



Her Majesty's Chief Inspector of Fire Services for Scotland



Report for
2000-2001



SCOTTISH EXECUTIVE

Making it work together

Scottish Executive Justice Department

HER MAJESTY'S CHIEF INSPECTOR OF FIRE SERVICES FOR SCOTLAND



Report for 2000-2001

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I N T R O D U C T I O N

ANNUAL REPORT OF DENNIS DAVIS OBE OStJ QFSM CEng CIMgt FIFireE (Life) MInstE

Her Majesty's Chief Inspector of Fire Services for Scotland for the year 2000-2001

To: **Jim Wallace**
Deputy First Minister and Minister for Justice

Sir

I have the honour to present my Annual Report upon the 8 fire brigades in Scotland for the financial year ended 2000-2001.

Introductory Remarks

1. This report highlights that last year the fire service throughout Scotland continued to perform a highly valued public service. The indications, as shown later, demonstrate a steady increase in operational activity and continued growth of preventative safety programmes and the enforcement of safety standards.
2. What these indicators do not show is the considerable work ongoing in all brigades to meet new challenges and the ongoing debate about the future of the fire service. This is a debate designed to question and confirm the future role and delivery method of what is one of the original local government services.
3. The deep concern of many who are involved with the service, is that this has been an interminable debate. One which has a history dating back to the 1970s without conclusions. There currently is no consensus of future perspective, yet that is the ultimate goal.
4. The backcloth for the future is one of modernisation for a service which delivers what the public expect. That expectation is presently delivered using practices and through working relationships which have proved reliable. Nevertheless some of those involved, at the same time, see this as a culture inhibiting more fundamental change.



5. This was the scene that last year saw reported the outcome of the review into police and fire services initiated by Scottish Ministers in 1998. That review was conducted by stakeholders through the mechanism of a Steering Group, which had a wide remit. Reports were made to the Group from research teams and others. The Steering Group then reported back to Ministers. The Group's conclusions essentially suggested the structural arrangements, of 8 brigades, should remain.
6. Importantly the Steering Group did conclude amongst its 10 recommendations that there should be more work done:
 - Towards closer collaboration
 - Into funding and managing common services
 - Setting standards for special service charges
 - Whilst maintaining the principles of local accountability
7. The Deputy First Minister, Jim Wallace, accepted the Steering Group's conclusions on 6 November 2000, placing emphasis on development of collaboration between brigades to gain service efficiency. He also supported the need to resolve the future direction of service.
8. HM Fire Service Inspectorate fully supports the Minister's conclusion. The work undertaken during the review phase did show some areas of duplication and missed opportunity. Uniting effort to release valuable financial resources to improve the service for the public's benefit remains the priority. For example, *Best Value* is, as previously reported, accepted as a concept within the fire service, but its delivery requires further positive action. Collaboration, which has begun and is being progressed, requires balanced and well thought through judgements in genuine partnerships. Frankly there remains a great deal to be done.
9. A safer society requires avoidance and mitigation of risk. A professional service requires the right funds and a shared commitment to values and standards. The evidence suggests while this is understood neither of these principles are well established in Scotland, That is the challenge, and it is one which needs an urgent answer.



"Frankly there remains a great deal to be done."

"But the fire service does need to refocus..."

10. Calling for change and a new set of priorities is not necessarily a popular cause, especially when the call is set in the context of a service which does a great deal of good work. The pressure for change may therefore be not so much in the public's mind but more in the minds of those within or closer to the service. But the fire service does need to refocus if it is to be regarded as the:-
 - **F**irst public rescue and safety service;
 - **I**ntegrated fully into society;
 - **R**esponsive and proactive in reducing death, injuries and losses, and uses;
 - **E**xpenditure to continuously offer *Best Value*.

11. Some key indicators of the reviewed operating environment in this Report are:
 - Deaths from fire were below the 10-year average (78 this year as against an average of 104 for the period)
 - Total incidents increased by 5.1 %
 - Fire safety inspections increased by 25.7 %
 - Great emphasis was placed upon achieving *Best Value*.
 - Comprehensive guidance on a new inspection process was progressively introduced
 - Efforts to improve training, promote fairness and diversity, introduce prevention cultures and promote modernisation continued.

Firemasters and Fire Authorities

12. During the reporting period the following Firemasters were in post:

Central Scotland	Ian Adam OBE QFSM GFireE / John Early BSc MIFireE MIOSH (from 1 st July 2000)
Dumfries and Galloway	Dick Ibbotson MSc MIFireE FCIPD FIMgt
Fife Fire and Rescue Service	Nigel Campion QFSM MIFireE (until February 2001)
Grampian	John Williams QFSM BSc MIFireE
Highland and Islands	Brian Murray BA(Hons) MA MIFireE
Lothian and Borders	Colin Cranston QFSM GFireE
Strathclyde	Jeff Ord OSTJ QFSM GFireE
Tayside	Derek Marr OBE QFSM FIFireE



13. There were 2 retirements in the year. The first was the retirement of Ian Adam, Firemaster of Central Scotland Fire Brigade, who had concluded 40 years' service, 19 years with Central Scotland, or the former Central Region Fire Brigade. John Early, the former Assistant Firemaster of Central Scotland, was appointed to succeed Ian Adam. The second retirement of Firemaster of Fife Fire and Rescue Service, Nigel Campion, followed a period of illness. The Deputy Firemaster of Fife, Alastair Wyse, was appointed Acting Firemaster following Nigel Campion's retirement. Firemaster Derek Marr was unfortunately also ill for the latter part of the reporting period and again the Deputy Firemaster of Tayside, Stephen Hunter, was appointed Acting Firemaster to cover Firemaster Marr's absence.
14. I wish to record my thanks to Firemasters and their staff for the co-operation and assistance given to members of the Fire Inspectorate during their visits and for the valuable contributions to the many discussions held throughout the year.

Honours and Awards

15. The following officers have received awards in the Queen's Honours Lists in the year under review.

Birthday Honours 2000

MBE Sarah Campbell Mackinnon, Station Cook, Strathclyde Fire Brigade

QFSM Brian Moore Allaway, Assistant Firemaster, Lothian and Borders Fire Brigade

David Smith Kennedy, Deputy Firemaster, Strathclyde Fire Brigade



New Year Honours 2001

MBE David Linklater Norquay, Retained Station Officer, Grampian Fire Brigade

Elizabeth Boyd, Former Principal Administration Officer, Strathclyde Fire Brigade

QFSM Robert Walker Docherty, Assistant Firemaster, Strathclyde Fire Brigade

Angus MacDonald, Retained Firefighter, Central Scotland Fire Brigade.

Long Service and Good Conduct Medal

The Fire Brigade Long Service and Good Conduct Medal was awarded to 247 members of the Scottish Fire Service in the period 1 April 2000 - 31 March 2001.



Members of Dumfries & Galloway receiving their awards and citations.

Senior Scottish Executive Staff

16. People are important to all organisations and their influence is considerable, especially when they lead at senior policy level. During the year there were further internal changes within the Scottish Executive Justice Department with the retirement of the Departmental Secretary, Hamish Hamill, and the appointment of his successor, Jim Gallagher. In addition the Head of the Fire Service and Emergency Planning Division,

Marion Gunn, also retired and her successor, Ian Snedden, was appointed. Marion Gunn was particularly well known in fire service circles in Scotland and in UK strategic working groups. Having been Head of FSEPD for 7½ years Marion had not only seen many changes but had actively promoted policy change and progressed a number of key developments within the Scottish Fire Service.

The Bicentenary of James Braidwood

17. A special fire service millennium celebration was a reception on 6 July 2000 at Bute House, Edinburgh, hosted by the Deputy First Minister in the presence of Her Majesty The Queen. The reception, for representatives from the fire service throughout Scotland, celebrated the notable bicentenary of James Braidwood and the present contribution of Scotland's fire service to the Scottish community.



Celebrations to mark James Braidwood's Bicentenary

"...a post that has survived to this day in the term 'Firemaster'..."

18. James Braidwood, was a young 24-year old in 1824 when a very serious fire engulfed a significant part of the City of Edinburgh. As a direct consequence and under his leadership the first municipal fire brigade in Great Britain was formed. He became Master of Engines, a post that has survived to this day in the term 'Firemaster', adopted in Scotland to describe the head of a fire brigade.
19. Braidwood was himself the son of an insurance company owner and it was those insurance companies who asked him to establish a working fire brigade. So he began the difficult tasks of training personnel and establishing efficient fire companies throughout the City and it is those achievements that created the foundations for what is now accepted throughout the United Kingdom as the public fire service.

20. Braidwood's reputation quickly spread. In 1833 at the age of 32, following the publication of his first textbook on firefighting, the London Insurance companies invited him to become the first Superintendent of the London Fire Engine Establishment. In the process of organising the brigade he was to attend many major fires, some at notable sites such as the Houses of Parliament and the Tower of London. He died on duty at a Thames-side warehouse fire in Tooley Street London.
21. The current Firemaster of Lothian and Borders Fire Brigade, Colin Cranston, was able to show to The Queen and Deputy First Minister a number of the artefacts still held in safe keeping by the Brigade, providing a link between past and present.
22. To further mark this man's remarkable achievements on the 22 September, the Brigade also organised in the Royal Museum of Scotland a Braidwood Dinner, at which the First Minister was principal guest. Attended by hundreds of fire colleagues and friends, including members of the Braidwood family and his biographer, this was an enjoyable occasion of celebration.



World Extrication Challenge 2000

23. On a lighter note what a pleasure it was to see the Scottish Fire Service Training School host the World Extrication Championship at Gullane on 12-14 July 2000. With 21 teams competing from around the world competition was fierce and although well represented the top Scottish teams did not come away with the honours. What the event did achieve for all participants was a greater enhancement of life-saving skills and techniques for use at the ever-growing number of road accidents the service now attends.



A non Scottish team shows their skills.

THE WORK OF THE INSPECTORATE

24. The Inspectors in post were:

HM Chief Inspector of Fire Services
Dennis T Davis OBE OStJ QFSM CEng CIMgt FIFireE [Life] MinstE
 Appointed: 1 June 1999
 Formerly: Chief Fire Officer
 Cheshire Fire Brigade, 1986-1999



HM Inspector of Fire Services
Allan Smith Whitton QFSM GIFireE
 Appointed: 29 April 1996
 Formerly: Deputy Firemaster
 Central Scotland Fire Brigade, 1984-1996



Senior Assistant Inspector of Fire Services
Charles George Newcombe Stewart
 Appointed: 6 March 1995
 Formerly: Senior Divisional Officer
 Strathclyde Fire Brigade, 1992-1995



Assistant Inspector of Fire Services
Angelo Errigo
 Seconded: 19 September 2000
 Third Officer
 Dumfries and Galloway Fire Brigade



Assistant Inspector of Fire Services (Crown Inspection)
Graham Donald Goodall BSc MIFireE
 Appointed: 9 May 1994
 Formerly: Station Officer
 Merseyside Fire Brigade, 1987-1994



Assistant Inspector of Fire Services (Crown Inspection)
Duncan Carrick
 Appointed: 28 April 1997
 Formerly: Divisional Officer II
 Dumfries and Galloway Fire Brigade, 1991-1994



Work of Inspectorate

Tayside Fire Brigade Investigation

25. As a result of public disquiet, the Minister for Justice asked the Inspectorate to conduct an investigation into an incident that occurred, in which a young woman died on 26 November 1997 in Dundee, Tayside. The Inspection commenced on site on 5 June 2000 and lasted several weeks.
26. The fire was unexceptional in fire brigade operational terms. However the investigation into what occurred has had widespread implications not only for Tayside Fire Brigade but also for fire brigades further afield.
27. The investigation was thorough and identified a number of events and circumstances, including cultural and leadership concerns, which gave rise to a series of recommendations, all of which were accepted by the Minister and Tayside Fire Board. The 10 recommendations made were also reported to the Scottish Central Fire Brigades Advisory Council and have either been implemented or are the subject of ongoing action.
28. The 10 recommendations were far-ranging and included references to discipline, which is separately administered in the fire service beyond general employment law, culture, operational standards, effective joint working with the Procurator-Fiscal, training, operational improvements and fire safety awareness. In addition to aid future learning the published report [ISBN 1-84-268059-5] was widely distributed in the UK.
29. In concluding the Investigation, the first of its kind ever undertaken in modern times in Scotland, the Inspectorate recorded that its report did not purport to be a final definitive factual statement but rather an objective account of what probably happened and how a recurrence might be prevented.



Principal Inspections

Lothian and Borders Fire Brigade

30. During 1999 HM Chief Inspector of Fire Services for Scotland commenced through consultation a review into the methodology used to conduct inspections into fire brigade efficiency throughout Scotland. The outcome of these discussions, summarised in a report entitled '*Measuring Up The Next Steps*' concluded that a revised

method focused upon assisting improvement by investigating strategic policy through to implementation, using a systematic approach, would be useful.

31. It was also concluded that, in the interest of better scrutiny, in part derived from the *Best Value* and *Joined Up Government* initiatives, the new systematic approach should if practical be inclusive of other 'inspectors'. In the fire service context the statutory roles of both the Health and Safety Executive and Audit Scotland are seen as very relevant.
32. Having those objectives in mind the Inspectorate, with the support of the two other agencies and Lothian and Borders Fire Brigade, piloted the new inspection process. The process and joint working methods, being novel, were used in the inspection conducted, between 25 to 29 September 2000, in Lothian and Borders Fire Brigade
33. The subsequent published report was prepared in two sections. Section One reported upon the Pilot Primary Inspection conducted by the Inspectorate in collaboration with the Health and Safety Executive and observed by Audit Scotland. Section Two reported specific information obtained during the pilot inspection process, both by the Health and Safety Executive and Inspectorate. This second section was designed to assist still further, the ongoing improvement process already firmly established in Lothian and Borders Fire Brigade.
34. Introducing a new inspection process and handling the many demands of multiple Inspectors having statutory responsibilities is not an easy task. Especially as in this case when timescales for preplanning are condensed by existing priorities. The Brigade's senior managers and all other staff were not only co-operative but supporting in these endeavours, something for which the Inspectorate was grateful.
35. The outcome was that the process did show benefits with areas for further improvement, particularly in the preplanning stage. The method, which concentrates upon a strategic review followed by verification visits, having been found to be practical has now been adopted by the Inspectorate for all future Principal Inspections.
36. The Section Two part of the Inspection found that a very comprehensive approach existed in the management of the whole operation of the Lothian and Borders Brigade. The constraints of time and pilot assessment of the new inspection process did not permit the



"...a very comprehensive approach existed in the management of the whole operation..."

fuller exploration of final service delivery. However, it was recorded that confidence existed, given the commitment at senior level and the business management process seen, that major inefficiencies were unlikely to exist in this brigade.

Dumfries and Galloway Fire Brigade

37. Following the success of the pilot Principal Inspection this second new-style inspection was conducted between 13-15 March 2001 in Dumfries and Galloway Fire Brigade. On this occasion no member of the Health and Safety Executive was able to be present but the Audit Scotland appointed auditors, Deloitte Touche Limited, did attend.
38. Unfortunately this inspection coincided with the widespread community activity to control Foot and Mouth disease and this somewhat restricted access to Brigade facilities beyond the Brigade's Headquarters in Dumfries.
39. There the inspection revealed considerable achievement by a relatively small Brigade which was well supported by the Dumfries and Galloway Council. It was also noted that achievements had to be limited due to the lower level of available resources. This, in turn, gave rise to a concern that the core business of the Brigade needed reappraisal to meet ongoing demands.

"...considerable achievement by a relatively small Brigade..."

Performance Monitoring Inspections

40. In addition to the three major inspections in Tayside, Lothian and Borders and Dumfries and Galloway, routine monitoring of performance was conducted at the remaining 5 other brigades, again using a new approach. Performance was generally found to be satisfactory in meeting the primary duty of providing an effective fire service with various suggestions offered to aid improvement. The Inspections occurred as follows: -

"Performance was generally found to be satisfactory..."

Central Scotland Fire Brigade	31 October-1 November 2000
Fife Fire and Rescue Service	23-24 October 2000
Grampian Fire Brigade	27-28 November 2000
Highland and Islands Fire Brigade	10-11 October 2000
Strathclyde Fire Brigade	21-23 November 2000

41. The *Best Value* concept appeared to be established in all brigades, although progress on *Best Value Reviews* into service delivery and how

best to consult and interact with the public presented continuing challenges.

42. Overall brigades were generally found to be operating with suitable appliances, equipment, training and operational procedures.
43. There is some disparity and impact arising from the variation in scale of operations and resources available between brigades. All were therefore encouraged to extend collaborative or joint working. Most brigades offered an example of good practice in one or more activity area. Premises and facility conditions where visited varied although again examples were seen of recent expenditure commitments such as at Lauder in the Scottish Borders.

"...some disparity and impact arising from the variation in scale of operations..."



Lauder opens its new station.

44. It was pleasing to note the continued drive by brigades to improve safety within communities and the effort and innovation given to this task is apparent. Similarly in recruitment, and in particular continuing to promote the fire service as a career to the wider society, the energy expended was evident.
45. Brigades were aware and alert to the demands faced and intentionally working towards finding suitable local solutions. In some cases these solutions involved inter-service co-operation or procurement. In most cases industrial relations were sound and businesslike.
46. One brigade, Highland and Islands, has continued to improve fire cover arrangements and the report noted this requirement. Performance monitoring reports were produced for all these brigades but are not

published by the Inspectorate being available on the Scottish Executive Website www.scotland.gov.uk.

Crown Premises

47. In addition to its role in relation to fire brigades the Inspectorate also has responsibility for the enforcement of fire safety legislation in Crown premises. The Crown Estate consists of 900 Government buildings ranging from small offices like job centres to buildings of national importance such as Edinburgh Castle, Stirling Castle and the National Library. The work includes inspecting premises, advising on compliance issues and the issue of fire certificates where required under the terms of the Fire Precautions Act 1971. Over 320 such fire certificates are now in force. During the year Inspectors carried out 20 surveys of new premises, 230 routine inspections of existing premises and 38 follow up visits as well as dealing with 91 specific enquiries and examining 131 sets of plans for compliance.
48. There have been some significant developments for the Crown premises team during the year. The satellite office in Glasgow which was traditionally the base for one of the Inspectors was closed in July 2000. All staff are now centralised at the Inspectorate's offices in Edinburgh. The year also saw the departure of Rosemary Duncan who for some 14 years prepared fire certificate drawings for the Inspectorate and provided administrative support to the Crown Premises Inspectors, both in Edinburgh and latterly at Glasgow.
49. The Inspectorate's policy on the frequency of inspection has also been reviewed in the light of the Fire Precautions (Workplace) Regulations 1997. An inspection frequency has now been determined for each premises on a case by case basis based on information held on file and Inspectors' knowledge of similar premises. The frequency of inspection now varies between one and ten years according to risk. This baseline frequency will be adjusted where appropriate as a result of any subsequent inspection or in response to changes in layout, use or management of the premises.
50. Prisons represent a particularly high level of risk owing to the nature of the occupants, the associated security requirements and the age of some of the buildings. The incidence of malicious fires is high and these, if not quickly identified and controlled, have the potential to cause injury as well as significant damage and disruption to the establishment. Crown Premises Inspectors have now visited each establishment on several occasions over recent years and have provided comprehensive reports to Prison Governors.

"Prisons represent a particularly high level of risk..."

51. In addition to encouraging the enhancement of fire safety standards in establishments, Inspectors have assisted with a comprehensive review of the Scottish Prison Service Fire Safety Manual which sets out that organisation's policy in respect of the management of fire safety. Many serious and complex issues remain to be addressed and it is pleasing to report that a former fire brigade officer has now been appointed by the Scottish Prison Service to provide specialist support and advice where necessary. Inspectors will continue to work with Scottish Prison Service personnel, to ensure compliance with statutory requirements and to promote best practice in the management of the risk from fire.

Review of Rural and Retained Firefighters

"The protection they afford... is therefore extremely important."

52. Nearly half of Scotland's 8,800 firefighters are retained, auxiliary or volunteer. The protection they afford to communities throughout Scotland is therefore extremely important. To date little research had been conducted into staff aspirations or thoughts on how to take the service forward.
53. In December 2000, following consultations with the Scottish Executive's Central Research Unit (CRU), a firm of consultants, LAMBDA Research and Consultancy Limited, was appointed to carry out an initial review, on behalf of the Inspectorate, into retained, volunteer and auxiliary firefighters. The review was to cover a wide range of areas, including all aspects of employment, and commenced with a questionnaire being sent to nearly 4,000 rural and retained employees. The key elements of the consultancy study were: -
- Identify the aspirations, societal impacts, and commitment of rural firefighters.
 - Identify any reasons for, or pressures behind, leaving the service.
 - Consider the performance expectations of brigades for this group of staff
 - Establish any conflicts arising between the individual and brigade expectations.

54. A steering group comprising members of CACFOA, the FBU, COSLA, CRU and the Inspectorate was formed to advise LAMBDA on the technical aspects of the review, including assistance with the formulation of the questionnaire.
55. By March 2001 1,100 responses had been received and the Consultants were preparing to move onto the second phase which was to be a number of face to face interviews and focus group meetings. The final phase of the initial review will be an in-depth report on the findings of the survey. This will result in essential information being available to the Inspectorate prior to moving into the more detailed second stage of a thematic review into Rural and Retained Firefighters.

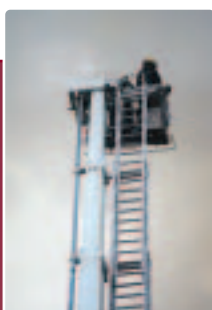
Fire Raising in Scotland

56. Fire raising, or arson as it is known south of the border, remains a scourge on society. In Scotland last year there were some 52,683 fires. Almost sixty two per cent or 32,498 of these were secondary fires, e.g. fires outdoors, involving vehicles or rubbish. Many of these fires are suspected to be wilful in nature and as a result fire-raising impacts on police and fire services. While the financial cost of fires remains considerable, the human price is far higher with last year in Scotland over 350 injuries and 8 deaths being directly attributable to fire raising. There is often a significant impact on the local community from these fires and evidence suggests that the incidence of fire-raising is higher in socially deprived areas.
57. Focusing joint efforts to tackle fire-raising is therefore a priority. At present there is no national structure for inter-agency working and no formal framework exists to facilitate the exchange of information between public bodies. The use of prevention initiatives requires examination, particularly in relation to the role played by education departments, social work services, the National Health Service (particularly mental health), voluntary and community agencies, all of whom should be closely involved
58. In 1999 the Home Office in England and Wales established an Arson Control Forum to tackle this issue and a joint thematic study, involving their respective Police and Fire Inspectorates will commence shortly.
59. In Scotland Police and Fire Inspectorates have respectively a duty to enquire into the effectiveness and the efficiency of the police and fire services. To that end both Scottish Chief Inspectors have determined

"...a scourge on society."

with the support of stakeholders that a Thematic Inspection of Fire Raising in Scotland should be carried out, involving all Scottish forces and brigades, commencing in the summer of 2001 and concluding in the late autumn.

60. This thematic inspection will encompass all references to fire-raising, including the defined crimes of wilful, culpable and reckless fire-raising. Its intention is to examine the approaches taken by the police and fire services in tackling this problem. Examination of service response, joint investigation techniques, communication strategies, prevention campaigns and community safety issues will be reported to highlight good practice, particularly in relation to multi-agency working.
61. The terms of reference will therefore ensure there is examination of the response to fire-raising by the Scottish Police and Fire Services. The emphasis will be on incident recording conventions, service response, multi-agency initiatives, joint investigation, community safety working and communication protocols, and highlight good practice. Appropriate recommendations will be made with the aim of improving professional standards, quality of service and public confidence.
62. The thematic inspection will focus on the potential for continuous improvement and will look at work being initiated, work in progress and the relevant outcomes from both Services. It will be evidence based, conducted using pre-identified protocols and will utilise supporting technology where appropriate. Where clear policy is found to exist, the Inspectors will test operational practice.



STRATEGIC ISSUES FOR THE FIRE SERVICE

Moving The Fire Service Modernisation Agenda Forward

63. Outlined last year were a number of strategic concerns that the fire service needed to confront if it were to remain an innovative firefighting, rescue and humanitarian service. These issues when grouped together were described as a modernising agenda.
64. This agenda has special resonance in post devolution Scotland, where fire is the full responsibility of the Scottish Executive. The impact of this responsibility is nowhere seen clearer than in the fire service which has operating standards and procedures, conditions of service and equipment, which are common across the United Kingdom, yet require distinctive national, that is Scottish, approaches.
65. Changing how brigades operate, choosing where and when to place emphasis upon fire safety legislation, community and domestic safety, deciding how best to protect our heritage, and introducing modern tools, like electronic information communication, all require national debate and decision making.
66. The involvement of HM Fire Service Inspectorate in this process has been continuous and especially so at UK and national level.
67. During July 2000 the UK Government established a Fire Service Implementation Group (FSIG). Two Scottish representatives were invited to join the Group. Councillor Alec McGuire from COSLA and HM Chief Inspector, from HM Fire Service Inspectorate for Scotland. Other members were invited from the Chief and Assistant Chief Fire Officers' Association (CACFOA), the Fire Brigades Union (FBU), Local Government Association (LGA), together with HM Chief Inspector of Fire Services for England and Wales and members of the Home Office Fire Policy Unit, the Head of Unit being FSIG Chairman.
68. Effectively acting as a 'think tank', reporting direct to the Minister responsible for fire matters at the then Home Office, FSIG was asked by the then responsible Home Office Minister to draft a statement of vision and purpose for the fire service strategy to deliver the vision with

"This agenda has special resonance in post devolution Scotland..."

key objectives and suggest a programme of work, prioritised and targeted with methods and estimates, to introduce the changes desired.

69. Consultation with a wide range of interests in Scotland and elsewhere in the UK has been undertaken. Work on a draft, and as yet unpublished fire policy document, has been undertaken for England and Wales.
70. One consequence of England and Wales activity has been a proposal, developed by HM Fire Service Inspectorate in Scotland that a new process for introducing fire service Standard Operating Procedures, be introduced. The developed proposal has been adopted and should improve access to the technical information required by brigades, through reducing bureaucracy and timescales.

Moving Scotland's Fire Service Forward

71. The work being undertaken on FSIG did, however, raise particular concerns for HM Chief Inspector of its applicability in a post devolution Scotland. The Scottish Executive carefully reviewed the work being undertaken by FSIG, especially that leading towards a Government statement of the policy for England and Wales, and concluded that it would be appropriate for a separate policy paper to be developed for Scotland. The Deputy Minister for Justice subsequently advised fire service stakeholders early in 2001 of his intention to move towards an autumn 2001 publication of a consultation paper on fire service policy. HM Chief Inspector is actively contributing towards this Scottish Executive goal with its very clear objective of creating a strategy for fire within Scotland during the medium to longer term.
72. Inevitably the development of such a key policy paper will engage many fire and civil service professionals prior to wider public debate. It is to be applauded that Scottish Ministers have seen fit to place fire as a priority given the other constraints and priorities of the Scottish Parliament at this early stage of development of a forward looking agenda for Scotland.

"It is to be applauded that Scottish Ministers... place fire as a priority..."

Harmonised Working

73. Central to any future fire service, especially one requiring change, is a clear understanding of direction and purpose between employer and employee. There is an ongoing concern within the fire service that a gap of understanding exists between those who are responsible for

giving direction and leadership and those who represent the views of employees. This 'gap' emerged in prominence during the latter part of last year when a thematic study was undertaken by HM Fire Service Inspectorate in England and Wales.

74. Essentially the proposition is that leadership needs to improve and harmony needs to exist between all service stakeholders, as to purpose and priorities.
75. Generally in Scotland relationships are businesslike between staff and employers, between firefighters of all ranks, and between fire authorities and the Scottish Executive. There are, and no doubt always will be, exceptions. This is today's position, reflecting a closer alignment to a set of common values attached by employer and employee to what a public service represents, how internal relationships are conducted and an overall sense of acceptable standards.
76. The consequence of this business relationship is that, prior to any change in how the service might operate, assessment has to be made of the likely adverse impact upon individual and collective relationships.
77. Entering into a period of change, since that is what improved public services means, it is essential that not only is a stock check necessary on how aligned and committed each stakeholder is to any new vision, but that all the essential ingredients to carry forward those changes be critically re-examined. Achieving this acceptance of what are to be both the internal and external performance requirements may be an effort but future success, for those receiving services and those working within the service, depends upon clear unambiguous goals. It is not enough as our American colleagues suggest to 'talk the talk', we need to 'walk the talk'. Delivery, not debate is urgently needed.

"...relationships are businesslike between staff and employers..."

"Delivery, not debate is urgently needed."

A Public Safety Culture

78. At the heart of the fire service is the concept of risk aversion and the creation of a safer society. Our lives have become increasingly safe, yet our demands for safety are continuing to increase. The focus of this attention is often on those circumstances which we feel we do not control. For example, death and injury in rail and air accidents is lower than on the road but the demand for the most stringent controls is for rail and air transport. These accidents also tend to become unacceptable since they involve multiple deaths and are widely broadcast by the media.

"...fire risk...is the same as the risk of a burglary."

79. The difficulty this presents to the fire service is that common perceptions can interfere with effective education and consequent awareness. Again by way of example the fire risk to most people in Scotland is the same as the risk of a burglary. Despite the fact that harm from a fire affects the person rather than property and there is therefore a higher risk than that from a theft, most people would protect themselves against theft, not fire.
80. This suggests there remains considerable scope to expand how the fire service extends public awareness and, just as importantly, how it can encourage access to the 'products' that prevent fire. Any High Street will have an array of locks, bolts and alarms to deter a burglar. It needs to be just as easy to obtain information, in a very easily understood form, about preventing fire.
81. Part of the actions that can be taken to increase awareness involve access to firefighters. It has to be acknowledged that the fire service is already literally opening up its fire station doors to aid this learning process. But given that fire remains an infrequent visitor to most of our homes, and hopefully will remain so just like our burglar, the fire service needs to be seen in a wider environment. Firefighters unlike many Local Government or Police Officers are not routinely seen 'on the street'. Fire stations usually have in front of them wide, unfriendly roadways and sometimes are not 'High Street' located. Finding ideas and solutions to improve public access, not just physically but through technology, will, through the excellent interaction which invariably does occur when firefighters speak with the public, help improve safety. Old firefighters and younger fire cadets also have a strong role to play in this learning process by making the fire service more a part of everyday life. Rules alone cannot make society safer.

"Rules alone cannot make society safer."

Safer Society

82. The concepts of risk avoidance are important to all of us and have formed the focus of many studies and a great deal of work. The fire service, with an emphasis on fire safety, has been a partner to many of these studies and work programmes, especially those relating to community safety.
83. Central with many community safety partnerships is children's education. Risk Watch, a programme developed in the USA, was the subject of a conference organised by the Scottish Executive in Edinburgh in February 2001.

84. The messages from this conference were important for us all. Clearly identified was the need for all those professions in the safety and education field to work together in a co-ordinated way. All these professions inevitably see schools as the essential ingredient to their specific safety subject since schools with a captive audience representing the whole of any community are an obvious target. What is less obvious is the need for any life learning skill process to both find its place in a very crowded curriculum and to have the essential continuity and repetition that life-long safety learning needs.
85. Learning in the workplace is one method that can lead to safety message reinforcement, yet is not part of any comprehensive safety learning approach. Equally if professionals from the health, sex, drug, child protection, anti-racism, security and fire, to name a few, are all to achieve the balanced and prioritised holistic safety programmes they all desire, and relieve the burdens on teachers to deliver these programmes, then some radical changes are needed.
86. The first change is to ensure that partnerships are real, not imagined. We need risk assessment and the skills to recognise, assess and reduce those hazards to become fully integrated, not just in students' lives but reinforced during their working lives and adult experiences.
87. Overall the concepts of community safety may require less specific causes, however well intentioned, and more generic safety awareness and skills. Teaching a child about respiration support will save a life, whether for a drowning or an electrocution victim. Avoiding the risk arising from speeding through recognition of the hazards is as relevant to rail and road transport.

"...the need for all those professions...to work together..."

"Community safety may require less specific causes ...more generic safety awareness."



Young people learn about safety.

88. Changing our thinking in this way is highly dependent upon the safety professions rethinking the whole community safety package and acknowledging that there are not the hours in the day, in school, to deliver a full range of different messages. There is also the need to look for captive audiences outside school and to create flexible programmes which allow local priorities.
89. A good starting point is to build upon the existing excellent ideas and local partnerships. Educationalists and Government policy makers also need to re-evaluate the experience so far and help guide those already involved before any new initiative is undertaken.

Mutual Aid

"...improving public services and achieving Best Value, will require even higher levels of mutual aid collaboration."

90. The fire service has a long tradition of mutual aid, where support is offered from one brigade to another, and this is very effectively put to use at large scale incidents. Less well known is the fire service's mutual aid relating to its specialised rescue services or emergency management services, such as hazardous material management.
91. The future emphasis, of improving public services and achieving *Best Value*, will require even higher levels of mutual aid collaboration. The service needs to take advantage of those opportunities now present, utilising existing trained and equipped staff, and explore those that are likely to arise, as it seeks to meet the public expectations.



Lothian and Borders firefighters using advanced rescue skills.

92. As the primary rescue service mutual aid collaboration offers an effective solution where high investment costs exist or there is rapid skill decay, often the result of a low incident rate. A current example of these factors is rescue from isolated high places or deep workings. Here the fire service employs in hazardous situations, line rescue teams of firefighters with advanced rescue skills, who use a range of specialised equipment in very hazardous situations. Fortunately rescue in these circumstances is infrequent across the whole of Scotland, although the training and equipment required to gain proficiency with safety are extensive.

93. Under circumstances such as these, the fire service needs to integrate its collaborative mutual aid schemes to maximise the investment made by one brigade for the wider community benefit.
94. Similar issues arise in areas such as working on water, firefighting offshore or firefighting using specialised equipment such as aerial appliances or foam tenders. The capital investment made in this equipment is often considerable, for example around £500,000 for an aerial appliance, making the fire service a capital intensive local authority service.
95. Finding mutual aid solutions which reduce overall procurement requirements, for example by limiting reserve vehicle fleet sizes or reducing the numbers of firefighters who have trained in higher rescue skills, is therefore sensible. There are practical considerations, of course, the geography of Scotland being a notable one, but this is a goal the Inspectorate considers worth pursuing more vigorously if the fire service is to add higher quality and really deliver value for money in the service supplied to the public.



Central Scotland aerial appliance in use.

In The Backroom

96. Inevitably management jargon emerges which encapsulates some fundamental aspect of organisation. A current such term is 'backroom' and its connection with the fire service has a huge potential to change how the service thinks and operates.
97. Essentially all brigades have found their own way of securing these crucial 'backroom' or non-frontline support services. Support in this context may be any of a myriad of services, like information technology, exchequer and payroll services, personnel services, procurement, fleet management and asset maintenance.
98. Existing backroom services are variously delivered in the best way they can to fit or suit the brigade, but often from the perspective of the

supplier. During inspections standalone, in-house, or contracted services are all seen and reflect local decisions made to encompass views about value for money, job security, career progression and quality.

99. There are also strong elements of local collaboration within brigades to benchmark these services, either internally to other service providers, often the local council, or between similar services within brigades. The work by CACFOA in its Benchmarking Club is, for example, a useful source of data for these services. In short, a great deal is done to obtain the right service at the right cost and the right quality but often within applied constraints.

“...opportunities for a fire service based common service partnership.”

100. However, this raises an ongoing issue worth much deeper and further consideration. Brigades, whilst a local government service, do share some common service needs, ie they are more alike in some respects to other brigades rather than local councils. Again, by way of examples, personnel services relating to uniformed staff and procurement of specialised equipment. There is therefore some benefit in examining, whilst accepting fire authorities are autonomous authorities, opportunities for a fire service based common service partnership.

101. Advantages sought through a common service arrangement would be those effectively required by any authority in pursuit of *Best Value* but with added value derived from increased understanding of sector requirements and shared common purpose. This might be described as a tailored solution benefiting from wider user economies.

102. In proposing common service solutions there has to be careful consideration of accountabilities and staff employment conditions. Various options have already emerged in other public services and what is now required is examination of those options against the scope, for quality and economies, and the risks, arising or being transferred to other service providers for backroom activities.

103. Looking at those possible backroom activities which would benefit from closer scrutiny a short list of issues might be:

Finance	Transport	ICT Management
Legal Services	Procurement	
Occupational Health	Personnel	

104. A first step would be the development of a standard specification framework, containing essential criteria, against which service examination could be reviewed objectively. Conducting assessment

and evaluation, in critical areas in this way, would require common understanding and acceptance of the purpose, and hence clarification at the very start of the overall key advantages and safeguards.

105. With estimated expenditure levels now reaching £16 million for these services even modest improvements in quality and cost represent worthy targets for improvement.
106. In the same way that the fire service needs a 24-hour frontline system which interfaces into the daily work, it needs a strong backroom. Brigades can't be worrying about those backroom activities when fighting fires in the front line. Removing those concerns will help senior staff refocus on their core business.
107. This refocusing on core business becomes even more important as the service itself broadens its role and seeks to meet other expectations. One example of this demand is climate awareness, impacting as it does on both operational response and internal decisions. Floods, droughts and heatwaves arising from more unpredictable weather require new strategies as do reductions in greenhouse gas emissions. For example, there is a UK commitment to reduce by 20%, the discharge of carbon dioxide by 2010. Fire service managers must contribute to this objective.
108. The backroom clearly has its part to play, both in actions and releasing professional firefighters to concentrate on making society safer.

Performing Well

109. The publication of accurate and up-to-date information is required by the public if they are to be able to assess performance and hold any profession to account.
110. Emphasis is frequently placed upon performance monitoring using comparator information, benchmarks and targets. Scotland has, unlike the rest of the United Kingdom, not introduced extensive publicly stated measures. The primary exception are the Statutory Performance Indicators published by Audit Scotland.
111. HM Fire Service Inspectorate is frequently asked whether a stronger or stiffer requirement, especially of targets, would be helpful in achieving improved performance within the fire service.
112. In part the answer to this question is already demonstrated by the internal practices of all brigades in Scotland. Importantly, under the



auspices of CACFOA, which has formed a Benchmarking Club *Best Value Group*, has been established and much more has already been done. This work is both welcome and notable. Within these two groups regular exchange of comparative data is undertaken, and rightly used by senior management to challenge performance. Not in the way of league tables of best and worst, but in a rather more considered way to suggest areas for investigation.

"...welcomed practice and one worthy of more widespread adoption."

113. What is less apparent is whether fire authorities are fully aware of the availability of this data, and hence its usefulness to authority members as they review brigade performance. Fire authority members represent the public and are ultimately responsible for the service provided. If they are unaware of the wide range of comparative data available a concern must exist as to the wider public awareness. What needs to be resolved is whether publication of the available data should always include the public. Some brigades and fire authorities have already adopted a policy of wider open publication. This is a welcomed practice and one worthy of more widespread adoption. It is important, however, to ensure relevant and meaningful data is produced if it is to be helpful.
114. Targets are in a similar way only effective if they are well constructed to deliver higher level outcomes in a practical way. Misused or poorly constructed their impact can be entirely negative. Those responsible for the service need to consider now whether targets, set against the national objectives currently in the process of development as part of the vision for a modern fire service, could be established. This will certainly be a matter of review and consideration by the Inspectorate during the ensuing year.

e-Fire Service

115. The electronic information management requirements of the fire service have continued to grow and alongside this requirement brigades have introduced further new or improved information technology systems of software and hardware.
116. Since most of this development is designed to meet individual brigades' localised requirement, little concerted or collaborative action has occurred despite significant capital borrowing approval and revenue spending being assigned to this activity.
117. Last year it was reported that preliminary discussions had commenced with the Scottish Executive to ascertain if it might be practicable to

"...little concerted or collaborative action has occurred despite significant capital..."

sponsor some inter-brigade co-ordination activity. The thrust of this activity would be to develop a network bearer system, supplying essential common information for all brigades, whilst also introducing a gateway for users into other services. It was envisaged such a system maintained by the Scottish Executive would offer considerable scope both as a public 'one stop shop' access point to all fire related topics, eg building standards, fire services, licensing requirements, etc, and for fire professionals seeking access to up-to-date information, eg legislative changes, operating procedures, existing Scottish Executive guidance, etc. It has to be recognised, in any 'one stop shop' option that the public would not approach the fire service just to access fire service provided services, but would want to obtain access to other local or central government services. Turning the public away is not a sensible option.

118. In order to promote this activity opportunity was taken unsuccessfully to apply for development funds available from the Scottish Executive to enhance digital technologies in Scotland. The development of this application has, however, aided further clarification of the likely system needs and it is intended to continue progressing the concept, of an e-fire service, during the ongoing discussions for modernisation of the fire service. The opportunity presented by Information Communication Technologies (ICT) to leapfrog older traditional ways of working is tremendous. The fire service could operate as an ICT showcase, providing a simple single point access to all fire matters, using Internet technologies and user friendly online interfaces.
119. Interlinked with this limited progress has been the requirement, arising from other issues raised elsewhere in this report, to progress training matters. In a large country like Scotland with widely dispersed staff the ability to deliver training, of a high quality, to the local firefighter wherever she or he might be, is a substantial target. A provided ICT network would encourage wider participation in achieving this training target, with support from central training developers like the Scottish Fire Service Training School and local brigades through their own Intranets. Speedy progress is important therefore in the ICT area.
120. In addition and of some concern is the fact that many brigades have experienced difficulty in recruiting and retaining key staff with the necessary skills to manage and develop ICT systems. Itself a product of a competitive market place for such staff this is an added dimension in achieving a wider strategy for the whole of Scotland's fire service.
121. Bringing all these issues together in a cohesive way is an essential step if management information systems (MIS) are to be capable of

"The opportunity... to leapfrog older traditional ways of working is tremendous."

"speedy progress is important therefore in the ICT area."

supplying the data, which is now such an integral part of efficient day-to-day fire service management. This is also required if effective devolved management is to occur within brigades. Without this data managers, especially those close to the front end and hence working directly with the public, will not be effective and may find they have been made accountable but do not exert the resourced and informed authority that all managers need to be able to achieve the required objectives.

122. Accessing, harmonising and sharing expertise will aid coherent and collaborative management, so helping staff operate across their brigade and improve the service. Layers of data do already exist. Ensuring ease of access to this data, without mounds of paper or virtual services, is the identified target.

Agreeing How To Allocate Funds

"Adequate funding for the fire service remains one of the most consistent messages..."

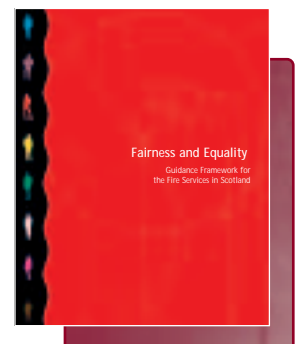
123. Adequate funding for the fire service remains one of the most consistent messages heard during routine inspections, often illustrated with some failure to move as fast and as far as the particular manager, brigade, councillor or fire authority might have wished.
124. Suggestions as to exactly which part of the funding process is wrong are also constantly raised. Sometimes it is the overall size of the service allocation, whilst for others it is the distribution of the allocation to meet local requirements.
125. Apparently, therefore, there is agreement that the present method is unsatisfactory but no agreement as to the real solution.
126. The Scottish Executive has, in stating the medium term public expenditure targets, sought to stabilise public sector planned spending. A review of the Grant Aided Expenditure (GAE) process is to commence. Advice is likely to be encouraged and, whilst the unenviable task of prioritisation will remain with Scottish Ministers, it is suspected that how any fire service allocation total is distributed could follow fire authorities' views, if there were to be consensus on that process.

PERSONNEL AND TRAINING ISSUES

127. The importance placed upon human resources was highlighted in last year's report. It has been a priority of the Inspectorate to address a number of matters in this functional area and it was therefore particularly pleasing that an additional Assistant Inspector was able to be appointed to lead work in this crucial activity. Angelo Errigo joined the Inspectorate on secondment, for twelve months, from Dumfries and Galloway Fire Brigade and his energetic and informed contribution has been most welcome. Consequently a number of changes, in the way that the Inspectorate has discharged its function in the area of human resources, have occurred. The Assistant Inspector now has responsibility for Personnel and Training, Diversity and Health and Safety issues.

Diversity

128. With the wholehearted support of the Scottish Central Fire Brigades' Advisory Council, the Inspectorate were able to establish a Scottish Fire Service Diversity and Fairness Forum. The purpose of the Forum was to advance issues of equality across Scotland's brigades. The Forum is chaired by a senior member of COSLA with representatives drawn from the FBU, CACFOA, the EOC, CRE, Disability Scotland, the Scottish Executive Fire Branch and the Inspectorate.
129. Notable progress has been made in a number of areas including:
- During 1999 fire service colleagues, along with HM Fire Service Inspectorate, were actively involved in the production of a Framework Document to encourage fairness and diversity in the fire service. The resultant comprehensive guidance was launched by the Deputy Minister for Justice at an open meeting of the Forum in Edinburgh in December 2000. Brigades have now been provided with sufficient copies of the Framework Document for one to be placed in every location where staff are employed.



"...a written commitment to Equality in the Scottish Fire Service..."

- The Open Forum meeting also witnessed a written commitment to Equality in the Scottish Fire Service being continued in the form of an Agreement signed by Chair of the COSLA Personnel Committee on behalf of the employers, the Chairman of CACFOA's Scottish Region on behalf of brigades' executive managers, the General Secretary of the FBU on behalf of the employees, and the Deputy Minister for Justice on behalf of the Scottish Executive.
- Forum members recommended that the title 'Firemaster' be replaced with 'Chief Fire Officer' in line with the remainder of the United Kingdom. Having made this suggestion to the Scottish Central Fire Brigades' Advisory Council an opportunity will now be found to make the legislative changes needed to formalise the new title.
- There was also agreement to develop an 'action plan' on equality issues such as dignity facilities on all fire service premises and positive actions to ensure fair treatment of all minority groups.



Leading figures in Scotland's Fire Service sign the Equal Opportunities Agreement

130. Copies of the Agreement have since been sent to brigades for display in all premises where staff are employed.
131. Brigades across Scotland have continued to demonstrate their continued commitment to equality issues, in particular the encouragement of under-represented groups to join the service. Initiatives have included:
- Open days targeted at women and members of minority ethnic groups.
 - Working in partnership with ethnic community leaders and women action groups.
 - Reviews of recruitment and selection procedures to further remove any form of discriminatory practices.
 - Supporting the activities of networking for the minority groups within the service.
132. Despite these initiatives and the continued efforts of brigades across Scotland the number of women employed in operational roles remains low with little or no representation of minority ethnic members. HM Fire Service Inspectorate will continue to work closely with brigades and colleagues in the England and Wales HM Fire Service Inspectorate and Fire Policy Unit to develop initiatives to help address this situation in the future.

"...the number of women employed in operational roles remains low..."

Encouraging and Supporting Scotland's Youth

133. Following an approach made by HM Chief Inspector during the latter part of 2000 to the Fire Services Youth Training Association (FSYTA), an organisation established to forge links between the fire service and youngsters aged between 12 and 16, Scottish Executive support was given to advance still further work between brigades and younger people. The Association agreed to organise a seminar at the Scottish Fire Services Training School, Gullane, and host about 40 interested youngsters in discussing fire service related equality issues. The seminar was to be facilitated by specially trained volunteers and combine

workshops and social activities over a five day period supported by presentations from members of Strathclyde Fire Brigade's Equality Team. The Scottish Executive provided financial support for the Seminar and the Inspectorate suggested some of the workshops should look at issues surrounding bullying and harassment. The seminar has subsequently been arranged for April 2001.

134. Having established a number of trial FSYTA units, Strathclyde Fire Brigade, after evaluation, will consider formally launching a cadet scheme later in 2001. As a longer-term aim and following review of the trial scheme it is hoped that all brigades across Scotland may become actively involved in introducing elements of FSYTA units at some of their own stations.



Fit for Duty

135. Absence from duty due to ill health is a major concern amongst all brigades and the Inspectorate have, through monitoring and reporting, been active in assessing appropriate management regimes.
136. Adopting pro-active initiatives all brigades have seen varying degrees of success in reducing injuries, absence levels and ill-health retirements. Many, working in partnership with either their own or outsourced Occupational Health providers, have introduced fitness and sickness monitoring procedures that identify health issues and offer support, advice and assistance in addressing and resolving such issues. Through the introduction of such schemes, and in many cases the provision of fitness equipment, employees are being encouraged to lead fitter and healthier lifestyles, with a positive impact on absence levels.

"Adopting pro-active initiatives all brigades have seen varying degrees of success in reducing injuries, absence levels and ill-health retirements."

The Development of Fire Service Training in Scotland

137. During May 1999 members of the Inspectorate carried out an in-depth review and audit of the Scottish Fire Service Training School. The inspection, whilst recording the achievements of the School and its staff, also identified areas for improvement or revision. Based upon the findings of the inspection an action plan was produced by the Scottish Executive incorporating short, medium and long-term objectives. Throughout the past year members of the Inspectorate have been actively involved in the monitoring of the action plan giving support and advice as needed.

138. Although good progress has been made in many areas, other issues have failed to be addressed due to a lack of resources. Also many key issues are awaiting the appointment of the newly created post of Director of Training. HM Fire Service Inspectorate will continue to monitor progress in relation to the agreed action list.
139. Following advice and comment by the Inspectorate the Scottish Executive has begun a process of establishing a new strategy and structure to deliver high quality centrally funded training to all Scotland's brigades. These proposals extensively debated and revised will help meet the challenge outlined in last year's report. In particular they will focus attention on meeting growing demands with value for money options, and so involve local rather than remote training.
140. The Scottish Central Fire Brigades' Advisory Council in February 2001 agreed to a new management structure, including a Stakeholder Advisory Committee, to advise and manage this important function and expenditure. New arrangements were also made to manage the Scottish Fire Services Training School. The new structure is:
- A Director of Training, at Assistant Firemaster rank, to direct the strategy and delivery of training;
 - A Head of Training and Chief Instructor, responsible for day-to-day management of the School and replacing the current Commandant and Deputy Commandant posts; and
 - The Central Training Advisory Committee, to set the strategic direction and oversee the effective delivery of training.
141. It is anticipated that these changes will not only benefit training across Scotland but will also provide a pro-active overview of all the aspects that impact on fire service related training. The strategy will be developed during 2001 following establishment of the Advisory Committee and appointment of the Director.

"...good progress has been made in many areas..."

Training for Competence

142. In 1998 the principles of Training for competence were introduced formally into the UK Fire Service to improve the safety and proficiency



of all firefighters. This action required from brigades significant change from traditional repetitive training programmes to a new system based upon risk and individual and group needs.

"...under the auspices of ... CACFOA Personnel and Training Committee for Scotland.....to produce a comprehensive framework guidance document, Training for Competence."

143. During 1999 a working group, under the auspices of the then CACFOA Personnel and Training Committee for Scotland (No. 7 Region) and joined by a representative of Northern Ireland Fire Brigade, had produced a draft implementation model for introducing vocational training. During 2000 this draft was used to produce a comprehensive framework guidance document, 'Training for Competence'.

144. Using the Diversity and Fairness Framework Document as a model, the Inspectorate assisted in the production of the Training for Competence Framework and sufficient quantities of the document to be provided in all fire stations and training locations across Scotland. This resulted in over 600 copies being issued.



145. The Framework Document describes a methodology for implementing competency training, expressing how existing on-station training can be aligned in areas like refresher training. The common approach developed by the methodology addresses issues that arise, such as incident review; recording; operational scenarios; currency of skills and frequency of assessment; and assessor training.

146. In support of this and similar initiatives carried out by brigades throughout Scotland last year, this year has also seen a number of further initiatives to advance the introduction of 'Training for Competence'. As well as the introduction of competence based systems in a number of brigades, some brigades have achieved Accredited Centre Status for the award of Scottish Vocational Qualifications (SVQ). One brigade is now awarding SVQs to members of their Fire Control staff.

147. A number of brigades have entered into collaboration arrangements to assist with the transition to a competency framework. This has involved one particular brigade assisting in the training of assessors for other brigades, and groups of brigades jointly producing electronic training materials. A First Aid training initiative initially introduced by Strathclyde Fire Brigade has now been widely used across Scotland, this particular package has also been sold to a number of English brigades as a commercial venture. Collaboration is also being investigated in

relation to further joint training ventures, such as driver courses and 'real fire' training.

Real Fire Training

148. A key issue in respect of a skilled and competent workforce is the ability to train in realistic conditions. To this end HM Fire Service Inspectorate has always been keen to encourage brigades to secure realistic training facilities, especially in relation to real fire scenarios. Over the past year the Inspectorate has worked closely with the Scottish Executive and the Scottish Fire Service Training School to identify the most appropriate provision of real fire training for recruit training and supported a funding bid by Grampian Fire Brigade to advance the understanding of the impact of tactical ventilation at fires.



Grampian Firefighters undertaking real fire behaviour training.

Brigade Command Course

149. In last year's report it was pointed out that Scotland needed to be more closely involved in the identification of candidates from Scotland to attend the selection process for the Brigade Command Course. Following action by HM Chief Inspector senior fire service staff from Scotland will now be involved in carrying out the initial sift to select Scottish officers to attend the Extended Interview process at the Fire Service College, Moreton-in-Marsh for places on the 2002 course. HM Chief Inspector of Fire Services is the Chairman of the Scottish Sift Panel and it is hoped the new arrangements will encourage more Scottish candidates.

"...it is hoped the new arrangements will encourage more Scottish candidates."

Review of the Wholetime Trainee Firefighter Course

150. For most of the reporting period a working group made up of members from brigades and the Scottish Fire Service Training School (SFSTS) have been involved in the development of a new course for wholetime recruits joining the fire service. The result has been the adoption of an outlined new course that has been partially developed and introduced by one of the leading training centres in England. The course will have to undergo some modification to meet local needs, but when concluded will complement work carried out by the Implementation Working Group which introduced role maps for all fire service posts, with the consequent training requirements. It is anticipated that delivery of the new course at the SFSTS will commence either late in the coming year or shortly thereafter.

Health and Safety

151. One 'first time' event in fire service joint working with other Inspectorates or Agencies occurred when the Inspectorate carried out a Fire Brigade Principal Inspection with members of the Health and Safety Executive (HSE). All those involved including the inspected brigade found the exercise particularly useful. As well as providing the HSE with the opportunity of having an experienced fire officer on their team it also gave HM Fire Service Inspectorate an insight into the inspection process used by an HSE inspection team. The brigade also found it beneficial to have an experienced fire officer involved in the HSE process.
152. Close links are being maintained between the Inspectorate and Scotland's HSE officers so as to ensure that the Inspectorate's approach is in line with current HSE thinking and initiatives, particularly in relation to the relatively new 'Revitalising Health and Safety' strategy.
153. Following an approach from CACFOA, the Inspectorate successfully helped secure funding from the Scottish Executive for the delivery of 2 Royal Society for the Prevention of Accidents 'Quality Safety Audit' courses at the Scottish Fire Service Training school, Gullane. Each course will qualify 12 students and, with the 6 already qualified in Scotland, this will give the brigades a total of 30 officers, who will then be available to carry out safety audits across the 8 brigades.
154. It is the CACFOA Scottish Region's intention to identify individual teams from those qualified to go into brigades and carry out a full safety audit. This will have the benefit of allowing a brigade to have an

"...available to carry out safety audits across the 8 brigades."

external assessment of its management on health and safety issues. It will also act as a benchmarking tool in as much as a common assessment process will allow one brigade to see how it performs in relation to others across Scotland. All Firemasters across Scotland have now signed up to this initiative which will commence in mid-2001.



Award for safety training being received by Grampian.

OPERATIONS

Operations Management

155. Three issues have come increasingly to the fore in operational considerations during the past period and their importance will grow in the near future. Control Room organisations, radio replacement and procurement all impact upon the quality of the service provided to the public and equally all involve considerable expenditure. The alignment of these three issues will further be influenced by the conclusions likely to arise from the extensive 'pathfinder' trials now underway to assess new methods of assessing risk and securing fire cover. Those trials involve both Lothian and Borders and Strathclyde Fire Brigades and may have far reaching consequences for the service and public alike.

Fire Service Control Rooms

156. A detailed review was carried out by consultants into the future of Fire Service Control Rooms and Communications in England and Wales with the purpose of looking at how Control Room arrangements could be improved to deliver a better and more cost effective service to the public. The terms of reference were: -
- To provide authoritative advice for fire authorities and fire brigades on how best to meet their future mobile communications and control requirements.
 - To assess relative costs, benefits and risks of available options for the provision of control rooms and mobile communications.
 - To identify the criteria that should determine the choice of future mobile communications systems taking account of spectral efficiency, operational effectiveness and the commercial benefits of collaboration.
 - To advise how options should be implemented and to provide a timetable for doing this.



- To provide practical assistance to fire brigades implementing the change.
- To report to Ministers by 31st March 2000.



157. The report attempted to: -

- Identify the functions carried out by fire brigade control rooms in England and Wales.
- Identify potential options for providing *Best Value* in the provision of fire control rooms, including options that involve sharing control rooms with other emergency services.
- Compare the options identified
- Provide advice for fire authorities on how to achieve *Best Value* control room solutions, including ways of working together with other emergency authorities.
- Identify potential barriers to implementation and recommend how those may be overcome.
- Consider the implications for future fire service radio systems.
- Develop an outline project plan for implementing the report's recommendations.

158. The main driver for seeking change is *Best Value*. In England and Wales, the Local Government Act 1999, places a legal duty on fire authorities to: "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Scottish Executive has not defined *Best Value* in Scotland in similar direct terms.

It has not interpreted the legal duty as a requirement to deliver services to clear standards – covering both cost and quality – by the most economic, efficient and effective means available. There is however, an expressed determination to reach a similar level of commitment.

“...Best Value initiative is increasing pressure on the emergency services to improve operating efficiency...”

159. The result of *Best Value* initiative is increasing pressure on the emergency services to improve operating efficiency provided any cost savings can be made whilst maintaining or improving effectiveness.
160. At the 95th meeting of the Scottish Central Fire Brigades' Advisory Council (SCFBAC) held on 12th June 2000, the Council agreed that fire authorities should be asked to consider the implications for Scotland of the Home Office Control Room Study Report and its recommendations, in deciding how they might take forward *Best Value*.
161. Another driver concerns the provision of the next generation radio system. Maximum efficiency within a control centre requires a high level of integration between the various voice and data systems by utilising interfaces and gateways. Some of these interfaces will be based on open standards however, other 'legacy' systems will require interfaces to be customised. This tends to be costly. In addition, the availability of these interfaces will very much depend on demand and complexity.
162. It is also anticipated that the majority of mobilising and communications systems in the control room and station-end equipment will be due for replacement around 2005.
163. It is without doubt opportune for Brigades to carry out a review of their control room and its functions utilising the relevant information from the study along with the guidance and recommendations contained in the numerous other reports that have been issued during the last 10 years. Any review to be complete needs to evaluate the total costs of the service provided, which would include premises, staffing, administrative support and equipment.
164. The Inspectorate has encouraged brigades to undertake these reviews, the results of which will assist in informing the debate on the most effective and efficient solution for the provision of the next generation radio replacement that is required to be implemented by 2005. Time is not on the fire service's side if reviews are not completed within the forthcoming year.

“Time is not on the fire service's side...”

Radio Replacement

165. Tied within the overall fire service communications sector is radio replacement. The provision of a replacement radio system, although seen as less urgent in Scotland than in England and Wales, is still urgent. The current equipment is ageing and support and spare parts are becoming more difficult to obtain. The urgency increased when the police service collectively reached a decision to award a contract to BT Airwave (Service Provider) for the provision of a digitally modulated trunked radio system over the period 2003-05.
166. The award of the police contract to a Service Provider will have a major impact on the fire service in Scotland. The fire service shares many common or police owned hilltop sites and the maintenance arrangements of fire service fixed and mobile radio equipment is, in many brigades, carried out by Police Technicians. It is now considered highly desirable that the replacement of the fire service radio system runs concurrently with the replacement of police systems.
167. The replacement of brigades' existing radio systems earlier than originally planned in order to match the revised police radio replacement rollout timetable may represent a cost penalty despite brigades anticipating that their radio systems would be due for replacement anyway by 2005.
168. The replacement radio system is one of the largest technical projects to be undertaken by the Scottish Fire Service. It provides an opportunity to exploit the major investments that have been made in information technology and telephony systems and also provides a chance to reconsider operating procedures and higher standards of operating efficiency. The opportunity must also be taken to utilise open systems that will support integration with other peripheral systems and databases.
169. The replacement system creates many challenges to brigades. There is the need to achieve appropriate interfaces between Integrated Command and Control Systems (ICCS) (which provide all the interfacing and switching) and Automatic Call Distribution (ACD) networks (for telephone and radio calls) so they can integrate to the computer assisted Mobilising and Communications Systems (MCS) which handle all incident data and management functions). It will be essential to maintain performance standards during the transition from the old to the new system. The consequence is that the brigades must specify a mobile radio system that will satisfy the current and future needs of the

"...equipment is ageing and support and spare parts are becoming more difficult to obtain."

"...one of the largest technical projects..."

Service, with the appropriate interfaces and gateways for fast and accurate connections to existing and new voice and data applications.

"...Firemasters have already agreed that the replacement radio system be carried out as a collaborative venture..."

170. Achieving this objective requires in the Inspectorate's view fire authorities to work together in the spirit of *Best Value*. It is pleasing to be able to report that Firemasters have already agreed that the replacement radio system be carried out as a collaborative venture between all Scottish brigades. There remains an opportunity for the wider provision of a joint Scottish Fire Service and Scottish Ambulance Service radio system, which is currently being examined.
171. Obviously a number of benefits are derived from this collaborative approach, particularly in relation to economies of scale, reduction in managerial resources, the provision of a common national minimum standard and the element of risk reduction from market exposure.
172. It was originally anticipated that brigades would procure their replacement radio systems as part of the Public Safety Radio Communications Project (PSRCP) now known as the Airwave Project. However, advice (given to the Home Office by the Office of Government Commerce and the Department of Trade and Industry) clearly stated that the Airwave "framework arrangement" should not be utilised by fire brigades to replace their systems. In addition, any procurement arrangement has to be one that maintains fairness and the specification cannot usually dictate the technology to be applied. The directives for public procurement generally require contracts of this kind to be secured by open competition.
173. In taking this matter forward the possibility was explored of Scotland participating in a nationally managed procurement for England and Wales. The English and Welsh fire brigades had formed 9 Regional Collaborative Groups (RCG) plus London, each of which is to undertake a separate procurement but with national support in the form of technical and legal advice. The Home Office indicated that they would be willing to include the Scottish Fire Service as a RCG.
174. Although involvement with the Home Office led procurement would have allowed sharing of national advice; the creation of "procurement regions" reduces for Scottish brigades the scope of collectively negotiating better terms. This is because the prospective tenderers would still regard Scotland as a distinct and separate customer from the English and Welsh Regions. On balance the decision was taken that a joint Scottish Fire and possibly Ambulance procurement would offer the *Best Value* to authorities, as compared with the alternatives of a separate

procurement process for each service and local procurement for fire brigades.

175. Scottish Ministers have agreed to support an all-Scotland approach. Support would consist of funding a review by consultants to provide advice on options available plus related costs. In addition the Scottish Executive Justice Department would set up and administer through a Project Board, with an independently appointed Project Manager, supervision of the review and procurement process.

“Scottish Ministers have agreed to support an all-Scotland approach.”

Procurement

176. Since the mid-1980s the Audit Commission in England and Wales has published a number of reports on procurement in Local Government and Health Services. Procurement in the fire service was covered in the Commission’s wide-ranging report, *In the Line of Fire*, which highlighted the need for greater co-operation between brigades on equipment purchases and greater efficiency in supplies management.
177. Subsequently the Audit Commission has published a further report, *A Uniformed Approach*, that looks at procurement as a strategic service function rather than simply a purchasing activity, and examines the relationship between procurement and service objectives. The report supports the mandatory *Best Value* review conducted in England and Wales and focuses on the ‘statutory’ purchases of appliances and equipment. It examines how procurement decisions are made and compares brigades’ approaches to the research and development of new equipment and to supplier management. The report also reviews fire authorities’ overall approach to the procurement of all other goods and services, including support services, accommodation and energy.
178. The report’s conclusions make interesting reading for all fire brigades. In particular the Commission found:-
- (a) *While some brigades are making progress in developing a professional approach to procurement the application of good practice is inconsistent.*
 - (b) *There are significant variations between brigades both in the way in which they procure goods and services, and their expenditure in these areas.*
 - (c) *The procurement of routine, non-operational goods and services lacks a strategic approach, even though such items make up around 30% of a brigade’s non-staff expenditure.*

- (d) *Collaboration between brigades for the procurement of some high-value and strategically important items (such as fire appliances) has increased and purchasing consortia are becoming more widely used.*
- (e) *There remain local barriers to standardisation that are impeding collaborative purchasing.*
- (f) *Benchmarking is focused on initial purchase prices, with little consideration being given to whole-life costs of procurement that provide a more accurate indication of value for money.*

"The Inspectorate believes there are many lessons to be learnt from this report..."

179. The Inspectorate believes there are many lessons to be learnt from this report with many parallel situations, to that seen in the study, with the procurement activities carried out by the fire service in Scotland. Avoiding duplication and promoting *Best Value*, the Inspectorate has taken the opportunity to make maximum use of this guidance in reviewing the procurement activities of the brigades in Scotland.



Central Firefighters wearing recently procured personal protective equipment.

180. The Commission report has been utilised to inform the Purchasing Arrangements Working Group (PAWG). It was tasked with identifying common purchasing arrangements within the Scottish fire service. It also had to consider the Ministerial requirement that the Scottish fire service should progress opportunities to improve the overall effectiveness of the fire service within resource restraints. A report will be submitted by the

Group to the Scottish Executive for consideration of what practical steps may be undertaken to advance collaboration.

181. The PAWG are also committed to:

- Producing Best Practice Guidance - drawing on the Audit Commission reports *"A Uniform Approach - A study of fire service procurement and A Uniform approach - a good practice guide on fire service procurement"*.
- Utilising the Audit Commission guidance as a framework for developing a strategic approach to procurement.
- Agreeing measures which will enable procurement performance to be benchmarked.
- Further developing common specifications for appliances, operational equipment and Personal Protective Equipment (PPE).
- Further evaluating consortia procurement and collaborative initiatives.

182. Collaboration between brigades on purchasing arrangements remains in its infancy. The Inspectorate therefore views it as highly desirable that all brigades liaise, to establish likely common purchases, and investigate the potential for participation in collaborative purchasing arrangements, implementing their findings whenever possible.



SAFER COMMUNITIES

Community Safety

183. Last year's progress has continued apace within all brigades to ensure community safety is at the head of operational agendas. The majority of senior management teams have now presented to their Fire Authority action plans designed to improve inter-agency working and integrated community safety.
184. This is an important step since initially many brigades found that their extensive work within communities promoting fire safety awareness and education, had been bypassed and not included in the Scottish Executive's overall statutory community safety programme. This broader evolving national initiative had understandably focussed upon a crime, security and drug aversion strategy, which did not immediately recognise the contribution available from fire service partners.
185. Inclusion within the Scottish Executive programme, which includes regular Ministerial input, is essential given that most social inclusion and risk avoidance issues ultimately engage the service. This is a point likely to be highlighted in the thematic inspections being conducted into fire raising mentioned earlier in this report.
186. The innovation displayed by brigades in the community safety area is exceptional and goes far beyond school education. Many brigades either participate or lead young citizens' awareness programmes, seek to divert unhealthy interest in fire by the very young through 'fire setter' action teams or partner young people development schemes, like the Prince's Trust Volunteers or Young Firefighters' Association.

"Inclusion within the Scottish Executive programme...is essential..."

"...innovation displayed by brigades in the community safety area is exceptional..."



Strathclyde launch their safety campaign.

187. Allied to this work, which is often undertaken at very low resourcing levels or through the use of volunteers, most fire safety departments have actively sought to promote alternative life safety strategies. Brigades introducing, on an entirely goodwill basis Residential Sprinklers, are one case in point. Equally important is the, often routine, daily work of ensuring rubbish is cleared, with local council co-operation, from common stairways or other residential sites. A third example is partnering initiatives to reduce car crime, a common result of which is a car fire.



188. The Inspectorate encourages wherever possible the wider community safety work undertaken by brigades and endorses the broader community involvement which is now becoming a regular feature in brigade strategic plans.



Fire Precautions (Workplace) Regulations 1999

189. In their 1999 amended form, the original Fire Precautions (Workplace) Regulations 1997 have been in force since December 1999. Scottish Fire Authorities, the enforcing authority, have been steadily working towards a fully integrated inspection system, in conjunction with premises that require a fire certificate under the existing Fire Precautions Act 1971 and other legislation that attracts fire brigade inspection. This work has progressed throughout Scotland firmly based on the principle of risk assessment, with the frequency of inspection now set according to the assessed risk.

“Essentially it is the employer’s responsibility... that an appropriate fire risk assessment... is carried out.”

190. These regulations highlight an important fundamental change from previous fire regulations. Essentially it is the employer’s responsibility to ensure that an appropriate fire risk assessment of the workplace is carried out. Once undertaken the assessment has to be kept up to date with appropriate steps taken to either eliminate or reduce any fire risk to an acceptable level both for employees and for any other persons who may be on the premises.
191. The Inspectorate have been active in the UK debate on area risk assessment, the overlap between fire brigade response and weight of attack, ie. standards of fire cover, and the equally important and obvious link with the design and planning stage of any new building or major refurbishment of an existing building. The evaluation of the potential fire risk within the building, when it is eventually occupied, is an absolutely vital part of the package of fire safety measures provided and as such must be an integral part of the planning and design stages. Should the use of a building change, either in the nature of the occupancy or the fire risk increase through the introduction of additional hazards, then a further fire risk assessment is called for under The Fire Precautions (Workplace) Regulations 1999.
192. A major consultation was undertaken during the year by the Building Division of the Scottish Executive relating to the proposed reform of the building control system in Scotland. The present system is based on The Building Scotland Act 1970 supported by The Building Standards (Scotland) Regulations 1990. Additional to these Regulations are a suite of documents known as the ‘Technical Standards’ that specify the actual standards that are required and considered necessary to secure a “warrant to build”. Should a developer or builder wish to deviate from the Technical Standards it is the normal practice to apply for a relaxation of the Technical Standards, which may or may not be granted by the local Council’s Building Control Department.
193. The Fire Precautions (Workplace) Regulations 1999 introduced a requirement for a dynamic risk assessment, to reflect changes in hazard and risk within individual premises. It also makes it clear that it is no longer acceptable to simply rely solely on compliance with the Technical Standards, to satisfy fire related legal obligations throughout the life span of a building. The occupier’s responsibility is to remain vigilant to change and ensure, following risk assessment, that the necessary action occurs to keep employees and those using the premises safe.

British Standard (BS) 5588 and BS 9999

194. The codes of practice currently issued under the BS 5588 series relate to the design, construction and use of buildings. Their origins can be found in the research reported in 'Post War Building Studies' conducted in the 1940's and 50's. During 1980's and 1990's additions were produced and revisions made up until 1997 when a general review found considerable variation in guidance between documents stemming from various sources including BSI. In addition there was a mixture of subject matter and a duplication and variation of text.
195. This lack of consistency raised the need for a common UK standard to be introduced. One which worked in harmony with other European influences and could be based on the functional requirements of buildings, rather than occupancies. Work commenced to that end in 1998. The new code BS 9999-2 is intended to replace all of BS 5588 with the exception of the Part 4 dealing with 'systems' and will cover five functional areas.
- Designing so that buildings can be managed for fire safety
 - Means of escape in case of fire
 - Construction
 - Access and facilities for fire fighting
 - Managing occupied buildings for fire safety
196. This work and particularly the references to management of fire safety therefore sit well with the requirements of The Fire Precautions (Workplace) Regulations 1999. Again they represent a major change in emphasis from the existing codes and will, it is believed, act as intended to ensure the safety of people working in or around the building in question.



GENERAL STATISTICS

Personnel

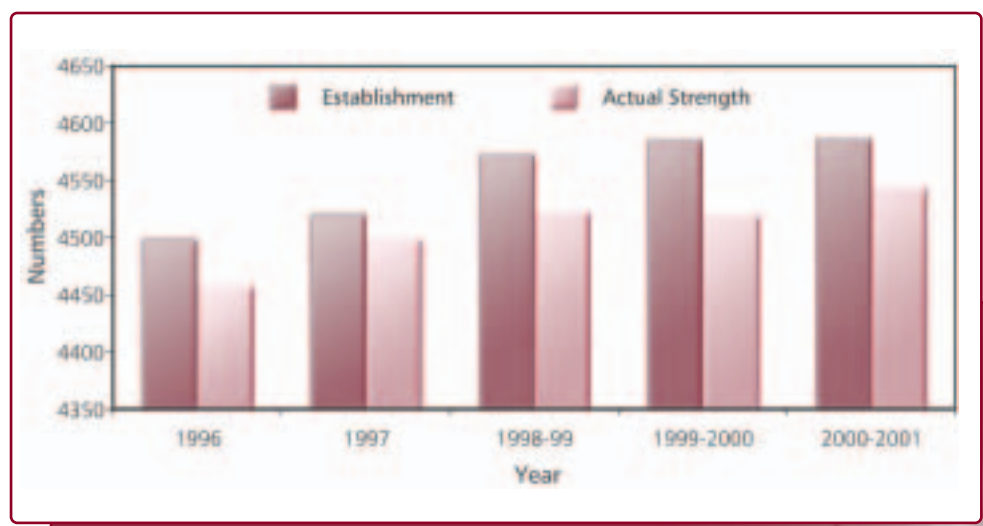
Establishments and Strengths

197. The establishment and actual strengths of Scottish fire brigades are given at Appendix 2 of this report.

Wholetime Personnel (Operational)

198. The total establishment of wholetime operational personnel of Scottish fire brigades at 31 March 2001 was 4,588, an increase of 1 from the previous year. The actual strength of Scottish fire brigades, as opposed to the authorised establishment was 4,543, giving a shortfall between the establishment and the actual number employed of 45. The shortfall does illustrate a difficulty in the appointment strategy in some brigades for ranks, other than firefighter, Firefighter shortfalls and additions routinely arise due to the phasing of recruits' training programmes at the Scottish Fire Service Training School. This may indicate a wish by brigades to be more flexible in their use of establishments or more worryingly a difficulty in obtaining persons of the right calibre.

Graph 1: Wholetime Establishment and Actual Strength 1996 to 2001

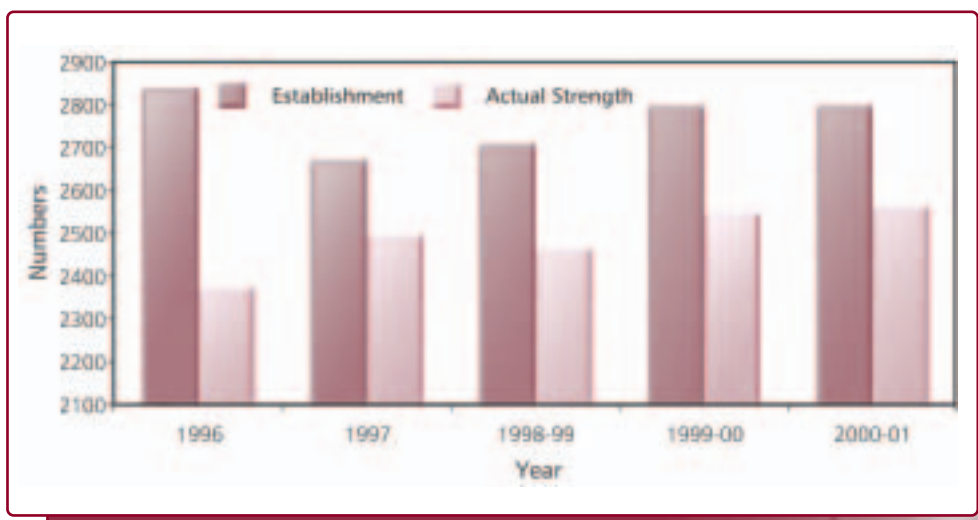


199. During the year 162 wholtime operational personnel left the Fire Service for various reasons. In contrast 235 firefighters joined the Fire Service in 2000-2001, 95 more than in 1999-00. Details of the gains and losses of personnel in each brigade are shown in Appendix 3.
200. During 2000-2001 there were 162 retrirals from the Fire Service including amongst others 69 on medical grounds. This figure for medical retrirals was 3 more than the previous year. The number of personnel who retired on ordinary pension during the year was 74 as against 58 in the previous year.

Retained Personnel

201. The figures relating to the establishment and the actual strength in the retained sector of brigades at 31 March for 1996 to 2001 are shown in Graph 2.

Graph 2: Retained Establishment and Actual Strength 1996 to 2001



202. The actual number of retained personnel in post throughout Scotland in 2000-01 was 2,555, a decrease of 35 personnel. In contrast and as can be seen from Graph 2, the retained establishment has increased by 3 in 2000-01 when compared to the total registered for the previous year.
203. During the year 661 applications were received to join the retained sector of the fire service; from this total 183 persons were subsequently

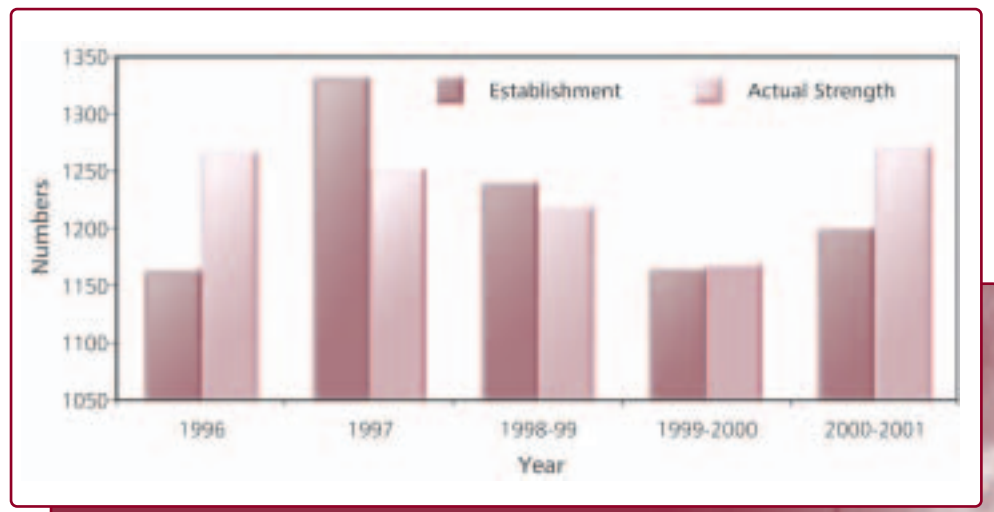
recruited as firefighters. While the number of personnel in post generally remains satisfactory, serious problems continue to be experienced in recruiting personnel who can provide operational cover during the working day.

204. The number of women firefighters in the retained service of Scottish brigades is 97 an increase of 4. Included in the total are 3 Leading Firefighters who are women.

Volunteer Personnel

205. Details of the volunteer establishment and actual strength for the financial years 1996 to 2001 are shown in Graph 3.

Graph 3: Volunteer Establishment and Actual Strength 1996 to 2001



206. The total establishment of volunteer firefighters in 2000-01 was 1200, an increase of 41 (3.5%) from the 1999-00 total. The actual number of volunteers in post in Scotland has increased by 100 to 1266. Again this has been brought about mainly because of personnel changes in Highlands and Islands Fire Brigade.
207. At the end of 2000-01 there were 89 (7.4%) women volunteer firefighters serving in brigades, 7 more than in the previous year.

Control Room Staff

208. In 2000-2001 the number of Control Room staff in post was 218, exactly the same figure recorded last year. Due to job sharing this is recorded as 10 posts above the authorised establishment. 188 women and 30 men serve in control rooms. 16 personnel left the service this year compared to 2 last year.
209. The percentage of the total number of working days lost to sickness affecting Control Room staff in 2000-01 was 9.0%, a 1% increase on the figure for 1999-00.

Non-Uniformed Staff

210. The total number of non-uniformed staff in post in 2000-2001 was 840, 31 more than the previous year. There were 486 women and 361 men serving in a variety of essential support staff duties such as the administrative posts, through to stores, mechanics, IT and radio technicians, tradesmen's posts and of course cooks, cleaners and driving staff. It should be recorded that without the valuable contribution made by all non-uniformed staff that the service delivery could not exist in its present format.

Discipline

211. During 2000-2001, 44 cases were investigated in Scotland of which 3 were dealt with by a summary hearing and 5 cases by a full hearing under the Fire Services (Discipline) (Scotland) Regulations 1985. Four punishments were awarded and ranged from 1 stoppage of pay, 1 reprimand and 2 individuals were cautioned as to future conduct. The remaining case was upheld at the appeal stage.

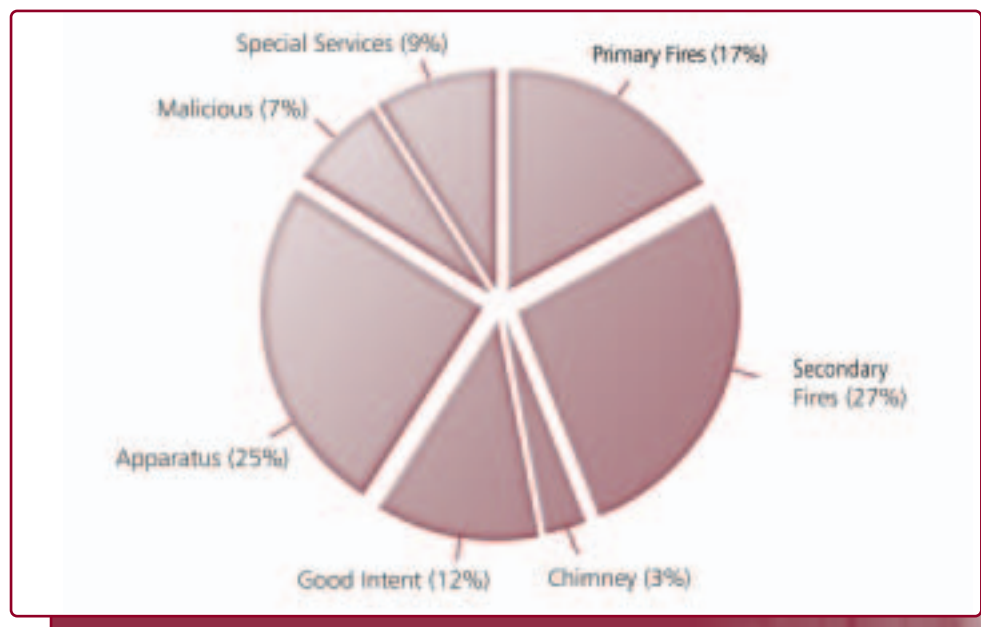
Operational Activity

212. Operational activity has again shown an increase over the previous year with an overall rise of 5.1% in all incidents attended by Scottish brigades. Although a slight fall of 2.7% was recorded for fires involving property, this was offset by an increase of 12.1% increase in secondary fires. Appendix 4 details the actual activity recorded. The following chart indicates the relative distribution of this activity, by type, for all Scottish fire brigades and illustrates the continuing concern, related to unwanted fire signals such as malicious calls and fixed fire alarm installations. These calls account for 32% of all activity, a 1% drop from last year, and their ongoing reduction is a key priority for all brigades.

Primary fires are reportable fires in buildings, caravans, vehicles, structures, agricultural and forestry property or any fire involving casualties or where 5 or more appliances have attended.

Secondary fires are reportable fires not in Primary fire locations, not Chimney fires, did not involve casualties or where there were less than 5 appliances in attendance.

Chimney fires are reportable fires in occupied buildings, where fire was confirmed within the chimney structure, did not involve casualties and less than 5 appliances attended.



213. In summary, the operational activity during 2000-2001 indicated that in terms of death and injury:

- 78 people died in Scotland as a result of fire compared to 111 last year.
- 8 died out-with the home environment including 5 fatalities in vehicles.
- Sixty-seven fires killed 70 people in their own homes compared to 77 fires killing 86 people last year.
- Two separate house fires produced 5 fatalities. This is in contrast to last year with 6 house fires accounting for 14 deaths.
- Of the 42 males and 28 females 40 (57%) lived alone.
- Of the 70 total who died in their home 25 people (36%) were aged over 60 years.
- Thirty-eight people (54%) were aged between 20 and 60 years died in house fires.

-
- Seven (10%) people were under the age of 20 years.
-
- In 44 cases (64%) smoke alarms were fitted in the home with 21 (30%) known to have operated properly. Of the other 26 cases 11 (42%) of them did not have a battery fitted.
 - Brigade Fire Investigators have assessed that 28 (40%) of the deaths were potentially avoidable if smoke alarms had been fitted and in working order.
 - Of the affected dwellings the three main areas where fire started were 30 (48%) in the living-room, with 19(28%) in the bedroom and a further 13(19%) in the kitchen.
 - The misuse of alcohol was a direct contributory factor in 29 (42%) deaths with a further 7 (10%) having an indirect effect on the outcome of fatal fires.
 - By far the greatest cause of dwelling fires was the misuse or careless disposal of smokers materials (cigarettes, matches and lighters) with a total of 24 (36%) fires followed by 13 accidental (19%) causes and cooking incidents along with radiated heat accounting for a further 18 (27%) fatal fires between them.
 - Most regrettably 8 people died as a result of wilful fire raising in Scotland.
 - In comparison with last years totals there were:
 - 18 less fatalities outwith the home,
 - 10 less house fires involving fatalities,
 - 16 less fatalities in the home,
 - 9 less people lost in multiple house fires,
 - A total of 1,753 people were injured as a result of fire in Scotland last year, 1,544 in the home, 123 in other buildings, 52 in vehicle fires and 34 in locations other than these categories. Overall this represents an increase of 11.5% in injuries. A rise of 12% was recorded where injuries occurred in the home category, from 1,378 to 1,544.

Fire Safety Inspections

214. Fire authorities fulfil a range of statutory duties requiring the enforcement of fire safety standards and also undertake non-statutory activities to promote public safety and well being. The activities undertaken to meet statutory requirements are shown in Appendix 7 and can be summarised as follows with the previous year's totals shown in brackets:
- Scottish fire brigades carried out a total of 68,134 [54,201] inspections within the reporting period.
 - Specialist Fire Safety Officers carried out 57,795 inspections and examined 3,810 plans [45,179 and 2,432 respectively] of proposed new buildings and refurbishment work.
 - Operational Personnel inspected a total of 10,339 [9,022] premises.
 - Of the 28,158 [26,573] known premises falling within the Fire Precautions Act 1971 and requiring a Fire Certificate 24,430 [24,586] are presently in force.
 - Brigades carried out 11,416 [12,109] routine fire safety inspections in 2000-2001.
 - Under the Fire Precautions Act 1971 a total of 25,821 [28,941] initial, routine, specific and follow-up inspections were completed and 1,750 [1,069] plans were examined.
 - Brigades carried out a total of 42,313 [25,260] inspections falling within the amended Fire Precautions Workplace Regulations and examined 2,060 [1,363] plans of proposed fire safety work.

Equal Opportunities

215. As reported earlier great effort has been made to increase the number of under represented employees in the fire service, particularly in the area of operational activity. Despite the effort and resources put into

these activities the number of women and minority ethnic members still remains low. However even with this low general trend one Brigade did achieve almost a 50% increase in its numbers of wholetime women members increasing from 19 to 28.

	Men White	Women White	Men Ethnic	Women Ethnic
Wholetime	4471	64	8	0
Retained	2458	97	0	0
Volunteer	1175	87	2	2
Control	30	188	0	0
Support Staff	315	484	1	3



Fire Brigade Staff by Gender and Ethnicity;

216. As can be seen from the table, the actual number of staff employed in the five areas of Brigade activity has remained fairly constant. However as can be seen, women and members of minority ethnic groups continue to be under represented in all areas of brigade operational activity. White women are particularly well represented in Control and Support Services, and at all levels of management, including the most senior, within these functions.

Comparison of Staff by Gender and Ethnicity



REVIEW OF STATISTICS APRIL 2000 TO MARCH 2001

Appendix 1 Scottish Fire Brigades 2000-2001

Fire Brigade	Area		Population (Estimated)		Uniformed Personnel 2000-2001 Establishments				Fire Stations and Volunteer Units			Operational Fleet			
	Kilometres sq	% of Scotland	Thousands	% of Total	Wholetime	Control	Retained	Volunteer	Wholetime	Retained	Volunteer	Pumping Appliances Midis & Light	Aerial Appliances	Rescue/ Emergency Tenders	Other Special Appliances
Central Scotland	2,635	3.4	278	5.4	243	17	172	14	4	11	2	29	2	0	6
Dumfries and Galloway	6,396	8.2	146	2.9	99	15	193	10	1	15	1	23	1	2	1
Fife	1,296	1.7	350	6.8	382	21	112	0	6	8	0	24	2	1	2
Grampian	8,722	11.2	523	10.2	336	22	478	20	* 6	33	1	57	3	0	10
Highland and Islands	31,080	40.0	279	5.5	134	18	578	862	1	34	93	123	1	1	8
Lothian and Borders	6,399	8.2	885	17.3	763	30	310	0	13	23	0	56	6	2	3
Strathclyde	13,850	17.7	2,269	44.3	2,222	67	680	257	38	44	31	164	12	0	24
Tayside	7,501	9.6	388	7.6	409	18	276	36	6	15	4	44	3	8	5
SCOTLAND	77,879	100	5,118	100	4,588	208	2,799	1,200	75	183	132	520	30	14	59

Appendix 2

Establishment and Strength of Fire Brigades
as at 31 March 2001.

	Central Scotland			Dumfries & Galloway			Fife			Grampian			
	Estab- lish- ment	Actual Strength		Estab- lish- ment	Actual Strength		Estab- lish- ment	Actual Strength		Estab- lish- ment	Actual Strength		
		Male	Female		Male	Female		Male	Female		Male	Female	
Wholetime Operational													
Firemasters	1	1		1	1		1	1		1	1		
Assistant Firemasters	2	1		1	1		1	1		2	2		
Senior Div. Officers										3	2		
Div. Officers I				1	2		2	2			1		
Div. Officers II	5	5		3	3		2	2		5	5		
Div. Officers III				1	1		3	3			2		
Asst. Div. Officers	11	11		9	9		9	9		16	13		
Station Officers	23	22		8	8		37	33		23	27		
Sub-Officers	28	28	1	10	9		29	26		41	32		
Leading Firefighters	25	26		13	11	1	64	58		46	34		
Firefighters	148	142	5	52	51	1	234	231	6	199	201	2	
Totals	243	236	6	99	96	2	382	366	6	336	320	2	
Control Room Staff													
PFC Officers													
GFC Officers	1	1											
FC Officers				1	1	1	1	1		1		1	
SFC Operators	4	2	2	1	1	1	4	2	2	5		5	
LFC Operators	4	1	3	4	4	4	8	1	7	4		4	
FC Operators	8	2	6	9	9	9	8	8	8	12	2	*13	
Totals	17	6	11	15		15	21	4	17	22	2	*23	
Part-time Retained												* 6	
Station Officers							2	2		10	10		
Sub-Officers	12	12		16	16		8	8		36	36		
Leading Firefighters	22	20		20	20		10	9		82	76		
Firefighters	138	107	5	157	156	5	92	77	4	350	277	14	
Totals	172	139	5	193	192	5	112	96	4	478	399	14	
Part-time Volunteer													
Asst. Div. Officers													
Station Officers													
Sub-Officers										1			
Leading Firefighters		0		1	1					3	2		
Firefighters	14	6	1	9	8					16	11	10	
Totals	14	6	1	10	9					20	13	10	
Wholetime	243	236	6	99	96	2	382	366	6	336	320	2	
Control Room Staff	17	6	11	15		15	21	4	17	22	2	23	
Part-time Retained	172	139	5	193	192	5	112	96	4	478	399	14	
Part-time Volunteer	14	6	1	10	9					20	13	10	
GRAND TOTALS	446	387	23	317	297	22	515	466	27	856	734	49	

Highland & Islands			Lothian & Borders			Strathclyde			Tayside			Scottish Total		
Estab- lish- ment	Actual Strength		Estab- lish- ment	Actual Strength		Estab- lish- ment	Actual Strength		Estab- lish- ment	Actual Strength		Estab- lish- ment	Actual Strength	
	Male	Female		Male	Female		Male	Female		Male	Female		Male	Female
1	1		1	1		1	1		1	1		8	8	0
1	1		2	2		6	6		1	1		16	15	0
			4	4		9	8					16	14	0
1	1					6	6		5	5		15	17	0
5	5		12	12		7	8		1			40	40	0
2	1					14	13		8	7		28	27	0
16	16		20	20		49	40		13	12		143	130	0
17	15		60	54		198	197		37	33		403	389	0
12	12		72	68	1	224	221	1	36	42		452	438	3
23	20		95	89		229	238	1	44	47		539	523	2
56	58	2	497	481	27	1,479	1,466	6	263	248	10	2,928	2,878	59
134	130	2	763	731	28	2,222	2,204	8	409	396	10	4,588	4,479	64
						1	1					1	1	0
			1		1	1						3	1	1
1		1	5		5	5		5	1	1		15	2	13
5		5	4		4	8	3	5	4	2	2	35	9	26
4		4	4	1	3	8	1	7	4	1	3	40	5	35
8		9	16	2	*16	44	5	42	9	1	10	114	12	113
18		19	30	3	*29	67	10	59	18	5	15	208	30	188
posts	job	share			* 2	posts	job	share						
13	13		4	4		9	9		7	7		45	45	0
66	34		26	25		53	52		17	17		234	200	0
100	64	1	31	34	1	88	81	1	36	36		389	340	3
399	377	17	249	231	15	530	475	21	216	173	13	2,131	1,873	94
578	488	18	310	294	16	680	617	22	276	233	13	3,799	2,458	97
												6	3	0
												0	0	0
60	88	3										61	88	3
60	95	3				0	0		4	4		68	122	3
736	686	40				258	219	32	32	34		1,065	964	83
862	872	46				258	219	32	36	38		1,200	1,177	89
134	130	2	763	731	28	2,222	2,204	8	409	396	10	4,588	4,479	64
18		19	30	3	29	67	10	59	18	5	15	208	30	188
578	488	18	310	294	16	680	617	22	276	233	13	2,799	2,458	94
862	872	46				258	219	32	36	38		1,200	1,177	89
1,592	1,490	85	1,103	1,028	73	3,227	3,050	121	739	672	38	8,795	8,144	435

Appendix 3

Changes in Wholetime Strength as at 31 March 2001.

	Operational Personnel															
	Central Scotland		Dumfries & Galloway		Fife		Grampian		Highland & Islands		Lothian & Borders		Strathclyde		Tayside	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
GAINS																
(i) By recruitment	18	3			10	3	43	3			22	8	109	1	13	2
(ii) By transfer from other brigades	1												4	1	6	
Total Gains	19	3			10	3	43	3			22	8	113	2	19	2
LOSSES																
Dismissal on Disciplinary Grounds												1				
Medical discharge due to harassment or discrimination																
Medical discharge due to service injury.	1				1								4		4	
Medical discharge due to other injury or medical condition	3		2		8							1	24		6	
Resignation due to harassment or discrimination																
Poor performance/ efficiency																
Resignation to take other employment								4			7	15	3			
Personal/ work commitments								10								
Moving away from catchment area					5			10							3	
Hardship caused by DSS regulations																
Compulsory/ Voluntary age retirement	6		1		7			3	1		3	1	29		9	
Deceased on duty																
Deceased off duty													1			
Other reasons															1	
Harassment, bullying or discrimination was (or was believed to be) a factor.																
Total Losses	10		3		21			27	1		10	18	61		23	

		Control Room Personnel																	
TOTALS		Central Scotland		Dumfries & Galloway		Fife		Grampian		Highland & Islands		Lothian & Borders		Strathclyde		Tayside		TOTALS	
M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
215	17				2	2											1	2	3
11	1																		
226	18				2	2											1	2	3
					1									3		1		5	
					1													1	
														2				2	
															1				1
					1		1								1			1	2
129	45			1	2		1							2	5		1	3	9

Appendix 4

Summary of Fires and Special Service Incidents Which Have Occurred in 2000-2001

Fire Brigade	Primary Fires	Classification of fires by number of pumps used for firefighting purposes:					
		(a) 1 pump	(b) 2 pump	(c) 3/5 pump	(d) 6/10 pump	(e) 11/15 pump	(f) Over 15
Central Scotland	863	792	55	13	3	0	0
Dumfries and Galloway	396	117	228	48	3	0	0
Fife	1139	518	554	66	1	0	0
Grampian	1643	1358	197	85	3	0	0
Highland and Islands	687	493	177	16	1	0	0
Lothian and Borders	3616	1256	1546	809	5	0	0
Strathclyde	10207	3185	5442	1567	12	1	0
Tayside	1634	517	867	245	5	0	0
Totals	20,185	8,236	9,066	2,849	33	1	0

Appendix 5

Incidents of Special Activity in 2000-2001

Fires and other incidents occurring in Brigades of Special Interest or Activity

DATE	ADDRESS	TYPE	BRIGADE
2000			
1 March	Gates Rubber Co. Heathhall, Dumfries	Fire in Factory within plant.	Dumfries & Galloway
2 March	Kilmarnock Road, Monkton	Restaurant Fire	Strathclyde
4 March	Kilmarnock Road, Glasgow	Restaurant Fire	Strathclyde
6 March	Port Errol, Cruden Bay, Aberdeenshire	Water supply difficulties at Primary School Fire	Grampian
9 May	English Street, Dumfries	4 Persons trapped in house fire subsequently rescued with Control Operator giving survival advice throughout.	Dumfries & Galloway
10 May	Leverdale Hospital, Glasgow	Derelict Building on fire	Strathclyde
13 May	West Benhar Plantation, Shotts	Heathland Fire	Strathclyde
5 June	Woodneuk Road, Glasgow	Fire in Factory	Strathclyde
18 June	Eastriggs, Dumfries	Leak of Nitrogen Dioxide gas and Nitric Acid	Dumfries & Galloway
20 June	Balfour Avenue Beith	Pallet Storage Facility	Strathclyde

	Chimney Fires	Secondary Fires	False Alarms			Special Services	Totals
			Good Intent	Apparatus Faulty	Malicious		
	90	1398	1404	704	429	358	5246
	307	287	179	429	49	474	2121
	134	1716	520	2018	558	651	6736
	536	1453	561	2442	339	1149	8123
	1265	790	400	1514	273	534	5463
	341	5152	1408	7622	1179	2066	21384
	604	19280	8818	12745	4616	4743	61013
	227	2422	733	2649	533	819	9017
	3,504	32,498	14,023	30,123	7,976	10,794	119,103

DATE	ADDRESS	TYPE	BRIGADE
2000			
20 July	Prestwick Circuits, Ayr	Factory Fire	Strathclyde
7 September	Beattock Village	Fire in Oil Tank carried by rail.	Dumfries & Galloway
13 September	Relax Supermarket, Gt. Junction Street, Edinburgh	Fire in Retail Outlet	Lothian & Borders
10 October	Airyhemming Farm Glenluce Wigtonshire	Passengers led to safety from derailed train.	Dumfries & Galloway
22 October	Linfield Street, Happyhillock, Dundee	Building Collapse following gas explosion	Tayside
2001			
14 January	Dunans Castle, Glendaruel	Hotel Fire	Strathclyde
17 January	Owen Avenue, East Kilbride	Derelict School fire	Strathclyde
18 February	Rashgill, Locharbriggs, Dumfries,	Fatal house fire	Dumfries & Galloway
18 February	Drumly, Mossblown, Ayrshire	Storage Facility	Strathclyde
26 February	Dalziel Street, Motherwell, Lanarkshire	Nightclub Fire	Strathclyde
3 March	King George V Dock, Glasgow	Storage Facility	Strathclyde
20 March	Southern General Hospital	Staff Canteen	Strathclyde
21 March	Morgan Academy, Forfar Road, Dundee	Major Fire	Tayside

Appendix 6

Fatalities at Fire Incidents Attended by Brigades During 2000-2001

Fire Brigade	Age Groups							Location - Building Type, Etc.							
	Up to 5 Years	6 to 16 Years	17 to 40 Years	41 to 60 Years	61 to 75 Years	Over 75 Years	Total Fatalities	House	Flat in Block	Flat in Terrace	Hotel/Boarding House	Hospital/Home/Hostel	Caravan/Mobile Home	Vehicle	Industrial Premises Factory etc.
Central Scotland				1			1	1							
Dumfries and Galloway		1					1	1							
Fife			3			2	5	2	2	1					
Grampian			1	2		2	5	1	1	2			1		
Highland and Islands					2	3	5	5							
Lothian and Borders			2	3	3	3	11	4	1	4		1		1	
Strathclyde	2	3	12	19	7	3	46	9	12	20				3	1
Tayside			1	2	1		4	3						1	
Totals	2	4	19	27	13	13	78	26	16	27		1	1	5	1

Appendix 7

Fire Safety Statistics 2000-2001

Fire Precautions Act 1971

	Total Certifiable Premises	Total Certificates Issued	Total Without Certificates	Premises Inspected	Certificates Issued in Year	Old Certificates in Force	Routine Inspections Carried Out		
							Fire Safety Staff	Operational Staff	Total in Year
Hotels	4878	4722	156	110	79	0	2972	1471	4443
Factories	4215	3605	610	408	89	2	713	716	1429
Offices	12105	10241	1864	1321	208	2	2068	1328	3396
Shops	6952	5858	1094	805	108	1	1155	990	2145
Railway Prem.	8	4	2	1	0	0	1	2	3
Total	28158	24430	3726	2645	484	5	6909	4507	11416

						Monthly Summary												
	Commercial Premises Shop etc.	Place of Public Entertainment	Outside Area	Miscellaneous	TOTAL	April	May	June	July	August	September	October	November	December	January	February	March	TOTAL
					1												1	1
					1											1		1
					5		2							1		1	1	5
					5	1										2	2	5
					5	1							1		1	1	1	5
					11	1	2	1			1	2	1	1	1	1		11
				1	46	5	5	2	5	1	2	6	1	3	5	1	10	46
					4					1		3						4
				1	78	8	9	3	5	2	3	11	3	5	7	7	15	78

Fire Precautions Workplace Regulations (Amended) 1999

Premise Type	Fire Safety Staff	Operational Staff	Total	Plans
FOR	21,914	2,654	24,568	496
Residential	4,960	1,784	6,744	623
Non-residential	9,965	1,036	11,001	941

FOR = Factories, Offices and Shops

Scottish Total for All Inspections

Premise Type	Fire Safety Staff	Operational Staff	Total	Plans
FPA Certificated	20,956	4,865	25,821	1,750
Workplace	36,839	5,474	42,313	2,060
Totals	57,795	10,339	68,134	3,810

Appendix 8

Financial Returns 2000-2001

Fire Brigade	Revenue £	Income £	Capital £
Central Scotland	11,199,000	763,000	587,000
Dumfries & Galloway	6,088,000	372,000	635,000
Fife	16,497,000	1,319,000	914,000
Grampian	17,058,000	1,154,000	2,463,000
Highland & Islands	10,694,000	403,000	2,061,000
Lothian & Borders	30,843,000	2,347,000	1,189,000
Strathclyde	89,245,000	6,472,000	6,096,000
Tayside	18,790,000	1,278,000	1,135,000
Total	200,414,000	14,108,000	15,080,000

NOTE

The above tables provides an indication of the financial position of each brigade obtained from estimates of expenditure. They are unaudited and may vary in the methods used by individual brigades accountancy practice. They should be treated as general indicators only.

Appendix 9

Annual Report Acronyms

ACD	Automatic Call Distribution
BSI	British Standards Institution
CACFOA	Chief and Assistant Chief Fire Officers' Association
COSLA	Convention of Scottish Local Authorities
CRU	Scottish Executive's Central Research Unit
EOC	Emergency Operations Centre
FBU	Fire Brigades Union
FCOp	Fire Control (FC Operator)
FPA	Fire Protection Association
FSEPD	Fire Service Emergency Planning Division
FSIG	Fire Service Implementation Group
GFCO	Group Fire Control (GFC Officer)
GAE	Grant Aided Expenditure
HSE	Health and Safety Executive
IT	Information Technology
ICCS	Integrated Communications Control System
LGA	Local Government Association
LFCOp	Leading Fire Control (LFC Operator)
MCS	Mobilising and Communications Systems
PFCO	Principle Fire Control (PFC Officer)
PSRCP	Public Safety Radio Communications Project
SCFBAC	Scottish Central Fire Brigades Advisory Council
SFSTS	Scottish Fire Service Training School
SFCOp	Senior Fire Control (SFC Operator)
SVQ	Scottish Vocational Qualification

Appendix 10

Glossary

Expressions or words used in the Fire Service that may not be familiar in another context.

<i>Best value</i>	A concept developed by central government, which refers to the use of resources, entrusted to all levels of government, to secure best value for money in the expenditure of the taxpayers money.
Confidence Level	The percentage of fire calls when the speed and number of pumping appliances equalled or exceeded set criteria.
Type of Inspection	
Principle	A comprehensive and detailed inspection held with each brigade every 3 years.
Performance Monitoring	For the other 2 years the progress of specific issues raised at the Principle Inspection are reviewed.
Thematic	An Inspection which has a specific theme, e.g. fire-raising.
Personnel	
Establishment	The agreed number of employees if all the positions were filled.
Actual Strength	The actual number of employees in post during a given period.
Type of firefighter	
Wholetime Firefighter	Someone who is employed fulltime as a firefighter.
Retained Firefighter	An individual who has agreed to be on call and is paid a fixed fee for this, plus an hourly rate for actual service. He or she is also expected to train for three hours per week in fire fighting.
Volunteer	This kind of firefighter is normally found in more rural areas and is called on less often than the Retained Firefighter. He or she will be paid expenses.
Control Room	Uniformed staff employed in the co-ordination of fire fighting and other types of emergencies, e.g. road accidents or floods.
Support Staff	Any other type of non-uniformed staff, e.g. clerical, workshop, mechanic ...

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