16. Prime Movers

Description

A 'Prime Mover' is a vehicle which is able to transport a range of demountable pod units, dependent on the requirements of a particular incident. This arrangement allows us to accommodate and mobilise a number of different attributes from a single location.

Current Position

A wide array of resources across Scotland has been configured in this manner, including: High Volume Pumps, environmental support units, welfare units and incident support equipment. Additionally, a number of the previously detailed resources such as USAR, MD, Command and Control and Heavy Rescue equipment have been mobilised using this arrangement in some areas.

In some situations this has been borne out of necessity given the range and number of activities within the remit of the fire and rescue service; and the capacity, resources and geographical boundaries of the legacy services. Compatibility issues also prevail between the differing types of chassis and pod equipment. A key benefit of the creation of the SFRS is the removal of many of these constraints, and the opportunity to review the deployment of all specialist resources. As outlined in previous and subsequent sections, this report recommends a number of resources such as USAR, MD, Water Rescue and Command vehicles are no longer deployed in this manner.

What we plan to do

This report recommends strategically locating a number of sites which will adopt the prime mover and pod arrangement, with a consistent methodology applied to the type of resources to be included. There should be 4 key prime mover sites in Scotland located at:

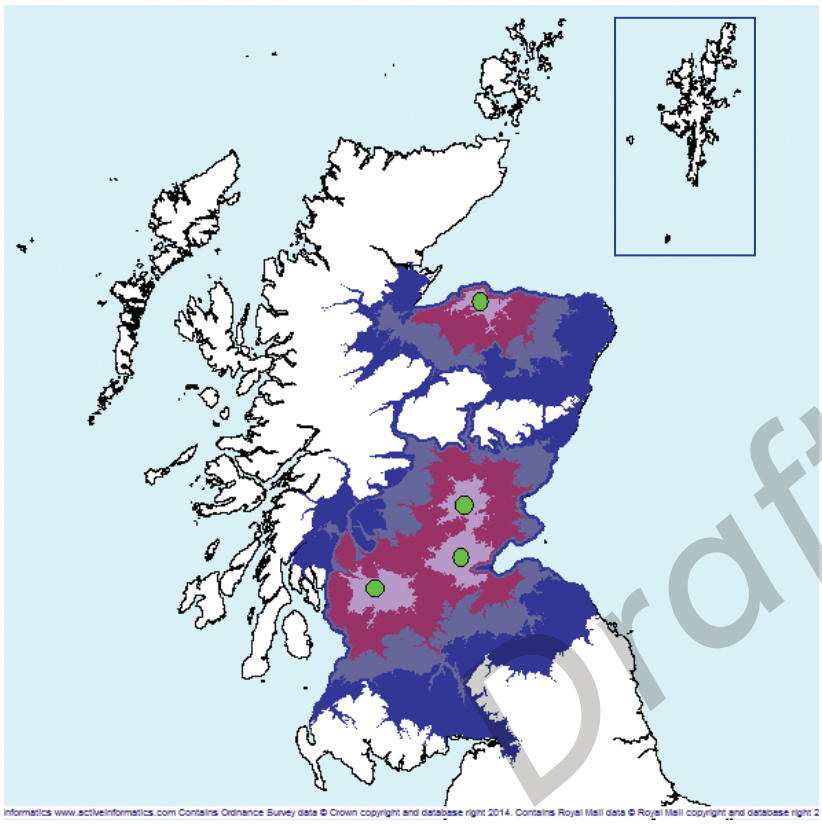
- Elgin
- Perth
- Renfrew
- Dunfermline

Each of these stations should be allocated prime mover chassis that are compatible with the New Dimensions pods. Each of these stations will also be allocated the following pods:

- Foam
- Welfare
- Environmental Protection
- Flood Response
- Incident Response

This arrangement will create a standard model across Scotland which will enhance the services available in all areas, and improve the safety of communities across the country.

Prime Movers - Proposed End State



The diagram adjacent shows coverage across the SFRS area that can be achieved with prime movers within 90 minutes.

PRIME MOVERS
Elgin
Perth
Renfrew
Dunfermline

17. Command and Control

Description

The provision of enhanced command and control support on the incident ground is essential to securing community and firefighter safety at incidents which are large, protracted or complex. Incident Command ensures that effective spans of control are maintained and that effective communications are in place between individuals and teams from the SFRS and from partner agencies. Command Units are a method of providing this enhanced command and control support on the incident ground, by transporting communications equipment and trained personnel to the incident location, and creating a hub for command activities. This assists the incident commander to gather information and create plans, to document necessary information, and to record key decisions and actions throughout the incident.

Current Position

There are currently 11 operational command and control units in Scotland, with a further vehicle build recently completed, but not yet allocated to a station. Of the 11 operational units, some are pods, some are dedicated vehicles, and one is based on a trailer which is towed by a tractor unit and requires a class 1 licence to drive.

Command and Control vehicles enhance our management of incidents but are not themselves considered to be first line, vital elements of ensuring community safety. As such, there is a wider scope for future deployment arrangements and appliance positioning.

What we plan to do

The total number of command and control units will be reduced, with the use of conventional vehicle chassis models being preferred and pod based units and trailers being removed from service.

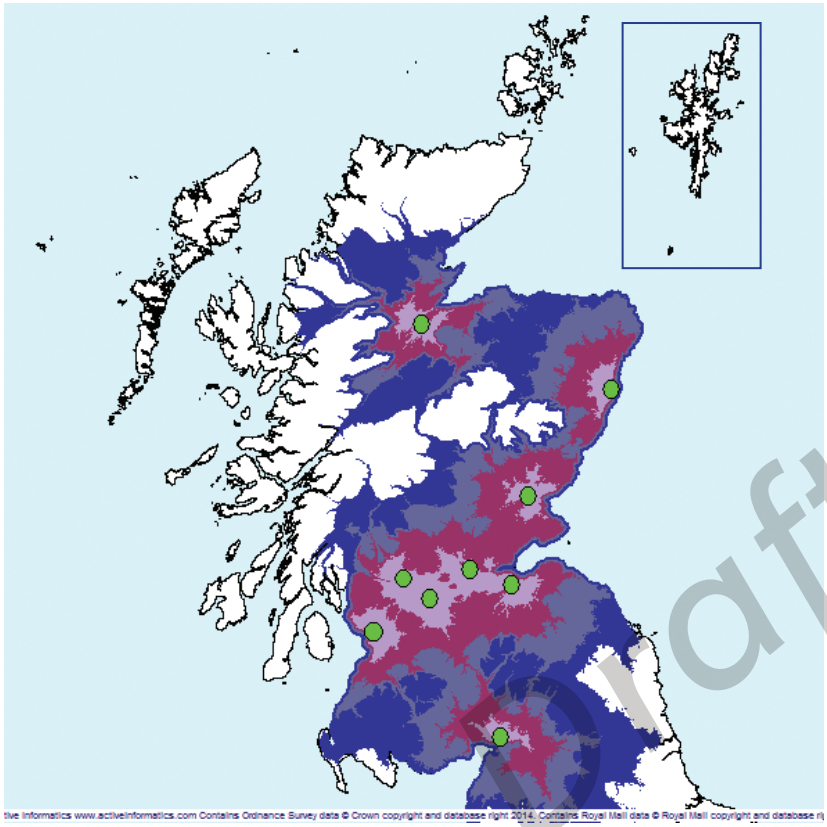
The distribution of command and control vehicles across the Service Delivery Areas will be as follows:

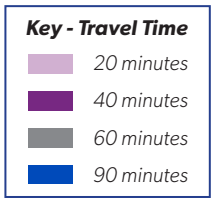
North SDA: Inverness, Altens (Aberdeen) and Blackness Road (Dundee)

West SDA: Annan, Milngavie, Bellshill and Dreghorn

East SDA: Bo'ness and Liberton (Edinburgh)

Due to the comparatively compact geography of East SDA and the readily available support from command units in the North (Dundee) and West (Bellshill), it is deemed sufficient to have 2 command units covering this area.





The adjacent diagram shows the coverage that can be achieved with the proposed distribution of command and control vehicles.

COMMAND AND CONTROL
Inverness
Altens (Aberdeen)
Blackness Road (Dundee)
Bo'ness
Liberton (Edinburgh)
Annan
Milngavie
Bellshill
Dreghorn

18. 4 X 4 Vehicles

Severe weather conditions including flooding and heavy snowfall can hamper emergency response in Scotland as has been witnessed in recent years. Although mention is made of this within the scope of the overall review, this final report does not propose to detail a precise deployment plan for these resources. A strategic overview of 4x4 availability will ensure that an appropriate, risk-based distribution of the limited vehicle numbers will be achieved, which will then be managed locally by Service Delivery Areas. This approach will allow vehicles to be moved to areas of greatest need on a short term basis as part of severe weather planning and preparation.

19. Wildfire

Wildfire is a generic term used to describe incidents that cover a large area and that may involve any or all of the major vegetation types found in Scotland i.e. moorland, heather, gorse, grass, forestry, farmland and natural woodland.

Wildfire was initially considered as part of the special resources project. However the way in which wildfire resources are distributed, stored, crewed and operated is entirely different to the other key special resources incorporated within the project, and for this reason it was decided that Wildfire resources would form part of a separate policy and procedure regarding the general approach by the SFRS to such incidents. The Fire and Rescue Wildfire Operational Guidance document was issued in 2013, having been commissioned by Scottish Government, and a new project has been initiated in the North SDA to look at the future SFRS approach to wildfire incidents. The Scottish Wildfire Forum (SWFF) will be looking into all aspects of wildfire management in order to raise awareness, encourage public responsibility, improve firefighter safety and reduce the demand on SFRS resources during wildfire season.

20. Incident Logistical Support

Large or protracted incidents require additional logistical support to be brought onto the incident ground to allow operations to be maintained over an extended period. Such support can involve welfare provision for crews including food, water, shelter and toilet facilities. In terms of the maintenance of firefighting operations, BA set servicing facilities and spare BA cylinder packs are required, along with enhanced command and control provision.

For large incidents, these resources will be supplied by our prime mover stations in Elgin, Perth, Renfrew and Dunfermline through delivery of an incident support pod and/or a welfare pod as required. Additional support can be provided through the provision of a Command and Control vehicle or through the attendance of a Salvation Army catering vehicle. However, there may be times where the attendance of such resources cannot be justified due to the limited scale of the incident, or where these resources are stretched as a result of simultaneous incidents.

To ensure the availability of basic logistical support, all SFRS Mass Decontamination vehicles and Urban Search and Rescue vehicles will have a logistical support 'cage' provided on them. This cage will contain spare BA cylinders, BA servicing packs, food and water to ensure that basic support can be provided to maintain operations and allow crew welfare considerations to be met.

21. Delivery timescale

Complete implementation of the recommendations contained within this report will potentially take up to 3 years, and is dependent on a number of factors; notably including capital funding planning to improve and standardise the emergency vehicle fleet, and the delivery of the extensive training programme necessary to fully declare the desired competencies in the wide range of specialist attributes concerned.

Having said that however, it is important to commence implementation immediately in order to realise the desired benefits; of improving safety, improving services and improving efficiency. Some elements of the plans can be achieved relatively quickly, within a matter of weeks. These include altering the water rescue storage and deployment configurations at Elgin and Newton Stewart; and the redeployment of command and control vehicles.

Some areas will take a little longer, for example the redeployment of high reach appliances or prime movers with their associated pods will require alterations to stations for storage and charging systems, in addition to the training requirements. Understandably, the introduction of new line and water rescue teams will take the longest, due to the extensive and complex training requirements for these disciplines.

In addition to these requirements, some personnel issues are likely to arise which may affect the availability of suitable staff at each designated station. These are not anticipated to be insurmountable but need to be factored into the overall delivery timescale. Specific arrangements for crewing specialist vehicles are outwith the scope of this report and are being addressed within other work packages.

Detailed implementation plans will be produced for each Service Delivery Area. These plans will be routinely available for scrutiny through the Service Transformation programme.

22. Engagement and Consultation

Engagement and consultation have been ongoing throughout this review process. Officers and colleagues from all legacy services were involved in compiling individual reports on each aspect of specialist rescue, identifying the existing picture and the recommendations for future delivery. Representatives from the Fire Brigades' Union and Fire Officers Association have been fully engaged with during compilation of this final report.

Discussions have also taken place with Scottish Government colleagues who showed a keen interest in all areas of this report, but specifically wanted reassurances around National Resilience assets (Urban Search and Rescue, Mass Decontamination, High Volume Pumps and Detection, Identification and Monitoring vehicles).

The draft final report was circulated amongst all relevant partner agencies, including Police Scotland, Scottish Ambulance Service, Maritime Coastguard Agency, Ministry of Defence, Convention of Scottish Local Authorities, Regional Resilience Partnerships, Business Engagement Forum and Her Majesty's Chief Inspector of Fire (Scotland). Views and responses have been considered and acted upon where appropriate.

Whilst local effects have been considered throughout this process, it has always been the main focus to concentrate on the overall strategic impact of these recommendations. Specialist resources by their very nature are limited in number and availability, and have to be deployed in a manner which fits the overall risk profile within Scotland. Historical arrangements within legacy services must be recognised as such, with the creation of the SFRS bringing an opportunity to develop a more appropriate and risk-based approach which will result in the most favourable footprint of these valuable resources across the communities of Scotland.

Appendix 1 - Table of stations with special resources

Proposed end state

Multi (Wholetime) Pump Station	Special Resource			
Clydebank	USAR	High Reach		
Motherwell	Water Rescue	High Reach		
Coatbridge	High Reach	Mass Decon		
Cumbernauld	USAR			
Hamilton	Hazmat			
East Kilbride	Line Rescue			
Clydesmill (Cambuslang)	Water Rescue	High Reach	High Volume Pump	
Kilmarnock	USAR	High Reach		
Ayr	Water Rescue	High Reach		
Paisley	High Reach			
Greenock	High Reach	MIRG		
GLASGOW				
Maryhill	Mass Decon	High Reach		
Knightswood	Water Rescue			
Easterhouse	Heavy Rescue			
Springburn	Mass Decon	High Reach		
Polmadie	Water Rescue	High Reach		
Dumfries	Water Rescue	High Reach	Heavy Rescue	
ABERDEEN				
N.Anderson Drive	USAR	High Reach	DIM	
Central	Water Rescue	Mass Decon	High Reach	
Altens	Line Rescue	Command and Control		
Inverness	Water Rescue	High Reach	Heavy Rescue	Command and Control
DUNDEE				
Blackness Road	Mass Decon	High Reach		Command and Control
MacAlpine Road	USAR	High Reach		
Kingsway East	Water Rescue			
Perth	Water Rescue	High Reach	Prime Mover	
Stirling	Water Rescue	Heavy Rescue Unit		
EDINBURGH				
McDonald Road	High Reach	DIM		
Tollcross	Line Rescue	High Reach		
Sighthill	Heavy Rescue	High Reach		
Crewe Toll	Mass Decon	High Reach		
Dunfermline	Mass Decon	High Reach	Prime Mover	
Glenrothes	Water Rescue			
Lochgelly	Line Rescue			
Kirkcaldy	High Reach			

Appendix 1 continued

Single (Wholetime) Pump Station	Special Resource		
Oban	Water Rescue	High Reach	
Milngavie	Command and Control		
Bellshill	Command and Control		
Johnstone	High Reach		
Renfrew	Prime Mover		
Dreghorn	Command and Control		
Balmossie	DIM		
Elgin	Water Rescue	High Volume Pump	Prime Mover
Livingston	High Reach		
Bo'ness	Command and Control		
Falkirk	High Reach	High Volume Pump	
EDINBURGH			
Liberton	Command and Control		
Newcraighall	USAR		
Marionville	Water Rescue		
Dalkeith	USAR		
Galashiels	Water Rescue		
*Hawick	Water Rescue		
Bathgate	Water Rescue		
Bishopbriggs	DIM		
Alloa	High Volume Pump		

RDS Station	Special Resource
Fort William	Water Rescue
Newton Stewart	Water Rescue
Annan	Command and Control
Forfar	Hazmat
Kilsyth	Hazmat

* Water Rescue resource for the Scottish Borders area. Exact location to be confirmed.