

SDR Timeline of Key Events and Papers

April 2019

- SDMP established

March 2022

- SDMP Outline Options for Change produced.

May 2023

- Resource Spending Review (RSR) published by Scottish Government (SG)
- Tactical Action Group (TAG) created to scope temporary change options, plan implementation, engage with affected staff, Rep Bodies and Local Authorities and transfer employees.
- Inaugural SSRP Programme Board held and first newsletter circulated to all staff.

September 2023

- Temporary operational changes formally implemented.

October 2023

- Outline process for the pre-consultation and consultation approved. This set out the phases of consultation, potential timeline and the recommendation to engage the Consultation Institute, alongside associated external costings. A consultation working group was set up.

November 2023

- Pre-Consultation process approved alongside the production of a narrative document, video/animation, LSO briefing pack, FAQs and newsletter.

December 2023

- Outline consultation process presented, alongside the first SSRP Highlight Report.

January 2024

- Scoping began for the three SSRP workstreams (SDR, Corporate Service Review and Enabling Infrastructure) and the SSRP programme vision, values, guiding principles, risks and high-level benefits were developed.

March 2024

- Scoping workshop held which subsequently produced SSRP roadmap, scope agreement and strategic scoring matrix.
- SDMP project formally closed.

- Newsletter circulated.

April/ May 2024

- Public consultation, engagement and optional appraisal process presented, introducing the concepts of strategic priorities, Hurdle Criteria and the Balanced Room.
- Initial timeline presented with updated Terms of Reference and Workstream Brief for SDR.
- PESTELO analysis undertaken.
- LSO engagement sessions began and newsletter circulated to all staff with a further message to launch the Shaping Our Future Service: Your Say consultation. Information on the Comms Toolkit and LCMS module was provided.

June 2024

- From April to June, SFRS completed a stakeholder pre-consultation exercise with the people of Scotland. This included a series of engagement events and an online public survey.
- The insights gathered from this exercise and the LSO engagement were instrumental in developing and assessing the long list of potential change options to inform the structure of the Programme.
- A newsletter was circulated to all staff.

July 2024

- Key themes and outcomes of the LSO engagement were presented.
- Early discussions also took place at SDR Board around the Hurdle Criteria and Day Shift Duty System proposals.
- CPIG separated the three SSRP workstreams into standalone programmes of work.
- A newsletter was circulated to all staff.
- At this stage there were 318 individual options (280 after duplication removal). 38 Options were deemed unviable by Property Team leaving 242 options consisting of 35 Station closure options, 28 Station merger options of 44 stations, 13 Station rebuild options, 4 New station options and 101 Duty system change options at 39 locations.

August and September 2024

- Three Senior Leader's Workshops took place, during which a long list of potential change options was considered across the West, East and North Service

Delivery Areas. These options were based on SFRS strategic priorities, informed by the Service Delivery Model Programme (SDMP), and took into account the findings from the pre-consultation and both internal and external local engagement.

- Strategic priorities included - addressing either the temporary withdrawal of appliances in 2023, the state of our estate (RAAC roofs or dignified/decontamination facilities at stations) and long term dormant stations.
- A newsletter was circulated to all staff and a deep dive into SDR risks took place, confirming 7 risks.

November 2024

- Inaugural meeting of the new SDR Programme Board (previously workstream), Terms of Reference, Programme Strategy, Programme Brief, PPP Workstream Brief, Training Workstream Brief, Training Impact Assessment Tool (TIAT) Project Dossier and Consultation Project Dossier all approved.
- Revised Hurdle Criteria also approved alongside a change to the number of options being progressed, to explore alternative interim change options which represent achievable and equivalent cost saving solutions to the ten temporary pump withdrawals.

December 2024

- Nucleus Crewing Workstream Brief and updated DSDS Workstream Brief approved but proposed revised timeline was rejected, noting that the consultation would need to be concluded and decisions made by the end of 2025.
- All staff video update provided by DCO Watt.

January 2025

- Hurdle Criteria assessment workshop held 29 Jan at the Carnegie Conference Centre in Dunfermline, facilitated by Consultation experts ASV. This workshop involved internal decision-makers who scored each of the 39 options (31 configurations) against viability, desirability, and feasibility criteria.
- SDR Programme Board approved a total of twenty-three options to proceed to the next stage of the SDR, the 'Balanced Room' stage. These primarily consist of options to close long-term dormant stations, implement permanent solutions to the temporary appliance withdrawals made in 2023, and/or remediate stations with RAAC panelling.
- Revised timeline approved and the EHRIA approach noted.

February 2025

- Verbal update provided on the evaluation of the temporary pump removals and project dossier approved for Alternative Duty Systems.

March 2025

- Video update published.
- Educative sessions held with participants invited to attend the Evaluative Criteria session.
- Benefits Management approach approved alongside updated Comms and Engagement Plan.
- Evaluative Criteria session held 13 March to agree the criteria that should be used to assess the change options at the Balanced Room. These were (ranked in weighted order): Impact on Communities, Impact on Workforce, Sustainability, Financial Viability and Deliverability.
- LSO briefings held to outline the process of informing staff at affected stations of the options and the support available. Briefing pack and FAQs provided.

April 2025

- Balanced Room preparations concluded with all educative sessions now taken place, pre reading pack circulated on 22 April.
- All affected staff briefed early April and a wider release of the change options circulated to all staff on 23 April.
- Comms Team shortlisted as finalists in the PRCA Awards for their comms around Shaping Our Future Service - Your Say.
- Scottish Government notified of timeline and briefing given to the Minister. Questions and concerns monitored on an engagement tracker.
- Consultation and engagement risk analysis exercise undertaken with moderate and high risks being addressed by the PIC team.
- All recommendations from the internal PO timeline health check were implemented.
- Balanced Room workshop held 29 April at the University of Stirling. 45 decision makers, consisting of members of the public, other emergency services, Rep Bodies, local authorities, DARR representatives, third sector and businesses. A pre reading pack was provided alongside scoring papers. On the day the options were presented explaining why, benefits, costs etc. Detailed business and equalities impact assessments on each of the options were developed to support the workshop. ASV produced a report detailing the scoring outcomes.

- Special SDR Board meeting held 30 April and a decision reached to progress 23 options to consultation. LSOs and Senior Managers briefed on the same day and updated LSO briefing pack and FAQs circulated on 1 May.
- EHRIA evidence and analysis indicated options would have some limited potential impact on some of the characteristics covered by the process. However, the potential impact would not create a significant negative impact on one or more groups which would render the option unsuitable for further investigation through public consultation. Some proposed mitigating measures were identified along with existing management practices that may help minimise any potential negative impact.