



Strategic Asset Management Plan: Property

2023-28

Working together for a safer Scotland





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i Abbreviations

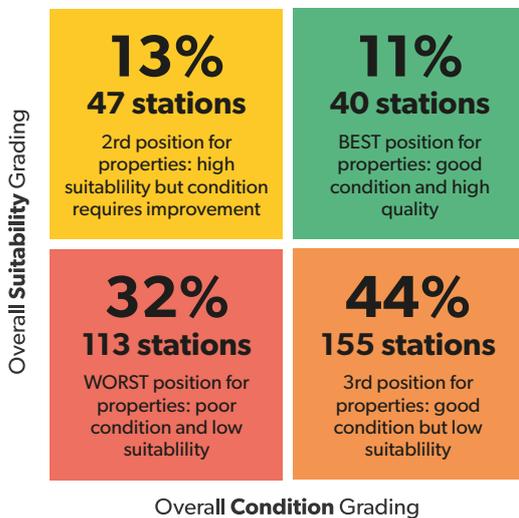
AIP	Asset Investment Plan
AMLB	Asset Management Liaison Board
ARC	Asset Resource Centre
AS	Audit Scotland
CIPFA	Chartered Institute of Public Finance Accountancy
CRIM	Community Risk Index Model
CPG	Corporate Property Group
DACO	Deputy Assistant Chief Officer
FRA	Fire Risk Assessment
GIS	Geographic Information System
H&S	Health and Safety
ICT	Information and Communications Technology
IIP	Infrastructure Investment Plan for Scotland 2021-22 to 2025-26
ISO	International Organization for Standardisation
LSO	Local Senior Officer
PPE	Personal Protective Equipment
PPM	Planned Preventative Maintenance
PRP	Property Responsible Person
PS	Police Scotland
RAAC	Reinforced Autoclaved Aerated Concrete
R&D	Research and Development
RNLI	Royal National Lifeboat Association
RICS	Royal Institute of Chartered Surveyors
SAMP	Strategic Asset Management Plan
SAS	Scottish Ambulance Service
SDMP	Service Delivery Model Programme
SFRS	Scottish Fire and Rescue Service
SG	Scottish Government
SLT	Strategic Leadership Team
TF	Technology Forge
UIG	User Information Group



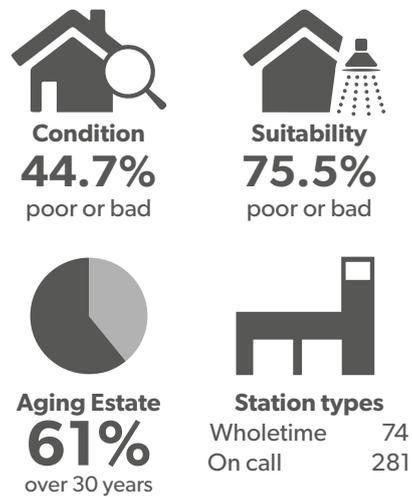
ii Asset Strategy in Numbers



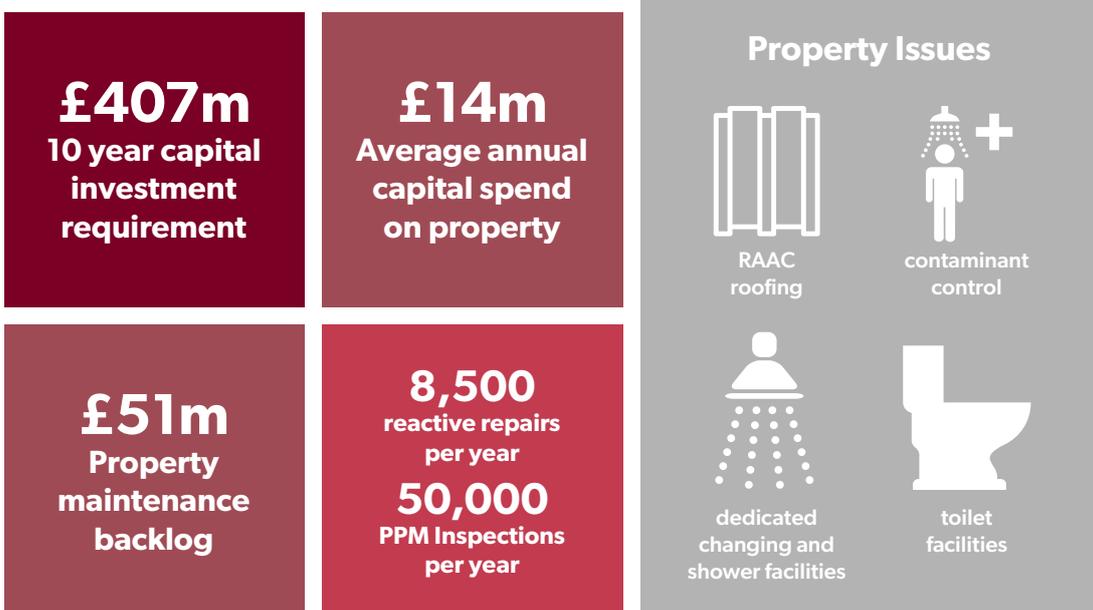
Fire station matrix



Fire station key facts



Capital Investment and Maintenance Backlogs



iii Foreword by Acting Director Asset Management

It is my pleasure to introduce this 5-year Strategic Asset Management Plan (SAMP) for Property which sets out how we aim to achieve a modern and fit for purpose property estate that supports the effective delivery of services across the whole organisation. With regards to Property Assets throughout this SAMP we will highlight where we are today and where we want to be.

Asset Management is defined by the Chartered Institute of Public Finance and Accountancy (CIPFA) as the delivery of corporate objectives and priorities of the organisation through the management of assets. This document sets out how we will maintain and renew our vital property assets, which are necessary to support our services. Our property assets include our fire stations, control centres, asset resource centres, training facilities, and office accommodation. All together, they represent a major capital investment. The efficiency of these assets will have a significant impact on our resource budget, as older stations require additional maintenance and are often much more expensive to run.

As the fourth 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, and a number of other properties, 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. Taking every opportunity to co-locate with partners, for example, other blue light services, is not only the best way to deliver savings to the public purse, it also facilitates more integrated and effective public services with better outcomes, particularly for the vulnerable in our society.

Despite investment over the past ten years, there remains a substantial inherited backlog investment issue to enable all assets to achieve satisfactory ratings for condition and suitability. Maintenance spend against the value of the Property estate is extremely low. In 2018 Audit Scotland recognised this and reported a need for action in this regard and recommended in order to bring its property and other assets across Scotland up to a minimum satisfactory condition and maintain them, SFRS required an average annual investment of £80.4 million compared to the £32.5 million currently received.

The total investment backlog for Property is £407 million. In terms of Property the introduction of Standard Station Design; requirement for individual dorms; gender neutral facilities; the control of contamination as well as the £87 million required

for Reinforced Autoclaved Aerated Concrete (RAAC) roofing issue are significantly contributory factors.

To encourage a diverse workforce, particularly at a time when we are finding it difficult to recruit staff for our on-call stations, the suitability of our stations requires significant investment. As the SAMP makes clear, additional Capital funding will be required in order to deliver the proposed improvements to property assets and so as to ensure that we have the right stations fit for the 21st century to support evolving community risk.

Further impacts which can be attributed to the lack of investment is that SFRS will end up spending more on reactive maintenance works than planned maintenance, this has been proven to be costlier in the long-run as continual patch and repair work will clearly cost more. Also unless the investment backlog of our properties is addressed with significant capital funding for replacement, SFRS will be unable to meet the 6% per annum carbon reduction target.

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 property assets in order to meet the delivery of key service objectives. This SAMP will ensure that we are entirely compliant with regulatory, contractual and legislative commitments but, more than that, it will also ensure that we strive to implement best practice wherever possible.

Underpinned by the SFRS Strategic Plan and our commitment to the environment we are committed to working with the Scottish Government and partners, ensuring that we are contributing to the climate change policy in Scotland. The SFRS Carbon Management Plan sets out in detail how we will approach carbon reduction over the next five years, as we work towards the Scottish Government's ambitious target of net zero by 2045. As this SAMP will make clear, significant additional capital investment in our property infrastructure is required to enable the transition from the predominantly poor suitability and poor condition of the property estate, to one which better supports service delivery and is financially sustainable, efficient, and environmentally sound.

Iain Morris,
Acting Director
Asset Management



iv Executive Summary

a. Background

The Scottish Fire and Rescue Service has an asset portfolio worth around £0.5billion comprising a range of property assets, which are critical to the effective delivery of services to our communities across Scotland. The main focus of this SAMP is to ensure that property 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 building improvements and lifecycle maintenance across our existing estate to ensure it remains in a compliant, habitable and reasonable condition for our staff.

In implementing this SAMP we will improve the condition and suitability of our property estate, redevelop key stations, particularly those with Reinforced Autoclaved Aerated Concrete (RAAC) roofing, improve welfare facilities at stations, build new stations where required, progress the services Carbon Management Plan through improvement projects across the service, provide dignified dormitories to bring existing fire stations in line with the Services standardised station design and provide modern fit for purpose facilities for operational staff.

The Strategic Asset Management Plan for Property, which has been developed in conjunction with members of the Asset Management Liaison Board (AMLB) and their wider teams, will be published and communicated throughout the Service. Extensive stakeholder engagement was undertaken with regards to this SAMP, including an on-line questionnaire which received over 400 responses, the outcome from this is detailed within Appendix 2: Consultation questionnaire and feedback.

b. Context

Our AMLB 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.

This SAMP sets out how we will manage, maintain and develop our property assets. The SAMP for Fleet was approved by the Board in 2022, later this year we will commence work on the SAMP for Equipment. The SAMPs for Fleet, Property and Equipment will all be combined in the future into an overarching Asset Management Strategy with an ambition for this to be accredited to the International Organization for Standardisation (ISO) 55001 Asset Management Standard.

ISO 55001 was first published in January 2014 and establishes specific requirements for not only implementing and maintaining an asset, but also improving that asset via an Asset Management System. ISO 55001 is designed to provide structure and guidance on an Asset Management System (AMS) to manage and mitigate risk, whilst benchmarking performance across all sectors and improving performance.

The benefits of this include the ability to ensure that our property assets fulfil their necessary functions, support improvements, provide assurance on the Asset management function and provides a focus on a risk-based approach to asset management which has shown to be effective for asset-intensive systems, not necessarily by reducing risk, but by using risk to balance the operational performance of the assets against the asset life-cycle cost. Appendix 3 details the Asset Management risk matrix and links this to the SFRS strategic risk register.



2024	Overarching SAMP
2023	SAMP Equipment
2022	SAMP Property
2022	SAMP Fleet



c. Investment Backlog

We have inherited a large, complex and ageing estate that despite improvements remains a legacy of operating structures that predate Fire Reform. Despite significant investment over the past 10 years, there remains a substantial inherited backlog to enable all assets to achieve satisfactory ratings of condition and suitability; and in 2018 Audit Scotland recognised and reported on the need for action.



Cromatry Fire Station



Carrbridge Fire Station

As at March 2022 SFRS have a Capital investment backlog for its property assets of over £400 million. The pace of change outlined within this SAMP will be driven by the funding available for property. Furthermore, we recognise that if the level of investment stays at current levels the investment backlog will increase at a substantial rate. Continuation of capital investment at existing levels will increase the pressure on the resource budget to reflect an ageing property portfolio.



SFRS will look to secure funding through public and private sources as well as work with the Scottish Government as they implement the Investment Hierarchy. 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.

d. Risks and Challenges

There is a risk that the significant supply chain shortages will be experienced in relation to the supply of commodities for construction because of a lack of global manufacturing capacity. This could result in a delay to projects specified within the Capital programme and the potential increases in both Capital and Resource costs as demand outstrips financial allocations.

The war in Ukraine has no doubt contributed to material supply and price increase issues, coupled with the ensuing energy and cost of living crises, mean that prices are rising month on month. The most recent Building Materials & Components Index reported a 26.4% increase for 'all work' for June 2022 year on year. Costs of concrete reinforcing bars, fabricated structural steel and pre-cast concrete products increased by 58.2%, 46.3% and 28.3% respectively. The shipping costs of transporting goods has also increased significantly.

Recognising that SG and UK finances are constrained by the current economic impacts of EU exit, COVID-19 and the war in Ukraine, which have led to increased construction costs and inflationary pressures throughout supply chains, SFRS has revised the approach to allocating capital funding



adopting a risk-based approach which would minimise the risk of failure in terms of service delivery.

Our 10-year capital investment plan aims to transform SFRS’s legacy asset estate to one which is Collaborative, Service Led, Net Zero and Modernising. 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. To support this change of approach, 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 £630 million is now required, £63 million per annum to cover the asset backlog and the suitability of our estate assets.

In addition, the Carbon Management Plan 2020-25 sets out in detail how we will approach carbon reduction over the next few years, as we work towards the Scottish Government’s ambitious target of net zero by 2045. Whilst we are currently on track for 6% per annum reduction in our carbon we have insufficient funding for the projects identified in the Carbon Management Plan. Total investment of £48.4 million is required from 2020 to 2025, of which £12.8 million of ring-fenced funding has been received to date, therefore making it very unlikely we will meet our targets within the identified timescales.

e. Strategic Asset Management Framework

This SAMP uses a Strategic Asset Management Framework approach developed by the Royal Institute of Chartered Surveyors (RICS) and the Chartered Institute of Public Finance and Accountancy (CIPFA). This requires an Asset Management Policy to provide rules and consistent structure to how we manage the key resource of property and land. The creation of an asset management policy is also a requirement of ISO55000.

The Asset management policy is designed to make sure the property asset management strategy is reflected in the business decisions of all parts of the organisation. It sets down the rules of behaviour for the organisation, as far as property decision making is concerned, to ensure that the strategy can be delivered transparently through a consistent process.

The SAMP contains a suite of living documents divided into three clear parts that can be updated separately to remain relevant:

<p style="font-size: 2em; font-weight: bold; margin: 0;">1</p> <p style="font-weight: bold; margin: 0;">The Asset Management Policy establishes:</p> <ul style="list-style-type: none"> • The corporate approach to property assets • The principles to be followed 	<p style="font-size: 2em; font-weight: bold; margin: 0;">2</p> <p style="font-weight: bold; margin: 0;">The Asset Management Strategy establishes:</p> <ul style="list-style-type: none"> • What we think our future should look like • Where we want to be 	<p style="font-size: 2em; font-weight: bold; margin: 0;">3</p> <p style="font-weight: bold; margin: 0;">The Asset Management Action Plan establishes:</p> <ul style="list-style-type: none"> • What we need to do to deliver our strategy • The specific actions and focus areas
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1. An Asset Management Policy

This is a high-level statement of the overall approach to providing property to meet the organisation's needs. It will make clear, in general terms, the property that is required to meet corporate and operational objectives.

2. An Asset Management Strategy

This will be designed to make sure that the property asset strategy is reflected in the decisions of all parts of the organisation. The asset management strategy provides an overview of the organisation's land and property estate, together with the governance arrangements, approach and

key initiatives for the managing and development of the estate that support corporate objectives.

3. An Asset Management Action Plan

The asset management action plan sets out how the necessary changes will be delivered. This is a 'living document' and will be used and adapted in order to manage our asset management programmes of work on a regular basis. The annual action plan will be regularly reviewed by the Corporate Property Group (CPG) and will form the basis for reporting performance.

The diagram below shows the strategic context of this SAMP:



f. Key Actions and Outcomes

The SAMP will directly contribute towards the achievement of the following key actions and outcomes:

1. Property assets are maintained in satisfactory or better condition to support service delivery;
2. Property assets are fit for purpose, implementing all aspects of Standard Station Design, compliant in respect of health and safety, including improved welfare facilities and contaminant control, and suitable in terms of accommodation type and layout to support the delivery of services;
3. Property assets provide accommodation that is accessible for all service users and staff;
4. Property assets are sufficient for service delivery and utilised as much as possible by our communities.
5. The energy performance of our property assets is monitored, behaviour change is encouraged to reduce energy usage, and improvements undertaken where financially viable and technically feasible;
6. Dissemination of property information to all relevant personnel so as to provide more efficient property management and maintenance and to support investment decisions;
7. Reduction in the amount of reactive maintenance through targeting resources toward planned preventative maintenance more effectively;
8. Capital and Resource expenditure is directed by the SAMP;
9. Ensure effective asset management information systems are established, embedded and managed throughout the organisation by following the principles of ISO55001 and the RICS guidance on Public Sector Property Asset Management;
10. Collaborate with other blue light and public sector partners to help maximise value and community use of publicly funded assets.



Alex Lane
National Property
Manager



Asset Management Policy



1 Asset Management Policy

4.1 Introduction

This Asset Management Policy establishes some clear principles by which we will manage our property assets, make strategic decisions and define longer terms action plans against our Property 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.

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

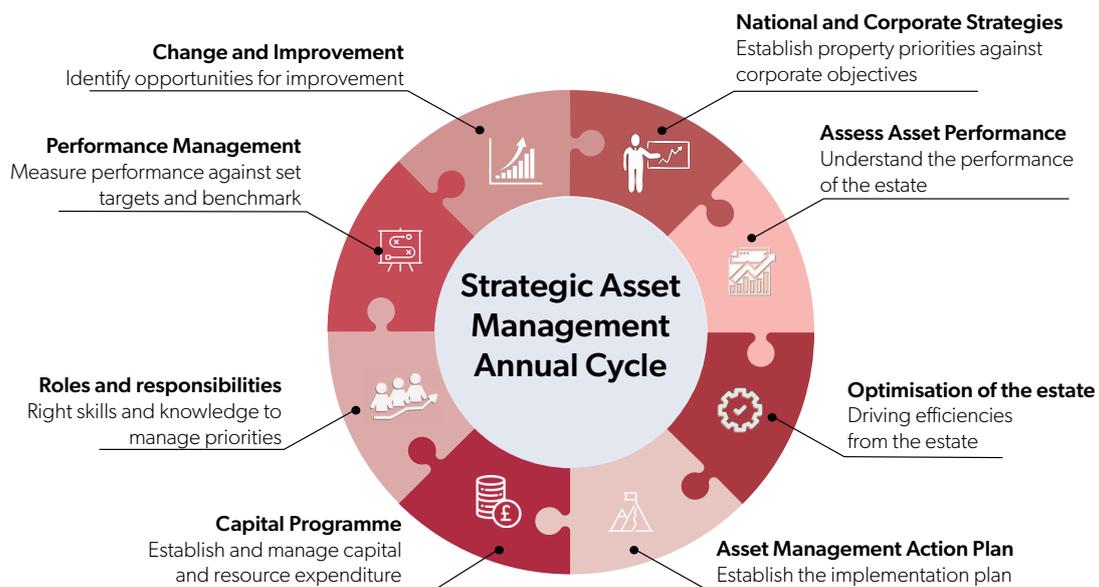
An overarching principle to ensure effective asset management information systems are established, embedded, and managed throughout the organisation will be to follow the principles of ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Property Asset Management.

In producing this SAMP we will:

- Explain the framework in which the estate sits, including a detailed property type summary

- Assess the shape and condition of the current estate
- 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 action plans will be reviewed on an annual basis (using the process cycle below).



4.2 SAMP Objectives

To support the objectives of the SAMP we have set out four policy objectives on the following pages. These describe The SFRS commitment to property 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 property assets:

The four key objectives of the SAMP 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 property assets
- Quality means meeting a specification which is fit for purpose, standard station design, 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
	Work within the Scottish Government investment hierarchy	Ties into SFRS long-term vision and strategic plan	Meet Scottish Government low carbon target requirements



4.2.1 Modernising

- Fit for purpose: Bring the whole property estate into fit for purpose condition and function. Resolve immediate concerns around sites that perform poorly in terms of quality (i.e. operational suitability and condition).
- Invest to save: Reduce maintenance costs by investing in modernisation rather maintaining an inherited old and deteriorating Estate.

Like all employers, SFRS has responsibilities under the Health and Safety at Work etc. Act 1974 and associated legislation, regulations and guidance, to protect our people in carrying out their duties. The Service, through its Health, Safety and Wellbeing Policy, has specifically committed to providing equipment which is suitable for task, fit for purpose and suitably maintained.

We will seek to ensure these commitments are met through early engagement with health and safety professionals from the design phase through the asset lifecycle. We recognise

the impact that the working environment can have on our wellbeing and will work to ensure that all employees have workplaces that are not only safe and secure but that promote dignity and wellbeing.

We will maintain up to date information on the condition and suitability of our assets that enable us to annually draw down a rolling 3-year investment plan, linked to current Service priorities, and developed through our Corporate Property Group and the Asset Management Liaison Board, at which all relevant areas of the organisation are represented.

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 through our initial strategic work with Scottish Futures Trust on a project considering small station replacement using modular methods of construction.



4.2.2 Collaborative



Example of Collaboration with Scottish Ambulance Service at Aberdeen Fire Station

- The purpose of the Scottish Fire and Rescue Service is to work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and wellbeing of people throughout Scotland.
- We will continue to support the Scottish Emergency Services National Collaboration Strategy, a key early deliverable of which is co-location. Therefore, co-location, visibility and collaboration with partners will be a key consideration in future estate investment decisions. We will challenge the need for standalone and dedicated fire properties and co-location investment decisions will be prioritised where it leads to service collaboration with partners and improved community outcomes. A list of current co-locations is included in appendix 4.

The Scottish Fire and Rescue Service shares facilities with emergency service partners to extend response capabilities and to help protect communities. For example, as the image above shows the Scottish Ambulance Service is now sharing facilities with the Scottish Fire and Rescue Service in Aberdeen, which will extend response capabilities and help to protect communities.



Tri-emergency service station (Tomintoul)

Also, the first tri-emergency service in Scotland is in Tomintoul Fire Station in Aberdeenshire, where SFRS, Police Scotland and the Scottish Ambulance Service operate from one base.

This co-location also enabled a police officer to be on duty within this community, avoiding a 26-mile journey to the nearest police station. Work is currently ongoing with Police Scotland and Scottish Ambulance colleagues to further develop shared facilities. There are currently around 40 premises which are jointly occupied by two or more of the emergency service organisations.

Typically, our assets will be used by SFRS personnel to deliver services for our communities, however where these can be safely and securely used by the public themselves, for community benefit, this will be facilitated, for example community fire stations and electric vehicle charging points. Similarly, we recognise our responsibilities under the Community Empowerment (Scotland) Act 2015 in relation to asset transfer requests for land and buildings and are ready to work with communities where they consider our assets can be better used to benefit the local community.

Scottish Fire and Rescue Service is also an active member of the Joint Asset Sharing Group with Police Scotland, the Scottish Ambulance Service, and Scottish Futures Trust. A key aspect of the Joint Asset Sharing Group's work is the Emergency Services Co-Location Programme which promotes and supports the sharing of space.

We are also working with Scottish Futures Trust to seek opportunities for sharing facilities with our blue light partners with specific regard to the 14 stations that have a failure in a flat roof constructed from Reinforced Autoclaved Aerated Concrete (RAAC). SFRS also work closely with the DVLA, volunteer groups, charities and third sectors such as, Mountain Rescue and the Royal National Lifeboat Association (RNLI) on a wide range of fleet, infrastructure and equipment issues. We currently have 65 co-locations and hope to reach at least 70 by the end of 2024/25.

Due to the size of our fire rescue vehicles, and hence size of stations required, it is almost always SFRS properties that are being utilised for asset sharing. In some cases, this frees



up SAS and PS assets for reuse/redevelopment and any capital receipts generated can be re-invested in improving their remaining property portfolios. SFRS supports

the co-location programme through arranging for any refurbishment works to be undertaken (the cost of which is reimbursed by the incoming service).

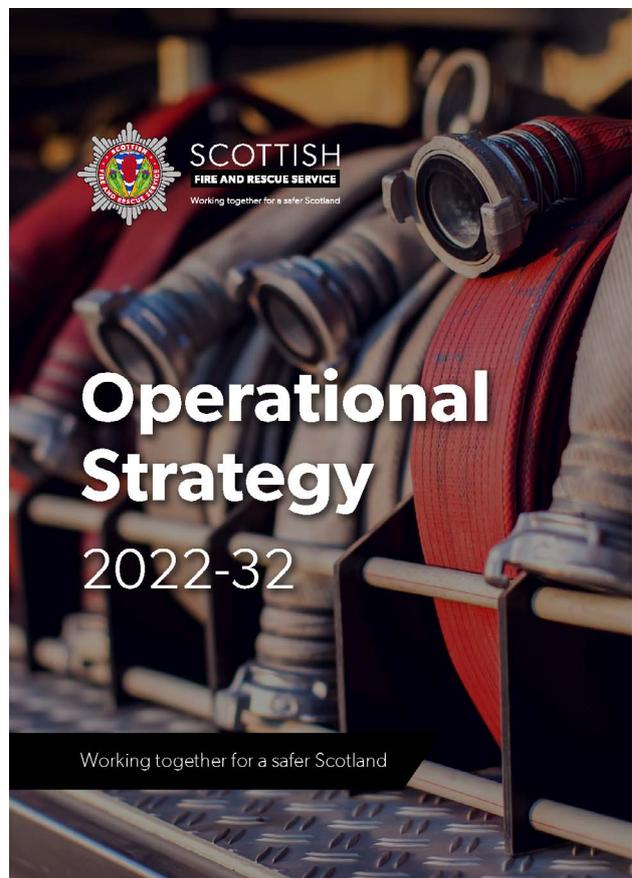


4.2.3 Service Led

One of the key recommendations of the Christie Commission on the Future Delivery of Public Services was that those individuals and communities receiving public services must be empowered through involvement in design and delivery of the services they use.

Similarly, in designing and commissioning assets we must take account of the valuable insights of those who use and maintain them, from operational firefighters, to control staff, to office-based personnel, fleet mechanics, stores staff and technicians. We will consult with those who use and those who service/maintain existing assets, taking their views into account in future investment decisions.

This SAMP will tie in with the SFRS Operational Strategy 2022-32, which is a blueprint to inform and assist strategic managers approach to future operational response. Within the Operational Strategy, there are opportunities to review current deployment models and locations of assets including specialist capabilities. This will supersede any previous and legacy arrangements and provide a more proactive approach to the deployment of assets.



4.2.4 Net Zero

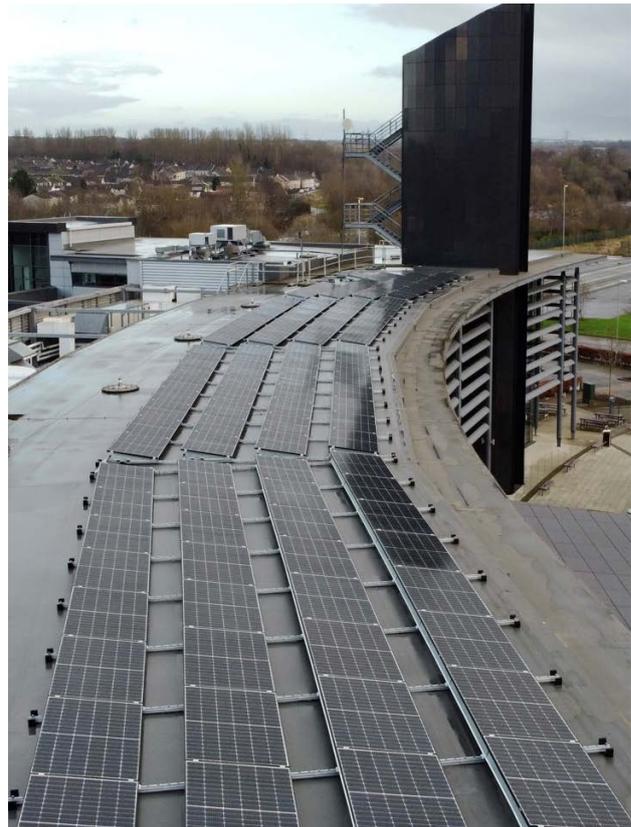
- Achieve environmental, social and financial sustainability targets aligning with our Carbon Management Plan and applying Standard Station Design Principles.
- Develop specific programmes to reduce the property estate's environmental impact, such as renewable energy systems.
- Contribute to current and future government carbon targets, including Net Zero by 2045.

The recent global declaration of a climate emergency has acted as a catalyst for asset management transformation. It raises questions about how and where we work and challenges the rationale for property asset platforms as we know them at present. We are committed to minimising our environmental impact through the products and services we procure; and in the design, planning and creation of our buildings.

At the same time, the operational efficiency of buildings and their internal infrastructure continue to be day-to-day imperatives to combat waste. Decarbonising property assets and facing up to climate change through the pursuit of net zero carbon policies are key strategic issues.

In accordance with the SFRS Environmental Policy and Energy and Carbon Strategy 2020-2030, fire station design standards will take account of the whole life cost of our buildings, whilst reducing energy consumption and carbon emissions and contributing to the 6% per annum carbon reduction target.

We are committed to minimising our environmental impact through the products and services we procure; and in the design, planning and creation of our buildings. A key area of environmental impact is through our property estate. SFRS are committed to supporting the Scottish Government's aspiration of an environmentally sustainable economy, and will continue to progress projects that will help to lower our carbon footprint.



Solar Panels at SFRS HQ (Cambslang)

It is important to state however that unless the investment backlog of our property estate is addressed with significant capital funding for replacement, SFRS will be unable to meet the carbon reduction target.

The Initial 5-year Carbon Management Plan identified £48 million investment required to meet the first phase of carbon neutral. The Carbon Management Plan should have received, based upon 2020 cost estimates, £27 million between 2020-23. To date it has received investment of £11,429,000 of which £7,879,000 was grant funding. This leaves a funding gap of over £15 million.



4.3 Scottish Government Investment Hierarchy

There are a number of internal and external Strategic Drivers that have influenced this Strategy. This SAMP document 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 Strategy.

The purpose of the investment hierarchy is to provide a common methodology to assist the planning and decision-

making in the public sector infrastructure investment. The approach requires public sector managers to first determine the future infrastructure needs and demands in the context of net zero targets and inclusive growth priorities through a Strategic Asset Management Plan for Property and achieve those needs by maximising the use of existing assets and repurposing and reconfiguring them whenever feasible with preference to co-location and shared facilities, thereby taking a whole life approach to maximising the life of existing and new assets.

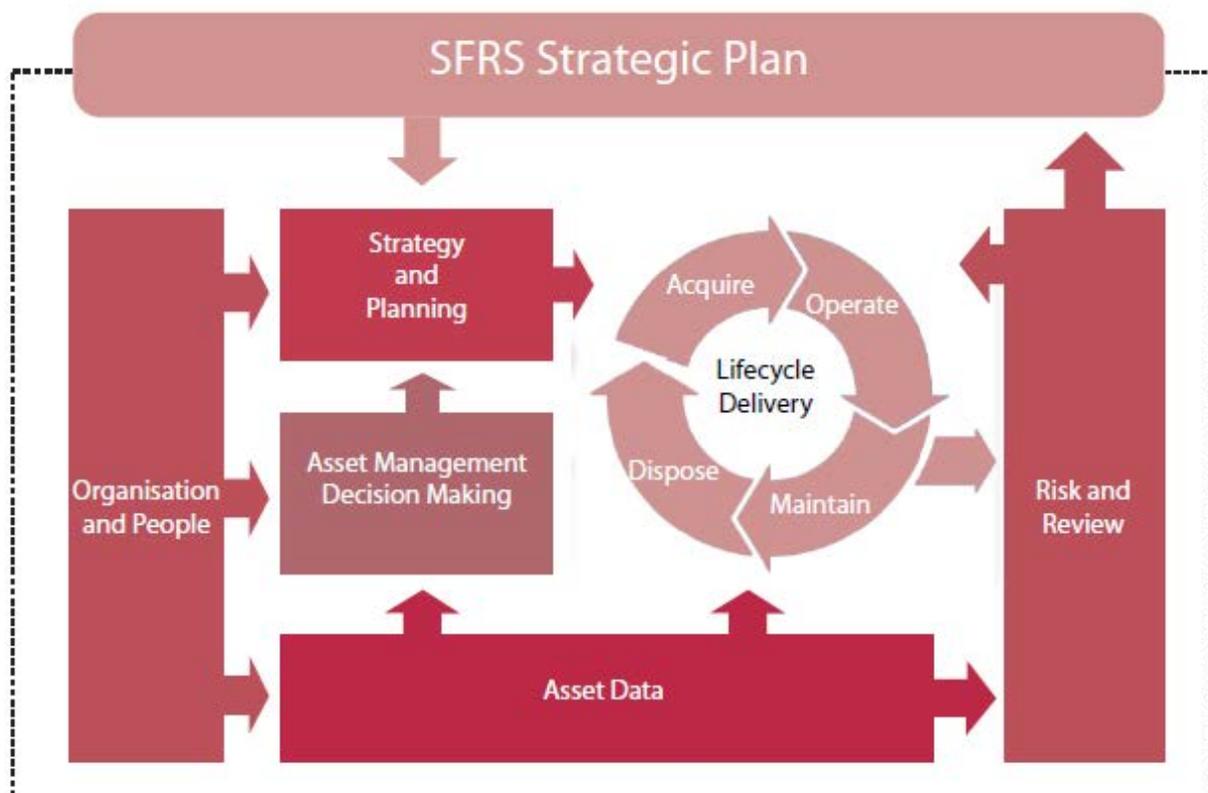


4.4 Decision Making

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.



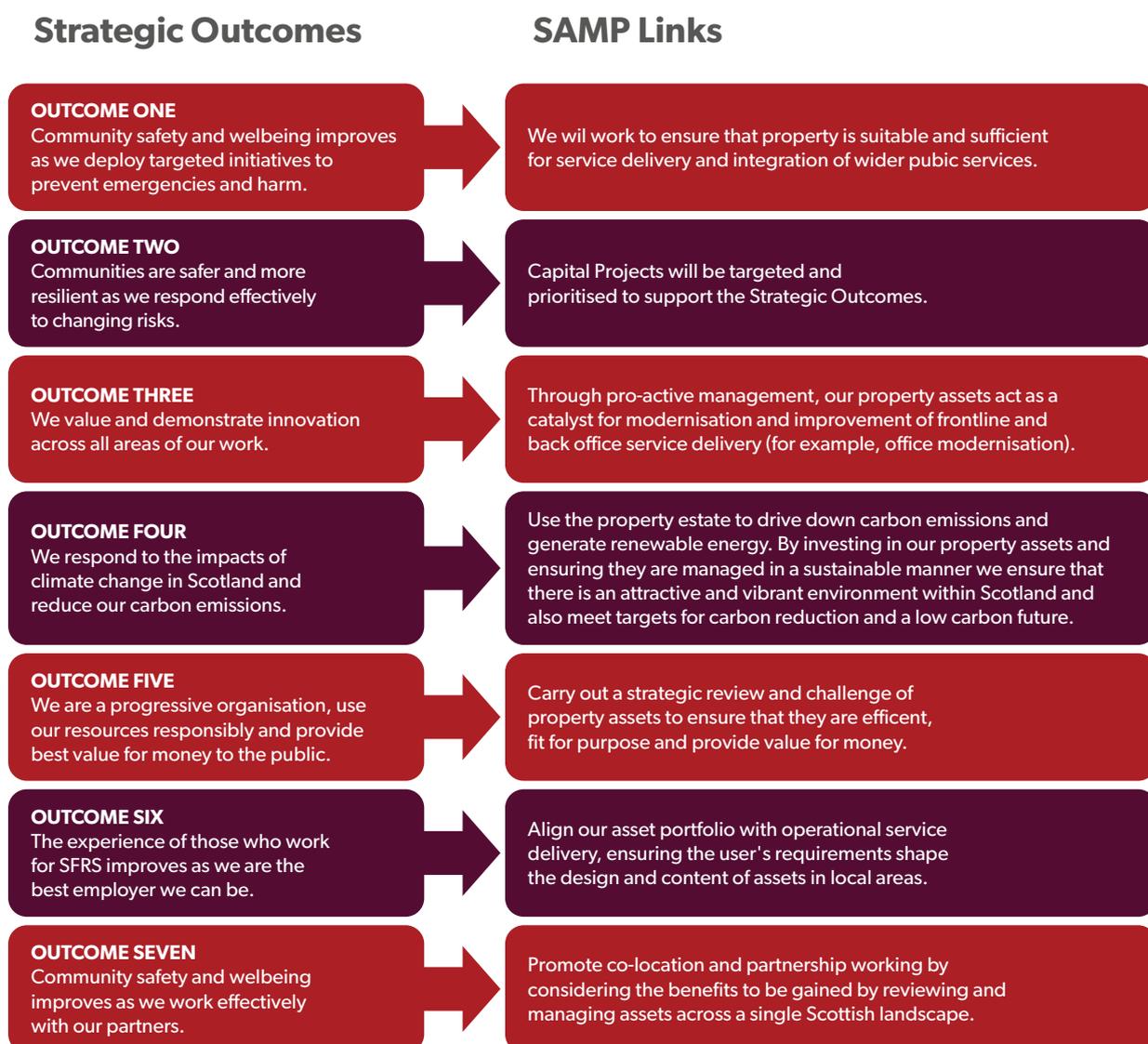
4.5 Strategic Alignment

Our properties 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 strategy 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:

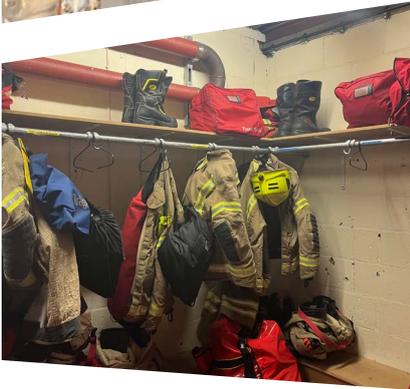
4.6 Transition

The images on the following pages highlight the transition from where we are today to where we would like to be for our property assets.

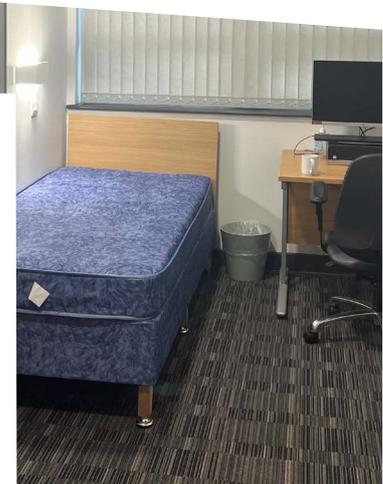
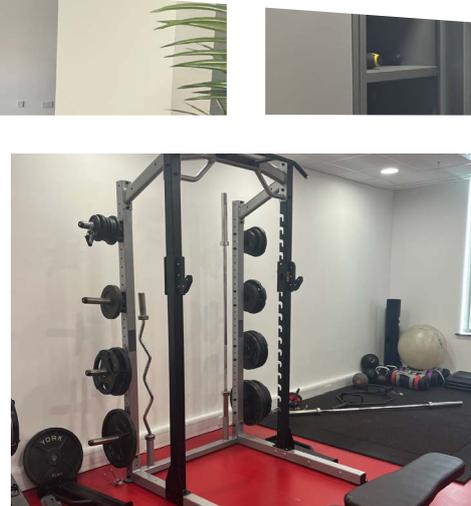
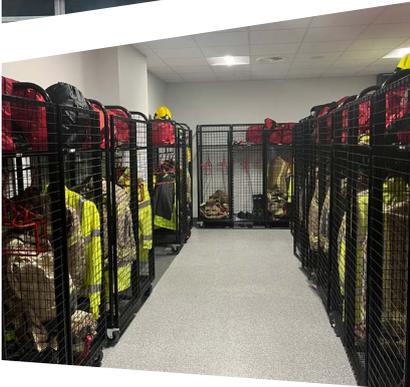
The future state is achieved through following the clear objectives by which we will manage our property assets, thereby achieving the four objectives detailed within the SAMP and provides a fit for purpose property portfolio for a 21st century Fire Service.



(Older Station)



(Newer Station)





Asset Management Strategy



5 Asset Management Strategy

5.1 Introduction

“Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives” – [RICS Public Sector Asset Management Guidelines 2nd Edition]

SFRS has a property portfolio of some 1,100 built assets and land holdings of 205 acres over 425 sites, situated throughout Scotland, to best enable the delivery of services to our communities, optimise the operational response to incidents, assist with the achievement of the organisation’s corporate priorities and provide safe and comfortable buildings and facilities for staff and visitors.

SFRS has insufficient budget provision to meet the 2018 Audit Scotland recommendation of an average annual investment requirement of £80.4 million for the inherited estate. 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.

However, it is widely acknowledged there is insufficient funding available to implement SSD to any meaningful extent. The combination of age, condition, suitability and restrictions of existing land and buildings are all risk elements which will further prevent the implementation of the SSD to a significant number of properties.

Work remains ongoing to continually make the case for investment with the Scottish Government; as well as to seek additional sources of funding such as Government grants for energy projects and also to seek collaborative opportunities with partner organisations to share the burden of investment.

5.2 Estate Composition

The composition of the built Estate can be summarised as follows;

- Operational Estate – Wholetime and On call fire Stations
- Corporate Estate – Support buildings such as Headquarters and other offices, Operational Controls, Community Safety Facilities and Asset Resource Centres
- Training Estate – All buildings, towers and infrastructure, regionally and nationally in place to provide training
- Ancillary Estate – all other built assets such as communications masts/cabins, generator housings, general stores

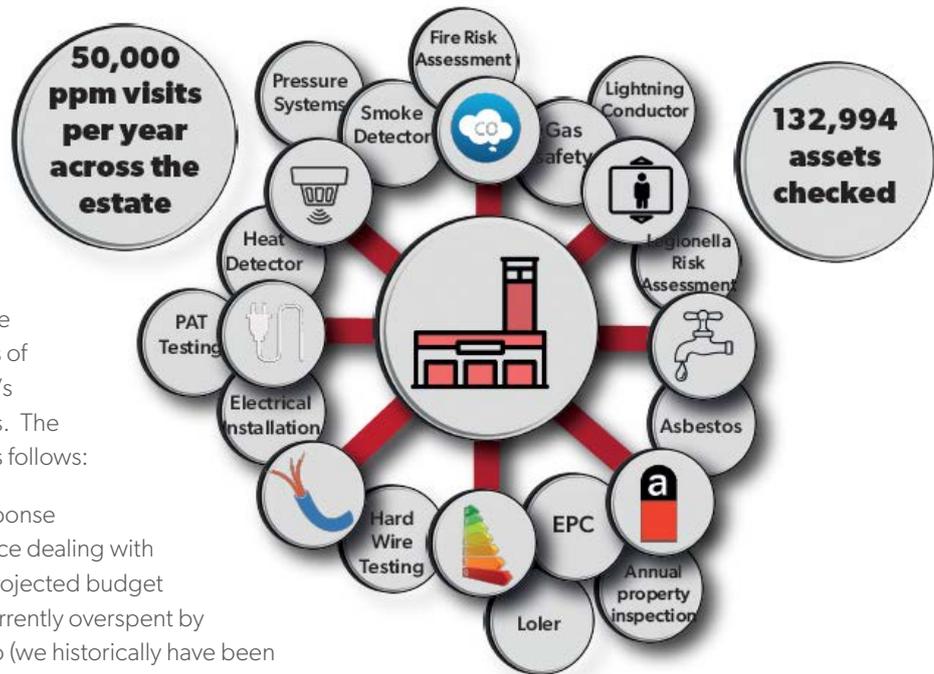
Property Type	Number
Wholetime Establishment	74
On-call Establishment	281
Corporate	33
Training	300

5.3 Maintaining our Assets

The image below the range of Planned Preventative Maintenance (PPM) and property compliance checks currently undertaken at our stations.

Repair and maintenance of Property assets is carried out in accordance, with legislative requirements, industry standards of good practice and manufacturer’s recommendations/specifications. The works programme is delivered as follows:

- Reactive Maintenance: A response maintenance and repair service dealing with day-to-day defect reports. Projected budget £4.25M however this year currently overspent by £350k with two months to go (we historically have been over spent and went to emergencies only every year since service started)
- Planned Preventative Maintenance (PPM) at £4.5 million per annum: Contracts are let for the regular inspection, testing, routine servicing and maintenance of mechanical and electrical installations and fixed plant and equipment. This includes:



- Asbestos Inspections – £140k
- Legionella – £70k
- RAAC inspections – c£100k
- Engineering Inspections – £150k



- Soft FM Services (Including grounds maintenance) – This contract was awarded to Sodexo who have a current budget of just over £5M but contractual CPI rise will likely take this to £5.3M per annum as of April

Robertson Facilities Management has been awarded a five-year contract by the Scottish Fire and Rescue Service (SFRS) to deliver hard FM services across its estate. The contract, which started in April 2022, is worth up to £14.35 million a year and contains an option to extend for another three years.

Maintenance and statutory liabilities have an annual spend of around £8 million; it is of vital importance therefore that we look after our assets. Our overall strategy is to ensure that our finite and reducing maintenance resources are prioritised to appropriate buildings, where the money is needed most. We identify these priorities by conducting a rolling programme of condition surveys which aims to understand maintenance requirements over a period of 5 years. This will enable a better-informed decision-making approach and maximise efficiencies by planning over a longer time horizon, instead of reacting to emergencies as they happen.

Our four key aims for Building Maintenance are:

1. To ensure our properties are safe and secure for the people who use them
2. To allocate funding to projects that will achieve the maximum positive impact

3. To achieve an efficient balance between planned and reactive maintenance work
4. Achieving maximum efficiencies in the way we procure building maintenance work

Steps are taken continually to ensure that properties comply with legislative and regulatory requirements, all managed through the asset system (Screen shot below). On-going programmes of compliance testing to measure and control risk are in place to address key issues relating to:

- gas installation testing – tested annually;
- electrical installation testing – tested on a 5-year rolling programme;
- legionella testing – tested annually;
- asbestos management – ongoing management; and
- fire risk assessments and general health and safety audits – ongoing management

View Inspection Compliance

Keys			
	Inspection Complete or Closed with an Open Help Call		
	Inspection Closed or Complete within 'float period'		
	Inspection Closed or Complete outside 'float period'		
	Inspection 'open' (not Closed, Complete or Cancelled) and overdue		
	Inspection 'open' (not Closed, Complete or Cancelled) and not overdue		

Filters Applied			
* Inspection Compliance			
Inspection Type	Jan	Feb	Mar
ASB1001 1Y - Asbestos Inspection (Annual)	1 1		
ENG-PSR-1Y - Engineering-Pressure Systems-1Y			
FRA1001 2Y - FRA Risk Assessment			2
LRA0100-2Y - Legionella Risk Assessment	11	20	20
RAAC1001-1M - Monthly RAAC Inspection	1	1	1
RAAC1002-3M - Quarterly RAAC Inspection	3 4		
ROOF1001 1Y - Roof Coverings	1	1	1
SFRS.001 - 12M - POWER GENERATION - 12M (SFRS)	5 8	14	19
SFRS.001 - 24M - POWER GENERATION - 24M (SFRS)	1	2	
SFRS.001 - 6M - POWER GENERATION - 6M (SFRS)	4 6	25	10
SFRS.002 - 6M - UPS SYSTEM - 6M (SFRS)		1	22
SFRS.004 - 60M - 5 YEAR EICR - 60M - (SFRS)			19
SFRS.005 - 12M - ELECTRICAL SWITCH GEAR & DISTRIBUTION - 12M - (SFRS)	4	2 79	8 185
SFRS.005 - 3M - ELECTRICAL SWITCH GEAR & DISTRIBUTION- 3M - (SFRS)	13 52	1 6 123	113
SFRS.006 - 12M - GENERAL LIGHTING - 12M (SFRS)	2 10	1 138	2 12 192



5.4 Service Delivery Model Programme (SDMP)

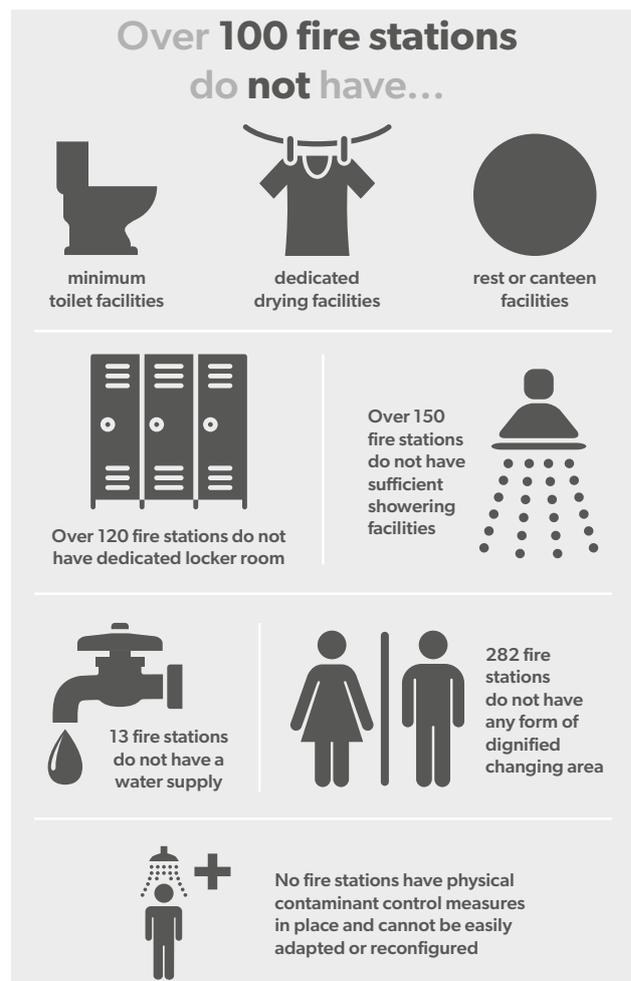
The Service Delivery Model Programme (SDMP) continues to be developed; The SDMP will undertake short, medium and long-term scenario planning to inform analysis of risk across Scotland’s communities. This helps identify where the SFRS, working within the confines of the resources available and in partnership, can deliver a balanced prevention, protection and response model that will contribute to eliminate, reduce or mitigate known or predicted community risk.

The analysis of changing community risk in Scotland being carried out through the SDMP process, as well as the potential implications of what those changes will mean for our future operational requirements is scheduled for completion in 2023. The recommendations from the SDMP process will be subject to community and stakeholder engagement to help arrive at final decisions.

The evidence from the public engagement process, combined with our understanding of risk, will inform any Board decisions in determining our future operating model. The issues outlined below relate to our existing estate, any future developments that could arise from the finalisation of the SDMP have not been factored in.

5.5 Property Issues

Over the last ten years SFRS has been 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:



5.6 Standard Station Design

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

When measured for suitability against the developed Standard Station Design, 62% 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 Design Principles

Our property estate is a key component of the Scottish Fire and Rescue's asset portfolio. It is where our staff work from, so it must be fit-for-purpose and reflect and support our workforce needs. Our workforce deal with the most traumatic and challenging of events. The well-being of our staff is central to our future design requirements.

A key element of this SAMP 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 aligns to the Standard Station Design principles and the work on-going with regards to the Service Delivery Model Programme.

Unfortunately, in a number of instances the inherited Estate from the former services is considered wholly insufficient for the provision of a fit for purpose facility compliant with the Welfare regulations and operational needs. Whilst the Service identifies 355 establishments there are not 355 fire stations, as within this number there are a number of timber huts, steel containers and leased agricultural or commercial buildings being the only local facilities and devoid of the most basic provisions such as running water, toilets and showers.



Kinlochewe Fire Station



Colintraive Fire Station

Following agreement of SSD, the requirement for individual dorms, 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.

Through the Condition and Suitability assessment exercises taken in cognisance with knowledge of site sizes and land restrictions, as well as current issues with regards RAAC roofing, Dignified Facilities and Contaminant Control, a high-level exercise to determine an initial property requirement for each fire station has been determined identifying three possible outcomes:

- Replace 64 new builds identified
- Develop 250 projects to refurbish and/ or reconfigure and or extend
- To continue to maintain 44 buildings in B for condition and suitability

We also have a huge investment requirement detailed in Carbon Management Plan to reduce Carbon footprint by 60% by 2030.

5.8 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 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 fire appliances, personnel and PPE are decontaminated during and following an incident, we have trialled station zoning systems to limit potential spread. SFRS also operates a specialist cleaning and repair contract which allows Firefighters Personal Protective Equipment (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 legacy or 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.

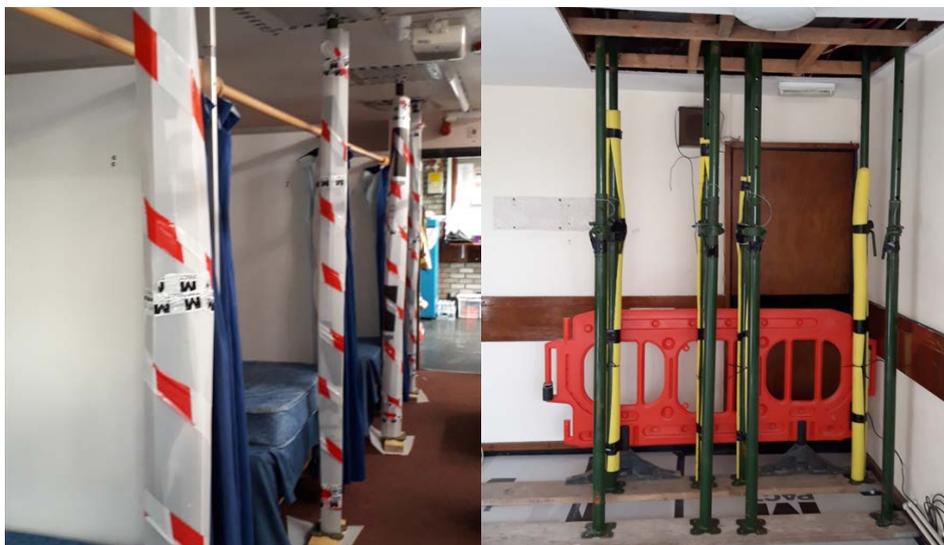
5.9 Reinforced Autoclaved Aerated Concrete (RAAC) Plank Roofs

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 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. These 14 sites have been subject to survey to identify deterioration and temporary works such as localised propping and the erection of crash decks have been designed and installed. The 14 sites remain subject to an ongoing quarterly inspection regime at a cost of £100,000 per annum to monitor condition and any further signs of deterioration.

The 14 sites confirmed to have RAAC roofs have been surveyed with regards to addressing the failed roof and in conjunction with age, existing condition of all built elements and infrastructure and the development required to address suitability issues and compliance with standardised station design. The overall cost to replace these fire stations is £77 million. The 14 stations, 11 Wholetimes and 3 Retained, are listed below:

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



Steel Props at RAAC roofing sites

The estimated overall project cost of £87 million is 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 9%, which suggests the cost for projects delivered in the future will be far greater than the current estimated cost.

5.10 Carbon Management Plan

Within its Strategic Plan the SFRS set key outcomes that the organisation aims to, which collectively support our purpose of working in partnership on prevention, protection and response, to improve the safety and well-being of people throughout Scotland.



Biomass Boiler at Fort William Fire Station

Within these outcomes is the aspiration to deliver a sustainable fire and rescue service, including delivering environmental benefits for the communities of Scotland. We have set out in broad terms how we plan to achieve this over the long term in our Climate Change Response Plan 2045, namely by supporting our communities to tackle climate change and by tackling our own carbon emissions.

The Carbon Management Plan sets out in detail how we will approach carbon reduction over the next five years, as we work towards the Scottish Government's ambitious target of net zero by 2045.

The Plan is supported by our Board and Strategic Leadership Team, and we recognise that for it to be successful we will require the support and involvement of all staff, to adopt more sustainable working practises, resource efficiencies and behaviours.

Building on the themes within our Energy and Carbon Strategy, and incorporating the carbon impact of waste, this Carbon Management Plan sets out our approach to carbon reduction over the next five years, with specific projects, aimed at further savings totalling 30%, 7,000 tCO₂e.

The projects, which will require total investment of £48.4 million over the next five years, have been selected to target improvements across all of the key carbon drivers, for example developing improvements in heating controls and developing a detailed map of our power use patterns and needs to manage down electrical use. A key strand of our Plan is based on behaviour change, challenging each of us to do more to reduce energy consumption and waste.

Access to funding is key to the success of this Plan. As such, significant work is underway to engage with Scottish Government and other partner bodies to maximise access to all relevant funding streams as without the funding for the works identified in the Carbon Management Plan it is very likely we will fail to meet targets within the identified timescales.

5.11 Corporate Landlord Model

The Scottish Fire Board has delegated the responsibility for Property to the Chief Officer and on his behalf the Asset Management Department undertake the management of all aspects of the Board’s property portfolio ensuring a corporate approach to the use of our buildings. The Acting Director of Asset Management sits on the Strategic Leadership Team and when necessary takes on the Corporate Property Officer role, ensuring property asset use is considered in all high-level decision making.

The Asset Management Department have adopted a Corporate Landlord Model approach. The Corporate Landlord model centralises all estate related budgets, decision making and activities within a central team – the Corporate Landlord. The Corporate Landlord is responsible for asset planning, review, feasibility and options appraisal accounting for the needs of all service areas, but most importantly, making decisions based on overall corporate priorities. Service Departments become tenants of the Corporate Landlord. The Corporate Landlord is responsible for the following activities:

- Design and Project Management
- Statutory Compliance of Buildings
- Energy Management
- Management and Commissioning of Repairs and Maintenance
- Facilities Management (in relation to cleaning, catering, security, caretaking)
- Estates and Valuation Services
- Strategic Asset Management Planning

The property team operate within a slim, flattened Client representative structure with multi-tasking team members providing the knowledge and expertise to ensure the effective and efficient delivery of property related services and the development and management of the portfolio.

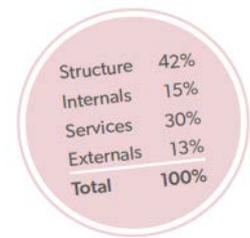
The team operate within the broad but distinct functions of Development, Estates, Environment, Hard and Soft Facilities Management Services and Asset and Contract Management augmented by the outsourced provision of Hard FM, Soft FM, Design Services and Construction. Our corporate landlord model takes a strategic approach and aims to:

- unlock the financial and social value of assets by integrating thinking about property with financial and other corporate priorities
- deliver economies of scale by consolidating resources, making best use of capacity and eliminating duplication
- remove any gaps in asset management ensuring all assets are subject to regular condition and regulatory compliance surveys
- improve efficiency and establish procurement arrangements that get the best from the market and cover the whole organisation consistently
- identify opportunities for greater partnership working across the public sector

We operate a business partner approach, through our Property Officers, providing access to all property and facilities services initially through an allocated single point of contact for every property. This initial point of contact provides access to all property services across the department from repairs and maintenance, estates queries, advice on property solutions feasibility of adaptations, design, estimated costs, support for business cases through to development.

The regional teams also visit and inspect all properties on a regular basis, operate a 24/7 rota for the provision of emergency response to property issues and engage with LSOs and DACOs. The Service also has an appointed Property Responsible Person for each site who arrange the local building user checks and they are supported by an LCMS module and a Property Management Handbook and Property Log book system.





5.12 Property Assessment

Effective property asset management needs robust and up to date information on property condition and investment, including the future cost of replacement of building components as well as replacement of the property asset as a whole.

With this in mind, Property Services collects condition and suitability data in order to identify the condition of all elements of buildings and the extent of outstanding maintenance required.

The main purpose of the condition and suitability surveys is to enable informed decision making about the property estate. The information gathered underpins the asset management process, with the underlying purpose of achieving the best use of property assets.

5.12.1 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 future cost of replacement of building components as well as replacement of the property asset as a whole.

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.

To obtain the overall condition of the property, each major element was assigned a condition rating (A to D). The overall condition category was determined from this information, through the application of a standard weighting system as outlined in the Scottish Executive's "The Condition Core Facts" document. Using standardised percentage bands to reflect the agreed condition of a sample of properties, the overall condition category was then determined.

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

Property Condition	Good	Satisfactory	Poor	Bad	Total	
Operational	No. of Properties	Maintenance Backlog (£)				
On-call	0	168	108	5	281	£18,414,760
Wholetime	1	27	36	10	74	£29,132,721
Operational Total	1	195	144	15	355	£47,547,481
Corporate	1	23	9	0	33	£2,852,599
Training	8	228	65	0	301	£534,443
Other Total	9	251	74	0	334	£3,387,042
Total	10	446	218	15	689	£50,934,523



5.12.2 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 standardised station design identifying all rooms, spaces and facilities and their adjacencies and tested the Operational estate against this to assess current 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;

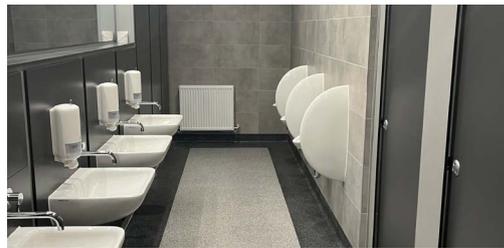
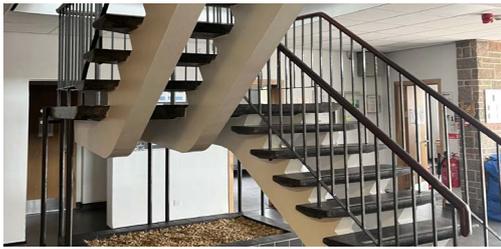
Property Suitability	Good	Satisfactory	Poor	Bad	Total
Operational	No. of Properties				
On-call	4	13	190	74	281
Wholetime	38	32	4	0	74
Operational Total	42	45	194	74	355
Corporate	12	16	5	0	33
Training	293	8	0	0	301
Other Total	305	24	5	0	334
Total	347	69	199	74	689

A Good	Performing well and operating efficiently
B Satisfactory	Performing well but with minor issues
C Poor	Showing major problems/ not operating optimally
D Bad	Does not support the delivery of services

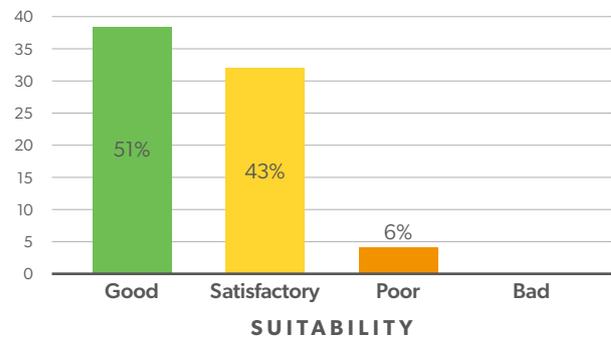
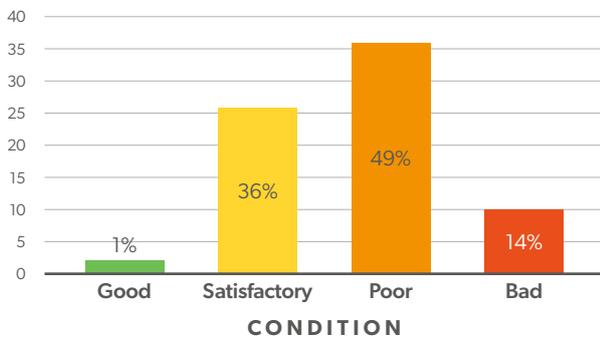


5.13 Condition/Suitability by Property Type

5.13.1 Fire Stations (Wholetime)



74 Wholetime Stations



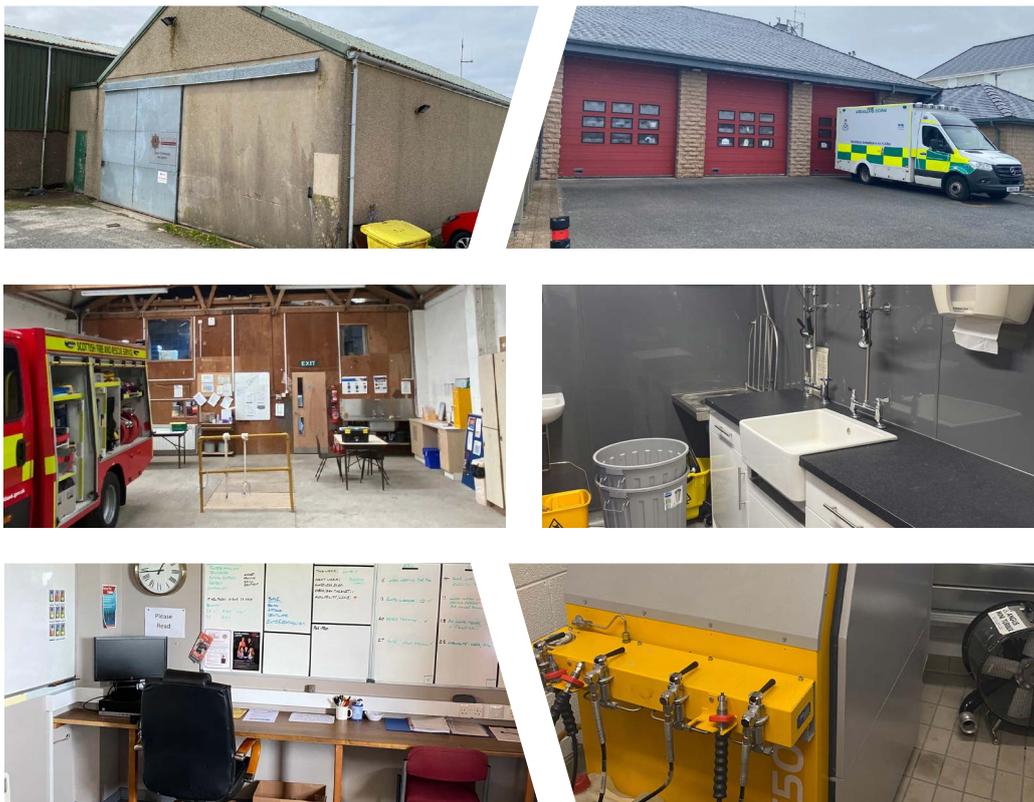
There are 74 wholetime stations across the SFRS estate. 37% (28 stations) score as being in good or satisfactory condition. The remaining stations fall into the poor and bad categories with 36 poor and 10 in the worst category.

In terms of suitability 94% (70 stations) score as being good or satisfactory with only 4 stations scoring in the poor category.

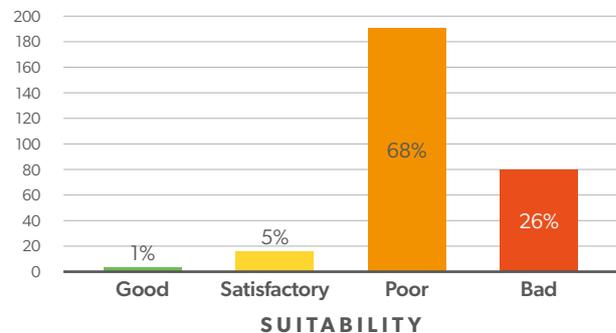
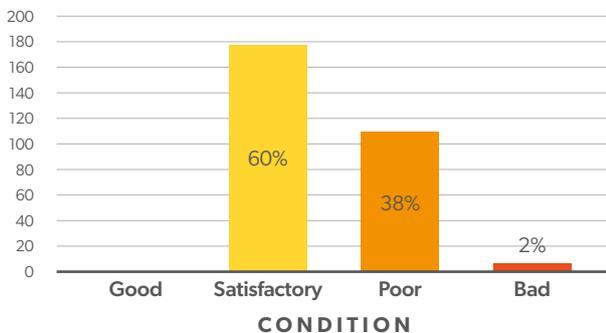


5.13.2 Fire Station (On call)

As the charts below show 94% of on-call stations are classed as unsuitable when measured against Standard Station Design.



281 On call Stations



There are 281 on call stations across the SFRS estate. 60% (168 stations) score as being in good or satisfactory condition. The remaining stations fall into the poor and bad categories with 108 poor and 5 in the worst category.

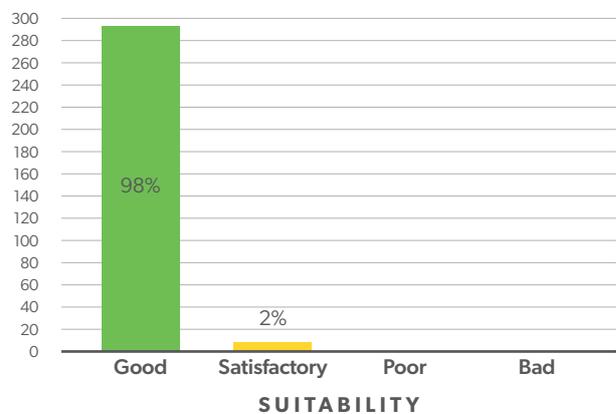
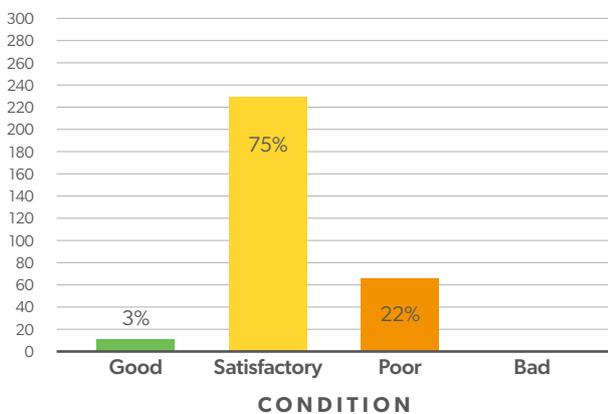
In terms of suitability 6% (17 stations) score as being good or satisfactory with 264 stations scoring in the poor or bad categories.



5.13.3 Training Centres (include fire towers)



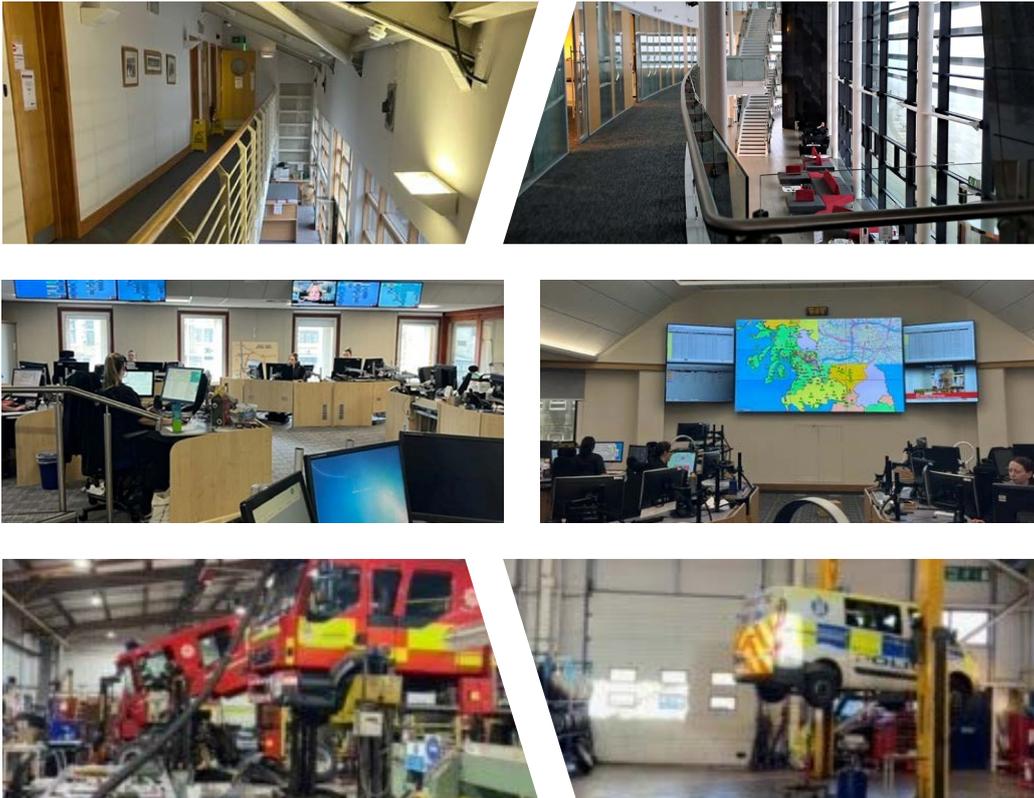
300 Training Assets



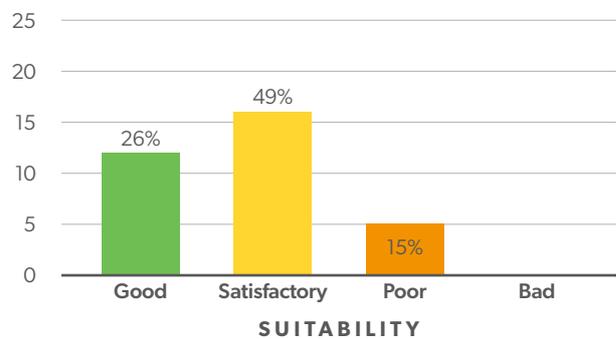
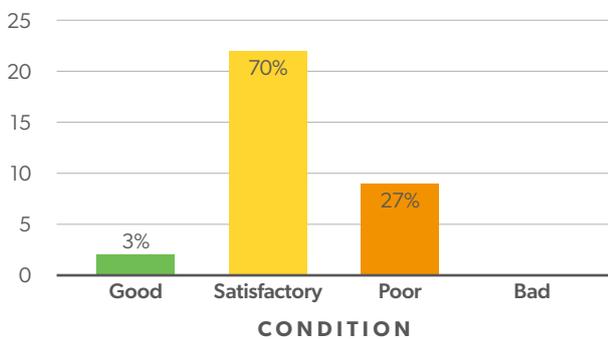
There are 300 training assets across the SFRS estate. 78% (235) score as being in good or satisfactory condition. The remaining 22% (65) fall into the poor category. In terms of suitability 100% score as being good or satisfactory.



5.13.4 Corporate



33 Corporate Assets



There are 33 corporate assets across the SFRS estate. 73% (24) score as being in good or satisfactory condition. The remaining 27% (9) fall into the poor category. In terms of suitability 85% (28) score as being good or satisfactory with the remaining 15% (5) being considered poor. Corporate assets include asset resource centres (ARCS), operation control centres, offices and workshops.



5.14 Property Condition and Suitability Matrix

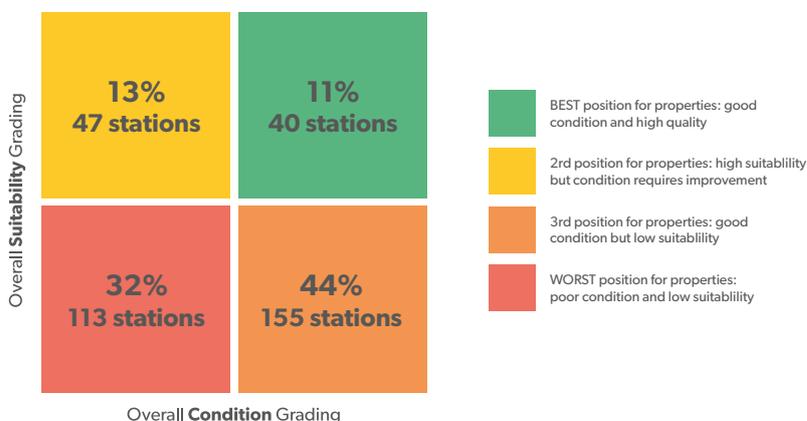
In order to examine the property condition and suitability information in more detail we have created a condition and suitability matrix, this shows our 355 fire stations placed within one of four quartiles. As this illustration shows 113 of our fire stations have poor condition and poor suitability and are most in need of replacement.

5.15 Technology Forge

The effective management of our extensive asset portfolio is assisted through the use of the cloud-based asset management system Technology Forge (TF). Through use of TF we provide the relevant information to support asset management, including the effective collection, collation and analysis of asset data. The TF system includes the capability of holding core facts for each property which can be viewed by all SFRS staff. This will assist in the development of a collaborative approach to asset management and the creation of a single source for all operational property data.

Within the TF Cloud SFRS property data can be managed from any location with a web-based solution. For this reason, there is no longer a requirement to have servers and there are also no databases to maintain. All that is required is a connection to the internet and TF cloud can be accessed via PCs, laptops, tablets and smart phones. SFRS data is held on secure servers by TF, data security is maintained through an international quality accredited standard.

The TF system is integrated with the hard FM providers system and manages and records all works scheduled tasks repairs instructions and invoicing and access to the system is provided on-line to all premises to allow them to notify defects and repairs. The system is also used to manage our budgets and capital programs and projects. We will ensure our asset information systems provide the data we require to manage performance, and enable continuous Improvement.



ijaz.bashir logged in to Scottish Fire And Rescue Service Logout

Home Property Estates Finance Help Calls Condition Inspection Assessment Questionnaire Reports Help Search for a code... Admin

Instructions Invoices Expenditure Budgets Income Budgets

Home > Finance > Expenditure Budgets

Expenditure Budget List

Filters Applied Clear Filter

Items 1 - 12 of 59 12 Per Page < Prev 1 2 3 ... 5 Next >

Expenditure Budget List							
Action	Account ID	Description	Financial Year	Total Budget	Total Raised	Expenditure	O/S Commitment
Finance Contract	301	Emergency Repairs - (20001)	2022-23	300000.00	236590.07	137678.96	99101.22
Finance Contract	302	Reactive Repairs - (20001)	2022-23	2957458.00	2752942.33	997474.38	1755467.95



5.16 Property Valuation Information

As reported in the 2021/22 Asset Register, the current asset value in terms of all land and buildings presently owned by SFRS amounts to around £450 million (Depreciated Replacement Cost) with properties classified in line with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS). The Asset Register is a document of considerable importance to any organisation; an asset register is designed to record all assets on the balance sheet, together with basic information as to use, size, value, occupying department. The register will record the existence of the asset, in order that an accurate, regularly updated listing is in existence so as to assist in good asset management planning and meeting audit requirements.

Assets are re-valued on a 2-year rolling programme in accordance with the Accounting Code of Practice and in line with valuation criteria as set out by the Royal Institute

of Chartered Surveyors. All values are recorded within the Council's asset system and an Asset Register report is produced each year.



5.17 2021/22 Capital Programme

All projects will fall into one of following Capital Programmes

- New Build
- Development (refurbishment, reconfiguration and extension)
- Planned Maintenance (minor works / elemental replacement)
- Net Zero (energy and carbon reduction)



5.18 Capital Project Investment Drivers

The SFRS capital programme is formed by bringing the Fleet, Property, ICT and Equipment Capital programmes together, and ensuring that sufficient funding is available before seeking Board approval. The SFRS has to manage demands for investment within Scottish Government (SG) funding limits, for 2021/22 the amount allocated for the Capital Programme was set at £32.5 million. The Service has invested £278 million in Capital over the past nine years funded by SG an average of £30.9million per annum.

For Property, major Capital works are based on the results of property condition survey information. 20% of the Property portfolio are undertaken annually. As a result, prioritisation criteria, for example risk to Service delivery, net zero targets and collaboration opportunity, have been developed to assess the programme to ensure that it is targeted to SFRS priorities.

Following the assessment to determine the Condition and Suitability of the Operational Estate individual sites were

also considered for size and shape and existing building structure/layout to determine feasibility of extending or developing the property. This exercise informed an indicative strategy for each of our current fire stations, simplified as:

- Maintain
- Develop (refurbish and/or reconfigure and/or extend)
- Replace

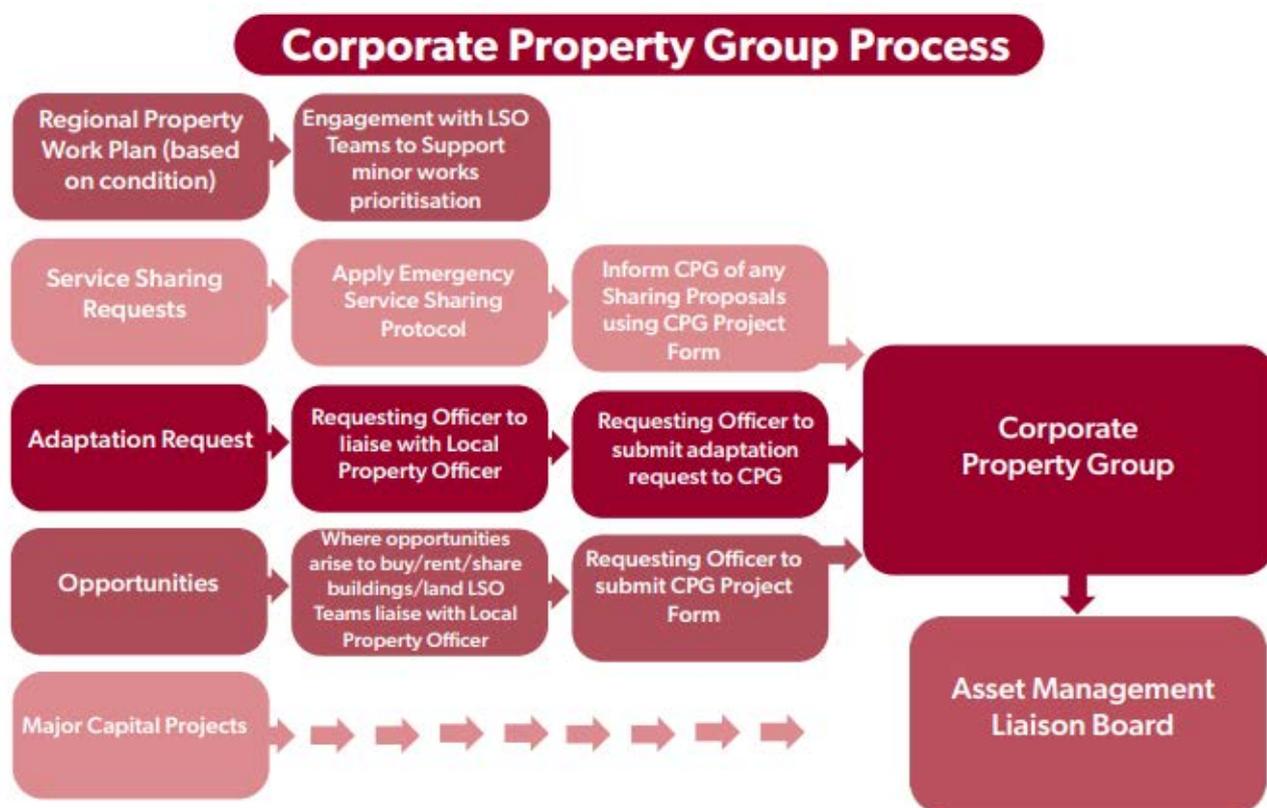
Local Senior Officers have been consulted on this outcome and the station typing exercise and have provided their local area development priorities. Prioritisation of development and replacement projects must also be considered nationally to best meet operational requirements and priorities. Development of a program of construction projects should be service rather than property led.

Any project to be progressed will be subject to a separate options appraisal exercise to determine best value option on a whole life cost basis.



5.19 Minor Works

The combined condition, suitability and ancillary surveys and assessments of our properties have highlighted a number of maintenance items which require remedial action within set time periods. The chart below details the process relating to minor property work requests and shows the remit of the Corporate Property Group and how this group links into the AMLB:



5.20 Modular Build

Modern methods of construction (MMC) is a process which focuses on off-site construction techniques, such as mass production and factory assembly, as alternatives to traditional building. We will work with Scottish Futures Trust and Hub North Scotland to develop a business case for approximately 50 MMC net-zero fire stations for the North of Scotland; we will utilise the Treasury Green Book Checklist for submission to Scottish Government. These stations will be designed using the principles of SSD and the place-based approach described within the Scottish Government's Infrastructure Investment Plan.



Concept image of Modular Build Fire Station

The key advantages of implementing a level of MMC can be organised in 5 key areas:

1. Speed – Whether it is due to stacking of activities between the factory and on site, or just improvements in site productivity from better on-site methodologies, MMC projects can deliver time savings of between 10 to 50% of construction time.
2. Safety – As all MMC methodologies offer improved efficiency and productivity, the activities in an MMC process are more predictable with a consequential reduction in risk. In addition, the more site work that is moved to the factory environment, the more additional safety benefits have an impact.
3. Sustainability – Due to more rigorous and elemental design processes, factory quality control, reduced waste, higher levels of air tightness and fewer transport loads, the use of MMC has a direct impact on the sustainability and carbon content of a project, in construction and in use.
4. Quality – It is much easier to control the quality of the finished product when you have more meticulous processes and are carrying out those processes in a controlled, dry, easily accessible environment. Consequently, defects are captured at source, significantly reduced, and the fit and finish is better.
5. Predictability – As a direct consequence of implementing MMC strategies on a project the possibility for unforeseen circumstances to impact upon the project programme or costs are minimised, thus increasing project certainty and the completion of the project within budget.

5.21 Office Accommodation

The accelerated roll out of technology during the COVID-19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. A review of office accommodation was initiated as a result of these changes over the past 3 years along with the planned completion of the West Asset Resource Centre (ARC) in Spring 2023. The review focused primarily on the Services office accommodation utilisation specifically at the West SDA, West ARC and Cambuslang HQ. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.





Asset Management Action Plan



6 Asset Management Action Plan

6.1 Introduction

To keep the SAMP relevant and aligned to changing corporate priorities, it will be refreshed on an annual basis. Each of the four objectives are supported by an Asset Management Action Plan with detailed objectives and actions.

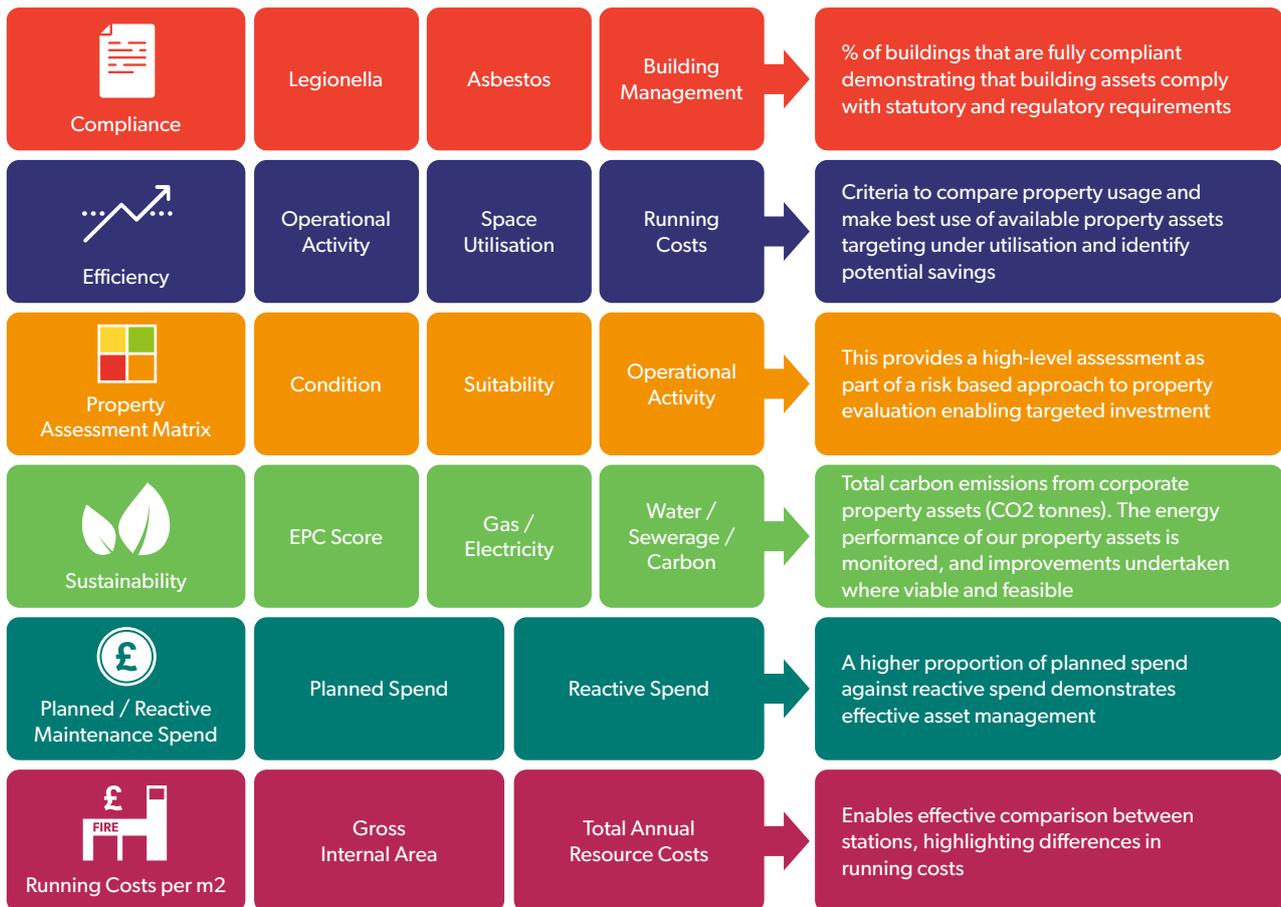
Throughout the development of the SAMP, engagement and consultation with our focus groups has been undertaken as well as an internal survey being issued on the intranet to all staff members. Based on the feedback received we have identified a number of areas for improvement. The improvement actions are documented

below against the property strategic objectives. We will continue to engage with all of our stakeholders as we seek to implement these improvement actions.

The Asset Management Strategy will be reviewed annually, whilst the Asset Management Action Plan will be managed, monitored and updated continuously to report on progress and achievements. This means that the document will be continually changing to reflect achievement of actions and capturing new priorities and initiatives as they are identified.



6.2 Property Performance Evaluation Criteria



Measuring the success of the SAMP is of critical importance. A range of qualitative and quantitative Key Performance Indicators (KPIs) will be measured to show progress over time and will also be used for benchmarking purposes against other blue light partners.

Understanding the efficiency of our property estate will enable SFRS to demonstrate that they are obtaining best value and using resources effectively. Alongside this, understanding the effectiveness of the property estate will be equally important. Both these areas will enable the success of the SAMP to be measured.

6.3 Improvement Actions

Throughout the development of the SAMP, engagement and consultation with our focus groups has been undertaken as well as an internal survey being issued on the intranet to all staff members. Based on the feedback received we have identified a number of areas for improvement. The improvement actions are documented below against the SAMP strategic objectives. We will continue to engage with all of our stakeholders as we seek to implement these improvement actions over the next 3 years.



Action Reference	Objective	Action Title	Action Description	Accountability
C1	Collaborative	Blue Light Collaboration Group	To continue to promote joint working through participation in the Blue Light collaboration group where it will provide benefit for service delivery and in securing efficiencies, with an aim to reach at least 70 co-locations by March 2025.	Asset Management Liaison Board
C2	Collaborative	Benchmarking	Engage with other Fire Services from around the UK, including Northern Ireland and Wales to develop meaningful benchmarking information so as to better assess performance. Key metrics will be developed to help us better compare the property portfolio, so as to drive efficiency improvements and reduce our environmental impact.	Performance Board
C3	Collaborative	Share and Lead on Best Practice	We work with other fire and rescue services within the UK through our involvement with the National Fire Estates Group (NFEG) to share and lead on best practice and seek to realise efficiencies from joint working and procurement opportunities.	Asset Management Liaison Board



Action Reference	Objective	Action Title	Action Description	Accountability
S1	Service Led	Greater Stakeholder Engagement	To further enhance our user engagement, we will strive to introduce more opportunities for stakeholder engagement so that we continue to improve. This will include a dedicated property web-page and stakeholder consultation survey. We will endeavour to consult and engage with key partners as appropriate before making important asset related decisions.	Asset Management Liaison Board
S2	Service Led	Project Communication	We will work with our Operational colleagues to let the Property Responsible Person know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.	Corporate Property Group and SLT
S3	Service Led	TF Helpdesk Calls	Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress; this will be implemented in 2023/24.	Corporate Property Group
S4	Service Led	Post Project Evaluation	Undertake post project evaluation meetings and publicise the results on a dedicated web-page detailing any lessons learned for future projects; this will be implemented for projects completing in 2023/24.	Corporate Property Group



Action Reference	Objective	Action Title	Action Description	Accountability
N1	Net Zero	Reduce CO2 Emissions	We will continue to work to reduce CO2 emissions by 6% per annum, as per our strategies and plans. Our CO2 will be reduced through undertaking a greater number of carbon reduction projects. This will significantly reduce our carbon footprint and support the environment in Scotland.	Environment & Carbon Management Board
N2	Net Zero	Update Carbon Management Plan	The Carbon Management Plan will be updated in 2025 to reflect progress on energy projects and future proposals.	Environment & Carbon Management Board





Action Reference	Objective	Action Title	Action Description	Accountability
M1	Modernising	Improve Welfare Facilities	In 2023/24 progress dignified welfare projects at 5 Fire Stations to improve overall suitability and condition ratings	Asset Management Liaison Board
M2	Modernising	Contaminant Control	Work with Service Delivery colleagues and Health & Safety to develop proposals for contaminant control within stations. Include contaminant control measures within designs for 4 replacement fire station projects in 2023/24 programme.	Asset Management Liaison Board; Contaminants Group
M3	Modernising	RAAC Roofing Station replacement	Prioritise Capital Investment to replace 10 fire stations which have RAAC roofing over the financial years 2023/24 – 2026/27	Asset Management Liaison Board
M4	Modernising	Asset Management System	Improve the data quality within Technology Forge, specifically AutoCAD drawings and surveys, so as to improve reporting from the system. Access to the system will also be provided to more operational staff to ensure data transparency.	Digital Board
M5	Modernising	Office Rationalisation Review (Phase 1)	Undertake a Corporate Office Review specifically at Hamilton SDA, West ARC and Cambuslang HQ. The accelerated roll out of technology during the COVID-19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.	Senior Management Board



Action Reference	Objective	Action Title	Action Description	Accountability
M6	Modernising	Implement ISO55001	In order to ensure effective asset management information systems are established, embedded, and managed throughout the organisation we will implement the principles of ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Property Asset Management in 2023/24.	Senior Leadership Team
M7	Modernising	Property Structure	Succession and Workforce Planning is a key issue. There are too many single points of failure and not enough succession planning within the current structure. We will seek to implement a new structure for property in 2023/24 that seeks to address single points of failure, provide deputies for key positions, give staff promotion opportunities and a clear career path.	SLT
M8	Modernising	Raise the Profile of Property Services	In order to raise the profile and stress the importance of the work undertaken by Property, we will promote key aspects of our work on a dedicated property news page on the iHub.	People Board
M9	Modernising	Modern Methods of Construction	We will work with Scottish Futures Trust and Hub (North) to develop a business case for approximately 50 replacement net zero fire stations using modern methods of construction for the North of Scotland; we will utilise the Treasury Green Book Checklist for submission to Scottish Government in the second half of 2023.	Asset Management Liason Board



7 Strategic Asset Management Plan: Property on a Page

Delivering Our Plan



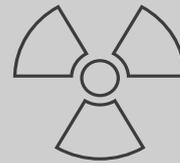
Reduce Investment Backlog



Address RAAC Roofing



Improve welfare facilities



Improve contaminant control

Our Objectives

VALUE FOR MONEY



Collaborative



Service Led



Net Zero



Modernising

Measuring Success



KPIs



Benchmarking



Improvement Actions

Progressing towards
ISO55001 accreditation





Appendices

Appendix 1:

Fire Station Condition and Suitability Scores

a: North

b: East

c: West

Appendix 2:

Consultation Feedback

Appendix 3:

Asset Management Risk Matrix

Appendix 4:

Emergency Services Co-location

Appendix 5:

Proposed Capital Programme 2023-2026

Appendix 1: Fire Station Condition and Suitability Scores North

LSO	Building Description	Property Type	Condition	Suitability
City of Aberdeen, Aberdeenshire & Moray	Aberchirder Fire Station	ON CALL	Satisfactory	Bad
City of Aberdeen, Aberdeenshire & Moray	Aberlour Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Aboyne Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Alford Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Altens Fire Station	WHOLETIME	Poor	Satisfactory
City of Aberdeen, Aberdeenshire & Moray	Ballater Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Balmoral Fire Station	ON CALL	Poor	Bad
City of Aberdeen, Aberdeenshire & Moray	Banchory Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Banff Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Braemar Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Buckie Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Central Fire Station & LSO Offices	WHOLETIME	Satisfactory	Good
City of Aberdeen, Aberdeenshire & Moray	Cullen Fire Station	ON CALL	Poor	Poor
City of Aberdeen, Aberdeenshire & Moray	Dufftown Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Dyce Fire Station & North SDA HQ	ON CALL	Satisfactory	Good
City of Aberdeen, Aberdeenshire & Moray	Elgin Fire Station	WHOLETIME	Satisfactory	Satisfactory
City of Aberdeen, Aberdeenshire & Moray	Ellon Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Fochabers Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Forres Fire Station	ON CALL	Poor	Poor
City of Aberdeen, Aberdeenshire & Moray	Fraserburgh Fire and Ambulance Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Gordonstoun Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Huntly Fire Station	ON CALL	Bad	Bad
City of Aberdeen, Aberdeenshire & Moray	Insch Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Inverbervie Fire Station	ON CALL	Satisfactory	Bad
City of Aberdeen, Aberdeenshire & Moray	Inverurie Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Keith Fire Station	ON CALL	Poor	Bad
City of Aberdeen, Aberdeenshire & Moray	Kintore Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Laurencekirk Fire Station	ON CALL	Poor	Poor
City of Aberdeen, Aberdeenshire & Moray	Lossiemouth Fire Station	ON CALL	Satisfactory	Bad
City of Aberdeen, Aberdeenshire & Moray	Macduff Fire Station	ON CALL	Satisfactory	Poor

LSO	Building Description	Property Type	Condition	Suitability
City of Aberdeen, Aberdeenshire & Moray	Maud Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	North Anderson Drive Fire Station	WHOLETIME	Satisfactory	Good
City of Aberdeen, Aberdeenshire & Moray	Oldmeldrum Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Peterhead Fire Station	WHOLETIME	Satisfactory	Good
City of Aberdeen, Aberdeenshire & Moray	Portsoy Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Rothies Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Stonehaven Fire Station	ON CALL	Poor	Bad
City of Aberdeen, Aberdeenshire & Moray	Strathdon Fire Station	ON CALL	Satisfactory	Bad
City of Aberdeen, Aberdeenshire & Moray	Tomintoul Fire Station	ON CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Turriff Fire Station	ON CALL	Poor	Poor
Highland	Acharacle Fire Station	ON CALL	Poor	Bad
Highland	Achiltibuie Fire Station	ON CALL	Satisfactory	Poor
Highland	Applecross Fire Station	ON CALL	Poor	Bad
Highland	Aultbea Fire Station	ON CALL	Satisfactory	Poor
Highland	Aviemore Fire Station	ON CALL	Satisfactory	Poor
Highland	Balintore CRU	ON CALL	Satisfactory	Bad
Highland	Beaully Fire Station	ON CALL	Satisfactory	Poor
Highland	Bettyhill Fire Station	ON CALL	Poor	Bad
Highland	Bonar Bridge Fire Station	ON CALL	Poor	Bad
Highland	Broadford Fire Station	ON CALL	Poor	Bad
Highland	Cannich Fire Station	ON CALL	Poor	Bad
Highland	Carrbridge Community Response Unit	ON CALL	Satisfactory	Bad
Highland	Cromarty CRU	ON CALL	Poor	Bad
Highland	Dingwall Fire Station	ON CALL	Satisfactory	Poor
Highland	Dornoch Fire Station	ON CALL	Satisfactory	Poor
Highland	Drumnadrochit Fire Station	ON CALL	Satisfactory	Poor
Highland	Dunbeath Fire Station	ON CALL	Satisfactory	Poor
Highland	Dunvegan Fire Station	ON CALL	Poor	Poor
Highland	Durness Fire Station	ON CALL	Satisfactory	Poor
Highland	Fort Augustus Fire Station	ON CALL	Satisfactory	Poor
Highland	Fort William Fire Station	ON CALL	Satisfactory	Poor
Highland	Fortrose Fire Station	ON CALL	Satisfactory	Poor



LSO	Building Description	Property Type	Condition	Suitability
Highland	Foyers Fire Station	ON CALL	Poor	Bad
Highland	Gairloch Fire Station	ON CALL	Satisfactory	Poor
Highland	Glenelg Fire Station	ON CALL	Poor	Bad
Highland	Golspie Fire Station	ON CALL	Satisfactory	Bad
Highland	Grantown Fire Station	ON CALL	Satisfactory	Poor
Highland	Helmsdale Fire Station	ON CALL	Satisfactory	Poor
Highland	Invergordon Fire Station and Training Centre	ON CALL	Poor	Poor
Highland	Inverness Fire Station & LSO Offices	WHOLETIME	Satisfactory	Good
Highland	John O' Groats Fire Station	ON CALL	Satisfactory	Poor
Highland	Kilchoan Fire Station	ON CALL	Poor	Bad
Highland	Kingussie Fire Station	ON CALL	Satisfactory	Poor
Highland	Kinlochbervie Fire Station	ON CALL	Satisfactory	Poor
Highland	Kinlochewe Fire Station	ON CALL	Poor	Bad
Highland	Kinlochleven Fire Station	ON CALL	Satisfactory	Poor
Highland	Kyle of Lochalsh Fire Station	ON CALL	Poor	Bad
Highland	Lochaline Fire Station	ON CALL	Satisfactory	Poor
Highland	Lochcarron Fire Station	ON CALL	Satisfactory	Poor
Highland	Lochinver Fire Station	ON CALL	Satisfactory	Poor
Highland	Lybster Community Response Unit	ON CALL	Poor	Bad
Highland	Mallaig Fire Station	ON CALL	Poor	Poor
Highland	Nairn Fire Station	ON CALL	Satisfactory	Bad
Highland	Newtonmore Community Response Unit	ON CALL	Satisfactory	Bad
Highland	Portree Fire Station	ON CALL	Bad	Bad
Highland	Raasay Fire Station	ON CALL	Poor	Bad
Highland	Ratagan Fire Station	ON CALL	Poor	Bad
Highland	Scourie Fire Station	ON CALL	Satisfactory	Poor
Highland	Spean Bridge Community Response Unit	ON CALL	Satisfactory	Bad
Highland	Staffin Fire Station	ON CALL	Poor	Bad
Highland	Strontian Fire Station	ON CALL	Satisfactory	Poor
Highland	Tain Fire Station	ON CALL	Satisfactory	Poor
Highland	Thurso Fire Station and District Office	ON CALL	Poor	Poor
Highland	Tongue Fire Station	ON CALL	Satisfactory	Poor

LSO	Building Description	Property Type	Condition	Suitability
Highland	Torrison Fire Station	ON CALL	Poor	Bad
Highland	Uig Retained Fire Station	ON CALL	Bad	Bad
Highland	Ullapool Retained Fire Station	ON CALL	Poor	Poor
Highland	Wick Retained Fire Station	ON CALL	Poor	Poor
Perth & Kinross, Angus and Dundee	Aberfeldy Fire Station	ON CALL	Satisfactory	Bad
Perth & Kinross, Angus and Dundee	Alyth Fire Station	ON CALL	Satisfactory	Bad
Perth & Kinross, Angus and Dundee	Arbroath Fire Station	WHOLETIME	Poor	Poor
Perth & Kinross, Angus and Dundee	Auchterarder Fire Station	ON CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Balmossie Fire Station	WHOLETIME	Satisfactory	Satisfactory
Perth & Kinross, Angus and Dundee	Blackness Road Fire Station & Offices	WHOLETIME	Poor	Good
Perth & Kinross, Angus and Dundee	Blairgowrie Fire Station	ON CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Brechin Fire Station	ON CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Carnoustie Fire Station	ON CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Comrie Fire Station	ON CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Coupar Angus Fire Station	ON CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Crieff Fire Station	ON CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Dunkeld Fire Station	ON CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Forfar Fire Station	ON CALL	Satisfactory	Satisfactory
Perth & Kinross, Angus and Dundee	Glenshee Fire Station	ON CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Kingsway East Fire Station	WHOLETIME	Satisfactory	Satisfactory
Perth & Kinross, Angus and Dundee	Kinloch Rannoch Fire Station	ON CALL	Poor	Poor
Perth & Kinross, Angus and Dundee	Kinross Fire Station	ON CALL	Satisfactory	Bad
Perth & Kinross, Angus and Dundee	Kirkmichael Fire Station	ON CALL	Poor	Poor
Perth & Kinross, Angus and Dundee	Kirriemuir Fire Station	ON CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Macalpine Fire Station/ Dundee Operations Control	WHOLETIME	Poor	Good
Perth & Kinross, Angus and Dundee	Montrose Fire And Ambulance Station	ON CALL	Poor	Poor
Perth & Kinross, Angus and Dundee	Perth Fire Station & Training Centre	WHOLETIME	Satisfactory	Good
Perth & Kinross, Angus and Dundee	Pitlochry Fire Station	ON CALL	Satisfactory	Bad
WIOS	Bayhead Fire Station	ON CALL	Poor	Bad
WIOS	Benbecula Fire Station	ON CALL	Poor	Poor
WIOS	Bixter Fire Station	ON CALL	Poor	Bad
WIOS	Brae Fire Station	ON CALL	Satisfactory	Poor
WIOS	Bressay Fire Station	ON CALL	Poor	Bad
WIOS	Castlebay Fire Station	ON CALL	Poor	Poor



LSO	Building Description	Property Type	Condition	Suitability
WIOS	Eday Fire Station	ON CALL	Poor	Bad
WIOS	Fair Isle Fire Station	ON CALL	Satisfactory	Satisfactory
WIOS	Fetlar Fire Station	ON CALL	Satisfactory	Bad
WIOS	Great Bernera Fire Station	ON CALL	Satisfactory	Poor
WIOS	Hillswick Fire Station	ON CALL	Satisfactory	Bad
WIOS	Hoy Fire Station	ON CALL	Satisfactory	Poor
WIOS	Kirkwall Fire Station	ON CALL	Satisfactory	Satisfactory
WIOS	Lerwick Fire Station and District Office	ON CALL	Satisfactory	Good
WIOS	Leverburgh Fire Station	ON CALL	Poor	Bad
WIOS	Lochboisdale Fire Station	ON CALL	Satisfactory	Poor
WIOS	Lochmaddy Fire Station	ON CALL	Satisfactory	Poor
WIOS	Ness Fire Station	ON CALL	Satisfactory	Poor
WIOS	North Ronaldsay Fire Station	ON CALL	Poor	Bad
WIOS	Papa Westray Fire Station	ON CALL	Satisfactory	Poor
WIOS	Rousay Fire Station	ON CALL	Satisfactory	Poor
WIOS	Sanday Fire Station	ON CALL	Satisfactory	Bad
WIOS	Sandwick Fire Station	ON CALL	Satisfactory	Poor
WIOS	Scalloway Fire Station	ON CALL	Satisfactory	Poor
WIOS	Scalpay Fire Station	ON CALL	Poor	Bad
WIOS	Shapinsay Fire Station	ON CALL	Satisfactory	Bad
WIOS	Shawbost Fire Station	ON CALL	Satisfactory	Poor
WIOS	South Lochs Fire Station	ON CALL	Poor	Bad
WIOS	St Margarets Hope Fire Station	ON CALL	Satisfactory	Poor
WIOS	Stornoway Fire Station and District Office	ON CALL	Satisfactory	Good
WIOS	Stromness Fire Station	ON CALL	Satisfactory	Poor
WIOS	Stronsay Fire Station	ON CALL	Satisfactory	Bad
WIOS	Sumburgh Fire Station	ON CALL	Satisfactory	Poor
WIOS	Tarbert (Harris) Fire Station and Tower	ON CALL	Satisfactory	Poor
WIOS	Unst Fire Station	ON CALL	Satisfactory	Poor
WIOS	Valtos Retained Fire Station	ON CALL	Poor	Poor
WIOS	Walls Retained Fire Station	ON CALL	Poor	Bad
WIOS	Westray Retained Fire Station	ON CALL	Satisfactory	Bad
WIOS	Whalsay Retained Fire Station	ON CALL	Satisfactory	Poor
WIOS	Yell Fire Station	ON CALL	Satisfactory	Poor

Appendix 1: Fire Station Condition and Suitability Scores East

LSO	Building Description	Property Type	Condition	Suitability
City of Edinburgh	Crewe Toll Fire Station	WHOLETIME	Bad	Satisfactory
City of Edinburgh	Liberton Fire Station	WHOLETIME	Bad	Satisfactory
City of Edinburgh	Marionville Fire Station	WHOLETIME	Bad	Satisfactory
City of Edinburgh	Mcdonald Road Fire Station & Offices	WHOLETIME	Good	Good
City of Edinburgh	Newcraighall Fire Station	WHOLETIME	Poor	Satisfactory
City of Edinburgh	Sighthill Fire Station	WHOLETIME	Poor	Good
City of Edinburgh	South Queensferry Fire Station	ON CALL	Satisfactory	Poor
City of Edinburgh	Tollcross Fire Station/ Edinburgh Operations Control	WHOLETIME	Satisfactory	Good
Falkirk & West Lothian	Bathgate Fire Station	WHOLETIME	Satisfactory	Good
Falkirk & West Lothian	Bo' Ness Fire Station	WHOLETIME	Satisfactory	Good
Falkirk & West Lothian	Broxburn Fire Station	ON CALL	Poor	Poor
Falkirk & West Lothian	Denny Fire Station	ON CALL	Satisfactory	Poor
Falkirk & West Lothian	Larbert Fire Station	WHOLETIME	Satisfactory	Satisfactory
Falkirk & West Lothian	Linlithgow Fire Station	ON CALL	Poor	Poor
Falkirk & West Lothian	Livingston Fire Station	WHOLETIME	Bad	Satisfactory
Falkirk & West Lothian	Slamannan Fire Station	ON CALL	Poor	Poor
Falkirk & West Lothian	West Calder Fire Station	ON CALL	Poor	Poor
Falkirk & West Lothian	Whitburn Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Coldstream Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Dalkeith Fire Station	WHOLETIME	Bad	Satisfactory
Midlothian, East Lothian & Scottish Borders	Dunbar Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Duns Fire Station	ON CALL	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	East Linton Fire Station	ON CALL	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	Eyemouth Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Galashiels Fire Station and LSO Office	WHOLETIME	Bad	Satisfactory
Midlothian, East Lothian & Scottish Borders	Haddington Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Hawick Fire Station	WHOLETIME	Bad	Satisfactory
Midlothian, East Lothian & Scottish Borders	Innerleithen Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Jedburgh Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Kelso Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Lauder Fire Station	ON CALL	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	Musselburgh Fire Station	WHOLETIME	Satisfactory	Poor



LSO	Building Description	Property Type	Condition	Suitability
Midlothian, East Lothian & Scottish Borders	Newcastleton Fire Station	ON CALL	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	North Berwick Fire Station	ON CALL	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	Peebles Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Penicuik Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Selkirk Fire Station	ON CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Tranent Fire Station	ON CALL	Bad	Poor
Midlothian, East Lothian & Scottish Borders	West Linton Fire Station	ON CALL	Poor	Poor
Stirling, Clackmannanshire & Fife	Aberfoyle Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Alloa Fire Station	WHOLETIME	Poor	Good
Stirling, Clackmannanshire & Fife	Anstruther Fire Station	ON CALL	Poor	Poor
Stirling, Clackmannanshire & Fife	Auchtermuchty Fire Station	ON CALL	Satisfactory	Bad
Stirling, Clackmannanshire & Fife	Balfron Fire Station	ON CALL	Poor	Poor
Stirling, Clackmannanshire & Fife	Bridge of Allan Fire Station and Tower	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Burntisland Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Callander Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Crianlarich Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Cupar Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Doune Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Dunblane Fire Station	ON CALL	Poor	Poor
Stirling, Clackmannanshire & Fife	Dunfermline Fire Station	WHOLETIME	Satisfactory	Good
Stirling, Clackmannanshire & Fife	Falkirk Fire Station	WHOLETIME	Satisfactory	Good
Stirling, Clackmannanshire & Fife	Glenrothes Fire Station	WHOLETIME	Satisfactory	Good
Stirling, Clackmannanshire & Fife	Killin Fire Station	ON CALL	Poor	Bad
Stirling, Clackmannanshire & Fife	Kirkcaldy Fire Station	WHOLETIME	Poor	Good
Stirling, Clackmannanshire & Fife	Lochgelly Fire Station	WHOLETIME	Poor	Satisfactory
Stirling, Clackmannanshire & Fife	Methil Fire Station	WHOLETIME	Poor	Satisfactory
Stirling, Clackmannanshire & Fife	Newburgh Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	St Andrews Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	St Monans Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Stirling Fire Station	WHOLETIME	Poor	Poor
Stirling, Clackmannanshire & Fife	Tayport Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Tillicoultry Fire Station	ON CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Tyndrum Fire Station	ON CALL	Satisfactory	Poor

Appendix 1: Fire Station Condition and Suitability Scores West

LSO	Building Description	Property Type	Condition	Suitability
City Of Glasgow	Calton Fire Station & Offices	WHOLETIME	Satisfactory	Satisfactory
City Of Glasgow	Castlemilk Fire Station	WHOLETIME	Satisfactory	Good
City Of Glasgow	Cowcaddens Fire Station & Offices	WHOLETIME	Poor	Good
City Of Glasgow	Easterhouse Fire Station	WHOLETIME	Poor	Satisfactory
City Of Glasgow	Govan Fire Station	WHOLETIME	Poor	Satisfactory
City Of Glasgow	Knightswood Fire Station	WHOLETIME	Poor	Satisfactory
City Of Glasgow	Maryhill Fire Station	WHOLETIME	Poor	Satisfactory
City Of Glasgow	Pollok Fire Station	WHOLETIME	Satisfactory	Satisfactory
City Of Glasgow	Polmadie Fire Station	WHOLETIME	Satisfactory	Satisfactory
City Of Glasgow	Springburn Fire Station	WHOLETIME	Poor	Good
City Of Glasgow	Yorkhill Fire Station	WHOLETIME	Poor	Satisfactory
Dumfries & Galloway	Annan Fire Station	ON CALL	Satisfactory	Poor
Dumfries & Galloway	Castle Douglas Fire Station	ON CALL	Poor	Bad
Dumfries & Galloway	Dalbeattie Fire Station	ON CALL	Poor	Poor
Dumfries & Galloway	Drummore Fire Station	ON CALL	Poor	Poor
Dumfries & Galloway	Dumfries Fire Station & Offices	WHOLETIME	Poor	Satisfactory
Dumfries & Galloway	Gatehouse Fire Station	ON CALL	Satisfactory	Poor
Dumfries & Galloway	Gretna Fire Station	ON CALL	Satisfactory	Bad
Dumfries & Galloway	Kirkcudbright Fire Station	ON CALL	Poor	Poor
Dumfries & Galloway	Langholm Fire Station	ON CALL	Poor	Poor
Dumfries & Galloway	Lockerbie Fire Station	ON CALL	Poor	Poor
Dumfries & Galloway	Moffat Fire Station	ON CALL	Poor	Poor
Dumfries & Galloway	New Galloway Fire Station	ON CALL	Poor	Poor
Dumfries & Galloway	Newton Stewart Fire Station	ON CALL	Poor	Poor
Dumfries & Galloway	Sanquhar Fire Station	ON CALL	Poor	Poor
Dumfries & Galloway	Stranraer Fire Station	ON CALL	Poor	Poor
Dumfries & Galloway	Thornhill Fire Station	ON CALL	Satisfactory	Poor
Dumfries & Galloway	Whithorn Retained Fire Station	ON CALL	Poor	Poor
East Renfrew, Renfrewshire & Inverclyde	Barrhead Fire Station	WHOLETIME	Poor	Good
East Renfrew, Renfrewshire & Inverclyde	Clarkston Fire Station	WHOLETIME	Poor	Satisfactory
East Renfrew, Renfrewshire & Inverclyde	Gourock Fire Station	ON CALL	Poor	Poor
East Renfrew, Renfrewshire & Inverclyde	Greenock Fire Station	WHOLETIME	Poor	Satisfactory



LSO	Building Description	Property Type	Condition	Suitability
East Renfrew, Renfrewshire & Inverclyde	Johnstone Fire Station	WHOLETIME	Poor	Good
East Renfrew, Renfrewshire & Inverclyde	Paisley Fire Station	WHOLETIME	Poor	Good
East Renfrew, Renfrewshire & Inverclyde	Port Glasgow Fire Station	WHOLETIME	Poor	Good
East Renfrew, Renfrewshire & Inverclyde	Renfrew Fire Station	WHOLETIME	Poor	Satisfactory
East, North and South Ayrshire	Ardrossan Fire Station	WHOLETIME	Poor	Poor
East, North and South Ayrshire	Ayr Fire Station	WHOLETIME	Poor	Good
East, North and South Ayrshire	Beith Fire Station	ON CALL	Poor	Bad
East, North and South Ayrshire	Blackwaterfoot Fire Station	ON CALL	Satisfactory	Poor
East, North and South Ayrshire	Brodick Fire Station	ON CALL	Satisfactory	Poor
East, North and South Ayrshire	Colmonell Fire Station	ON CALL	Satisfactory	Bad
East, North and South Ayrshire	Corriecravie Fire Station	ON CALL	Satisfactory	Poor
East, North and South Ayrshire	Cumnock Fire Station & Office	ON CALL	Satisfactory	Poor
East, North and South Ayrshire	Dalmellington Fire Station	ON CALL	Poor	Bad
East, North and South Ayrshire	Dalry Fire Station	ON CALL	Poor	Poor
East, North and South Ayrshire	Dreghorn Fire Station	WHOLETIME	Poor	Satisfactory
East, North and South Ayrshire	Girvan Fire Station	ON CALL	Poor	Poor
East, North and South Ayrshire	Kilbirnie Fire Station	ON CALL	Poor	Poor
East, North and South Ayrshire	Kilmarnock Fire Station	WHOLETIME	Poor	Good
East, North and South Ayrshire	Kilwinning Fire Station	WHOLETIME	Satisfactory	Good
East, North and South Ayrshire	Lamlash Fire Station	ON CALL	Satisfactory	Good
East, North and South Ayrshire	Largs Fire Station	ON CALL	Satisfactory	Bad
East, North and South Ayrshire	Lochranza Fire Station	ON CALL	Satisfactory	Poor
East, North and South Ayrshire	Mauchline Fire Station	ON CALL	Satisfactory	Bad
East, North and South Ayrshire	Maybole Fire Station	ON CALL	Poor	Poor
East, North and South Ayrshire	Millport Fire Station	ON CALL	Poor	Satisfactory
East, North and South Ayrshire	Muirkirk Fire Station	ON CALL	Satisfactory	Bad
East, North and South Ayrshire	New Cumnock Fire Station	ON CALL	Poor	Poor
East, North and South Ayrshire	Newmilns Fire Station	ON CALL	Satisfactory	Poor
East, North and South Ayrshire	Skelmorlie Fire Station	ON CALL	Poor	Poor
East, North and South Ayrshire	Stewarton Fire Station	ON CALL	Bad	Bad
East, North and South Ayrshire	Troon Fire Station	ON CALL	Poor	Poor

LSO	Building Description	Property Type	Condition	Suitability
East, West Dunbartonshire and Argyll & Bute	Appin Fire Station	ON CALL	Poor	Poor
East, West Dunbartonshire and Argyll & Bute	Ardfern Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Arrochar Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Balloch Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Bishopbriggs Fire Station	WHOLETIME	Satisfactory	Good
East, West Dunbartonshire and Argyll & Bute	Bowmore Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Bridge of Orchy Fire Station	ON CALL	Poor	Poor
East, West Dunbartonshire and Argyll & Bute	Bunessan Fire Station	ON CALL	Poor	Bad
East, West Dunbartonshire and Argyll & Bute	Campbeltown Fire Station	ON CALL	Satisfactory	Bad
East, West Dunbartonshire and Argyll & Bute	Carradale Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Clydebank Fire Station	WHOLETIME	Satisfactory	Good
East, West Dunbartonshire and Argyll & Bute	Colintraive Fire Station	ON CALL	Poor	Bad
East, West Dunbartonshire and Argyll & Bute	Coll Fire Station	ON CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Colonsay Fire Station	ON CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Cove Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Craignure Fire Station	ON CALL	Poor	Poor
East, West Dunbartonshire and Argyll & Bute	Dalmally Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Dumbarton Fire Station	WHOLETIME	Poor	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Dunoon Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Garelochhead Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Gigha Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Helensburgh Fire Station & Offices	WHOLETIME	Bad	Good
East, West Dunbartonshire and Argyll & Bute	Inveraray Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Iona Fire Station	ON CALL	Poor	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Jura Fire Station	ON CALL	Poor	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Kerrera Fire Station (Marina)	ON CALL	Poor	Bad
East, West Dunbartonshire and Argyll & Bute	Kilmelford Fire Station	ON CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Kirkintilloch Fire Station	WHOLETIME	Satisfactory	Good
East, West Dunbartonshire and Argyll & Bute	Lismore Fire Station	ON CALL	Poor	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Lochgilphead Fire Station & District Office	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Lochgoilhead Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Luing Fire Station	ON CALL	Satisfactory	Satisfactory



LSO	Building Description	Property Type	Condition	Suitability
East, West Dunbartonshire and Argyll & Bute	Milngavie Fire Station	WHOLETIME	Bad	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Minard Fire Station	ON CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Oban Fire Station & District Offices	WHOLETIME	Satisfactory	Good
East, West Dunbartonshire and Argyll & Bute	Port Charlotte Fire Station	ON CALL	Poor	Poor
East, West Dunbartonshire and Argyll & Bute	Port Ellen Fire Station	ON CALL	Satisfactory	Bad
East, West Dunbartonshire and Argyll & Bute	Rothsay Fire Station	ON CALL	Poor	Poor
East, West Dunbartonshire and Argyll & Bute	Salen Volunteer Unit & Communications Store	ON CALL	Poor	Bad
East, West Dunbartonshire and Argyll & Bute	Seil Volunteer Hut	ON CALL	Poor	Bad
East, West Dunbartonshire and Argyll & Bute	Strachur Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Tarbert (Argyll) Fire Station	ON CALL	Satisfactory	Bad
East, West Dunbartonshire and Argyll & Bute	Tighnabruaich & Kames Fire Station	ON CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Tiree Fire Station (Garage)	ON CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Tobermory Fire Station	ON CALL	Poor	Poor
Lanarkshire	Abington Fire Station	ON CALL	Poor	Bad
Lanarkshire	Bellshill Fire Station	WHOLETIME	Poor	Satisfactory
Lanarkshire	Biggar Fire Station	ON CALL	Poor	Bad
Lanarkshire	Carluke Fire Station	ON CALL	Poor	Poor
Lanarkshire	Clydesmill Fire Station	WHOLETIME	Satisfactory	Good
Lanarkshire	Coatbridge Fire Station	WHOLETIME	Poor	Good
Lanarkshire	Cumbernauld Fire Station	WHOLETIME	Bad	Good
Lanarkshire	Douglas Fire Station	ON CALL	Satisfactory	Poor
Lanarkshire	East Kilbride Fire Station	WHOLETIME	Poor	Satisfactory
Lanarkshire	Hamilton Fire Station	WHOLETIME	Poor	Good
Lanarkshire	Kilsyth Fire Station	ON CALL	Poor	Poor
Lanarkshire	Lanark Fire Station & LSO Offices	WHOLETIME	Satisfactory	Good
Lanarkshire	Larkhall Fire Station	ON CALL	Satisfactory	Poor
Lanarkshire	Leadhills Fire Station	ON CALL	Poor	Poor
Lanarkshire	Lesmahagow Fire Station	ON CALL	Satisfactory	Bad
Lanarkshire	Motherwell Fire Station & LSO Offices	WHOLETIME	Poor	Good
Lanarkshire	Shotts Fire Station	ON CALL	Poor	Poor
Lanarkshire	Stepps Fire Station	ON CALL	Satisfactory	Poor
Lanarkshire	Strathaven Fire Station	ON CALL	Satisfactory	Poor

Appendix 2: Stakeholder Engagement Feedback

Stakeholder Engagement with Focus Groups

Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Regional Urban	Defects raised on portal but no follow up to advise on progress	S3 Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.
	Contractor standards are sometimes below expectations	S4 Undertake post project evaluation meetings and publicise the results on a dedicated web-page detailing any lessons learned for future projects.
	A need to focus on improving welfare facilities	M1 Develop a programme of dignified welfare projects
	Better communication needed on workplan and property repairs scheduled	M4 Systems integration to avoid double keying and also to improve processes. Greater staff training and access to the system to be provided to more operational staff



Stakeholder Engagement with Focus Groups

Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Regional Rural	Projects – publicise process of projects and show timescales	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.
	Cohesive planning to tackle issues in stations	M2 Work with Service Delivery colleagues and Health & Safety to develop proposals for contaminant control within stations
	Frustration with lack of changing facilities	M1 Develop a programme of dignified welfare projects
	Transparent capital project process	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.
	Collaboration opportunities should be explored and maximised where possible as long as it does not hinder SFRS	C1 To continue to promote joint working through participation in the Blue Light collaboration group where it will provide benefit for service delivery and in securing efficiencies.



Stakeholder Engagement with Focus Groups

Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Regional Remote	Lack of communication/feedback of repairs	S3 Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.
	Welfare issues a cause for concern	M1 Develop a programme of dignified welfare projects
	Not enough engagement with station regarding works planned	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.



Stakeholder Engagement with Focus Groups

Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Property Team	Need to reconfigure and consider office accommodation strategically. Rationalise and make better use of space.	<p>M5</p> <p>Undertake a Corporate Office Review specifically at Hamilton SDA, West ARC and Cambuslang HQ. The accelerated roll out of technology during the COVID-19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.</p>
	Transparency of capital bid process	<p>S2</p> <p>We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.</p>
	Training and more use of Technology Forge	<p>M4</p> <p>Systems integration to avoid double keying and also to improve processes. Greater staff training and access to the system to be provided to more operational staff</p>

Stakeholder Engagement with Focus Groups

Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Training	<p>There is a lack of understanding on demands and pressures faced by Property</p>	<p>M9</p> <p>In order to raise the profile and stress the importance of the work undertaken by Property, we will promote key aspects of our work on a dedicated property news page on the iHub</p>
	<p>More communication needed on progress with outstanding repairs</p>	<p>S3</p> <p>Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.</p>
	<p>Transparency on capital bid process</p>	<p>S2</p> <p>We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.</p>



Stakeholder Engagement with Focus Groups

Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Health and Safety	Issues with inherited properties. Develop links between training facilities and gap analysis for training needs	M1 Develop a programme of dignified welfare projects
	Transparency on how capital plan is developed	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.
	More communication regarding works to be carried out and outstanding repairs	S3 Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.

Stakeholder Engagement with Focus Groups

Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Operations Control Centres	A need for greater feedback and communication regarding snagging/ outstanding repairs	<p>S3</p> <p>Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.</p>
	Advance notice of contractor's arrival due to sensitive nature of areas	<p>S3</p> <p>Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.</p>
	Competing demands for existing space	<p>M5</p> <p>Undertake a Corporate Office Review specifically at Hamilton SDA, West ARC and Cambuslang HQ. The accelerated roll out of technology during the COVID-19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.</p>



Stakeholder Engagement with Focus Groups

Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Service Delivery East, West, North	Unsure of capital project process	<p>S2</p> <p>We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.</p>
	Need for standard approach to office accommodation	<p>M5</p> <p>Undertake a Corporate Office Review specifically at Hamilton SDA, West ARC and Cambuslang HQ. The accelerated roll out of technology during the COVID-19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.</p>
	Look at opportunities to share accommodation with blue light partners	<p>C1</p> <p>To continue to promote joint working through participation in the Blue Light collaboration group where it will provide benefit for service delivery and in securing efficiencies.</p>
	Buildings being built to old design layouts	<p>M1</p> <p>Develop a programme of dignified welfare projects</p>
	Contaminate control and welfare facilities must be a priority	<p>M1</p> <p>Develop a programme of dignified welfare projects M2 Work with Service Delivery colleagues and Health & Safety to develop proposals for contaminant control within stations</p>



Internal Questionnaire Feedback

An internal questionnaire focusing on the Strategic Asset Management Plan for Property was developed giving all officers and staff within Scottish Fire and Rescue Service an opportunity to participate. The questionnaire was open for four weeks and attracted responses from a wide range of officers and staff across all areas of the Service.

A total of 407 responses was received. The feedback from the questionnaire is aligned with that of the focus groups and has provided a holistic understanding of officers and staffs perception of the current and future fleet. The results of the analysis and feedback received have informed the strategy and have been incorporated throughout.

Participants were asked to what extent they agreed or disagreed with the four key strategic objectives set out within the Property SAMP. They were also asked to rank the objectives in order of importance. The percentage of respondents who 'agreed' or 'strongly agreed' with the objectives were:

- Objective 1 – Modernising: 72%
- Objective 2 – Service Led: 69%
- Objective 3 – Collaborative: 46%
- Objective 4 – Net Zero: 48%

88% of respondents agree that SFRS should have a Strategic Asset Management Plan for Property. In addition to this, participants were asked to rate their perception of the current state of the estate.

The results were:

- Opinion of welfare facilities: Only 25% of respondents felt they were good or very good
- Safe and Well maintained: 94% of respondents felt further investment was required in Property
- Respondents had the opportunity to utilise the 'free text' fields to add additional comments – these comments have provided an in depth understanding of respondent's views. Analysis of these comments has highlighted a particular focus and interest across the following areas:
- Safe and well maintained – Investment is required across the estate particularly for dignified facilities and contaminant control.
- Improving current property – There is a need for improved ICT provision/Wi-Fi. Maintenance spend is not adequate for issues across the estate.
- Property upgrades and new build – The service needs to provide better communications regarding upgrades and liaise with staff.
- Strategic collaboration partnerships – A strong support for collaborating with partners with regard to shared charging infrastructure and the opportunities to co-locate.
- Carbon reduction – Generally concerns regarding charging infrastructure. Net Zero is very much in staff focus but heating/lighting control is required to avoid waste.



Appendix 3:

Asset Management Risk Matrix

Risk	Impact	Mitigating Action if Required	Aligned to Strategic Risk Register
Failure to minimise communities' exposure to risk and harm	There is a risk that assets in poor condition due to age, defect, or poor maintenance fail in operational use resulting in poor service delivery, a pollution event, or injury to a member of the public	Robust procedures for asset use and maintenance, coupled with the monitoring of relevant performance indicators, appropriate business continuity arrangements and reporting of incidents/near misses will mitigate this risk	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services
Failure to ensure the Health, Safety and Wellbeing of firefighters and other employees	There is a risk that assets in poor condition due to age, defect, or poor maintenance fail in operational use or training resulting in injury to an SFRS employee	Robust procedures for asset use and maintenance, coupled with the monitoring of relevant performance indicators, appropriate business continuity arrangements and reporting of incidents/near misses will mitigate this risk	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally
Failure to deliver Service Transformation	There is a risk that through poor planning or lack of affordability assets required to deliver service transformation are not available when required	By ensuring early cross directorate visibility of organisational priorities through the Asset Management Liaison Board, realistic timelines can be developed and plans put in place	Ability to anticipate and adapt to a changing environment through innovation and improved performance
Failure to ensure Financial Sustainability	There is a risk that insufficient funding is available to maintain an adequate asset portfolio to deliver our service	Work will continue with Scottish Government to highlight asset investment requirements	Ability to deliver a high quality, sustainable service within the funding envelope

Risk	Impact	Mitigating Action if Required	Aligned to Strategic Risk Register
Failure to ensure Legal Compliance	There is a risk that assets are not used or maintained in accordance with legal and regulatory requirements	By maintaining an ongoing review of the legislative environment and ensuring policies and procedures are subject to regular review across all disciplines, this risk will be mitigated	Ability to ensure legal and regulatory compliance
Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities	There is a risk that SFRS cannot attract or retain sufficient skilled staff to support, develop and maintain an adequate asset base	Through follow up engagement arising from the recent Staff Survey and the implementation of identified actions to address concerns raised, this risk can be mitigated	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally
Failure to maintain effective systems of control	There is a risk that procedures for the use, maintenance and support of assets are not adhered to	The Service's Assurance Framework is designed to ensure that effective controls are maintained and any weaknesses are highlighted and addressed	Ability to ensure legal and regulatory compliance
Failure to maintain confidence in the Service	There is a risk that high profile asset-related failure leads to high profile political and media interest	The actions outlined above are intended to ensure such failures are avoided or at least minimised	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value



Appendix 4: 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
Baltasound	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
Calton	Apex Scotland
Calton	Who Cares ? Scotland
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
Dreghorn	Scottish Ambulance Service
Dumfries Stores	Blood Bikes
Dyce	Maritime Coastguard Agency
Dyce	Scottish Ambulance Service
East Linton	Scottish Ambulance Service

Property	Occupier
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
Kinlochbervie	Ordnance Survey
Kinloch Rannoch	Police Scotland
Kirkcubright	Police Scotland
Kyle of Lochalsh	Driver and Vehicle Standards Agency
Larbert	Scottish Ambulance Service
Lesmahagow	Police Scotland
Lerwick	Scottish Ambulance Service
Lochcarron	Ordnance Survey
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
Newcastleton	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
Tranent	Scottish Ambulance Service
West Linton	Scottish Ambulance Service
Unst	Scottish Ambulance Service



Property	Total in Place
Police Scotland	10
Scottish Ambulance Service	31
Maritime Coastguard Agency	5
Driver and Vehicle Standards Agency	7
Perth & Kinross Council	1
Charity	3
Ordnance Survey	6
Mountain Rescue	2
	65

Appendix 5: Proposed Capital Programme 2023-2026

	Proposed Budget		
	2023-2024	2024-2025	2025-2026
Date Reviewed	Mar 21	Mar 21	Mar 21
Capital Budget DEL	32,500,000	32,500,000	32,500,000
Capital Income & Receipts	1,500,000	10,000,000	-
Total Funding	34,000,000	42,500,000	32,500,000
Capital Demand	34,000,000	42,500,000	32,500,000
Variance	-	-	-
Project Description	Estimated Expenditure (32.5M)		
Total Commitments / Allocation	34,000,000	42,500,000	32,500,000
PROPERTY PROJECTS = TOTAL ALLOCATION	15,830,000	25,870,000	18,020,000
Major Works – New Build Program			
MacDonald Road Fire Station Refurbishment (Museum of Scottish Fire Heritage)	0	0	0
East Training Facility – Newbridge	0	0	0
North Training Facility – Portlethen	0	0	0
West Asset Resource Centre (Strategic Intent)	0	0	0
Cowcaddens – New Build (2pump, 2bay, WT) (Strategic Intent)	-	-	-
Dalkieth Fire Station – New Build (2pump, 3bay, 9xWT) (RAAC)	360,000	6,140,000	-
Blackness Road – New Build (2pump, 4bay, WT) (Strategic Intent /RSR)	450,000	7,050,000	-
Liberton Fire Station – New Build (2pump, 3bay, 9xWT) (RAAC)	-	180,000	3,450,000
Cumbernauld Fire Station – New Build (2pump, 3bay, 9xWT) (RAAC)	-	180,000	3,450,000
Uig Fire Station – New Build (1pump, rural hybrid, 10xRDS) (End of Lease Eviction)	300,000	1,200,000	-
Portree Fire Station – New Build (1 pump,2bay, Oncall, 20xRDS,Tripartite Hub) (RAAC)	360,000	3,140,000	-
Helensburgh Fire Station – New Build (2pump, 3bay, 5xWT/10xRDS) (RAAC)	-	180,000	3,070,000
Huntly Fire Station – New Build (2pump, 3bay, Oncall, 22xRDS) (RAAC)	-	-	210,000
Livingston Fire Station – New Build (2pump, 3bay, 5xWT/6x.ADS/10xRDS) (RAAC)	-	-	180,000
Crewe Toll Fire Station – New Build (2pump, 3bay, 9xWT) (RAAC)	-	-	180,000
Hawick Fire Station – New Build (2pump, 3bay, 5xVVT/10xRDS) (RAAC)	-	-	180,000
Stewarton Fire Station – New Build (1pump, 1bay, Oncall, 10xRDS) (RAAC)	-	-	-
Tranent Fire Station – New Build (1pump, 1bay, Oncall, 10xRDS) (RAAC)	-	-	-
Milngavie Fire Station – New Build (1pump, 2bay, WT) (RAAC)	-	-	-
Marionville Fire Station – New Build (1pump, 2bay, WT) (RAAC)	-	-	-
Major Works – Development Program (Dignified & Contaminate Control)			
Inverness Fire Station Redevelopment (Dignified Facilities)	600,000	-	-
Salen Fire Station Development (Former NHS Building)	500,000	-	-
Galashiels Fire Station – Redevelopment (RAAC) (Dignified Facilities)	2,500,000	-	-
Dingwall Fire Station Redevelopment (Dignified Facilities)	1,200,000	-	-
Newcraighall Fire Station Redevelopment (Dignified Facilities)	1,700,000	-	-
Stirling Fire Station Redevelopment (Dignified Facilities) Phase2	-	1,000,000	-
Alloa Fire Station Fire Station Redevelopment (Dignified Facilities) Phase2	-	-	-
Perth Fire Station Redevelopment (Dignified Facilities)	-	-	-
North Anderson Drive Fire Station Redevelopment (Dignified Facilities)	-	-	-
Major Works – Site Purchase & Disposals			
Site Purchases	1,000,000	500,000	1,000,000
Disposal Costs	60,000	-	-
Property Project Costs	300,000	300,000	300,000
Minor Works –			
Minor Works – Condition	5,000,000	5,000,000	5,000,000
Minor Works – Altens Roof Betterment (Insurance)	-	-	-
Hamilton Satellite Training Site	-	-	-
Energy and Environment Improvement Projects	1,500,000	1,000,000	1,000,000
Minor Works – LCA Charging Infrastructure (SG Funded)	-	-	-
EV Chargers (SG Funded)	-	-	-
Decarbonisation (SG Funded)	-	-	-





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Strategic Asset Management Plan: Property 2023-28

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