

OFFICIAL



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

16 September 2026

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

You are invited to attend a Special meeting of the Scottish Fire and Rescue Service Board as follows:

Date: Thursday 24 September 2026

Time: 1000 hours

Venue: Braidwood Suite, Scottish Fire and Rescue Service Headquarters, Westburn Drive, Cambuslang, G72 7NA / Virtual (MS Teams)

The business for the meeting is detailed overleaf.

Should you require any other information, please contact Group Commander Chrisopher Casey on 07970 968479, Heather Greig on 07824 307616 or Debbie Haddow on 07341 880523.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Mhairi Wylie'.

MHAIRI WYLIE
Chair

Please note that the meeting will be recorded for minute taking purposes only.



SPECIAL PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE

THURSDAY 24 SEPTEMBER 2026 @ 1000 HOURS

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / VIRTUAL (MS TEAMS)**

AGENDA

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE

4 DECLARATION OF INTERESTS

Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

**5 SERVICE DELIVERY REVIEW: RECOMMENDATIONS
REPORT – ADDENDUM (attached)**

S O'Donnell

The Board is asked to approval the report.

6 DATE OF NEXT MEETING

The next formal public meeting will be held on Thursday 29 October 2026.

PRIVATE SESSION

7 ANNUAL PERFORMANCE REVIEW 2025/26 (attached)

R Whetton

The Board is asked to approval the report.

**8 SETTLEMENT AUTHORITY FOR AN EMPLOYER'S LIABILITY
CLAIM (attached)**

D Johnston

The Board is asked to approval the report.

Please note that the meeting will be recorded for minute taking purposes only.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/ODD/02-26

Agenda Item: 5

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	24 SEPTEMBER 2026						
Report Title:	SERVICE DELIVERY REVIEW (SDR) RECOMMENDATIONS REPORT – ADDENDUM						
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide the Board of the Scottish Fire and Rescue Service (SFRS Board) with a summary of the outcomes arising from the Individual Redundancy Consultation meetings undertaken with affected Volunteer employees at Corriecravie, Colintrave and Kerrera.						
1.2	Following consideration of the Redundancy Consultation feedback, operational implications and the assessment of available options, the SFRS Board is invited to review the findings alongside the Service's strategic priorities, operational resilience requirements and long-term sustainability objectives.						
1.3	The SFRS Board is further asked to decide whether to close the three long-term dormant stations which have Volunteer employees remaining.						
2	Background						
2.1	At its meeting on 22 June 2026, the SFRS Board considered recommendations arising from Phase One of the Service Delivery Review (SDR) Programme. In respect of the three long-term dormant stations with Volunteer employees remaining in employment, the recommendations were as follows: • <i>Approve the commencement of redundancy consultation at this point with affected staff on the potential closure of Colintrave and Corriecravie, which have employees but no prospective applicants, to inform final decision pending the outcome of employee consultation.</i> • <i>Approve the commencement of redundancy consultation at this point with affected staff on the potential closure of Kerrera, which has employees and applicants but insufficient potential for long term sustainability, to inform final decision pending the outcome of employee consultation.</i>						
2.2	The SFRS Board approved the above recommendations which triggered the commencement of a formal process as required by the Employment Rights Act 1996 (ERA 1996) to manage potential employee redundancies.						
2.3	The SDR Programme Board considered the outcomes from the Individual Redundancy Consultation meetings on 26 August 2026 and approved the progression of the report and associated recommendations, to the Strategic Leadership Team (SLT).						

2.4	SLT met on 2 September 2026 and approved the recommendations in their entirety to SFRS Board, at Section 4 of this report.
3	Main Report/Detail
3.1	This section summarises the Individual Redundancy Consultation undertaken with the six Volunteer employees at Corriecravie, Colintrave and Kerrera. It confirms the process followed, alternatives considered, outcomes reached, and the operational assurance relevant to the SFRS Board's decision.
3.2	Corriecravie
3.2.1	A Microsoft Teams consultation meeting was held on 29 June 2026 with the two remaining Volunteer Firefighters. Both were offered representation, chose to proceed unaccompanied, and were formally advised they were at risk of redundancy. As they had already been working from Blackwaterfoot VDS Community Fire Station, they asked to progress the consultation jointly and confirmed they were content to transfer there permanently.
3.2.2	<u>Outcome</u> Suitable alternative employment has been identified through permanent transfer to Blackwaterfoot, subject to the SFRS Board approving closure and contractual formalisation. A trial period is not required as the employees have already had sufficient opportunity to assess the arrangement.
3.3	Colintrave
3.3.1	A face-to-face consultation meeting was held on 2 July 2026 with the Deputy Volunteer Leader at Clydebank Community Fire Station. They were offered representation, chose to proceed unaccompanied, and was advised there were at risk of redundancy. The consultation considered retention of the Colintrave VDS Unit, relocation to Tighnabruach or Johnstone RDS Stations, and redeployment/retraining opportunities.
3.3.2	<u>Outcome</u> No suitable alternative to redundancy was identified due to logistical challenges, the employee's full-time primary employment, and the inability to recruit sufficient Volunteer staff to retain the Unit. The consultation confirmed that all reasonable measures to avoid redundancy had been explored and considered. Should the Board approve the recommendation to close Colintrave, the next stage would be to confirm termination of employment by reason of redundancy.
3.4	Kerrera
3.4.1	All three Kerrera Volunteers were advised by email on 14 July 2026 that they were at risk of redundancy. Consultation meetings were held at Oban Community Fire Station on 5 August 2026 with two employees, and by Microsoft Teams on 12 August 2026 with the third employee. All three were offered representation and chose to proceed unaccompanied. The consultation considered retention of the Kerrera VDS Unit, relocation to alternative SFRS locations, redeployment and retraining.
3.4.2	<u>Outcome</u> No suitable alternative to redundancy was identified due to logistical challenges, individual employment circumstances, and acknowledged difficulties in recruiting and sustaining the Unit. The consultation concluded that all reasonable measures to mitigate redundancy had been fully explored. Should the Board approve the recommendation to close Kerrera, the next stage would be to confirm termination of employment by reason of redundancy.
3.5	Kerrera Candidates
3.5.1	Two individuals remained in the Kerrera recruitment pipeline at the time of the June 2026 Board paper. They had only completed initial suitability discussions and had not progressed to formal assessment or testing. Both were contacted in June 2026 and advised of the

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Board’s position. If volunteer provision were ever re-established, a new island-wide recruitment process would be required to ensure a fair and current assessment of availability, eligibility, health and fitness, and operational suitability.

Island Response Plan - Kerrera

Kerrera employees raised concerns about future emergency response arrangements should the VDS Unit cease operations. They were advised that the Kerrera Island Response Plan outlines Oban Community Fire Station currently supports incidents on Kerrera, with firefighters deploying by 4x4 and ferry where available. Where ferry access is unavailable due to operating hours or weather, established RNLI arrangements support confirmed life risk incidents requiring urgent intervention.

Outcome

Employees had the opportunity to ask questions, were provided with information on the response arrangements in place for the Kerrera community and were satisfied with the SFRS position.

Summary

All six Volunteer employees were advised that the consultation period was closing and invited to submit any further information for SLT/SFRS Board consideration by 21 August 2026. No further comments were received.

The consultation concluded that, should the SFRS Board approve closure, redundancy would require to be progressed for Colintraive and Kerrera, while the two Corriecravie employees can transfer to suitable alternative employment with SFRS. The table below provides a summary of the position.

Location	Employees affected	Consultation outcome	Recommended next step
Corriecravie	2	Suitable alternative employment identified through permanent transfer to Blackwaterfoot VDS Community Fire Station, subject to Board closure decision and contractual formalisation.	Proceed to SFRS Board decision on closure and, if approved, formalise transfer.
Colintraive	1	No suitable alternative employment identified following consideration of retention, relocation, redeployment and retraining options.	Proceed to SFRS Board decision on closure and, if approved, manage redundancy through HR process.
Kerrera	3	No suitable alternative employment identified following consideration of retention, relocation, redeployment and retraining options.	Proceed to SFRS Board decision on closure and, if approved, manage redundancy through HR process.
Kerrera candidates	2 candidates	Candidates had not progressed beyond initial suitability discussions; any future provision would require a new recruitment process.	Proceed to SFRS Board decision on closure and, if approved, confirm no further recruitment action is required, subject to HR/legal confirmation.

Scottish Government Severance Business Case Approval

The Scottish Government (SG) received four initial drafts of Voluntary Severance Business Cases in mid-July 2026. These business cases are required to be submitted by SFRS prior to initiating or implementing any potential redundancies, in accordance with the Scottish Public Finance Manual.

3.8.2	SFRS agreed with SG to submit business cases based on indicative figures to secure agreement in principle to proceed, given the individuals were placed 'at risk' of redundancy following the SFRS Board decision in June 2026 to commence redundancy consultation.
3.8.3	Final business cases will be submitted once actual associated costs are known however, given the outcomes of the consultation the Accountable Officer has provided approval subject to SFRS Board decision and given the statutory entitlement to redundancy where no suitable alternative can be identified to avoid this.
4	Recommendation
4.1	It is recommended that SFRS Board, taking into account the previous information available within the individual and overarching Case for Change documents (attached) for each long-term dormant location above: i) Notes the outcomes of the individual redundancy consultation process undertaken with the six affected Volunteer employees at Corriecravie, Colintrave and Kerrera; ii) Notes that suitable alternative employment has been identified for the two affected employees at Corriecravie, subject to contractual formalisation should the Board approve closure; iii) Notes that no suitable alternative employment has been identified for the affected employees at Colintrave and Kerrera, following consideration of retention, relocation, redeployment and retraining options; iv) Proceeds with closure of the long-term dormant stations at Corriecravie, Colintrave and Kerrera, following conclusion of redundancy consultation and on the basis of the case for change; and v) Notes that any subsequent employment actions, communications, response planning and asset-related actions will be progressed through established governance, HR and implementation arrangements.
4.2	Should the recommendation to proceed be approved, the options will be taken forward through the SFRS Change Portfolio, with the aim of delivering in the short term as part of the first tranche of implementation of Phase One of SDR. Subject to approval, it is expected these three stations would be prioritised to provide clarity of timescales for next steps for the individuals concerned who are at risk of redundancy, potentially alongside the other long term dormant locations without employees. They will be managed in line with established governance and assurance frameworks, with key review points to assess progress, risk, and alignment with strategic objectives.
4.3	These reviews will be supported by appropriate documentation, ensuring robust oversight throughout planning and delivery.
4.4	Following the decision, stakeholders will be informed of outcomes, with ongoing engagement maintained both internally and externally.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Registers
5.1.1	SDR risks are managed consistently through established governance processes. The risk appetite in the SDR programme ranges from open to ambitious depending on the specific risk in consideration.
5.1.2	Following the decisions in June 2026 a full risk review is underway as we move into the planning and implementation phase. The key risks that relate specifically to this paper are -
5.1.3	SDR014 Reputation (Red: 15) There is a risk of public and political resistance to any changes to public sector services brought about by the SSRP, resulting in reputational damage.

5.1.4	SDR016 Legal Challenge (Yellow: 6) There is a risk that failure to implement and follow a robust consultation process could present opportunities for legal challenges which either, slow down the change process or where successful result in the following; a decision being overturned; SFRS incurring extensive legal costs including damages; and reputational damage.
5.1.5	More specific risks are likely to emerge in relation to each change option. Ongoing input from subject matter experts (SMEs) across the relevant Directorates will be essential to help mitigate these risks. Risks specific to change options are documented in the Case for Change Packs.
5.2	Financial
5.2.1	Each change option carries associated financial implications, which are outlined in the impact assessments. These financial considerations have informed the decision-making process regarding the options to be progressed.
5.3	Environmental & Sustainability
5.3.1	There are no direct environmental & sustainability implications arising from this paper.
5.4	Workforce
5.4.1	These change options which form the content of this report have workforce implications in terms of their future employment. This will be managed sensitively and utilising existing SFRS policies, procedures and current employment law. SME input will continue to be required from the People Directorate.
5.5	Health & Safety
5.5.1	There are no direct health and safety implications arising from this paper.
5.6	Health & Wellbeing
5.6.1	There may be health and wellbeing implications arising from this paper. This will be managed sensitively and utilising local management teams, existing SFRS policies, procedures and current employment law. SME input will continue to be required from the People Directorate.
5.7	Training
5.7.1	Depending on the SFRS Board decisions taken in respect of each location there may be training implications for the Volunteer employees. This will be assessed if required post decision.
5.8	Timing
5.8.1	As the redundancy process can be stressful for parties involved, it is preferable that decisions on the future of the three locations are taken timeously.
5.9	Performance
5.9.1	While the contents of this report do not have any specific impact on performance, the outcome of any options progressed may affect performance.
5.10	Communications & Engagement
5.10.1	Full communications, engagement and consultation plans have supported the SDR and will be developed further at an individual project level.
5.10.2	The employees involved have been communicated with as early as possible in the process and this has been consistent throughout.
5.10.3	Engagement with representative bodies has been ongoing by members of SLT including relating to the potential implications for these affected Volunteer employees.

5.11 5.11.1	Legal There is a risk that failure to implement and follow policies, procedures and current employment law may result in legal challenge. This has been mitigated by the involvement of People Directorate colleagues and the Legal Services Manager throughout.	
5.12 5.12.1	Information Governance Yes. Covered by Privacy Statement in contractual documentation.	
5.13 5.13.1	Equalities Yes – EHRIA and Island Impact Assessments (where applicable) have been completed for these three options for change.	
5.14 5.14.1	Service Delivery The options for change will impact on service delivery if/when implemented and each impact assessment will detail associated benefits and risks. SME input will continue to be required on the programme from Service Delivery colleagues in the core SDR team and Local Senior Office (LSO) SPOCs.	
5.15 5.15.1	Prevention Many of the change options have associated Prevention implications and these are detailed within the case for change materials. SME input will continue to be required on the programme from Prevention colleagues in the core SDR team and LSO SPOCs.	
6	Core Brief	
6.1	This report provided the SFRS Board with the outcomes of the Individual Redundancy Consultation with affected Volunteer Employees at Corriecravie, Colintrave and Kerrera. The SFRS Board was asked to make a decision in respect of the future of those locations taking into account the consultation outcomes.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andrew Watt, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	The Board is asked to take assurance that robust governance, consultation, legal and people management controls have been applied throughout the process. The individual redundancy consultations were conducted in accordance with statutory requirements, supported by People Directorate and Legal Services colleagues, and provided affected employees with a meaningful opportunity to understand the proposals, identify alternatives and have those alternatives fully considered. The consultation outcomes have been reviewed alongside the operational, workforce, equality, financial and strategic evidence previously considered by the Board. Appropriate governance arrangements have been followed through the SDR Programme Board and Strategic Leadership Team, with recommendations subject to scrutiny and challenge prior to submission to the Board. SLT is satisfied that the controls and procedures supporting these recommendations are robust and well managed and any residual risks are understood and proportionate

8	Appendices/Further Reading		
8.1	<u>Further Reading:</u> - SDR Recommendations Report and Individual Case for Change Papers for Kerrera, Corriecravie and Colintraive		
Prepared by:		Ramona Coxall, Strategic People Partner, SDR and Lorna Forrest, Programme Manager, SDR	
Sponsored by:		David Farries, Assistant Chief Officer and Lyndsey Gaja, Head of People	
Presented by:		Sarah O'Donnell, Deputy Chief Officer	
Links to Strategy and Corporate Values			
The SDR is contributing to all 7 Scottish Fire And Rescue Service Strategy 2025-2028 outcomes but will primarily be delivered through outcomes 2 and 7.			
The SDR also aligns closely to all four SFRS values.			
Safety			
• The SDR prioritises safety by grounding recommendations in independent operational modelling, risk analysis and real-world operational evidence, ensuring proposed changes maintain appropriate weight of response and protect firefighter and community safety.			
Teamwork			
• The SDR demonstrates teamwork through extensive collaboration with staff, communities, partner organisations and external experts, reflecting inclusive engagement, shared ownership and collective scrutiny throughout the consultation and assurance process.			
Innovation			
• The SDR evidences innovation through the use of advanced operational modelling, data-led decision-making, alternative duty systems and new crewing models, enabling modern, flexible and sustainable approaches to service delivery.			
Respect			
• The SDR reflects respect by placing engagement, equality and human rights at the heart of decision-making, actively listening to stakeholder feedback, considering local impacts, and embedding mitigation and ongoing engagement as part of implementation.			
Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/Outcomes
SDR Programme Board	24/08/2026	For Scrutiny	Approved by SDR Programme Board. Report to go forward to SLT for Recommendation.
SLT	02/09/2026	For Recommendation	Approved by SLT. Report to go forward to SFRS Board for Decision.
SFRS Board	24/09/2026	For Decision	