



Risk Based Capital Investment Plan

2025

Working together for a safer Scotland



Contents

1. Executive Summary	3
2. Asset Strategy in Numbers	4
3. Background and Context	6
4. Risk Based Approach	9
5. Property	10
6. Fleet	21
7. Equipment	29
8. Conclusion	33
9. Risk Based Capital Investment Plan on a Page	35
Appendix 1: Asset Management Risk Matrix	37
Appendix 2: Fleet Investment Backlog	39
Appendix 3: Equipment Investment Backlog	40
Appendix 4: Vehicle Grading Matrix	42
Appendix 5: Emergency Services Co-location	44

1. Executive Summary

As one of the largest Fire and Rescue service in the world the Scottish Fire and Rescue Service (SFRS) has an asset portfolio worth around £0.5 billion comprising land and buildings, including 355 fire stations, 1,570 fleet vehicles and thousands of items of operational equipment, all of which are critical to the effective delivery of services to our communities across Scotland. SFRS play a significant collaborative role in supporting communities through joined up service delivery. Despite significant investment over the past eleven years, there remains a substantial inherited backlog investment issue to enable all assets to achieve satisfactory ratings for condition and suitability.

In 2018 Audit Scotland recognised and reported a need for action in this regard and recommended to bring its property, vehicles, and other assets across Scotland up to a minimum satisfactory condition and maintain them over the next ten years, the SFRS requires an average annual investment of £82 million. The SFRS Property and Fleet estate requires critical investment to ensure that we have the right stations and vehicles fit for the 21st century to support evolving community risk.

SFRS has set a timescale to achieve Net Zero Carbon in line with Scottish Government requirements however we have insufficient funding for the works identified in the Carbon Management Plan making it very likely we will fail to meet targets within the identified timescales. There is also a significant cost uplift to be factored in when replacing an internal combustion engine (ICE) vehicle with an Ultra-Low Emissions Vehicle (ULEV). With the current levels of funding, it is very unlikely that SFRS will achieve the ambition of achieving 100% light fleet being ULEV by 2030 in line with Scottish Government target.

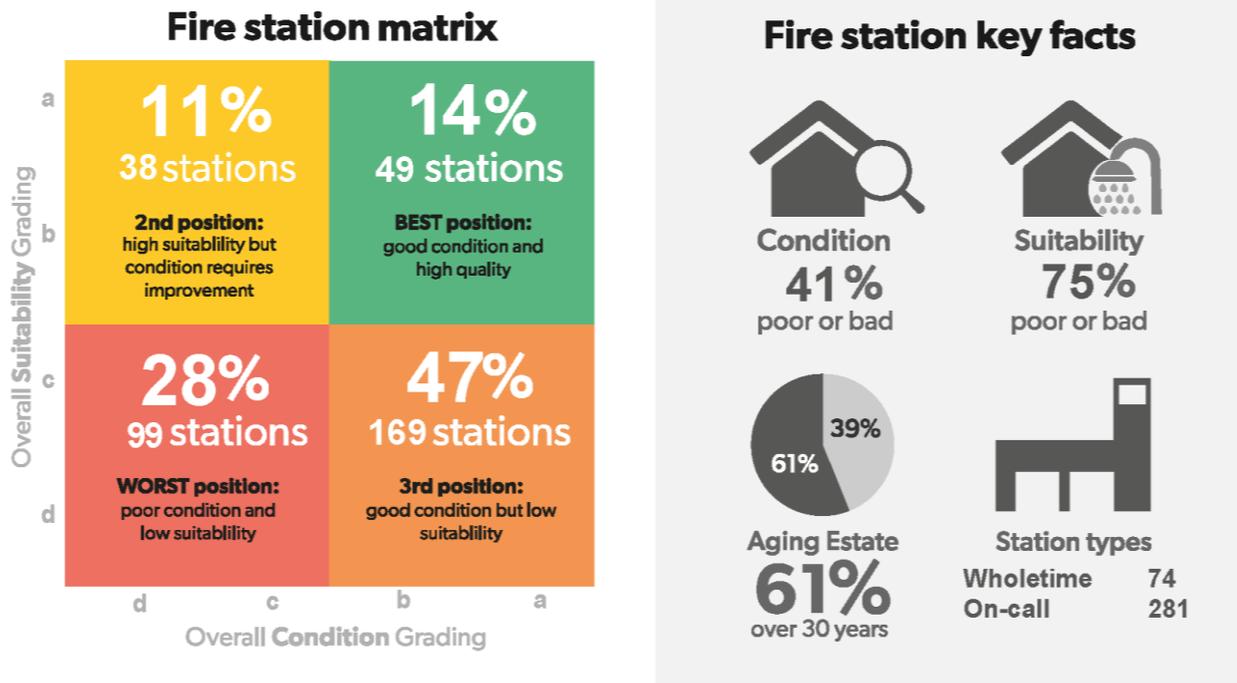
We have created this Risk Based Capital Investment Plan for Equipment, Fleet and Property assets, this operates within the Asset Management System governing Service assets. This document sets out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management. Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost. This requires the collation of relevant information based upon the asset importance to The SFRS strategic objectives, this information is used to make data led decisions. Capital investment plans continue to be prioritised to those assets with the highest risk of failure, Fire Stations with Reinforced Autoclaved Aerated Concrete (RAAC) roofs for example, or which have the highest operational impact from failure, and to address those issues of concern for the health and safety of asset users.

The ten-year Capital Investment plan identifies the gap between the amount that Scottish Government allocates to SFRS for fleet, equipment, and property to what is required to deliver a 21st century fire service. In 2022, when this plan was first produced, a 10-year capital requirement of £630 million was identified, because of inflation and continued under investment the 10-year investment figure is now over £818 million, an increase of nearly 30%.

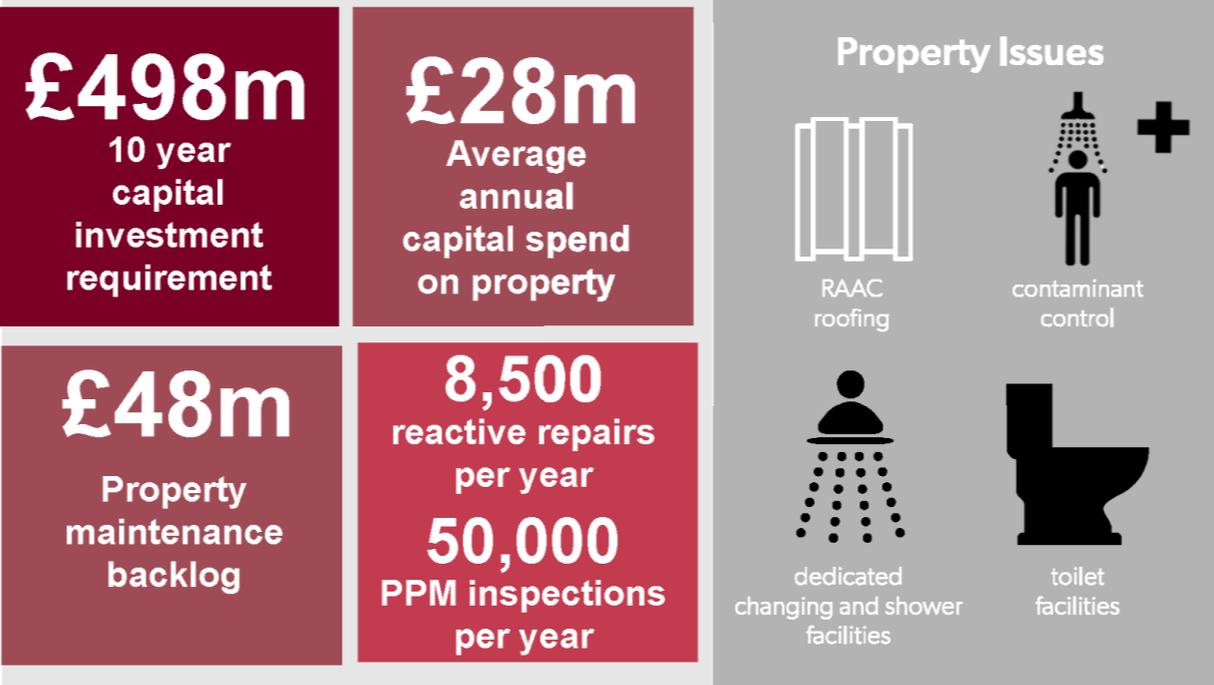
The Service Delivery Review Programme (SDRP) has been established to provide a modernised fit for purpose, safe and sustainable Service, that will deliver for communities across the whole of Scotland. Aligned with the SDRP, the Risk Based Capital Investment Plan will take account of evolving asset requirements following public consultation to deliver a modernised and sustainable service, which will enable the asset base to evolve as we work with partner organisations and seek to embrace public service reform.

2. SFRS Estate in Numbers:

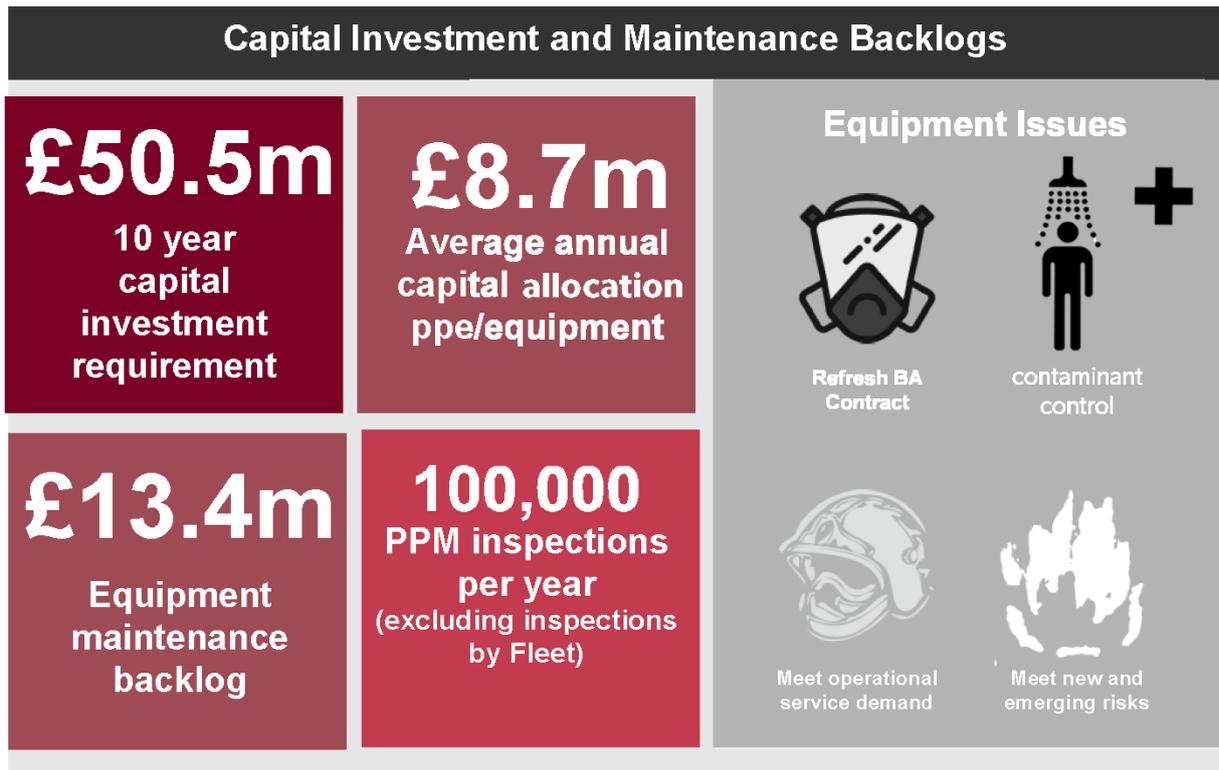
Property



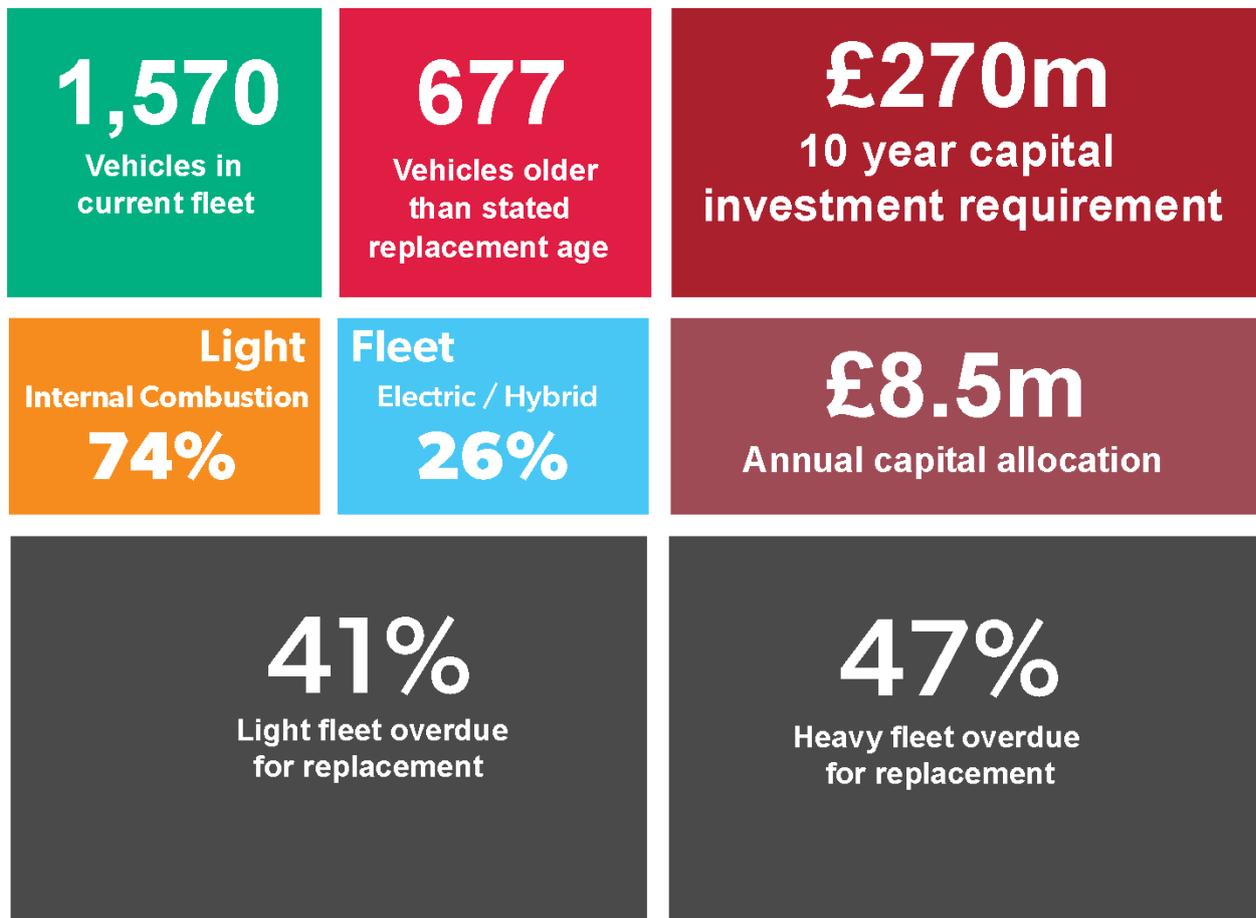
Capital Investment and Maintenance Backlogs



Equipment



Fleet



3.0 Background and Context

3.1 Introduction

The Scottish Fire and Rescue Service (SFRS) employs over 7,500 people, of which approximately 2,870 are on-call firefighters. On call firefighters are a vital part of the SFRS, providing a professional emergency fire and rescue service to their local communities. Four out of five of Scotland's 355 fire stations rely wholly, or in part on on-call firefighters. They are an essential element of our service provision and can be called to emergencies, while at home or at work, and are requested for duty at the local station if they are available. There is evidence from stakeholder engagement with Fire stations during consultations for the Strategic Asset Management Plan for Fleet and Property, that it is becoming increasingly difficult to recruit on-call firefighters due to the poor condition of our Fire Stations and fleet.

SFRS, established in 2013 with a purpose to improve the safety and wellbeing of people throughout Scotland, is heavily reliant upon its physical asset base to enable our people to successfully protect communities. Within this portfolio we operate 355 fire stations, the number and location of which has not changed notably since regional services were established in the late-1940s a vehicle fleet of 1,570, and thousands of items of operational equipment.

For context, in March 2025, property held by SFRS was valued at £487 million and our vehicle fleet was valued at £54 million. Funding for asset investment is provided by the Scottish Government through Grant in Aid. In the financial year (2025/26) SFRS has been allocated a capital budget (Departmental Expenditure Limit – DEL) of £47 million.

Audit Scotland (AS) published a report in May 2018 titled “Scottish Fire and Rescue Service – An Update”. Within this report AS noted that SFRS required £389 million to maintain and invest in its property, vehicles, and equipment. AS further noted, “this backlog is insurmountable without transforming the SFRS current model for delivering services and additional investment.” AS warned if funding was not significantly increased then the risk of asset failures, such as vehicle breakdowns, would increase.

HM Fire Service Inspectorate (HMFSI) published a report in May 2019 titled “Inspection of the Scottish Fire and Rescue Service’s Management of its Fleet and Equipment Function”. Within the report HMFSI noted “one third of the SFRS frontline vehicles are older, and in some cases considerably older, than the stated vehicle replacement cycles.” HMFSI further noted vehicles which should have been retired some time ago are kept in operational service leading to higher maintenance costs to service ageing assets.

In 2019 a safety alert was issued by the building and civil engineering industry’s Standing Committee on Structural Safety (SCOSS) following a failure in a flat roof constructed from Reinforced Autoclaved Aerated Concrete (RAAC). The Service has undertaken extensive inspection and assessment of the estate and identified 14 sites which have RAAC plank roofs.

As a result of the RAAC Roofing issue, together with carbon reduction commitments, as well as an increasingly diverse workforce requiring dignified facilities there has been a new review of all assets which has seen the insurmountable sum identified in 2018 increase from £389 million to the proposed 10-year investment requirement of £818 million. The SFRS has previously been successful in securing additional funding for energy projects, access to funding is key to the success of this plan. As such, significant work is underway to engage with Scottish Government, Transport Scotland and other

partner bodies, including Scottish Futures Trust (SFT), to maximise access to all relevant funding streams.

3.2 Strategic Drivers

There are a number of internal and external Strategic Drivers that have influenced this Plan, these are listed below. The SFRS approach to this document is guided by these four categories of strategic drivers. These describe The SFRS commitment to asset management and to achieving the benefits that can be delivered through effective use of the portfolio. These objectives are important for decisions made in respect of our assets and are consistent with the objectives detailed within the Asset Management Policy and within Strategic Asset Management Plans (SAMPs) for Fleet, Property and Equipment.

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

In this way, this document demonstrates SFRS is working within the Scottish Government's new Investment Hierarchy approach, as outlined in the Scottish Government's A National Mission with Local Impact Infrastructure Investment Plan for Scotland 2021-22 to 2025-26, 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 the SFT's Place Guide to inform our approach within this Plan.

4.0 Risk Based Approach

4.1 Introduction

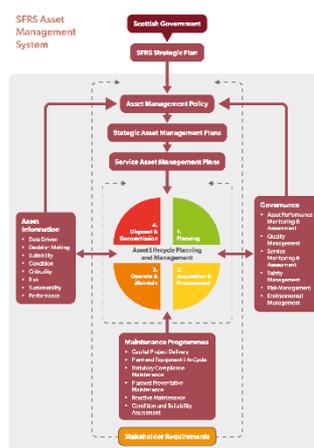
Risk management is an integral part of good asset management practice. Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost, reliable asset information therefore is the foundation of sound asset risk management practices in an organisation. Expenditure on assets is rationalised by using an assessment of the risk exposure acceptable to the different stakeholders. Risk management has been widely incorporated into industry best practice for asset management, such as the International Standards Organisation (ISO) 55000 series of standards.

4.2 Asset Management Policy



The SFRS Asset Management Policy sets out how we will manage, maintain and develop our assets. The Policy, approved by the Board in November 2023, 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 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. Appendix 1 details the Asset Management risk matrix and links this to the SFRS strategic risk register.



5.0 Property

5.1 Introduction

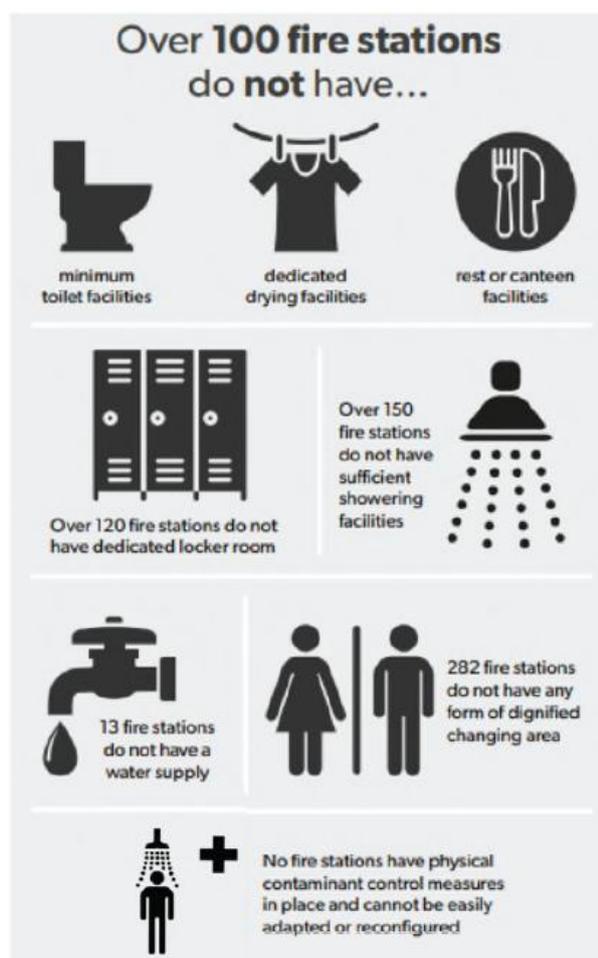
SFRS has insufficient budget provision to meet the 2018 Audit Scotland recommendation of an average annual investment requirement of £80.4 million for property, vehicles and equipment assets. In 2022 the Risk Based report detailed investment requirements for Property of £41 million per annum. Due to a combination of factors including tender price inflation that figure has changed in 2025 to a £50 million requirement per annum. Lack of investment compounds the continual deterioration of the condition of SFRS properties.

In 2020 the SFRS Board agreed to support the principles of Standard Station Design, (SSD) as the starting point for all future new build fire station developments, and also agreed for this to be adopted where reasonably practical in subsequent refurbishment projects. Work is ongoing with Fire Services across the UK through the NFCC National Fire Estates Group to share best practice and benchmark new build station design and construction projects to better inform standard station design. The case continues for investment with the Scottish Government; as well as to seek additional sources of funding such as Government grants for energy projects and to seek collaborative opportunities with partner organisations to share the burden of investment.

5.2 Property Issues

Over the last twelve years SFRS has been relatively successful at diversifying its workforce with regards to gender; the ratio of female to male recruits has significantly increased over this period. There are a number of requirements specific to fire stations which are assessed under suitability but there are also some basic requirements associated with them as places of work such as meeting the minimum legal requirements of the Workplace (Health Safety & Welfare) Regulations 1992. SFRS are currently in breach of these regulations due to some stations not having toilets or washing facilities. To achieve legal compliance, SFRS require funding for identified stations.

SFRS has set a timescale to achieve Net Zero Carbon in line with Scottish Government requirements however has insufficient funding for the works identified in the Carbon Management Plan making it very likely we will fail to meet targets within the identified timescales therefore making Net Zero Carbon another risk factor.



5.3 Strategic Services Review Programme (SSRP)

The Strategic Services Review Programme (SSRP) was established to explore ways to look at how we deliver our services across the whole of Scotland while resolving immediate financial challenges that we faced from 2024-25. SSRP has 3 components - Service Delivery Review (SDR), Enabling Infrastructure (EI) and Corporate Services Review (CSR). SDR will determine where we require to have fire stations and EI will provide them. To date, within Enabling Infrastructure, this has involved the closure of our West SDA Headquarters in Hamilton.

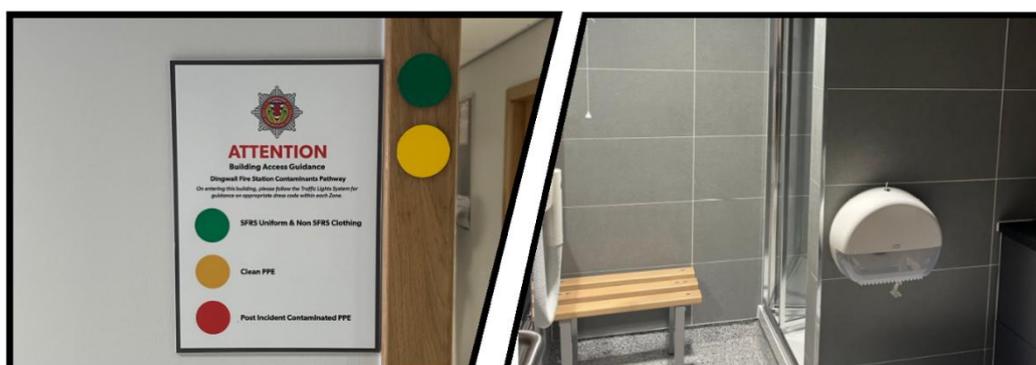
SFRS want to be a modern, sustainable fire and rescue service that is ready for the challenges of Scotland's future. To achieve this, there are changes we must make. For example, Scotland has changed, and we know that some of our stations and appliances are located based on historical risks that no longer exist. At the same time, we have many ageing buildings that are no longer fit for purpose and require urgent action. Through SDRP, we want to address those challenges and free up or redistribute our resources to invest in other areas such as training, innovation and prevention. This could involve changes to where our stations and appliances are based; and how and when we staff our resources.

A suite of configurations has been agreed following workshops with decision makers within SFRS and this suite will then be presented for public consultation with results and a final programme of change produced by the end of 2025.

5.4 Reducing Exposure to Contaminants

Worldwide research into the potential effect of contaminants on firefighters continues to provide evidence that exposure may put those responding to, or attending incidents, at an increased risk of related future health issues. It has been established that unburnt products of combustion produced by fire are a major source of contaminants, some of which have proven to be carcinogenic. The SFRS is committed to mainstreaming behavioural, cultural, and organisational change to ensure the protection of our personnel and has developed initiatives such as 'clean cab' appliances and established a cross Directorate SFRS Contaminants Group. We will continue this work, incorporated within the approach to SSD.

The SFRS have undertaken work to minimise the risk of contaminants for staff. This includes a substantial review of how training is undertaken, and fire appliances, personnel and Personal Protective Equipment (PPE) are decontaminated during and following training or an incident. Station zoning systems have been trialled and are now being introduced to prevent cross contamination from contaminated to clean items/areas. SFRS also operates a specialist cleaning and repair contract which allows Firefighters PPE to be fully decontaminated post-incident with specialist decontamination wipes; repaired as per manufactures instructions and in line with the British standard for the cleaning and repair of firefighters PPE.



The process for contaminant control in some older stations is hindered by their design not allowing reconfiguration without major investment or replacement. Recognising the need to ensure the wellbeing of firefighters, replacement of these stations is required to meet contaminant control and welfare facilities. Recent refurbishments at Dingwall, Newcraighall and Galashiels have resulted in provision of gender-neutral facilities and contaminant control pathways.

Most of the SFRS Training Centres Compartment Fire Behaviour Training (CFBT) units are approaching end of useful economic life. A five-year capital plan to replace these units has been set out within the Training Service Asset Management Plan. Additionally, only two, Newbridge and Portlethen, have smoke capture and this is an outstanding requirement at all other sites. Significant funding is required to replace these.

5.5 Service Asset Management Plan for Training Directorate



The Service Asset Management Plan for the Training Directorate now sits below the suite of Strategic Asset Management Plans (SAMPS) in support of the Asset Management Policy. Site visits and face to face consultations were undertaken with online questionnaires issued to seek the opinions of trainers and course attendees. The consultation exercise informed the plan whilst enabling an action plan within the document.

This plan followed the principles set out in the SAMPS and reflects the condition of fleet, property and equipment within the Training Estate and prioritised expenditure in support of the Training Vision and Strategy. The first year of capital investment for 2024/25 is nearing completion with future expenditure programmed until 2030.

5.6 Standard Station Design (SSD)

Each fire station is a key symbol of SFRS presence within a local community, and in many cases, is used directly by the community, as well as being a strategic location from which our services are provided. In August 2020 the SFRS Board agreed to support the principles of SSD, as the starting point for all future new build fire station developments, and agreed for this to be adopted where reasonably practical in subsequent refurbishment projects. SSD is a set of design standards that will be applied when building a new fire station or refurbishing an existing property and contains the undernoted strategic design principles:

- Accommodation
- Corporate Specification
- Design Flexibility
- Staff and Visitor Welfare
- Safety
- Adjacency
- Contaminant Control
- Environmental, Energy and Carbon
- Security
- Training

SSD is currently under review and will be updated as part of SFRS work with the National Fire Chiefs Council (NFCC) National Fire Estates Group (NFEG). When measured for suitability against the developed SSD, 41% of the existing fire station estate has been assessed as poor or worse. Issues

include insufficient dignified welfare facilities; lack of disabled access and facilities; insufficient space to store and dry kit, garage the vehicle, or maintain breathing apparatus.

5.7 Reinforced Autoclaved Aerated Concrete (RAAC) Plank Roofs

In 2019 a safety alert was issued by the building and civil engineering industry’s Standing Committee on Structural Safety (SCOSS) following a failure in a flat roof constructed from RAAC. The Service has undertaken extensive inspection and assessment of the estate and identified 14 sites which have RAAC plank roofs. Galashiels was the first affected site to have remediation works completed in 2024/25. The remaining stations will either have remediation/refurbishments or new build at a cost of £68.5 million based as at today’s prices using the Building Cost Information Service (BCIS), however it should be noted that currently the Tender Price Indices (TPI) are approximately 2.3% which suggests the cost for projects delivered in the future will be far greater than the current estimated cost.



RAAC Remediation at Galashiels

- Crewe Toll
 - Cumbernauld
 - Dalkeith
 - Livingston
 - Marionville
- Hawick
 - Helensburgh
 - Huntly
 - Liberton
- Milngavie
 - Portree
 - Stewarton
 - Tranent

The remaining 13 stations, 6 Wholetime, 3 wholetime and on-call and 4 on-call, are listed above. These sites have been surveyed to identify deterioration and temporary works such as localised propping and the erection of crash decks have been designed and installed. The sites remain subject to an ongoing quarterly inspection regime at a cost of £100,000 to monitor condition and any further signs of deterioration. There is a clear ambition that over the course of 5 years SFRS will have no Fire Stations with RAAC roofs as shown in the chart below:



5.8 Design Principles

A key element of this strategy is a series of guiding design principles developed in consultation with stakeholders across our organisation. They reflect our core organisational strategic drivers, the need for our evolving estate plans to be demand-led, collaborative and modernising where possible, ensuring that our asset estate is cognisant of the SSD principles and the work on-going with regards to the SSRP.

Following agreement of SSD, the requirement for individual dorms where applicable, gender-neutral facilities and the control of contamination has resulted in a further risk factor and has a negative impact on the suitability of the entire estate. There are a further 60 on-call stations classed as unsuitable for a modern service where stations consist of buildings such as a shed, a farm out building, or a metal container. The age profile of the current estate shows 61% of the property estate is over 30 years old. We also have a huge investment requirement detailed in Carbon Management Plan to reduce Carbon footprint by 60% by 2030.

5.9 Property Condition

The fundamental basis of effective property asset management is the need for robust and up to date information on property condition and investment need, including the whole life cost of the asset.

In addition to ongoing RAAC condition surveys and monitoring, SFRS have a planned five year rolling program of condition surveys which in conjunction with other property information such as asbestos surveys, legionella risk assessments, gas risk assessments, fire risk assessments, full electrical inspections, drainage surveys and reports from our planned preventative maintenance programme allow us to assess all our properties through a method of weighted scoring to determine the current and changing condition of the property portfolio and position our property in pre-determined categories.

Condition Rating	A	Good - Performing well and operating effectively
	B	Satisfactory - Performing adequately but showing minor deterioration
	C	Poor - Showing major defects and/or not operating adequately
	D	Bad - Economics life expired and/or risk of failure
Priority Rating	1	Must do (immediate) address essential Health and Safety/ comply with law/avoid service disruption
	2	Should do (within years 1 and 2) achieve maintain basic standards
	3	Would do (within years 3 to 5) desirable works if affordable

Building Element Weighting	
Structure	42%
Internals	15%
Services	30%
Externals	13%
Total	100%

SFRS currently operate a system, as defined by the Scottish Government Condition Core Fact document, whereby each defined element of a building is allocated a condition rating A to D. This same rating system is used to determine the overall condition of the building. SFRS select from three priority ratings when deciding upon the nature and urgency of the works required. Condition and

priority information subsequently feeds into an overarching risk prioritisation matrix that helps to inform strategic asset management decision making.

		Good	Satisfactory	Poor	Bad	Total	
Year	-	No.	No.	No.	No.	No.	Backlog (£)
2024	ON-CALL	0	180	94	6	280	£16,939,544
2024	WHOLETIME	1	35	28	10	74	£26,913,007
2024	Operational Total	1	215	122	16	354	£43,852,551
2024	CORPORATE	1	21	9	0	31	£3,012,872
2024	TRAINING	7	230	64	0	301	£1,272,041
2024	Other Total	8	251	73	0	332	£4,284,913
2024	Overall Total	9	466	195	16	686	£48,137,464

Table 1: Property Condition

5.10 Property Suitability

Condition assessments provide only part of the overall property performance evaluation, and these are augmented by assessments of suitability for each property to determine ‘fitness for purpose’. The aim of these assessments is to measure the ability of the asset to meet the current and future needs of the organisation and the building occupants whilst identifying the need for any additional, improved or alternative accommodation or services infrastructure.

Property & Facilities have developed and adopted a SSD identifying all rooms, spaces and facilities and their adjacencies and tested the Operational estate against this to assess current suitability.

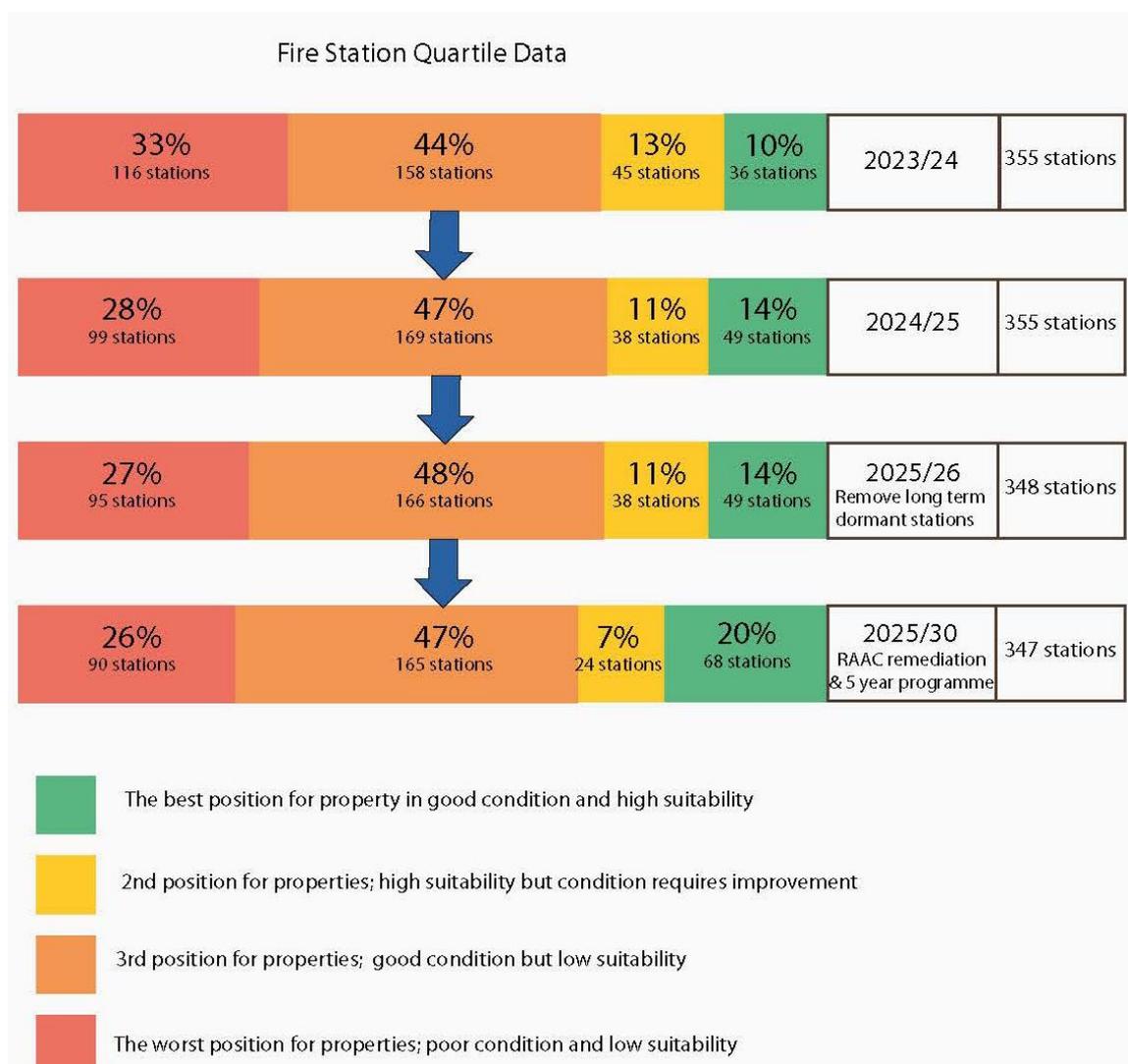
		Good	Satisfactory	Poor	Bad	Total
Year	-	No.	No.	No.	No.	No.
2024	ON-CALL	4	13	189	74	280
2024	WHOLETIME	38	32	4	0	74
2024	Operational Total	42	45	193	74	354
2024	CORPORATE	11	15	5	0	31
2024	TRAINING	293	8	0	0	301
2024	Other Total	304	23	5	0	332
2024	Overall Total	346	68	198	74	686

Table 2: Property Suitability

These surveys have been undertaken in all our properties, and through a method of weighted scoring, similar to the condition surveys, we have determined the current suitability of properties within the portfolio and positioned them in pre-determined categories.

5.11 Property Condition and Suitability Matrix

In order to examine the property condition and suitability information in more detail we have created a condition and suitability matrix, see image below, that shows our 355 fire stations placed within one of four quartiles. As this illustration shows currently 99 of our fire stations have poor condition and poor suitability and are most in need of replacement and also shows anticipated improvement across the property estate up to 2030.



5.12 HSE - Enforcement Notice

On 10th February 2025 SFRS received an Enforcement Notice from the Health and Safety Executive (HSE) for the failure to provide sufficient welfare arrangements under The Workplace (Health, Safety and Welfare) Regulations 1992, Regulations 20, 21, 22, 24 and 25.

The above regulations require the provision of suitable and sufficient sanitary conveniences, washing facilities, facilities for changing clothing, rest facilities and an adequate supply of drinking water within each workplace.

The enforcement notice states that SFRS has “failed to provide adequate facilities at the fire stations at Bressay, Walls and Hillswick on the Shetland Islands in that there are no fixed toilets, rest facilities, showers or changing areas at any of the facilities. Further there is no running water at Walls station and no portaloos at Hillswick station. These arrangements are insufficient for any workplace but cause particular difficulties in the event of having to decontaminate after a response to a fire. This is a breach of the above regulations, and an Improvement Notice has been served in relation to this matter.”

SFRS have addressed this Improvement Notice by putting immediate management actions in place. Staff engagement was also undertaken to keep local crews involved in the process. Crews will attend either Brae or Lerwick Stations for post incident showers if required. Decontamination kits will be made available at these two locations or delivered to incident sites depending upon the nature of the incident.

Crews at Bressay, Walls and Hillswick can also attend drill nights at Brae or Lerwick where appropriate welfare facilities are in place. At the moment we are still assessing the overall impact of this improvement notice and what this means for asset investment.

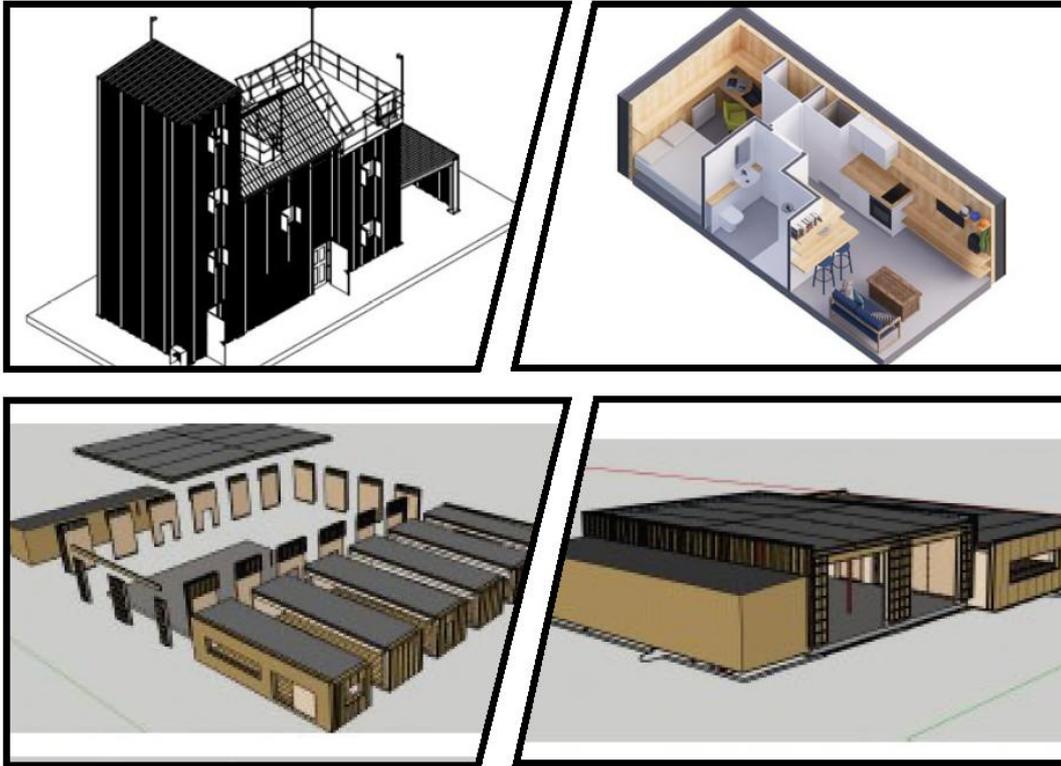


5.13 Community Resilience Hubs

A business case using the Treasury Green Book checklist was prepared and submitted to Scottish Government in 2024/25 for approximately 50 Community resilience Hubs using Modern methods of construction (MMC). Whilst the business case did not secure separate funding this, together with SAMP for Property and previous iterations of the Risk Based Investment Plan, has highlighted the need to address non-compliance of workplace regulations at some rural and remote stations.

A pilot project is at planning stage for the replacement of Portree Station as a hub with a satellite intended for Uig. This will demonstrate the benefits of this form of construction together with the viability of a hub and satellite operating model where crews responding from a satellite location would return from the incident to their local hub where welfare facilities would be available to ensure safe decontamination. Images below show the proposals for Portree including a training

facility and residential pod.



A review of rural and remote island locations including Orkney and Shetland will be required as part of the next phase of the Strategic Services Review Programme (SSRP). Following this review the hub and satellite model could be applied to ensure appropriate facilities are put in place to provide firefighter safety and support local communities.

5.14 Risk Matrix Assessment

In order to make effective property decisions and in line with our risk-based approach, we have created a risk framework that shows the fire stations with the greatest areas of risk and therefore most in need of either replacement or major refurbishment. This matrix takes account of property condition, suitability and operational activity data, excluding false activations, for the 355 stations averaged over the last three years. With regards to operational activity data the stations have been ranked 1, least activity, to 355, greatest activity.

The Risk Matrix Assessment = Station Activity Rank * Condition Score * Suitability Score. Two examples of the risk matrix are shown below. A Risk Matrix table will be mapped and sorted by location; station type; or any other specific suitability factor.

<u>Risk Position</u>	<u>Building Description</u>	<u>Duty System</u>	<u>Condition</u>	<u>Suitability</u>	<u>Property Score</u>	<u>Incident Rank</u>	<u>RBI Score</u>	<u>Male Firefighters</u>	<u>Female Firefighters</u>
1	Huntly Fire Station	ON-CALL	Bad	Bad	16	230	3680	10	1
2	Stewarton Fire Station	ON-CALL	Bad	Bad	16	229	3664	10	0

Table 3: Risk Matrix examples

The Risk Matrix Scores will be colour coded and mapped, using thematic mapping, onto our Geographical Information System (GIS). Based on the Risk Matrix Scores a table of fire stations has

been created as shown below. For this list we have used a filter to ensure that the RAAC roofing properties are at the top of the list as this is the area of biggest risk.

A further consideration is the provision of sufficient gender neutral or gender appropriate facilities against the gender balance of crews at each station. Ideally we would ensure that all fire stations have adequate gender-neutral facilities, however with the limited budget and where appropriate we are prioritising spend to stations with more female firefighters.

<u>Risk Position</u>	<u>Building Description</u>	<u>Duty System</u>	<u>Condition</u>	<u>Suitability</u>	<u>Property Score</u>	<u>Incident Rank</u>	<u>RBI Score</u>	<u>Male Firefighters</u>	<u>Female Firefighters</u>	<u>RAAC</u>
1	Huntly Fire Station	ON-CALL	Bad	Bad	16	230	3680	10	1	Yes
2	Stewarton Fire Station	ON-CALL	Bad	Bad	16	229	3664	10	0	Yes
3	Portree Fire Station	ON-CALL	Bad	Bad	16	196	3136	8	0	Yes
4	Tranent Fire Station	ON-CALL	Bad	Poor	12	247	2964	10	0	Yes
5	Crewe Toll Fire Station	WHOLETIME	Bad	Satisfactory	8	344	2752	41	4	Yes
6	Livingston Fire Station	WHOLETIME	Bad	Satisfactory	8	329	2632	42	5	Yes
7	Liberton Fire Station	WHOLETIME	Bad	Satisfactory	8	323	2584	23	4	Yes
8	Marionville Fire Station	WHOLETIME	Bad	Satisfactory	8	315	2520	27	2	Yes
9	Dalkeith Fire Station	WHOLETIME	Bad	Satisfactory	8	302	2416	26	3	Yes
10	Milngavie Fire Station	WHOLETIME	Bad	Satisfactory	8	281	2248	25	0	Yes
11	Hawick Fire Station	WHOLETIME	Bad	Satisfactory	8	275	2200	37	0	Yes
12	Cumbernauld Fire Station	WHOLETIME	Bad	Good	4	310	1240	45	1	Yes
13	Helensburgh Fire Station & Offices	WHOLETIME	Bad	Good	4	269	1076	33	2	Yes
14	Polmadie Fire Station	WHOLETIME	Bad	Poor	12	348	4176	50	1	
15	Falkirk Fire Station	WHOLETIME	Bad	Poor	12	317	3804	35	6	
16	Macalpine Fire Station/ Dundee Operations Control	WHOLETIME	Poor	Poor	9	340	3060	47	3	
17	Beith Fire Station	ON-CALL	Poor	Bad	12	253	3036	12	1	
18	Stonehaven Fire Station	ON-CALL	Poor	Bad	12	245	2940	14	0	
19	Ardrossan Fire Station	WHOLETIME	Poor	Poor	9	297	2673	35	0	
20	Keith Fire Station	ON-CALL	Poor	Bad	12	222	2664	6	0	

Table 4: Risk Matrix

5.15 Indicative Property 10 Year Programme

Based on the information provided from the Risk Matrix Assessment we have prioritised the investment required for the fire stations over the next ten years. As the table below shows around £500 million worth of works would be required simply to bring the fire station property estate up to an average condition core rating of B, satisfactory condition.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Plan
Assumed Budget Allocation	£ 24,000,000	£ 40,000,000	£ 40,000,000	£ 45,000,000	£ 50,000,000	£ 55,000,000	£ 60,000,000	£ 60,000,000	£ 60,000,000	£ 60,000,000	£ 494,000,000
Property Total	£ 24,150,000	£ 40,050,000	£ 40,250,000	£ 45,550,000	£ 50,000,000	£ 55,240,000	£ 60,800,000	£ 60,800,000	£ 60,800,000	£ 60,800,000	£ 498,440,000
New Builds	£ 7,900,000	£ 18,600,000	£ 19,600,000	£ 30,400,000	£ 22,900,000	£ 21,740,000	£ 22,000,000	£ 22,000,000	£ 22,000,000	£ 22,000,000	£ 209,140,000
Refurbishments (Phase 1 - Reconfigurations DF/CC)	£ 4,100,000	£ 10,950,000	£ 11,800,000	£ 6,550,000	£ 15,100,000	£ 12,700,000	£ 14,000,000	£ 14,000,000	£ 14,000,000	£ 14,000,000	£ 117,200,000
Refurbishments (Phase 2 - Condition)	£	£	£	£	£	£ 10,000,000	£ 14,000,000	£ 14,000,000	£ 14,000,000	£ 14,000,000	£ 66,000,000
Training Estate Infrastructure	£ 2,750,000	£ 2,000,000	£ 250,000	£	£ 2,400,000	£	£	£	£	£	£ 7,800,000
Property Project Costs	£ 400,000	£ 500,000	£ 600,000	£ 600,000	£ 600,000	£ 800,000	£ 800,000	£ 800,000	£ 800,000	£ 800,000	£ 6,700,000
Minor Works (Elemental Replacement)	£ 8,000,000	£ 7,000,000	£ 7,000,000	£ 7,000,000	£ 7,000,000	£ 8,000,000	£ 8,000,000	£ 8,000,000	£ 8,000,000	£ 8,000,000	£ 76,000,000
Decarbonisation/Environmental Compliance	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 16,000,000

6.0 Fleet

6.1 Introduction

The key drivers with regards to the SFRS Fleet exist both internally and externally. There are a number of key internal drivers such as the increased threat of wildfires and flooding events, the SDRP, development of a SAMP for fleet, changing community risks, the use of new technology in both operational and support functions and the recently approved Operational Strategy, which is a vehicle for identifying, developing and implementing future operational response and driving transformation.

As the last part of the Wildfire project, we are awaiting delivery before April of four 4x4 support units which will carry an array of dedicated tools and equipment to compliment the Ford Rangers and all-terrain vehicles already within the fleet.



4X4 vehicles are strategically located throughout Scotland to assist with flood response. Fleet update Command and Control monthly on the location of these vehicles to assist with Operations and the ever-changing weather. We have procured chassis and equipment to have four dedicated Line/Rope Rescue Units built and delivered to us in the 2025-2026 financial year. This is to ensure firefighters have fit for purpose vehicles.

In addition to the above, thirty-two Medium Weight Pumping Appliances have been introduced together with twenty-four 7 tonne Light weight appliances and the first three of 7 ultra-light weight appliances whilst thirty 18 tonne appliances are currently on order and in production.



Modernising our fleet is a component of the overall strategic development of SFRS and is an integral part of our new Operational Strategy and overall strategic vision of being a fit for purpose, efficient, effective and sustainable 21st century fire and rescue service. Our fleet assets are an essential requirement to enable our people to deliver their operational duties, continued investment will always be necessary to maintain depreciating assets and it is critical that SFRS look to invest in a sustainable manner whilst bringing standardisation across the vehicle asset types.

Externally, there are a wider set of external policies and Government initiatives that have significant implications on our future fleet. For example, as a public-sector service with a significant fleet, we are committed to aligning ourselves with the Scottish Government and demonstrating progress towards decarbonisation. As the Ultra-Low Emissions Vehicle (ULEV) market is maturing, the availability and viability of ULEVs is being continually advanced. SFRS want to be at the forefront of adopting this technology into our operational duties taking cognisance of the availability of robust charging structure throughout Scotland. SFRS can only successfully move to ULEVs if there is a supporting charging infrastructure.



6.2 Climate Change

Every organisation, industry and area of society has been impacted by, and will continue to be, influenced to a significant degree by reform to Governmental policy to mitigate and reverse the effects of Climate Change. In Scotland, an estimated 284,000 homes and premises are at risk of flooding, with an additional 110,000 properties at risk by the 2080s.

The 2019-20 Programme for Government established an ambitious aim to phase out fossil-fuelled cars by 2025 and all other fossil-fuelled vehicles within the public sector by 2030. The strategy also states that a pragmatic approach will be applied to emergency service vehicles. The recently published Programme for Government reinforces the aim to decarbonise public sector fleet.

More stringent vehicle emission standards and clear air zones are examples of environmental factors driving changes in fleet. The impact that weather-related incidents are having on the SFRS emergency response profile is already recognised by the Service. The number and scale of incidents that fall into this category is increasing in volume, and severity. The Scottish Government has set a legally binding target of net zero greenhouse gas emissions by 2045. To do this, the Programme for Government outlines the next steps and aligning our SFRS Fleet to support this is a key component and driver for change.

The Service has made some inroads to meet Scottish Government's targets of phasing out internal combustion vehicles and moving to ULEVs by 2030 already, through:

- Replacement of ICE vehicles with ULEV as a prerogative where possible;
- 226 electric/hybrid vehicles across the light fleet of 872 vehicles;
- 250 EV charge points spread across 140 sites;
- Our ULEV network now extends to all locations capable of supporting fast charge points.;
- Transport Scotland may provide additional funding if further sites with available power provision can be identified;
- We have been working with our partners at Police Scotland and the Scottish Ambulance Service in developing a national Blue Light ULEV charging network.

However, there is also a significant cost uplift to be factored in when replacing an internal combustion engine (ICE) vehicle with an Ultra-Low Emissions Vehicle (ULEV). With the current levels of funding, it is very unlikely that SFRS will achieve the ambition of achieving 100% light fleet being ULEV by 2030 in line with Scottish Government target although it has been recognised that ULEV vehicles will not meet operational requirements in all locations due to local charging infrastructure and potential response distances.



6.3 Funding Constraints

It is recognised that funding constraints have put pressure on our existing assets and limited the ability of SFRS to meet the current replacement schedule. The impact of this has been a significant increase in the age of our vehicles and the associated repairs and maintenance costs, increasing our resource spend. Further impacts include limited investment in new technology to support operational staff and a restricted ability to grow our partnership working. There are a number of issues that are still affecting the global supply chain with regards to fleet, particularly the continuing war in Ukraine, which still continues to have an impact together with the rising cost for materials.

Should additional Capital investment not be forthcoming then the fleet will continue to age and incur increasing maintenance costs, which is already below the required levels of funding to maintain our fleet in a sustainable manner. Continuation of capital investment at existing levels will increase the pressure on the Resource budget as well as decrease vehicle availability associated with an ageing fleet. The present levels of Capital funding under this option could only be utilised to cover existing urgent replacements of Internal Combustion Engine (ICE) vehicles with like-for-like ICE vehicles.

6.4 Investment Backlog

As at March 2025 SFRS have an overall investment backlog for its fleet assets of over £105 million. The pace of change outlined within this Plan will be driven by the funding available for fleet. Furthermore, we recognise that if the level of investment stays at current levels the investment backlog will increase at a substantial rate.

Since 2016 the size of the fleet has increased from 1,277 to 1,570 vehicles, this represents an increase of around 23%. Appendix 2 details the number and type of each vehicle currently held by SFRS; the unit cost of each vehicle as at 2025 prices, as well as the manufacturers recommended replacement cycle. In the current year 675 vehicles are older than the stated vehicle replacement cycle, representing the investment backlog of over £105 million. Over the next 5 years as vehicles require replacement this will increase by approximately £67 million. This means that to “stand still” SFRS require to allocate £13.5 million per annum in capital investment to fleet, the capital allocation this financial year, 2025/26, is £8.958 million.

Due to the nature of depreciating fleet assets, capital investment will continue to be a requirement to provide fit for purpose vehicles to carry out operational roles. The overarching principles of investing in ULEVs and strategic partnerships in this strategy will ensure that we are reducing ongoing costs whilst investing in future technology. The Service is continually monitoring and assessing new technology as it emerges and continues to trial a low carbon appliance as a possible route for the future.

The SFRS is therefore at the forefront of advances in electric appliance technology, which seek to drive down our carbon emissions. However, the cost of replacing a combustion engine vehicle with an electric vehicle is in most instances nearly double the cost. Decarbonising operational fire vehicles is more of a challenge, due to the size and weight but also due to the length of time currently required to charge the vehicle. Whilst it is hoped that the costs for electric vehicles may fall in the future as electric vehicle ownership increases the table below highlights the scale of the issue currently.

Vehicle Type	Replacement Cycle (years)	2025 Replacement Required	Unit Cost	2025 Backlog Cost	Unit Cost EV	2025 Backlog Cost EV
MINIBUS	7	1	£35,000	£35,000	£69,000	£69,000
OFFICER PROV CAR	4	1	£37,000	£37,000	£60,000	£60,000
POOL CAR AUTOMATIC/ ELEC	3	45	£30,000	£1,350,000	£32,000	£1,440,000
POOL CAR MANUAL	7	31	£17,000	£527,000	£32,000	£992,000
POOL VAN LARGE	7	6	£27,000	£162,000	£62,000	£372,000
RESPONSE CAR	7	129	£22,000	£2,838,000	£34,000	£4,386,000
SUPPORT VEH STORES	7	1	£27,000	£27,000	£47,000	£47,000
				£4,976,000		£7,366,000

Table 5: Breakdown of Additional Cost for Electric Vehicles

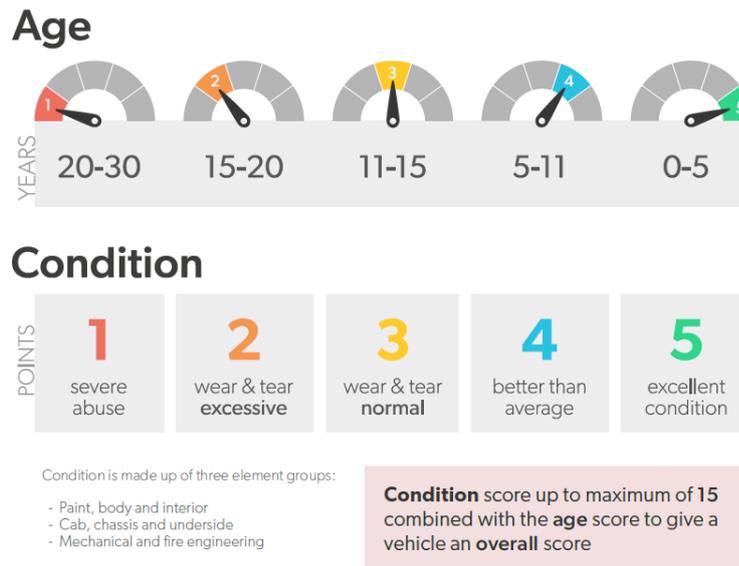
6.5 Light Fleet Review

Recognising the significant budget challenges, and as part of the Enabling Infrastructure element of the Strategic Services Review Programme, SFRS have carried out work on a review of the light fleet. Supporting the aims of The SFRS is at the heart of this review. In broad terms, this review looked at the harmonisation, rationalisation and more importantly optimisation of the light fleet. It proposes a significant detailed review into the situation to meet the needs of SFRS today and into the future.

To ensure better utilisation of the light fleet and to help shape future fleet requirements, a short life working group composed of Operations, Health and Safety and Asset Management staff undertook a more detailed review of the Light Fleet. Approaches have also been made to other services to consider differing vehicle provision models for flexi duty managers, and this will be included within the report.

6.6 Fleet Risk Grading

Appendix 4 of this document explains the vehicle risk condition grading matrix in detail. All vehicles are assessed on several risk factors to assess an overall condition grade. Grade 5 is the best grade and grade 1 is the worst condition grade. This graphic is an overview of the vehicle grading scale that is used to assess vehicles that require replacement:



The chart below highlights that 27% of the overall SFRS fleet is in the lowest grade category. The rescue pump chart highlights that 55% of SFRS rescue pumps are in the lowest condition grades of 1 to 3.

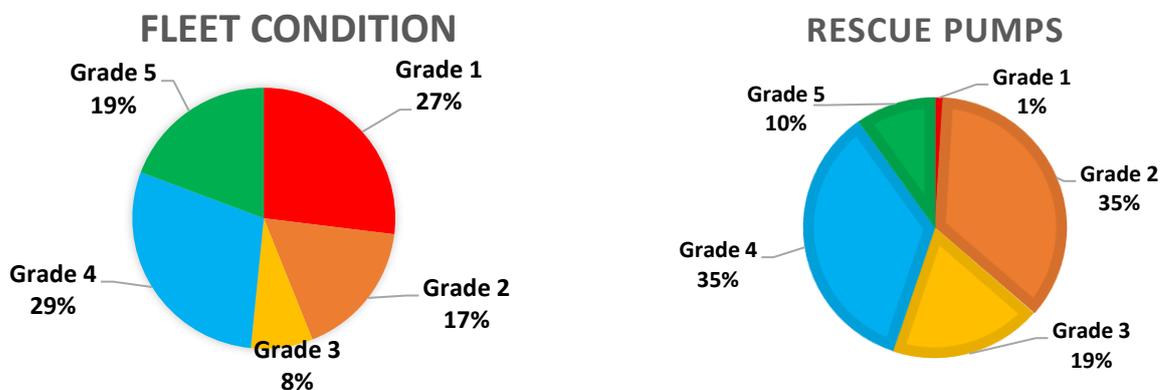


Chart 1: Overall Fleet and Rescue Pump Condition

6.7 Indicative Fleet 10-year Programme

By investing upfront capital now to deliver the additional fleet through spending to save, we would ensure that we future proof our fleet and move towards a more sustainable cost base, subsequently reducing capital and revenue spend in future years. In order to deliver this Plan, we would require significant capital investment of nearly £270 million over the 10-year period, this includes nearly £11 million per annum in order to offset the investment backlog as at the start of the programme. The current anticipated Capital for Fleet over the same 10-year period is around £60 million, therefore the additional requirement is £210 million or £21 million additional per annum. However, this is a spend to save initiative that will deliver significant Resource savings as well as delivering a sustainable future model for investing in fleet.

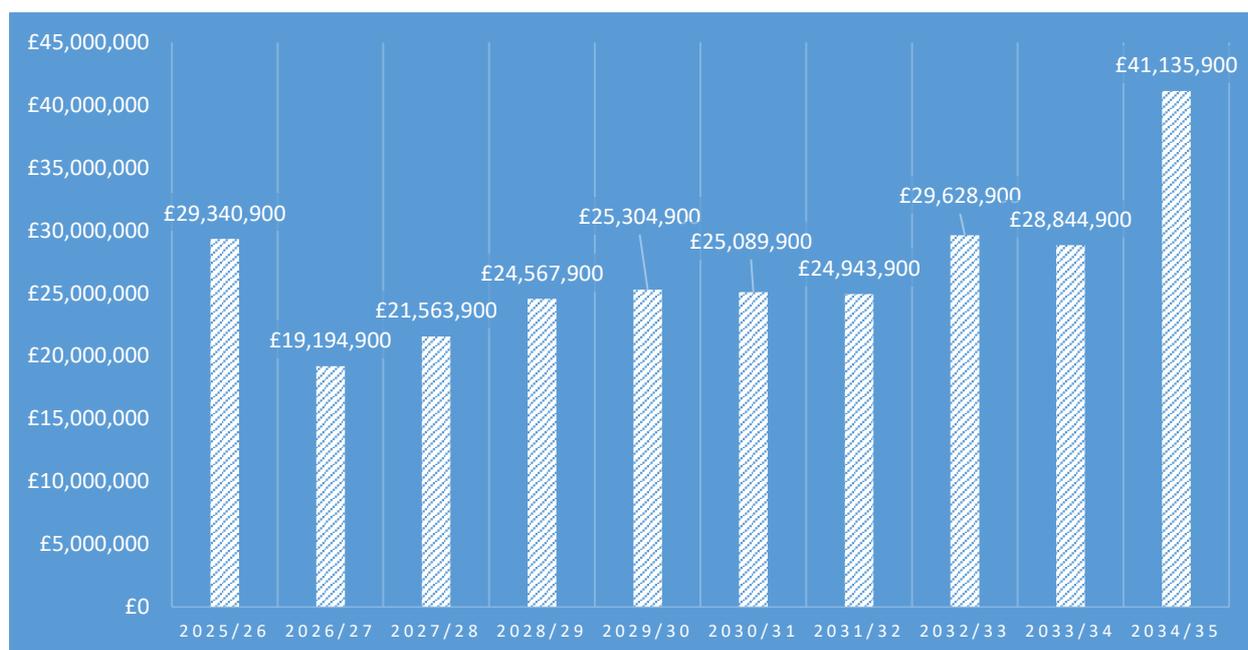


Chart 2: Indicative 10-year programme for Fleet

At its core, this Plan delivers against spend to save principles, delivers a more cost efficient and sustainable long-term cost model, enables SFRS to meet the Scottish Governments low carbon requirements and provides our staff with modern, fit for purpose vehicles that serve our communities.

With regards to Fleet the undernoted proposals announced within the Strategic Delivery Review Programme (SDRP) should help to reduce Capital and Resource costs:

- A reduction in the number of High Reach Appliances deployed from 26 to 16.
- Light Fleet Review.
- Public consultation regarding dormant stations and potential mergers.

SFRS will look to secure funding through public and private sources as well as work with the Scottish Government as they expand their public infrastructure network. Through adopting this approach, it is anticipated that partnership working will develop the required infrastructure in a collective manner that drives economies of scale and maximises benefits to all partners. The additional funding will enable the key SFRS objectives to be met as outlined below:

- The replacement cycle will be met, providing a fit for purpose fleet assets for our staff.
- The average age of the fleet will fall thereby ensuring that an adequate quality of reserve vehicles is available, ensuring that our people have access to replacement vehicles which are fit for purpose and do not impinge on their operational responsibilities during servicing and maintenance.
- Investment in ULEV vehicles in line with Scottish Government low carbon target requirements can be achieved.
- Significant contribution to reducing our CO2 emissions will be realised.
- An increase to overall vehicle availability.



Fleet Backlog

Multi-role Vehicles



10 beyond recommended age in 2025
@ £65,000 each
= £650,000 EV

Rescue Pumps



178 beyond recommended age in 2025
@ £280,000 each
= £49,840,000

Height Vehicles



8 beyond recommended age in 2025
@ £760,000 each
= £6,080,000

Multi-role 4x4 Vehicles



46 beyond recommended age in 2025
@ £30,000 each
= £1,380,000

Pumps



35 beyond recommended age in 2025
@ £280,000 each
= £9,800,000

Heavy Rescue Vehicles



1 beyond recommended age in 2025
= £240,000

Major Incident Units



4 beyond recommended age in 2025
@ £325,000 each
= £1,300,000

Pool Car Auto EV



106 beyond recommended age in 2025
@ £32,000 each
= £3,392,000 EV

£105,149,000 cost

to replace vehicles beyond recommended age in 2025

Actual Requirement:

£18.8m

Annual Capital Allocation:

£8.9m

Response Car



56 beyond recommended age in 2025
@ £34,000 each
= £1,904,000 EV



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

7.0 Equipment

7.1 Introduction

The Equipment section within the Asset Management function is responsible for evaluating, procuring and validating all the equipment and PPE for use on appliances, fire stations and by personnel, whilst also ensuring that equipment is serviced and maintained to the highest standards of operational readiness and compliant with legal and statutory obligations.

There are thousands of items of operational equipment items, ranging from ladders, fire hose, helmets, torches and breathing apparatus. As we evolve the SFRS asset portfolio, we will work towards maximising the standardisation of assets, enabling them to be deployed as flexibly as possible, both within our organisation and in working with partners to achieve integrated service delivery. This principle is illustrated in the early implementation of a single design of breathing apparatus across Scotland, through a single strategic contract. We have also introduced a variety of new equipment such as Safe Working at Height (SWAH) kits, Thermal Image Cameras (TIC), smoke curtains, Wildfire PPE roll out and Powered Rescue Equipment (PRE).

7.2 Powered Rescue Equipment - Risk Based Approach

SFRS have implemented a balanced risk-based approach to facilitate the de-risking of The SFRS of Hydraulic Rescue Equipment (HRE) by expediting Powered Rescue Equipment (PRE) deployment within stations. SFRS have prioritised deploying PRE sets based on the risk of injury from the current HRE. The twin hose model of HRE is deemed as high risk due to its structural composition. Asset Management have prioritised the roll out of PRE based on a combination of statistical information such as the number of HRE twin hoses in service, the number of HRE events and the usage of HRE within stations. Recent significant investment in PRE has helped to reduce the equipment backlog for Equipment assets and replacement of HRE will be completed in 2025.



7.3 Equipment Lifespans and Review Periods

Some items of equipment are governed by factors such as legal compliance and manufacturer's guidance with end-of-life dates or component expiry dates. Where there are no such constraints, indicative review dates have been identified in this document (Appendix 3) and form part of the annual work planning processes for the Equipment section. These key dates inform how we plan for the mid-term evaluation and end of life replacement of our equipment to ensure that Service equipment meets user requirements.

With a number of items currently tracked and maintained in the Service, the procurement of new and replacement equipment requires careful planning. Planning for the lifespan of equipment is not necessarily a process that can be applied evenly across all equipment types. Some equipment may have fixed manufacturer determined or safety led lifespans which force the disposal at a set date of equipment that may appear to be in perfectly serviceable order, whilst other equipment, whilst well used and worn, may be perfectly suitable to stay in service and will continue to perform well for many years. This document does establish lifespans for equipment (Appendix 3) which in some cases are fixed, however, in many cases may be aspirational only and might need to be flexible and regularly revised, based on a number of considerations at any given time.



Equipment replacement programmes vary across the UK Fire Services, and there is no appropriate industry benchmark to measure average lifespans for most pieces of equipment. The increasing age of a piece of equipment can have the potential to present increased maintenance and repair costs, however, this must be offset against the replacement costs and procurement processes needed to replace it. In many cases low operational usage, above average maintenance cycles alongside the quality of the product that is procured at the outset will determine the lifespan of many pieces of equipment. Conversely, consideration is also given to whether the lifespan of a piece of equipment will limit the ability to respond to technological advances. It is important to regularly assess the current lifespans of the equipment in use to determine whether it is beneficial to reduce or extend these lifespans further.

7.4 Standardisation

Since the formation of SFRS in 2013, we have standardised Equipment and PPE for 6,500 Firefighters. Working with Local Senior Officers (LSOs) and other stakeholders we have determined where to locate resources so that they can be deployed in the most effective way. Commensurate with this approach, is the understanding that the Service needs to retain standardisation for identified areas of operational response, for example Water and Rope Rescue, in line with a risk-based approach, where stations may come together to form a team for specialist rescue.



Employing a risk-based approach enables the Service to retain flexibility and the agility to review existing appliances and equipment disposition and deployment models and modify operational response as necessary. This includes the standardisation of Water Rescue Capability and Water Rescue Stations across Scotland.

7.5 Breathing Apparatus Sets

Central to an effective operational response, is a state-of-the-art Self-Contained Breathing Apparatus Set (SCBA Set) which has the confidence of the workforce. As the single most risk critical and identifiable item of equipment used to ensure the safety of the Firefighter within the risk area, the modern BA Set must be high performing, simple to use and enable SFRS personnel to make effective interventions to save life and resolve incidents.

In 2015 SFRS replaced 4 legacy suppliers of Self-Contained Breathing Apparatus (SCBA) Sets to a single SCBA supplier in a 10-year contract award. This meant the introduction of over 2,500 SCBA sets and over 5,200 cylinders. An increase to 50% communications across sets, every set has downloadable bodyguard systems which increases Firefighter safety. SFRS also introduced a total care package for service and maintenance of SCBA Sets.

The SCBA contract is due for renewal in 2026. A team has been set up to deliver this project which has firefighter safety has the highest priority. A User Information Group (UIG) will be established in 2025 to identify opportunities to enhance safety using research and innovation to inform the procurement of our next generation SCBA Set. Research is currently underway through engagement with suppliers and outreach to UK Fire Services who have recently completed BA refresh programmes. The cost to replace the SCBA sets is estimated to be between £10 and £12 million, this does not include the additional cost of training and potential upgrades to vehicles to support powered telemetry.

The option to extend the existing maintenance contract, upgrade in a phased basis or undertake a full tender process for complete replacement of BA sets across SFRS will be determined through the UIG, which will utilise an options appraisal/business case approach.



7.6 Indicative Equipment 10 Year Programme

The current capital allocation for operational equipment this financial year is £3.732 million. Appendix 3 details the number and type of each piece of equipment currently held by SFRS; the unit cost of each item at 2025 prices, as well as the manufacturers recommended replacement cycle. In the current year over 19,000 equipment items are older than the stated replacement cycle, representing an investment backlog of over £13 million. Approximately £1.3 million per annum has been added to each year within the indicative 10-year programme to offset this, the total 10-year requirement for Equipment and PPE is £50,653,090.

Unlike Fleet and Property, the Equipment backlog is relatively low. Significant Capital investment in PRE, Wildfire PPE, equipment standardisation and the helmet replacement programme has helped to reduce the overall backlog for equipment assets. Further as previously detailed due to worldwide research into the potential effect of contaminants on firefighters and the consequential need to reduce exposure to contaminants, significant funding has been included within the Capital Programme for the next three years to replace structural fire kit, as well as approximately £2 million in 2024/25 for Contaminate Infrastructure Requirements / PPE / Storage / Gassing Off / Contaminated PPE storage boxes.

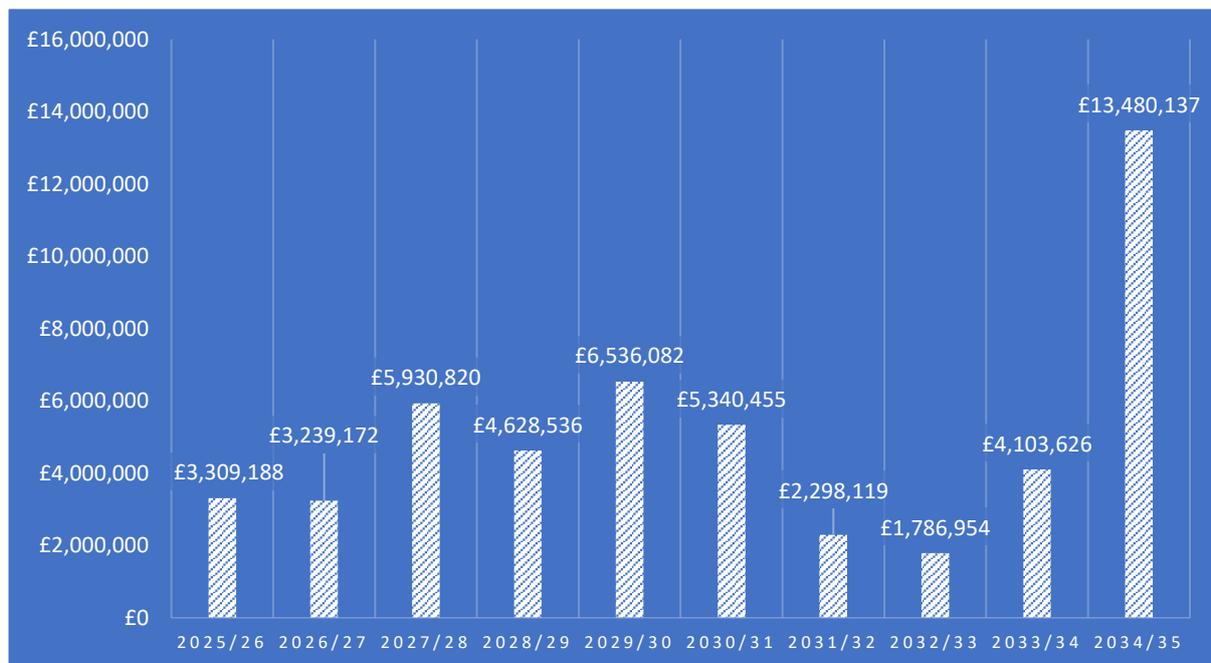


Chart 3: Indicative Equipment 10 Year Programme



8.0 Conclusion

The Risk based Capital Investment Plan will be embedded throughout the Strategic Services Review Programme (SSRP) of work. SSRP has three components - Service Delivery Review (SDR), Enabling Infrastructure (EI) and Corporate Services Review (CSR). SDR will determine where we require to have fire stations through public consultation and will provide opportunities to deliver a modernised and sustainable service, enabling the asset base to evolve as we work with partner organisations and seek to embrace public service reform. The Risk Based Capital Investment Plan will take account of evolving asset requirements based on the outcomes from SDR and these requirements will be delivered for the Service through Enabling Infrastructure.

This investment plan has identified key risks affecting SFRS and provides a detailed breakdown of critical investment required to maintain an operational, compliant and sustainable asset base. Data-driven decision making has informed future asset requirements, prioritising investment based on risk and need.

The cost of failing to significantly increase funding in the SFRS fleet, equipment and property estate is an increased risk of asset failures, such as vehicle breakdowns, as well as higher maintenance costs to service ageing assets and a failure to comply with health and safety legislation and protect our staff from contaminants. The resource costs of not increasing capital funding should also be considered. SFRS has a timescale to achieve Net Zero in line with Scottish Government requirements, however, has insufficient funding for works identified in the Carbon Management Plan, making achieving Net Zero Carbon a risk factor. Any delay in investment only exacerbates the investment backlog since tender price inflation remains high.

SFRS has a significant number of properties within the inherited estate which are not fit for purpose, do not support operational response and fail to comply with the minimum standards of the Workplace (Welfare) Regulations 1992 and there is insufficient funding to develop or replace these buildings to support communities in rural and remote locations. SFRS had identified 14 Fire Stations which have deteriorated RAAC roofs and reached the end of their useful life. A prioritised programme has been set for remediation or replacement by 2030. Similarly, in terms of fleet retaining older vehicles and equipment in operational service can result in higher maintenance costs to service ageing assets, with an increased risk of breakdown or equipment failure. An average of £82 million per annum, £35 million more than the current allocation, over a 10-year period would be required for equipment, fleet and property assets as a minimum to support the existing asset base.

SFRS have a commitment to collaborate with partner organisations to maximise the return on public investment and are actively working with other blue light partners as well as SFT to identify opportunities and maximise use of our property assets through co-location at stations and within our office estate. Further we recognise that the concept of Place is a key pillar of Scottish Government public policy and investment and will utilise the services of SFT to review our property estate utilising a place-based approach. To facilitate this, asset management maturity has developed across the Service. The Asset Management Policy sits at the top in the hierarchy and establishes a structured decision-making framework that aligns organisational needs, stakeholder expectations, and existing asset realities to ensure transparent and consistent investment prioritisation. 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.

8.1 Indicative SFRS 10 Year Programme for Property, Fleet and Equipment

Recognising that Scottish Government and UK finances are constrained by rising inflation, which has also led to increased construction costs and inflationary pressures throughout supply chains, SFRS now adopts a risk-based approach to allocating capital funding which minimises the risk of failure in terms of service delivery. The indicative 10-year capital investment plan aims to transform SFRS's legacy asset estate to one which is Collaborative, Service Led, Net Zero and Modernising and aligns with the strategic drivers of the Service. Risk management is an integral part of good asset management practice, risk-based asset management is a process in which risk is used to balance the operational performance of the asset against life-cycle cost. SFRS have developed a framework of risk decision criteria relative to its assets which recognises the vital role of decision-making in effective asset management.

The Service has completed a review of our 10-year Asset Investment Plan (AIP) for Property, Fleet, and Equipment. The AIP indicates a 10-year programme of investment totalling £818 million is now required for the current asset estate. The AIP will be used to shape future capital investment in combination with the new Asset Management Policy and the Strategic Asset Management Plans for Property, Fleet and Equipment. We recognise that the asset base will evolve, and that direct replacement will not always be the correct option as we explore different ways of working and aim to provide the right assets in the right locations to meet future Service needs.

Work is also underway on the Strategic Services Review Programme through Enabling Infrastructure as well as the Light Fleet Review, to help in part to address the funding challenges and free up or redistribute our resources to invest in other areas such as training, innovation and prevention. This could involve changes to where our stations and appliances are based; and how and when we staff our resources.

Section	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Property	£ 24,150,000	£40,050,000	£40,250,000	£45,550,000	£50,000,000	£55,240,000	£60,800,000	£60,800,000	£60,800,000	£ 60,800,000	£498,440,000
Fleet	£29,340,900	£19,194,900	£21,563,900	£24,567,900	£25,304,900	£25,089,900	£24,943,900	£29,628,900	£28,844,900	£41,135,900	£269,616,000
Equipment	£3,309,188	£3,239,172	£5,930,820	£4,628,536	£6,536,082	£5,340,455	£2,298,119	£1,786,954	£4,103,626	£13,480,137	£50,653,089
Total	£56,800,088	£62,484,072	£67,744,720	£74,746,436	£ 81,840,982	£85,670,355	£ 88,042,019	£ 92,215,854	£93,748,526	£115,416,037	£818,709,089

Table 6: Indicative 10 Year Capital Investment Programme

9.0 Risk Based Capital Investment Plan on a Page





Appendices

Appendix 1:

Asset Management Risk Matrix

Appendix 2:

Fleet Investment Backlog

Appendix 3:

Equipment Investment Backlog

Appendix 4:

Vehicle Grading Matrix

Appendix 5:

Emergency Services Co-location

Appendix 1: Asset Management Risk Matrix

Risk ID	Strategic Outcome	Risk Description	Risk Rating	Target Rating	Risk Appetite
TSA019	2	There is a Directorate risk, of an inability to maintain or improve our training delivery due to the limited finance/budget available for capital investment, condition and location of our Training Estate and therefore lack of access to appropriate facilities.	20	8	Open (Outwith Appetite)
FCS005	5	There is a risk that the Service may be unable to secure levels of funding required to achieve its strategic objectives. Additional pressure has been placed upon government finances causing uncertainty over future funding settlements.	16	8	Minimalist (Outwith Appetite)
FCS008	4	There is a risk of that the Service will be unable to achieve environmental and carbon reduction commitments of 6% per annum; Because of limited investment or anticipated saving targets not being achieved through current projects	12	8	Open (Within Appetite)
FCS015	6	There is a risk of a number of issues with regards to staffing, including the ability to recruit specialist staff, single points of failure across a number of key roles, lack of succession planning, age profile of staff in senior roles, staff retention rates and staff training; Because of a very buoyant job market in fleet and property, pay grades challenges and the need to review and update structure within sections not updated for 10 years	12	8	Open (Within Appetite)

Risk ID	Strategic Outcome	Risk Description	Risk Rating	Target Rating	Risk Appetite
FCS021	2	There is a risk of SFRS Property, Fleet and Equipment Assets failing to meet operational standards; Because of a lack of sufficient capital investment from Government	12	8	Open (Within Appetite)

Appendix 2: Fleet Investment Backlog

Vehicle Type	Total on fleet	Repl Cycle	Quantity to replace 2025/26	Unit Cost	Unit Cost EV	Backlog Cost
AERIAL LADD PLATFORM	9	15	9	£760,000		£6,840,000
AERIAL RESCUE PUMP	8	12	8	£760,000		£6,080,000
ALL TERRAIN VEHICLE	11	10		£40,000		
CFS INTERACTIVE VEH	3	12	3	£180,000		£540,000
COMMAND SUPPORT UNIT	8	15	6	£180,000		£1,080,000
DET ID MONITORING	4	15	4	£135,000		£5,400,000
ENV PROTECTION UNIT	2	15	1	£100,000		£100,000
FORK LIFT TRUCK	2	15	2	£65,000		£130,000
HEAVY RESCUE UNIT	4	15	1	£240,000		£240,000
INCIDENT SUPP UNIT	7	15	7	£220,000		£1,540,000
INVESTIGATION UNIT	3	12		£130,000		
MAJOR INCIDENT UNIT	4	15	4	£325,000		£1,300,000
MINIBUS	10	7	5	£35,000	£69,000	£175,000
MULTI ROLE VEHICLE	17	7	10	£28,000	£65,000	£280,000
MUTI ROLE VEH 4 X 4	61	7	46	£30,000		£1,380,000
OFFICER PROV CAR	10	4	7	£37,000	£60,000	£259,000
POOL CAR AUTOMATIC/ ELEC	106	3	106	£30,000	£32,000	£3,392,000
POOL CAR MANUAL	98	7	51	£17,000	£32,000	£867,000
POOL VAN LARGE	61	7	22	£27,000	£62,000	£594,000
POOL VAN SMALL	93	7	32	£18,000	£33,000	£576,000
PRIME MOVER	24	15	19	£220,000		£4,180,000
PUMP	54	15	35	£280,000	£675,000	£9,800,000
RAPID RESPONSE UNIT	40	12		£210,000		
RESCUE PUMP	457	15	178	£280,000	£675,000	£49,840,000
RESPONSE CAR	345	7	56	£22,000	£34,000	£1,232,000
ROPE RESCUE VEHICLE	4	12	3	£125,000		£375,000
SPEC OPS RESP UNIT/MTFA	4	10	4	£160,000		
SUPPORT LORRY SMALL	6	7		£29,000		
SUPPORT VEH HYDRANTS	10	7	1	£22,000	£36,000	£22,000
SUPPORT VEH OCC HTH	1	7	1	£29,000	£49,000	£29,000
SUPPORT VEH STORES	14	7	1	£27,000	£47,000	£27,000
SUPPORT VEH WORKSHOP	21	7	12	£50,000		£600,000
SUPPORT VEHICLE	3	7	3	£27,000	£47,000	£81,000
TRACTOR	1	12	1	£60,000		£60,000
TURNTABLE LADDER	3	15		£735,000		
VOL.SUPPORT UNIT	35	12	33	£210,000		£6,930,000
WATER CARRIER	6	15	6	£200,000		£1,200,000
WATER RESCUE UNIT	21	7		£70,000		
Total	1570		677			£105,149,000

Appendix 3: Equipment Investment Backlog

Equipment Type	Total Inventory	Replacement Cycle	Unit Cost	Quantity to replace 2025	Backlog cost to replace 2025
13.5 metre ladder	547	16	£4,733	58	£274,522
12 metre ladder	8	16	£4,861	8	£38,885
10.5 metre ladder	205	16	£2,195	71	£155,825
9 metre ladder	402	16	£2,010	46	£92,473
7.5 metre ladder	3	16	£1,706	3	£5,118
7 metre ladder	9	16	£1,706	9	£15,354
5.5 meter ladder	39	16	£1,365	14	£19,114
Short Ext ladder	745	16	£591	171	£101,063
Roof ladder	653	16	£725	153	£110,953
Split stow ladder	41	16	£300	0	£0
PPV Fan	241	10	£2,202	157	£345,714
Light Portable Pump	856	10	£5,139	326	£1,675,314
Portable Generator	242	10	£700	239	£167,300
Inflatable Boats	30	3	£8,250	30	£247,500
Rib Boat	6	5	£12,000	6	£72,000
Boat Trailer	37	5	£2,000	37	£74,000
Outboard Motors	45	3	£5,750	45	£258,750
Hydraulic Cutters	620	10	£3,275	0	£0
Hydraulic Spreaders	528	10	£3,237	0	£0
Hydraulic Combi tool	354	10	£3,319	0	£0
Hydraulic Ram	549	10	£3,028	0	£0
Hydraulic Pedal cutter	521	10	£1,088	0	£0
Hydraulic Hand pumps	521	10	£400	0	£0
Hydraulic power packs	306	10	£2,200	0	£0
Life jackets	4130	10	£160	1624	£259,840
Gas Tight Suit	900	10	£1,200	0	£0
PRPS Suit	300	10	£1,300	0	£0
Air bags	1135	18	£1,500	580	£870,000
Air Bag Regulator	357	18	£350	193	£67,550
Air bag Controller	624	18	£700	223	£156,100
Air Bag Hoses	739	18	£170	230	£39,100
Air Shore Kits	9	5	£60,000	9	£540,000
SCBA Sets	2498	10	£600	0	£0
SCBA Cylinders	5263	15	£300	0	£0
SCBA Compressor	125	10	£20,000	91	£1,820,000
Electronic Personal Dosemeter	1072	10	£500	1072	£536,000
Lay Flat Fire hose	15000	10	£160	4000	£640,000
Portable Gas Monitors	362	5	£500	362	£181,000
Thermal Image Camera	508	5	£1,500	368	£552,000

Equipment Type	Total Inventory	Replacement Cycle	Unit Cost	Quantity to replace 2025	Backlog cost to replace 2025
FF Decon Showers	29	10	£8,000	29	£232,000
Mass Decon Structures	9	10	£70,000	9	£630,000
Tyre Compressor	84	10	£1,000	84	£84,000
Air Structures	15	5	£5,000	15	£75,000
AED	658	5	£1,300	257	£334,100
Hapsite Smart	9	10	£50,000	9	£450,000
Hazmat ID	5	10	£80,000	5	£400,000
Radiation monitors	51	5	£1,500	51	£76,500
Hose reel branch	789	10	£400	725	£290,000
Mainline FF branch	1057	10	£600	936	£561,600
Fire fighting helmets	6600	15	£200	0	£0
FF Tunic	13200	10	£320	0	£0
FF Leggings	13200	10	£260	0	£0
USAR Helmet	415	10	£120	415	£49,800
USAR Tunic	415	10	£130	415	£53,950
USAR Leggings	415	10	£100	415	£41,500
USAR Rescue Boots	415	5	£140	415	£58,100
Wild fire helmet	256	10	£120	0	£0
Wild fire Tunic	429	10	£194	0	£0
Wild fire Leggings	256	10	£150	0	£0
Wild fire boots	256	10	£150	0	£0
Wild fire gloves	256	10	£50	0	£0
Rope Rescue Helmet	170	10	£120	170	£20,400
Rope rescue PPE	170	10	£400	170	£68,000
SRT Helmet	800	10	£90	800	£72,000
Dry suit	800	10	£410	800	£328,000
Light weight undersuit	800	10	£43	800	£34,400
Heavy undersuit	800	10	£90	800	£72,000
Water rescue boots	800	10	£80	800	£64,000
Water rescue gloves	800	3	£15	800	£12,000
PFD	400	10	£120	0	£0
Flood response helmets	400	5	£40	0	£0
Foul weather suits	6600	10	£90	0	£0
Foul weather under suit	6600	10	£60	0	£0
Flood response boots	400	10	£80	400	£32,000
HVP Helmet	120	10	£90	120	£10,800
HVP Suits	120	10	£200	120	£24,000
Ballistic body armour	260	10	£600	0	£0
Ballistic Helmets	260	10	£300	0	£0
Total	99649			19685	£13,389,625

Appendix 4: Vehicle Grading Matrix

Grade 5 – in excellent condition

- PAINT, BODY & INTERIOR
 - Only minor defects in panel surfaces and bodywork requiring no body or paint work;
 - No missing, broken or damaged parts that require replacement;
 - No visible glass damage;
 - No missing, broken or damaged parts that require replacement;
 - No cuts, tears or burns that require repair;
 - Shows no signs of wear.
- CAB / CHASSIS / UNDERSIDE
 - Cab/Chassis/structure has no sign of corrosion;
 - Expected to meet required specifications.
- MECHANICAL / FIRE ENGINEERING
 - Mechanically sound;
 - All equipment and accessories are operable.

Grade 4 – is better than average

- PAINT, BODY & INTERIOR
 - Minor chips or scratches in panel surfaces requiring minor conventional body and paint work;
 - May require removal of small dents that have not broken the paint;
 - May require replacement of minor missing or broken part;
 - No visible glass damage beyond minor pitting of windscreen;
 - Clean, showing minimal wear;
 - May require replacement of minor missing or broken part
- CAB / CHASSIS / UNDERSIDE
 - Cab/Chassis/structure has minor signs of corrosion;
 - Expected to meet required specifications.
- MECHANICAL / FIRE ENGINEERING
 - Mechanically sound;
 - All equipment and accessories are operable

Grade 3 – Normal wear and tear

- PAINT, BODY & INTERIOR
 - May require minor body and paint work;
 - May require replacement of parts;
 - May have sustained cosmetic or light damage;
 - No visible glass damage beyond minor pitting of windscreen;
 - Shows signs of normal wear and usage;
 - May require repair or replacement of parts.
- CAB / CHASSIS / UNDERSIDE
 - Cab/Chassis/underside has signs of corrosion;
 - May require repair or replacement of parts;
 - Expected to meet required specifications.
- MECHANICAL / FIRE ENGINEERING
 - Mechanically sound;
 - May require minor mechanical repairs;
 - May require minor repair of equipment or accessories.

Grade 2 – Shows signs of excessive wear and tear

- PAINT, BODY & INTERIOR
 - Dents, scratches, and body panels that may require replacement;

- Parts may be broken and missing;
- May have multiple prior repairs to be carried out;
- May have repaired or unrepaired damage;
- Windscreen may be damaged;
- Shows signs of excess wear;
- May have burns, cuts, tears, and non-removable stains.
- CAB / CHASSIS / UNDERSIDE
- Cab/Chassis/underside has excessive signs of corrosion and deformation;
- May not meet required specifications.
- MECHANICAL / FIRE ENGINEERING
- May have mechanical damage that prohibits vehicle from operating properly;
- Engine and/or transmission may be in poor condition;
- Operability of equipment or accessories is questionable.

Grade 1 – Shows signs of severe abuse

- Paint and body work requiring major work;
- May be cost prohibitive to extensively recondition this vehicle to Fire Service Standards;
- Cab/Chassis/underside severely corroded, deformed or cracked and does not meet required specifications;
- May have severely worn, missing or disconnected mechanical parts;
- Although operable, this vehicle is at the end of its useful life;
- Operability of equipment or accessories is doubtful.

Grade 0 – Vehicle is inoperative

- Good for parts only;
- Mechanical and body parts may be inoperable, disconnected, damaged or missing.

Mark each vehicle 0 – 5 in three categories:

- Body / interior;
- Cab/Chassis & components;
- Mechanical / Fire engineering.

Appendix 5: Emergency Services Co-location

Property	Occupier
Aberdeen - Central	Scottish Ambulance Service
Aberfeldy	Police Scotland
Aberfoyle	Police Scotland
Annan	Maritime Coastguard Agency
Ardrossan	Scottish Ambulance Service
Ayr	Mountain Rescue
Ballater	Driver and Vehicle Standards Agency
Balmossie	Scottish Ambulance Service
Bathgate	Scottish Ambulance Service
Bo'ness	Scottish Ambulance Service
Braemar	SAS First Responders
Braemar	Ordnance Survey
Buckie	Driver and Vehicle Standards Agency
Buckie	Ordnance Survey
Callander	Scottish Ambulance Service
Calton	Scottish Ambulance Service
Castlebay	Ordnance Survey
Castle Douglas	Mountain Rescue
Castlemilk	Scottish Ambulance Service
Clarkston	Scottish Ambulance Service
Clydesmill	Scottish Ambulance Service
Coldstream	Police Scotland
Crieff	Driver and Vehicle Standards Agency
Crewe Toll, Edinburgh	Scottish Ambulance Service
Dalbeattie	Police Scotland
Dreghorn	Scottish Ambulance Service
Dumfries Stores	Blood Bikes
Dunbar	Police Scotland
Dyce	Maritime Coastguard Agency
Dyce	Scottish Ambulance Service
East Linton	Scottish Ambulance Service
East Linton	Police Scotland
Elgin	Scottish Ambulance Service
Fort Augustus	Ordnance Survey
Fraserburgh	Scottish Ambulance Service
Greenock	Police Scotland
Greenock	Maritime Coastguard Agency
Hamilton - Modular Building	Scottish Ambulance Service
Huntly	Driver and Vehicle Standards Agency
Inverary	Maritime Coastguard Agency
Inverness ARC	CNC
Kinlochbervie	Ordnance Survey
Kirkcubright	Police Scotland
Kirkwall	Orkney Drug Dogs

Property	Occupier
Kyle of Lochalsh	Driver and Vehicle Standards Agency
Larbert	Scottish Ambulance Service
Lesmahagow	Police Scotland
Lerwick	Scottish Ambulance Service
Lochcarron	Ordnance Survey
Lockerbie	Mountain Rescue
Lybster	Driver and Vehicle Standards Agency
Maud	SAS First Responders
Maryhill	Scottish Ambulance Service
McDonald Road, Edinburgh	Scottish Ambulance Service
Montrose	Scottish Ambulance Service
Montrose	Driver and Vehicle Standards Agency
Newbridge	Police Scotland
Newbridge	RoSPA
Newbridge	CNC
Newbridge	NWS
Newcastleton	Police Scotland
North Berwick	Police Scotland
Penicuik	Scottish Ambulance Service
Perth	Perth & Kinross Council
Portsoy	Maritime Coastguard Agency
Sighthill	Scottish Ambulance Service
Tomintoul	Police Scotland
Tomintoul	Scottish Ambulance Service
Tongue	Scottish Ambulance Service
Tranent	Scottish Ambulance Service
Turriff	Scottish Ambulance Service
West Linton	Scottish Ambulance Service
Unst	Scottish Ambulance Service

	Total in Place
Police Scotland	13
Scottish Ambulance Service	32
Maritime Coastguard Agency	5
Driver and Vehicle Standards Agency	7
Perth & Kinross Council	1
Charity	2
Ordnance Survey	6
Mountain Rescue	3
RoSPA	1
CNC	2
NWS	1
Orkney Drug Dogs	1
	74



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

firescotland.gov.uk

Risk Based Capital Investment Plan 2025
Version 1.0 March 2025