



Scottish Fire and Rescue Service

“a journey of change”

From an Asset Management Perspective

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8 May 2014



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The Challenge – Context & Vision



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Financial Benefits of Reform

- Police and Fire Reform (Scotland) Bill - £1.5billion savings over 15 years
- SFRS Budgets 2013/14 – 2015/16

	2013/14	2014/15	2015/16
Resource	£277.2m	£265.2m	£258.2m
Change	£9.6m ↓	£12.0m ↓	£7.0m ↓
Capital	£15.1m	£22.2m	£24.0m
Change	£1.3m ↓	£7.1m ↑	£1.6m ↑

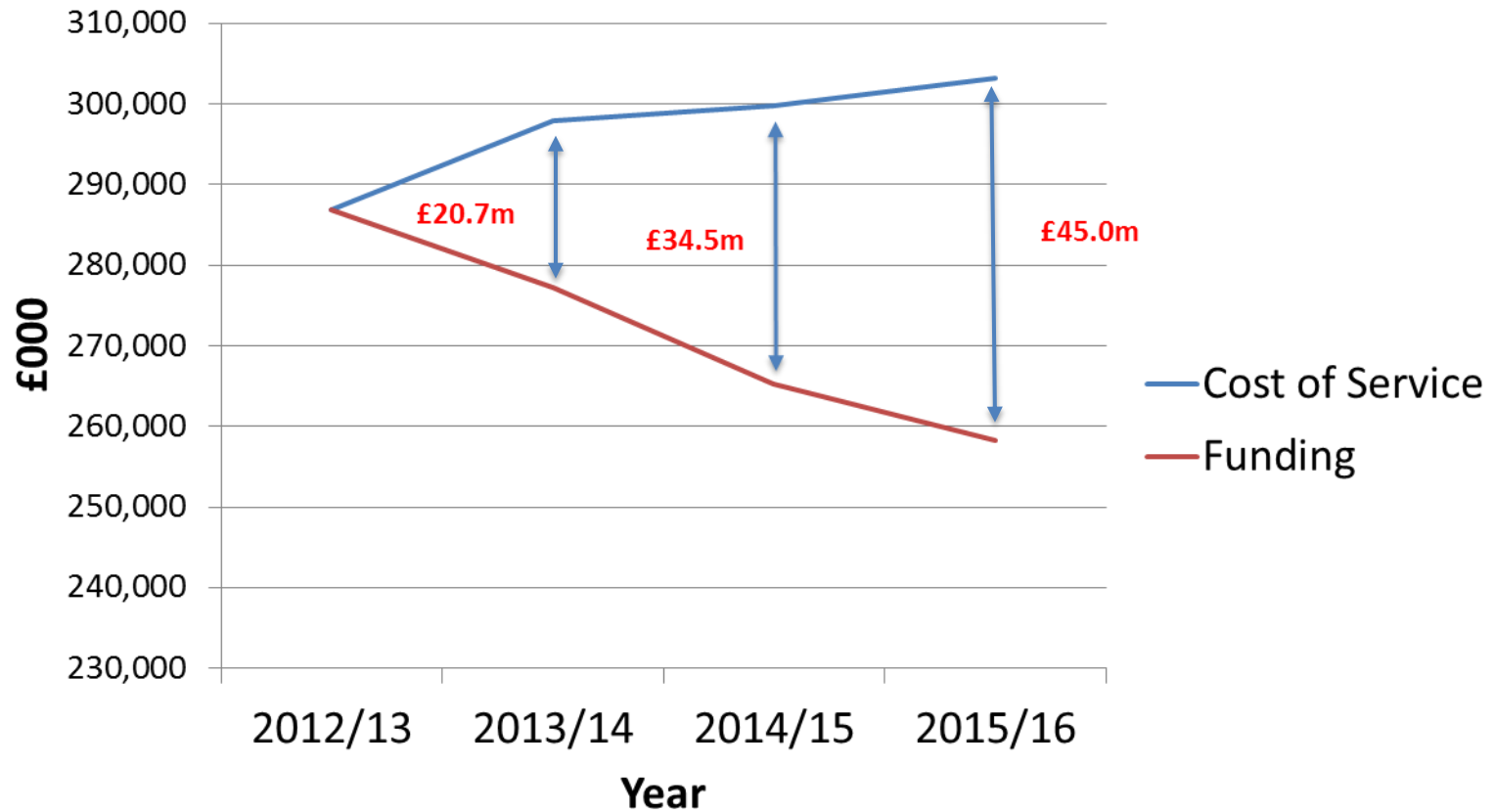
Total Reduction in Resource Funding = £28.6m = 10%



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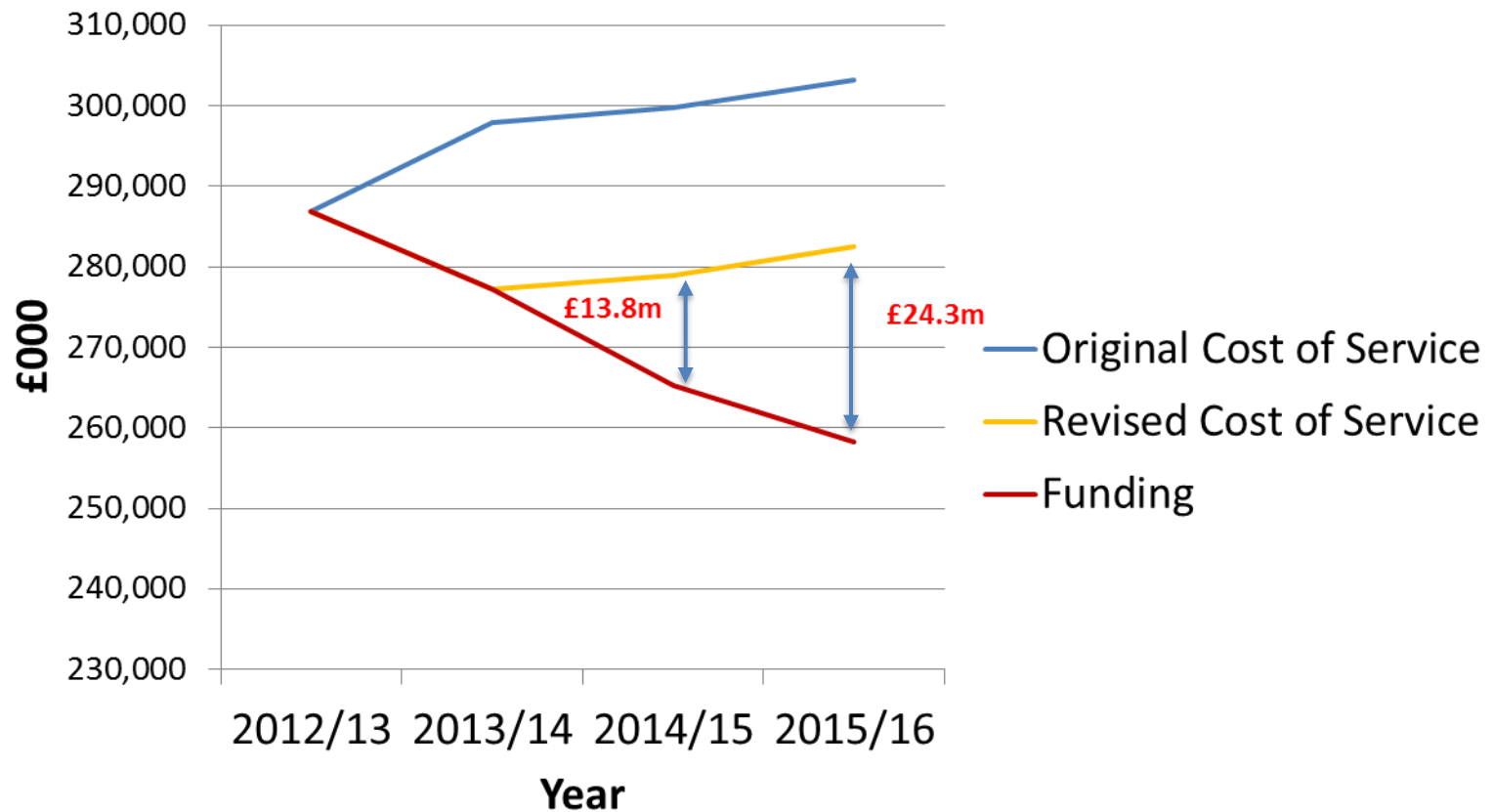
Initial Funding Gap Projection



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Updated Funding Gap Projection



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Audit Scotland – Learning the Lessons of Public Body Mergers

- Areas to Focus on :
- Reduction in staff numbers
- Asset rationalisation
- Contract rationalisation
- Shared support services
- Streamlined processes



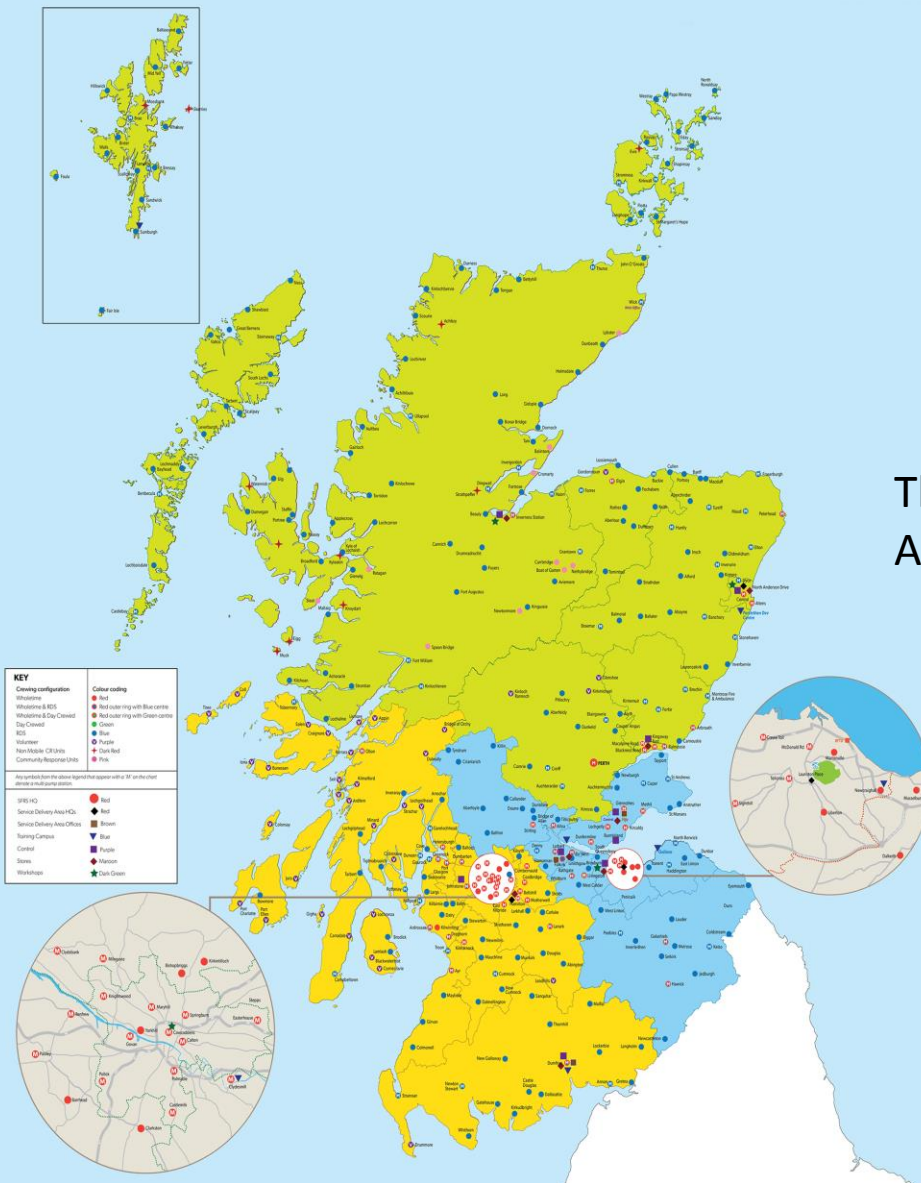
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The Entire Property Asset Portfolio Across Scotland



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Strategic Intent Document

A direction of travel for six of the key elements within SFRS

The Scottish Fire & Rescue Board, at its meeting in June 2013, approved that a review of property requirements be undertaken in relation to the undernoted support functions:

- National Training Facility
- Vehicle and Equipment Workshops (Worked Example)
- National ICT Data Centres
- Control Rooms
- Office Accommodation –Service Delivery Areas and LSO Areas
- National Headquarters



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The Process - Planned Approach

- Evidence based,
- Business requirements,
- Reviewing existing asset portfolio and structures
- Existing property portfolio,
- Wider public sector context,
- Commercial environment,
- Strategic direction – Board and SLT.



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Key Contributors

Trade Unions

FBU
Unison
Unite

Strategic Board & SLT

Public Sector

SG Property Advice
Division
Scottish Futures
Trust
HubCo West

Commercial

Ryden

Internal

Asset Management/
Property Team
Heads of
Function/Managers



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External Professional Support

Property Advice
Division, SG

- Fiona Kimber

Scottish Futures
Trust

- Colin Proctor
- Sam Cassells
- Iain Wardrop

HubCo West

- Angeline Robertson

Ryden

- Mark Robertson
- Michelle Docherty



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2013 Workshops- Facilitated by SFT

20th May

Business Requirements

Strategic Leadership Team

SFRS Heads of
Function/Managers

Scottish Futures Trust

3rd June

Property Options

Strategic Leadership Team

SFRS Asset Management
/Property

Trade Unions

Scottish Futures Trust

HubCo West

Ryden

7th June

Overview & Review

Board

Strategic Leadership Team

SFRS Asset Management
/Property

Scottish Futures Trust

HubCo West

SG Property Advice Division

Ryden

11th June

Summary & Recommendations

Board

Strategic Leadership Team

SFRS Asset Management
/Property

Scottish Futures Trust

Ryden



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Strategic Intent Document

The Scottish Fire & Rescue Board, at its meetings in September 2013 and January 2014, approved the final outcomes of the Strategic Intent Document:

- Moving from 2 significant training facilities to 1 National Training Facility
- Moving from 6 Vehicle and Equipment Workshops to 4 New Asset Resource Centres
- The rationalisation from eight to two National ICT Data Centres
- The rationalisation from eight to three Control Rooms
- The creation of three Service Delivery Areas and seventeen LSO Areas offices
- The development of a single National Headquarters



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Realisation of Strategic Benefits

The strategic benefits to be achieved through the programme are as follows:

1. Creation of a fit for purpose, cost-effective, support estate that is strategically located across our communities, giving the Service a robust platform from which to deliver its strategic aims.
2. Enhanced utilisation of SFRS assets which will reduce duplication and pressures on resources as well as realising significant financial savings in capital and revenue commitments
3. Resource budget savings of c,£23.5million over 5 years. £4.7million per annum. The equivalent saving in fire-fighter numbers would result in a reduction of c.162 posts.



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Benefit Categorisation – Value / Impact

Economic

- Lower Cost
 - Releasing Cash
 - Increased Income
-

Effective

- Compliance
 - Operating to higher standards
 - Safety, Fewer failures
-

Efficient

- Doing more for the same
- Same with less



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Benefit Categorisation – Value / Impact

Cashable

- Lower Supply Costs
- Staff Savings
- Lower Running Costs
- Sustainability

Non-Cashable

- Staff Time Savings
- Improved Processes
- End User and Stakeholder Satisfaction
- Enhancing Public Safety



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End Stage - Properties Offered For Disposal

The following sites will be fully released and will be disposed:

- Scottish Fire Service College at Gullane, along with the associated houses
- Cowcaddens Complex, Glasgow (retaining a city centre fire station)
- Lauriston Place, Edinburgh (options for retention of access to heritage assets)
- Former Central FRS HQ at Maddiston, Falkirk
- North Anderson Drive, Aberdeen (retaining the co-located fire station),
- Former Fife FRS HQ at Thornton, Fife



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Strategic Intent Document - Fleet and Equipment (Stores, PPE & Logistics)

The Scottish Fire & Rescue Fleet and Equipment Section is responsible for the following assets

- Appliances and LGVs =(801)
- Light Commercial =(698)
- Plant and Equipment= (7100)
- Operational Equipment= (650,000 items)
- PPE Safety Related Equipment= (150,000 items)



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Current Position - Locations

- Pre SFRS – 6 sites + 2 Unitary Authorities
- Since April 1st – 6 Legacy Sites
- Stores Locations 9 Legacy Sites to be reduced to 4 sites
- **Legacy Workshop Locations**
- Cowcaddens ,
- Newbridge,
- Maddiston,
- Dundee,
- Aberdeen
- Inverness



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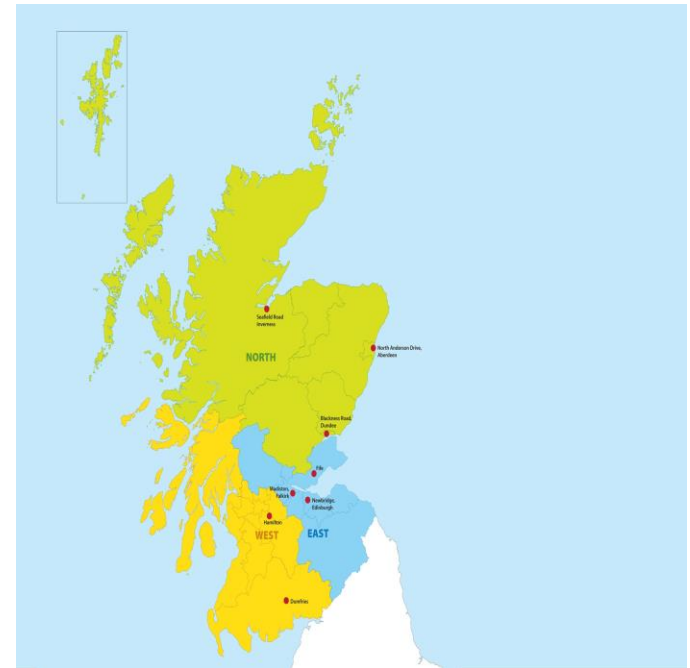
Current Technical Workshop Locations

Legacy Locations and Staffing Levels

- Cowcaddens – includes former D & G Fleet 48
- Newbridge – includes 50% former FFRS Fleet 12
- Maddiston 7
- Dundee – includes 50% former FFRS Fleet 9
- Aberdeen 12
- Inverness 10
- **TOTALS:** 98

Current Technical Workshop Locations

Historically located to meet the service delivery models for the legacy Fire and Rescue Services



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Key Considerations in Locating Vehicle & Equipment Workshops

- Staff Recruitment and Retention
- Distance to Stations
- Number of assets to be Maintained through Maintenance Facility
- Road Network and Planned Future Road Networks
- Requirements of other asset Related Departments
- Public Transport Links
- Planning and Neighbours
- Environmental Impact
- Amount of Vehicle Movements
- Site size and suitability
- Sustainability for future use or re-generation of the site



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Rationalisation of Workshop Working Practises

- Work to Industry recognised timescales
- Rationalisation of all Workshop Standard Documentation
- Standard Training Programmes for all Staff
- One single Fleet Management system across all Fleet and equipment assets
- Standard Working Practises across the whole of the fleet
- Age profiling for all vehicle types across Scotland
- Set condition scoring matrix for all fleet assets
- Harmonisation of Fleet Replacement Programme



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Optimum Service Delivery Model

Ideal Model would be four (4) main centres :

East Technical Support Centre – Outskirts of Edinburgh with access to Forth Road Bridge(s) Access to M8, M9, M90, A1, A720, A90

West Technical Support Centre – Outskirts of Glasgow with Access to M8, M74, M77, M80, A82

North East Technical Support Centre – Main facility on the Aberdeen to Dundee Corridor A90

North West Technical Support Centre -in the Inverness Area Access to A9, A96, A82(required due to logistics)



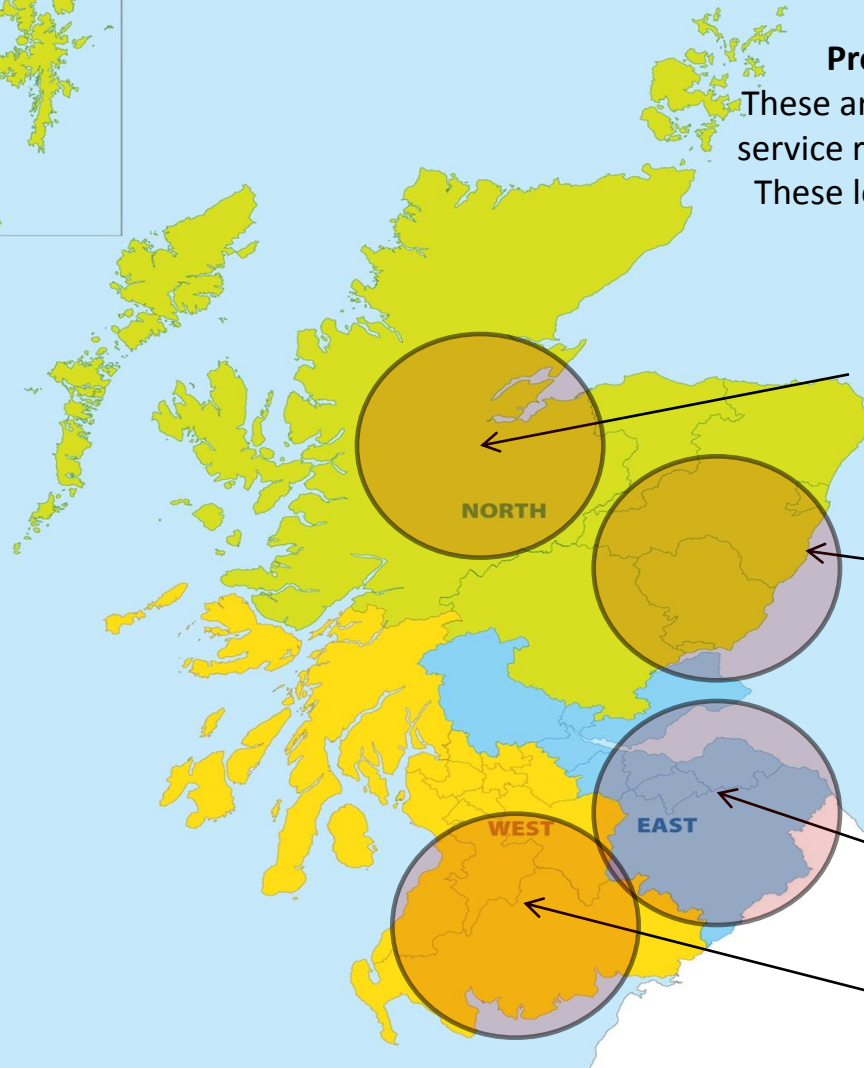
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Proposed Locations of Regional Support Centres:

These are based on asset operational locations and optimum service response times based on road network infrastructure. These locations are based on industry modelling standards.



Satellite Regional Support Centre North (Inverness area)

Regional Support Centre North (Aberdeen / Dundee Corridor)

Regional Support Centre East (Outside Edinburgh with access to Forth Bridges over to Fife)

Regional Support Centre West (easy access to M8 / M74 Corridor)



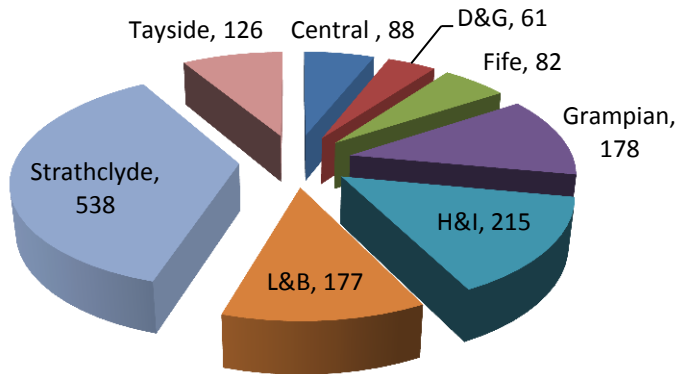
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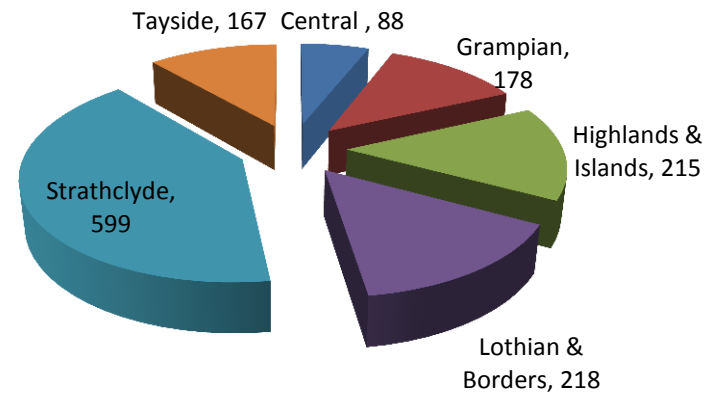


Statistics

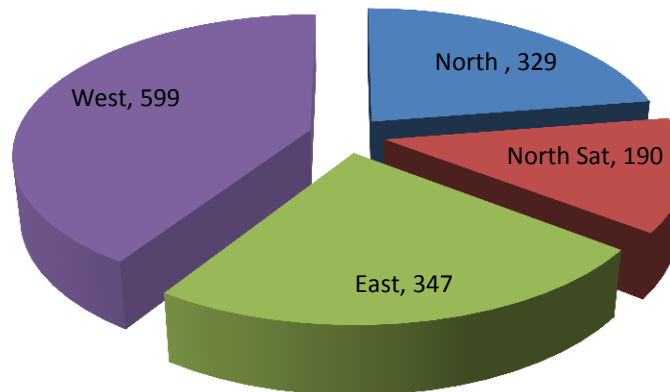
Pre-Reform x Eight Services



Current Operating Model x 6 Sites



Proposed Operating Model x 4 Sites



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Options Available

Locations and Suitability Issues

Cowcaddens –

Poor Site Location, Sitting On large capital receipt. Large backlog maintenance work required.

Option: Close and Ideally would relocate along M8 Corridor

Newbridge –

Excellent Site, Some Investment required, Ideally Located.

Option: Retain with Minor Investment

Maddiston –

Small Workshop Site, Requiring Modernisation, Capital Receipt,

Option: Close and relocate staff and workloads to Newbridge

Aberdeen –

Poor Site Location, Small Workshop Site, Requiring Modernisation, Large Capital Receipt

Option: Close and Ideally would relocate along A90 Corridor (Portlethan / Montrose)

Dundee –

Small Workshop Site, No room for expansion

Option: Close and relocate staff and workloads to new facility on A90 Corridor

Inverness –

Excellent Site, Some Investment required, Ideally Located for logistically serving the North West.

Option: Retain as Satellite Site in North with Minor Investment



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Summary & Questions

Iain Morris & Scott Roberts



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