RESPONSE AND RESILIENCE
Directorate Strategy
2013-2016
It gives me great pleasure to introduce the first Response and Resilience Strategy for the new Scottish Fire and Rescue Service (SFRS), a key component of our planning framework that underpins our work to secure an effective and efficient operational response for the people of Scotland.

The process of merging Scotland’s previous eight fire and rescue services culminated in the launch of the SFRS in April 2013, and I was both delighted and very proud to be appointed as the Head of Response and Resilience, making me responsible for the policies and procedures that will determine how we deliver our operational response to emergencies. I feel that I am well positioned to fulfil this role, with more than 27 years’ experience working in the service. I started my career as a firefighter with Kent Fire Brigade where I worked my way up to Divisional Officer before transferring to Strathclyde Fire Brigade in 2004 on promotion to Senior Divisional Officer. In this role I served firstly in Operations and then as Area Commander for Glasgow, a post very similar to that of Local Senior Officer in the new service.

I was promoted to Assistant Chief Officer in charge of Strategic Planning in 2006, followed by three years as Director of Operations, where I oversaw the front line service delivery of more than 3,500 uniformed staff operating out of 110 fire stations.

I intend to use every bit of this experience to ensure that the SFRS provides the very highest standards of emergency response for Scotland’s communities.

A huge amount of work has already been carried out in aligning the operational processes and procedures that each service had in place, making certain that the new service is able to respond to any emergency, anywhere in Scotland, safely and effectively. This is a unique opportunity to identify and implement best practice throughout the country, meaning that the SFRS is already providing an improved level of service delivery for our communities, with a greater degree of inherent resilience.

However this is only the start of what is a huge undertaking that will allow the new SFRS to work more efficiently to ensure that our communities are protected. This Strategy will be a foundation stone in our work to deliver a safer nation for the people of Scotland, and will build on the outstanding work carried out within Scottish Fire and Rescue Services over recent years.

David Goodhew
Assistant Chief Officer
Response and Resilience
The SFRS strives to provide the highest possible standards of emergency response within all 32 of Scotland’s Local Authority areas. Our work is led by the Scottish Government’s National Performance Framework, and bound by key legislation. The SFRS Strategic Plan outlines how the service will deliver the Scottish Government’s performance outcomes and this Response and Resilience Strategy provides detail as to how we will achieve these challenging targets.

**SCOTTISH GOVERNMENT’S NATIONAL PERFORMANCE FRAMEWORK**

The framework places responsibilities on all government agencies and public services to contribute towards making Scotland wealthier and fairer, smarter, healthier, safer and stronger, and greener. 16 National Outcomes underpin these strategic objectives. Whilst the SFRS will work closely with its partners in successfully achieving all of these outcomes, this Strategy will focus on the most relevant outcomes which are:

- **National Outcome 6** - We live longer, healthier lives
- **National Outcome 9** - We live our lives safe from crime, disorder and danger
- **National Outcome 11** - We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- **National Outcome 16** - Our public services are high quality, continually improving, efficient and responsive to local people’s needs

**THE FIRE (SCOTLAND) ACT 2005**

This key document details our principal functions including firefighting, attending road traffic accidents and our attendance at certain other emergencies as detailed in subsequent legislation. It also details the powers that authorised employees can exercise at emergency incidents.

**THE FIRE (ADDITIONAL FUNCTION) (SCOTLAND) ORDER 2005**

This Order specifies additional provisions that the fire and rescue service must make for attending certain incident types including chemical incidents, serious flooding incidents, serious transport incidents and providing a search and rescue role.

**THE CIVIL CONTINGENCIES ACT 2004 (CONTINGENCY PLANNING) (SCOTLAND) REGULATIONS 2005**

This Act details the responsibilities of emergency services and other agencies to cooperate in assessing and planning for major events and emergencies, within Strategic Co-ordinating Groups (now Regional Resilience Partnerships [RRPs]).

**THE FIRE AND RESCUE FRAMEWORK FOR SCOTLAND 2013**

This framework provides priorities and objectives for the SFRS, as well as guidance on how the organisation should discharge its functions.

**THE SFRS STRATEGIC PLAN**

This document details the strategic aims of the SFRS and how the service will deliver continuous improvements in line with Scottish Government expectations. It outlines the vision and values that we should aspire to and the targets we must meet.
This Strategy outlines the work that will be done to ensure that the SFRS provides the best possible operational response for our communities; however this cannot be achieved without great support from, and close working with: the SFRS Board; the entire Senior Leadership Team (SLT) of the SFRS; and our colleagues within the other Directorates. This Strategy will be part of a suite of closely linked documents delivered by the SLT that will form the Planning Framework for the SFRS. The Response and Resilience Strategy supports the high level objectives of the SFRS Strategic Plan and complements the work of other Directorates and departments within the organisation, making certain that we are all Working Together for a Safer Scotland.

The structure chart below shows how the Response and Resilience Directorate will undertake its responsibilities. As can be seen, there are Response and Resilience teams embedded within each of the three Service Delivery Areas, ensuring that operational matters are resolved at a local level wherever possible, and providing liaison between the SDA and the Headquarters team. The Headquarters team oversee national issues, policy and procedure, whilst the Operations Control team ensure that we have robust mobilising arrangements in place. The Commonwealth Games team are responsible for all of the planning and preparation required to make sure that the Games take place in an environment that is safe and secure.
There are a number of key areas of work within the Response and Resilience Directorate as follows:

**RESPONSE PLANNING**
This involves constantly assessing and reassessing Scotland’s risk profile to meet the local and national needs of our communities, ensuring that the right resources are in the right place at the right time. This is achieved using the process of Integrated Risk Management Planning (discussed in more detail under ‘Managing Risk’) and will be a key element in delivering an efficient and effective response to the communities of Scotland. In striving to secure both firefighter safety and the best possible response to emergencies, the Directorate will issue operational and procedural information including Standard Operating Procedures, Technical and General Information Notes, and will work closely with our colleagues in Asset Management to specify and develop new equipment and vehicles.

**RESILIENCE PLANNING**
The SFRS Response and Resilience Directorate has an overarching responsibility for establishing the availability and continued suitability of all Scottish Resilience Assets. The Directorate provides a tactical link to the Regional Resilience Partnerships (RRPs) and will oversee the integration of National Interoperability Liaison Officers (NILOs) at both a local and national level. The Response and Resilience Directorate will also be responsible for establishing a programme of training and exercises to test our preparedness for dealing with major incidents and for planning a response strategy for the Commonwealth Games 2014. We will ensure that lessons learned from this massive undertaking can be shared with other agencies and will shape our future work.

**CIVIL CONTINGENCIES**
Closely linked to the Resilience Planning work detailed above, Civil Contingencies planning will ensure that the SFRS is prepared for upcoming major events and carries out realistic training exercises with partner agencies to train for major incidents that could foreseeably occur.

**OPERATIONS CONTROL**
Our Operations Control staff oversee the day-to-day operation of the SFRS control rooms, making sure that our call handling and mobilising systems work efficiently, and that sufficient resilience is built into our Operations Control system to ensure business continuity in the event of major incidents and other foreseeable disruption. The Firelink wide area radio system is used for mobilising and passing information to fire crews and officers, and the capability of this product is being continually developed. Going forward, we will work closely with the Board and our staff to establish the new model for the provision of Fire Control for Scotland, with the aim of migrating safely and seamlessly from the eight legacy locations to the new structure.

**SERVICE DELIVERY AREA (SDA) LIAISON**
Effective liaison between the Response and Resilience Directorate and each of our three SDAs is essential and it will be a priority to establish a communications structure that provides a single point of contact between the Directorate and locally based staff. This will ensure that operational information and procedures are communicated accurately, fully understood and correctly implemented across the country and make certain that there is consistency in our approach.

Directorate staff working from the SFRS HQ deal with national policy and strategy and have overarching control of all other Response and Resilience work from this location. Within each of the three SDA headquarters, Response and Resilience teams are embedded where they can provide liaison with the HQ team and can provide operational assurance by assisting with the implementation of Response and Resilience policy and by managing civil contingencies planning and operational information gathering within their area of responsibility. SDA teams will also be responsible for the production of procedural guidance as directed by HQ.
Each of the SDA teams will have specific responsibilities as detailed in the diagram opposite.

**OPERATIONAL INTELLIGENCE**
Effective collation of operational intelligence ensures that fire crews can have vital risk information about buildings and other installations available to them when they need it most. A programme of operational intelligence collection will be fully implemented, with station based personnel being responsible in the first instance for the collection and submission of relevant information. Response and Resilience staff will then be responsible for making this information readily available on Mobile Data Terminals within fire appliances and stations.

**OPERATIONAL ASSURANCE**
There is a continual process of Operational Assurance within the SFRS, whereby our operational readiness and performance is routinely assessed and control measures introduced where development needs are identified or where risks are encountered or otherwise brought to our attention. This process includes the review of our performance at operational incidents and a programme of inspections at station and LSO area level, making sure that our service delivery is at the highest possible standards in terms of adherence to procedure, health and safety matters and incident command. Thematic reviews will also look closely at specific aspects of operational preparedness and provide rigorous assessment of our operational capability. Operational Assurance meetings held at strategic and tactical levels will ensure that all risk information, regardless of its origin, can be collated and swiftly communicated to all relevant staff.
Scotland is a country with an almost uniquely varied landscape. Large industrial and cultural cities such as Glasgow, Edinburgh, Aberdeen and Dundee provide residential and employment centres for many of our 5.3 million inhabitants, and these cities, along with an extensive range of smaller cities and towns, form the heartland of the nation. Scotland also has a great many remote, rural and island communities, and together these create a complex picture of risk from fire and other emergencies.

In establishing the most effective model for emergency response in Scotland, it is also important to recognise that the nation’s profile is constantly changing. Scotland is culturally diverse, and our demographics continually change as people enter and leave the country. There is a large and well established migrant community in Scotland and it is essential that cultural differences, where they exist, are understood and that our services are equally accessible by all, regardless of their background.

Our population is also ageing, with 17% of people in Scotland now over the age of 65. Statistical analysis tells us that older people can be more vulnerable from fire, and this must be reflected in our planning activities.

At present there are more than 350 fire stations in Scotland, staffed in many different ways. The majority of stations in rural locations are crewed by Retained Duty System (RDS) or Volunteer firefighters, and these dedicated employees make themselves available by pager around the clock to respond to emergencies in their area.

Stations that cover the more densely populated areas of Scotland are predominantly staffed by wholetime firefighters, with a combination of these duty systems worked in other areas. In total, there are more than 9,000 staff employed by the SFRS, of which more than 8,000 are classed as operational. There are over 1000 support staff and approximately 200 control room staff. Our crews respond to more than 90,000 incidents per year, making the SFRS one of the biggest and busiest fire services in the world.

The role of the Response and Resilience Directorate is to ensure that the SFRS provides the most effective operational response possible at times of emergency, whilst maintaining firefighter safety. These two key requirements go hand in hand, as it is only when our firefighters have the correct procedures, training and equipment available to them that they can operate to their greatest potential in challenging circumstances.
A robust system of risk assessment will establish where the greatest risks to our communities lie, and once identified, these risks will be evaluated in terms of their frequency and the severity of their impact when they do occur. We can then ensure that the appropriate resources are located strategically across the country to address these risks when they arise.

These risks are constantly changing and evolving, therefore it is vital that the process of identifying and managing risk is part of a cycle in which risk is continually re-evaluated to ensure that our response remains effective and appropriate. We call this process Integrated Risk Management Planning (IRMP), a practice we have been familiar with since its introduction 10 years ago. IRMP gives fire and rescue services the flexibility to locate their operational resources where the greatest risk exists, making certain that the greatest possible improvement in public safety can be assured with the assets available to us. IRMP also requires us to look ahead to make sure that emerging risks are identified early, and actions required to address these emerging risks can be implemented before our communities are exposed to them.

The majority of our fire stations were built before the advent of IRMP and it will be part of ongoing work for Response and Resilience to determine whether our existing infrastructure remains fit for purpose, correctly sited, and appropriately staffed and equipped to provide the level of protection that our communities require. The IRMP process will use computer modelling and data analysis, supported by professional judgement and experience to determine the most effective distribution of SFRS resources to mitigate that risk.

Understanding the type of incidents that we attend is also important if we are to provide an effective service. The traditional role of firefighting is still our key area of business, with more than 20% of all incidents attended across Scotland in 2011/12 being fires of one type or another, and with dwelling fires resulting in 51 fatalities and 1209 other casualties. However our rescue role has also taken on greater significance in the last few years, and we are now routinely called to attend transport incidents, flooding incidents, water rescues and hazardous materials incidents. We also need to train and prepare for less common but foreseeable incident types such as confined space rescues, line rescues, urban search and rescue, and acts of terrorism.

Many of these roles are highly specialised and it is unrealistic to attempt to train every firefighter to respond to every type of rescue, particularly those that do not occur frequently. We already have a small number of dedicated crews highly trained in Urban Search and Rescue, Water Rescue and Rope Rescue. We respond to Chemical, Biological, Radiological and Nuclear (CBRN) incidents and have the facility to provide Mass Decontamination for large numbers of people in the event of major incidents. A review process will establish where these rescue resources can be best located in order to maintain the greatest level of protection for Scotland whilst providing our communities with the most equitable access to resources that is possible.
Effectively addressing risk throughout Scotland has always been challenging, however a flexible and innovative approach to our service delivery will ensure that our communities are well protected as we move forward.
RESPONSE AND RESILIENCE PRIORITIES

This Response and Resilience Strategy has been written to ensure that the SFRS provides an effective and efficient response to emergencies wherever and whenever they occur. We are guided in this work by the contents of the Fire and Rescue Framework for Scotland 2013 which identifies a number of strategic priorities for the SFRS. The following is a summary of those priorities that are most relevant to the Response and Resilience Directorate, and these will direct us in the creation of relevant objectives and tasks over the lifespan of this strategy document:

- The SFRS must establish and maintain close links with other agencies to ensure that responders are provided with appropriate, relevant and timely risk information, to ensure community and firefighter safety.

- The SFRS must support effective multi-agency emergency planning and response by contributing fully to the work of Local and Regional Resilience Partnerships in assessing risk, preparing and planning for, responding to and recovering from major and catastrophic incidents.

- The SFRS must plan its operational response in a way which reflects national and local risk across Scotland and the UK and in doing so ensure that its arrangements for operational command are designed in the simplest possible form.

- The SFRS should actively develop a leading role as a champion of specialist rescue, pro-actively engaging with partners and other groups to understand and manage the risk across Scotland, and in doing so, create more equal access to specialist rescue resources.

- When planning and managing a response to foreseeable risks in the community, the SFRS should seek to develop a shared understanding with both local and national partners of their relative roles, responsibilities and capabilities, to ensure that when emergencies do occur, they are responded to and concluded as effectively and efficiently as possible, and in an interoperable manner.

- The SFRS must ensure that arrangements are in place so that communities can access fire and rescue services, through a robust and resilient command, control and communications provision.

- The SFRS will continue to identify, advise on and respond to emerging and established risks, keeping its capability under review with reference to the National Risk assessment and other relevant sources.
• The SFRS should develop an appropriate mechanism for the provision of strategic assurance to Government that agreed capabilities and interoperability arrangements are in place and fit for purpose.

• The SFRS must establish and maintain close links with relevant critical infrastructure stakeholders to ensure that Scotland’s critical fire assets are protected and resilient.

• To reduce the number of injuries to firefighters through the introduction of effective operational procedures and through the ready availability of operational intelligence and risk information at the point of need.

• The SFRS should be environmentally conscious and should assess the impact on the environment of its operational activities and make every attempt to mitigate the impact of fires, firefighting activities and other emergency occurrences on our surroundings.

• Risk information should be effectively managed at a national level and coordinated wherever possible through all partner organisations, encouraging appropriate information sharing and joint analytical work. Identifying and evaluating community risk will be key to prioritising and targeting resources at areas of greatest need, whilst remaining mindful that risk is continually changing and the approach to risk management must remain flexible.

• The SFRS should ensure effective business continuity arrangements are in place, which maintain service delivery at all times.
OBJECTIVES AND ACTIONS

To ensure the Response and Resilience Directorate Priorities are fully serviced, the following suite of Response and Resilience objectives have been developed that will guide the work of the Directorate and form the basis of our 3 year Action Plans.

OBJECTIVE 1: OPERATIONAL RESPONSE
We will ensure the safety of our communities by providing the best possible operational response in times of emergency. We will work closely with partner agencies, sharing appropriate risk information, and providing our operational crews with the best equipment, PPE (Personal Protective Equipment), and procedures to enable them to carry out their role effectively, whilst reducing risk as far as possible. In providing our operational response, we will strive to mitigate the effects of fires and other emergency occurrences on the environment.

OBJECTIVE 2: PLANNING
We will plan ahead, assessing existing, new and emerging risks to ensure that we have the right equipment, operated by trained personnel, at the right location and at the right time to provide the most effective response to emergency situations when our communities need help. Operational intelligence relating to risks within our communities will be collated and made available to all operational crews at the point of need, leading to improved crew safety and reducing firefighter injuries. We will support multi-agency emergency planning and response to major incidents, and continually review our capabilities in this area.

OBJECTIVE 3: COMMAND AND CONTROL
We will ensure that our communities can access our emergency response through a robust and resilient Control Room provision, and secure an effective mobilising and communications system for the co-ordination of our operational response. We will also ensure that effective and robust methods of incident command are used at all operational incidents, making certain that appropriately trained officers at Bronze, Silver and Gold levels of command are available and mobilised to incidents as appropriate.

OBJECTIVE 4: INTEROPERABILITY
We will work closely with our key partner agencies to ensure that we fully understand each other’s capabilities and limitations and command and control procedures and can communicate with one another effectively on the incident ground.

OBJECTIVE 5: ASSURANCE
A process of internal Operational Assurance will continually test the effectiveness of our operational response to ensure that it is effective and fit for purpose. We will also provide strategic assurance to Government that agreed capabilities are in place to ensure that Scotland’s critical fire assets are available, protected and resilient. These two functions will contribute to our Business Continuity arrangements and help to maintain service delivery at all times.
Working together for a safer Scotland

Much work has already been carried out in establishing the suitability of the current distribution of resources throughout Scotland to meet local changes in demographics and risk, however opportunities now exist to improve this situation further by looking at Scotland as a whole.

To ensure we have the correct people and equipment in the correct locations to provide the best possible emergency response the Response & Resilience Directorate will undertake a comprehensive review evaluating the location of our Stations, Officers, Fire Appliances and equipment.

As part of the ongoing process of Integrated Risk management Planning (IRMP), this review will be completed within the life span of this strategy document, although full implementation of the findings is likely to be a longer term undertaking.

Detailed risk information is also an essential component in securing public and firefighter safety. It is crucial that risk critical information is captured consistently throughout Scotland, and we will work closely with our partner agencies to ensure that this risk information is shared appropriately and that all of our operational staff can access risk information quickly and reliably.

Effective Command and Control at operational incidents is vital in maintaining safety and a common approach to Operational Command and Control has already been adopted across Scotland.

It will be the subject of ongoing work to maintain this standard approach, and SDA Liaison teams will ensure that Command and Control is applied uniformly throughout the SFRS.
Objective 2: PLANNING

Up until November 2013, there were eight Strategic Co-ordinating Groups in Scotland that oversaw and co-ordinated emergency responders in their planning and preparation for large scale emergency incidents. From November onwards, this structure was replaced with three Regional Resilience Partnerships (RRPs – North, West and East) carrying out the same role of co-ordinating emergency responder agencies. The SFRS along with Police Scotland, the Scottish Ambulance Service, the Marine and Coastguard Agency (MCA), the Scottish Environment Protection Agency (SEPA) and a number of other agencies are classed as Category 1 responders in terms of emergency planning.

As the new RRPs become established, the SFRS will standby in full support of the new co-ordinating arrangements, ensuring that we play a full part in the transition process and securing our place as a key agency within the emergency planning environment.

The SFRS will work alongside our partner agencies in preparing to face existing and emerging risks that face the communities of Scotland, and will be fully involved in the planning process.

We will continually review our capabilities in this area, ensuring that a speedy and effective response is maintained for any foreseeable emergency occurrence through our process of Integrated Risk Management Planning, as detailed earlier in this document. This joint working is essential, so that we can be confident that when real emergencies occur, we have the mechanisms in place and the knowledge of each other’s capabilities and limitations to make sure that an effective plan is implemented to bring the incident to a speedy and safe conclusion.

The need for close partnership working is even greater when we work together to resolve incidents requiring specialist rescue techniques and equipment. In these situations, there may be a number of agencies that can contribute to the swift and safe resolution of the incident, and effective planning along with the introduction of Memorandums of Understanding (MOU) and other formalised agreements are important in making certain that the best possible outcomes can be achieved and that our communities are well protected.

As highlighted earlier in this document, the process of Integrated Risk Management ensures that risk, and our operational capacity to address this risk, is continually assessed and reassessed. This process assures that we have the right resources in the right place at the right time, and that our operational capability matches the risks that our communities face. We will also plan for specific upcoming risks such as the Commonwealth Games and other significant events.

TASKS

- Work closely with the newly formed RRPs, making sure that the high standard of planning and preparedness that has always been in place is maintained and improved.
- Produce the Glasgow 2014 Commonwealth Games response strategy.

MEASURE OF SUCCESS

- A high level of planning and preparedness for major incidents is continually maintained.
- A comprehensive, far-reaching strategy to ensure the best possible provision of services to address any potential risk that may be faced at the Commonwealth Games is produced.
When the SFRS was launched in April 2013, there were eight individual control rooms operating across Scotland, aligned with the original eight fire and rescue service locations that existed prior to the merger. These control rooms have been effectively dealing with all emergency calls requesting assistance for members of the public, reliably mobilising the appropriate resources, and providing the essential lines of communication that are required to maintain effective command and control at incidents.

Whilst the value of our control room staff cannot be overstated, the control rooms themselves have been subject to review. To make certain that the SFRS has the most up-to-date and efficient mobilising arrangements possible, a comprehensive review has been undertaken and has been presented to the Board. This review has helped to establish the optimum number of control rooms for Scotland and their ideal locations and desired capabilities in terms of hardware, software, accommodation and other equipment.

The review also examined the capability and suitability of each of the existing control rooms in Scotland, matched against the findings of the study, as well as considering shared services with other agencies such as Police Scotland.

The review went on to provide detailed information about future needs and developments to ensure that the SFRS will continue to have a high quality, robust and resilient system for many years to come, taking into account predictable advances in communications technology.

The findings of the review were presented to the SFRS Board to allow them to make an informed decision about the future of mobilising and Command and Control for the Fire and Rescue Service in Scotland.

The Board’s decision was that shared services with other agencies was not a practical solution at this point in time, and that the existing fire and rescue service control rooms would be reduced from eight to three.

**TASK**

- Review the location and capability of all existing control rooms.
- Establish the optimum number of control rooms, ideal locations and capabilities.
- Produce a short, medium and long term strategy to align the current provision with the ideal solution as closely as is practicably possible, securing resilient mobilising and control arrangements.
- Review mobilising arrangements for all front line resources including senior officers.

**MEASURE OF SUCCESS**

- A full review of our existing control rooms has taken place, and an efficient model for future provision is produced.
- A strategy for implementing the findings of the review is agreed.
- As the strategy is implemented, mobilising and control arrangements remain robust and effective.
- Mobilising arrangements for front line resources and senior officers have been reviewed and the findings implemented where appropriate.
Objective 4: **INTEROPERABILITY**

Whilst we have always worked closely with our partner agencies, we recognise that this working relationship could be further developed to ensure that any future response to major incidents would see even better understanding, communications and interoperability between partners at these times of emergency. Communications is key to effectively resolving incidents and it is essential that emergency services, local authorities, voluntary organisations and other responders can work in close co-operation and in a co-ordinated manner, whether their role sees them on the incident ground or providing support from remote locations.

We currently have a number of officers trained to be National Interagency Liaison Officers (NILOs), capable of bridging any gap that may exist between emergency services at an incident such as command and control procedures, communications protocols and planning. We will continue to train personnel in this role, making sure that we have an appropriate number of these highly trained officers available, strategically located across Scotland, to ensure that their timely attendance at any incident can be achieved, and that they are available to provide a liaison role within the wider resilience community.

The Joint Emergency Services Interoperability Programme (JESIP), launched in November 2012, is a UK Government backed initiative that aims to implement lessons learned from previous large scale incidents. The programme was initially designed to assist emergency services in England and Wales in working together effectively at all levels of command in response to major or complex incidents.

In Scotland, we believe the SFRS already has strong and productive working relationships with its partners, but will use the lessons learnt through the JESIP programme elsewhere in the UK to ensure that these relationships are as fruitful as they can be and to ensure that our partnership working continues to benefit the communities of Scotland.

**TASKS**

- Work closely with other responders to identify useful lessons from the Joint Emergency Services Interoperability Programme for England and Wales.
- Continue the NILO training programme that has already been started, ensuring an appropriate number of officers are trained to provide a resilient support mechanism for major incidents.
- Effective joint training will be carried out to establish the effectiveness of our interoperability arrangements.
- Opportunities to improve and develop our partnership working further will be actively sought.

**MEASURE OF SUCCESS**

- The SFRS has embedded the principles of interoperability within our operating procedures and has undertaken extensive training in support of this with our partner agencies.
- We have trained sufficient numbers of officers to take on the role of NILO that we can be assured of this provision in the event of a major incident anywhere in Scotland.
- Training exercises and simulated incidents confirm that we can work closely with our partner agencies to resolve incidents effectively.
- Partnership working, including the ability to understand and exploit the perspectives of other responder agencies, is embedded within SFRS culture.
Objective 5: ASSURANCE

The SFRS is a key contributor in providing national resilience in the event of a large scale emergency where there is a threat to human welfare, the environment or national security. This includes incidents with Chemical, Biological, Radiation, Nuclear or Explosive (CBRNE) involvement, those which come about as a result of terrorism, those caused by natural disasters, and those which may be caused by large scale industrial accidents. As well as CBRNE incidents, other large scale incidents such as building collapses and flooding require a substantial response from the fire and rescue service and our partners, with flooding in particular likely to become an increased threat to our communities in coming years.

At present, there are significant quantities of resilience equipment distributed across Scotland, and whilst these were provided in the first instance by Government, the responsibility and costs associated with maintaining this equipment and training staff in its use falls to the fire and rescue service.

We will review our Resilience Assets to determine their on-going suitability, their capabilities, their locations and the costs involved in maintaining this additional capability and develop a national resilience assurance model that will ensure a co-ordinated and consistent response to large scale emergencies nationwide.

We will also provide assurance to Government as to our ongoing capability to deal with incidents requiring these assets, and secure the availability of these assets and the trained crews to operate them in the event of a major incident. This will form part of a detailed Business Continuity Plan for the SFRS.

**TASKS**

- Review our existing resilience assets, ensuring the suitability and location of these assets in terms of securing public safety and effective incident response.
- Ascertain the long term feasibility of maintaining and crewing this equipment within existing budget lines.
- Provide regular assurance to Government as to the availability of these assets.
- Contribute to the SFRS Business Continuity Plan.

**MEASURE OF SUCCESS**

- A review of our resilience assets has been completed and assists in determining the appropriate distribution of these valuable resources and providing the greatest level of protection for our communities.
- The long term feasibility of maintaining and crewing these resilience assets has been examined and reported on.
- Regular assurance as to the availability of our resilience assets is communicated to Government, as well as early warning of any potential difficulties in maintaining this provision.
- A comprehensive Business Continuity Plan has been produced that details how we will provide our operational response at all times.
This Response and Resilience Strategy supports the work of the Scottish Fire and Rescue Service in providing the best possible service for our communities and for the people of Scotland. We know that the way in which we deliver our services can have a great impact on the local community, and we value every opinion in striving to achieve the highest of standards.

If you have something to tell us, no matter how important or trivial it may seem, please do not hesitate to get in touch using any of the lines of communication below:

- Use the electronic feedback form on our website.
- Contact your local community fire station. You will find details listed on our website or in your local telephone directory.
- Contact our HQ by telephone or letter at the adjacent address.
- Our website can be found at www.firescotland.gov.uk

Response and Resilience Directorate contact details:

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