

Asset Management Policy

2023-28

Working together for a safer Scotland





Contents

i	Asset Estate Overview	1
ii	Foreword by Acting Director Asset Management	2
1	Introduction	9
2	Purpose	21
3	Strategic Context	42

i Asset Estate Overview



74

WHOLETIME STATIONS



282

ON CALL STATIONS



65

CO-LOCATIONS



350,000
ITEMS OF
CLOTHING



700,000
ITEMS OF
EQUIPMENT



7,700
EMPLOYEES



3,500
WHOLETIME
OPERATIONAL



2,750
ON CALL
OPERATIONAL



301
PROPERTY
ASSETS FOR
TRAINING
(INCL. 5 CENTRES)



710
HEAVY
FLEET



846
LIGHT
FLEET

4TH
LARGEST FIRE
SERVICE IN
THE WORLD



ii Foreword by Acting Director Asset Management

It is my pleasure to introduce the first Scottish Fire and Rescue Service (SFRS) Asset Management Policy. This Policy aims to support every member of our workforce by ensuring they have the right equipment, fleet and property assets to do their job to the best of their ability every day. Over the past two years significant progress has been made in developing a strategic approach to managing our assets, with work undertaken on the creation of Strategic Asset Management Plans (SAMPs) for Equipment, Fleet and Property. The Service is now better placed to continue to meet the challenges we will face in 2023 and beyond. We are further looking to develop and strengthen this Policy through a clearer understanding of the quality and performance of all asset types through the creation of Service specific asset management plans, which will further help identify investment needs, for example work is underway on the development of a Strategic Asset Management Plan for Training assets, as well as a review of Office Accommodation and a review of Light Fleet.

Co-operation across the Service and beyond is essential to improve asset management planning, and we will continue to develop internal and external collaborative relationships as we aim to meet our objective to improve the service we provide to Scotland, through the provision of an efficient, effective and appropriate asset base in support of the Service Delivery and Training Departments. Further through effective governance, linked to both the SFRS Strategic Plan 2022-25 and the Operational Strategy 2022-32, the Asset Management Department will lead an integrated approach to Strategic Asset Management Planning which also supports the SFRS Long-Term Vision.

Given that we are in a time of austerity and there has been a reduction in Scottish Government budgets that will continue for the foreseeable future, it is now more vital than ever that the SFRS ensures the efficient and effective use of our assets to meet the delivery of key Service objectives; in order to achieve this, we will continue to work with Service Delivery and Training Department colleagues to review the asset footprint. This Policy will ensure that we are entirely compliant with regulatory, contractual and legislative commitments, it will also ensure that we strive to implement best practice wherever possible.

Iain Morris

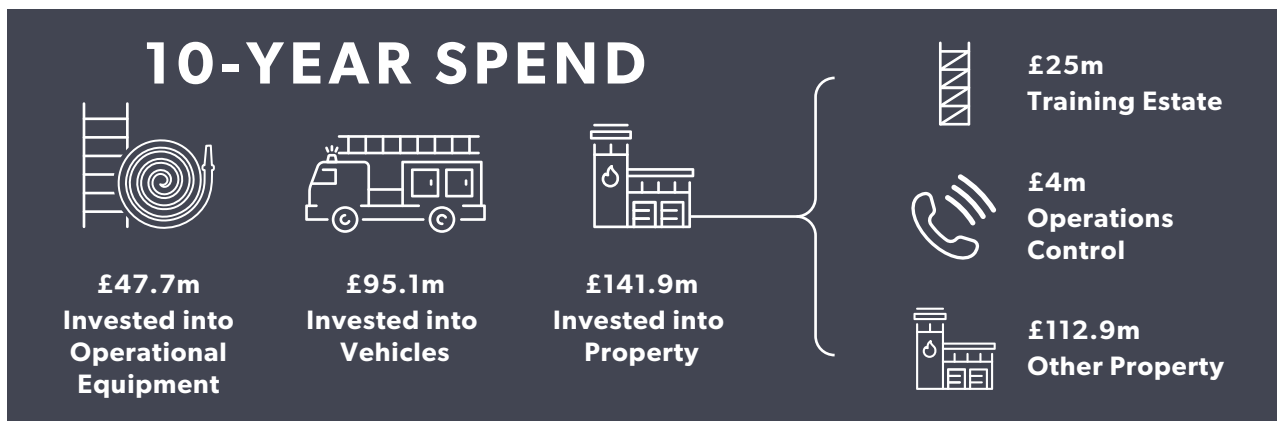
Acting Director Asset Management



1 Introduction

a. Background

The Scottish Fire and Rescue Service has an asset portfolio worth around £0.5 billion comprising a range of assets, land & buildings, vehicles and operational equipment, which are critical to the effective delivery of services to our communities across Scotland. The main focus of this Policy is to ensure that our assets are used to fully support Service needs in the most efficient and effective way and to provide innovative solutions to sustainability and energy efficiency. We also remain committed to on-going prioritised improvements and lifecycle maintenance across our asset estate to ensure it remains compliant. The 10-year Capital spend, 2013-2023, across our asset portfolio is shown below:



b. Context

This Policy sets out how we will manage, maintain and develop our assets. The SAMPs for Fleet, approved by the Board in 2022, Property, approved by the Board in March 2023, and the SAMP for Equipment, approved in August 2023, set out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management, with an ambition for this approach to Asset Management be certified to the International Organization for Standardisation (ISO) 55001 Asset Management Standard.



c. Scottish Government Investment Hierarchy

There are a number of internal and external Strategic Drivers that have influenced this Policy. This Policy and the SAMP documents demonstrates SFRS is working within the Scottish Government’s Infrastructure Investment Plan for Scotland 2021-22 to 2025-26 (IIP) and the new Investment Hierarchy approach, as outlined in the Scottish Government’s Guide to Property Asset Strategy in the Scottish Public Sector, which says, “Our Infrastructure supports Scotland’s resilience and enables inclusive, net zero, and sustainable growth”. This is through demonstrating future need, maximising the life of existing assets as far as possible, seeking opportunities to co-locate, and seeking funding to replace and build new assets by considering the suitability and condition of our assets. Similarly, we will use Scottish Futures Trust’s Place Guide to inform our approach within this Policy and thereby ensure that Placemaking is used to support positive outcomes for communities.



2 Purpose

a. Asset Management Framework

This Policy uses a Strategic Asset Management Framework (SAMF) approach developed by the Royal Institute of Chartered Surveyors (RICS). This requires an Asset Management Policy to provide rules and consistent structure to how we manage key assets, this includes the creation of Asset Management Principles, which will link to the higher-level organisational strategic objectives.

The Asset Management Policy is designed to ensure that Strategic Asset Management Plans (SAMPs) are reflected in the business decisions of all parts of the organisation. The SAMPs support this approach with clear principles and objectives as a framework for the continuous maintenance and development of our physical assets across the Service. It sets down the rules of behaviour for the organisation, as far as asset decision making is concerned, to ensure that the SAMPs can be delivered transparently through a consistent process. The SAMPs contain a suite of living documents divided into three clear parts that can be updated separately to remain relevant and each one of three SAMPs that underpin the overarching Asset Management Policy clearly detail how asset performance and risk will be managed effectively:

1

The Asset Management Policy establishes:

- The corporate approach to managing assets
- The principles to be followed

2

The Asset Management Strategy establishes:

- What we think our future should look like
- Where we want to be

3

The Asset Management Action Plan establishes:

- What we need to do to deliver our strategy
- The specific actions and focus areas



The diagram below shows the strategic context of the Asset Management Policy:



b. Asset Principles

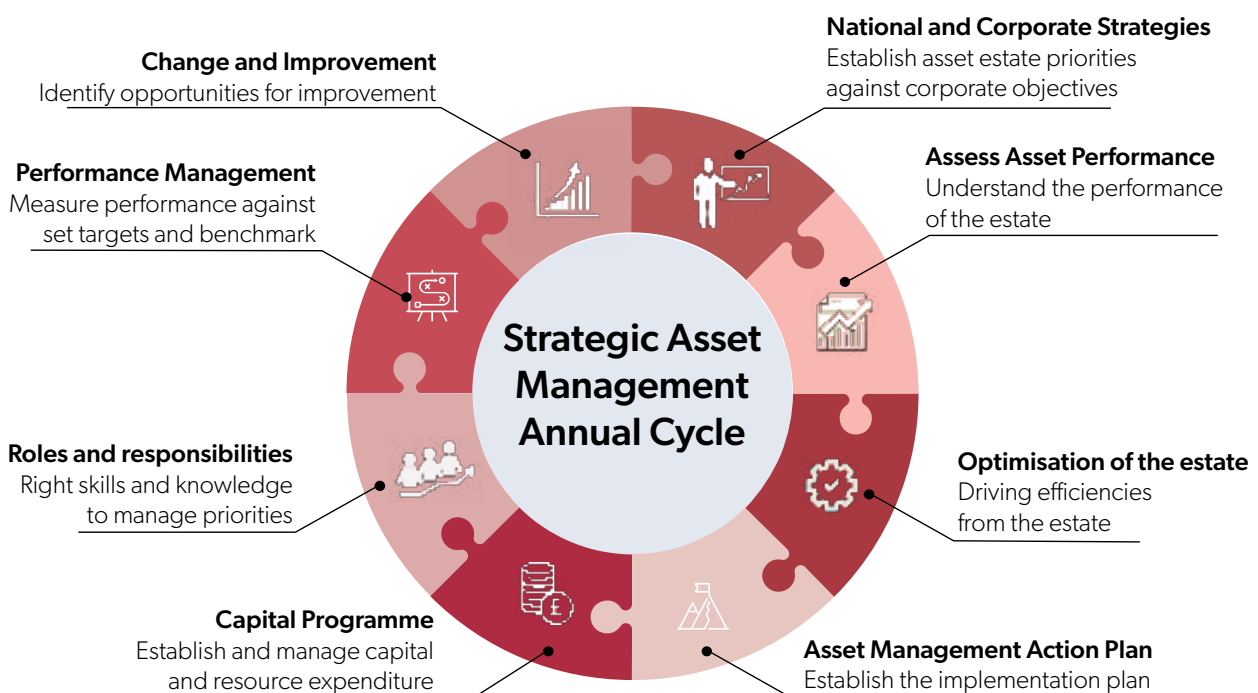
The Asset Management Policy establishes clear principles by which we will manage our assets, make strategic decisions and define longer terms action plans against our Asset estate. It will remain in place for the next five years and will be reviewed annually to ensure it is still relevant to what we are trying to achieve. Our Asset Principles are noted below:

1	2	3	4
To promote joint working where it will provide benefit for service delivery and in securing efficiencies	To provide the right assets, fit for purpose, to meet current service delivery needs, and to plan for the future	To reduce the environmental impact of our assets and achieve net zero by 2045	To modernise our assets and thereby ensure that they are maintained efficiently

The Policy further includes an overarching principle to ensure effective asset management information systems are established, embedded, and managed so as to provide the data we require to manage performance and enable continuous improvement, in line with ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Asset Management. In producing this Policy, we will:

- Assess the condition of the current asset estate using the SAMPs;
- Establish objectives for asset management;
- Provide a programme of activity for the delivery of the objectives;
- Set out a framework for an annual review of the 'state of the estate'.

The SAMP action plans will be reviewed on an annual basis (using the process cycle below)







c. Asset Management Objectives

To support the Asset Management Policy, we have set out four objectives, these are described consistently throughout the Fleet, Property and Equipment SAMPs. These describe The SFRS commitment to asset management and to achieving the benefits that can be delivered through effective use of the asset portfolio. These objectives are important for decisions made in respect of our assets.

The four key objectives of the Policy are framed within an overarching objective of Value for Money. Value for money is defined as the most advantageous combination of cost, quality and sustainability to meet Service requirements. In this context:

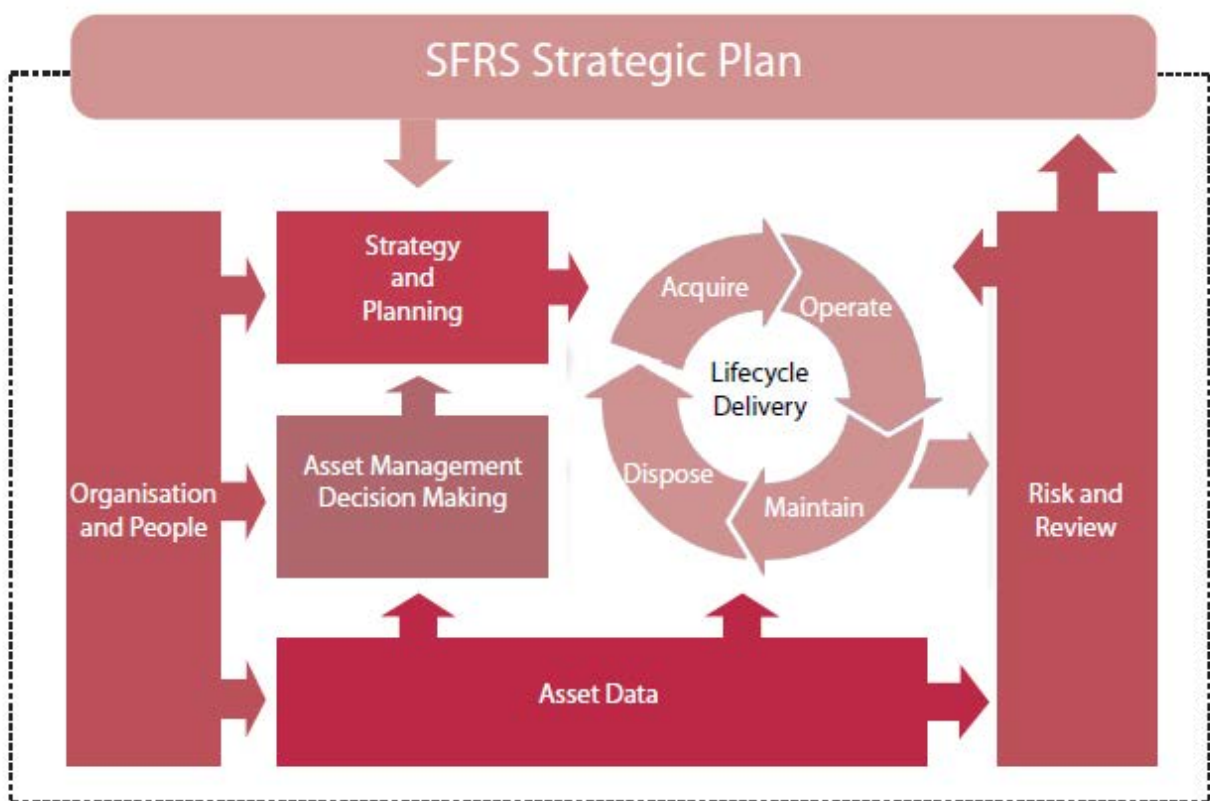
- Cost means consideration of the whole life cost of assets;
- Quality means meeting a specification which is fit for purpose and sufficient to meet Service requirements;
- Sustainability means economic, social, and environmental benefits in support of the SFRS Long-Term Vision.

Modernising	Collaborative	Service Led	Net Zero
			
Improves provision of dignified welfare facilities	Shared with emergency services partners	Based upon operational need	Reduces energy use
Provides contaminant control	Available to other public sector bodies	Planned in conjunction with key partners	Improves building efficiency
Deals with Reinforced Aerated Autoclaved Concrete (RAAC) roofs	Used by local communities	Cognisant of SFRS operational strategy	Reduce carbon emissions from fleet
Tackles backlog investment issues across the estate	Supports Scottish emergency services national collaboration strategy	Linked to Service Delivery Model Programme (SDMP)	Provides EV charging infrastructure
Migrating for effects of climate change with likelihood of increased wildfire and flooding events	Work within the Scottish Government investment hierarchy	Ties into SFRS long-term vision and strategic plan	Meet Scottish Government low carbon target requirements

3 Strategic Context

a. Introduction

We recognise that effective asset management requires interventions at each stage of the asset lifecycle. This policy sets out how we will manage each of these stages as depicted in the following diagram:



Our Asset Management Liaison Board enables strategic asset plans to be developed in a collaborative manner involving all parts of the organisation; and through both internal and external audit and inspection we can gain assurance regarding the effectiveness of our asset management arrangements.

We will manage the risks associated with our assets, to avoid negatively impacting on our service delivery, safety of the public and employees, financial sustainability, legal compliance, environment, internal control and reputation. We will ensure our asset information systems provide the data we require to manage performance and enable continuous improvement; this will thereby ensure a data led approach to asset performance and evaluation.

Our equipment, fleet and property assets are crucial to the delivery of an effective fire and rescue service. The management of our assets must be aligned to the overall direction of SFRS and, as such, this Policy has been written to work alongside the SFRS Strategic Plan. The table below illustrates where good asset management and robust processes in terms of risk and safety management directly contribute to, or are directly influenced by, the delivery of The SFRS strategic outcomes:

Strategic Outcomes

SAMP Links

OUTCOME ONE

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

We will work to ensure that all assets are suitable and sufficient for service delivery and integration of wider public services.

OUTCOME TWO

Communities are safer and more resilient as we respond effectively to changing risks.

Capital Projects will be targeted and prioritised to support emerging risks from climate change such as flooding events and wildfire.

OUTCOME THREE

We value and demonstrate innovation across all areas of our work.

Through pro-active management, our assets act as a catalyst for modernisation and improvement of frontline and back office service delivery.

OUTCOME FOUR

We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

Use the property estate to drive down carbon emissions and generate renewable energy.

OUTCOME FIVE

We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

Carry out a strategic review and challenge of all assets to ensure that they are efficient, fit for purpose and provide value for money.

OUTCOME SIX

The experience of those who work for SFRS improves as we are the best employer we can be.

Align our asset portfolio with operational service delivery, ensuring the user's requirements shape the design and content of assets in local areas.

OUTCOME SEVEN

Community safety and wellbeing improves as we work effectively with our partners.

Promote co-location and partnership working with other authorities and Blue Light Partners.

b. **Aligning the SAMF with ISO 55001 – Asset Management System**

The ISO 55000 series of standards is intended for use by those organisations that are:

- Involved in the establishment, implementation, maintenance, operation, and improvement of an asset management system; and
- Involved in the planning, design, implementation and review of asset management activities.

Adoption of this ISO aligned Strategic Asset Management Framework (SAMF) enables organisations to achieve their objectives through the development and implementation of their own Asset Management System. This means that organisational objectives can be consistently translated into asset-related decisions, and that subsequent plans and activities can be established using a structured approach. From an SFRS perspective, the consistent application of this alignment ensures more effective governance and control of assets across all asset portfolios.

c. **Benefits of ISO 55001**

An asset management system provides a structured, best practice approach to managing the lifecycle of assets. Further benefits include:

- Reduced risks associated with ownership of assets – anything from unnecessary maintenance costs and inefficiency to accident prevention;

- Improved quality assurance for regulators – where assets play a key role in the provision and quality of Service Delivery;
- Stakeholder Confidence - stakeholders gain confidence from the knowledge that a strategy is in place to ensure assets meet the necessary safety and performance requirements;
- Asset Assurance – demonstrating that the requirements of an internationally recognised asset management system are being met.

d. **Asset Management System**

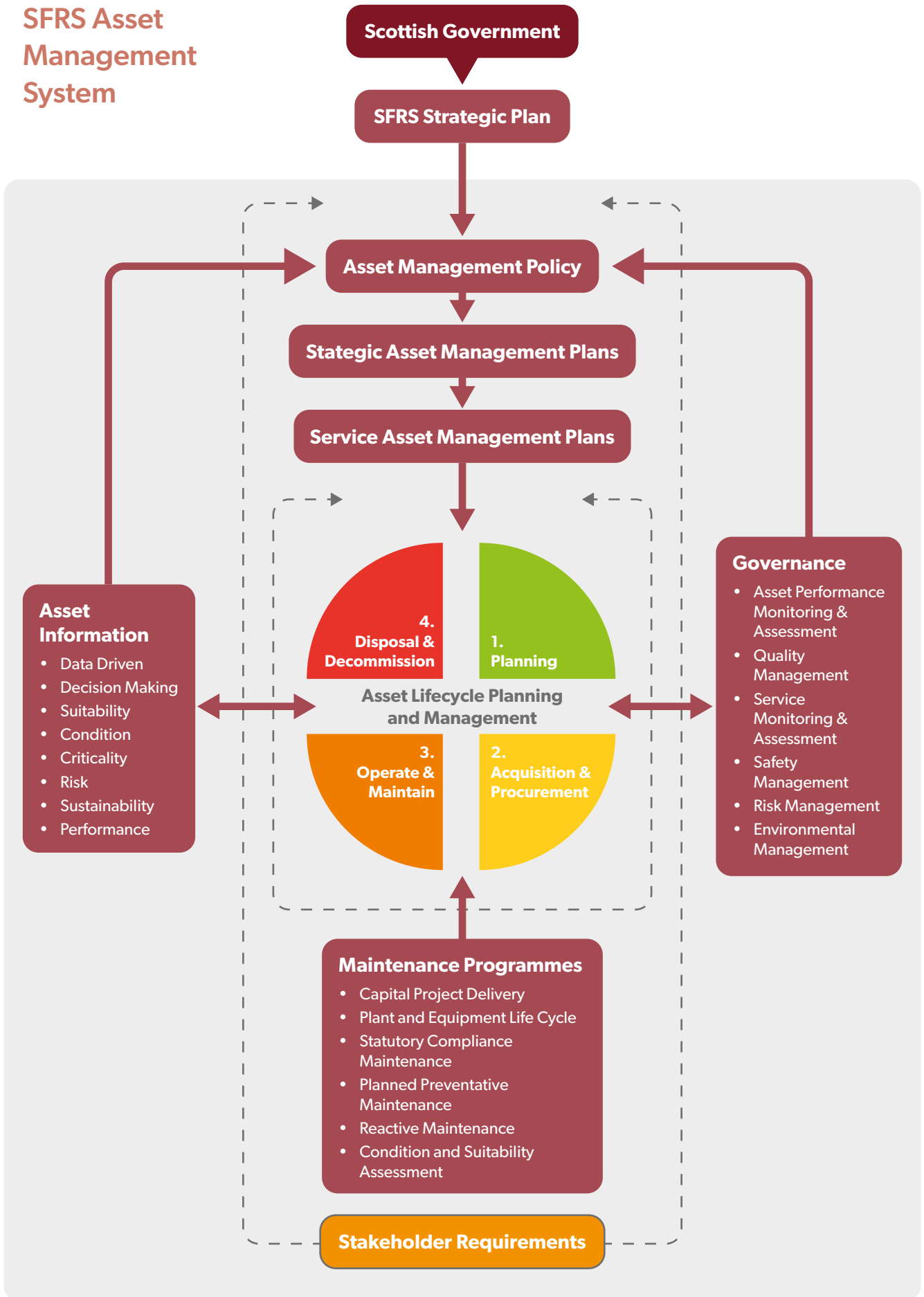
An Asset Management System (AMS) reflects the interrelation between asset policies, objectives and processes necessary to achieve the organisation's objectives (ISO 55001). The reason organisations need to define and implement an AMS is to make best use of limited resources in achievement of the organisation's objectives and in fulfilment of its purpose. It is critical to ensuring:

- Effective asset lifecycle planning;
- Integration with other relevant policies and procedures;
- Improved performance measurement and reporting.

Lifecycle planning considers the total cost and benefit of ownership, so that during the planning process, options for re-construction, repair, replacement, refurbishment or upgrade can be made with an all-encompassing view of data and information, so as to fully utilise assets for as long as possible. The lifecycle asset planning and management process is illustrated in the diagram below:



SFRS Asset Management System





SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

firescotland.gov.uk

Asset Management Policy
Version 1.0 February 2024