

A photograph of a fire training exercise at an industrial site. Two red Scania fire trucks are parked on a wet asphalt surface. Several firefighters in full protective gear are visible, some holding hoses. In the background, there is a large dark industrial building and a tall cylindrical storage tank. The sky is overcast.

# Service Asset Management Plan: Training

2024-29

Working together for a safer Scotland







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## i Abbreviations

AMS	Asset Management System
CFBT	Compartment Fire Behaviour Training
CIPFA	Chartered Institute of Public Finance Accountancy
H&S	Health and Safety
HRE	Hydraulic Rescue Equipment
ICT	Information and Communications Technology
ISO	International Organization for Standardisation
NTC	National Training Centre
PPE	Personal Protective Equipment
PRE	Powered Rescue Equipment
PUWER	Provision and Use of Work Equipment
R&D	Research and Development
RICS	Royal Institute of Chartered Surveyors
TSAMP	Training Service Asset Management Plan
SCBA	Self-Contained Breathing Apparatus
SDB	Service Delivery Board
SFRS	Scottish Fire and Rescue Service
UIG	User Information Group

## ii Asset Strategy in Numbers

**91**  
Fleet  
Assets

**240**  
Training  
Towers

**266**  
Total of  
Local Training  
Property Assets

**600**  
New Sets  
of Fire Kit



### Property Core Facts

**8**  
Training  
Sites

**26**  
Training  
Blocks

**160**  
Steel Training Towers  
(24 in poor condition)

**80**  
Brick Training Towers  
(30 in poor condition)

**5**  
Training  
Centres



### Capital Investment and Maintenance Backlogs

**£11m**  
Fleet  
Investment  
Backlog

**£6m**  
Planned Capital  
Spend on  
Property over  
next 3 years

**£420k**  
value of PPE  
issued 24/25

**£31m**  
Maintenance  
Backlog  
Property

### Equipment Issues



Refresh BA  
contract



Contaminant  
control



Meet operational  
service demand



Meet new and  
emerging risks



## iii Foreword by Directors

### Director of Training Safety and Assurance:

The Training Service Asset Management Plan (TSAMP) for the Training Function aims to support our SFRS Long Term Vision of being regarded as among the best fire and rescue services in the world. This aligns to our strategic intentions to modernise, be more innovative, diverse and inclusive, as a learning organisation where staff are supported through better training. To achieve this we must ensure our

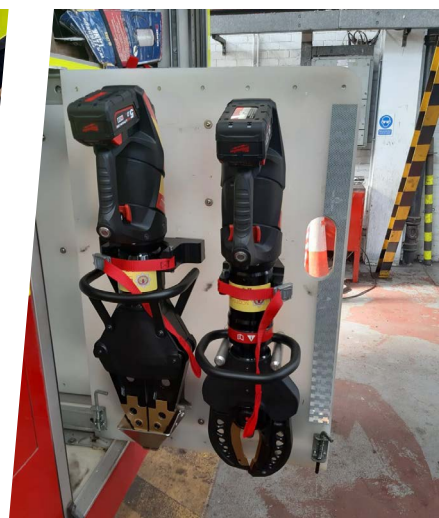
training assets remain functional, compliant, and safe while providing value for money. By implementing proactive maintenance, lifecycle management, and strategic investments, our TSAMP can continue to serve as a vital resource for the fire service, providing top-tier training facilities, vehicles and equipment for current and future firefighter safety.

### Director of Financial and Contractual Services:

Scottish Fire and Rescue Service (SFRS) has a stated ambition to be a world leading, sustainable, modern and technologically advanced FRS that is fit to meet the challenges of Scotland's future. 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. 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. The development of the TSAMP highlights the challenges we face, and sets out what we plan to do to achieve a modern and fit for purpose training asset estate that supports the effective delivery of services across the whole organisation.

## iv Executive Summary



### a. Background

Fleet, Property and Equipment are key components of SFRS operational response and give our personnel the confidence and ability to operate in a wide range of operational environments. From providing transportation and access for personnel, through to the equipment required to safely and effectively resolve incidents, the provision of modern equipment is fundamental to ensuring the safety of our staff, partner agencies and the public. Nearly £26m was invested in training centres as part of the Strategic Intent programme at reform in 2013. This included major investments to upgrade Dundee, Stornaway, Orkney, Shetland, Portlethen and Newbridge to create fit-for-purpose training centres. This level of investment and maintenance was not continued resulting in a significant asset investment backlog. The main focus of this TSAMP is to establish and maintain a sustainable training asset portfolio which enables SFRS to develop and maintain the operational

skills of its firefighters safely and effectively and provide innovative solutions wherever possible.

The Training Function within the Training, Safety and Assurance Directorate is responsible for ensuring the development of our most important asset – our people: ensuring our people continue to receive the appropriate equipment, PPE and have access to properties and vehicles to support that training.

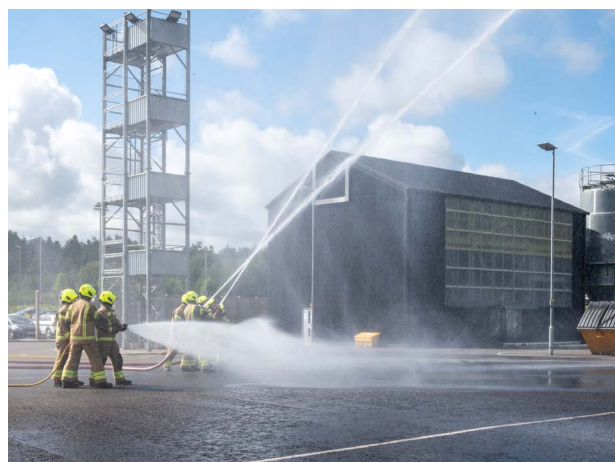
The TSAMP, which has been developed in conjunction with members of the Training Team will be published and communicated throughout the Service. Extensive stakeholder engagement was undertaken including an on-line questionnaire which received over 79 responses from the Training Team, a further questionnaire to course attendees, together with onsite consultations. The outcome from this is detailed within Appendix 2: Stakeholder Engagement feedback.

## b. Context

Our Service Delivery Board (SDB) enables service 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 TSAMP sets out how we will manage, maintain and develop our training assets. The SAMP for Fleet was approved by the Board in 2022 and the SAMP for Property was approved in March 2023. The SAMPs for Fleet, Property and Equipment have all been combined under an overarching Asset Management Policy which aligns to the International Organisation 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 training 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.





## c Asset Management Framework

The AMP 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 assets. The creation of an asset management policy is also a requirement of ISO55001.

The Asset management policy is designed to make sure the 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, fleet and equipment assets are concerned, to ensure that the strategy can be delivered transparently through a consistent process.

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

**1**

### **The Asset Management Policy establishes:**

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

**2**

### **The Asset Management Strategy establishes:**

- The current Training asset estate
- What we think our future should look like

**3**

### **The Asset Management Action Plan establishes:**

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

## 1. An Asset Management Policy

This is a high-level statement of the overall approach to providing property, fleet and equipment assets to meet the organisation's needs to deliver the Training Vision and Strategy. It will make clear, in general terms, the assets that are required to meet Training objectives.

## 2. An Asset Management Strategy

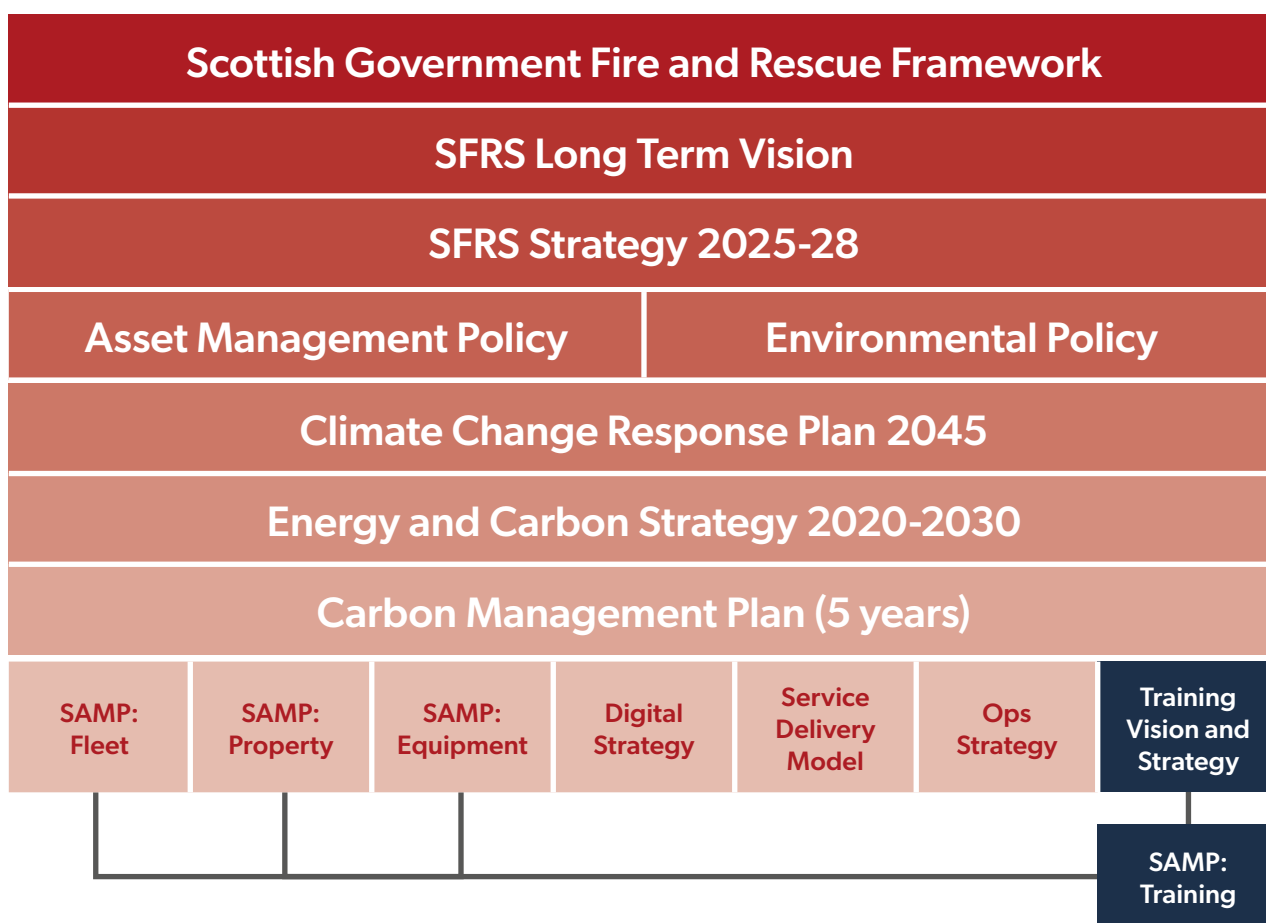
This will be designed to make sure that the asset strategy is reflected in the decisions of all parts of the organisation. The asset management strategy provides an overview of the Training asset estate, together with the governance arrangements,

approach and key initiatives for the management 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. This will be regularly reviewed by the SDB and will form the basis for reporting performance.

The diagram on the next page shows the strategic context of the TSAMP:





## d. Risks and Challenges

There is a risk that the significant supply chain shortages will be experienced in relation to the supply of commodities 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 also 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.



Recognising that Scottish Government and UK finances are constrained by the current economic impacts of EU exit, and the war in Ukraine, which have led to increased costs and inflationary pressures throughout supply chains, SFRS has revised the approach to allocating capital funding adopting a risk-based approach which would minimize the risk of failure in terms of service delivery. Our 10-year capital investment plan aims to transform the SFRS 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.

## e. Managing Investment Backlog

In recent years, managing within the aforementioned financial constraints has required measures such as:

- Additional safety assessments to enable extending life beyond sector or service norms and in some instances, beyond manufacturer's recommended periods
- Servicing and recycling of equipment where replacement would normally have taken place
- Providing a strategic capability for the country via selected locations in place of a capability at all operational locations
- Deferring upgrading of assets in line with currently advocated specifications.

Whilst providing a managed solution, this inevitably places additional burdens and cost on the maintenance functions and whilst mitigated as far as possible, does not eliminate associated risks. Available funding will inevitably mean that prioritisation against the objectives set out within the TSAMP, whilst ensuring staff and community safety, will be necessary through the life of this plan.

The requirement for immediate replacement will exceed available capital and resource funding for the medium-term future, proposals are therefore based upon analysis of need and cost vs benefit and have taken account of all opportunities to extend useable life.



# TSAMP Policy





# 1 Asset Management Policy

## 1.1 Introduction

This Asset Management Policy establishes clear objectives by which we will manage our property, fleet and equipment assets available to the Training Function, make strategic decisions and define longer terms action plans against this 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

To promote joint working where it will provide benefit for service delivery and in securing efficiencies

2

To provide the right assets, in the right place, fit for purpose, to meet current service delivery needs and for the future

3

To reduce the environmental impact of our assets

4

To modernise our assets and ensure that they are maintained to approved schedules



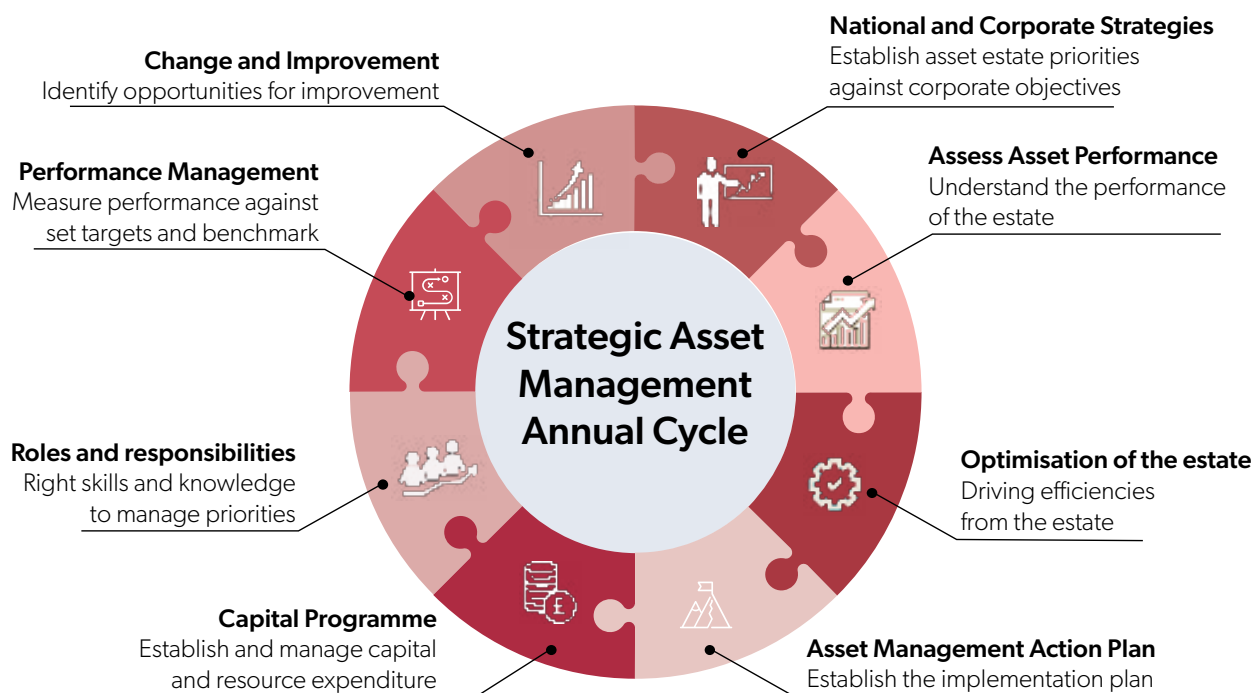
An overarching principle to ensure effective asset management information systems are established, embedded, and managed throughout the organisation will be to follow the principles of ISO 55001 and the RICS guidance on Public Sector Asset Management.

In producing this AMP we will:

- Assess the condition of the current Training 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 training estate'

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



### Our Vision:

“We will provide clarity and resources to ensure we work safely, collaboratively and progressively to deliver excellence in training”

### We will:

Ensure the appropriate resources are made available to deliver training through a peripatetic delivery model, to ensure that we deliver training in the most effective and efficient way. We will ensure personnel will have access to the appropriate training facilities and equipment for all skillsets and this will be set out within our Training Assets Framework.



## Training Vision & Strategy

## Training Function Framework

SKILLS MAINTENANCE

TRAINING DELIVERY

TRAINING ASSETS

We will ensure that all personnel have access to the appropriate training facilities and assets to allow them to fulfil their training responsibilities.

## 1.2 TSAMP Objectives

The four policy objectives of the TSAMP are set out on the following pages. They align with the Strategic Asset Management Plans for Property, Fleet and Equipment, describing the SFRS commitment to asset management and to achieving the benefits that can be delivered through effective use of the portfolio. These objectives are important for decisions made in respect of our training assets.

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

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

### 1.2.1 Modernising

- Help to facilitate Improvements in the way the Service operates
- Provide the most up to date and innovative technology
- Tackle backlog investment issues across the range of assets

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

As we evolve the SFRS asset portfolio to support the Training Function, we will work towards maximising the standardisation of assets and equipment, the provision of up-to-date vehicles, sufficient PPE to meet need and support decontamination. Properties will be upgraded to provide fit for purpose facilities, dignified welfare and decontamination.





### 1.2.2 Service Led

- Work with Training staff to help implement key elements of the Training Vision and Strategy
- Based upon Training Function need
- Planned in conjunction with key partners
- Ties into SFRS long-term vision and Strategic Plan.

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 TSAMP will tie in with the SFRS Strategic Plan, which is a blueprint to inform and assist strategic managers approach to future operational response. Within the Strategic Plan, 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 training assets.

### 1.2.3 Net Zero

- Improve Equipment efficiency
- Reduce carbon emissions
- Meet Scottish Government low carbon target requirements

Over the last few decades Scotland has experienced the effects of Climate Change including shifting rainfall patterns and rising sea levels. The nation's warmest years on record have all occurred since 1997 with the average temperature in the last decade around 0.7°C warmer than the 1961-1990 average. The recent global declaration of a climate emergency has acted as a catalyst for asset management transformation. We are committed to minimising our environmental impact through the products we procure. 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.

In order to ensure legislative compliance and support our efforts to deliver maximum value from our limited resources, we are keen to continue our efforts to fully adopt the 'Whole Life Cycle' approach to managing our operational assets.

In June 2020, the European Union (EU) published regulations adding perfluorooctanoic acid (PFOA) to its list of persistent organic pollutants (POPs). This has resulted in C8 firefighting foams, which are commonly used amongst UK Fire and Rescue Services, being prohibited for operational use by all Fire and Rescue Services by 1 January 2023. A User Intelligence Group, UIG, led by Asset Management, was established and a long-term sustainable foam strategy developed for SFRS.

#### 1.2.4 Collaboration

- Work with Emergency Services partners
- Utilise National Fire Chiefs Council (NFCC) framework
- Supports Scottish Emergency Services National Collaboration Strategy
- Seek learning opportunities from other Fire Services

The purpose of the SFRS 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.

SFRS actively engage, support and evaluate the benefits of collaboration opportunities with emergency services and key partners, to improve the efficiency and effectiveness of the Service.

It is important that collaboration is considered at each stage of the asset management cycle, especially at the outset. Collaboration at each stage may be considered in a different context and can be effective in isolation or as a whole:

- Collaboration between users and when establishing the user specification and needs
- Collaboration between partners at the procurement stage
- Collaboration between partners for the maintenance, support and contract management.

#### Collaborative Training

Forging strong links with Fire and Rescue Services across the UK and internationally and having an awareness of developments within the fire sector is key to our growth and development, ensuring SFRS are taking a lead in terms of new technologies and innovative working practices within the training environment. Continuous improvement will be at the core of all we will do, being linked into the National Operational Learning processes, together with the internal links already in place with SFRS Operational Assurance, will ensure we are continually incorporating organisational learning into our training practices.



**NFCC**  
National Fire  
Chiefs Council

**SCOTLAND  
EXCEL**



# TRAINING FUNCTION VISION & STRATEGY

2023-2028



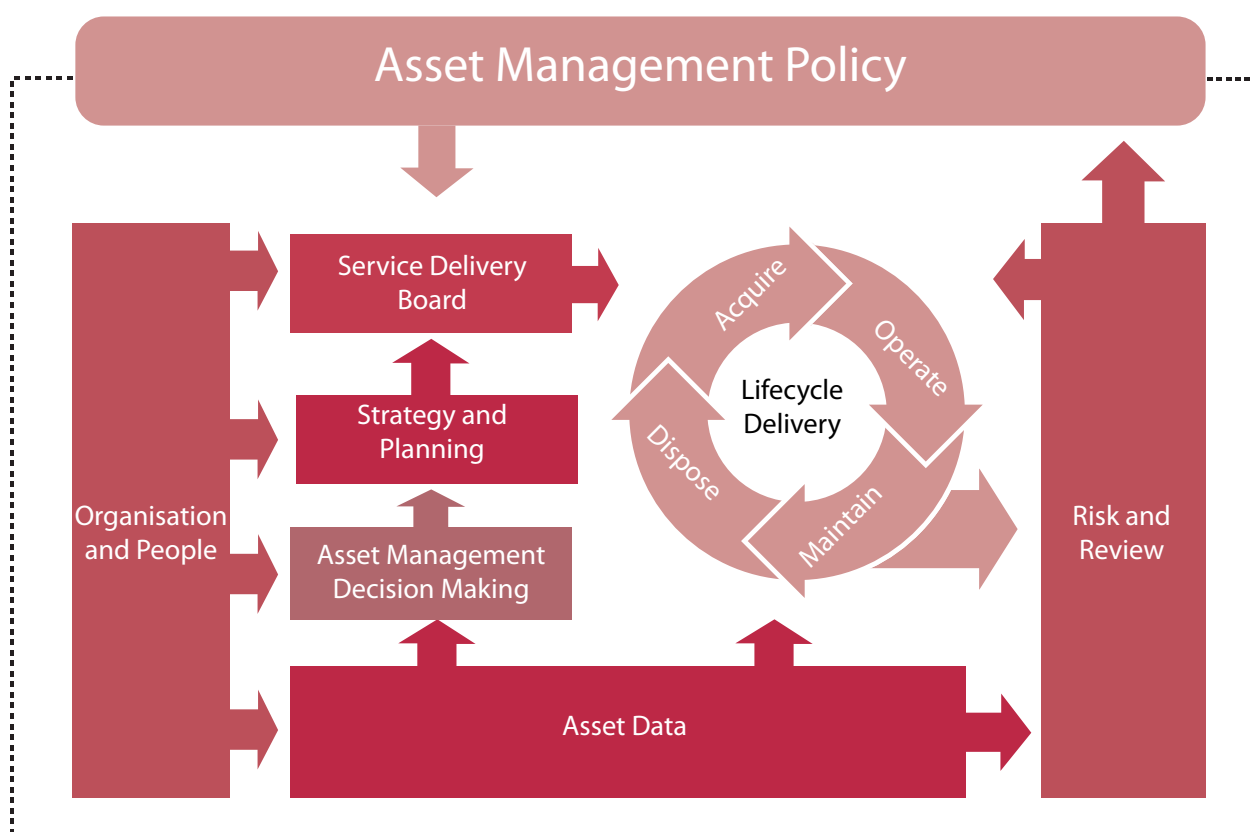
**SCOTTISH  
FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland



The SFRS continues to be represented at various national procurement forums as coordinated by Scottish Government. SFRS is a member of Scotland Excel a purchasing consortium which includes all Local Authorities. The organisation also continues to build relationships with the Procurement Forum established by the National Fire Chiefs Council. The SFRS also continues to seek collaborative opportunities with other partner organisations such as Crown Commercial Services with whom the SFRS have outsourced a number of projects for completion.

## 1.3 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:



Asset data informs the decision-making process, enabling strategic planning which then passes to Service Delivery Board for governance. Our Service Delivery 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.



## 1.4 Strategic Alignment

Our assets are crucial to the delivery of an effective fire and rescue service. The management of our assets must be aligned to the overall direction of SFRS and, as such, this 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:

Strategic Outcomes	TSAMP Links
<b>OUTCOME ONE</b> Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.	We will work to ensure that PPE, Vehicles, Property and Equipment are suitable and sufficient for Training Function needs ensuring safety of staff during training.
<b>OUTCOME TWO</b> Communities are safer and more resilient as we respond effectively to changing risks.	Capital Projects will be targeted and prioritised to support emerging risks from climate change such as flooding events and wildfire.
<b>OUTCOME THREE</b> We value and demonstrate innovation across all areas of our work.	Through pro-active management, our assets act as a catalyst for modernisation and improvement of Training Function delivery.
<b>OUTCOME FOUR</b> We respond to the impacts of climate change in Scotland and reduce our carbon emissions.	Where possible invest in low carbon equipment assets.
<b>OUTCOME FIVE</b> We are a progressive organisation, use our resources responsibly and provide best value for money to the public.	Carry out a strategic review and challenge of all assets to ensure that they are efficient, fit for purpose and provide value for money.
<b>OUTCOME SIX</b> The experience of those who work for SFRS improves as we are the best employer we can be.	Align our Training asset portfolio with demand, ensuring the requirements of staff help shape the design and deployment of assets.
<b>OUTCOME SEVEN</b> Community safety and wellbeing improves as we work effectively with our partners.	Promote partnership working with NFCC, other Fire Authorities and Blue Light Partners.



# TSAMP Strategy





## 2 Asset Management Strategy

### 2.1 Introduction

This TSAMP illustrates how SFRS will procure, maintain and replace property, fleet and equipment items in order to meet current and future Training needs. SFRS aims to maintain a high standard of operational assets through continual improvement and evaluation.

SFRS came into existence on 1st April 2013 with the merger of 8 legacy fire services. Thereafter it was discovered that some assets from certain former services were non-compliant with legislative requirements, compounding this was a lack of information or documentation on some assets, this was mainly as a result of a lack

of investment by some former Services. The legacy asset estate was ageing and not entirely able to meet the demands of a modern 21st Century Fire Service.

New practices, including the development and training of staff members, have been introduced to ensure full legal compliance. Condition surveys of assets have been undertaken and a SFRS asset management system has been introduced. Capital and Resource has been targeted to certain asset categories to address areas of concern.



## 2.2 Control of the TSAMP

The TSAMP will be reviewed annually in conjunction with, and supported by key stakeholders, primarily Training Function (user) representatives. This will be linked closely to the SAMPs for Fleet, Property, Equipment and the SFRS Operational Strategy. This TSAMP will predominantly address asset needs that are part of a cyclical replacement programme. Significant changes to the TSAMP would normally only occur due to one of the following criteria being demonstrated

- An urgent operational need is identified that cannot be met by utilising existing assets or by adapting existing assets at economical cost
- Significant investment to make substantial savings through opportunities such as economy of scale or collaborative procurement
- A health and safety related issue, interoperability, or equipment fatigue issue suggests an alternative should be sought outside of the TSAMP planning process
- The asset becomes obsolete, or the supplier cannot for any reason continue to support the product
- New technology or improvements in technology that offer long term cost savings or an increased functionality to the user are identified
- Where legislation, guidance or notable practice dictates a new or altered approach or deems a change in process and operating practices is required
- Where there may be wider and/or more specific operational considerations including those of partner organisations and collaborative initiatives, such as alignment of assets to underpin consolidation or development of operational practices and services being delivered



## 2.3 Training Function Structure

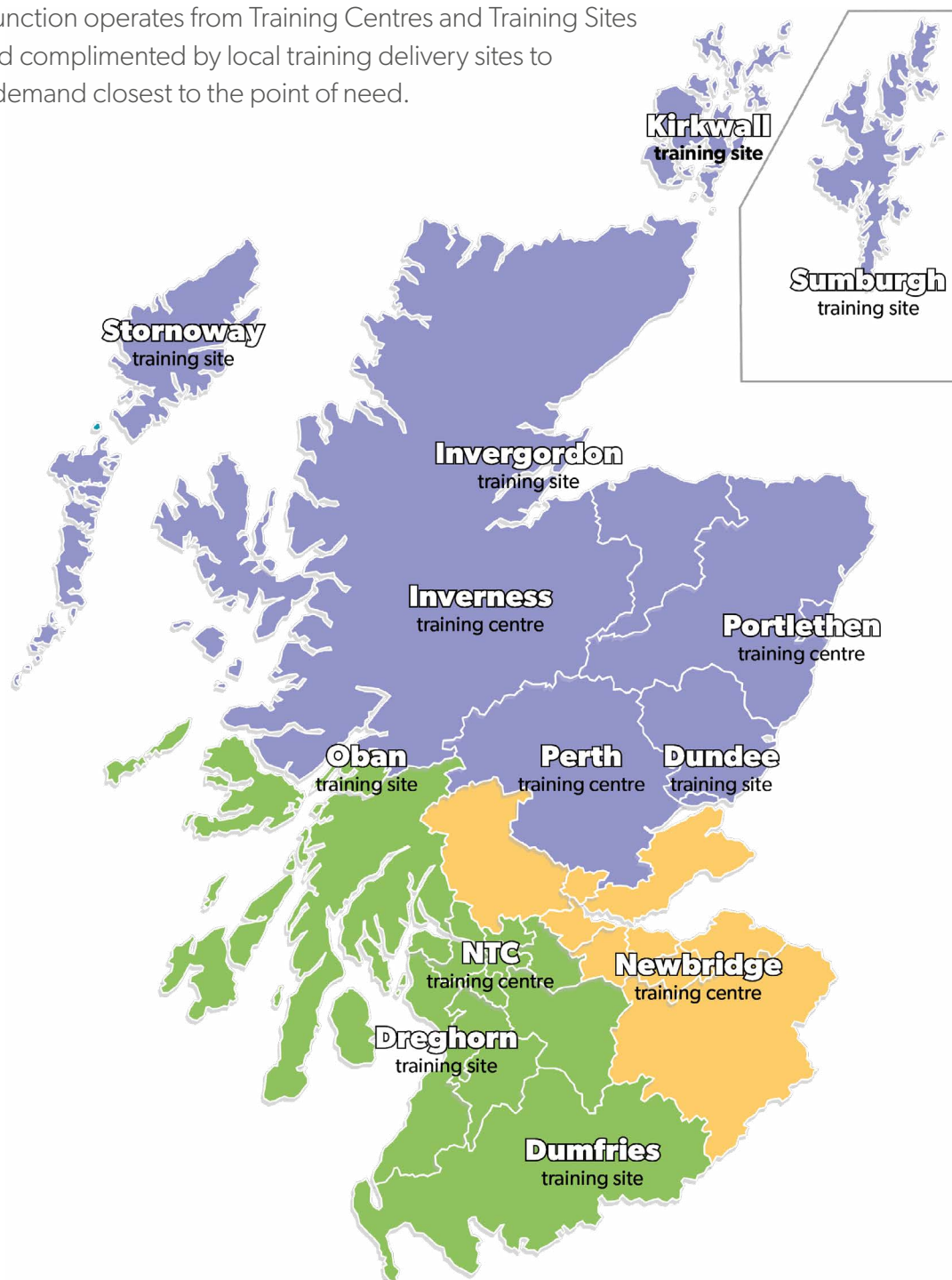
The Training Directorate has now incorporated local training teams under the structure of the National Training Function. This has resulted in coordinated training across Training Centres

and localised training blocks to help maintain skills currency and training appropriately to deal with new and emerging risks. The revised Training Function Structure is shown below.



## 2.4 Property: Training Centres / Sites

The Training Function operates from Training Centres and Training Sites across Scotland complimented by local training delivery sites to meet training demand closest to the point of need.









### 2.4.1 Current assessment across Key Training Function Sites

The property overview on the next page details the condition and suitability together with areas of concern across current key Training sites and formed the basis for the prioritisation of the current capital programme relating to property

within the Training Estate. Current investment backlog is listed as £31million.

A common theme related to the poor condition of existing attack and demo boxes across the estate. Prices for replacement vary according to the logistics of site locations but are in the region of £75,000 to £100,000.

#### Attack Boxes/Demo Boxes

Compartmental Fire Behaviour Training was introduced in the 1980's and has been increasingly used by Fire & Rescue Services in the UK and abroad to train firefighters by replicating as realistically as possible the behaviour of fire gases within a compartment. This allows firefighters to experience the different effects of well-ventilated and under-ventilated fire development conditions, sudden increases in burn rate and phenomena such as 'flashover' and 'backdraft'.

Attack Box Units provide fire crews with ability to initiate and sustain a carbonaceous fire and

facilitate the release or containment of fire gases in a safe, controlled environment. They provide access to and from the fire compartment enabling practical instruction of appropriate firefighting techniques.

Students in teams of two, learn to recognise the hazards and risks associated with a compartment fire and to apply the necessary techniques to bring the fire under control. The simulator also enables them to practice external door entry techniques and control conditions within the compartment prior to entry and gas cooling techniques.



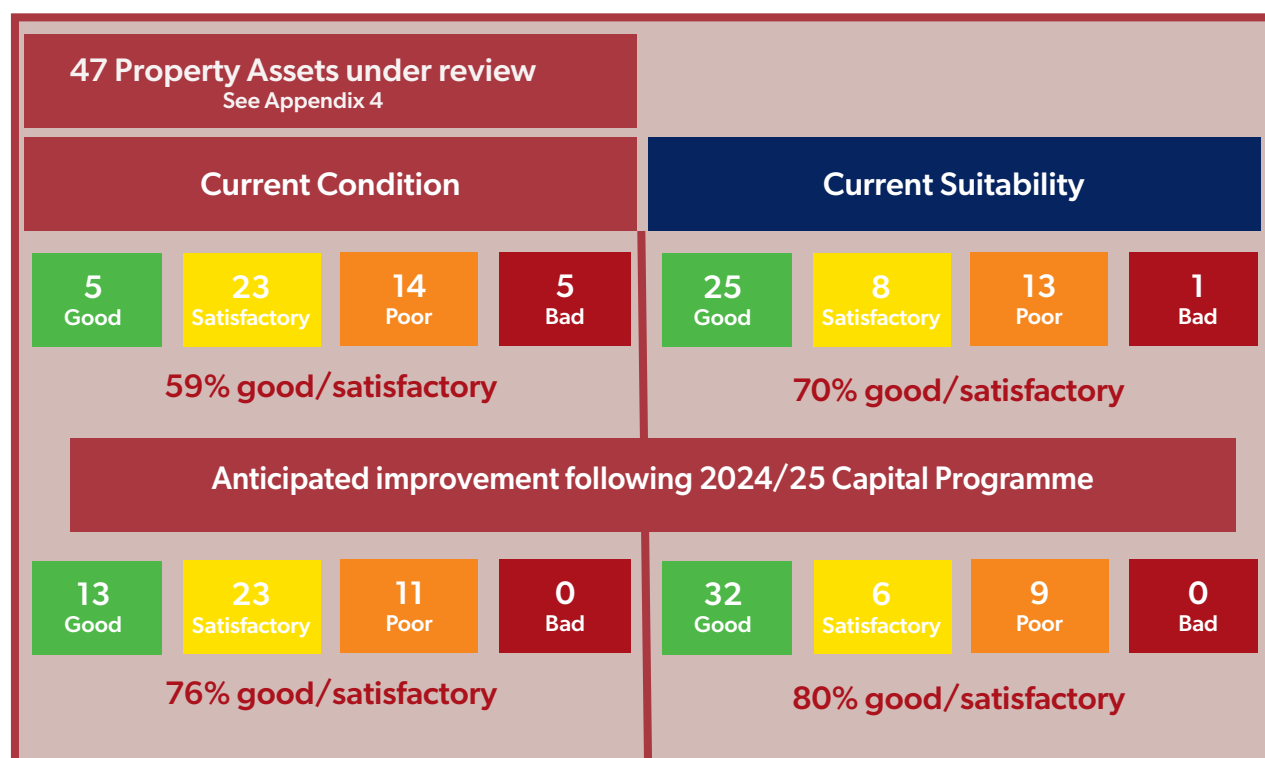


Point of note – CFBT Demo/Attack boxes – with specific proposed hierarchy of replacements identified:

1. Sumburgh (Shetland) (Attack and Demo Ordered as end of life)
2. Invergordon (Attack and Demo Ordered as end of life)
3. Dregthorn (Demo end of life, attack 9 months expectancy)
4. Oban (Attack box at end of life)
5. NTC (Attack and Demo need constant repairs)
6. Dumfries (replace both next year if budget available early 2025)
7. Kirkwall (Orkney) (add in new attack box as currently don't have one)

The property overview in Appendix 4 details the condition and suitability together with areas of concern across current key Training sites and formed the basis for the prioritisation of the current capital programme relating to property within the Training Estate.

It should be noted improvements to Suitability in particular vary significantly dependent upon the property asset type. For example, the suitability of a demo box will require the box to be able to perform the functions of a demo box, with no element considering welfare provision or any other factors. By comparison a building with toilets and showers will require greater input to improve its suitability grading.



### 2.4.2 Capital Programme 2024/25

The capital programme for the Training Estate property estate in 2024/25 was determined through a process of consideration of condition and suitability data combined with demand to determine prioritisation. This risk based approach aligns with project prioritisation across the SFRS property estate. An element of “opportunity” was also used where the factor of deliverability within the financial year makes a project viable. Future capital spend will also be determined through this formulated approach.

A review was carried out with consultation between Training Function and Asset Management teams to firstly produce a comprehensive list of potential projects followed by a consideration of the availability of funding for this year and deliverability of projects that met the highest priority.

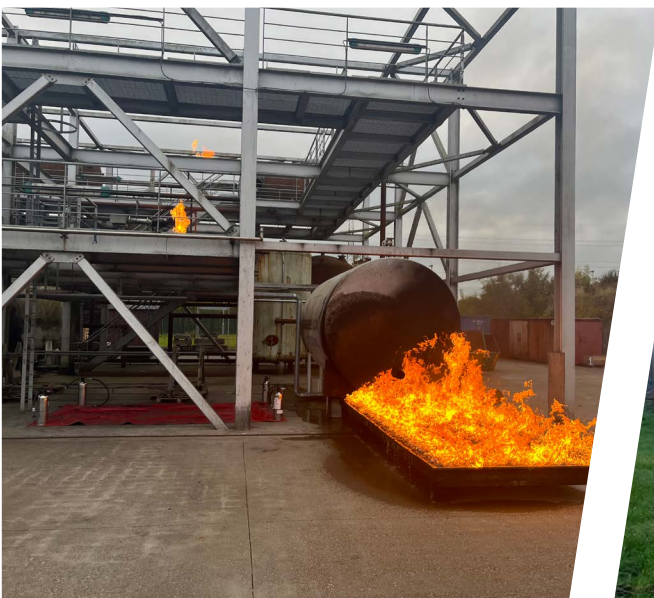
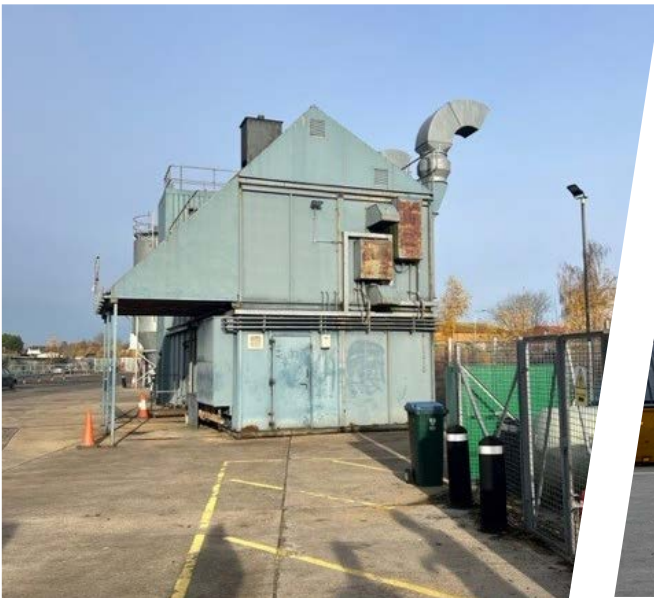
This body of work has resulted in a full programme of projects to fully spend out the capital allocation for 2024/25 set for Training and provide a further roll over of projects into 2025/26. A further potential 5-year capital plan was developed using this process and highlights the extent of continual investment required across the existing Training Estate and is shown in Section 3.3. The future development of the Training Asset Framework will inform where demand will outstrip existing capacity within the estate and the need for further investment to deliver the Training Vision and Strategy.

Quarterly meetings have been set to update Training Function on progress of delivery of the in-scope projects. The projects underway in this year are listed in the following table. This reflects the position during Quarter 3 and demonstrates the collaborative approach taken by Training Function and Asset Management in monitoring progress and deliverability.

Site Reference	Training Estate Projects 24-25 =- £2Million	Status	Comments	Possible 24/25 Spend
E1	>Newbridge - TRTZ - Simulated Structural Collapse	Paused and Deferred	This year's spend to be confirmed noting early stop position.	£20,183
N1	>Portlethan - TRTZ - Simulated Structural Collapse	Paused and Deferred	This year's spend to be confirmed noting early stop position.	£20,933
N1	>Portlethan Training Centre - Welfare - Relocate welfare unit from Hamilton to Portlethan to replace hired units	Feasibility Study in Progress	Following assessment believe that sufficient capacity in services to support replacement Cabin and awaiting options for location to be agreed with Local Mgt. prior to developing Planning and Warrant submissions	£125,000
N2	>Perth Training Centre - CBFT - with Smoke Capture	Cancelled	Project cancelled - to be revisited on outcome of Perth CFBT. Final fees to be confirmed	£5,500
N2	>Perth Training Centre - CBFT - with Smoke Capture - Alternate Containerised Solution	Awaiting Client Approval	Reviewed briefing documents with TSA awaiting confirmation/approval. DT visited Perth. Warwickshire visit delayed as they are experiencing difficulties in commissioning the facility.	£50,000
N2	>Perth Training Centre - CBFT - with Smoke Capture - Feasibility study on existing infrastructure	Complete	Study confirmed conversion not feasible	£1,400
N2	>Perth Training Centre - Welfare - Adaptation to provide gender neutral ablutions	Design In Progress	Tenders returned and being reviewed. Programming being discussed with TSA, but expectation possible to complete works by late March 25	£390,000
N2	>Perth Training Centre - Welfare - Refurbishment of Instructor Gear Store	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 26	£50,000
N4	>Invergordon Training Centre - CBFT - Attach Attack box to firehouse	Awaiting Client Direction	Adaptation request required detailing bespoke solution required to allow specialist supplier to confirm if feasible and then subsequently design and price	£30,000
N4	>Invergordon Training Centre - CBFT - Replace Attack and Demo boxes	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 26	£174,545
N6	>Kirkwall Training Centre - CBFT New Attack box	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 26	£89,588
N7	>Sumburgh Training Centre - CBFT - New attack box and replacement demo box	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 26	£188,839
N7	>Sumburgh Training Centre - CBFT - Refurbish Villa and replace control panel and systems	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 26	£82,055

Site Reference	Training Estate Projects 24-25 =- £2Million	Status	Comments	Possible 24/25 Spend
N7	>Sumburgh Training Centre - Welfare - Replace welfare units	Design in Progress	Following site inspection and investigation it has been determined that both units will require to be replaced in similar layout to existing albeit with enhanced weather screening to protect from elements. Design in progress and tender process will confirm costs and program	£150,000
W1	>National Training Centre - CBFT - Replace Attack box	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 26	£89,600
W1	>National Training Centre - General Works -	Work in Progress	Works to hydrant, access control, bird control at RTC and works identified by Lion (Angloco) for LPG installations across Detached House, Lock Ups, Multi-Purpose Bldg., Semi Detached House all instructed. Works in progress at various stages from programming to completion	£117,466
W1	>National Training Centre - TRTZ - Simulated Structural Collapse -	Design in Progress	Project proposals developed, with tender package due by 15 Nov. Expectation that works could be delivered by 31st March 25	£550,000
W1	>National Training Centre - CFBT - Adaption of multi-purpose building to create replacement CBFT incorporating Smoke Capture	Cancelled	Project cancelled - to be revisited on outcome of Perth CFBT. Final fees to be confirmed	£5,500
W3	>Dumfries Training Centre - BAS&R - Remove old Search and Rescue units	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 27	incl
W3	>Dumfries Training Centre - CBFT - Replace Attack and Demo boxes	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 25	£206,184
W3	>Dumfries Training Centre - CBFT - RFTU Building condemned, needs to be removed from site	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 26	incl
W3	>Dumfries Training Centre - CBFT Villa Modifications - new Smoke Trg Unit & New Burn Trg Unit	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 28	£74,678
W4	>Oban Training Centre - CBFT - Replace attack and demo box	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 29	£170,000
W5	>Dreghorn Training Centre - CBFT - Replace Attack and Demo boxes	Instructed	Works instructed awaiting program to initiate discussion with local training on works program but expectation complete by 31st March 30	£170,000





## 2.5 Vehicles

There are 91 vehicles allocated to the Training Function. These range from operational appliances for driver and recruit training, to vehicles supporting the Training Function. This includes cars and vans.

Vehicle maximum recommended age varies dependent upon vehicle type with Pumps/Rescue Pumps having a figure of 15 years, light appliances/vans with 12 years and cars with 7 years.

Appliances beyond recommended age are highlighted red in the table adjacent. 65% of 18 tonne Pumps and Rescue Pumps allocated to Training Function are older than recommended age. See Appendix 5.



Having access to current vehicles will ensure that training is relevant to station level for recruits. All vehicles are inspected every 13 weeks by Fleet Services as part of safety and compliance checks.

### £11m Investment backlog

**65%**

**24 of 37 pumps beyond  
recommended age**

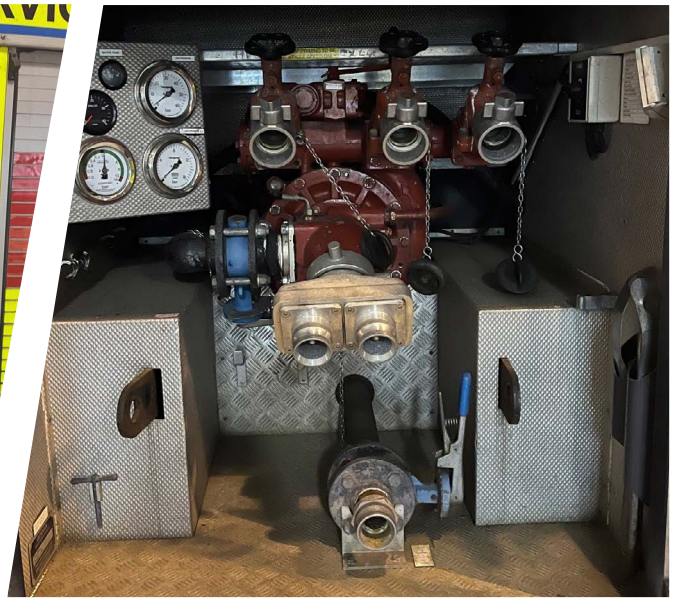
**28%**

**15 of 54 light fleet beyond  
recommended age**

Within the SAMP for Fleet, there is an action to let the Training Function know well in advance when assets are scheduled for replacement or refurbishment and be more transparent in allocating assets, with the intention being to improve the overall communication on the entire process of acquiring new assets. Additional Capital Investment received for 2025/26 will allow for more replacement vehicles, with the intention for some of these additional vehicles to be allocated to the Training Function to help address the training fleet investment backlog.











## 2.6 Lifespans and Review Periods

Some assets are governed by factors such as legal compliance and manufacturer's guidance with end-of-life dates or component expiry dates. Where there are no such constraints, indicative review dates have been identified in this TSAMP and form part of the Management. These key dates inform how we plan for the mid-term evaluation and end of life replacement of our assets to ensure that Training equipment meets user requirements.

With a number of items currently tracked and maintained in the Service, the procurement of new and replacement equipment requires careful planning. Planning for the lifespan of equipment is not necessarily a process that can be applied evenly across all equipment types. Some equipment may have fixed manufacturer determined or safety led lifespans which force the disposal at a set date of equipment that may appear to be in perfectly serviceable order, whilst other equipment, whilst well used and worn, may be perfectly suitable to stay in service and will continue to perform well for many years. This document does establish lifespans for equipment

which in some cases are fixed, however, in many cases may be aspirational only and might need to be flexible and regularly revised, based on a number of considerations at any given time.

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



## 2.7 Maintenance and Servicing

SFRS changed from Services undertaking internal cleaning and repairs to PPE to an external service from an approved single contractor, MSA Bristol, who also manufacture the structural fire kit, and ensure that all items are cleaned to the stated manufacturer's standard. The service also

includes annual health checks, which includes a monitoring process, this is essential for new decontamination cleaning controls. SFRS also introduced a total care package for service and maintenance of Self-contained breathing apparatus (SCBA) Sets.

## 2.8 Equipment Decommissioning and Disposal

Alongside the purchase of new equipment, existing equipment no longer fit for purpose will be decommissioned and disposed of in a planned way. The disposal plan will consider the following issues:

- Redeemable residual value of the item to SFRS
- Security - To ensure equipment (PPE) cannot be acquired by purchasers for purposes that are detrimental to the national interests, for example crime and terrorism
- Young Firefighters Association, Training, or similar initiatives
- Assisting other UK Fire Services and partners

- Assisting developing countries and charities (low or
- zero-value items only without appropriate approval). Any decision to gift higher value items will need appropriate approval
- Maintain an adequate audit trail and assurance of appropriate disposal

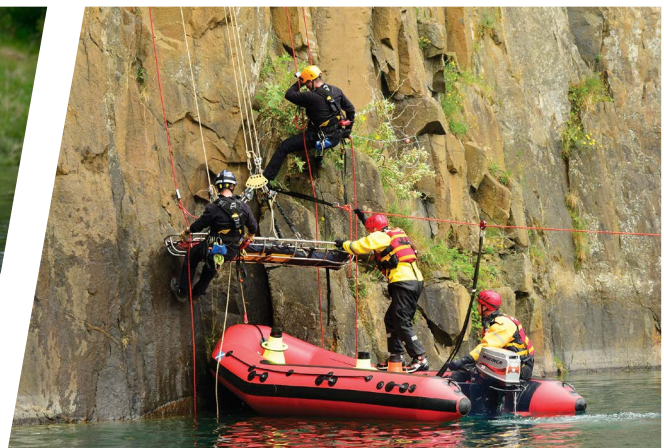
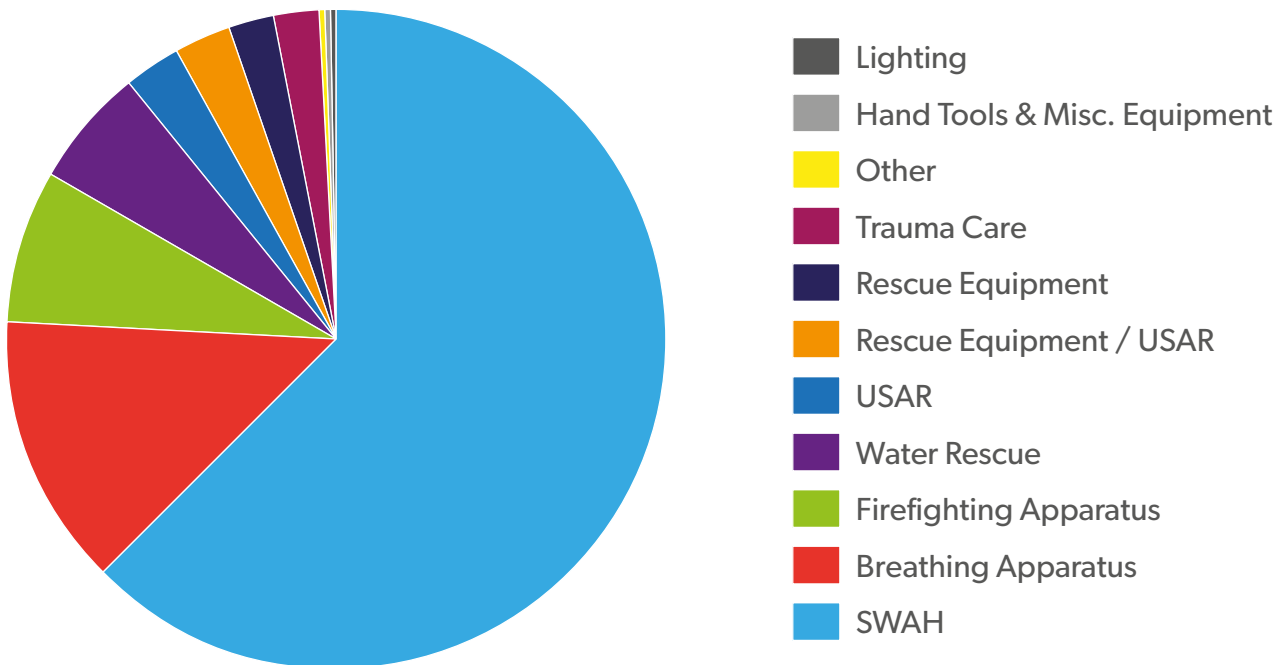
In the past few years SFRS have donated Hydraulic Rescue Equipment to Ukraine; Structural Firefighting PPE and Ballistic Protection PPE to Ukraine; Sent PPE to Moldova; Donated PPE kits to Paraguay and Mexico; Donated Replaced BA sets and Cylinders to Paraguay and Mexico and Donated PPE to Lebanon and Beirut

## 2.9 Equipment Deployment

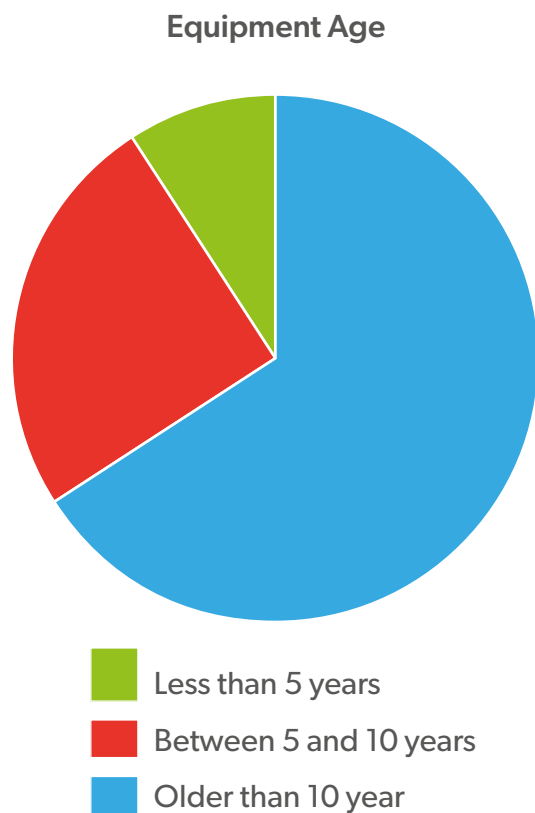
The deployment of equipment across the county will be informed by risk analysis comprising the level and type of courses, the capacity of training centres to deliver those

courses and the demand to ensure maintenance of competencies. Equipment and vehicles should match the standard and type currently in operational use in front line fire stations.

Equipment Testing



Statutory examination and compliance checks are carried out as part of a contract administered by the Equipment Section using contractor British Engineering Services. This ensures that equipment is certified and derisks SFRS and ensures operator safety. Test certificate dates and future scheduled dates are recorded within the contractor's portal with SFRS having access to check there is no slippage in compliance. This diagram shows the breakdown of equipment within the Training Estate currently within the inspection contract undertaken by British Engineering Services. The adjacent chart shows the breakdown of age of equipment across training locations.



Site Reference	Number	%
SWAH	2,045	62.77
Breathing Apparatus	432	13.26
Firefighting Apparatus	243	7.46
Water Rescue	189	5.80
USAR	92	2.82
Rescue Equipment / USAR	88	2.70
Rescue Equipment	73	2.24
Trauma Care	71	2.18
Other	10	0.31
Hand Tools & Misc. Equipment	10	0.31
Lighting	5	0.15
Total number of pieces of equipment	3,258	100.00



## 2.10 Breathing Apparatus Sets

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

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

The SCBA contract is due for renewal in 2026. We will identify opportunities to enhance safety using research and innovation to inform the procurement of our next generation SCBA Set. The SFRS will pro-actively, and at an early stage, commit resources to research and understand the most effective technologies to inform the procurement of the next generation of SCBA Sets. Areas for research include biotelemetry, integrated safety systems, thermal imagery and enhanced SCBA Sets for specialist response.

The UIG for BA starts in 2025 and Training will be at the forefront to ensure that appropriate familiarisation and training is provided during the rollout of a potential new BA set.





With the rollout of new digital fireground radios, upgrade sets have been allocated as per table below. These will provide push button to talk comms however Training Function will consider the need to align with the operational requirement for integrated comms and how that will be delivered in a training environment.

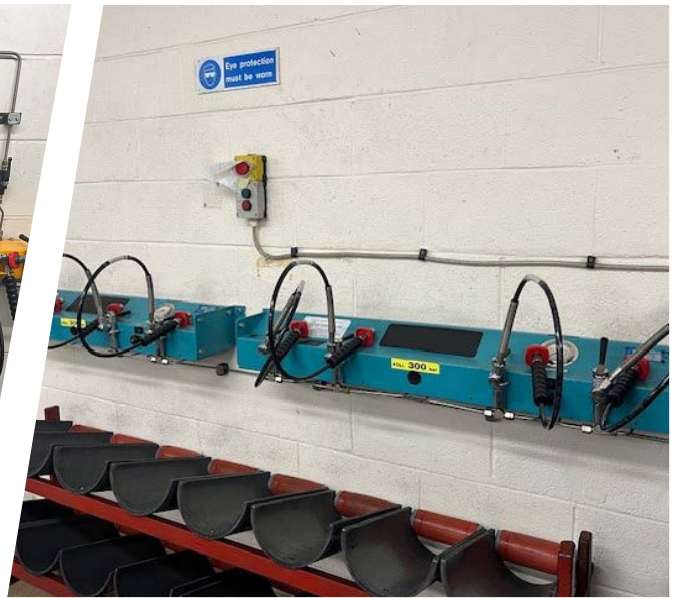
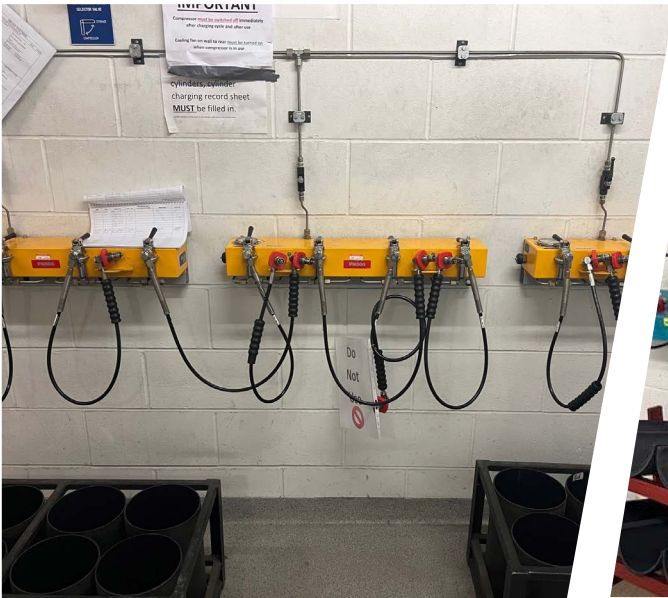
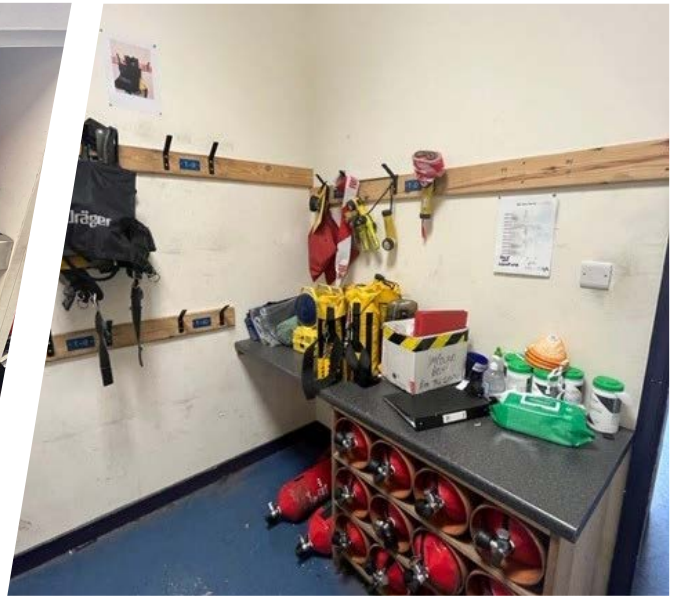


Training site	Radios requested
NTC	18 (Headsets x2)
Newbridge	12
Oban	6
Dumfries	8 (Headsets x2)
Dreghorn	8
Dundee	6
Perth	12 (Headsets x2)
Inverness	12
Portlethen	6 (Headsets x2)
Invergordon	12
WIOS - Stornoway	8
WIOS - Orkney	6
WIOS - Shetland	6

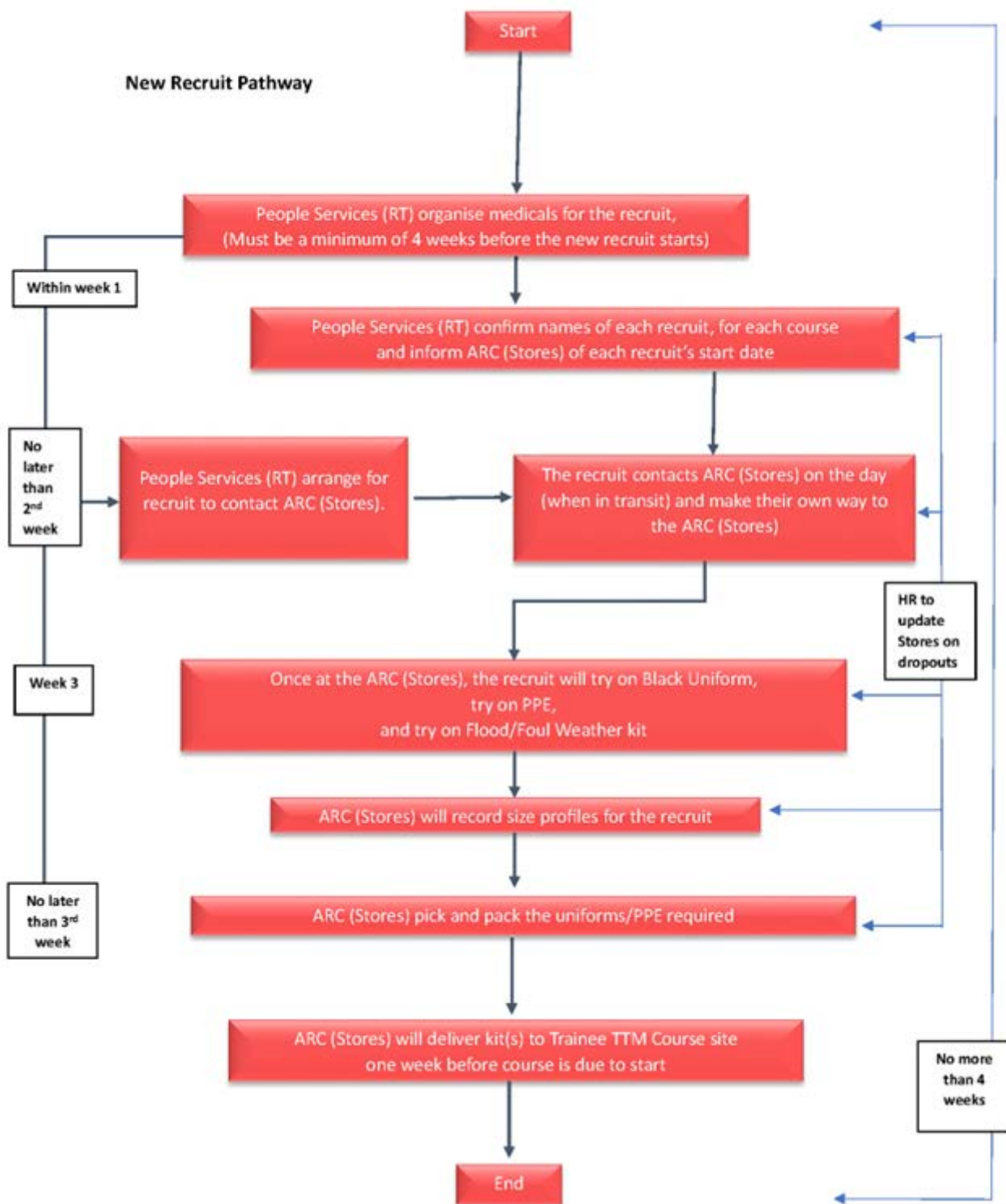
## 2.11 Equipment Asset Composition

The composition of some of the Training Equipment Assets can be summarised as follows;

- 1,200 new items of PPE plus 4 to 6 sets of PPE per instructor
- 264 self-contained breathing apparatus sets
- 135 SCBA cylinders
- 43 Hydraulic rescue equipment cutters
- 52 Hydraulic Rams
- 33 Hydraulic rescue equipment Spreaders
- 29 Thermal Imaging Cameras
- 12 Combi Tools
- 26 Hydraulic rescue equipment power packs
- 32 E Draulic Spreaders 42 E Draulic RAMs
- 40 E Draulic cutters
- 29 Reciprocating saws
- 123 ladders
- 30 light portable generators 12 rescue boats
- 12 outboard motors 201 Duraline Fire Hose
- 6 BA Compressors







It is essential that recruits have their correct allocation of PPE before they start training, and this PPE will be used during formal training. This pathway shows the processes in place to ensure new recruits are provided with properly

sized PPE in with the kit delivered to the correct Training Centre timeously and reflects the connectivity between Training Function, People Services, Health and Wellbeing and Equipment/Stores Teams.

## 2.12 Asset Estate Review

Asset review will consider:

- An initial assessment of the user core needs against likely usage.
- An assessment of the suitability of the current assets (if applicable) will be undertaken to determine whether this item is adequately meeting user requirements.
- Whether the current asset is still required or whether there is another way of addressing the user needs (i.e. other equipment in the Service, different operating models, collaboration with others).
- An initial superficial review of technology or delivery options available on the market. This will not lead to market testing of items at this stage or include items in development that are not available for purchase. It may also be prudent to engage with the NFCC Research and Development Hub to explore options at this stage and avoid duplication of effort. It is important to comply with procurement regulations where at this stage no preferential supplier or market interest is identified or engaged with which might lead to accusations of improper practice during the procurement phase.
- The potential for collaborative procurements with other partner agencies will be explored
- The capacity of existing assets will be reviewed against future demand created by the Training Vision and Strategy

**What will this look like in 5 years time?**

**Properties with the capacity to meet demand created by the Training Vision and Strategy**

**Properties with facilities for contaminant control and adequate welfare facilities**

**Access to current equipment**

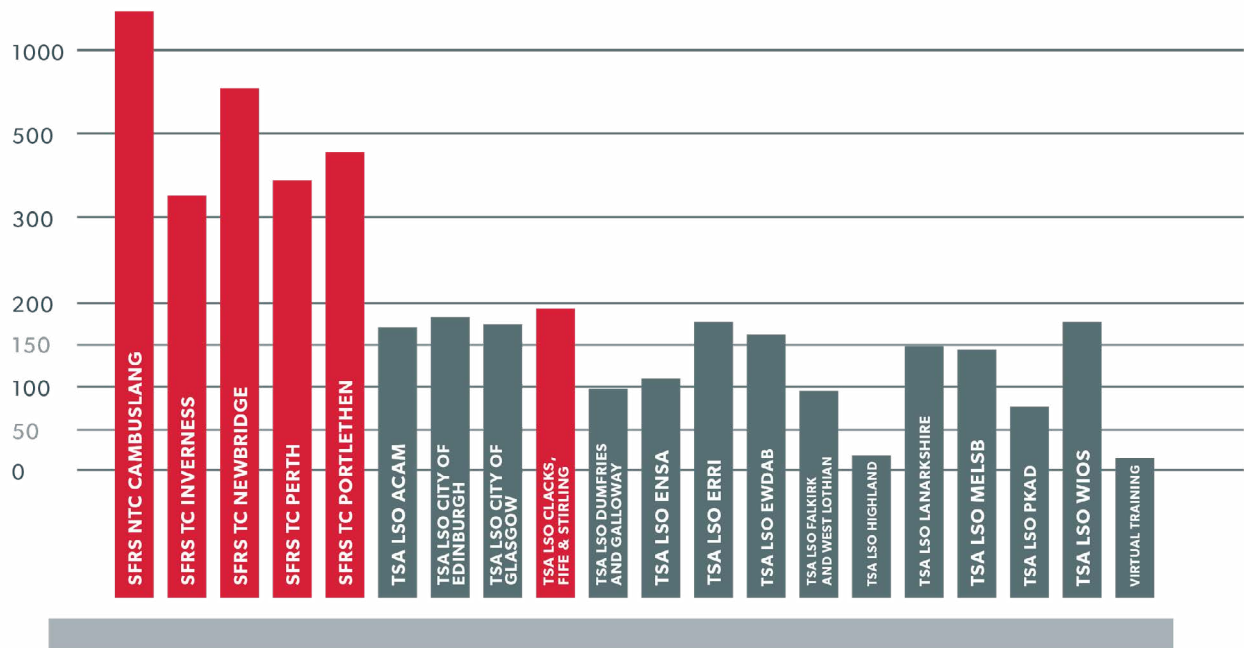
**Access to sufficient PPE**

**Vehicles within recommended age which support training to operational specification**

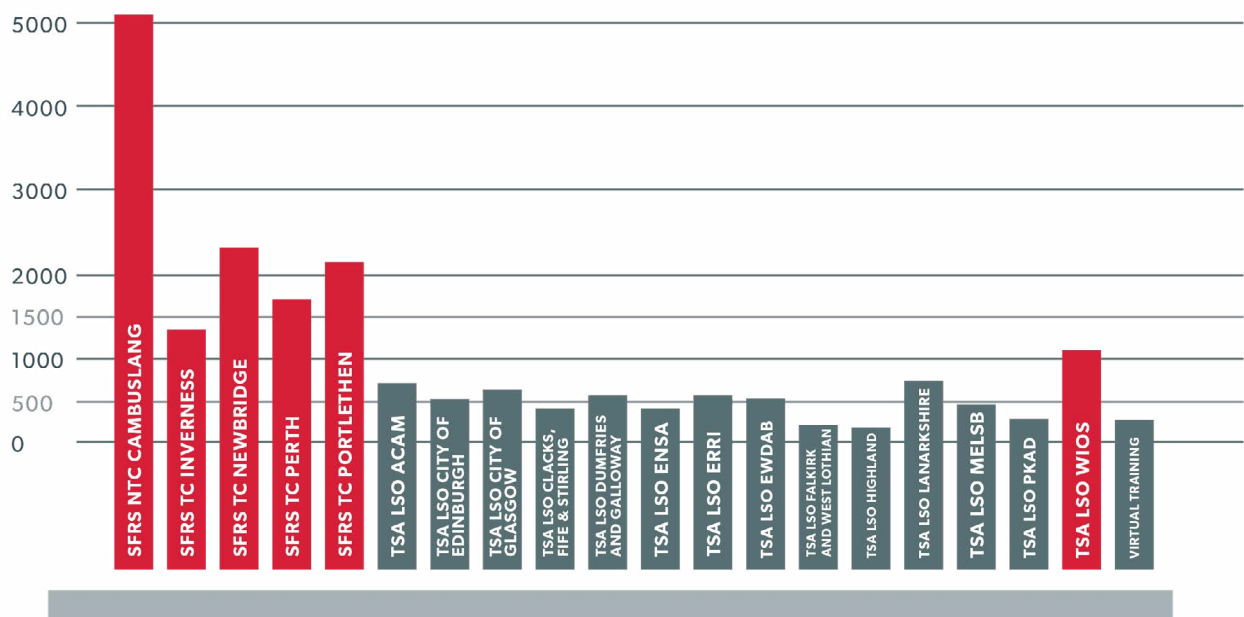




These two diagrams reflect the number of courses held over the last 12 months at each location and the number of attendees at each location.



NUMBER OF COURSES BAR CHART



NUMBER OF ATTENDEES BAR CHART

## 2.13 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.

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 trialed zoning systems to limit potential spread and issued specialist decontamination wipes. SFRS also operates a specialist cleaning and repair contract which allows Firefighters Personal Protective Equipment (PPE) to be fully decontaminated post-incident; repaired as per manufacturer's 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 centres is hindered by their design not allowing reconfiguration without major investment or replacement. Recognising

the need to ensure the wellbeing of firefighters, to meet contaminant control, 600 new sets of PPE will be issued to the Training Function, with 200 sets going to the centres at NTC, Portlethan and Newbridge.

4 sets of PPE are now provided to each instructor to improve availability of clean kit. An on-site washing machines has been on trial at Portlethan since June 2024 to clean structural fire kit. A guidance note and washing schedule forms part of the user process. This trial will be reviewed, and a report issued. It should be noted that a SEPA licence was not required for the installation.

### 2.13.1 Smoke Hoods and Smoke Curtains

Following the Interim Phase 1 Grenfell Recommendations, the SFRS undertook a trial and evaluation of both these products to assess the potential benefits within the operational environment, including High Rise incidents.

Trial results provided strong evidence that both pieces of equipment enhanced tactical options by reducing the spread of products of combustion and providing safer options for casualty evacuation. The SFRS has made the decision to purchase Smoke Curtains and Smoke Hoods and will look to explore how these can best be used to support operational response. Deployment model is for 2 smoke hoods on each frontline appliance and 1 smoke curtain per appliance.

Live Vehicles

Live Plant

External Vehicles

Account Vehicles

All Vehicle Details

Deleted Vehicles

De

Live Vehicles

Item Id No	V Or P	Status	Class Code	Class Code	Fuel Type	Operat
TRAIN						
768	VEHICLE	TRAIN	G03	POOL VAN SMAL E		HIGHL
025	VEHICLE	TRAIN	G09	MINIBUS	E	EDINB
601	VEHICLE	TRAIN	WRU	WATER RESCUE L D		SOUTH
007	VEHICLE	TRAIN	WRN	WATER CARRIER D		EDINB
003	VEHICLE	TRAIN	G16	SUPPORT LORRY D		ABERD
1032	VEHICLE	TRAIN	G07	RESPONSE CAR D		EDINB

Extra Vehicle Details

Asset No	Current Odo Date	Current Odo	Life Usage	Life Maint Cost
SN13CVR	24/07/2024	126818	126818	£4,823.92
			126818.00	£4,823.92



Operating Details

Asset No	Per	Year	Current Odo	Usage This Per	Int Fuel Qty (L)	Int Fuel
	472			126818.000	23553.860	£25

Image gallery 1

Current

Historic

Accidents

Mv/No	Area	Accident Time	Accident Date	Asset No	Driver
MV06790	EAST	10:40	13/07/2021	SN13CVR	MARTIN CHAPMAN

Maintenance History

Details

Delete

New vehicle

Print+Email

Export

Refresh

Filter+Group

Clear filter

Clear sorting

## 2.14 Asset Management System

The effective management of our extensive asset portfolio is assisted through the use of Civica Tranman Asset Management System





# TSAMP Action Plan





## 3 Asset Management Action Plan

### 3.1 Introduction

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

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

for improvement. The improvement actions are documented in 3.4 against the strategic objectives. We will continue to engage with all of our stakeholders as we seek to implement these improvement actions.

The TSAMP will be reviewed annually, whilst the 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.

### 3.2 Asset Performance Evaluation Criteria

Measuring the success of the TSAMP 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 the NFCC Estates Group.

Understanding the efficiency of our Training asset estate will enable SFRS to demonstrate that they are obtaining best value and using resources effectively. Alongside this, understanding the effectiveness of the asset estate will be equally important. Both these areas will enable the success of the AMP to be measured. The proposed KPI's for 2025/26 are noted:

KPI Measure April 23 – March 24	2023/24	Target
% of heavy fleet beyond recommended age	65%	63%
% of light fleet beyond recommended age	28%	26%
% of properties in satisfactory or good condition	59%	63%
% of properties with satisfactory or good suitability	70%	75%
% of cancelled courses due to asset unavailability	6%	5%
% of equipment tested within statutory timescale	98%	98%

### 3.3 Indicative Future Years Capital Programme

	2025/26	2026/27	2027/28
<b>Training Estate Infrastructure</b>	<b>£2,300,000</b>	<b>£2,000,000</b>	<b>£300,000</b>
CFBT refresh 7 Sites (Attack Demo and Villa as required)	£400,000	-	-
NTC Structural Collapse Simulator	£150,000	-	-
Perth CFBT c/w Smoke Capture	£1,000,000	£500,000	-
NTC CFBT c/w Smoke Capture	-	£1,500,000	-
Decommission Dundee CFBT Unit	-	-	£300,000
Welfare Sumburgh	£600,000	-	-
Temp Welfare Portlethan	£150,000	-	-

This indicative 5-year capital plan highlights the need for investment across the Training Property Estate however is subject not only to receiving sufficient funding from Scottish Government but also review by SLT and approval by SFRS Board.

## 3.4 Improvement Actions

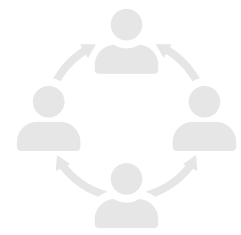
Throughout the development of the TSAMP, engagement and consultation with our focus groups has been undertaken as well as an internal survey being issued on the intranet to all training staff members. Based on the feedback received we have identified a number of areas for improvement. The improvement actions are documented below against the AMP strategic objectives. We will continue to engage with all of our stakeholders as we seek to implement these improvement actions over the next 5 years.

With regards to Equipment assets, during a recent trial initial rules were applied for a RAG system on the 'Age Breakdown' page of a workbook and data columns, but with the opportunity for Asset Management and Training teams to develop this to give up a more accurate tool that can forecast when Training equipment is likely to become beyond life or

problematic due to age. There is recognition that the usage at Training centres, under course delivery conditions, does tend to exceed that experienced at Station level. This could give Training Function a chance to track any emerging risk items.

The Training Team monitor fleet assets through a risk banding applied by age, with annual mileage and a note of current use within the Training Function. The Fleet section also undertake condition assessments of the training fleet.

A Training Impact Analysis Tool is in development with Portfolio Office, this is to reflect the impact on Training from configurations through SSRP. This will highlight required training from possible vehicle transfers from one station to another, but also be developed to reflect additional capacity requirements within the Training Property Estate.



## Collaborative

Action No	Action Title	Action Description	Accountability	Priority	Responsibility	Timescale
C1	Bench-marking	In 2024/25 we will 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 equipment portfolio, so as to drive efficiency improvements.	Corporate Board	Medium	AM	Long-term
C2	Share and Lead on Best Practice	We work with other fire and rescue services within the UK to share and lead on best practice and seek to realise efficiencies from joint working and procurement opportunities.	Training Safety and Assurance Board	Medium	AM / Training	Long-term





## Modernising

Action No	Action Title	Action Description	Accountability	Priority	Responsibility	Timescale
M1	New Equipment Development Pathway	To further enhance our user engagement in the future, we will strive to publicise and make Training staff aware of the personnel involved and the findings of the new User Intelligence Groups (UIG)	Service Delivery Board	High	AM	2025/26
M2	Asset Allocation	We will work with our Training colleagues through attendance at meetings in 2024/25 and in the future, to let Training Function know well in advance when assets are scheduled for replacement or refurbishment and be more transparent in allocating assets, with the intention being to improve the overall communication on the entire process of acquiring new assets	New Equipment Working Group New Appliance Working Group	High	AM	2025/26
M3	Asset Management System	We will work more closely with the Asset Management team to share information on all training assets so as to improve knowledge sharing by creating a two-way flow of information	Quarterly Training/ Asset Management Liaison meeting	High	Training / AM	2025/26
M4	Contaminant Control	In 2025/26 we will work with Training Function colleagues and the Health & Safety team to help develop proposals for contaminant control measures.	Service Delivery Board / Contaminants Group	High	AM	2025/26



## Net Zero

Action No	Action Title	Action Description	Accountability	Priority	Responsibility	Timescale
N1	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. Training team to meet with Energy team in 2025/26 and in the future on a more regular basis to seek to reduce energy consumption wherever possible.	Quarterly Training/ Asset Management Liaison meeting	Medium	AM / Training	Long term
N2	Foam	In 2025/26 we will continue to work as a priority to phase out firefighting foam and environmentally dispose of existing stocks.	Service Delivery Board	High	AM	2025/26



## Service Lead

Action No	Action Title	Action Description	Accountability	Priority	Responsibility	Timescale
S1	Stakeholder consultation	In 2025/26 and in the future, we will increase stakeholder consultation on the provision of equipment, uniforms and PPE to maximise both quality and value for money.	Service Delivery Board	Medium	AM	2025/26
S2	Project Communication	In 2025/26 and in the future, we will work with our Training colleagues to make them more aware 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.	Service Delivery Board Quarterly Training/ Asset Management Liaison meeting	High	AM	2025/26



## 4 Training SAMP: Amp on a Page

### Delivering Our Plan



Reduce  
Investment  
Backlog



Fit for purpose  
Training Assets



Meet new and  
emerging risks



Improve  
contaminant  
control

### Our Objectives

VALUE FOR MONEY



Modernising



Service Led



Net Zero



Collaborative

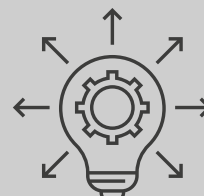
### Measuring Success



KPIs



Benchmarking



Improvement  
Actions





# Appendices

## **Appendix 1:**

Stakeholder Engagement Feedback

## **Appendix 2:**

Internal Questionnaire Feedback

## **Appendix 3:**

Asset Management Risk Matrix

## **Appendix 4:**

Property Assessment

## **Appendix 5:**

Training Pumps/Rescue Pumps

# Appendix 1: Stakeholder Engagement Feedback

## Stakeholder Engagement with Focus Group

Feedback from Focus Groups	How the Amp will aim to address the feedback
Some areas of equipment are dated and require an upgrade or next best alternative	M2: We will work with our Training Function colleagues to let Training Centres know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment
Turnaround for laundering and repair of PPE is not fast enough for the need. Not enough spare kit held	M4: Work with Training colleagues and Health & Safety to develop proposals for contaminant control within Training Centres. Include contaminant control measures for equipment and PPE.
Limited spare equipment	M4: Work with Training colleagues and Health & Safety to develop proposals for contaminant control within Training Centres. Include contaminant control for operational equipment.
We should have all of our records online	M3: Seek alternative system
Some items of equipment are getting close to end of life and there are better/ more advanced equipment available	M2: We will work with our Training Function colleagues to let Training Centres know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment
Stations even when ordering perishables and equipment available on Tech1 are frequently challenged or have them	M2: We will work with our Training Function colleagues to let Training Centres know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment
Some equipment is starting to get old	M2: We will work with our Training Function colleagues to let Training Centres know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment



Feedback from Focus Groups	How the Amp will aim to address the feedback
Some Training Centres are still operating with HRE	M2: We will work with our Training Function colleagues to let Training Centres know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment
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.
Lack of communication/feedback of repairs	M3: In order to ensure effective asset management information systems are established, embedded, and managed throughout the organisation we will apply the principles of ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Asset Management in 2025/26.
Varies across appliances/stations. Needs standardised	M1: To further enhance our user engagement, we will strive to publicise and make Training Function staff aware of the personnel involved and the findings of the new Equipment User Intelligence Groups (UIG)
There is a mixture of old and new equipment across appliances.	M2: We will work with our Training Function colleagues to let Training Centres know well in advance when their equipment and appliances scheduled for replacement and be more transparent in allocating assets, with the intention being to improve the overall communication on the entire process of acquiring new assets.
Lighter tunics for use at RTC etc would be beneficial	S1: Increase key stakeholder consultation on the provision of the high-quality equipment, uniform and PPE to maximise both quality and value for money. This aims to ensure that decisions to review, monitor and approve procurement of assets are consulted and challenged and support our vision.
Training should have the most up to date and current equipment in use to train with	M2: We will work with our Training Function colleagues to let Training Centres know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment



Feedback from Focus Groups	How the Amp will aim to address the feedback
Insufficient quantity of all equipment	<p>M2:</p> <p>We will work with our Training Function colleagues to let Training Centres know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment</p>
Condition of equipment has deteriorated in recent years, from age/availability of spare appliances to availability of fireground radios.	<p>M2:</p> <p>We will work with our Training Function colleagues to let Training Centres know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment</p>
Small-gear (i.e. Toolkit) scope, quality, standardisation & practical containment/stowage/deployment issues are potential operational weaknesses.	<p>M1:</p> <p>To further enhance our user engagement, we will strive to publicise and make Training Function staff aware of the personnel involved and the findings of the new Equipment User Intelligence Groups (UIG)</p>
BA sets toward end of cycle and defects common	<p>S1:</p> <p>Increase key stakeholder consultation on the provision of the high-quality equipment, uniform and PPE to maximise both quality and value for money. This aims to ensure that decisions to review, monitor and approve procurement of assets are consulted and challenged and support our vision.</p>
Structural firefighting PPE is fairly new however, only having two sets of kit is very limiting at busy stations given how long it takes to launder	<p>M4:</p> <p>Work with Training Function colleagues and Health &amp; Safety to develop proposals for contaminant control within centres. Include contaminant control measures for operational equipment.</p>
Lightweight PPE for RTC's, special services and wildfires would be an improvement for both health, safety and welfare of personnel	<p>S1:</p> <p>Increase key stakeholder consultation on the provision of the high-quality equipment, uniform and PPE to maximise both quality and value for money. This aims to ensure that decisions to review, monitor and approve procurement of assets are consulted and challenged and support our vision.</p>

# Appendix 2: Internal Questionnaire Feedback

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

A total of 79 responses were received. The feedback from the questionnaire is aligned with that of the focus groups and has provided a holistic understanding of officer’s and staff’s perception of current and future assets.

Importantly the results of the analysis and feedback received have informed the strategy and have been incorporated throughout.

**Opinion of how well the buildings at your location support the provision of courses with 1 being very poor and 10 being very good.**



**Opinion of how well the vehicles at your location support the provision of courses with 1 being very poor and 10 being very good.**



## Opinion of how well equipment at your location support the provision of courses with 1 being very poor and 10 being very good.



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:

### Property

- Lacks adequate de con facilities, storage facilities for equipment and PPE
- The NTC was originally the full site at Cambuslang. Since SFRS HQ moved here the training function has lost most of the facilities in the former admin & training building. There are not adequate offices, locker rooms, storage, welfare & other facilities available in the fire village/training area.
- Outdated and unstable facilities. Not up to the standard of other training sites.

- Lack of capacity for lecture/meeting rooms. Instructor/student welfare areas insufficient. USAR Collapsed Structure Simulator removed which directly impacts course delivery.
- There are numerous defects within the buildings at the NTC. As a result it can have a knock on effect on training. Buildings breaking down results in not all trainees getting the same standard/experience in the exercise as a result.

### Vehicles

- Invergordon Training Centre - Appliances for courses are 20 years old and not fully equipped. This leads to a poor student experience and instructors having to make do and mend. It would be beneficial to have one newer appliance and one older, then students receive are more rounded experience.

- The Western Isles training vehicle is 23 years old. It is fine to use the training appliance for pumping water but, it is not suitable for driver training as it does not reflect the operational vehicles in our area,
- Vehicles for core training (pumps, ladders, BA, etc.) are aged, unreliable and not reflective of modern fire appliances that are used operationally. Training time is lost awaiting repairs.
- The appliances currently at the NTC are outdated and are constantly breaking down. There is a clear difference in the standard of the appliances especially the pumps. As a result when the trainee firefighters graduate and go to station they are not prepared for the difference in appliances.

## Equipment

- Structural Fire Kit is excellent, instructors currently have four sets of Fire Kit. (Contaminants & laundry etc). A lighter weight Technical rescue garment, to be worn in place of Fire Kit on non 'fire' courses would be beneficial.
- We have a very limited amount of equipment. We have numerous delta attack branches off the run, and it means that we can't complete fire behaviour training. There is also a shortage of equipment as a result we are unable to fully clad an appliance.
- Some equipment used more frequently therefore suffering more wear and tear. TICS dated and unreliable
- The training equipment is adequate for delivering a good standard; however some could do with being replaced.



## Appendix 3: Asset Management Risk Matrix

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.

Action No	Action Title	Action Description	Accountability
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 training and procedures for asset use and maintenance, coupled with the monitoring of relevant performance indicators, appropriate business continuity arrangements and reporting of events/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 lack of training, 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 procure equipment which is fit for purpose	There is a risk that not undertaking a PUWER assessment during the UIG process will result in equipment not being fit for purpose or compatible with other equipment	Robust procedures to be followed during the UIG process which must include PUWER assessments to ensure the correct equipment is procured, safe, compatible with other equipment and fit for purpose.	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 Service Delivery 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
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



Action No	Action Title	Action Description	Accountability
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 and Health and Safety arrangements are designed to ensure that effective controls are maintained, and any weaknesses are highlighted and addressed	Ability to ensure legal and regulatory compliance
Failure to implement contamination control measures within legacy stations	There is a risk that legacy stations will fail to implement contamination control measures due to insufficient space, deterioration of premises and availability of finance resulting in increased risk of cancer for SFRS employees	Standard station design is the level that is required. Upgrades to stations and business case for funding for small stations under preparation to present to Scottish Government.	Ability to ensure legal and regulatory compliance
Failure to implement contamination control measures resulting in firefighters being exposed to potential carcinogenic at operational incidents	There is a risk of contaminants entering the firefighters' body at operational incidents if policy and procedures are not updated and implemented as discussed at the contaminants group.	<p>Contaminants group in place to progress with control measures. The contaminants Policy and Operational Guidance (POG) and the Management Arrangement shall provide the minimum requirements to be achieved in order to reduce the risk of contaminants entering the body.</p> <p>Annual health screening is to be explored by the FBU and the NHS. Liaising with the Fire Brigade Union (FBU), UK FRS and Prof Stec on achievable control measures for contaminants.</p> <p>Information, instruction and training is being given to all staff that don't require additional finances.</p> <p>Additional PPE being issued to allow for additional laundering requirements.</p>	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: Property Assessment

Building Description	Condition	Suitability	Training Function Update August '24	Training Estates Current Project list 24/25 and 25/26
Portlethen Training Centre	Satisfactory	Good	<p>Site overall in satisfactory condition, ongoing upgrade to shower facilities. Out for tender works completion end of 2024</p> <p>Issue on KFT reports about E-stops but this will get addressed but would consider the following</p> <ul style="list-style-type: none"> <li>• Adaptions to Commercial Fire Building to allow relocation of fire cribs. Request sacrificial steel plates installed</li> <li>• Request for new shelter to be built for BA teams to use during inclement weather for de-briefing and for decontamination after hot fire exercises.</li> <li>• UHPL panels to be installed in attack Box.</li> <li>• BA Set and Fire Kit Gassing off area</li> <li>• Outdoor sinks for Initial BA set cleaning</li> <li>• Replace aging telehandler –Reach is not sufficient for top floor of commercial building to aid fire loading and exercise preparation (reported multiple times for a number of faults, latest R66179 – leaking radiator 26/11/23)</li> <li>• Welfare units from Hamilton to be relocated to Portlethen Training Centre. Currently out to tender, awaiting confirmation of relocation date.</li> <li>• Additional portacabin/ adaptation to provide adequate Cages/Racks for Instructor PPE. Current kit room small and provides insufficient storage facilities for full complement of instructors.</li> <li>• Buffers for roller shutter door on Rope building to deaden sound during windy weather. Requested previously but no funding was available.</li> </ul>	<p>Hamilton welfare relocation</p> <p>Portlethen Sim Structure Collapse (Design)</p>
Portlethen Training Centre - Steel Training Tower	Satisfactory	Good	Satisfactory condition, inspection certificate up to date	



Building Description	Condition	Suitability	Training Function Update August '24	Training Estates Current Project list 24/25 and 25/26
Portlethen Training Centre - Hot Fire Unit (Large)	Satisfactory	Good	On going maintenance to minor issues, overall, in satisfactory condition	
National Training Centre - Practical Facilities Building	Poor	Poor	<p>PFB is showing fatigue and does not have suitable number of rooms for course sizes.</p> <p>Instructors work and eat in the same location within the Practical Facilities Building. Welfare facilities for Instructors requires updating.</p> <p>BA Sets are also brought into PFB for cleaning and should be separate due to contaminants. Zones are in place but removal of BA from building would be better due to contaminants.</p>	NTC General Works
National Training Centre - Steel Training Tower	Satisfactory	Good		
National Training Centre - Steel Original Training Tower	Satisfactory	Good		
National Training Centre - Multi Storey Block	Satisfactory	Good		
National Training Centre - Multi Purpose Building	Satisfactory	Good		
National Training Centre - Detached House	Satisfactory	Good		
National Training Centre - Semi Detached House	Satisfactory	Poor	Requires internal upgrading for PP&P, external issues with fence and paving work	
National Training Centre - Tenement Building	Satisfactory	Good		
National Training Centre - Church Building	Satisfactory	Good		



Building Description	Condition	Suitability	Training Function Update August '24	Training Estates Current Project list 24/25 and 25/26
National Training Centre - Carbonaceous Unit	Bad	Poor	<p>All Carbonaceous Units at NTC are in Bad Condition with regular repairs carried out for them to remain functional.</p> <ul style="list-style-type: none"> <li>• No washrooms or toilets available at Carb Unit Area. 3 Portaloo's are hired throughout the year at a substantial cost.</li> <li>• No shelters available to air contaminated Fire Kit or to hold dirty debriefs.</li> <li>• No filter system doesn't work and can impact other courses running at the same time.</li> </ul> <p>Carbonaceous Villa – recommend the following items -</p> <ul style="list-style-type: none"> <li>• BA Set and Fire Kit Gassing off area</li> <li>• Outdoor sinks for Initial BA set cleaning</li> </ul>	<p>NTC CFBT with Smoke Capture</p> <p>NTC – Replace CFBT Attack box</p>
National Training Centre - Fire Technicians Workshop	Satisfactory	Good		
National Training Centre - Laboratory Building	Satisfactory	Good		
National Training Centre - Steel Training Silo	Poor	Poor	Not in use – incorrectly anchored?	
National Training Centre - Technical Rescue Hub	Poor	Poor	Building showing signs of fatigue. Adaptation required to facilitate additional changing areas aligned to course numbers.	
National Training Centre - TRTZ Urban Search and Rescue	Poor	Satisfactory	<p>Requires improvement surrounding collapsed structure simulator ongoing consultation with property, decision cannot be made until we have an actual cost.</p> <p>Area would benefit from additional shipping container for dry timber storage.</p> <p>RTC Vehicle Storage Area</p> <p>Ongoing issue with nesting pigeons within this area. Property aware with ongoing plan of netting being fitted to restrict access.</p>	NTC Sim Structure Collapse (Design)
Dreghorn Training Tower	Poor	Good		

Building Description	Condition	Suitability	Training Function Update August '24	Training Estates Current Project list 24/25 and 25/26
Dreghorn Carbonaceous Unit	Bad	Poor	<p>Condition of Existing Units: The current state of our units was reviewed, and it was noted that several of them are in need of replacement due to wear and tear.</p> <p>CFBT Units Demo box needed now (not the attack box as noted by property) however would make sense to replace Attack box at the same time as only months left before end of life, especially as this will be used more due to NTC being needed for Trainee courses back-to-back.</p> <p>All current faults have been reported and are awaiting authorisation and repairs to be carried out.</p> <p>The filtration system leaks. Other repairs/improvements identified:</p> <ul style="list-style-type: none"> <li>• Curtains / Extraction (already in progress through property)</li> <li>• External eaves mesh</li> <li>• Heras fencing external should be removed.</li> <li>• Broken downpipe at rear of unit.</li> <li>• Relocate temperature probes from rear of unit to area where candidates work</li> <li>• Adaptation to existing 'villa' search and rescue facility - Recommendation to add an additional door of entry to the ground floor to offer alternative options for candidates.</li> <li>• Laundry Facilities: Domestic washing machine and tumble dryer, there is a pressing need to add laundry facilities to ensure that the Instructor Fire Protection clothing, cylinder and helmet covers can be properly maintained and sanitized.</li> <li>• BA Room additions - Additional BA set stowage (wall hooks) and drying capabilities. It is anticipated that the National Instructors based in ENSA will be in receipt of 10 BA sets/ cylinders for local use in the near future.</li> <li>• Kit Stowage post exercises: Adequate 'gassing off' solutions for the PPE were identified as essential to maintain and secure decontamination requirements.</li> <li>• Decontamination Areas: The addition of a suitable decontamination area was discussed as a necessity for the safety and well-being of our personnel and how it can be achieved in the current set up. (Wall hooks added under appliance canopy).</li> <li>• Outdoor sinks for BA Set washing prior to going into BA Set service area</li> <li>• Thermal Image Cameras</li> <li>• Dedicated pump, instructors currently travel to NTC or other areas for an appliance</li> </ul>	

Building Description	Condition	Suitability	Training Function Update August '24	Training Estates Current Project list 24/25 and 25/26
Dumfries Training Centre	Bad	Poor	<p>Condition of Existing Units: recent repairs carried out but will need to be replaced in a years' time.</p> <p>No dignified facilities for Females. Currently 1 open, shared changing room and only 1 female shower?</p> <p>Centre requires drying room for wet Fire Kit.</p> <p>Needs updating due to Contaminants.</p> <p>Laundry Facilities: Domestic washing machine and tumble dryer, there is a pressing need to add laundry facilities to ensure that the Instructor Fire Protection clothing, cylinder and helmet covers can be properly maintained and sanitized.</p> <p>BA Room additions - Additional BA set stowage (wall hooks) and drying capabilities. It is anticipated that the National Instructors based in ENSA will be in receipt of 10 BA sets/ cylinders for local use in the near future.</p> <p>BA room has only 2 sinks, lack of storage space and BA compressor within close proximity</p> <ul style="list-style-type: none"> <li>• Kit Stowage post exercises: Adequate 'gassing off' solutions for the PPE were identified as essential to maintain and secure decontamination requirements.</li> <li>• BA set and Fire Kit gassing off area (containers)</li> <li>• Remove old Search and Rescue units</li> <li>• Outdoor sinks for BA Set washing prior to going into BA Set service area</li> <li>• Appliance bay used as a BA set servicing area, separate room required which can link in with point below</li> <li>• Further storage space required for equipment</li> <li>• Drainage from site to be rectified, putrid smell has been present for several years (repeatedly reported) in downstairs kitchen</li> <li>• Charging points for electric vehicles</li> <li>• Designated mess room for eating and drinking</li> <li>• RTC storage - Designated hard standing area for used vehicles to be stored</li> <li>• Internet access requires updating, currently using downloaded presentations due to no Wi-fi signal, computer speed slow</li> </ul>	

Building Description	Condition	Suitability	Training Function Update August '24	Training Estates Current Project list 24/25 and 25/26
Dumfries Training Centre - Realistic Fire Training Unit	Bad	Bad	<ul style="list-style-type: none"> <li>RFTU Building condemned, needs to be removed from site</li> <li>New building required for BA training to prevent unnecessary contamination (of kit and personnel) and to aid training for search and rescue scenarios as current unit is very limited</li> <li>Site needs updating due to contaminants, no facility for dirty debrief, personnel decontamination</li> <li>No toilet facility other than main building</li> <li>Shelter/lean-to required to air contaminated fire kit between and after wears</li> <li>External sinks for contaminated BA sets, to prevent using clean BA room.</li> <li>Electric supply upgraded to support flood lights and smokers</li> </ul> <p>Site Needs updating for Contaminants.</p>	
Dumfries Training Centre - Steel Tower	Satisfactory	Good		
Dumfries Training Tower and BA Room	Poor	Poor	As per details captured within Dumfries Training Centre	
Hamilton - USAR Building	Satisfactory	Poor	(Building recently had work completed) Lanark Training team relocated offices to this building. Wild birds still gaining access to outer building. Work required on 1st floor to accommodate BA Search + rescue. MWR	
Newbridge Training Centre - Technical Support Building	Good	Good	<p>CFBT consider the following</p> <ul style="list-style-type: none"> <li>BA Set and Fire Kit Gassing off area</li> <li>Outdoor sinks for Initial BA set cleaning</li> </ul>	Newbridge – Sim Structure Collapse (Design)
Newbridge Training Centre - Road Traffic Collision Building	Good	Good		
Newbridge Training Centre - Training at Height Building	Good	Good		
Newbridge Training Centre - Steel Training Tower	Good	Good		
Newbridge Training Centre - Steel Training Silo	Good	Good		



Building Description	Condition	Suitability	Training Function Update August '24	Training Estates Current Project list 24/25 and 25/26
Oban Training Building	Satisfactory	Good		
Oban Steel Training Tower	Satisfactory	Good		
Oban Carbonaceous Unit	Poor	Satisfactory	<p>Recent maintenance on carbonaceous demo unit evident (awaiting chains to be fitted) Further update to follow. Area requiring attention:</p> <ul style="list-style-type: none"> <li>• Scrubber units defective.</li> <li>• Attack box severely corroded externally and needs replaced</li> <li>• Inadequate welfare facilities for instructors/ students during national courses. Sharing station facilities whereas separate facilities are required.</li> <li>• No dedicated decontamination facilities post carbonaceous training (using station facilities). Lack of dignified changing areas post training.</li> <li>• SWAH anchor points in BA building majority are defective.</li> <li>• BA/set servicing room shared with station. Inadequate size for course delivery.</li> </ul>	
Perth Training Tower	Satisfactory	Good		
Perth Training Centre	Satisfactory	Satisfactory	<p>PPE for Instructors is aging and requires modernisation, on going work to have this carried out, last update this work should begin by late 2024. Shower areas being upgraded. Overall, the centre is in satisfactory condition.</p> <p>However a new compressor at Perth training centre needed, current compressor not fit for purpose and regularly breaks down during larger BA courses. This will future proof the site for planned CFBT build.</p>	<p>CFBT with smoke capture</p> <p>Gender neutral ablutions</p> <p>Instructor Gear storage refurb</p>
Perth Training Centre - Steel Training Silo	Satisfactory	Good	Good condition, annually tested and currently in date	
Perth Training Centre - BA Block	Satisfactory	Satisfactory	Structure of building is Satisfactory, internal fixtures and fittings have signs of wear and tear.	
Sumburgh Training Centre - Welfare and Training Unit	Poor	Poor	Roof on Changing area Portakabin above Welfare unit has failed and allowing water ingress. Defect being dealt with by Stephen Davies. Set servicing area and compressor room good. No showers.	

Building Description	Condition	Suitability	Training Function Update August '24	Training Estates Current Project list 24/25 and 25/26
Sumburgh Training Centre - Carbonaceous Unit	Poor	Good	<p>Significant internal and external corrosion of CFBT boxes, i.e. holes 400 x 400mm. Baffle plate in demo unit seized. Defects submitted to property manager. Requires new demo unit and attack unit, along with many other repairs</p> <ul style="list-style-type: none"> <li>• New Attack Box, there is hard standing from the previous box that was never replaced, the site can only use the Demo box which will shorten the life expectancy of the box, and is also a single point of failure</li> <li>• Replace steel container that has many holes in it (already reported)</li> <li>• Fix electrics for sensor probes - New thermo coupling required on Demo box for rear and upper crib areas. Minerva temp recording unit needs replaced</li> <li>• Outdoor sinks for BA set Cleaning prior to going into BA set service area</li> <li>• BA set and Fire Kit gassing off area (containers)</li> </ul>	<p>Replacement of Demo and Attack box</p> <p>Replace 1st ć..1 welfare Unit</p> <p>Additional dirty accommodation and degassing area for PPE</p>
Dundee Training Centre - Carbonaceous Unit	Satisfactory	Good	<p>Both Boxes in good condition. Some minor work required to Dundee for gassing of fire kit,</p> <ul style="list-style-type: none"> <li>• Temperature squirrel defective, replacement required, Property defect logged January 2024- last update was tender due August 2024. Currently no working temperature monitor in place.</li> <li>• Audible alarm and lights to be fitted to warn instructors of rising temperatures.</li> <li>• UHPL panels installed into attack box to allow training for local RRU stations (Kirriemuir &amp; St Monans) Adaption submitted December 2023</li> <li>• Villa to be adequately repaired to a safe and useable standard- Defects date back to 2022- Re raised and chased on a monthly basis.</li> <li>• Additional ground floor unit added to villa to improve S&amp;R input.</li> </ul>	

Building Description	Condition	Suitability	Training Function Update August '24	Training Estates Current Project list 24/25 and 25/26
Dundee Training Centre - Welfare Unit	Poor	Poor	<p>As the new Perth building will be a few years away there is a need to improve certain areas at the airport for Instructors and students.</p> <ul style="list-style-type: none"> <li>External sinks with cover to allow hands/face to wash up. Property adaptation submitted April 2024.</li> <li>Welfare for students with individual changing rooms- there is a suitable container already on site just needs converted to facilitate this with minimal adaption. Property adaption submitted April 2024.</li> </ul> <p>Covered area - holding area for students, we have adapted some of the site to accommodate this</p> <p>Portacabin for dignified changing, toilets</p> <p>Consider moving the Villa to between the Attack and Demo</p> <p>Outdoor sinks for BA set Cleaning prior to going into BA set service area</p>	
Stornoway Training Centre - Carbonaceous Unit	Satisfactory	Satisfactory		
Stornoway Training Centre - Welfare Unit	Poor	Satisfactory	Welfare and set servicing areas in good condition. No showers need to use Station	
Kirkwall (Orkney) Training Centre - Carbonaceous Unit	Poor	Satisfactory	<p>Orkney only has a demo box, this is a similar situation to Sumburgh regarding life expectancy and single point of failure, there is no hard standing for this option</p> <ul style="list-style-type: none"> <li>New Attack Box</li> <li>Outdoor sinks for BA set Cleaning prior to going into BA set service area</li> <li>BA set and Fire Kit gassing off area (containers)</li> </ul>	
Kirkwall (Orkney) Training Centre - Welfare Unit	Poor	Satisfactory	Welfare and Set servicing areas in good condition. No showers need to use Station	
Invergordon Training Centre – Welfare and lecture room	Poor	Poor	Building is old and requires some refurbishment, especially in relation to attaining a satisfactory standard for meeting BA contaminant requirements.	

Building Description	Condition	Suitability	Training Function Update August '24	Training Estates Current Project list 24/25 and 25/26
Invergordon Training Centre - Carbonaceous Unit	Poor	Poor	<ul style="list-style-type: none"> <li>• Attach the Attack box to the Firehouse (Adaptation request being produced)</li> <li>• Create an outside gassing off area</li> <li>• Outdoor sinks for BA set Cleaning prior to going into BA set service area</li> <li>• Extraction system for BA set service area (already requested through property but being reviewed as initial estimate was £17k)</li> <li>• Construct a larger BA set servicing area outside the rear door. To do this we should remove some of the bank and include a sink with brushes or BA set cleaning machines for washing contaminants from PPE.</li> <li>• Replace windows and doors at set servicing area which will help with the reduction of contaminants entering the building.</li> <li>• Covered area for pallets in the fireground, keep pallets dry and could also be loaded with the forklift</li> <li>• Sort the cold-water supply in the kitchen (always runs warm as cold pipe is above the hot pipe)</li> <li>• Second water cooler for the lecture room</li> <li>• Another Dehumidifier for the student's drying room to assist drying as current one has reached end of life</li> <li>• Concrete/tar the area around the FBT boxes and remove the chips</li> <li>• Remove the window box and replace with a storage container.</li> </ul>	Replace attack and demo boxes
Fort William	Poor	Poor	<p>This a really good BA building that has the capability of running Initial and refresher courses if the gas is reinstalled, this will help with travelling and accommodation for courses at Invergordon</p> <ul style="list-style-type: none"> <li>• Aware previously the costs in re applying gas to the building have been significant, but if worth considering again and linked to the TSAMP</li> </ul>	



## Appendix 5: Training Pumps/Rescue Pumps

Asset No.	Area	Status	Class Code	Reg Date
SY52VCK	NORTH	TRAIN	PUMP	17/12/2002
SY04CBU	NORTH	TRAIN	PUMP	15/04/2004
R432RSW	WEST	TRAIN	RESCUE PUMP	01/10/1997
V963DSN	WEST	TRAIN	RESCUE PUMP	01/02/2000
Y302PSP	NORTH	TRAIN	RESCUE PUMP	01/03/2001
Y847BSC	NORTH	TRAIN	RESCUE PUMP	06/08/2001
SF51ZIK	NORTH	DEMO	RESCUE PUMP	01/10/2001
SK02ULP	NORTH	TRAIN	RESCUE PUMP	11/03/2002
SK03AHL	NORTH	TRAIN	RESCUE PUMP	08/07/2003
SN53LCY	NORTH	TRAIN	RESCUE PUMP	01/02/2004
SK04BJX	NORTH	TRAIN	RESCUE PUMP	18/05/2004
SN05MJF	WEST	TRAIN	RESCUE PUMP	30/05/2005
SN55ADV	EAST	TRAIN	RESCUE PUMP	10/11/2005
SF06GAO	WEST	TRAIN	RESCUE PUMP	17/04/2006
SF06GAX	WEST	TRAIN	RESCUE PUMP	17/04/2006
SF06GBE	WEST	TRAIN	RESCUE PUMP	17/04/2006
SN56CYL	EAST	TRAIN	RESCUE PUMP	01/10/2006
SN56CVO	EAST	TRAIN	RESCUE PUMP	01/10/2006
SN56DZF	NORTH	TRAIN	RESCUE PUMP	01/10/2006
SF07EKM	WEST	TRAIN	RESCUE PUMP	01/03/2007
SV57BPX	NORTH	TRAIN	RESCUE PUMP	15/10/2007
SN08COA	NORTH	TRAIN	RESCUE PUMP	18/03/2008
SN08COU	NORTH	TRAIN	RESCUE PUMP	18/03/2008
SN09FEM	EAST	TRAIN	RESCUE PUMP	01/04/2009
SF10GVX	WEST	TRAIN	RESCUE PUMP	01/06/2010
SF10GWD	WEST	TRAIN	RESCUE PUMP	01/07/2010
SN60EKP	EAST	TRAIN	RESCUE PUMP	19/12/2010
SF11ATF	NORTH	TRAIN	RESCUE PUMP	03/05/2010
SF71CJE	EAST	TRAIN	RESCUE PUMP	02/12/2021
SF71CHC	WEST	TRAIN	RESCUE PUMP	10/12/2021
SF71CHK	NORTH	TRAIN	RESCUE PUMP	25/01/2022
SF72BFA	EAST	TRAIN	RESCUE PUMP	01/11/2022
SF72BFK	EAST	TRAIN	RESCUE PUMP	01/11/2022
SF72BFE	NORTH	TRAIN	RESCUE PUMP	01/11/2022
SF72BFM	NORTH	TRAIN	RESCUE PUMP	01/11/2022
SF72BFJ	WEST	TRAIN	RESCUE PUMP	01/11/2022
SF72BFL	WEST	TRAIN	RESCUE PUMP	01/11/2022







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Service Asset Management Plan: Training 2024-29

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