

**our vision** 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



# Service Profile **2007**

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**Lothian and Borders Fire and Rescue Service**

preventing • protecting • responding



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## Introduction

The Scottish Fire and Rescue Service is evolving under the external influences mainly encapsulated within The Fire (Scotland) Act 2005 and the supporting Framework Document. Local fire and rescue services have to respond to the challenges that brings.

As a Learning Organisation Lothian and Borders Fire and Rescue Service (LBFRS) has in place systems, mechanisms and processes used to continually enhance its capabilities to achieve sustainable objectives for itself and the communities it serves. LBFRS is also an organisation that learns and encourages learning among its people. It promotes exchange of information between employees hence creating a more knowledgeable workforce. This has produced a very flexible organisation with a workforce readily accepting and adapting to new ideas and change through a shared Vision.



## Purpose, Aims and Vision

### 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 well-being among the population living within our boundary.

### OUR AIMS are an expressed intention of achievement.

1. To reduce the incidence 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 acts as a guide in choosing courses of action for the Service and reflects what the organisation sees for itself, its people and communities in a medium to long-term time frame.**

### It is the vision of the Service 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.



# Values and Management Structure

If LBFRS is to be successful in meeting its purpose, achieving its aims and realising its vision, then a robust management structure is required to develop and deliver the necessary policies, practices and procedures; supported by a framework of values that will engender the attitudes and behaviours that bring quality to the process, creating safe working environments and creative community engagement.

**OUR VALUES** define the acceptable standards which govern the behaviour of every individual within the Service.

We value:

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

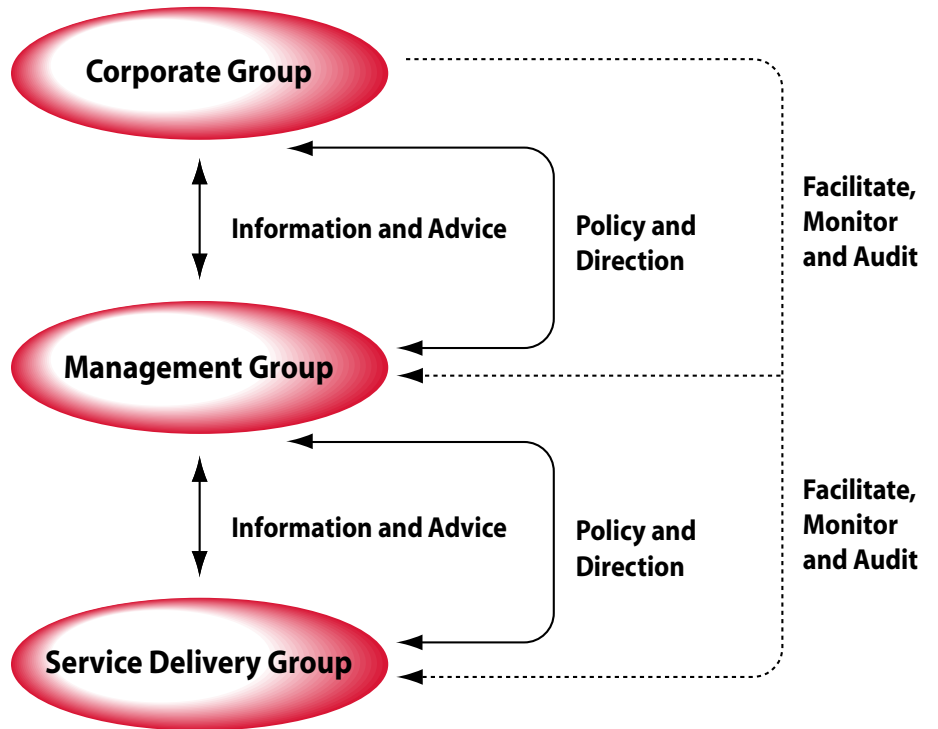
*The dignity of all people and will treat them with respect.*

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

**OUR MANAGEMENT STRUCTURE** is three-tiered and is constructed within a Functional framework. The underlying philosophy is one which assigns management responsibility to the lowest appropriate level within the organisation.

Responsibility	Membership
The responsibility for deciding policy lies with the <b>Corporate Group</b> . Additionally, the Corporate Group is responsible for facilitating the implementation of policy and for auditing its efficiency and effectiveness	<b>Chief Fire Officer, Directors, Heads of Functions,</b>
The responsibility for functional management lies with the <b>Management Group</b> . As part of this remit, the members of the Management Group provide a level of expertise appropriate to the management of their respective functional areas, and develop and advise upon policy on behalf of the Corporate Group	<b>Functional Managers</b>
The responsibility for the management of service delivery lies with the <b>Service Delivery Group</b> . Members of the Service Delivery Group adopt responsibilities, as appropriate, across a matrix within the functional framework	<b>Service Delivery Managers</b>

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



# Service Planning and Governance

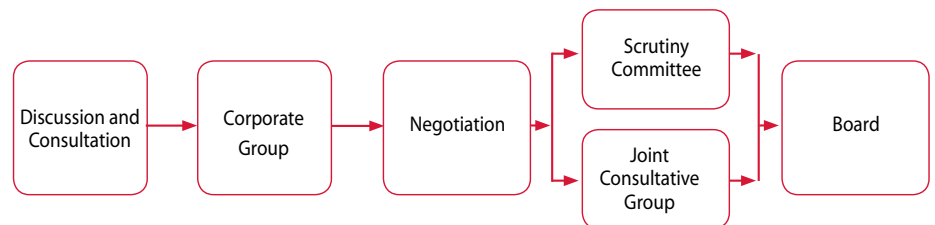
Through **our Service Planning** process and proper **Governance** the Service seeks to discharge the legal obligations placed upon The Lothian and Borders Fire and Rescue Board by virtue of the undernoted statutes and related standards.

- Fire (Scotland) Act 2005;
- Civil Contingencies Act 2004;
- Civic Government (Scotland) Act 1982;
- Health and Safety at Work Act 1974;
- Local Government Legislation;
- Statutes relating to Equal Opportunities;
- Employment Law.

All aspects of our Service are managed through the principles of service planning. Throughout the financial year, the processes of planning and reporting are subject to debate and scrutiny. The service planning process is therefore cyclical and ensures that objectives are met within agreed timescales. Emphasis is placed on outcomes, which are verified by performance measurement. This is fundamental to ensure that the needs of the community, on whose behalf the service is provided, are met and that the need to provide best value is an integral part of the planning process.

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

This is all set in a governance framework that sees discussions and ideas captured in an inclusive consultative environment, are then formulated into policy that is subjected to formal negotiation and scrutiny before reaching agreement and endorsement by the Fire and Rescue Board.





# Management Roles, Responsibilities and Relationships

## Management Roles...

The management tiers previously mentioned are those contributing directly to the decision-making processes of the Service. There are two other management roles that work together within the structure at service delivery level where work teams perform the day-to-day functions of the Service. In this way Crew, Watch and Team Managers influence the overall decision-making processes. Each Service Delivery Manager will have a team or teams of staff working to meet all aspects of work within a given area.

**Our Management Roles** are:

- Crew Manager
- Watch Manager/Team Manager
- Service Delivery Manager
- Functional Manager
- Head of Function
- Director

The chart below describes in outline the service planning responsibilities – including some communication protocols.

	Team / Watch	Service Delivery	Functional	Corporate
Strategic Planning	<p>Contribute to the strategic direction of the Service through the Service Planning process;</p> <p>Manage Unit Plans designed to support service delivery objectives</p>	<p>Contribute to the strategic direction of the Service through the Service Planning process;</p> <p>Develop service delivery objectives designed to support functional objectives</p>	<p>Contribute to the strategic direction of the Service through the Service Planning process;</p> <p>Propose functional objectives; liaise with peers during the development of objectives</p>	<p>Contribute to the strategic direction of the Service through the Service Planning process;</p> <p>Propose strategic priorities and corporate objectives</p>
Policies and Practices	<p>Manage local delivery of all appropriate policies and practices and feeding back on effectiveness</p>	<p>Can propose new or revised policies through the appropriate functional manager</p>	<p>Are responsible for the development of new and revised policies;</p> <p>Can propose new policies or variations to policies to the Corporate Group;</p> <p>Take ownership of the Service's policies</p>	<p>Can propose new policies or variations to policies to the Corporate Group;</p> <p>Approve new policies for submission to the Fire and Rescue Board where appropriate</p>

	<b>Team / Watch</b>	<b>Service Delivery</b>	<b>Functional</b>	<b>Corporate</b>
<b>Audit and Monitoring</b>	<p>Are accountable to service delivery managers in relation to their range of activities and responsibilities;</p> <p>Maintain unit plans for their area of responsibility</p>	<p>Are accountable to functional managers in relation to their range of activities and responsibilities;</p> <p>Provide service delivery plans or ensure that unit plans are maintained for their area of responsibility;</p> <p>Bring significant variances in performance to the attention of the appropriate functional manager</p>	<p>Are directly accountable to their Head of Function for the activities within their functional area;</p> <p>Propose local performance indicators and take responsibility for statutory and other external PIs;</p> <p>Provide functional plans;</p> <p>Provide routine monitoring data and ad hoc in-depth data to their functional head;</p> <p>Bring significant variances in performance to the attention of their Head of Function</p>	<p>Are directly accountable to the Corporate Group for the functional areas within their role;</p> <p>Monitor the range of statutory, external and local PIs;</p> <p>Provide routine monitoring data and variance reports to the Corporate Group and Scrutiny Committee</p>
<b>Space to Manage</b>	<p>Have day-to day authority in the management of their team;</p> <p>Adhere to existing policies and practices</p>	<p>Have day-to day authority in the management of their unit or service delivery area;</p> <p>Adhere to existing policies and practices;</p> <p>Manage specific budget cost centres where appropriate</p> <p>Provide space support for Watch/Team managers to manage</p>	<p>Have day-to-day authority and responsibility within their functional area;</p> <p>Adhere to existing policies and practices;</p> <p>Provide space for service delivery managers to manage;</p> <p>Can have a customer/ service provider relationship with service delivery managers;</p> <p>Manage specific budget cost centres</p>	<p>Share corporate responsibility for, and support the Chief Fire Officer in, the effectiveness and efficiency of the Service;</p> <p>Provide space for functional managers to manage;</p> <p>Adhere to existing policies and practices</p>

	<b>Team / Watch</b>	<b>Service Delivery</b>	<b>Functional</b>	<b>Corporate</b>
<b>Advice and Direction</b>	Provide information and support to all team members	Provide advice and support to unit and service delivery staff and to functional managers;  Provide direction to unit and service delivery staff	Provide advice and support to service delivery managers and functional staff;  Provide direction to service delivery managers and functional staff	Provide advice, support and direction to functional managers and service delivery managers
<b>Cross-functional Relationships</b>	Provide feedback information to service delivery managers to support cross-functional discussion	Discuss cross-functional issues across their range of activities and responsibilities	Discuss functional issues and activities with functional management team;  Consult functional managers, service delivery managers and functional heads during policy development where appropriate;  Contribute to cross-functional project management	Debate and discuss the entire scope of activities at strategic level;  Resolve functional and cross-functional conflict
<b>Communications Protocols</b>	Meet regularly with team	Meet as the Service Delivery Management Group;  Are in <i>ad hoc</i> contact with relevant service delivery staff and functional managers;  Facilitate regular meetings with teams within area of responsibility	Meet as the Functional Management Group;  Meet as a functional team with functional head;  Are in routine <i>ad hoc</i> contact with functional head and relevant service delivery managers	Meet as the Corporate Group;  Meet with their functional team;  Are in routine <i>ad hoc</i> contact with functional managers



## Service Provision

The Service orders its business into three areas or Directorates, namely:

### Corporate Services

### Personnel and Training / Development

### Service Delivery

Each of which has a Director as lead and encompasses two Functions that are in turn led by a Head of Function.

### Our six key Functions:

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

The Service Delivery Directorate i.e. Community Safety and Operations Functions is the part of the organisation which members of the public will see as providing a direct service to the community through education, advice, enforcement and emergency responses. The Service discharges its primary aims through these Functions and they work together complementarily to **prevent, protect** and **respond**.

Central Services, Personnel, Technical Services, and Training and Development provide essential services internally to the organisation.

The sub-divisions within each Function reflecting the specific areas of responsibility are listed below with each of these references being managed by a Functional Manager who is a member of the Management Group.

## Community Safety and Operations

The local fire station is the public's first point of contact with the Service and it is through these outlets that these two Functions deliver the majority of their services. Information, guidance and advice on a range of issues and the initial emergency response are actioned through our fire stations. Stations with additional resources are designated Community Fire Stations.

More detailed and legal advice and guidance is provided by managers working at some of LBFRS other premises. They, along with others within these and other Functions form part of the supporting emergency response necessary for safe and effective conclusion to incidents of all types and size.

<b>COMMUNITY SAFETY</b>	
<b>Business &amp; Commerce</b>	To advise on all aspects of fire safety legislation. To develop related policies for corporate consideration. To take responsibility for an effective response and enforcement with regard to all business and commercial premises which fall under the Fire Scotland Act and other legislation.
<b>Residential &amp; Educational</b>	To advise on all aspects of community safety, and to develop related policies for corporate consideration. To take responsibility for the efficient delivery of the FRS programmes designed to raise public awareness of fire safety. To ensure the Service is represented within all local authority community safety partnerships and national community safety forums.
<b>OPERATIONS</b>	
<b>Performance Management</b>	To ensure that our responses to operational risks are managed within the IRMP process, establishing the FSEC resource as the cornerstone of our response modelling process; to ensure that all relevant performance data is collated and reported to key stakeholders; to facilitate the effective and efficient use of response resources.
<b>Research</b>	To advise on all aspects of operational equipment and develop relevant strategies for corporate consideration. To take responsibility for the effectiveness and continuous improvement of all the operational equipment.
<b>Planning</b>	To advise on all aspects of operational planning and develop relevant policies for corporate consideration. To take responsibility for the development of effective operational plans and risk assessments, and to liaise with emergency planners from organisations outwith the Service in line with the requirements of the civil contingencies act.

## Personnel and Training/Development

In delivering a public service our workforce is our most vital resource. Our vision is dependent on the existence of a highly motivated and empowered workforce. Our values call for our people to hold attitudes and demonstrate behaviours that are respectful to others and their physical and emotional safety. These two Functions complement each other in ensuring that the right people are selected and appointed, that training and development is equitable and individually based and that all conditions of service are properly met and policies are applied fairly.

PERSONNEL	
<b>Staff Management</b>	To advise on all aspects of staff management and workforce planning and to develop relevant policies for corporate consideration. To take responsibility for the management of policies which facilitate the effective and efficient deployment of all uniformed employees.
<b>Equal Opportunities</b>	To advise on all aspects of fairness and diversity and to develop relevant policies for corporate consideration. To undertake strategic positive action and other appropriate activities in support of recruitment and all other relevant policy areas. To take responsibility for monitoring the effectiveness of all equality policies.
<b>Health and Safety</b>	To advise on all aspects of staff health, safety and welfare and to develop relevant policies for corporate consideration. To actively promote and communicate the health, safety and welfare strategy for all employees. To take responsibility for monitoring the effectiveness of all policies with regard to health and safety.
<b>Personnel Management</b>	To advise on all aspects of Personnel policy development and employee relations matters. To take responsibility for ongoing policy development and review. To take responsibility for recruitment, selection and promotion, and all issues relating to employee terms and conditions of service.

<b>TRAINING / DEVELOPMENT</b>	
<b>Delivery</b>	To advise on all aspects of the delivery of practical and theoretical training and to develop the relevant policies for corporate consideration. To take responsibility for the efficient delivery of all training.
<b>Assessment and Development Centres</b>	To advise on all aspects of the assessment of staff for selection and promotion. To take responsibility for the planning, resourcing and management of Assessment and Development Centres, and ensure the consistency of quality within the processes.
<b>Development</b>	To advise on all aspects of improving individual potential and to develop the relevant policies for corporate consideration. To take responsibility for identifying and developing potential for the purposes of individual development.

## Central and Technical Services

Without the comprehensive and integrated service provided by these two Functions LBFRS would not be able to deliver its services to the public. Together they provide the physical infrastructure, the communications systems and strategies and manage the Service's finances.

The important role of advising on and monitoring the service planning process which is at the heart of how we do business lies within this Directorate, as too is the robust management of the changes to the Service's infrastructure through its Service Improvement Plans.

CENTRAL SERVICES	
<b>Corporate Communications</b>	To advise on all aspects of corporate communications for the Service and to develop relevant policies for corporate consideration. To take responsibility for internal and external communication strategies, including media liaison, public relations and event planning.
<b>Finance</b>	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.
<b>ICT (Information and Communications Technology)</b>	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 systems and technology within the Service.

<b>TECHNICAL SERVICES</b>	
<b>Operational Support Centre</b>	To take responsibility for the organisation and management of the Operational Support Centre. To advise on all aspects of fleet management and to develop relevant policies for corporate consideration.
<b>Property</b>	To advise on all aspects of alterations, additions, repairs and maintenance of properties owned or leased by the Service. To take responsibility for catering and cleaning services and for capital and revenue budgets in relation to property matters. To develop relevant policies for corporate consideration.
<b>Procurement</b>	To advise on all aspects of procurement and supply and to ensure that the Service is receiving value for money when purchasing materials, equipment and services. To develop relevant policies for Corporate consideration.
<b>Telecommunications</b>	To take responsibility for the implementation of the Firelink communications project and the ongoing maintenance and development of telecommunications equipment. To advise on all aspects of telecommunications and develop policies for Corporate consideration.

## Emergency Response

The first of the Service's aims is to reduce the occurrence of fires and other emergencies by the provision of guidance and information to those whom we serve so that they are better able to protect themselves and prevent incidents from happening. The second aim acknowledges that there will always be accidents and incidents that are beyond the control of individuals or groups within the community. When these occur LBFRS ensures that it is able to respond efficiently with well-trained people, the best possible equipment and effective procedures.

The Service provides a level of commitment to the communities of Lothian and Borders and beyond, providing an emergency response capability 24 hours per day across 2,500 square miles of the Service's area.

Our practices and procedures represent safe systems of work and in recognition of the importance of firefighter safety and the successful delivery of an emergency response service, the Service works within an Incident Command and Control System (ICCS) based on national guidance. The application of this system is an integral part of the Service's overall organisational system for managing risk.

The first response comes from staff and equipment at our community stations supported by managers who respond as directed by the type and scale of incident. Safe and effective implementation of the ICCS requires 36 Command Officers to be available on a flexible duty system.

The level of command response and corresponding scale of incident are detailed in the Service's Incident Command Structure documentation. The system categorises emergency incidents into five levels and ensures that with any increase of size or complexity of incident there are sufficient officers and managers to ensure that the sphere of responsibility is never too great for any one individual; that decision making is supported and effective; and that communication is clear and concise.

The system is regularly reviewed to ensure that the safety of our staff is never compromised by changes in types or range of incidents.



## Where We Work From

Lothian and Borders Fire and Rescue Service employs 1,250 people each of whom is competent or working towards competence in their role with a range of skills appropriate to the role they each play within the Service.

Our Service Improvement Plan (SIP) has determined the optimum distribution of resources throughout the Service's area on the basis of our integrated risk management planning.

The outcomes of the existing SIP will see 16 stations and community stations staffed by personnel on a range of duty systems providing whole-time availability. Six of these also provide an additional response by staff on a retained basis. A further 18 fire stations are staffed exclusively by retained employees.

The stations are grouped for managerial purposes with a Service Delivery Manager (SDM) being based in and taking managerial responsibility for each group. A range of advice and guidance is available at all stations with further resources for use by the community being afforded at those designated as Community Fire Stations.

<b>Group 1</b>	Bathgate*; Linlithgow; Whitburn
<b>Group 2</b>	Livingston*#; West Calder; South Queensferry; Broxburn
<b>Group 3</b>	Sighthill*; Crewe Toll
<b>Group 4</b>	Tollcross*; Liberton
<b>Group 5</b>	McDonald Road*; Marionville (to be replaced within the current SIP); North Leith#; South Leith (to be provided within the current SIP)
<b>Group 6</b>	Musselburgh; Tranent (to be replaced within the current SIP); Haddington*; East Linton; North Berwick; Dunbar; Wallyford (to be provided within the current SIP).
<b>Group 7</b>	Newcraighall; Dalkeith*
<b>Group 8</b>	Penicuik; West Linton; Peebles*; Innerleithen
<b>Group 9</b>	Galashiels*; Lauder; Selkirk Melrose (earmarked for closure within the current SIP)
<b>Group 10</b>	Hawick*; Jedburgh; Newcastleton
<b>Group 11</b>	Kelso; Coldstream; Duns*; Eyemouth

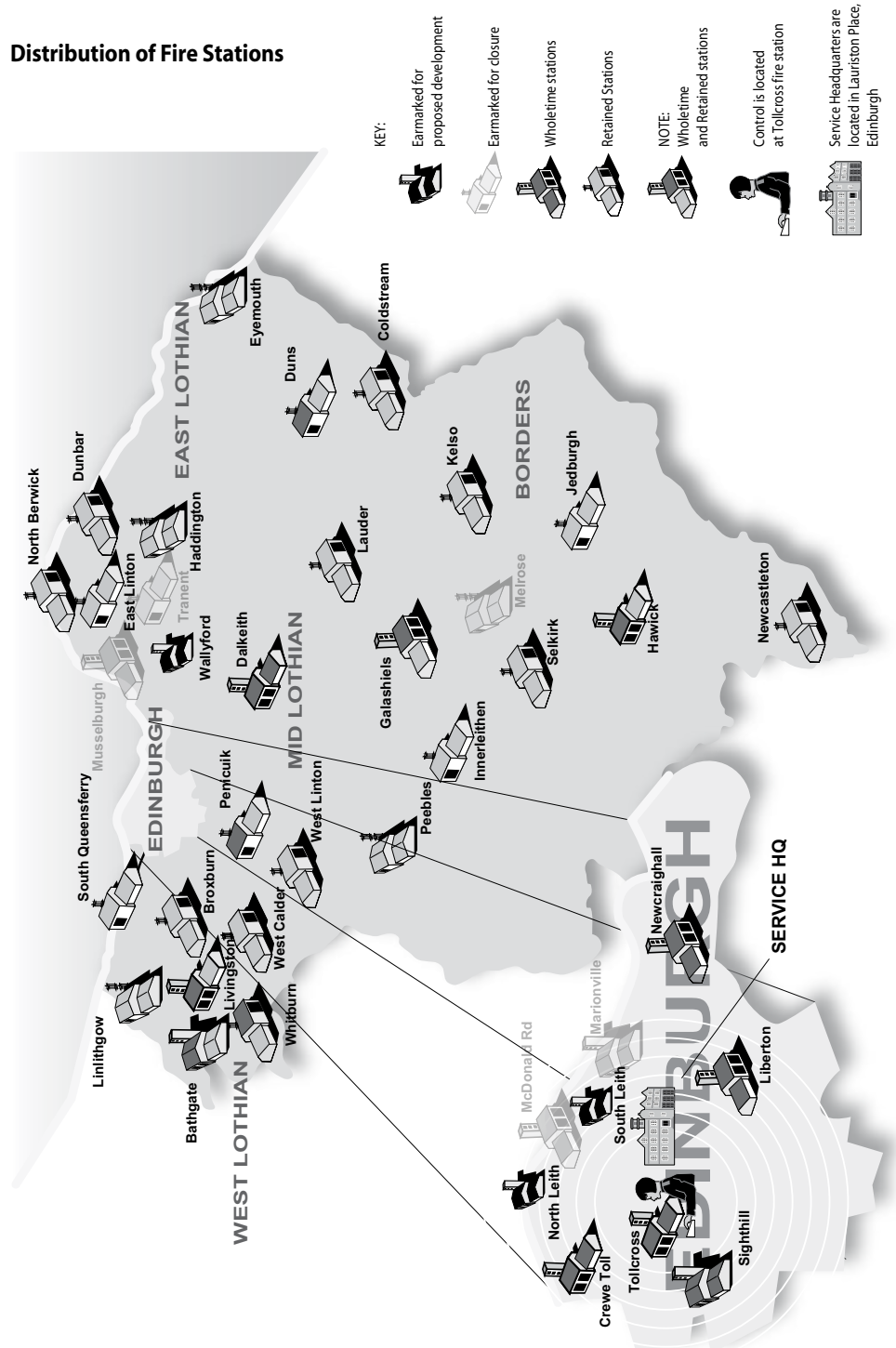
\*Service Delivery Manager Base #Community Station

Lothian and Borders Fire and Rescue Service also has a number of buildings and facilities supporting our services to the community.

LBFRS Headquarters, Lauriston Place, Edinburgh is home to a number of staff representing each of the Service's Functions and the Service Museum, as well as being its spiritual home.

Operational Support Centre, Claylands Road, Newbridge is the home for most of the staff within the Technical Services Function providing equipment and transport support services. The Fire Investigation and Technical Support Unit is sited here making it available as a regional resource if required.

### Distribution of Fire Stations







**Lothian and Borders Fire and Rescue Service**

preventing • protecting • responding

**Designed and printed by  
Lothian and Borders Fire and Rescue Service  
June 2007**

[www.lbfire.org.uk](http://www.lbfire.org.uk)



**Printed using paper from sustainable forests**

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