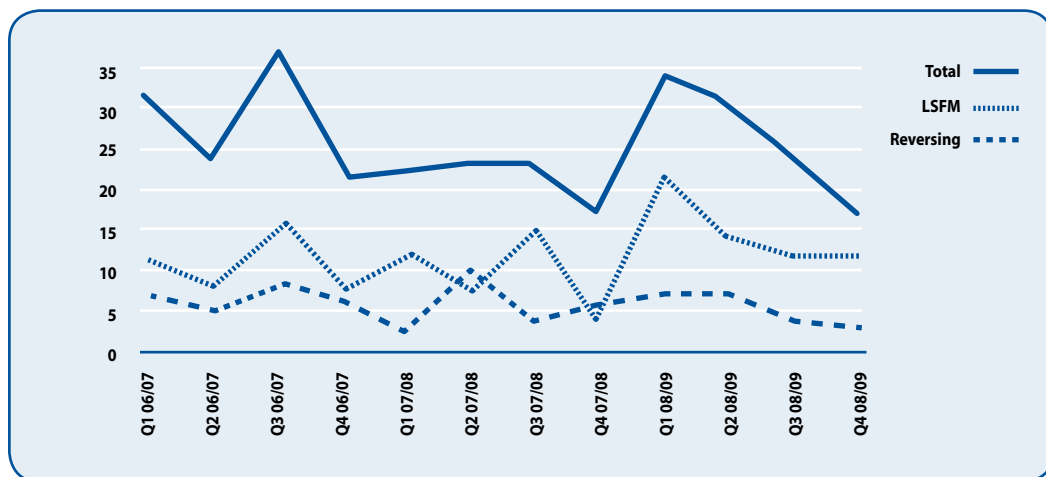
The annual figure has been fairly constant over the past 4 years. Emissions from appliances show a seasonal variation with a marked dip in Quarter 4 (January – March) of each year. This correlates very closely with the reduced number of call-outs recorded for those periods.

During 2009, van makers will publish CO₂ emissions for each vehicle in their van range. The Service will then be able to monitor and report on how our van selection contributes to our aim of reducing our carbon footprint.

There are currently 15 cars in the vehicle fleet with an average CO₂ emission of 127gm/km per vehicle. Emissions of vehicles available in the market are continually monitored and vehicles are selected for their fitness for purpose and low CO₂ emissions.

Over the most recent three-year reference period, reported vehicle accidents have shown an overall downward trend except in the category of Low Speed Forward Manoeuvre (LSFM). Accidents are investigated in greater depth including post-incident driver interviews. Results for the last Quarter of 2008/09 show a drop in reported accidents, including LSFM types, as shown in Figure 2, which may be a result of these positive actions.

Figure 2:
LBFRS Vehicle Incidents
Main Causes



Initial performance indicators are being produced for Fleet and Vehicle Workshop operations from the Management Information System (Miquest).

The table below shows the results for 2008/09 and will provide a base for future comparison.

Performance Indicator	2008/09
Appliance Downtime – due to Engineering	0.39%
Average Annual Cost of Maintenance:	
Life to Date: Pumping appliances	£4,356
Life to Date: Height appliances	£10,481
Life to Date: Specials	£5,040
Workshop Staff Utilisation	91.2%
Target Time Achievement - Priority 1 defects (4 hrs)	97.6%
Target Time Achievement Priority 2 defects (24 hrs)	95.7%

The average maintenance costs for pumping appliances include the costs for maintaining equipment and ladders associated with that vehicle. As asset marking is developed for all such equipment and associated costs captured separately in Miquest for those specific assets, the maintenance costs specific to appliances will correspondingly reduce.

Operational Support Centre (OSC)

A Best Value Review of the OSC was carried out in 2007/08 with implementation to follow in succeeding years. Of the 22 recommendations made and accepted, 13 have been implemented whilst the remaining nine were dependent on progress elsewhere. That has now been completed and the remaining nine recommendations will be implemented in 2009/10.

In January 2009, a pilot project commenced with Lothian and Borders Police, 'F' Division (West Lothian), in which the Police would service their vehicles at the OSC. This followed the creation of the Civic Centre at Livingston which incorporates Livingston police station but not their vehicle workshop. The Police have been allocated, at a fair cost, an area in the OSC vehicle workshop to service and maintain the 67 or so police vehicles based in West Lothian. The experience has been mutually satisfactory to date and will be reviewed in mid-2009.

Procurement

Emanating from the McClelland Report of 2006 and the subsequent Public Procurement Reform Programme (PPRP), the Scottish Government announced the formation of a procurement Centre of Expertise (CoE) for Fire at the Scottish Fire Conference in February 2009. The Service has contributed substantially to proposals for the governance and functioning of that body and the proposals have been put to the PPRP Supervisory Board. It is anticipated that a CoE will be established in 2009.

In association with the above, the Service is successfully operating national 'Category A' contracts including stationery, computer consumables and IT hardware sourced through Procurement Scotland as an outcome of the PPRP. Other national contracts in preparation include those for temporary and professional staff, IT software, utilities (electricity, gas, water & solid fuel), office equipment and telecoms (voice).

The Service is also active on behalf of the prospective CoE in National Category Forums for utilities and telecoms and is leading the communications forum. Service staff attended the national 'Procurex' exhibition to present the proposed changes to public sector suppliers.

Tendering is in progress for the next cycle of uniform issue for all Scottish FRS. The specification, developed by the CFOAS Appliance, Equipment and Uniform group, allows flexibility of choice for Services with differing preferences. The process is being led by Strathclyde FRS and evaluations are in progress with contract award anticipated in Summer 2009.

Contracts of note awarded in 2008/09 include: structural fire-fighting uniform (LBFRS is the lead Service for this high-value, long-term contract on behalf of seven Scottish FRSs). A world shortage of fabric for this clothing has affected deliveries and LBFRS is working with its suppliers to ensure contract requirements are met; a voice recording system for Control; an incident recording system and blue lights for Officers' cars. A number of these contracts have been used by other Scottish FRSs.

A contract has been established with the Defence Equipment and Supplies Department of the MoD for disposal of redundant items such as obsolete clothing, radio equipment and operational equipment. Secure disposal is assured and value will be recovered where available.

LBFRS procurement arrangements are being reviewed in the areas of: warehousing and stock management; disposal of confidential waste and redundant items; tendering processes from an equality and diversity perspective to ensure compliance is being achieved and authorisation levels to enable staff to source items more readily through electronic portals.

Property

The planned 2008/09 capital programme for property, as agreed within the Capital Review Group, was completed to time and budget with one exception. The contract to re-roof Livingston fire station took longer to establish than anticipated and will now be completed in 2009/10. Budget provision has been made for this.

Projects completed included modifications to provide improved facilities on stations for female staff in respect of decency and dignity. Part of this work was deferred from 2007/08 to allow further consultation with staff and the results of those consultations were incorporated into the revised plans.

Other projects included the modernisation and upgrading of station, headquarters and training centre facilities, replacement of life-expired equipment and upgrading of property fabric.

Preparations were made for the capital projects programmed for financial year 2009/2010. These include general upgrading, modernisation and further improvements to facilities for female staff in stations.

Environmental consultants were engaged during the year to assess the Service's carbon footprint, provide a measurement tool for future use and make recommendations for improvements. Their proposals have been adopted and arrangements are being made to incorporate them into the Service's processes.

Work on the new Fire Training Centre began in the year. A lease agreement between LBFRS and CEC was agreed and the site transferred to LBFRS in 2008/09 financial year. A Fire Advisor has been appointed and work is progressing on the appointment of a suitable design team and quantity surveyor.

In the light of the new training centre development, the necessary requirements at Fillyside 'real fire' training facility are being reviewed with the Training Department. Essential replacement and refurbishment work will be carried out in 2009/10.

Contribution to the Service Improvement Plan continued in relation to site acquisitions, new-build projects and property alterations and extensions.

Catering provision was reviewed in the year to seek ways of reducing costs. Catering supply has been consolidated to a single supplier for a trial period and a revised policy and procedure has been established.

A food hygiene training package, comprising an overview for Watches, a DVD presentation and certificated test, was introduced across the Service.

A joint review of catering and cleaning stock and suppliers is being carried out by catering and cleaning and procurement staff with a view to rationalising stockholdings and reducing costs.

Telecommunications

As in preceding years, the main activity of the Function in 2008/09 was to support the Firelink national wide area radio replacement project being managed by the UK and Scottish Governments.

Delays in the project at national level have affected all Scottish FRS, increasing the risk of failure of current equipment and extending the demand on Service resources. The Scottish Government have been made aware of these concerns and an audit has been carried out to assess their impact. In the meantime, contingency arrangements have been put in place to ensure continuity of service until the Firelink project is delivered. These include a formal agreement for support with Lothian and Borders Police.

These earlier delays are beginning to resolve giving more clarity for LBFRS activity associated with the project. Definitive design information and dates have been advised by Firelink and the project is now expected to complete in early 2010.

New IS (Intrinsically Safe) and non-IS fireground radios were purchased and were brought into service in 2008/09. Some initial commissioning difficulties were experienced but these have been analysed and resolved in conjunction with the suppliers. In general, the radios have been well received.

> FINANCIAL INFORMATION 2008/09

Budget £	Actual £	%	Population	Cost per head £
£3,252,559.00	£3,068,278.70	94.33%	230,250	£3.30

> COLLABORATIVE WORKING

Technical Services engage in a variety of collaborative project work, and these are summarised below:

Fleet

- Use of our OSC Workshops by Lothian and Borders Police Force for their vehicle maintenance;
- Close liaison on CARP development (specifically Multistar) with Central, Dumfries and Galloway, Cambridge and Kent FRS;
- Collaboration with all Scottish FRS on CARP specification;
- Collaboration with all Scottish FRS on appliance and body specifications and framework;
- Collaboration with other Scottish FRS on shared technical training courses and use of premises.

Procurement

Our Procurement section is engaged in many joint projects ranging from the purchase of smoke detectors to protective clothing contracts.

2009

Listed below are some projects that we are involved in:

Contract Type	Providers	Type of Involvement
Smoke Detector Alarms	Strathclyde Contract	User
Stationery Contract	Procurement Scotland	User
Computer Consumable Supplies	Procurement Scotland	User
Paper	Procurement Scotland	User
Business Management Consultancy	Procurement Scotland	Working Group
Station Uniform Contract	Strathclyde Contract	Working Group
Blue Light for Officers' Cars – available to other FRS	LBFRS	Lead Contact
Helmets and Torches	LBFRS	Lead
Structural Fire Kit	LBFRS	Lead
Secure Wireless Network	LBFRS	Lead
Equality and Diversity DVD	LBFRS	Lead
Boots and Gloves	Central	User

> OBJECTIVES 2010/11

OSC and Fleet

To produce a Transport Policy Document.

Service Planning Theme	Environmental
Service Planning Goal	To implement an effective Transport Policy consistent with reducing environmental impact and improving utilisation of transport assets.
Service Plan Initiative	Reducing the Service's environmental impact
Desired Outcome/ Business Benefits	To have adopted a simple, effective and easily understood Transport Policy.
Environmental Impact Consideration	By maximising the effective life of transport assets and improving fuel consumption we will reduce the overall environmental impact of transport operations.
Risk Assessment Score	6
Planned Start:	April 2010
Planned Finish:	September 2010

To develop and implement reporting of performance indicators via the OSC Management Information System for Technical Services Functions.

Service Planning Theme	Service Delivery
Service Planning Goal	To establish and produce meaningful Performance Indicators which will contribute to continuous improvement.
Service Plan Initiative	Best Value and Best Practice in service delivery
Desired Outcome/ Business Benefits	Produce Performance Indicators which are appropriate to the Service and to use these to continually implement effective improvements to the operation.
Environmental Impact Consideration	Will allow monitoring of environmental impact of Technical Services operation.
Risk Assessment Score	6
Planned Start:	April 2010
Planned Finish:	December 2010

Procurement

To conduct a mid-term review of progress on implementation of the McClelland Report recommendations.

Service Planning Theme	Internal Processes
Service Planning Goal	Achieve best value in Service provision
Service Plan Initiative	Achieve best value in Service provision
Desired Outcome/ Business Benefits	Advanced procurement activities
Environmental Impact Consideration	N/A
Risk Assessment Score	3
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

To develop (and implement subject to approval) proposals to achieve electronic placement of orders.

Service Planning Theme	Internal Processes
Service Planning Goal	Achieve best value in Service provision
Service Plan Initiative	Achieve best value in Service provision
Desired Outcome/ Business Benefits	Development work on 'Procure to Pay' electronic procurement.
Environmental Impact Consideration	Reduction in paper usage
Risk Assessment Score	3
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

Property

To implement measures to improve LBFRS carbon footprint (in conjunction with other Functions).

Service Planning Theme	Internal Process
Service Planning Goal	Achieve best value in service provision
Service Plan Initiative	Achieve best value in service provision
Desired Outcome/ Business Benefits	Reduce environmental impact. Improve environmental compliance and cost savings.
Environmental Impact Consideration	Improve environmental compliance and cost savings.
Risk Assessment Score	2
Planned Start:	01/04/10
Planned Finish:	31/03/11

To define, plan and schedule (and implement subject to approval) proposals to refurbish the HQ building.

Service Planning Theme	People Issues
Service Planning Goal	Develop a forward looking, professional, cost effective, organisation driven by a highly motivated empowered workforce.
Service Plan Initiative	Develop a forward looking, professional, cost effective, organisation driven by a highly motivated empowered workforce.
Desired Outcome/ Business Benefits	Make better use of the space and facilities and improve our Corporate image. Creation of improved facilities for staff and visitors.
Environmental Impact Consideration	Development works
Risk Assessment Score	6
Planned Start:	01/04/10
Planned Finish:	31/03/11

Telecommunications

To replace (or upgrade) the current Control mobilising system from Fires III to a modern, current system

Service Planning Theme	Service Delivery
Service Planning Goal	Provision of an efficient and effective response to fires and other emergencies.
Service Plan Initiative	Provision of an efficient and effective response to fires and other emergencies.
Desired Outcome/ Business Benefits	To upgrade or replace the existing mobilising facilities providing a more resilient control room in line with the requirements of the critical national infrastructure for Fire and Rescue Services within Scotland.
Environmental Impact Consideration	Slight increase in power usage
Risk Assessment Score	9
Planned Start:	01/04/2010
Planned Finish:	31/03/2011

2009



Training & Development

> INTRODUCTION

This report covers the training year April 1st 2008 to 31st March 2009, with focus on strategic issues, main activities and planned work for the training year 2009/10 including ongoing initiatives spanning more than one year.

The three areas reported on are:

- Training Development
- Training Delivery
- Assessment and Development Centres

Overview

The training year has seen a great deal of activity in specialist rescue areas, particularly Urban Search and Rescue (USAR) and Water Rescue, following strategies being put in place the previous year. USAR training has been rolled out across all Newcraighall station watches utilising the specialist training rig at Newcraighall fire station and these activities will continue into the training year 2009/10. Water Rescue training has seen personnel from Galashiels, Bathgate and Marionville being trained at a number of locations both within the Service area, where Service Instructors train our personnel, and at specialist training centres where external trainers facilitate training.

The User Requirement Working Group is working to finalise the details for each specific area of the new Training Centre such as USAR, BA, RTC, Line Rescue and others. Work is also going on to determine the most efficient and effective way the Training Function can deliver training across the Service to meet the requirements of working with a new Training Centre.

Command Training for wholetime and retained Crew and Watch Managers has been delivered across the Service by Training staff and this will be an ongoing task which will also include Group and Area Managers. The courses for Supervisory Managers have been held at the Service Training Centre, McDonald Road, with retained officer courses being held at the weekend. Group Managers and Area Managers have been attending the Silver Command Course hosted by Strathclyde Fire and Rescue on behalf of the Scottish Fire Services College, and Area Managers will have the opportunity to attend the Gold Command Course this training year.

The Training Function introduced Career and Contribution Management to the Service which, when linked to CPD, provides a 'look forward' and a 'look back'. Career and Contribution Management provides for individual target setting, future personal development and review. Additionally, Development Portfolios for Officers were introduced to provide a record of achievement in relation to the demonstration of competence in role. Work is ongoing to design this to meet the requirements of retained personnel.

The Supervisory Management Programme has been running for five years with varying numbers of Supervisory Officers from this Service attending. We have now settled on 10 places per intake in a two intake year with an enrolment in January and another in August.

Our Training Development staff have been working on a portfolio of Higher Education courses for Supervisory, Middle and Senior managers offering a selection of university and college courses over a range of relevant subject areas. These are used in conjunction with the courses offered by the Scottish Fire Services College to provide a 'pathway' through higher education, developing skills transferable to the workplace.

Information gained at Watch Officer seminars and Firefighter Awareness days has been used to influence the process of development for firefighters and officers. The current training year will see the introduction of a revised development programme for Trainees following information gathered from staff.

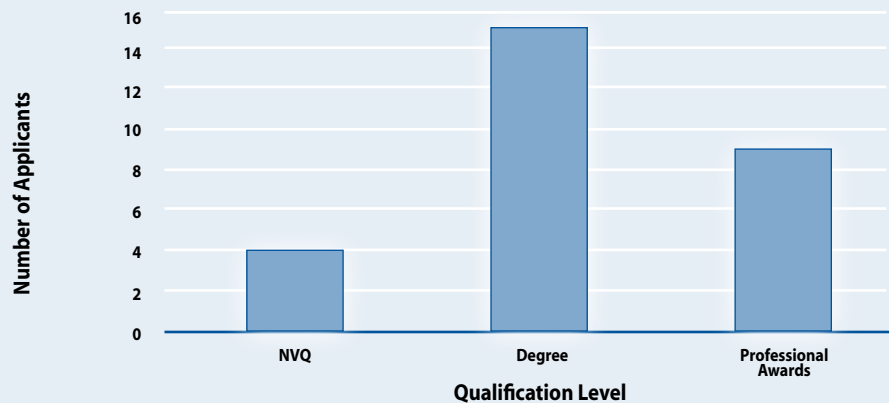
> TRAINING DEVELOPMENT

Overview of main activities:

- Ongoing Tactical Command Training
- SVQ Assessor training and support
- SVQ Verifier training and support
- Introduction of Trainee Development Programme for wholetime and retained staff
- Introduction of revised Higher Education policy
- Introduction of Supervisory Manager Induction/Incident Command courses
- Introduction of 'ticket to ride' for potential Crew Managers
- Introduction of Retained Officer Development Programme

The number of personnel making application for higher education funding has settled on an average of 34 with a great deal of interest from the middle of the organisation. Courses applied for are mainly management or business focused but with some personnel attracted to Fire Engineering Science, Fire Investigation and Community Safety there is a healthy spread of subjects studied by Service personnel. A good example is staff in Purchasing who have been working towards achieving professional qualifications with the Chartered Institute of Purchasing and Supply.

Figure 1: 2008/09 Sponsored Further and Higher Education



NVQ

Certificate of Professional Development
Chartered Institute of Purchasing and Supply

Degree Level

BA, Human Resource Management,
MSc, Community Safety, Fire Investigation
BSc, Fire Risk Engineering, Social Science
MBA

Other Professional Awards

NEBOSH Diploma

Chartered Management Institute, Diploma in Public Service Leadership

Chartered Management Institute, Executive Diploma

Fire Science/Investigation (University of Edinburgh)

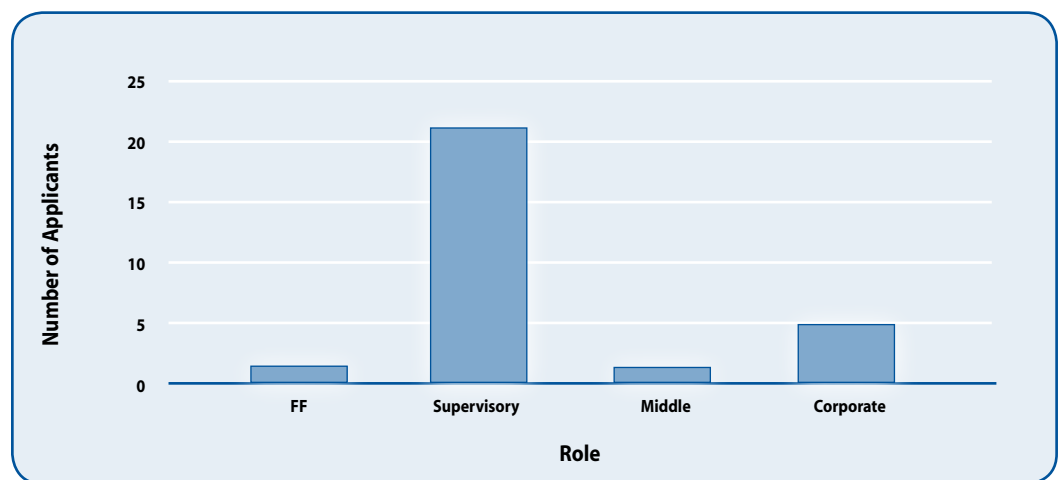


Figure 2: Roles Undertaking Education

These figures represent the individuals' role at time of application; it should be noted that nine individuals from the Supervisory Manager group have been successful at an Assessment and Development Centre or Role Specific Interview and subsequently, during the last year, have had career progression.

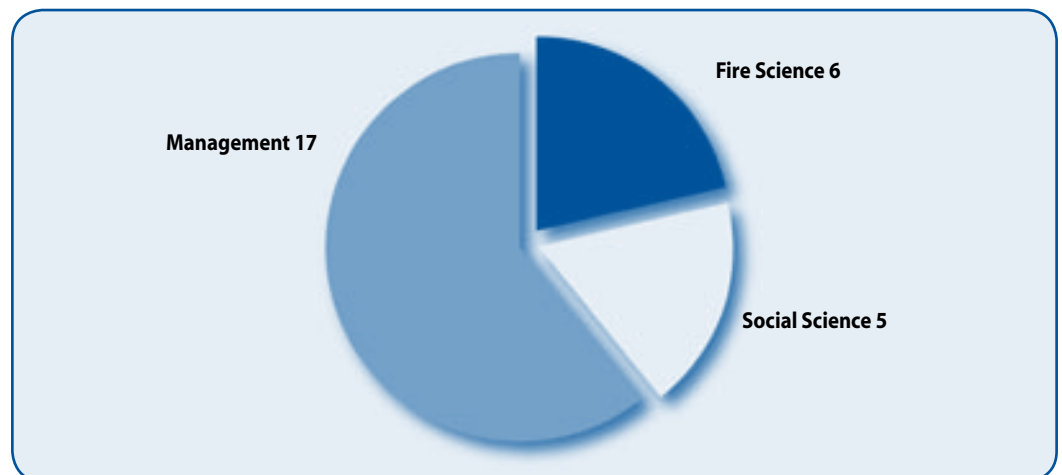


Figure 3: 2008/09 Supported Subject Areas

For the year 2008/9, 36 applications for funding were received. Following provisional offers of financial support through the Further and Higher Education Scheme, 28 personnel accepted funding.

Scottish Local Performance Indicator LPI 12

The Chief Fire Officers Association (CFOA) Scotland has agreed a suite of indicators for the purposes of benchmarking across FRS activities. The indicator LPI 12 relates to the percentage of wholetime Firefighters who have achieved the SVQ level 3 Operations in the Community.

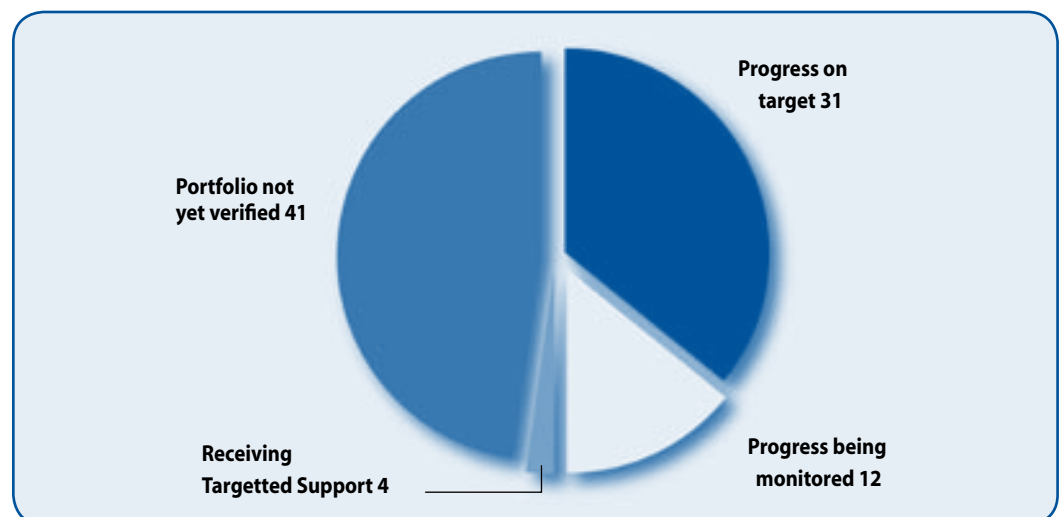
LPI 12 – 2007/08	Q1	Q2	Q3	Q4
Total Wholetime Firefighters	745	745	745	745
FFs achieved SVQ Level 3	109	117	123	131
Percentage	14.63	15.7	16.5	17.6

Firefighter SVQ process

Figure 4 shows trainees' progress during their development and assessment period. Trainees progress at the best rate for each individual and are therefore able to complete units at their own rate, depending on their experience and learning style. It should be noted that the 'portfolio not yet verified' section represents the significant recent intakes, who are concentrating on structured development at this stage and are not yet programmed for formal SVQ assessment and verification – in line with the Service's structured SVQ assessment programme.

Figure 4:

Number of Candidates Working Towards SVQ



IT Training

The IT Trainer continues to provide support for existing systems and new members of staff. However, along with other Training Development staff she is designing a new induction course for newly promoted staff and will also be presenting a series of Presentation Skills courses at the SIFTC. A number of bespoke training packages for various applications have been produced for Service staff and further development work continues. As the Service Administrator for PDRPro and the SFSC Learning Management System, the IT Trainer provides Station Commanders with monthly details of the usage of the systems in their Group allowing the relevant officers to audit use of the applications.

IT Training	Q1	Q2	Q3	Q4
Watch based sessions	7	4	15	16
Individual/small group sessions	12	16	6	9
Total Training Sessions	19	19	19	25
Total students trained	73	73	78	77

Training Delivery

Training Delivery staff have been working on a number of skills areas across the Service and, in particular, USAR and Water Rescue courses have been taking place during the training year 2008/09. As well as specialist skills training, the introduction of new equipment and procedures is an ongoing issue as well as maintenance training with retained personnel. Command and Control training has been an ongoing task for Training Delivery with a Vector Command Simulator and Tabletop exercises forming the core of the course.

> FIRE TRAINING CENTRE ACTIVITY

During 1st April 2008 and 31st March 2009, the following courses were delivered by the Fire Training Centre and the following statistical information gathered:

Commercial Courses

Course Title	No. Courses	No. Students	Instructor x Day Allocated
MNTB – Basic	4	30	42
MNTB – Advanced	1	4	15
Half-Day Fire Safety	44	345	22
Fire Marshal	23	256	23
BA/LPG Firefighting	11	120	69
On-Site Fire Safety	60	892	75
RBS Group	259	1448	129.5
Totals	402	3095	375.5

Operational Courses

Course Title	No. Courses	No. Students	Instructor x Day Allocated
Operational Refresher	42	376	252
Retained Refresher	41	307	246
Trainee Firefighter	11	106	345
BAI Course	1	5	40
Use of Facilities	42	288	4
Other- Operational	8	49	17
Totals	145	1131	904

DBAU Courses

	No. Stations / Visits	No. Students	Instructor x Day Allocated
Retained Refresher	67	475	110
Other Station Visits	5	45	5
Other Activity	18	731	36
Totals	90	1251	151

Total Combined Operational Courses

Area	No. Courses	No. Students	Instructor x Day Allocated
Fire Training Centre	145	1131	904
DBAU Activity	90	1251	151
Other Recorded Totals	235	2382	1055

Summary Report – End of Year

Description	Year 2007/08	Year 2008/09
Total Number of Courses Delivered	530	637
Total Number of Students	5,026	5,477
Total Instructor Days (per Instructor)	1,356	1,430.5
% of Instructor Time on delivery of courses	84.6%	89.2%

Based upon our Instructors on duty period of 178 days per year

Home Safety Referrals

Course	Total Students	No. Referrals	% Uptake
Fire Safety/Marshal	1,493	198	13.3 (21.9)
RBS Group	1,448	82	1.3 (12.7)
Totals	2,941	280	9.5 (21.4)

Figures in brackets refer to previous year statistics on % Uptake of referrals.

RBS Group referrals are not all within our service area and are passed to other FRSs.

Since commencement in October 2006 we have generated 780 Home Safety referrals.

Commercial Income – Year 2008/09

Period	Projected Income	Actual Income	+ / -
Cumulative Total	£205,000	£280,359	+ £75,359

Operational Training

The operational refresher programme has been well received and has had a positive impact on personnel's understanding of the Service operational risk assessment model. Liaising with Control during the practical elements has been a successful partnership and has provided valuable data which has helped with the development of next year's training programme.

The Demountable Breathing Apparatus Unit (DBAU) training theme has continued with the command and control and has again been well received. The DBAU has also provided training to all day crewing stations and was used during the Joint Recruitment practical test hosted by the SIFTC.

The SIFTC also hosted an in-house BAI which resulted in five LBFRS personnel achieving this qualification.

Commercial Training

We have continued our agreement with the Royal Bank of Scotland (RBS) and Standard Life to provide fire safety training to staff. We have developed courses to meet the needs of these organisations recognising the diversity of the various work places and previous training we have provided for them. We also continue to train the personnel of the Scottish Parliament and have secured an agreement with Scottish Power and British Energy to train the staff of both organisations.

Other Items of Interest

We have maintained our registration with ISO and are now working towards attaining ISO 9001:2008 standard.

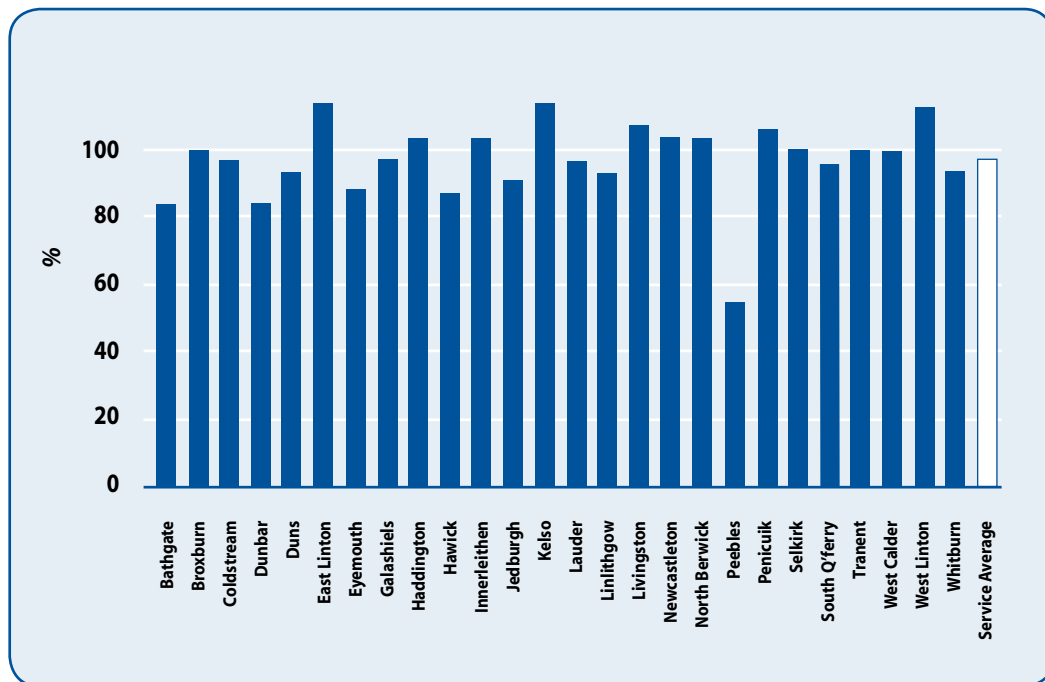
> TRAINING DELIVERY

Overview of Current Training Projects

Category of Training	Identified Personnel
Firefighting & Rescue at Sea	McDonald Road Personnel and Group Managers
Firefighting & Rescue at Sea; MIRG Technical	McDonald Road Personnel and Group Managers
Command and Control	Supervisory Managers, Group and Area Managers.
USAR Technician Course	Newcraighall Personnel
USAR Tools Course	Newcraighall Personnel
First Aid at Work – 2 Day Refresher	All Emergency Response drivers
Casualty Management training	All Wholetime personnel, all Retained personnel.
1st Person on the scene training	Retained/wholetime personnel
Water Rescue Training	Galashiels, Bathgate, Marionville
Water Rescue Training SRT 1	Galashiels, Bathgate, Marionville
Water Rescue Training SRT Advanced	Galashiels, Bathgate, Marionville
Water Rescue Training SRT Instructor	Galashiels, Bathgate, Marionville

2009

Figure 5: Training Officer Attendance at Retained Stations
2008/09 End of Year



Attendance of Training Officers to Retained Stations

The Service's retained stations have a programme of training, which should be completed on a regular basis to ensure that the personnel are sufficiently competent for any scenario or situation that they may have to face. To achieve this competence, a group of dedicated training officers is employed to support and assist the station's Watch Manager. These officers will routinely plan and organise training delivery on a variety of subjects over a broad spectrum, which may include intervention, prevention, environmental and health and safety subjects.

In order to receive this training the station personnel attend a weekly training night of two hours. Their dedicated training officer normally attends the station every second week. However, it is not always possible to maintain this attendance rate. A system for ensuring quantity of training is maintained.

> ASSESSMENT & DEVELOPMENT CENTRES

The Function held a number of workshops through the training year 2008/9 giving potential candidates an opportunity to gain valuable information on the ADC process prior to making an application.

Control Crew Manager

Applied For Vacancies	1
Number attended ADC	1
Numbers Posted	1
Approved List	0

Male	Female	White Scottish	White British	White Irish	Any other White	African	Other Mixed background
0	1	1	0	0	0	0	0

Control Watch Manager

Applied For Vacancies	1
Number attended ADC	2
Numbers Posted	1
Approved List	0

Male	Female	White Scottish	White British	White Irish	Any other White	African	Other Mixed background
1	0	1	0	0	0	0	0

GMB Role Specific Interviews 2008/09

Applied For Vacancies	6
Numbers attending	14
Numbers Posted	6
Approved List	0

Male	Female	White Scottish	White British	White Irish	Any other White	African	Other Mixed background
6	0	5	1	0	0	0	0

Middle Manager ADC

Applied For Vacancies	Development Pool
Number attended ADC	15
Numbers Posted	4
Approved List	4

Male	Female	White Scottish	White British	White Irish	Any other White	African	Other Mixed background
8	0	8	0	0	0	0	0

Supervisory ADC Watch Manager

Applied For Vacancies	Development Pool
Number attended ADC	20
Numbers Posted	5
Approved List	6

Male	Female	White Scottish	White British	White Irish	Any other White	African	Other Mixed background
11	0	9	2	0	0	0	0

Supervisory ADC Crew Manager

Applied For Vacancies	Development Pool
Number attended ADC	21
Numbers Posted	15
Approved List	1

Male	Female	White Scottish	White British	White Irish	Any other White	African	Other Mixed background
16	0	15	1	0	0	0	0

> **FINANCIAL PERFORMANCE 2008/09**

Budget £	Actual £	%	Population	Cost per head £
£1,876,773.62	£1,772,868.51	94.46%	230,250	£1.91

> **TRAINING OBJECTIVES 2010/11**

To establish an overall cost effective Training Delivery Service.

Service Planning Theme	Internal process
Service Planning Goal	Achieving best value in service provision
Service Plan Initiative	Achieving best value in service provision
Desired Outcome /Business benefits	Transition to Functional structure suitable for most efficient and effective use of Training Centre.
Environmental Impact Consideration	Centralised training result in more appropriate use of existing resources, less appliance movements.
Risk Assessment Score	6
Planned start	June 2009
Planned finish	June 2010

To develop Course Portfolio for Training Centre.

Service Planning Theme	Service delivery
Service Planning Goal	Develop a forward looking, cost effective organisation, driven by a highly motivated, empowered workforce.
Service Plan Initiative	Develop a forward looking, cost effective organisation, driven by a highly motivated, empowered workforce.
Desired Outcome /Business benefits	The development of a portfolio of courses each risk assessed with resources identified including staffing numbers.
Environmental Impact Consideration	Consideration of environmental issues identified as part of the risk assessment.
Risk Assessment Score	6
Planned start	August 2009
Planned finish	August 2010

2009

To implement the areas for improvement identified by the PSIF process within the Training & Development Function.

Service Planning Theme	Internal process
Service Planning Goal	Achieving best value in service provision
Service Plan Initiative	Achieving best value in service provision
Desired Outcome /Business benefits	To complete all areas for improvement identified for the Training Function through the PSIF process tool.
Environmental Impact Consideration	None
Risk Assessment Score	9
Planned start	April 2010
Planned finish	March 2011

To develop a targeted development process and programme in co-operation with the Training Development Manager.

Service Planning Theme	People issues
Service Planning Goal	Develop a forward looking, cost effective organisation driven by a highly motivated, empowered workforce.
Service Plan Initiative	Develop a forward looking, cost effective organisation driven by a highly motivated, empowered workforce.
Desired Outcome /Business benefits	To ensure that LBFRS makes best use of its available talent.
Environmental Impact Consideration	Vehicle movements, use of paper for letters
Risk Assessment Score	4
Planned start	01 / 04 / 2010
Planned finish	31 / 03 / 2011

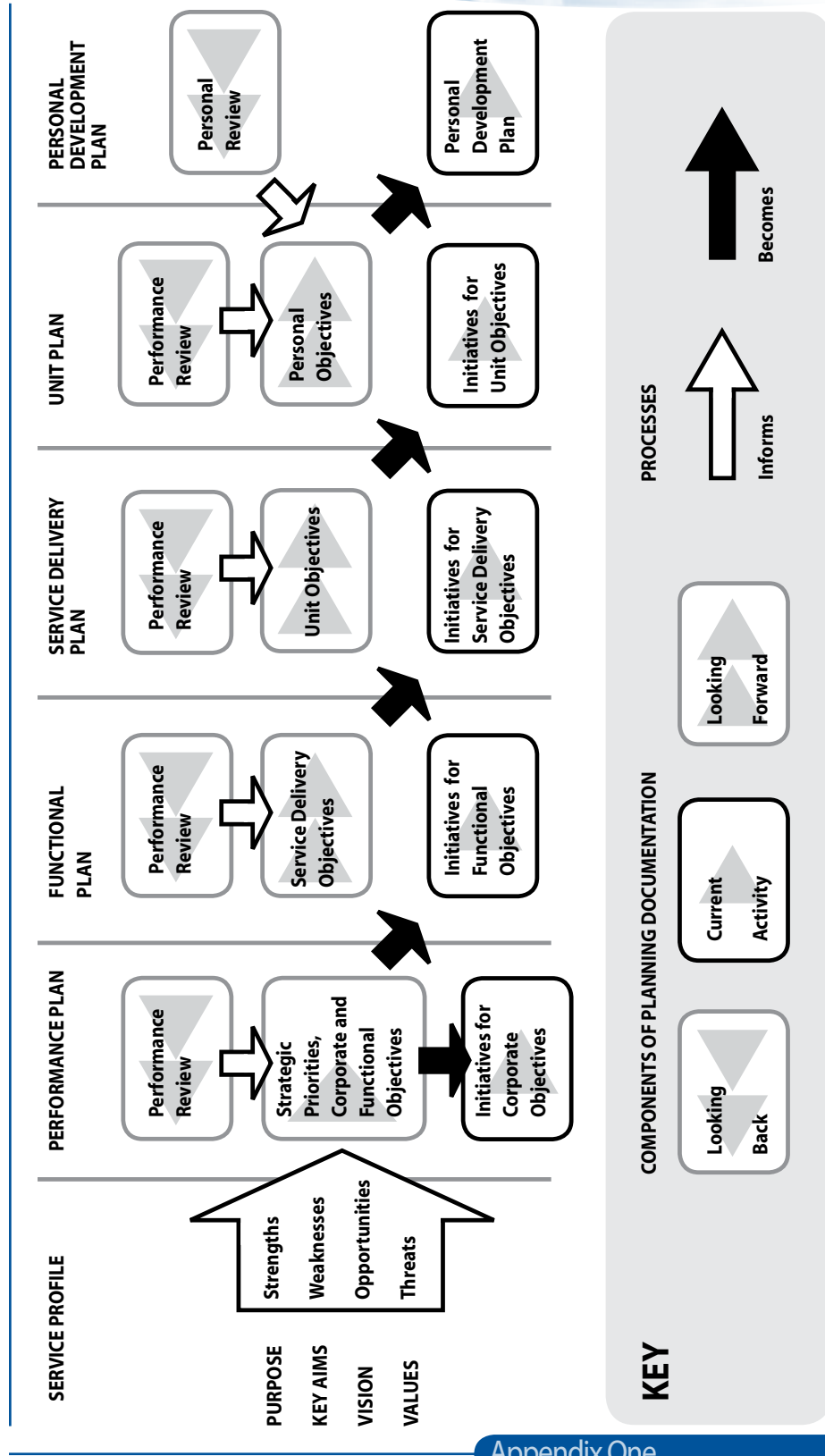
To develop and implement a staged ADC process.

Service Planning Theme	People issues
Service Planning Goal	Develop a forward looking, cost effective organisation driven by a highly motivated, empowered workforce.
Service Plan Initiative	Develop a forward looking, cost effective organisation driven by a highly motivated, empowered workforce.
Desired Outcome /Business benefits	An enhanced professional operational response.
Environmental Impact Consideration	Vehicle movements
Risk Assessment Score	6
Planned start	01 / 04 / 2010
Planned finish	31 / 03 / 2011

Appendix One

Service Planning and Reporting Framework

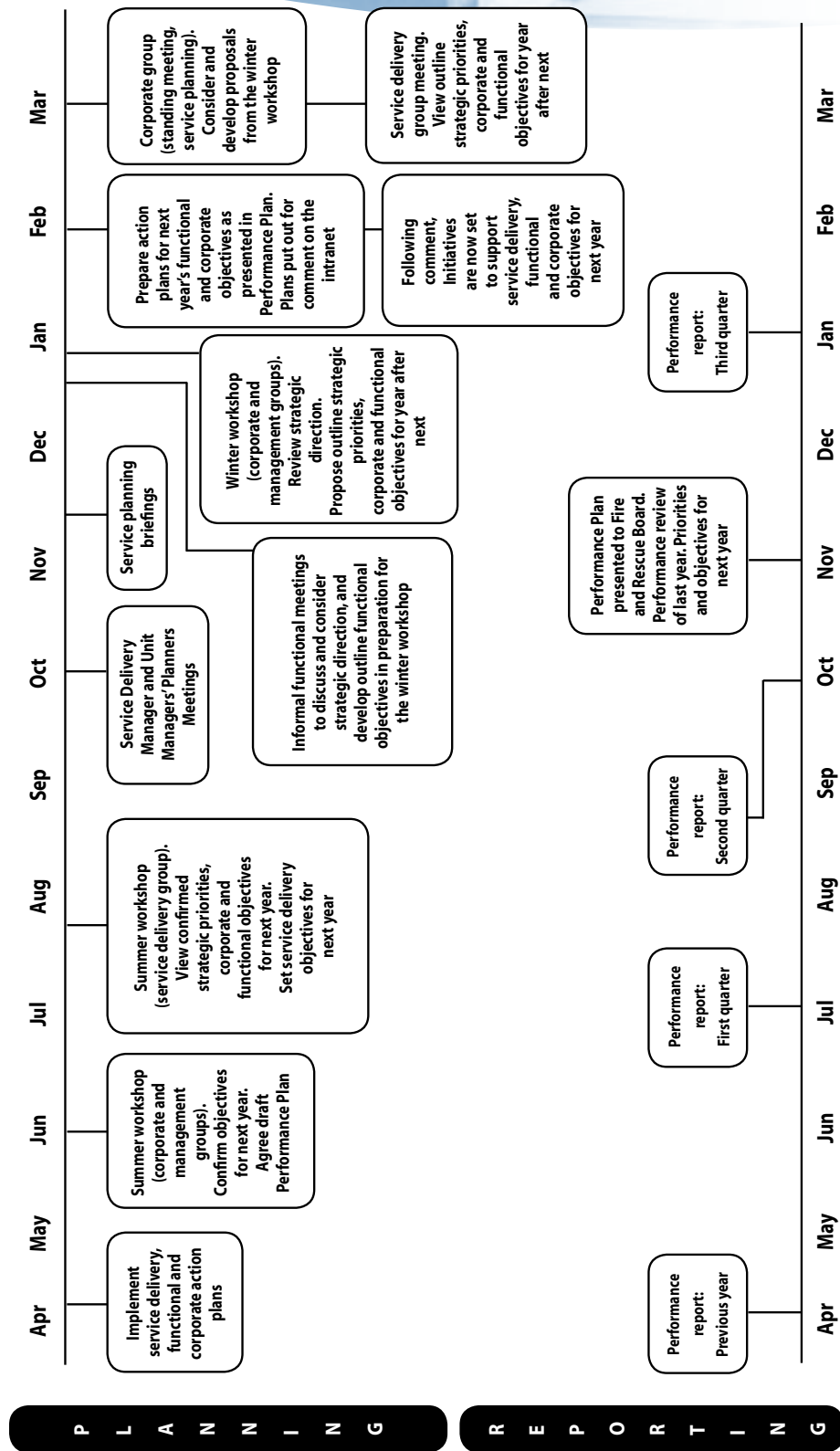
2009



Appendix Two

Service Planning Timetable

2009



Appendix Three

Glossary of Terms

B Benchmarking

A way of identifying best practice in any given field and comparing our own performance against this measure.

Best Value (BV) or Best Value Review (BVR)

A review process that ensures quality and value-for-money in the public sector.

C CDM

Construction, Design and Management

CFOA

The Chief Fire Officers Association – the professional body of senior fire officers in the UK.

Corporate Group

Lothian and Borders Fire and Rescue Service's policy forum.

Corporate Objectives

Specific objectives for next year, which cover a remit that is broader than one Service Function. They will be managed by an Executive Officer.

D DBAU

Demountable Breathing Apparatus Unit

DSE

Display Screen Equipment

E Executive Officer

Chief Fire Officer, Director of Operations and Community Safety, Director of Personnel and Training/ Development, Director of Corporate Services.

F Fire Board/Fire and Rescue Board

The Lothian and Borders Fire and Rescue Board: a committee consisting of elected members of the five local authorities served by LBFRS. Together, the Board constitutes the Fire Authority for Lothian and Borders area.

FTC

Fire Training Centre

FSC

Fire Service College (Moreton in Marsh, England).

FESS

Fire Emergency Services Support. (A resource provided by the British Red Cross, stationed at Tollcross fire station, Edinburgh)

H HMFSI / HMI

Her Majesty's Inspector of Fire Services for Scotland, now superseded by **SFRAU** (Scottish Fire and Rescue Advisory Unit)

HNC

Higher National Certificate.

I ICCS Integrated Command and Control System

An enhanced emergency call-handling and mobilising system.

ILM

Information Lifecycle Management

Information Portfolios

A collation of information relevant to performance management.

ISO9001/9002

Recognised quality standards.

ISU

Incident Support Unit.

IPDS

Integrated Personal Development System.

IRM(P)

Integrated Risk Management (Plan).

K Key Performance Indicators (KPIs)

Measurements that are used by Audit Scotland to illustrate the performance of Fire and Rescue Services.

L Lead Authority Partnership Scheme (LAPS)

An arrangement whereby one fire authority takes a lead role in liaising with UK-wide businesses.

LBFRS

Lothian and Borders Fire and Rescue Service.

M MIS

Management Information System.

MIU

Major Incident Unit.

MIRG

Marine Incident Response Group

N NVQ

National Vocational Qualification.

O OSC

Operational Support Centre.

ORM

Operational Risk Management

O ORA(M)

Operational Risk Assessment (Model).

P Public Performance Reporting (PPR)

A way of providing relevant information to all of the groups with an interest in the LBFRS's activities.

P Pre-rigging

Dressing in protective fire kit prior to vehicle mobilisation

R Retained

Firefighters within smaller towns and villages who respond to the local fire station only when an emergency call is received.

Rider Shifts

Wholetime Firefighters required to crew an appliance.

Risk Assessment Score

A score used to identify our Corporate risk throughout our objectives. The score is based on a scale of 0-12, with 12 being the highest identified risk. The system adopts a balanced risk card management system.

Risk Category

A classification of risk, from which the weight and speed of a Fire Service's response was determined.

RTC

Road Traffic Collision.

S SEPA

Scottish Environmental Protection Agency.

Service Planning

Our adopted management planning system throughout the year. A section of our Central Services function within the organisation.

Service Review

A scrutiny exercise aimed at ensuring the provision of Best Value.

SFRAU

Scottish Fire and Rescue Advisory Unit

SFSC

Scottish Fire Services College (Gullane, East Lothian)



S SIFTC

Scottish International Fire Training Centre (LBFRS's training centre at McDonald Road)

U Unit Plans

System by which units (eg fire stations) manage their workloads and contribute to the service planning process.

V VMDS

Vehicle-Mounted Display System.

W WT (Wholetime)

Firefighters employed on a 42-hours-per-week duty system.

Wide Area Radio System

The network through which communication with the Service's fire stations and fire engines is maintained.



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Lothian and Borders Fire and Rescue Service November 2009

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Lothian and Borders Fire and Rescue Service

preventing • protecting • responding