Scottish Fire and Rescue Service

Operational Changes

2023-2024

INFORMATION PACK


SCOTTISH FIRE AND RESCUE SERVICE
B32

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1. INTRODUCTION

This document sets out the impact of the changes the Scottish Fire and Rescue Service is implementing in 2023-2024 to meet our immediate financial challenges within this timeframe. It explores the data which has underpinned our decision-making process.

We have a legal obligation to deliver a balanced budget and our current planning shows that we will need to save at least £36 million over the next four years to meet the potential financial challenges as outlined within Scottish Government's Resource Spending Review (published May 2022).

SFRS has received an additional £14.4 million from the Scottish Government during 2023-2024, to support the enhanced and backdated firefighter pay offer, however we are still required to make £11m savings this year.

> ***Moving forward, our projections show that we will be required to make a further £11.3 million in 2024-2025; £7.3 million in 2025-2026 and £6.9 million in 2026-2027.***

2. 2023-2024 SAVINGS

During year 2023-2024, we will meet the required £11 million efficiency across the Service, as detailed below:

AREA OF SAVING & EFFICIENCY

SFRS OTHER COSTS

£1,223,000
PROPERTY COSTS

£2,356,000
SUPPLIES & SERVICES

£647,000
TRANSPORT COSTS

£215,000
3RD PARTY PAYMENTS / COUNCIL CHARGES

£303,000
FINANCING

£320,000
INCOME

SFRS EMPLOYEES

£1,190,000
WHOLETIME

£1,624,000
ON CALL

£1,875,000
SUPPORT

£1,304,000
OTHER EMPLOYEES

The large majority of our running costs as a service comes from our staff and we cannot realistically reduce costs without reducing workforce numbers. This year we are looking to reduce our overtime bill, reduce our use of agency and temporary contracts and manage our vacancies to achieve savings.

We are also implementing some service changes to support this and these are set out in more detail in the following sections.

3. TEMPORARY WITHDRAWAL OF SECOND OR THIRD APPLIANCES

Every day across Scotland we have to take wholetime appliances "off the run" – that is make them temporarily unavailable.

As a service we have a Target Operating Model (TOM) which is used as a baseline to ensure we can deliver our frontline emergency service across Scotland.

Within our TOM we have Resource Based Crewing (RBC) which is the number we need every day and night to crew our assets. We are not always able to meet the necessary RBC figure due to factors such as staff turnover, planned training, staff absence and lack of relevant skills.

Therefore we must withdraw appliances from operational availability and on any given day or night this could be multiple pumps across Scotland.

> ***Last year for example, we had to take an average of 9 pumps off during day shifts; and an average of 8 pumps during night shifts.***

Our current process for appliance withdrawal is a reactive approach that is both costly and disruptive. For example, our overtime bill is currently averaging £12,000 per day.

To alleviate this pressure and create immediate financial savings, we identified ten community fire stations where we can temporarily remove an appliance whilst having the least impact on response times.

By knowing exactly which 2nd or 3rd pumps are not available every day we will be able to reduce the use of overtime and detached duties (where our crews are sent to other stations to cover shortfalls and absences) – which is better for staff and reduces the amount we spend on overtime. It also offers staff stability within stations to focus on training and community engagement activities while ensuring we can maintain a full crewing model for our remaining resources.

How we identified stations for temporary appliance withdrawal

We began by analysing all 40 stations across Scotland which have more than one wholetime appliance to simulate what impact the removal of 2nd or, where applicable, 3rd wholetime appliances would have on operational response times.

We created our own series of response time benchmarks for each area of the *Scottish Urban Rural Classification (SURC)*. The benchmarks were created based on more than 94,000 real-life responses to life-risk incidents in Scotland between 2015 and 2020, as detailed in the table on the next page.

The SURC model was utilised as a recognised and consistent method for defining urban and rural areas across Scotland, developed by the Scottish Government.

8-Fold SURC	SURC description	# Life Risk Incidents	% Life Risk Incidents	2nd Pump Mean Response
Large Urban Areas	Settlements of 125,000 people and over.	37,710	40%	06:43
Other Urban Areas	Settlements of 10,000 to 124,999 people.	31,869	34%	09:15
Accessible Small Towns	Settlements of 3,000 to 9,999 people, and within a 30 minute drive time of a Settlement of 10,000 or more.	5,904	6%	12:53
Remote Small Towns	Settlements of 3,000 to 9,999 people, and with a drive time of over 30 minutes but less than or equal to 60 minutes to a Settlement of 10,000 or more.	1,730	2%	12:52
Very Remote Small Towns	Settlements of 3,000 to 9,999 people, and with a drive time of over 60 minutes to a Settlement of 10,000 or more.	979	1%	11:07
Accessible Rural Areas	Areas with a population of less than 3,000 people, and within a drive time of 30 minutes to a Settlement of 10,000 or more.	10,568	11%	15:17
Remote Rural Areas	Areas with a population of less than 3,000 people, and with a drive time of over 30 minutes but less than or equal to 60 minutes to a Settlement of 10,000 or more.	3,004	3%	20:35
Very Remote Rural Areas	Areas with a population of less than 3,000 people, and with a drive time of over 60 minutes to a Settlement of 10,000 or more.	2,626	3%	24:05
	TOTAL:	**94,390**		

The modelling enabled the 40 pump withdrawals to be simulated and ranked from least to most impactful relative to the response time benchmarks.

The first 13 stations, below, were found to have average 1st and 2nd pump response times which remained within the corresponding SURC benchmarks.

Rank	Station	Local Authority	SDA
1	Maryhill	Glasgow City (North)	West
2	Calton	Glasgow City (North)	West
3	Govan	Glasgow City (South)	West
4	Cowcaddens	Glasgow City (North)	West
5	Kingsway East	Dundee City	North
6	Macalpine Road	Dundee City	North
7	Greenock	Inverclyde	West
8	Dunfermline	Fife	East
9	Glenrothes	Fife	East
10	Methil	Fife	East
11	Kirkcaldy	Fife	East
12	Lochgelly	Fife	East
13	Perth	Perth & Kinross	North

As some of these stations are situated next to one another, it was clear that implementing multiple appliance withdrawals within the same area required a more complex analysis detailed further below. Therefore a further six appliances were considered.

The next six were found to have average 1st and 2nd pump response times which incrementally exceeded one or more of the SURC benchmarks.

Rank	Station	Local Authority	SDA
14	Castlemilk	Glasgow City (South)	West
15	Dumfries	Dumfries and Galloway	West
16	Blackness Road	Dundee City	North
17	Altens	Aberdeen City	North
18	McDonald Road	City of Edinburgh	East
19	Hamilton	South Lanarkshire	West

This list was deemed sufficient to thereafter identify the necessary 10 pumps for selection to meet the financial savings required.

Stations selected for temporary withdrawal

The determination of which 10 appliances from the 19 were selected was based on the following wider considerations.

- Analysis of community risk;
- Analysis of historical operational demand;
- Impacts on firefighter safety and operational resilience;
- Proximity of additional appliances and other specialist resource;
- Previous research into imbalance of resources within geographical areas;
- Impacts on the maintenance of specialist operational assets;
- Staffing considerations.

Once these additional factors were considered, they informed the decision making on which ten temporary withdrawals would have the least impacts.

Station	Local Authority	SDA
Maryhill 2nd Pump	Glasgow City (North)	West
Govan 2nd Pump	Glasgow City (South)	West
Cowcaddens 2nd Pump	Glasgow City (North)	West
Kingsway East 2nd Pump	Dundee City	North
Greenock 2nd Pump	Inverclyde	West
Dunfermline 3rd Pump	Fife	East
Glenrothes 2nd Pump	Fife	East
Methil 2nd Pump	Fife	East
Perth 3rd Pump	Perth & Kinross	North
Hamilton 2nd Pump	South Lanarkshire	West

4. IMPACT BY AREA

Once the ten stations were identified, we conducted further simulation modelling to test and confirm this decision-making was valid and had minimal impact on response times.

This was particularly important for local authority areas where more than one station had been selected.

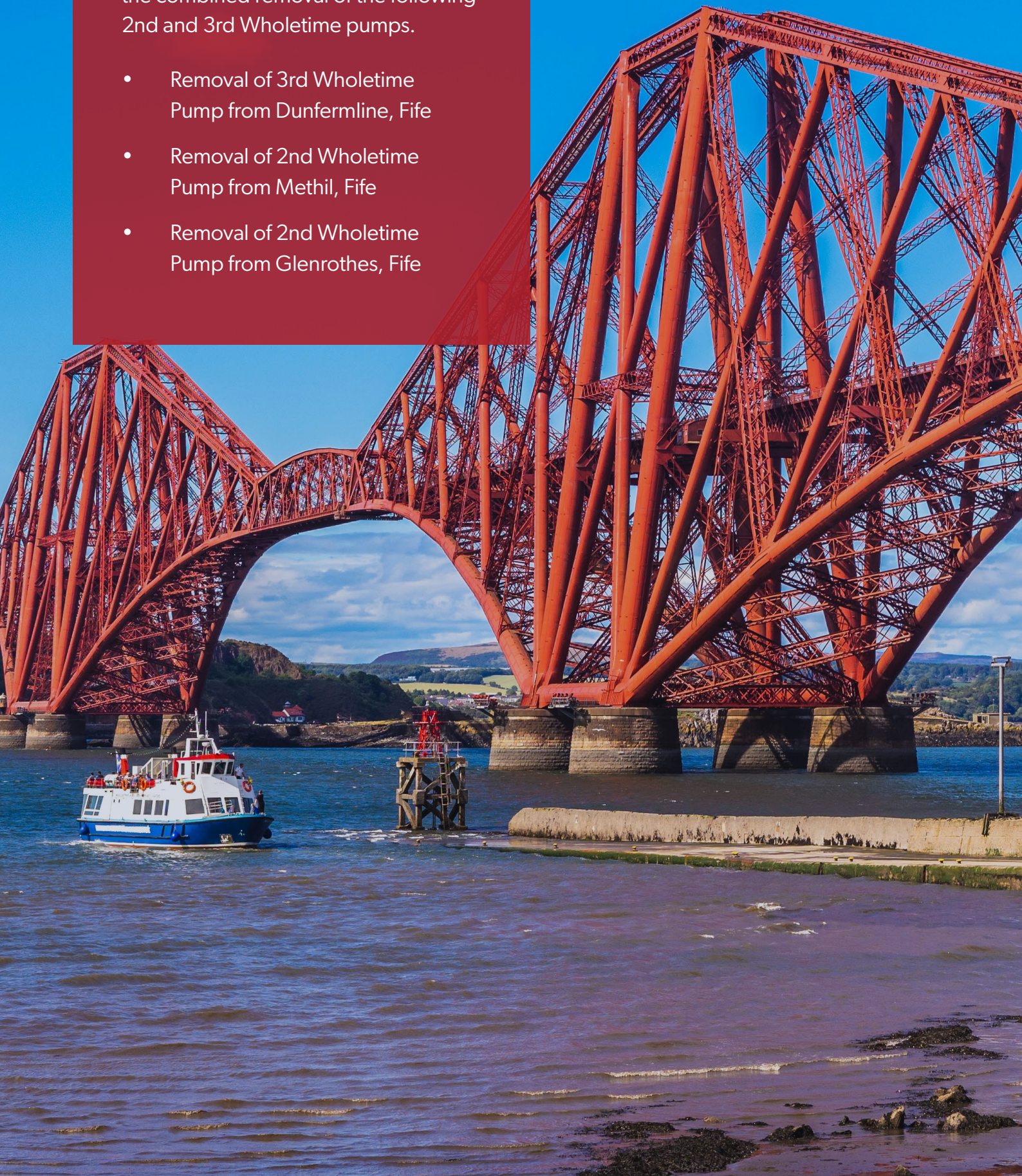
Using the same model, we analysed the combined removals against the current average response time and corresponding SURC benchmarks.

This was conducted separately for each of the three Service Delivery Areas (SDAs) – East, North, West.

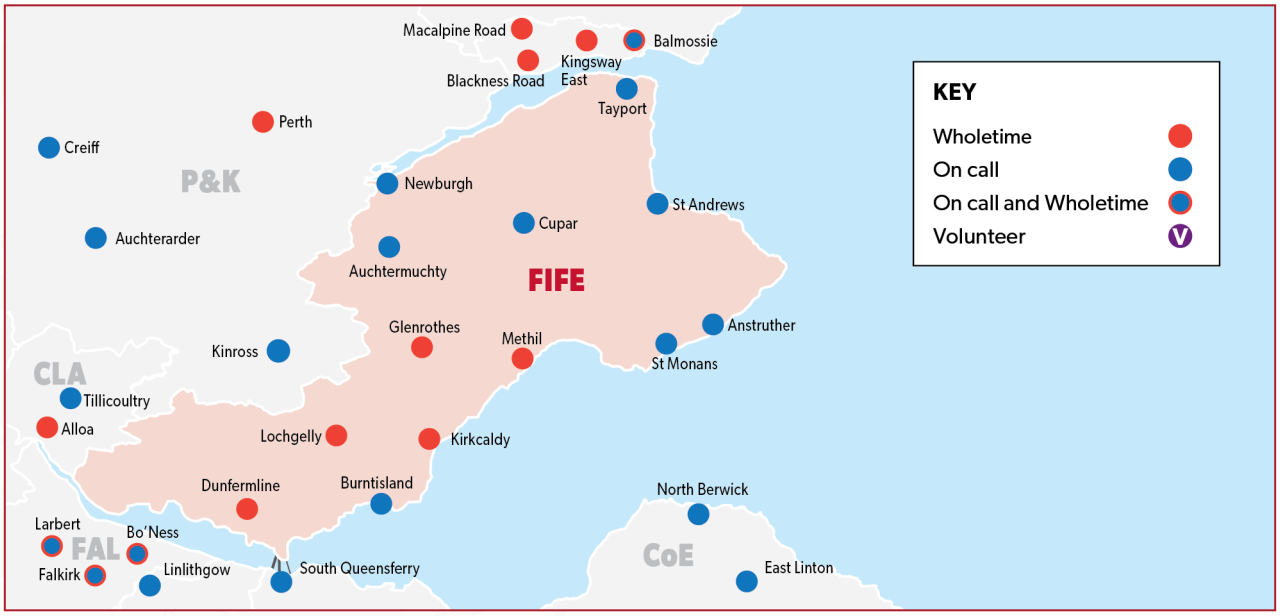
EAST SDA

Below we detail the modelling which shows the impact across the ***East SDA*** of the combined removal of the following 2nd and 3rd Wholetime pumps.

- Removal of 3rd Wholetime Pump from Dunfermline, Fife
- Removal of 2nd Wholetime Pump from Methil, Fife
- Removal of 2nd Wholetime Pump from Glenrothes, Fife



FIFE



Within Fife, we currently have:

- 10 x Wholetime appliances
- 10 x On call appliances
- 1 x Combined Aerial Rescue Pump
- 1 x Dedicated High Reach
- 1 x Water Rescue
- 1 x Rope Rescue
- 1 x Urban Search and Rescue
- 1 x Welfare pod
- 1 x Environmental Protection Unit
- 1 x Mass Decontamination Unit

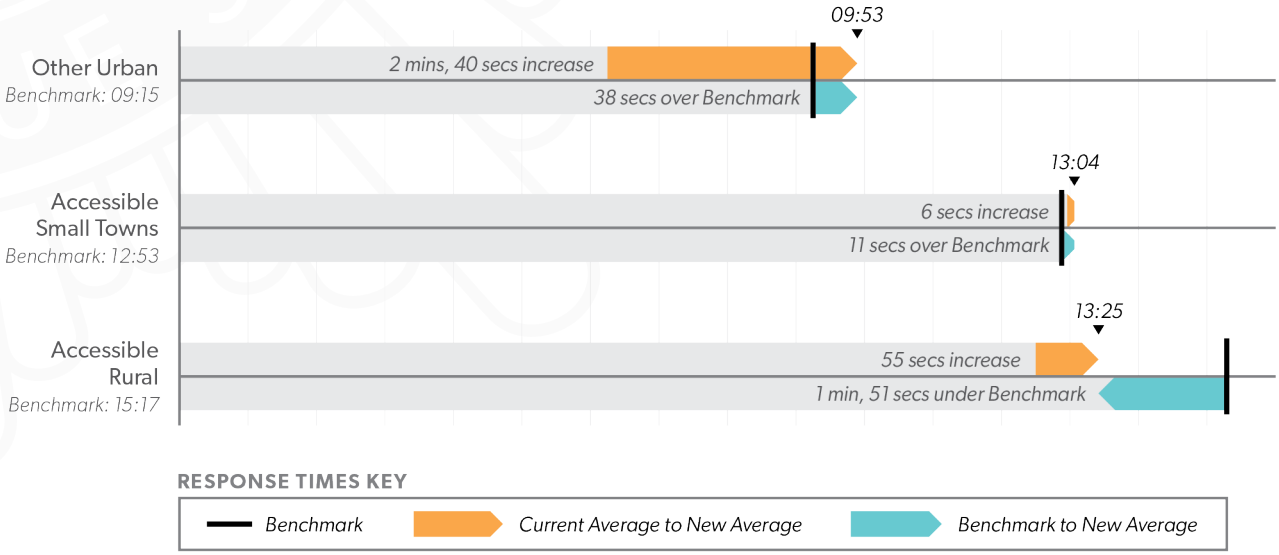
[See Appendix 2 for full resource list]

From September we will temporarily remove 3 x Wholetime appliances. This includes 1 x Combined Aerial Rescue Pump which is currently the 3rd appliance at Dunfermline Community Fire Station. This vehicle will be replaced by 1 x Dedicated High Reach from City of Edinburgh. Simultaneously 1 x Dedicated High Reach is being removed from Kirkcaldy Community Fire Station in line with our High Reach Appliance strategy. *This is detailed further in section 5.* All other resources will be maintained, including 1st appliance response.

See Appendix 1.2 for Fife area case study.

Fife local authority incorporates Other Urban, Accessible Small Towns and Accessible Rural SURC areas. Our modelling found the following impacts on average 2nd pump response times within Fife after the combined temporary withdrawal change:

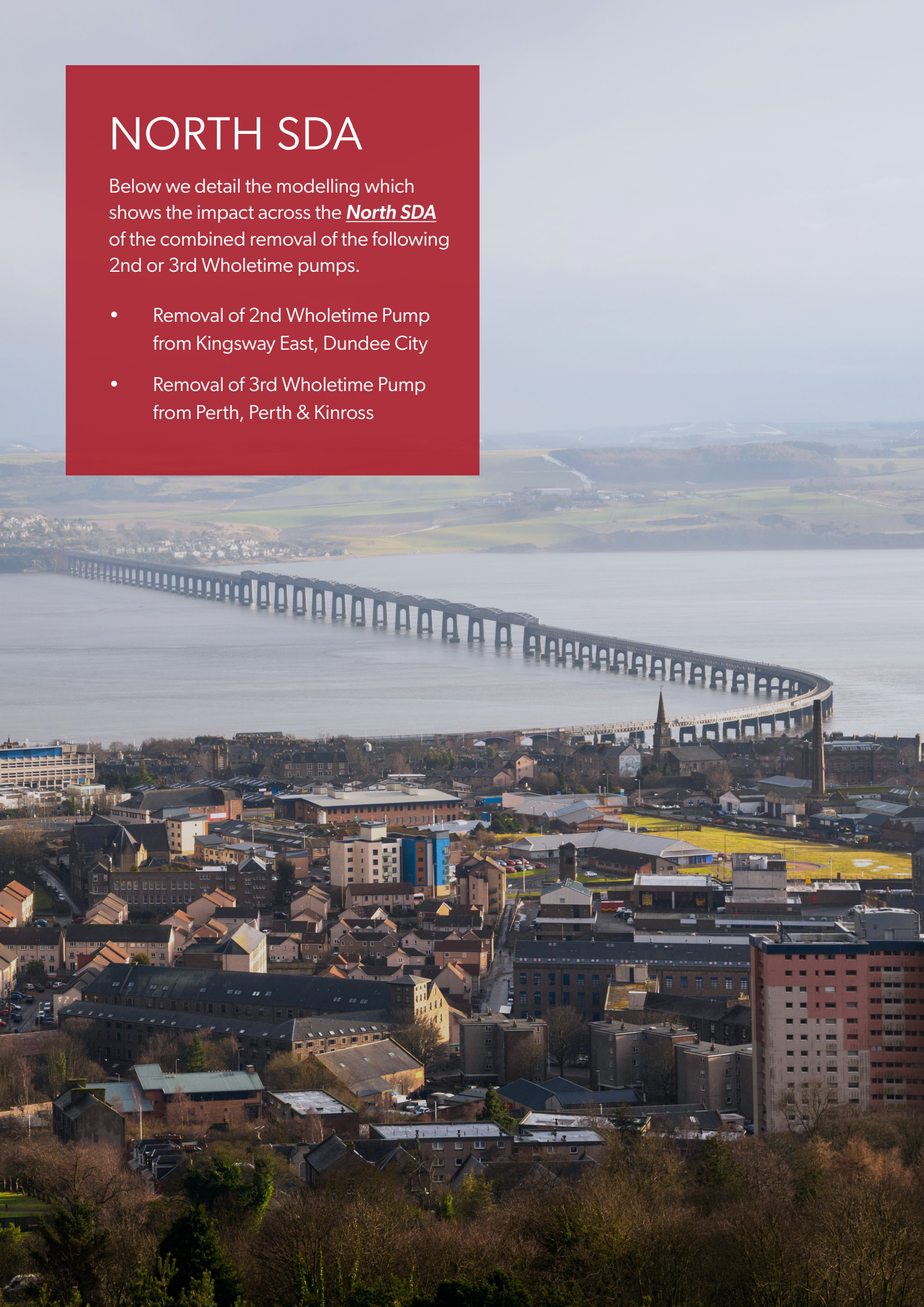
2ND APPLIANCE WITHDRAWAL IMPACT – FIFE



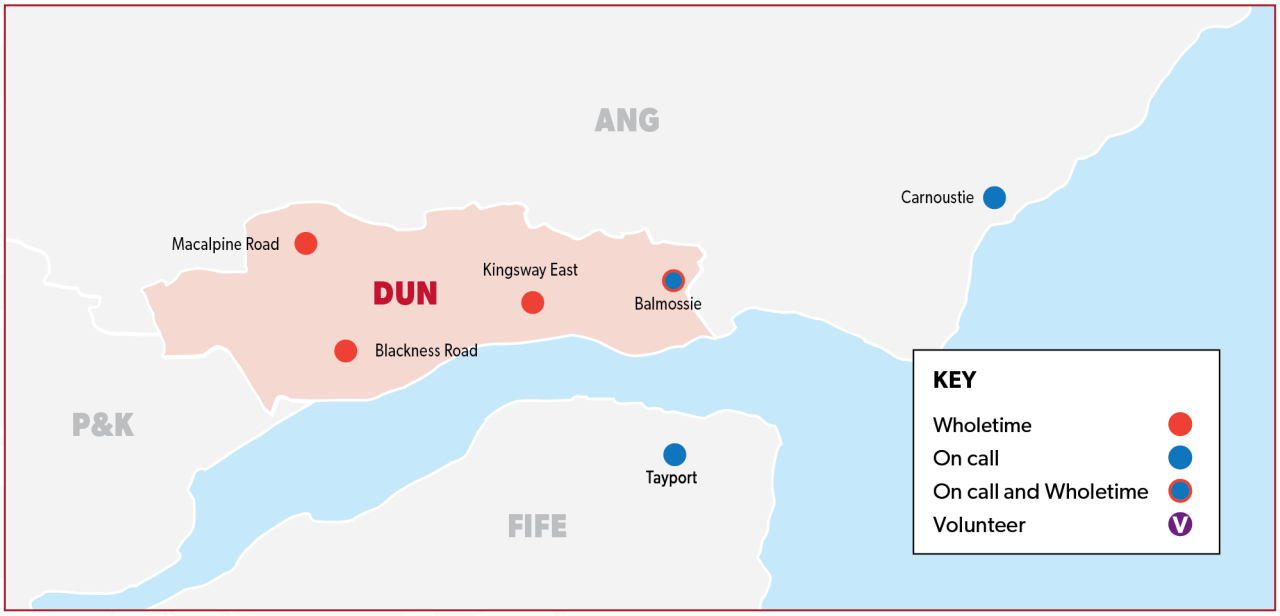
NORTH SDA

Below we detail the modelling which shows the impact across the ***North SDA*** of the combined removal of the following 2nd or 3rd Wholetime pumps.

- Removal of 2nd Wholetime Pump from Kingsway East, Dundee City
- Removal of 3rd Wholetime Pump from Perth, Perth & Kinross



DUNDEE CITY



Within Dundee City, we currently have:

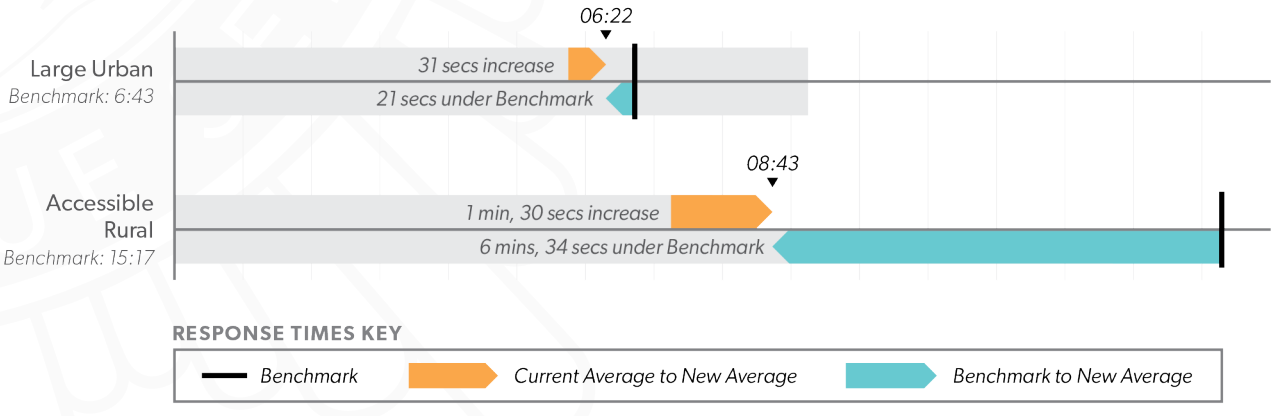
- 7 x Wholetime appliances
- 1 x On call appliance
- 1 x Aerial Ladder Platform
- 1 x Command Support Unit
- 1 x Mass Decontamination Unit
- 1 x High Volume Pump
- 1 x Water Rescue
- 1 x Urban Search and Rescue
- 1 x Detection and Monitoring Unit
- 1 x Breathing Apparatus Support Unit

[See Appendix 2 for full resource list]

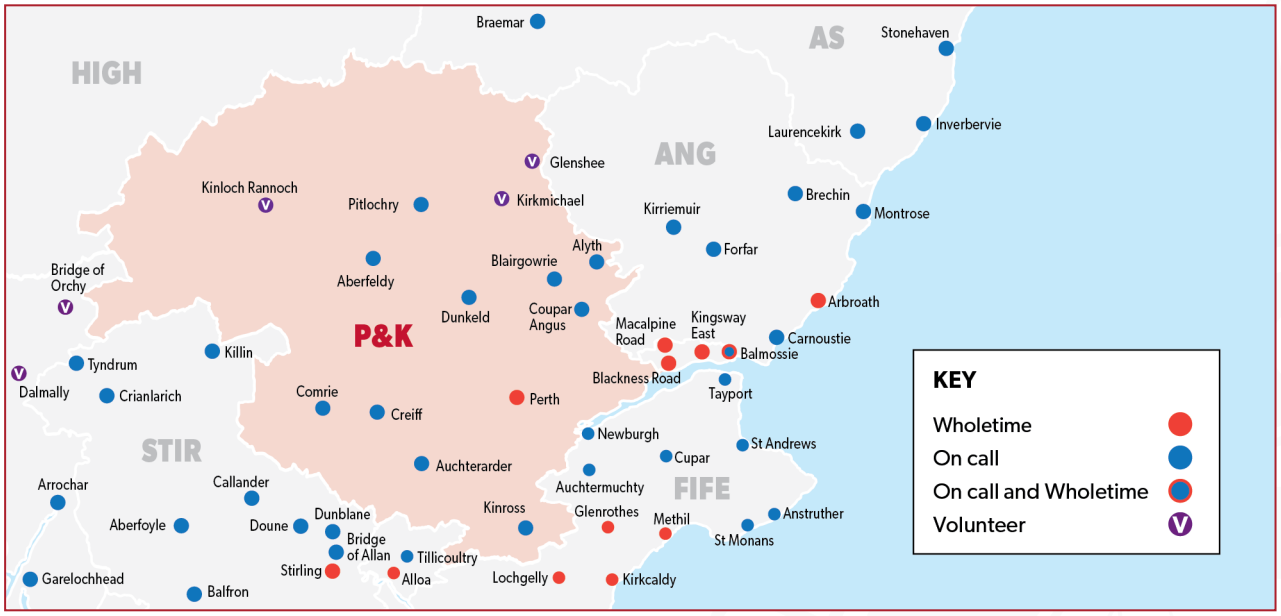
From September we will temporarily remove 1 x Wholetime appliance. All other resources will be maintained, including 1st appliance response.

Dundee City local authority incorporates Large Urban and Accessible Rural SURC areas. Our modelling found the following impacts on average 2nd pump response times within Dundee City after the combined temporary withdrawal change:

2ND APPLIANCE WITHDRAWAL IMPACT – DUNDEE CITY



PERTH & KINROSS



Within Perth & Kinross, we currently have:

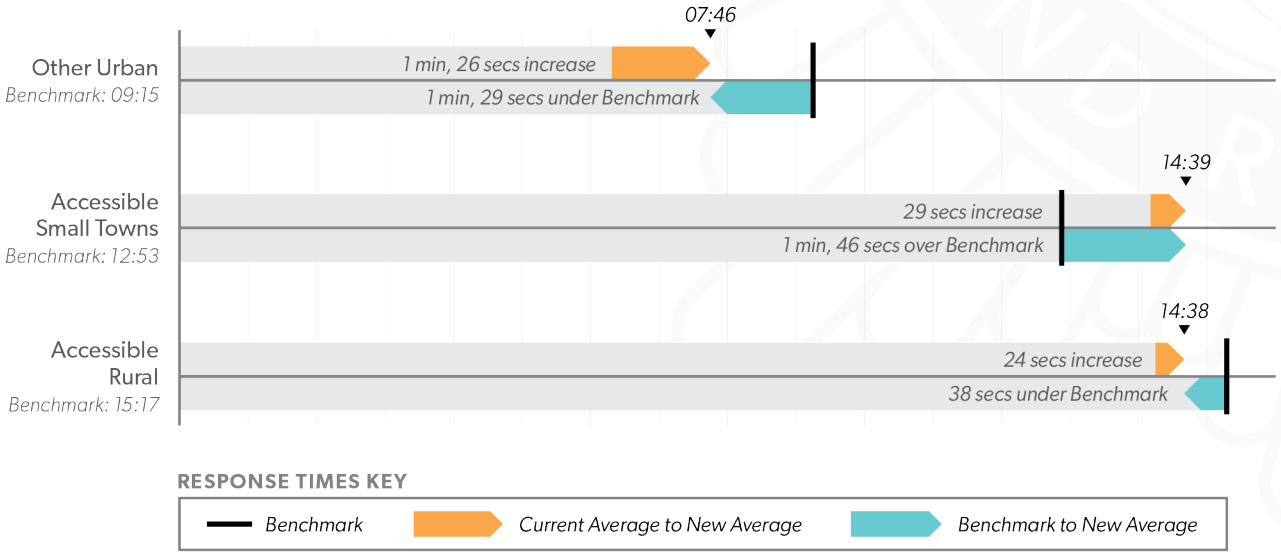
- 2 x Wholetime appliances
- 16 x On call appliances
- 1 x Aerial Rescue Pump
- 1 x Water Rescue
- 1 x Heavy Rescue Unit

[See Appendix 2 for full resource list]

From September we will change the crewing model of 1 x Aerial Rescue Pump, which is currently the 3rd appliance at Perth Community Fire Station, to a dedicated model for height capability only. This does not represent a removal of the appliance and is in line with our High Reach Appliance strategy, *which is detailed further in Section 5.* All other resources will be maintained, including 1st appliance response.

Perth & Kinross local authority incorporates Other Urban, Accessible Small Towns and Accessible Rural SURC areas. Our modelling found the following impacts on average 2nd pump response times within Perth & Kinross after the combined temporary withdrawal change:

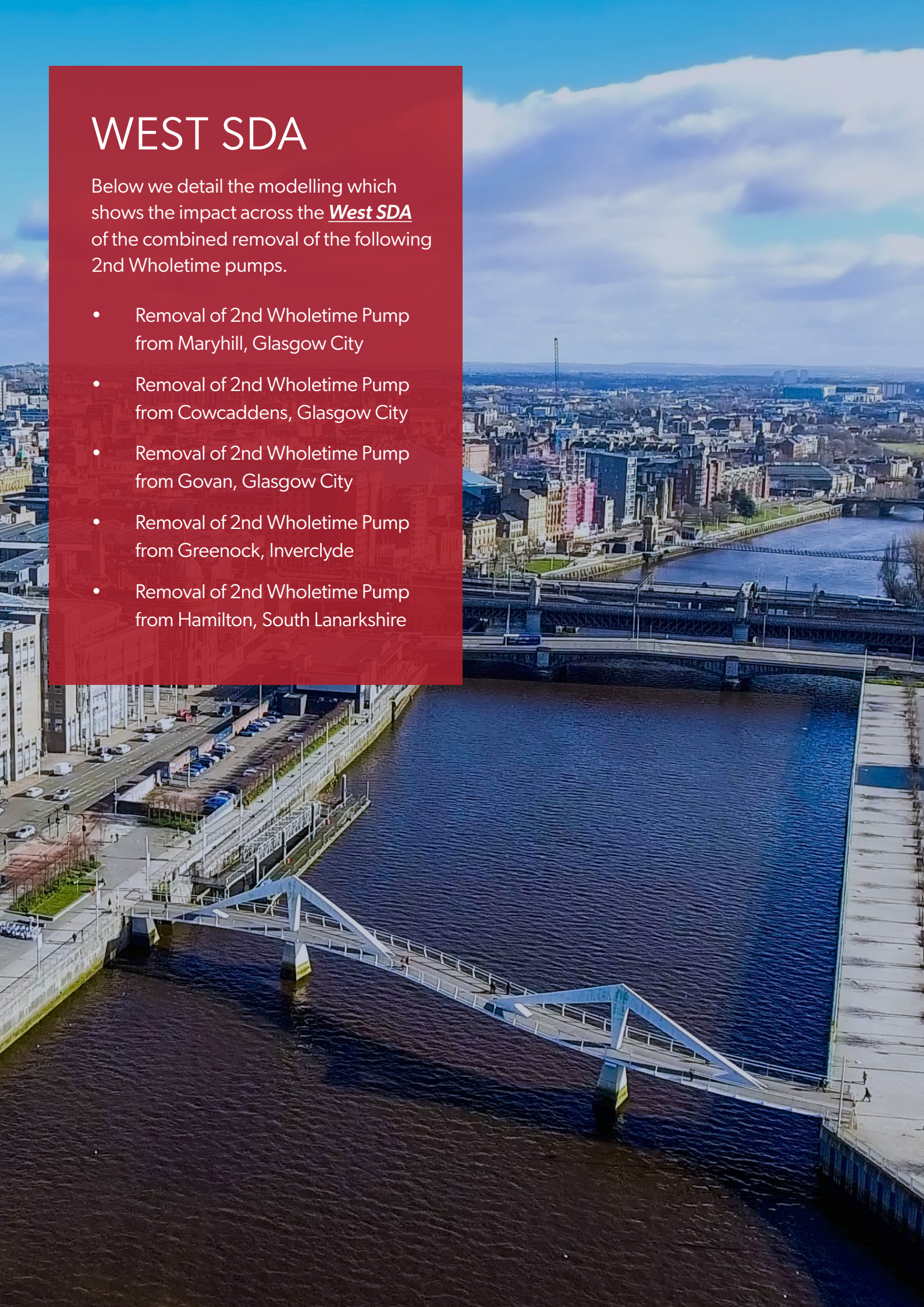
2ND APPLIANCE WITHDRAWAL IMPACT – PERTH & KINROSS



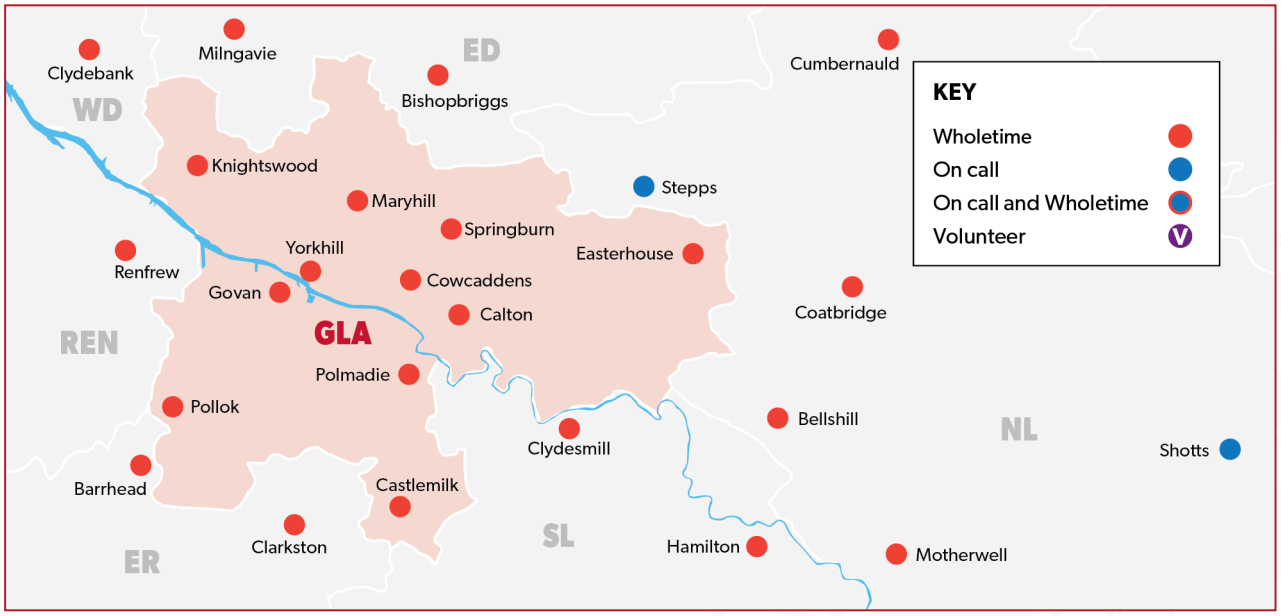
WEST SDA

Below we detail the modelling which shows the impact across the ***West SDA*** of the combined removal of the following 2nd Wholetime pumps.

- Removal of 2nd Wholetime Pump from Maryhill, Glasgow City
- Removal of 2nd Wholetime Pump from Cowcaddens, Glasgow City
- Removal of 2nd Wholetime Pump from Govan, Glasgow City
- Removal of 2nd Wholetime Pump from Greenock, Inverclyde
- Removal of 2nd Wholetime Pump from Hamilton, South Lanarkshire



CITY OF GLASGOW



Within City of Glasgow, we currently have:

- 20 x Wholetime appliances
- 2 x High Reach
- 2 x Water Rescue
- 2 x Clyde Rescue Boats
- 1 x Heavy Rescue Vehicle
- 1 x Special Operations Response Unit
- 1 x Mass Decontamination Unit
- 1 x Mass Decontamination Light

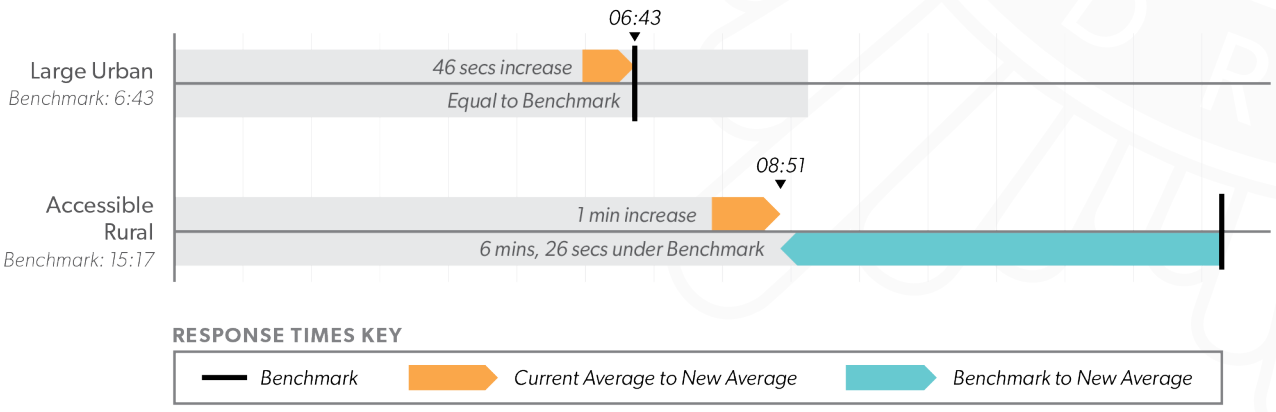
[See Appendix 2 for full resource list]

From September we will temporarily remove 3 x 2nd Wholetime appliances. All other resources will be maintained, including 1st appliance response. We are also changing our crewing model at Polmadie Community Fire Station to a dual-crewed approach for water rescue. This will bring Polmadie in line with all other Swift Water Rescue stations across Scotland. *This is detailed further in Section 5.*

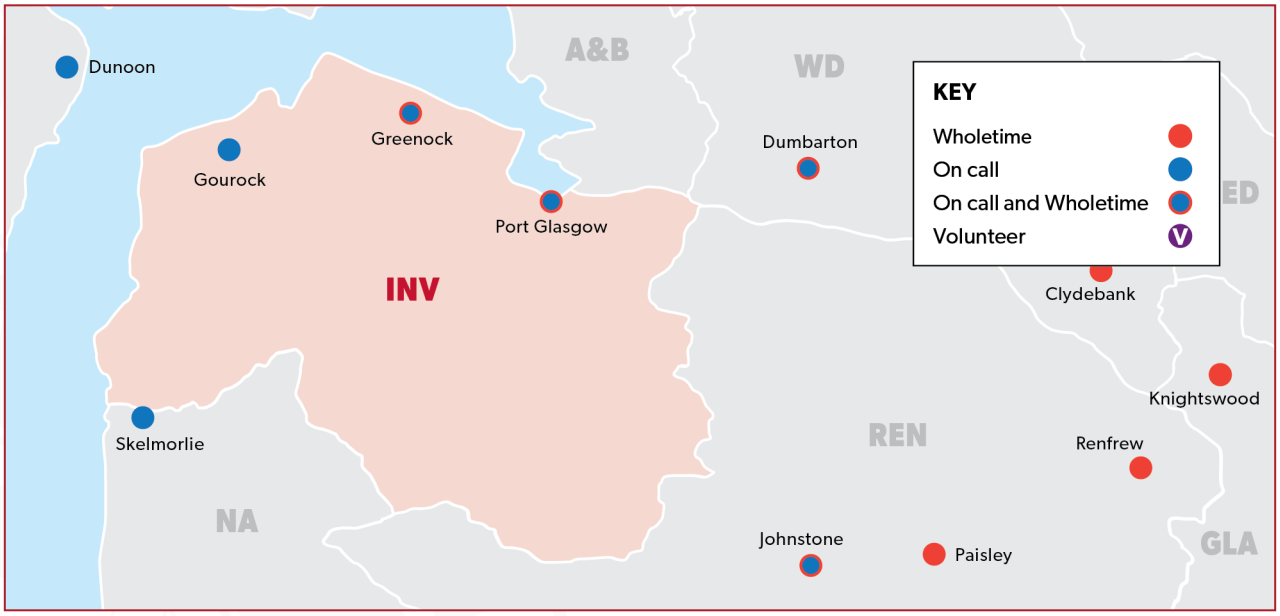
See Appendix 1.1 for Glasgow City area case study.

The City of Glasgow local authority incorporates Large Urban Areas and Accessible Rural SURC areas. Our modelling found the following impacts on average 2nd pump response times within City of Glasgow after the combined temporary withdrawal change:

2ND APPLIANCE WITHDRAWAL IMPACT – CITY OF GLASGOW



INVERCLYDE



Within Inverclyde, we currently have:

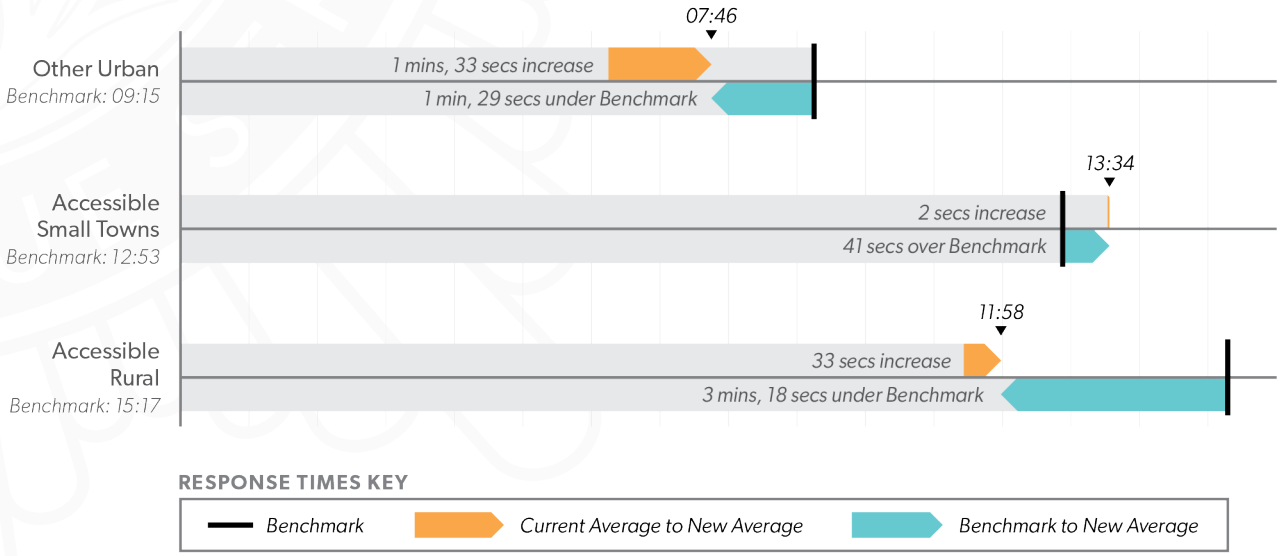
- 2 x Wholetime appliances
- 4 x On call appliances
- 1 x Aerial Rescue Pump

[See Appendix 2 for full resource list]

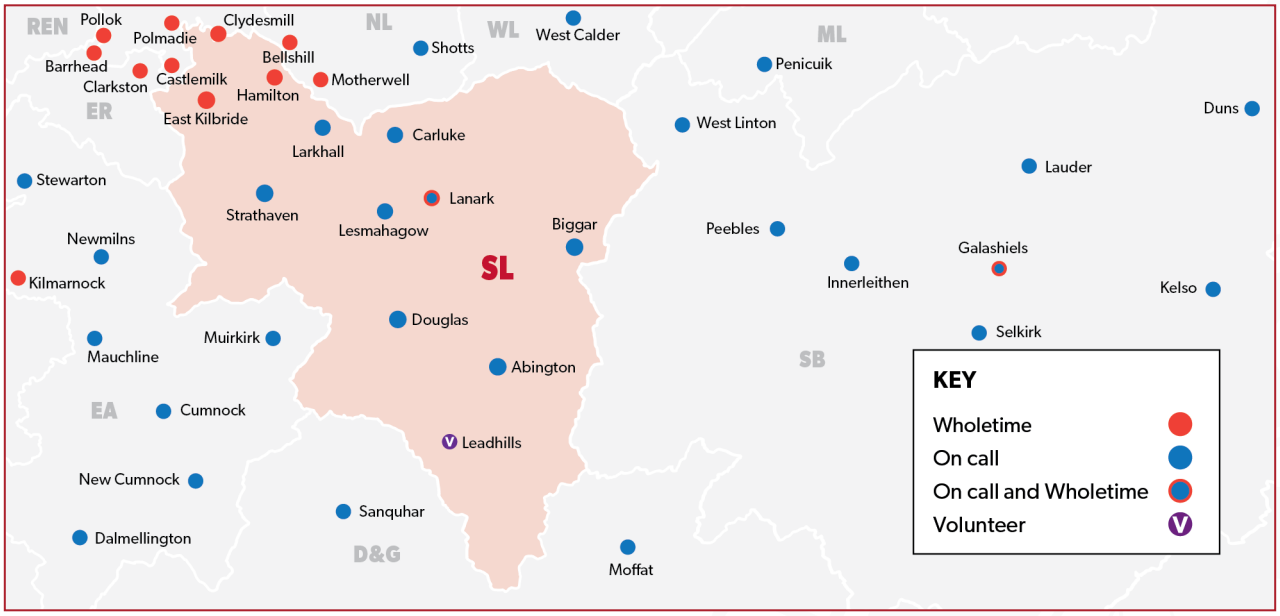
From September we will change the crewing model of 1 x Aerial Rescue Pump to a dedicated model for height capability only. This does not represent a removal of the appliance and is in line with our High Reach Appliance strategy, *which is detailed further in Section 5.* All other resources will be maintained, including 1st appliance response.

Inverclyde local authority incorporates Other Urban and Accessible Rural SURC areas. Our modelling found the following impacts on average 2nd pump response times within Inverclyde after the combined temporary withdrawal change:

2ND APPLIANCE WITHDRAWAL IMPACT – INVERCLYDE



SOUTH LANARKSHIRE



Within South Lanarkshire, we currently have:

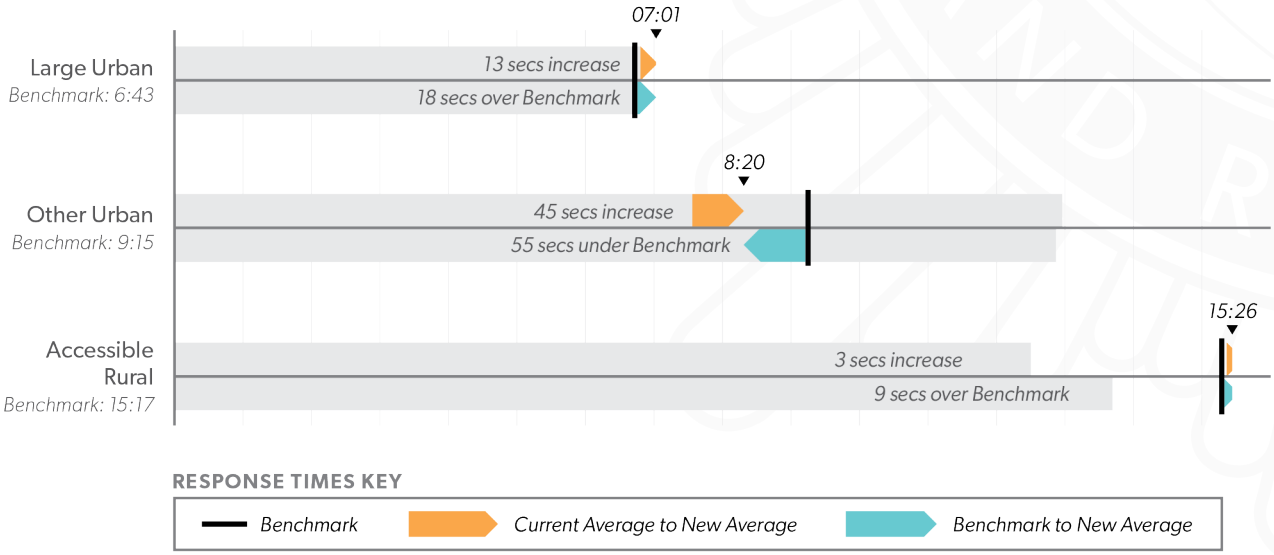
- 7 x Wholetime appliances
- 9 x On call appliances*
- 1 x HazMat Support Unit
- 1 x Rope Rescue
- 1 x High Volume Pump
- 1 x Water Rescue
- 1 x Wildfire Unit

[See Appendix 2 for full resource list]

From September we will temporarily remove 1 x Wholetime appliance. All other resources will be maintained, including 1st appliance response.

South Lanarkshire local authority incorporates Large Urban, Other Urban and Accessible Rural SURC areas. Our modelling found the following impacts on average 2nd pump response times within South Lanarkshire after the combined temporary withdrawal change:

2ND APPLIANCE WITHDRAWAL IMPACT – SOUTH LANARKSHIRE



* A public consultation on the future of Leadhills Community Fire Station in South Lanarkshire is currently underway (until 18 August 2023). We are consulting on two options: the reinstatement of operations and closure of the station.

5. HIGH REACH APPLIANCE STRATEGY

We have an extensive fleet of operational resources to help us protect our communities across Scotland. This includes several types of vehicles and appliances which have different capabilities and help us to perform different tasks when they are deployed to an incident.

This currently includes 26 High Reach Appliances (HRA) located across Scotland. These are national resources which have the capability to operate at height as they have an extendable ladder.

These vehicles help our crews to tackle fires from height, can act as a water tower and, in terms of tackling a building fire, they help our firefighters to extinguish a fire externally. Not every incident will require an HRA to attend.

We have introduced a series of new HRAs across Scotland as planned replacements for older assets. In total, eight new HRAs have been brought into service across Scotland since 2016, with a further two turntable ladders due by March 2024. These are dedicated HRAs which have specialist capabilities that previously would not have been possible for our older HRA assets.

While newer and more reliable vehicles have been introduced, the current distribution of HRAs hasn't changed much in the last 10 years. We also have an ageing fleet of HRA with some vehicles being more than 15 years old.

Change in HRA provision

Our HRAs are national assets which will be strategically placed to cover the whole of Scotland based on risk and demand.

Our ten-year Operational Strategy (2022-2032) identified the need to review HRA provision across Scotland to ensure a more even distribution and remove older vehicles and in particular the Aerial Rescue Pumps (ARP) from the fleet, which incur significant expense to maintain, replacing them with dedicated height or pumping appliances.

> ***This year we will reduce our number of HRAs from 26 to 16, which will also help reduce our capital backlog. We will then reduce this number to 14. Some of these will be replaced by standard appliances and others removed entirely based on the provision of another HRA within reasonable geographical distance.***

We have looked at our Incident Recording System (IRS) data and this gives us information on the number of times an appliance is mobilised to an incident and what it is used for. We know that many of these appliances are seldom used for rescues from height and a fleet of staffed, dedicated height appliances complementing more agile pumping appliances is a better model.

Understanding how and where our fleet of HRAs is used is important when considering any change. It is extremely rare for an HRA to be used for a rescue from a fire-related emergency via external routes. We have robust operational policies, equipment and training in place to prioritise rescues via internal routes, especially in multi-storey or high-rise buildings. Internal rescues are carried out by trained firefighters wearing breathing apparatus, supported and protected by building construction standards and specialist equipment such as smoke hoods, thermal image cameras and ventilation.

In the population of Scotland,

will be reachable by an HRA within 30 minutes

will be reachable by an HRA less than 1 hour

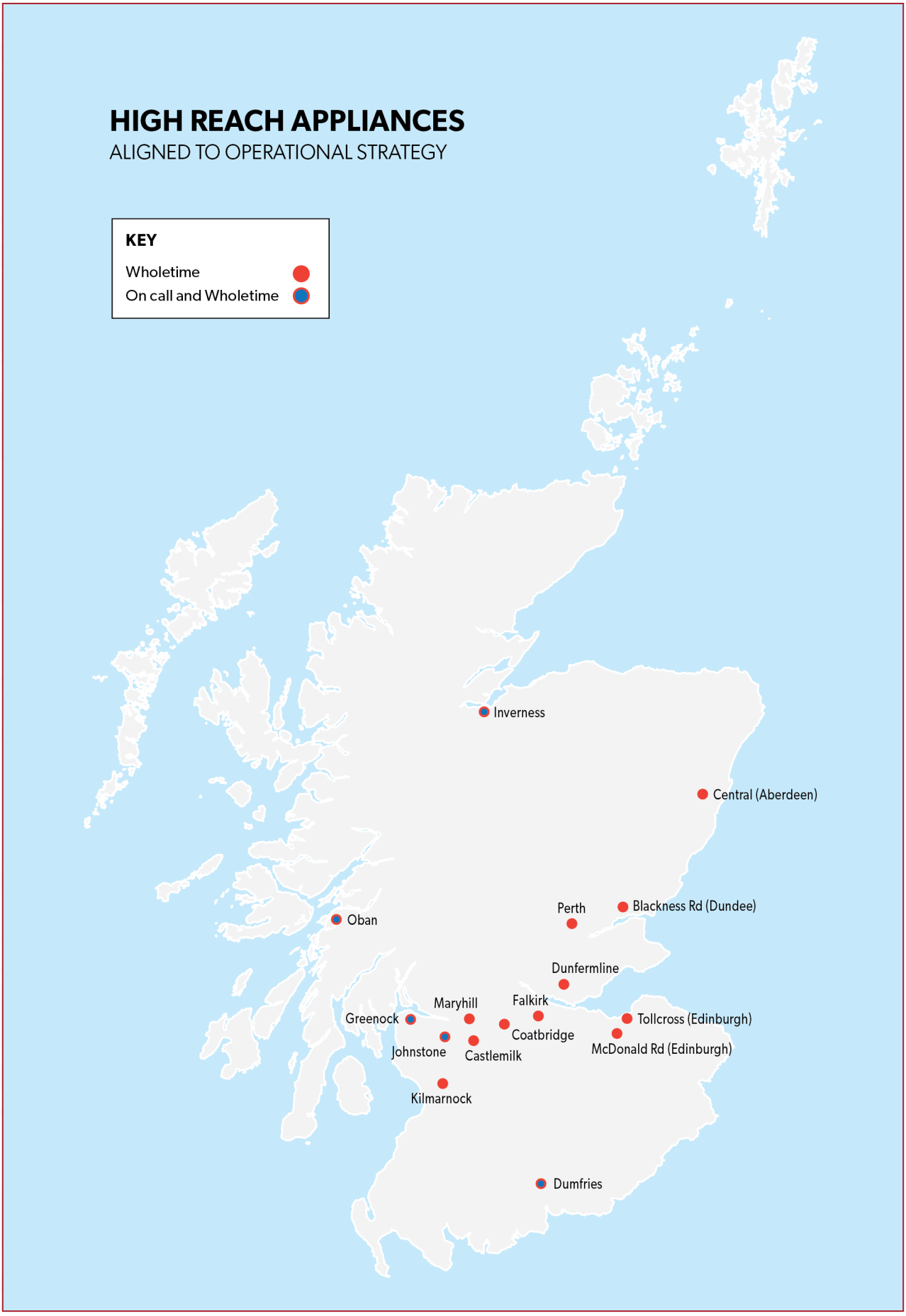
The proximity of cities and an extensive motorway network within Scotland's central belt provide options to rationalise our HRAs and reduce existing numbers whilst allowing for appropriate strategic cover. Under new plans, 85 per cent of the population of Scotland will be reachable by an HRA within 30 minutes, 94 per cent will still be reachable by an HRA in less than 60 minutes.

This work will continue throughout 2023-2024 and in conjunction with the temporary appliance withdrawals to minimise the impact on staff changes.

List of High Reach Appliance Stations and Operational Changes		
Station	Decision	Impact
North SDA		
Central	No change	
Blackness Road	No change	
Macapline Road	High Reach Appliance removed	Backfilled with Pumping Appliance
Inverness	No change	
Perth	Crewing Change	Aerial Rescue Pump staffed as dedicated High Reach Appliance
East SDA		
Crewe Toll	Height Appliance removed	No replacement
McDonald Road	No change	
Tollcross	No change	
Falkirk	No change	
Kirkcaldy	Height Appliance removed	No replacement
Dunfermline	Aerial Rescue Pump removed	Replaced with dedicated High Reach Appliance
West SDA		
Oban	High Reach Appliance removed	Replaced with Aerial Rescue Pump crewed as dedicated High Reach Appliance
Maryhill	No change	
Polmadie	Aerial Recue Pump previously removed	Replaced by Pumping Appliance
Springburn	Aerial Rescue Pump removed	Replaced by Pumping Appliance
Dumfries	No change	
Kilmarnock	No change	
Castlemilk	No change	
Greenock	Crewing change	Aerial Rescue Pump staffed as dedicated High Reach Appliance
Coatbridge	No change	
Motherwell	Aerial Rescue Pump removed	Replaced by Pumping Appliance
Johnstone	No change	
Paisley	Aerial Rescue Pump removed	Replaced by Pumping Appliance
Ayr	Aerial Rescue Pump removed	Replaced by Pumping Appliance
Clydesmill	Aerial Rescue Pump removed	Replaced by Pumping Appliance
Clydebank	Aerial Rescue Pump removed	Replaced by Pumping Appliance

HIGH REACH APPLIANCES

ALIGNED TO OPERATIONAL STRATEGY



6. STANDARDISATION OF WATER RESCUE

Scotland's landscape contains many different bodies of water which includes rivers, lochs, canals and coastal areas, and water rescue involves a multi-agency response. Various waterways are governed by different organisations. When we receive a request to attend an incident which involves water rescue, this can come from a number of sources. As a service we have no legislative responsibility to respond.

Across Scotland we have 20 stations which have water rescue resources, known as Swift Water Rescue (SWR).

Change to crewing model at Polmadie Community Fire Station

There are four dedicated Clyde Rescue Boats which are situated at all times on the River Clyde. Two boats are moored at the City of Glasgow College and two boats are moored at the Riverside Museum. The most suitable boat will be deployed to an incident and this is dependent upon circumstances, such as weather, water conditions and incident type.

These resources for the Clyde Rescue Boats are crewed by personnel from Polmadie and Knightswood Community Fire Stations.

Polmadie currently has a dedicated crew of three firefighters for the Clyde Rescue Boats.

All of our SWR stations across Scotland operate a dual-crewed model, apart from Polmadie in Glasgow which is the only station in Scotland with a dedicated crewing model for water rescue.

Dual-crewed means that crews are trained to respond to water rescue incidents as well as other incidents using a normal fire appliance such as fires and RTCs.

From September we are standardising the crewing model at Polmadie to a dual-crewed approach. This means crews will be able to attend other emergency incidents.

The Clyde Rescue Boats will remain as a dedicated resource on the River Clyde. This change does not constitute the removal of any specialist asset but rather the standardisation of crewing arrangements.

As well as our water rescue capability at Polmadie being augmented by resources located at Knightswood, we also have SWR nearby at Motherwell and Clydesmill. Crews at Motherwell and Clydesmill have commenced additional

training specific to the Clyde Rescue Boats and also to familiarise themselves with slip points. This will ensure additional resource capabilities for the River Clyde.

What will this look like

> ***In the last five years, 2018-2023, the dedicated water rescue resource at Polmadie attended 239 incidents. Under the new dual crewed model there would only have been eight of these incidents where there would've been a delay in mobilisation from the station due to resources being unavailable or attending other incidents.***

By moving to a standardised model and with the expected reduction in unwanted fire alarm signals (UFAS) – false alarms – the availability of water rescue teams across Scotland will increase and reduce the likelihood of resources being unavailable.

In addition to this, by moving to a dual-crewed model Polmadie will also be able to operate two, fully operational five personnel swift water rescue teams. This is in line with the rest of our water rescue units and the UK standard. This is instead of the current arrangement of one, five personnel, dual crew team and one dedicated, three personnel team.

> ***Overall, this would result in the number of standardised swift water rescue teams available in the city centre to increase from two to three, and the addition of two stations outwith the city centre which will have the capability to respond to incidents on the Clyde using the existing dedicated rescue boats.***

7. NEXT STEPS

Our HRA strategy and changes to water crewing are permanent changes that we had already identified we needed to progress. These are operational decisions that we need to make to manage our resources effectively.

The appliance withdrawal is a temporary measure to allow us to meet our financial savings target over this year and next. We anticipate these changes will be in place until September 2024 and will monitor their impact.

However, we are also facing a number of challenges in terms of our workforce and station footprint and must modernise to make necessary improvements that enhance the working conditions for our staff and support us to continue to invest in areas like our stations and training.

Our analysis shows we have an imbalance of resources in some areas compared to other geographically similar locations based on current risk and demand. We also have a lot of ageing buildings which need a lot of work to bring them up to modern standards.

We therefore need to make further, permanent changes.

This work will form our Strategic Service Review Programme (SSRP) which will identify how we need to change as a Service to achieve the outcomes set out in our Strategic Plan and our Operational Strategy, as well as resolving the financial challenges we face over the next four years.

There are three workstreams within the SSRP:

- Corporate Services;
- Service Delivery;
- Asset Management.

As we develop proposals within these areas, we will continue to engage with stakeholders and will undertake full public consultation on major service changes.

Please contact *SFRS.Publicinvolvement@firescotland.gov.uk* if you would like to join our stakeholder list for regular updates. You can also visit *firescotland.gov.uk* for more information.

APPENDIX 1

TEMPORARY APPLIANCE WITHDRAWAL – CASE STUDIES

The following area case studies provide additional context to the rationale for temporarily withdrawing 2nd or 3rd wholetime appliances. The case studies focus on two Scottish Urban Rural Classification (SURC) areas: Glasgow City and Fife.

1.1 Glasgow City

The Greater Glasgow Large Urban Area (see blue area within Figure 1) includes Glasgow City local authority area and also comprises parts of surrounding local authorities, including East Renfrewshire, Renfrewshire, East Dunbartonshire, West Dunbartonshire, North Lanarkshire and South Lanarkshire.

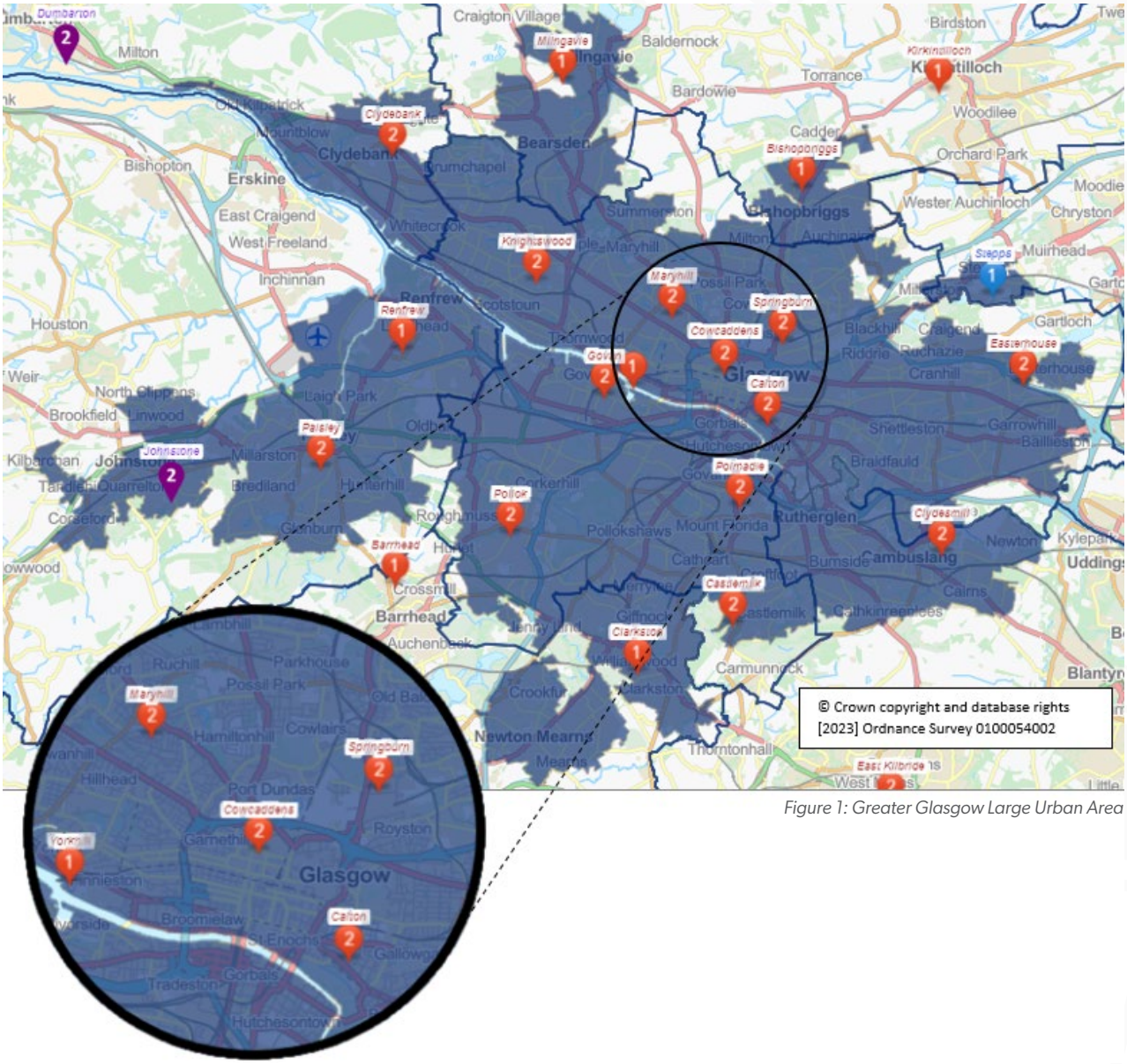


Figure 1: Greater Glasgow Large Urban Area

We currently have a significant number of operational resources within the Greater Glasgow Large Urban Area, including:

- 21 x Community Fire Stations;
- 33 x Wholetime appliances;
- 2 x On call appliances.

In particular, the concentration in and around Glasgow city centre represents the highest geographical density of stations and wholetime appliances anywhere in Scotland. This includes:

- 5 x Community Fire Stations
- 9 x Wholetime Pumps

In terms of its population size, Glasgow City local authority currently has a high number of wholetime appliances per 100,000 residents when compared to the Large Urban Areas within other local authorities (Figure 2) and this is higher than the Scottish average.

Wholetime Pumps per 100,000 Population in Large Urban Areas by Local Authority

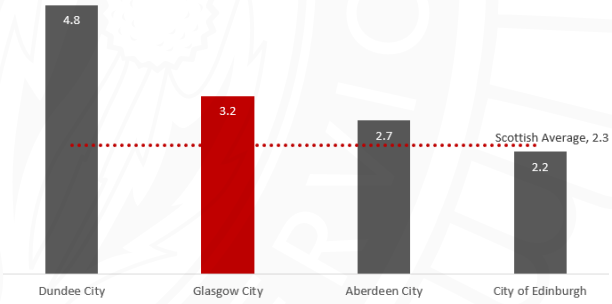


Figure 2: Wholetime Pumps in Large Urban Areas

When considering operational activity levels of our stations, we analysed both incident numbers and time committed to incidents.

There are 34 two-pump wholetime stations in Scotland. Between 2015 and 2020, Cowcaddens and Maryhill, both located in Glasgow City were within the nine most active of these stations. This trend continued within the 2020-23 period. However, modelling the removal of the Cowcaddens and Maryhill 2nd pumps identified that the redistributed incident workload across neighbouring stations is not excessive.

Importantly, this modelling did not include the significant incident reductions currently being achieved in Glasgow City as a result of our newly implemented *Unwanted Fire Alarm Signals (UFAS)* Reduction Policy, which will further reduce demand.

Large Urban Multi-Pump Average Annual Incident Demand Apr 2015 – Mar 2023

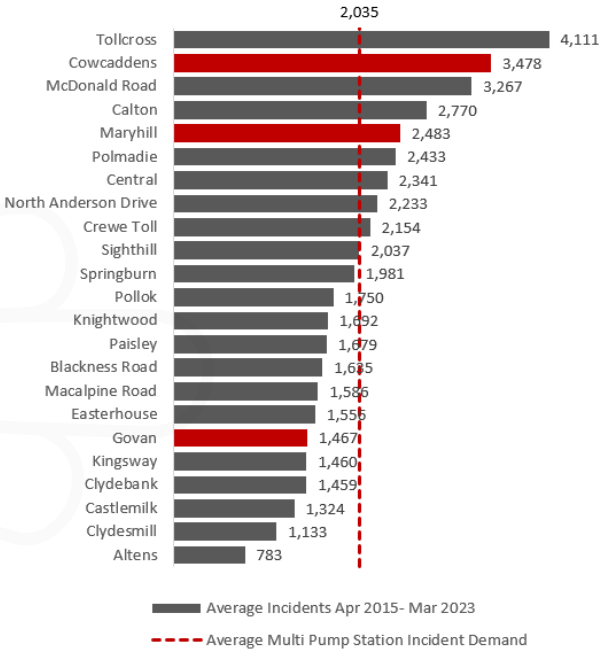


Figure 3: Incident Demand in Large Urban Areas - 2 Pump Wholetime Stations

Because of the large number of pumps and geographic density of stations in Glasgow City, operational response modelling has demonstrated that the current configuration of stations and pumps enables response times well within our 1st and 2nd pump response benchmarks. Modelling the removal of three wholetime 2nd pumps (Maryhill, Cowcaddens and Govan) identified that we could still remain within these benchmarks.

1.2 Fife

Within the Fife local authority area, there are a number of individual Other Urban SURC areas (see blue areas within Figure 4). Compared to areas elsewhere in Scotland, Fife has a higher number of resources within its Other Urban areas. This includes:

- 6 x Community Fire Stations;
- 10 x Wholetime appliances;
- 1 x Combined Aerial Rescue Pump;
- 2 x On call appliances.

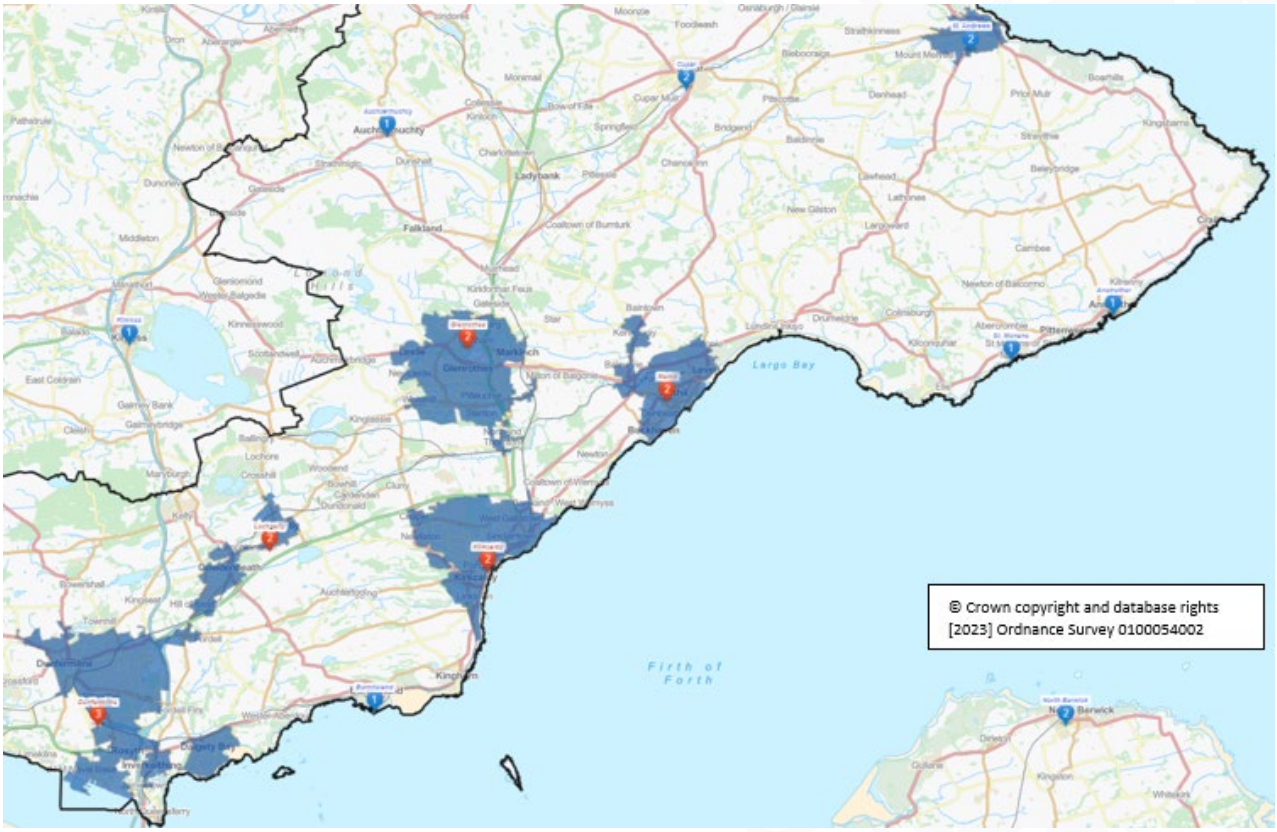


Figure 4: Fife Other Urban Areas

When considering operational activity levels of our stations, we analysed both incident numbers and time committed to incidents.

There are 34 two-pump wholetime stations in Scotland. Between 2015 and 2020, all four of the two-pump wholetime stations in Fife (Glenrothes, Kirkcaldy, Lochgelly and Methil) were identified as being within the seven least active of these stations. This trend has continued between 2020 and 2023.

In terms of its population size, Fife currently has a relatively large number of wholetime pumps when compared to the Other Urban Areas within other local authorities (see Figure 6).

Temporarily reducing the number of wholetime pumps from 11 to 8 is more proportionate to the observed activity levels.

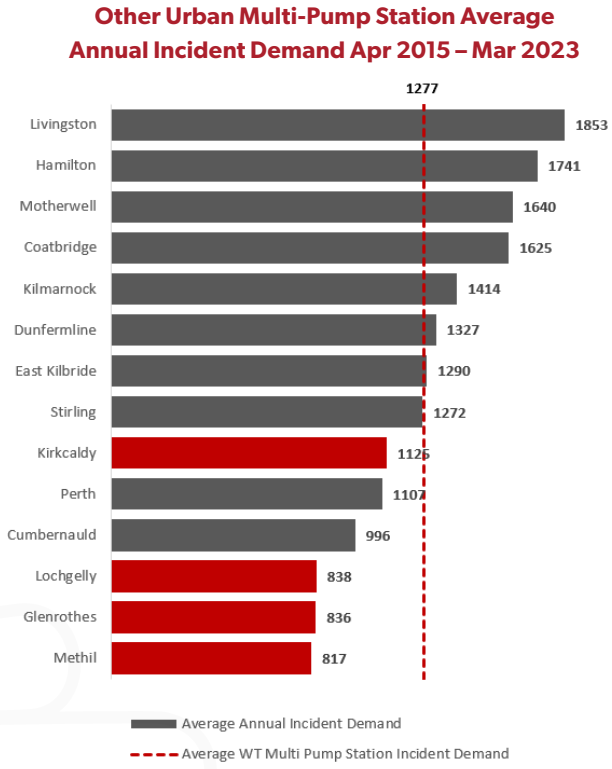


Figure 5: Incident Demand in Other Urban Areas – Multi-Pump Wholetime Stations

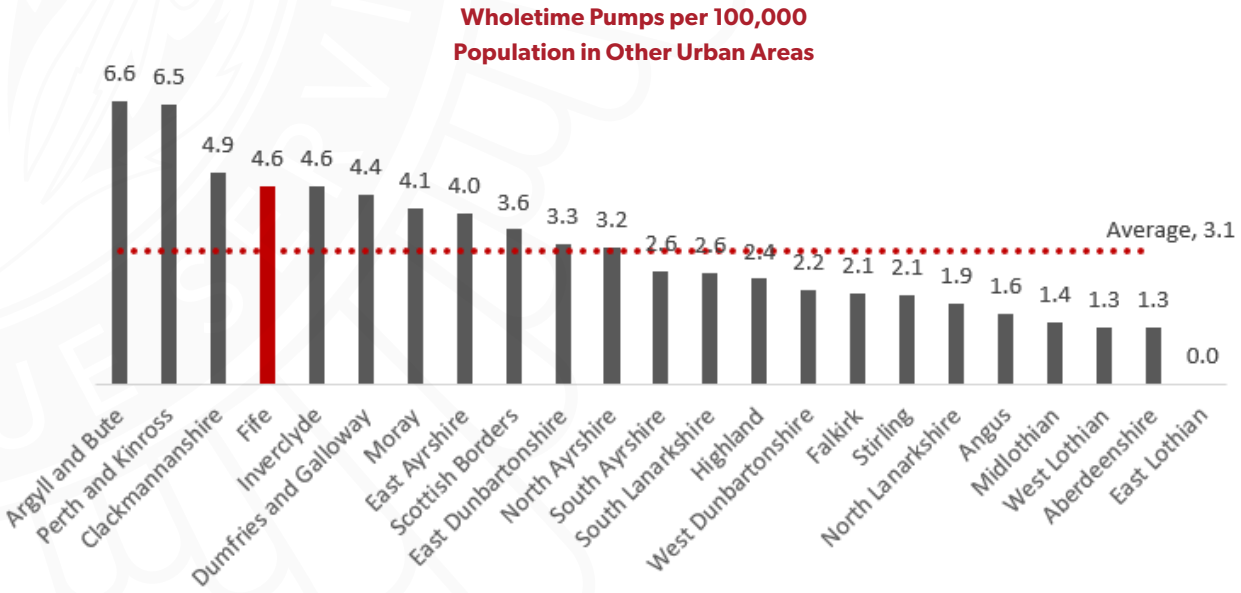
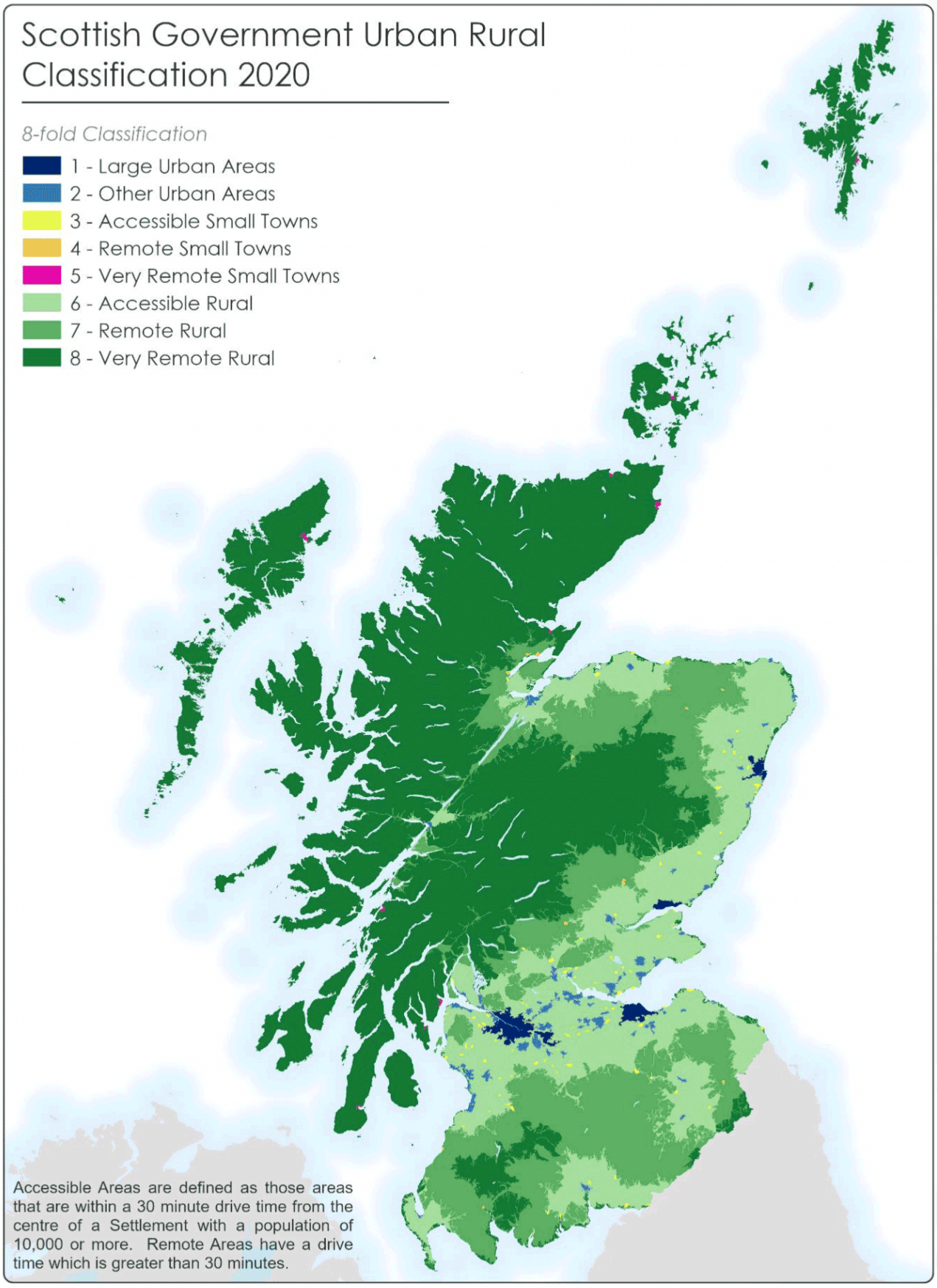


Figure 6: Wholetime Pumps in Other Urban Areas

Because of the large number of appliances and relatively low incident demand in Fife, operational response modelling demonstrated that, we can temporarily withdraw 2nd pumps from three stations whilst maintaining our 1st response pump response times and accepting a tolerable increase in our 2nd pump response.

APPENDIX 2



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APPENDIX 3
GLOSSARY OF SFRS RESOURCES

Rescue Pump (RP), Wholetime and On Call Appliances, Pumping Appliance, Pump

Carries ladders, water and enhanced rescue equipment for Road Traffic Collisions (RTCs) including Powered Rescue Equipment and enhanced Safe Working at Height line rescue equipment.

High Reach Appliance (HRA), height appliance

Dedicated aerial appliance which can reach up to 32m in height with a hydraulic arm. Can be used as a water tower for firefighting as well as access and rescue from height.

Combined Aerial Rescue Pump (CARP)

Equipped with a 28m hydraulic platform for rescues from height or used as a water tower. Also carries enhanced rescue equipment for RTCs.

Heavy Rescue Unit (HRU)

A support unit which carries specialised heavy rescue equipment – for example may be mobilised to an incident involving heavy goods vehicles, large animals or trains. Can either be a dedicated vehicle or a transportable container/pod. Often combined with Urban Search and Rescue (USAR) units.

Volunteer Unit

A lighter appliance which is based at volunteer stations. Carries firefighting and rescue equipment.

Water Rescue Unit

Carries specialist water rescue equipment and a towed boat. Can respond to incidents in fast moving rivers, lochs, reservoirs and canals. Crewed by firefighters specially trained to respond to water rescue incidents.

Clyde Rescue Boat

There are four dedicated Clyde Rescue Boats which are situated at all times on the River Clyde in Glasgow. Two boats are moored at the City of Glasgow College and two boats are moored at the Riverside Museum.

Rope Rescue Unit

A specialist unit which is mobilised and crewed by specialist firefighters to attend incidents where rope rescue is required. This can include incidents such as rescues from high ledges, cliff tops or inaccessible gorges/quarries etc.

Water Carrier

A support unit which supports responding pumps at an incident with additional water supply. May be used where there are no fire hydrants available or no accessible water supply such as a river or loch.

Urban Search and Rescue (USAR) Unit

A support unit which carries specialist equipment which can be mobilised to incidents involving damaged buildings or collapsed/ unsafe structures. Sometimes combined with Heavy Rescue Unit.

Rapid Response Unit (RRU)

A smaller appliance normally based at rural On Call stations. Carries firefighting, RTC and medical equipment including a specialist high pressure firefighting lance.

Command Support Unit (CSU)

A support unit which serves as a mobile command centre for larger incidents. Includes a communications suite, on-board computer and resources to support the incident commander.

Detection, Identification and Monitoring (DIM) Unit

A support unit which, alongside trained officers, can be mobilised to incidents suspected to involve hazardous materials. Can be used for basic testing of gases, solids and liquids to check for hazardous properties such as radiation and toxins.

Environmental Protection Unit (EPU)

A support unit which carries equipment which can help contain and clean up waste and spillage at an incident which might be harmful to the environment or properties. For example, oil spills, leaking chemical containers or water run-off from an incident.

Hazardous Materials Support Unit (HAZMAT)

A support unit which carries specialist equipment to support an emergency response at an incident which may involve hazardous materials. Can include protective clothing, equipment and cleaning/containment equipment.

Fire Investigation Unit

A dedicated vehicle which can be mobilised during or following a fire or incident for investigation. Carries investigation equipment, secure storage for evidence and working areas.

Foam Unit

A support unit which can either be a dedicated vehicle or a transportable pod/container. Carries foam equipment for firefighting at incidents where water will not work such as chemical or fuel fires.

High Volume Pump (HVP)

A support unit which is capable of pumping large volumes of water to multiple fire appliances from a water source such as a river to support a major incident. Can also be used to pump water away from an area affected by flooding.

Incident Support Unit (ISU)/Breathing Apparatus (BA) Support Unit, Welfare Unit

Support units which can fulfil various roles. Some units carry welfare facilities such as toilets and cooking facilities which can be used at a protracted incident, while others can carry additional Breathing Apparatus cylinders, gas tight suits or blankets and clothes. Can also come in various types of vehicles/containers and pods.

Mass Decontamination Unit (MDU)

A support unit carrying equipment which allows both public and fire service personnel to remove contaminated clothing and shower at an incident. Carries additional temporary clothing and suits.

All-Terrain Vehicles (ATV)/Wildfire Units

A specialist support unit which can include all-terrain vehicles and specialist wildfire equipment which can be transported off-road to support rural wildfire incidents. All-terrain vehicles are often carried by truck or towed by trailer to the incident site before being deployed.


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Operational Changes 2023-2024 – Information Pack

Version 1.0 7 August 2023