APPENDIX E

Insight | Change | Management

Service Delivery Review Programme: Options Appraisal Workshop

(29 April 2025)

Report

19 May 2025

Contents

1 INTRODUCTION

Background and Context

1.1 Introduction

The Scottish Fire and Rescue Service (SFRS) convened an options scoring exercise on the 29th of April 2025 at Stirling Court Hotel, Stirling.

The exercise was conducted as a balanced room, with 45 scoring participants (decision makers) including external stakeholder partners and members of the public.

The format of the day was a brief introduction followed by detailed one-by-one presentation of the 23 options scored on the day. After presentation of each option the decision makers in the audience scored each using the online tool Mentimeter.

The remainder of this short report sets out the summary results of this appraisal exercise using the agreed criteria including application of the weighting set at a previous criteria setting workshop (13 March 2025.)

1.2 Agenda

The day followed the broad agenda set out below.

9.30-10.00	Welcome, Introduction and Background
10.00-10.15	Introduction to Scoring Options
10.15-10.30	Break
10.30-12.30	Scoring
12.30-1.15	Lunch
1.15-3.00	Scoring
3.00-3.15	Break
3.15-4.00	Scoring
4.00-4.30	Final Score, Summary and Recap
4.30	Close

1.3 Aims Of The Day

The published aims of the day were:

- At the balanced room we will consider and assess a range of change option proposals and decide which ones should go forward to formal public consultation later this year. We will do this by scoring each change option proposal against five evaluation criteria.
- Each change option proposal will be discussed in turn, and each will have a rationale outlining the potential benefits and disbenefits.
- We will consider 23 change option proposals. These range from changes to duty systems (how we crew our appliances); relocation or removal of appliances (fire engines); changes to crewing from whole time (full time) to on- call; and proposals to merge or close fire stations.

- Each option will be thoroughly explored on the day. It is important to remember that nothing has been decided yet. These are still proposals. The purpose of the day is to arrive at a final list of options we will formally consult the public on in summer 2025.
- After each option has been discussed, attendees will be asked to score the option against the evaluation criteria.
- By the end of the session, we will have ranked the list of options to allow us to determine which should go forward to public consultation.

2 SUMMARY: SERVICE DELIVERY REVIEW – THE CASE FOR CHANGE

Presentation by ACO David Farries

2.1 Introduction

The day began with a presentation titled "Balanced Room – The Case for Change: Service Delivery Review (SDR)" delivered by ACO David Farries.

This section of the report provides a brief summary of that presentation.

2.2 Background and Current Challenges

The Scottish Fire and Rescue Service (SFRS) is undertaking a Service Delivery Review (SDR) to ensure its operational model meets Scotland's evolving risks and community demands. Key drivers for the review include financial pressures, ageing infrastructure, and the need to align resources more effectively with risk.

In September 2023, 10 appliances were temporarily withdrawn from multi-pump stations, contributing to an £11m in-year saving. These changes had minimal impact on first response times but did affect second appliance response times. A decision is required on whether these changes should be made permanent. Other challenges include outdated estate facilities (RAAC issues, capital backlog), long-term dormant stations, and the need for upgraded, dignified welfare facilities and contaminant control.

2.3 Strategic Priorities and Opportunities

Match operational resources more closely to demand and regional risk. Reinvest savings into training, prevention, and community resilience. Explore innovative duty systems (e.g. nucleus crewing), technology, and enhanced support for vulnerable communities and environmental emergencies.

2.4 Impact Assessments

All proposed changes will undergo:

- Business Impact Assessments
- Equality and Human Rights Impact Assessments (EHRIAs)
- Island Community Impact Assessments (ICIAs)
- where relevant Options are being evaluated for their contribution to fairness, community impact, and sustainability.

2.5 Options Appraisal Process

A long list of over 300 options has been developed and refined through senior leader workshops. Each option will now be scored against five criteria:

- Impact on Communities
- Workforce
- Sustainability
- Financial Viability
- Deliverability.

Scores will be weighted, and options which score sufficiently highly will move forward to a 12-week public consultation in summer 2025.

2.6 Timeline

The proposed timeline, start to finish, of the SDR, was set out as shown below:

- April–June 2024: Pre-consultation
- July–December 2024: Options development
- January–April 2025: Appraisal workshops
- June–September 2025: Public consultation
- December 2025: Final SFRS Board decision

3 SUMMARY DISCUSSION OF OPTIONS

Details of the presentation of options and consequent Q&A

3.1 Introduction

This section provides a summary of the discussion of each of the options presented. Each option was thoroughly evaluated based on five key criteria: sustainability, financial viability, impact on communities, impact on workforce, and deliverability, with the detailed scoring covered in section four of this report.

The following provides a summary of each option, and the questions raised by participants addressing potential benefits, challenges, and the anticipated impact on operational capabilities.

3.2 Option A1

Summary: replace Perth 3rd WT CARP with Dedicated HRA

- **Q:** One of the stated disbenefits is increased response time for a third pump – is this serious and manageable?
- **A:** SFRS explained that incidents require a third pump less frequently. The control room determines required resources, and Incident Commanders on scene can request additional pumps as needed. In practice most incidents use one or two pumps. The modelling shows minimal overall impact on response times.
- **Q:** Perth is a water-rescue station. Has the impact on water rescue response been assessed?
- **A:** Yes, response times for all stations were modelled, including effects on water rescue incidents.
- **Q:** What is the impact on Perth's Combined Aerial Rescue Pump (CARP)?
- **A:** The CARP appliance is end-of-life (over 20 years old). The plan is to replace it with a dedicated High Reach Appliance (HRA) as per the national High Reach Strategy. The Operations team is reviewing all specialist resources nationally to optimise placement. In the interim, resilience is provided by standby pumps from nearby stations if needed. Data show very low likelihood of requiring a third pump in the Perth area, and an internal evaluation (since September 2023) confirms this.
- **Q:** Has the location been considered – can nearby stations share resources if needed?
- **A:** Yes. The option rationale factored in neighbouring station cover times. SFRS reviewed activity levels at nearby stations and used optimisation modelling to assess how adjacent pumps could assist.

3.3 Option B1

Summary: Close Long-term Dormant 1-Pump OC RDS Station at Crianlarich

- **Q:** How were neighbouring stations assessed, given reliance on On-Call crews?
- **A:** SFRS acknowledged vulnerability of On-Call crews in small communities. To mitigate risk, a Nucleus Crewing model could be implemented in the area. This creates a flexible pooled crew to support neighbouring stations which have been covering the area.

- **Q:** What risk factors were reviewed for five-year impact?
- **A:** The project considered multiple risk factors (age of assets, housing developments, demand trends, etc.) when modelling future risks in the area.
- **Q:** Cost to maintain the station if left open?
- **A:** Operating costs (fuel, etc.) are low. The bigger issue is that many long-dormant stations lack proper facilities (decontamination, toilet/showers). Crianlarich's building is a basic hut, not compliant with modern health & safety. SFRS noted they must provide "dignified facilities" and safe contaminant facilities. Maintaining substandard buildings would not meet legal requirements.
- **Q:** How is community impact assessed?
- **A:** Through Equality, Human Rights and Business Impact assessments (EHRIAs). These will be continually updated to gauge community effects on response times and safety.
- **Comment:** Scoring this option positively (for "benefits") was challenging given its wording.
- **Response:** Even closed stations can bring benefits via prevention and engagement - identifying local risks and gaps.
- **Q:** Who will handle community safety work in these communities?
- **A:** Neighbouring stations, Community Action Teams and partner agencies (e.g. local councils, police) would focus on prevention in affected areas.
- **Q:** What is the crewing availability at Tyndrum (nearby)?
- **A:** There is a noted coverage dip mid-day (6am–4pm), a pattern seen across Scotland. Management is considering using a dynamic crew (via Nucleus Crewing) to plug this gap.
- **Insight:** During discussion the group re-scored this option in Mentimeter to ensure 100% participation.

3.4 Option B2

Summary: Close Dormant 1-Pump OC RDS Station at Fetlar (Shetland)

- **Q:** What is the distance to the nearest station?
- **A:** About 20 minutes by boat from Fetlar, from the neighbouring islands of Yell and Unst. Given the island context, SFRS emphasises proactive prevention. They will monitor activity and risk continually to ensure safety.
- **Comment:** Community attitudes to safety have evolved during the station's informal closure period.
- **Response:** SFRS noted active collaboration with NHS/Health and Social Care Partnership on Fetlar; this partnership enables enhanced prevention efforts now that the station is inactive.
- **Q:** What about island-wide impact assessments?
- **A:** SFRS is preparing Island Community Impact Assessments, comparing Shetland islands to mainland benchmarks. So far, no disproportionate negative impact has been identified (e.g. age profiles on Fetlar are typical). They will continue to engage with island communities as proposals progress.

3.5 Option B3

Summary: Close Dormant 1-Pump OC VDS Station at Nethy Bridge (Highland)

- **Q:** Since the station has been unused since 2015, has it ever been needed for wildfires?
- **A:** Yes, wildfires have occurred near Nethy Bridge, but they have been handled adequately. SFRS can deploy specialist wildfire resources from other areas (including Grampian) as needed.
- **Insight:** The group noted this option required re-scoring due to incomplete initial input.

3.6 Option B4

Summary: Close Dormant 1-Pump OC VDS Station at Ratagan (Highland)

- **Q:** *(No questions were raised during the session.)*

3.7 Option B5

Summary: Close Dormant OC VDS Unit on Isle of Muck (Highland)

- **Q:** How large is the community on Muck?
- **A:** Only about 27 residents in total.
- **Q:** Do they rely on Mallaig (mainland) for emergency cover?
- **A:** Yes. A ferry or lifeboat service connects Muck to Mallaig fire station
- **Insight:** No additional questions were raised for this option, indicating consensus that the very small population is already covered by mainland resources.

3.8 Option B6

Summary: Close Dormant Ultralight Appliance OC VDS Station at Colintraive (Argyll & Bute)

- **Q:** With only one volunteer firefighter left, how can we ensure their safety and wellbeing if alone on call?
- **A:** The answer was blunt: you **cannot** safely operate with a lone firefighter. A full trained crew (or mutual aid) would be required to back up that individual, which is not feasible. Therefore, closing the station is proposed.

3.9 Option B7

Summary: Close Dormant OC VDS Station at Corriecravie (North Ayrshire)

- **Q:** Corriecravie's building is a concrete shed. What about nearby Blackwaterfoot – is its station in similar condition?
- **A:** Blackwaterfoot's station is in the same basic condition. However, SFRS is exploring the idea of creating a *hub* at Lamlash (shared facilities) to improve services there.
- **Q:** Will Blackwaterfoot itself face closure in future reviews?
- **A:** No plans to close Blackwaterfoot have been made.

- **Q:** How many people live on the Isle of Arran?
- **A:** *(This question went unanswered during the meeting.)* Subsequently, it was found that based on the 2011 census data, Arran has a resident population of c.4600.

- **Q:** Does Arran need two Volunteer (VDS) and two On-Call (OC) stations?
- **A:** SFRS said this could be considered longer-term. For now, all four current units are needed, especially during wildfire season. They mentioned an ongoing "Hub and Satellite" project (via the SFRS Property Strategy) to create hub stations with better facilities (e.g. decontamination) and training for on-call crews.

3.10 Option B8

Summary: Close Dormant Ultralight Appliance OC VDS Station on Kerrera (Argyll & Bute)

- **Q:** *(No questions were posed during the session.)*

3.11 Option C1A/C1B

Summary: Dunfermline HRA and Pump Reductions (Lochgelly/Methil or Lochgelly/Glenrothes)

Both **C1A** and **C1B** propose replacing Dunfermline's 3rd WT Combined Aerial Rescue Pump (CARP) with a High Reach Appliance (HRA) and reducing two nearby 2-pump WT stations to 1-pump WT (Lochgelly plus Methil for C1A; Lochgelly plus Glenrothes for C1B). These were considered together in discussion.

- **Comment:** It was noted that turnout and call volumes have declined in recent years, partly due to lost firefighter posts (about 1,300 since 2013) and fewer industry hazards. Many pumps cannot be kept manned on old shift systems.

- **Q:** How does this affect rope rescue coverage?
- **A:** The national specialist asset review is examining this. Currently rope rescue crews are based in Aberdeen, Edinburgh, East Kilbride and Lochgelly. Independent risk modelling (by ORH) is being used to decide optimal locations. Lochgelly was chosen for rope rescue based on incident data by the legacy Fife Service; the Operations team will finalise if and where to relocate assets.

- **Q:** Have environmental and development factors been modelled (e.g. Glenrothes expanding, Methil industry/high-rise buildings)?
- **A:** Yes. The CRIM data modelling accounts for housing expansion and high-risk premises (industrial sites, tall buildings). It assigns extra weight to high rises. The modelling found that the overall incident trend is down as modern construction is generally safer, so growth alone doesn't necessarily demand extra resources. For example, Glenrothes had been operating with one pump for 18 months with no significant incident impacts. Methil's industries are few (e.g. one large whisky facility) and similarly no critical issues were flagged.

- **Insight:** These options underline that specialist reviews and data modelling (CRIM) are guiding decisions, rather than intuition about growth.

3.12 Option D1

Summary: Cumbernauld and Hamilton (Introduce DSDS)

(Change Cumbernauld 2 Pump WT + WT → 2 Pump WT + DSDS/OC; Change Hamilton 2 Pump WT + WT → 1 Pump WT.)

- **Q:** The shift to a Day Shift Duty System (DSDS) may create gaps relying more on On-Call crews. Firefighters often prefer the existing system. How deliverable is this DSDS option? What about dual contracting (working WT & OC shifts)?
- **A:** SFRS stated Cumbernauld's population is large and the risk model suggests DSDS fits well. There is a sufficient potential workforce locally for the required on-call shifts. They acknowledged some firefighters resist change, but others may welcome DSDS (no weekends, easier childcare). Offering DSDS from recruitment stage can improve workforce diversity and attractiveness of roles. SFRS is studying implementations (e.g. existing DSDS station) and expects a transition period to train teams in the new pattern. Dual contracting (firefighters doing DSDS and On Call) is covered by the Working Time Directive, so there's no overworking issue.
- **Q:** What if we can't recruit enough On Call personnel to cover remaining pumps?
- **A:** For this option, the evidence suggests SFRS could recruit adequately. If recruitment challenges arise, SFRS would re-evaluate before implementation. They have contingency options and would not impose unsustainable conditions. Dual-contract firefighters would not be overburdened due to existing regulations.
- **Q:** How might this affect staff morale?
- **A:** SFRS acknowledged the change must be managed carefully. Engagement with Livingston (current DSDS station) has helped develop guidance on handling concerns. They plan to leverage lessons learned to minimise disruption.

3.13 Option D2A

Summary: Cumbernauld/Hamilton/Bellshill (Further DSDS and Nucleus)

(Change Cumbernauld 2WT+WT → 2WT+DSDS/OC; Hamilton 2WT+WT → 2WT+DSDS; Bellshill 1WT → 2WT+DSDS; plus, Nucleus Crew Hub at Lesmahagow.)

- **Q:** How would the new working patterns be implemented? Any cost?
- **A:** SFRS would first inform staff of the changes and highlight DSDS benefits (some FRS in UK have done this). Recruitment materials would specify shift patterns. Early communication (even at job offer stage) can make DSDS more acceptable. DSDS does come at a cost, but it can be achieved within the projected staffing budget.
- **Q:** What would be the impact on response times for second pumps under DSDS? There are concerns about delay for second pumps and logistics (decontamination kit, less crew interaction).
- **A:** Similar models exist elsewhere with manageable delays. Incident Commanders will handle longer waits by adjusting tactics.

- **Q:** There are concerns regarding Nucleus Crewing, on the way personnel work as the concept is untested.
- **A:** SFRS said it will monitor and "learn as we go." Nucleus crews are envisioned for experienced firefighters only; they remain certified to crew appliances. This model can be flexible, e.g. forming a pump crew or doing training.
- **Q:** What are typical response times for second pumps (WT vs OC)?
- **A:** For redistributed pumps (from the Sept 2023 temporary withdrawals), they estimated ~2 minutes for Wholetime and ~5 minutes for On Call mobilisation.

3.14 Option G1

Summary: Greenock (3 Pump WT + WT + OC → 2 Pump WT + OC + HRA)

- **Q:** There were nine other temporary appliance withdrawals (Sept 2023). If today's options do not progress, would those pumps be reinstated?
- **A:** SFRS explained that any withdrawn pumps represent required staffing cost savings. To put them back would require finding the same saving elsewhere, which is not feasible under the current budget. In other words, the staff posts freed by removals have been reallocated and can't simply be returned.
- **Insight:** This exchange highlights that the current budget envelope is fixed; any restoration of capacity must balance the books.

3.15 Option G2A

Summary: Greenock and Port Glasgow (3 Pump WT + WT + OC → 2WT+DSDS/OC + HRA; Port Glasgow 2WT+OC → 2WT+DSDS/OC)

- **Comment:** It was observed that most fire fatalities occur over night, so even small increases in response time (when crews are on-call) could be significant.
- **Response:** SFRS emphasised that *prevention* is crucial. While response time is important, reducing incident likelihood (through outreach, safety checks, etc.) also saves lives. They noted response time is only part of the picture; how quickly SFRS is alerted to fires also matters.
- **Q:** What is a typical "send time" for On Call firefighters (time to respond once alerted)?
- **A:** It varies. In urban areas On Call crews usually arrive at station within ~5 minutes; in rural areas it can take longer (up to ~10 minutes or more).
- **Q:** Do most critical incidents occur in the evening?
- **A:** Secondary (smaller external) fires spike in the evening (when people return from school/work until around 10pm). These are often a result of antisocial behaviour at night. FRS noted that shift start/finish times have been analysed and could be further adjusted, but changes would require negotiation with representative bodies.

3.16 Option H1

Summary: Change Balmossie (2 Pump WT + OC → 1 Pump OC)

- **Q:** How many staff would be affected (possible redundancy)?
- **A:** About 15 On Call staff are rostered at Balmossie. SFRS confirmed they apply a "staff-first" principle: any closures or reductions will explore all mitigation (staff

transfers, retraining, redeployment to other roles or stations) before considering redundancies.

- **Q:** The Scottish Ambulance Service (SAS) is co-located at Balmossie. If SFRS relinquishes the station, what happens to SAS?
- **A:** That would require negotiation with SAS. The Balmossie site was originally chosen for fire needs, so SFRS indicated they would need to discuss future use of the facility.
- **Comment:** RDS (On Call) redeployment is limited because they work fixed patterns.
- **Response:** SFRS said they will use whatever redeployment opportunities exist, as they become available.
- **Q:** Balmossie hosts a Welfare Unit and a Foam Unit, so its pump may seem underused. Would reducing the pump affect special training?
- **A:** There is a separate ongoing review of all national specialist resources (such as foam units) to determine need and location. The Balmossie changes would not directly alter that review.
- **Q:** How will we maintain operational readiness at On Call stations in general?
- **A:** On Call stations maintain readiness by weekly training nights (testing all equipment and drills). This is already standard practice to ensure appliances are serviceable even if used infrequently.

3.17 Option H2

Summary: Close Balmossie (2 Pump WT + OC Station)

- **Q:** The Scottish Fire and Rescue Service has emphasised this is not a cuts agenda – total firefighter numbers should remain the same, and any new roles should be within the service. Also, what about the proposed enhanced firefighter role?
- **A:** SFRS reiterated that “redundancy is a last resort.” The service is legally and morally duty bound to look at mitigation against redundancy. The aim is to re-locate and e.g. extend turnout times, re-deploy to other roles, e.g. community safety and or re-train to equip them for alternative roles. The enhanced/expanded firefighter role is still a proposal and not current policy, so its impact is uncertain. They also noted that reducing false alarms frees capacity for crews. Any future role changes would need additional modelling to assess impacts.
- **Q:** There have been recent floods in Angus (near Balmossie). How will flood response be affected?
- **A:** All fire stations, including Balmossie, respond to flooding incidents. SFRS also has specialist flood response teams that can be mobilised. They highlighted that advance warnings (from the Met Office, SEPA, etc.) allow pre-planning – crews and equipment (even from other areas) are routinely re-positioned to affected zones to enhance response to increased flood risk.

3.18 Option I2

Summary: Edinburgh Suburban Changes (Marionville, Newcraighall, Musselburgh, Tranent)

This complex option proposes:

- Closing Marionville 1-pump WT.

Increasing Newcraighall 1-pump WT to 2 pump WT + WT.

- Closing Musselburgh 1-pump WT.

Rebuilding Tranent 1-pump OC station on a new site with 2 pumps WT + OC.

- **Q:** There are high-rise flats near Marionville, and high antisocial-behaviour call rates. Will closing Marionville noticeably delay response?
- **A:** Some local first pump response times would increase; the worst-case increase was modelled as 4–6 minutes in the immediate vicinity of Marionville. However, high-rise areas were given extra weight in the modelling. The high rises near Marionville would be covered by pumps from McDonald Road and Newcraighall together with the High Reach Appliance from McDonald Road.
- **Q:** Is cladding risk on high buildings being assessed?
- **A:** Yes. The Fire Safety Unit is surveying cladding on all identified relevant premises and developing mitigation plans (fire safety visits, potential removal work, etc.).
- **Q:** Reducing coverage in the city centre (closing Musselburgh or Marionville) must increase response times. Is that not risky?
- **A:** SFRS pointed out that McDonald Road is well-placed and has ample capacity. Tranent station (currently under development) is in a good location for Musselburgh. The modelling showed only a slight increase in Musselburgh-area response times. Also, there are still four pumps serving the combined area. Ongoing prevention work continues to mitigate risks.
- **Context:** SFRS provided background on Marionville's location, noting it was originally sited near industries that no longer exist. Station activity there has been low for years. The proposal reflects shifting demand within Edinburgh suburbs.

3.19 Option J1

Summary: Hawick and Galashiels (Introduce DSDS and Nucleus)

Option: Change Hawick 2 Pump WT + OC (RAAC-affected station) to 2 Pump DSDS/OC + OC; and introduce a Nucleus Crew hub at Galashiels (2WT+OC).

- **Discussion:** No formal questions were raised during the session.
- **Insight:** The absence of questions suggests consensus on this option's feasibility or it being lower priority for debate at this stage.

3.20 Option K1

Summary: Change Helensburgh (2 Pump WT + OC → 2 Pump DSDS/ OC + OC)

- **Q:** Out-of-hours emergency cover (e.g. health services) has reduced in the Helensburgh area. How might this affect community safety?
- **A:** SFRS observed there is no direct evidence that fewer ambulance doctors or out-of-hours healthcare directly increases fire risk. Instead, they stressed that expanding community engagement (through the new PPP strategy) should improve overall safety. Freeing up firefighter posts (via these options) will allow more prevention activity (e.g. home safety visits, education) in Helensburgh.
- **Q:** Does Faslane (military base) have its own fire service?
- **A:** Yes. Faslane's military fire service handles routine incidents on base. SFRS provides backup support and coordinates with military firefighters during larger incidents.

3.21 Option M1A

Summary: Glasgow (Cowcaddens, Springburn, Govan, Yorkhill)

This proposal is for Glasgow and includes:

- Rebuilding Cowcaddens station on a new adjacent site (maintaining 2 WT pumps.)
- Reducing Springburn and Govan from 2 WT pumps to 1 WT pump stations.
- Closing Yorkhill 1-pump WT station.

- **Q:** If Yorkhill closes, will Glasgow City Centre (e.g. Hydro, Art Gallery, student housing) still be covered?
- **A:** SFRS demonstrated response maps. In practice, Knightswood covers much of the West, Cowcaddens covers much of the East (including Hydro), and Maryhill covers the North. Yorkhill's first pump currently covers a small area. If Yorkhill closes, its area would be covered by pumps from neighbouring stations. Yorkhill is noted to rely on neighbouring station's for second pumps and resilience anyway.

- **Q:** The budget originally included 166 firefighter posts. If these options reduce stations, aren't those posts being cut?
- **A:** SFRS explained that they must work within reduced budgets (the 166 posts cannot be funded under current constraints). However, demand has fallen in Glasgow (shipbuilding gone, etc.), and false-alarm reductions have freed up some capacity. Where an area has more crews than needed for its risk, reductions help balance the budget for the whole service. Thus, the options reallocate resources to higher-need areas.

- **Q:** What impact would rebuilding Cowcaddens have on the rest of the service?
- **A:** That depends on how quickly the old Cowcaddens site can be sold. The existing station is still operational (with one pump currently out of service under Temporary Withdrawal). The new Cowcaddens would open on a different site, so service continuity is maintained.

- **Q:** Will rebuilding Cowcaddens require closing its old station temporarily?
- **A:** No. The plan is to build the new station on a separate site. The existing Cowcaddens can remain open with 1 pump until the new one is ready.

3.22 Option M3A

Summary: Glasgow (Govan and Cowcaddens). This option proposes: changing Govan from 2 pumps to 1; closing Cowcaddens 2-pump station (but keeping its Maitland Street site for future use).

- **Q:** What future development could occur at the Cowcaddens (Maitland Street) site on the current budget?
- **A:** SFRS said the Maitland Street site could eventually host a new station, but that would likely be on a 5-year timeline. Options progressed in the current plan can be delivered within five years. If additional funding became available, work not currently included (e.g. earlier rebuilding at Cowcaddens) could be considered. Cowcaddens station could be reinstated in the future if needed.
- **Q:** Just to confirm – this option keeps Cowcaddens closed and the site unsold?
- **A:** Yes. Cowcaddens would remain an asset (for potential future use) and not be sold.
- **Q:** Will more modelling changes occur given Glasgow's many station options?
- **A:** Glasgow's layout is complex with many possible configurations. The modelling acknowledges multiple scenarios; not all options could be tabled today. SFRS indicated that other station-change options might be revisited in the future as this programme evolves.

3.23 Option N1

Summary: Change Milngavie (1 Pump WT → 1 Pump DSDS/OC)

- **Q:** *(No questions were posed during the session.)*

3.24 Key Insights

The key insights that can be taken from the session were:

- **Data-driven decision making:** The Balanced Room repeatedly emphasised that operational modelling (CRIM data, optimisation tools, and independent consultants) underpins all options. Response-time increases were quantified (often minor) and weighted by risk (e.g. high-rise dwellings got extra consideration). Specialist reviews (for rope rescue, aquatic rescue, etc.) are informing resource placement.
- **Focus on resilience:** For closures of small stations, SFRS consistently proposed resilience measures: neighbouring pumps, specialist mutual aid, and new crewing models. In rural areas (e.g. OC stations), a Nucleus Crewing model was highlighted as a key mitigation (pooling experienced On Call firefighters to backfill gaps). Urban proposals leaned on shifting workloads (e.g. time-shift patterns) and targeted prevention.

- **Staff-first approach:** Across options, the “staff-first” principle was reiterated. Any redundancies would be last resort. SFRS described many potential mitigations (redeployment to community roles, retraining, relocation to other stations). Those present also raised concerns (e.g. Government’s “no cuts” directive), and SFRS consistently noted that overall firefighter headcount remains funded, with roles ideally moved internally or repurposed.
- **Prevention and community safety:** A common theme was that closing or reducing stations does not mean withdrawing services. SFRS stressed that enhanced prevention (education, inspections, outreach via PPP strategy) is part of balancing any response reduction. Partners (health, HSCP, police) would support this. The session noted that even if a station closes, its community can be kept safe through planning (e.g. flood warnings, fire safety visits) and by neighbouring resources.
- **Estate condition driving change:** Many questions revealed that station condition (lack of facilities) was a critical factor, not just finance. Numerous “Long-term Dormant” stations are basic sheds or huts without decontamination or welfare facilities. SFRS made clear that retaining such buildings is untenable under health & safety laws. Thus, closures of substandard stations were seen as necessary from an estate-management perspective.
- **Strategic alignment:** The session made explicit links between the Service’s Strategic Plan and the review. Options often tied back to “matching resources to risk,” “improving efficiency,” and “investing in future prevention” (themes from the strategic priorities). For example, shifting to DSDS was discussed not just operationally but also as a way to attract a more diverse workforce (addressing a strategic People/Workforce theme).
- **Future flexibility:** Throughout, it was emphasised that today’s decisions are not final. SFRS noted that some options (e.g. the Glasgow and Arran hub proposals) could be revisited. The maintained ownership of some sites (Cowcaddens) and ongoing reviews (e.g. of Blackwaterfoot/Arran) indicate the strategy is adaptable.

In summary, the 29 April session provided a thorough examination of each option, balancing operational modelling, financial necessity, and community impact.

The key insights above capture the major themes and considerations that emerged from the discussions.

4 SCORING THE OPTIONS

The outcomes of decision maker scoring following discussions

4.1 Introduction

Each option was scored following the discussions that took place using the online tool Mentimeter. In total there were 45 decision makers participating and all voted for all options.

Each was asked to provide scores against five individual criterion as shown below:

1. Impact on Communities
2. Impact on Workforce
3. Sustainability
4. Financial Viability
5. Deliverability

Each participant was asked to provide a score of between 1 and 5 (where 1 is strongly disagree and 5 is strongly agree.)

4.2 Weighting

Each of the scores was weighted using the outcomes of the agreed balanced room exercise conducted on the 13th of March 2025, as shown in the table below.

Criterion	Weighting (%)
Impact on Communities	31.25
Impact on Workforce	24.68
Sustainability	12.64
Financial Viability	14.82
Deliverability	16.61

4.3 Total Scores

The total scores resulting from this exercise are shown in the table below. The first column shows the total score without the agreed weighting applied. The second shows the total option scores after the application of the weighting.

Option	Option Total (Unweighted)	Option Total (Weighted)
A1	939	185.06
B1	973	190.11
B2	1002	198.04
B3	1035	204.10
B4	1042	206.52
B5	1036	204.36
B6	971	189.58

Option	Option Total (Unweighted)	Option Total (Weighted)
B7	976	189.84
B8	951	184.86
C1A	865	166.79
C1B	831	160.93
D1	976	155.56
D2	834	163.25
G1	975	191.10
G2A	866	169.23
H1	832	161.01
H2	748	141.30
I2	948	186.58
J1	924	180.60
K1	926	180.72
M1A	885	172.25
M3A	813	157.43
N1	888	173.93

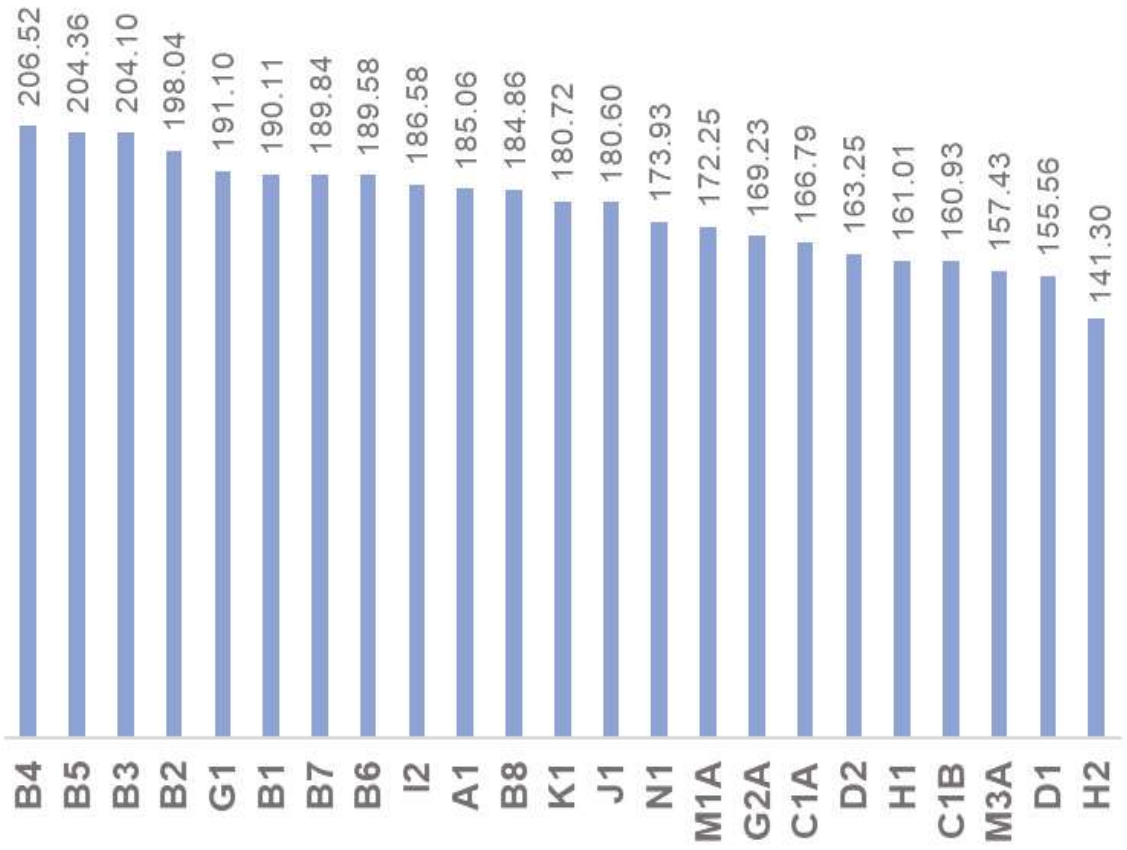
When the options are sorted highest to lowest on weighted score, it can be seen that:

- Option B4 (Close Dormant 1-Pump OC VDS Station at Ratagan (Highland)) is ranked highest; and
- H2 (Close Balmossie (2 Pump WT + OC Station)) is ranked lowest

Option	Option Total (Unweighted)	Option Total (Weighted)
B4	1042	206.52
B5	1036	204.36
B3	1035	204.10
B2	1002	198.04
G1	975	191.10
B1	973	190.11
B7	976	189.84
B6	971	189.58
I2	948	186.58
A1	939	185.06

Option	Option Total (Unweighted)	Option Total (Weighted)
B8	951	184.86
K1	926	180.72
J1	924	180.60
N1	888	173.93
M1A	885	172.25
G2A	866	169.23
C1A	865	166.79
D2	834	163.25
H1	832	161.01
C1B	831	160.93
M3A	813	157.43
D1	976	155.56
H2	748	141.30

The distribution of the total weighted scores is shown in the chart below.



4.4 Total Scores Per Option Per Criterion

A1	
Impact on Communities	174
Impact on Workforce	180
Sustainability	184
Financial Viability	201
Deliverability	200
Total	**939**

B1	
Impact on Communities	165
Impact on Workforce	197
Sustainability	193
Financial Viability	218
Deliverability	200
Total	**973**

B2	
Impact on Communities	185
Impact on Workforce	199
Sustainability	194
Financial Viability	214
Deliverability	210
Total	**1002**

B3	
Impact on Communities	187
Impact on Workforce	210
Sustainability	208
Financial Viability	217
Deliverability	213
Total	**1035**

B4	
Impact on Communities	194
Impact on Workforce	212
Sustainability	207
Financial Viability	215
Deliverability	214
Total	**1042**

B5	
Impact on Communities	188
Impact on Workforce	210
Sustainability	210
Financial Viability	215
Deliverability	213
Total	**1036**

B6	
Impact on Communities	180
Impact on Workforce	171
Sustainability	204
Financial Viability	210
Deliverability	206
Total	**971**

B7	
Impact on Communities	174
Impact on Workforce	175
Sustainability	202
Financial Viability	215
Deliverability	210
Total	**976**

B8	
Impact on Communities	175
Impact on Workforce	160
Sustainability	198
Financial Viability	211
Deliverability	207
Total	**951**

C1A	
Impact on Communities	150
Impact on Workforce	147
Sustainability	180
Financial Viability	199
Deliverability	189
Total	**865**

C1B	
Impact on Communities	146
Impact on Workforce	141
Sustainability	162
Financial Viability	191
Deliverability	191
Total	**831**

H1	
Impact on Communities	146
Impact on Workforce	144
Sustainability	170
Financial Viability	192
Deliverability	180
Total	**832**

D1	
Impact on Communities	153
Impact on Workforce	131
Sustainability	159
Financial Viability	185
Deliverability	168
Total	**796**

H2	
Impact on Communities	122
Impact on Workforce	112
Sustainability	161
Financial Viability	193
Deliverability	160
Total	**748**

D2	
Impact on Communities	160
Impact on Workforce	142
Sustainability	172
Financial Viability	186
Deliverability	174
Total	**834**

I2	
Impact on Communities	178
Impact on Workforce	180
Sustainability	195
Financial Viability	208
Deliverability	187
Total	**948**

G1	
Impact on Communities	179
Impact on Workforce	180
Sustainability	198
Financial Viability	208
Deliverability	210
Total	**975**

J1	
Impact on Communities	173
Impact on Workforce	162
Sustainability	192
Financial Viability	204
Deliverability	193
Total	**924**

G2A	
Impact on Communities	161
Impact on Workforce	153
Sustainability	177
Financial Viability	196
Deliverability	179
Total	**866**

K1	
Impact on Communities	170
Impact on Workforce	165
Sustainability	192
Financial Viability	205
Deliverability	194
Total	**926**

M1A	
Impact on Communities	164
Impact on Workforce	149
Sustainability	180
Financial Viability	203
Deliverability	189
Total	**885**

M3A	
Impact on Communities	143
Impact on Workforce	140
Sustainability	164
Financial Viability	186
Deliverability	180
Total	**813**

N1	
Impact on Communities	169
Impact on Workforce	156
Sustainability	186
Financial Viability	197
Deliverability	180
Total	**888**

5 SUMMARY

5.1 Summary

This report summarises the discussions and evidence presented at the 29 April 2025 SFRS Balanced Room session. It outlines the background briefing by ACO Farries, covering SFRS operations, risk profile, and strategic priorities, as well as the service's financial and estate challenges (including an £819m maintenance backlog and RAAC concerns). The summary highlights the benefits of the proposed changes (freeing up staff for prevention, new crewing models like Nucleus, etc.), the impact assessment process for each option, and the structured options appraisal process (refining a longlist to a balanced-room shortlist, followed by consultation and a Board decision).

The report then provides a detailed evaluation of each option (A1 through N1), incorporating the questions raised and the responses given during the session. Each option's Q&A and key discussion points are summarised. Finally, key insights and themes from the session are presented, without drawing conclusions or making recommendations.

5.2 Session Overview

The day began with background and strategic context:

- **Service profile and priorities:** ACO Farries reviewed SFRS operations, risk profile and prevention work. The SFRS strategic priorities were presented, emphasising matching resources to risk and demand (around 0–6,000 calls per year per station).
- **Temporary Appliance Withdrawal:** The reasons for the September 2023 temporary withdrawal of appliances were explained, along with a national review of specialist resources and how these are allocated across the service.
- **Financial and estate challenges:** The meeting was informed of the service's £819m maintenance backlog, driving the need to invest in station infrastructure. This includes upgrading facilities (e.g. decontamination capabilities) and addressing RAAC in buildings.

The session covered other key themes:

- **Long-term dormant stations:** These are stations with very low activity, and an overview of their condition and usage was given.
- **Benefits of change:** Proposed changes aim to free up firefighter capacity so personnel can be redeployed into training, prevention (e.g. youth engagement, flood/wildfire response) and new areas (like Prevention, Protection and Preparedness, or PPP).
- **Crewing models:** Alternative duty systems (such as Nucleus Crewing and Day-Shift Duty Systems, DSDS) were explained, including how they support prevention activity. Nucleus Crewing, a model of flexible, cross-station crews, was defined and its benefits outlined.

- **Impact assessments:** Equality and human rights impact assessments have been prepared for each option. These ongoing assessments will evolve to consider effects on staff, communities and other stakeholders.
- **Timeline:** The review timeline and appraisal process were explained. A longlist of options has been narrowed via hurdle criteria to a medium list; the 29 April session ("balanced room") evaluated those options. Next steps include public consultation and final Board decision in Dec 2025. The scoring criteria (Communities, Workforce, Sustainability, Financial, Deliverability) were set out, using the Mentimeter system.

APPENDIX ONE: BALANCED ROOM DECISION MAKING TEMPLATE V1 (CONTEMPORANEOUS NOTES OF THE MEETING)

SFRS Service Delivery Review (SDR) - Decision Making Template and Comments (29 April 2025)

General Comments
Overview of the session provided by ACO Farries. Background detail on the operation of the service covered including details on the service's risk profile and prevention work undertaken. Presentation of SFRS strategic priorities. Explanation of the Temporary Appliance Withdrawal given. Explanation noted on the national, specialist resources review and explanation provided on how specials are allocated. The financial challenges leading to the current state of the estate were covered. It was informed the service has an £819 million backlog. Investment in properties is required. The service is continually considering decontamination facilities when reviewing station infrastructure. Addressing RAAC is a key priority. An overview of Long-Term Dormant Stations provided. Generally, these are Stations with very low levels of activity. The service is continually reviewing data to address our strategic priority of Matching Operational Response to risk and demand to ensure resources are in the right places at the right time. 0-6000 calls a year per station. This includes reviewing duty systems. Benefits of change covered. An aim is to free up staff, for staff to then be invested into the right areas of the service. Personnel could be invested in training/PPP, ADS/Nucleus Crewing, improved engagement with young people, support for communities impacted by flooding, wildfires and storms, new tech to improve FF and community safety. Different working models explained and how they enable prevention activity. Definition of Nucleus Crewing provided and the benefits of implementing this crewing model were explained. Impact assessments have been completed for each option to explore the impact on staff, members of the public and other stakeholders that may result from the changes. The impact assessments will continually evolve. Equality and Human Rights Impact Assessments have been prepared to review the impacts of the change options on individuals with protected characteristics. The Service Delivery Review timeline was presented. The process of options appraisal undertaken to date was explained, refining the long list of options to a medium list of options through hurdle criteria and then today's options appraisal stage the balanced room. The next stages of the timeline were covered to explain the route for options progressing to public consultation, analysis of responses and then presented to the SFRS Board for decision in December 2025.

Nick Duffin, consultant from ASV explained the process that will be used to appraise the options and the scoring procedure. The scoring criteria was explained as Impact on Communities, Impact on Workforce, Sustainability, Financial Viability and Deliverability. Mentimeter an online scoring system was explained. Decision makers were advised to answer all questions. The outcomes will be used by the Board to decide what options will go forward to consultation.

Option Ref: A1

- Replace the 3rd WT Combined Aerial Rescue Pump (CARP) at **Perth** with a dedicated High Reach Appliance (HRA)

Evaluation Comments and Questions
Q. The disbenefits showed an increase in the third pump response time, is this a serious problem and how difficult is it to manage? A. The control room determines the response required for incidents. Most incidents normally require either one or two pumps, it is reasonably rare for the third pump to be needed. An Incident Commander when attending an incident will gather information, assess the situation, provide a technical plan and then determine if a third pump is required. Q. Will the response time be seriously impacted? A. No – reference made to the modelling undertaken to explain the level of impact. Q. Perth is a water rescue station. What assessment has been done to review if the response time will be affected? A. The response time for all stations have been modelled. Q. What impact will this have on the Combined Aerial Rescue Pump (CARP) at Perth? A. An explanation of the CARP provided. Reference made to the High Reach Strategy in reviewing dedicated resources. The preferred use of a High Reach Appliance was noted. The CARPs are at end of life, they were pioneered 20 plus years ago. An explanation given on the work being undertaken separately by the Operations team to review specialist resources across the service. Explanation of the resilience measures used, for example the use of standby pumps from other stations. During some incidents, stations may not be backfilled with other appliances depending on what incidents are live at the same time. Incident Commanders are continually reviewing resources at all times. The data shows the likelihood of requiring a third appliance is low in the areas where the changes are proposed. SFRS has an evaluation since September 2023. Q. Have you considered the location of the station and the ability to share resources with other nearby stations? A. Yes, the timescale for neighbouring stations to assist the station in question where the changes have been proposed have been considered and factored into the rationale for the options. The activity levels of other stations within the area have been reviewed. An explanation of optimisation modelling completed provided.

Option Ref: B1

- Close the long-term dormant 1 Pump OC RDS station at Crianlarich, Stirlingshire.

Evaluation Comments and Questions
Q. What assessment has been completed on the neighbouring stations given the dependency on the On Call crewing model at the neighbouring station to assess the long-term risk? A. There is a vulnerability on the On Call personnel and to address this dependency we are proposing introducing a Nucleus Crewing model within the area to provide resilience and support to the neighbouring stations who may have a higher demand following the changes proposed. Q. What assessment has been done for all the options to review the risks that may present within the next five years? A. Range of risk factors has been considered including the age profile, housing developments in the area and other trends. Q. How much will it cost to maintain the asset if it remains open? A. The operating costs of running the stations are not high however the issue is many of the stations do not have dignified facilities and they are not configured to undertake the contaminants requirement. Most of these stations classed as Long Term Dormant Stations do not have a building, they are huts, sheds etc. Q. Can the personnel not operate out of these facilities in their current state? A. SFRS must comply with legislative requirements to provide adequate facilities for personnel, including dignified facilities and contamination facilities under Health and Safety requirements. Q. How do we assess the impact on communities for the dormant stations and what is the impact on response timescale? A. It can be assessed through the completion of EHRIAs and Business Impact assessments. Comment: The wording of the option makes it difficult to score a 4/5 to note any positive results. Response: Prevention work can be undertaken in these areas, to recognise gaps in response models. Q. Who is going to carry out the community safety work within these communities?

A. Work would be completed by the neighbouring stations, Community Action Teams within the LSO area and through targeted intervention from partner agencies.

Q. What is the availability at Tyndrum station?
A. The data in cover drops, there is a pattern across Scotland between the hours of 6am-4pm where it picks up. Work is being carried out to address this trend. It has been recognised by LSO management teams that they would like a dynamic resource through Nucleus Crewing.

This option had to be rescored on Mentimeter as there was not a 100% completion.

Option Ref: B2

- Close the long-term dormant 1 Pump OC RDS station on Fetlar, Shetland

Evaluation Comments and Questions
Q. How close is the nearest station? A: The nearest station is 20 minutes away, but boat from the neighbouring islands of Yell and Unst. Prevention based activity is a key focus and the level of activity will be continually assessed based on the risk presented in the area. Comment: The public approach to community safety has changed during the time the stations have been informally closed. A. The Health and Social Care Partnership (HSCP) and SFRS work hand in hand within the area. This provides the opportunity to look at enhanced prevention work. Q. Are there any other general Island Impact Assessments to be considered? A. SFRS compares the islands to the mainland and against other isles. The assessment shows there are no groups disproportionately impacted by the changes- e.g. the age profile is not skewed. The completion of the Island Impact Assessments will be an evolving process, SFRS will continually engage with the communities on the island to assess the impacts of the proposed changes.

Option Ref: B3

- Close the long-term dormant 1 Pump OC VDS station at Nethy Bridge, Highland

Evaluation Comments and Questions
Q. Given the station has been non-operational since 2015 has the station had any involvement in wildfires? A. Yes, there has been some wildfires within the area, and these have been adequately resourced. We have specialist resources we can deploy to the wildfire from other areas including the Grampian area. This option had to be rescored as there was not a 100% completion.

Option Ref: B4

- Close the long-term dormant 1 Pump OC VDS station at Ratagan, Highland

Evaluation Comments and Questions
No questions posed.

Option Ref: B5

- Close the long-term dormant OC VDS unit on the Isle of Muck, Highland

Evaluation Comments and Questions
Q. How big is the community? A. 27 people in total. Q. Is the community currently serviced by Mallaig? A. Yes, a ferry service or lifeboat is used to service the area.

Option Ref: B6

- Close the long-term dormant Ultralight Appliance OC VDS station at Colintraive, Argyll & Bute

Evaluation Comments and Questions
Q. If there is only one volunteer member of staff how do we maintain their safety and wellbeing? A. We can't; in order to do this, we would need a full unit trained to provide support to them.

Option Ref: B7

- Close the long-term dormant OC VDS station at Corriecravie, North Ayrshire

Evaluation Comments and Questions
Q. With regards to the condition of the estate, Corriecravie is a concrete shed, is Blackwaterfoot in a similar condition or is it better with regards to providing facilities? A. It is the same. We are reviewing the implementation of a hub for Lamlash. Q. Are we going to revisit options in the future, for example Blackwaterfoot will this be considered for closure later? A. There are no current plans to close this station. Q. How many people are living in the Isle of Arran? A. Unanswered during discussion. (Subsequently found to be c.4600, based on 2011 census data.) Q. Do we need two Volunteer and two On Call stations for the area? A. We can look at this in the future as a longer-term goal. Another stage of the Service Delivery Review will be to look at whether the four units currently in place are required. This resource is currently required during wildfires. A concurrent piece of work being progressed by the Service is a Hub and Satellite model (via the SFRS Property Strategy.) This is being progressed through the On Call Improvement Forum to develop conditions for On Call personnel. This would provide decontamination facilities and training would be undertaken at these Hubs.

Option Ref: B8

- Close the long-term dormant Ultralight Appliance OC VDS station on the Isle of Kerrera, Argyll & Bute

Evaluation Comments and Questions
No questions posed.

Option Ref: C1A

- Replace the **Dunfermline** 3rd WT Combined Aerial Rescue Pump (CARP) with a dedicated High Reach Appliance (HRA); AND Reduce Lochgelly and Methil from 2 Pump WT + WT stations to 1 Pump WT stations.

C1B

- Replace the **Dunfermline** 3rd WT Combined Aerial Rescue Pump (CARP) with a dedicated High Reach Appliance (HRA); AND Reduce Lochgelly and Glenrothes from 2 Pump WT + WT stations to 1 Pump WT station.

Evaluation Comments and Questions
Comment: In response to the information shared on the reduction in turnouts and call outs and therefore there not being adequate numbers of Firefighters to crew or keep the pump on the run, since the creation of a single service 1300 Firefighter posts have been lost due to resourcing and budgets constraints. Q. What impact assessment has been completed on the coverage of rope rescue? A. The Operations team are reviewing all specialist assets as part of a separate national review. Within this review it will consider how many specialist assets are needed and where they should be located throughout Scotland based on incidents and demand. Currently rope rescue is in Aberdeen, Edinburgh, EK and Lochgelly. Modelling has been completed (by ORH). Risk is mapped across every data zone in Scotland. This has informed data modelling. The company used for the data modelling is independent to SFRS and called ORH. Operations has looked at the national response for specialist skills. Context given as to why the rope rescue is currently placed at Lochgelly (chosen by the legacy Fife Service.) Operations will consider where to locate this asset. Q. In terms of the risk assessment have environmental factors been taken into account as Glenrothes is expanding? Methil has a large industrial base, for example Diageo are currently operating from there and the area has two high rises. A. All these factors have been taken into account, the modelling considers housing expansion and high-risk premises. The CRIM Modelling looks at properties and high rises and has additional weightings for these. The trends of incidents are going down as modern house building is less risky so not necessarily a correlation. Additional resources are not always required for the expansion of houses. Glenrothes has lost its second pump for 18 months and there has not been a significant impact on the area.

Q. Why are we looking at Lochgelly and Methil and then Lochgelly and Glenrothes as two separate options rather than all three stations in the one option?
A. A filtering process has refined a lot of options already. Lochgelly is in both options due to the modelling on risk and demand that has been carried out, the three stations in the one option is less optimal. Every station in Fife could be a one pump station. Nick informed there are two stages of options appraisal that have already been completed prior to today's option appraisal. An option can be brought back in for consideration for public consultation.

Q. In Methil would any of these proposals reduce the ADR capacity? *ADR is the transport of dangerous goods on public highways. This means the fire service has specialised equipment, training, and protocols to handle fires, spills, and other emergencies involving hazardous materials.*
A. No.

Q. What would be the impact on staff if this option progresses?
A. 20 staff were displaced as part of the temporary withdrawals in 2023.

Q. Would this impact on the ability to maintain fire cover from a Control perspective?
A. Resilience across the full area has been considered, additional support can be provided from neighbouring stations across the area. There is currently an imbalance in Fife with a slight overprovision. Movements can be undertaken to maintain fire cover. There is an operational assurance process within the service and within this there has not been any challenges to date on maintaining fire cover.

Q. What is the most cost-effective model in terms of a station refurb within this configurations of options?
A. There is no need to extend the station, there would be space without having to refurb the station. This is due to the change from dorms to individual bedrooms. There is not much of a cost difference to note between the options.

The option had to be rescored on as it was not 100% complete.

Option Ref: D1

- Change **Cumbernauld** from a 2 Pump WT + WT station to a 2 Pump WT + DSDS/OC station; AND
- Change **Hamilton** from a 2 Pump WT + WT station to a 1 Pump WT station.

Evaluation Comments and Questions
Q. With reference to the shift to a Day Shift Duty System (DSDS), we already know that there are gaps in service provision, and this is potentially building a risk on the reliance on RDS to stations. How deliverable is this option? Firefighters prefer the existing shift system. What is the impact of Dual Contracting? A. Cumbernauld is a substantial community, and the model suggests this option provides a better fit in terms of risk and demand. There is a good base of potential employees within the community to fill the roles created. There would be a period of implementation for Day Shift Duty System (DSDS) to document resilience among the team. With DSDS there is resistance from some Firefighters to move on to a DSDS. Many Firefighters like their existing system. On the other hand, evidence suggests some would prefer a DSDS working pattern. For some it would benefit childcare, no weekend working is attractive to others, it may enable caring responsibilities alongside work. SFRS is reviewing the current workforce and a change in the duty system may improve our employability to potential candidates and help us attract a more diverse workforce. Q. What are the contingency plans if we can't recruit On Call personnel? A. We have seen the extreme options presented. There are options for stations where we cannot recruit a crew. For this option, we have sufficient evidence to suggest this model would work well and we could recruit the crew, however, should the evidence change throughout the process then we can reevaluate. For dual contractors, the Working Time Directive is already in place and continues to ensure no additional pressure is placed on dual contractors. Q. What do we think the impact on this option will be on staff morale? A. Implementing this change would need to be adequately managed. We have already undertaken engagement with the Livingston Fire Station who are working on a DSDS working system to understand the pros and cons of the model. We have guidance on how to reduce some issues previously experienced.

SFRS Service Delivery Review (SDR) - Decision Making Template and Comments (29 April 2025)

Option Ref: D2A

- Change **Cumbernauld** from a 2 Pump WT + WT station to a 2 Pump WT + DSDS/OC station; AND
- Change **Hamilton** from a 2 Pump WT + WT station to a 2 Pump WT + DSDS station; AND
- Change **Bellshill** from 1 Pump WT station to a 2 Pump WT + DSDS station; AND
- Introduce a Nucleus Crew Hub at **Lesmahagow** to support local OC pump availability.

Evaluation Comments and Questions
Q. How would you implement a change in working pattern and would there be any financial implications? A. Firstly, personnel would need to be made aware of the new working system with the benefits of the working pattern explained to personnel. Currently, there are not many options to adapt working patterns. Early communication at the start of personnels employment may make the option more attractive. This is being implemented in other fire and rescue services across the UK. DSDS does come at a cost but it can be achieved within the projected staffing budget. Q. What would be the impact on response times for second pumps? An increase in response times could be detrimental to communities. Nucleus Crewing raises concerns on the way in which personnel work, contaminant concerns, additional kit required. The concept is untested. There is less interaction with the crews using this model. A. The Service will learn as we go. Good management practices will be used to implement any changes. We have similar models across the country where there is a delay on the second pump. Incident Commanders would manage these scenarios accordingly. Nucleus Crewing would only be an option for experienced competent Firefighters. Nucleus crews can be adaptable, they can form a pump crew, they can complete personal development. Q. What would be the average response times for the second pump? Would the second pump be a redistribution? A. It would be a redistribution of a pump from the removals in September 2023.In terms of time, it would take approximately 2 minutes to mobilise for Wholetime and 5 minutes for On Call.

Option Ref: G1

- Change **Greenock** from a 3 Pump WT + WT + OC station to a 2 Pump WT + OC + dedicated HRA station.

Evaluation Comments and Questions
Q. Are the nine other temporary withdrawals earmarked for reinstation if the options do not progress? A. We would have to find the posts within the service to make the same financial saving elsewhere.

Option Ref: G2A

- Change **Greenock** from a 3 Pump WT + WT + OC station to a 2 Pump WT + DSDS/OC + dedicated HRA station; AND
- Change **Port Glasgow** from a 2 Pump WT + OC station to a 2 Pump DSDS/OC + OC station.

Evaluation Comments and Questions
Comment: Most fire fatalities happen during the evenings, even a small increase in response times can impact on this. Response: Prevention work is crucial, there is a lot of preventative work the service can do to minimise the risk of fatalities. There are complexities with this as it's not always about response times, it can be about when we are alerted. Q. What is the time frame for an On Call personnel to report to a station? It depends on where they are located, in rural areas it can be longer, in urbanised minutes it is expected within 5 mins. Q. Clarity required on the timings of the operational critical incidents. Are they predominantly in the evening? A. Secondary fires tend to increase in the evening from when schools close until 10pm. Work in the evening for crews can involve responding to anti-social behaviour incidents. The start and finish times of personnel have been reviewed and can be reviewed further; however, this would involve negotiation with the rep bodies.

Option Ref: H1

- Change **Balmossie** from a 2 Pump WT + OC station to a 1 Pump OC station.

Evaluation Comments and Questions
Q. Impact on workforce, how many staff would be involved with redundancy with this option? A. About 15 On Call staff at the station. Any options have been considered with staff first principle from the beginning. Every mitigation would be reviewed which would include relocation of staff, redeployment of staff to other roles for example community safety roles if there are vacancies and retraining of personnel to undertake a vacancy. Q. What consideration has been given to the Scottish Ambulance Service being based at Balmossie? A. A discussion would need to take place with the Scottish Ambulance Service if SFRS no longer require the station, the location is not suitable for SFRS. Comment: With the redeployment opportunities for RDS personnel these are limited as personnel work on the RDS hours working pattern. Response: The redeployment options are what opportunities are available at any point. Q. Balmossie have a Welfare Unit and a Foam unit, this means the pump activity may look low however they redeploy other resources. Would this have an impact on the training of staff? A. There is a separate piece of work to review the specials nationally. Q. How would you maintain operational readiness in On Call stations? Most stations that are On Call are On Call only. This is done on a weekly basis for a staff training night, all assets within the station are tested to ensure they are operationally level as a standard practice.

Option Ref: H2

- Close **Balmossie** 2 Pump WT + OC statorallyion.

Evaluation Comments and Questions
Q. The Scottish Government has informed us this is a no cuts agenda, and the programme is about rebalancing resource. The operational head count should be the same at the start as the end and these jobs should exist within the service. The Scottish Government are looking at developing the Firefighter role. What are the implications of developing the role? A. Redundancy is a last resort, the focus is on how we can use the personnel in other roles. In terms of the enhanced role, it is not a reality now and we are unable to predict whether imt will become a reality in the future. With the focus on reducing attendances to false alarms there is additional capacity created for crews during the day. Modelling would be required in conjunction with the changes to any roles. The service is legally and morally duty bound to look at mitigation against redundancy. The aim is to re-locate and e.g. extend turnout times, re-deploy to other roles, e.g. community safety and or re-train to equip them for alternative roles. The enhanced/expanded firefighter role is still a proposal and not current policy, so its impact is uncertain. Q. In terms of flooding, there has been issues in Angus which neighbours Balmossie Fire Station what reference has been given to other fire issues including flooding? A. All stations respond to flooding, however there are specialist resources that can also attend to Flooding depending on the incident. The service tends to get prenotice of flooding from other agencies including the Met Office and SEPA and this enabling resources to be forward planned and mobilised to the area effectively, preventing damage/ risk to the community. These resources can come from further afield, not always from within the area.

Option Ref: I2

- Close **Marionville** 1 Pump WT station; AND
- Increase **Newcraighall** 1 Pump WT station to a 2 Pump WT + WT station; AND
- Close **Musselburgh** 1 Pump WT station; AND
- Rebuild **Tranent** 1 Pump OC station on new site, increasing to 2 Pump WT + OC station.

Evaluation Comments and Questions
Q. There are high-rise blocks within close proximity to Marionville Fire Station. Will the option result in a significant increase in response time? There are also high incidents of anti-social behaviour within the area. A. There is some increased response times within the area, the biggest response time is within the immediate vicinity of the station. The worse increase is a 4–6-minute increase. High rises are a key priority in terms of safety. Within the optimisation modelling high rises are greater weighted. McDonald Road and Newcraighall Fire stations would cover the high rises with the High Reach Appliance. Q. Do we have a clear picture of cladding across Scotland? A. There is prevention work ongoing on assessing the cladding at all properties and the team are reviewing mitigations. Q. Reducing fire cover in a city centre will surely increase response times and pose a risk? A. There is a good resource available at McDonald Road. There were challenges in locating a plot for the station. The response times from Newcraighall are good, it is a prime location. There is a slight increase in the Musselburgh area. There are four pumps within the area. Prevention work is ongoing to assess the cladding and provide mitigation. Context provided for the current location of Marionville and it's link to industries that no longer operate. Description provided on how the stations operate within this area. The level of activity covered.

Q. How long does it take to build a new station?
A. Approximately two years, one year to design and a year to build.

SFRS Service Delivery Review (SDR) - Decision Making Template and Comments (29 April 2025)

Option Ref: J1

- Change **Hawick** from a 2 Pump WT + OC (RAAC) station to a 2 Pump DSDS/OC + OC station; AND
- Introduce a Nucleus Crew Hub at **Galashiels** 2 Pump WT + OC station.

Evaluation Comments and Questions
No questions posed.

SFRS Service Delivery Review (SDR) - Decision Making Template and Comments (29 April 2025)

Option Ref: K1

- Change **Helensburgh** 2 Pump WT + OC station to a 2 Pump DSDS/OC + OC station.

Evaluation Comments and Questions
Q. There has been several changes in health care and other emergency services in the area resulting in a reduction on the amount of out of hours emergency cover available for the area across emergency resources. How do the changes in out of hours cover from other emergency services impact on community safety? A. We have not viewed a direct correlation with the decrease in health services with the level of fire provision. The new PPP strategy has been prepared, and within this we are working on becoming more embedded in the community to allow us to deliver more community benefits. The freeing up of Firefighter posts proposed in the options gives us more opportunities to complete additional prevention work. Q. Does Faslane have its own fire response? Yes, however we provide a backup response and work with the military when required.

SFRS Service Delivery Review (SDR) - Decision Making Template and Comments (29 April 2025)

Option Ref: M1A

- Rebuild **Cowcaddens** on Maitland Street site, maintain as a 2 Pump WT + WT station; AND
- Change **Springburn** and Govan from 2 Pump WT + WT stations to 1 Pump WT stations; AND
- Close **Yorkhill** 1 Pump WT station

Evaluation Comments and Questions
Q. Would Yorkhill Fire Station provide the response for the Hydro and the Glasgow Art Gallery? The area has several student accommodations close to the station. A. SFRS demonstrated response maps. In practice, Knightswood covers much of the West, Cowcaddens covers much of the East (including Hydro), and Maryhill covers the North. Yorkhill's first pump currently covers a small area. If Yorkhill closes, its area would be covered by pumps from neighbouring stations. Yorkhill is noted to rely on neighbouring station's for second pumps and resilience anyway. Q. The 166-firefighter post should still be within the service, how do we assess the options? Are these reductions in posts and therefore Firefighter numbers? A. We must operate within our resource budget set, the budget has continually reduced, and we are now unable to fund these posts in the same manner as previously. The activity levels in this area are not the same, there has been a reduction in industries such as ship building. The reduction in false alarm call outs has generated capacity within the area. Areas with an excess amount of resource may need reductions to balance the budget for the rest of the country. Q. What impact would the rebuilding of Cowcadden have for the rest of the Service? A. This depends how quickly we need to sell the existing Cowcadden Fire Station. At present, the site is still open and operational, however it has one less pump due to the temporary withdrawal implemented in September 2023. Q. Would the station have to close to be rebuilt and therefore would this impact on the operation of the Station? A. No, this option is the rebuilding of the station on another site, not the same site. The station can remain fully operationally.

SFRS Service Delivery Review (SDR) - Decision Making Template and Comments (29 April 2025)

Option Ref: M3A

- Change **Govan** from 2 Pump WT + WT to 1 Pump WT station; AND
- Close **Cowcaddens** 2 Pump WT + WT station; maintain ownership of the Maitland Street site for future development.

Evaluation Comments and Questions
Q. What future development could happen at Maitland Street with the current budget? A. There is still potential to build another fire station later. The time frame for this programme is around 5 years for delivery. The options being progressed today have the potential to be addressed within the 5 years period, however money could become available to complete other work not included in these options or factored into this resource budget. Cowcadden's could be reinstated at a future date. Q. To clarify for this option are we proposing to maintain Cowcaddens and sell it off? A. Yes. Q. Do we anticipate a change in the modelling? A. Due to the geographical layout of Glasgow and the number of stations within the area there are a lot of options for consideration. Not all options are being considered today and some of these options could be brought to the table for consideration at a future date.

SFRS Service Delivery Review (SDR) - Decision Making Template and Comments (29 April 2025)

Option Ref: N1

- Change **Milngavie** 1 Pump WT station to a 1 Pump DSDS/OC station

Evaluation Comments and Questions
No questions posed.

Thank You

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