



Service Delivery Review

Option overview – Perth

Option A1:

Replace the 3rd WT Combined Aerial Rescue Pump (CARP) at Perth with a dedicated HRA

Why are we proposing this?	<p>Matching Operational Resource to Risk and Demand (MORRD)</p> <ul style="list-style-type: none"> The operational demand of Perth 3 Pump WT+WT+WT station is lower than the majority of 2 Pump WT+WT stations. Operational modelling has confirmed that a 2 Pump WT+WT station at Perth would align with local risk and demand. The operational demand of the Perth 3rd WT Pump (CARP) was the lowest of all WT pumps in Scotland. <p>SFRS High Reach Strategy</p> <ul style="list-style-type: none"> SFRS is in the process of withdrawing all its existing CARPs and, at strategic locations, replacing them with dedicated High Reach Appliances (HRAs). From Sep 2023 the crewing of the Perth 3rd WT Pump (CARP) was temporarily reduced from 5 to 2 firefighters and it has only been operating as a dedicated High Reach Appliance (HRA). A permanent solution is required for this temporary change.
People	<ul style="list-style-type: none"> This Perth option was implemented as a temporary WT pump withdrawal and High Reach Strategy solution in September 2023. Since then, WT employees who were freed up from Perth have either been: <ul style="list-style-type: none"> transferred to other posts within SFRS; utilised at Perth in the form of a Nucleus Crew to support OC pump availability along the A9 corridor. Should this option progress, consideration will be given to allocating Station Postings for personnel who are on the current Wholetime recruitment intake. Based on SFRS People in Positions report – March 2025, Perth is the recorded work location for 8 support staff personnel. It is not anticipated that this change option would impact on their existing working arrangements.
Benefits	<ul style="list-style-type: none"> Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland. Efficiency saving by reducing annual resource costs at Perth through the release of 15 WT employees (based on interim TOM) and reinvestment of these posts in more effective alternative roles: <ul style="list-style-type: none"> A “Nucleus Crewing” pilot has been implemented to support OC pump availability at stations along the A9 corridor to the north of Perth. Vacancies at other WT stations in the PKAD area have been filled and overtime costs reduced. Wider SDR benefits post implementation: <ul style="list-style-type: none"> Increased capacity to provide PPP / Training activities. Increased skills development and opportunities.

Finances	<table border="1"> <tr> <td data-bbox="359 134 1272 286"> Replace the 3rd WT Combined Aerial Rescue Pump (CARP) at Perth with a dedicated HRA. </td><td data-bbox="1272 134 1423 286"> A1 </td></tr> <tr> <td colspan="2" data-bbox="359 286 1423 331"> People </td></tr> <tr> <td data-bbox="359 331 1272 376"> Staffing Impact -WTFF Appliance Withdrawal (reduction) </td><td data-bbox="1272 331 1423 376"> (15) </td></tr> <tr> <td data-bbox="359 376 1272 448"> Additional Staffing Impact -WTFF (reduction) / increase </td><td data-bbox="1272 376 1423 448"> - </td></tr> <tr> <td data-bbox="359 448 1272 519"> Staffing Impact -On Call (reduction) / increase </td><td data-bbox="1272 448 1423 519"> - </td></tr> <tr> <td colspan="2" data-bbox="359 519 1423 564"> Running Costs £000 </td></tr> <tr> <td data-bbox="359 564 1272 636"> Savings /(Increases) due to Appliance Withdrawal </td><td data-bbox="1272 564 1423 636"> 639 </td></tr> <tr> <td data-bbox="359 636 1272 707"> Additional Savings /(Increases) in running costs </td><td data-bbox="1272 636 1423 707"> - </td></tr> <tr> <td data-bbox="359 707 1272 779"> Total Savings /(Increases) in running costs </td><td data-bbox="1272 707 1423 779"> 639 </td></tr> <tr> <td colspan="2" data-bbox="359 779 1423 824"> Capital Implications £000 </td></tr> <tr> <td data-bbox="359 824 1272 896"> Capital receipts </td><td data-bbox="1272 824 1423 896"> - </td></tr> <tr> <td data-bbox="359 896 1272 967"> Capital Investment Required </td><td data-bbox="1272 896 1423 967"> - </td></tr> <tr> <td data-bbox="359 967 1272 1039"> Capital Investment Avoided </td><td data-bbox="1272 967 1423 1039"> - </td></tr> </table>	Replace the 3rd WT Combined Aerial Rescue Pump (CARP) at Perth with a dedicated HRA.	A1	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	(15)	Additional Staffing Impact -WTFF (reduction) / increase	-	Staffing Impact -On Call (reduction) / increase	-	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	639	Additional Savings /(Increases) in running costs	-	Total Savings /(Increases) in running costs	639	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	-
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Capital Implications £000																											
Capital receipts	-																										
Capital Investment Required	-																										
Capital Investment Avoided	-																										
Disbenefits	<ul style="list-style-type: none"> • Increase in 3rd pump response times into the Perth operational response area. • Some initial increase in £ Training overhead - short term transition from CARP to dedicated HRA. 																										
Training	<p>It is understood that the CARP -> HRA change has already been made, however if there is a requirement to move any special or change the HRA type – enclosed training impact</p> <p>Number Instructor Training Days = 26 Number of Staff in scope of change = 30 Courses = DRT003 - Aerial Operator Conversion 29 candidates DRT001- Aerial Instructor SFRS 4 candidates DRT002 - Aerial Instructor Re-Accreditation 1 candidate Purchase of Equipment and rollout = unknown Timeline = Training over process of 2 Months to allow peripatetic learning and assessments Additional Trainer need = 1 Instructor/Assessor required for training plan over the 26 Days</p>																										
Timing	<ul style="list-style-type: none"> • This Perth change option was implemented as part of the 10 temporary WT pump withdrawals in September 2023. • Permanent implementation would become immediately effective following public consultation and formal acceptance of the option. • The existing CARP is due to be replaced by a dedicated High Reach Appliance (HRA). 																										

<p>No Change Impact</p>	<ul style="list-style-type: none"> • The Perth 3rd Pump (CARP) would have to be replaced by two vehicles incurring increased capital and resource costs for purchasing and running: <ul style="list-style-type: none"> ○ a pumping appliance, and ○ a dedicated high reach appliance (HRA). • Compared to the current temporary TOM arrangement, an additional 10 FF would be required to crew a 3rd Pump and dual crew a dedicated HRA incurring an increased annual resource cost (£425,760). • The current “nucleus crew” pilot arrangement supporting OC pump availability along the A9 corridor would have to be withdrawn and could not be developed into a BAU arrangement.
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Service Delivery Review

Option overview – Crianlarich

Option B1

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

Why are we proposing this?	<ul style="list-style-type: none"> The 1 Pump OC (RDS) unit at Crianlarich has been defined as “Long-Term Dormant” as it has been non-operational since before 19 July 2016 due to an inability to maintain sufficient OC firefighters to crew an appliance. 												
People	<ul style="list-style-type: none"> There are no employees at Crianlarich or any live applicants in the Recruitment Process. From 2021 until March 2025, there were a total of 3 applications received for Crianlarich, with the most recent application received in 2022. The reasons these applicants were unsuccessful was due to their lack of communication and engagement throughout the recruitment process. Within the last 5 years, there has been several attempts to try and engage with the residents in Crianlarich. Supervisory officers spent two days knocking on doors and trying to garner some support from the local community without any success. Additionally, many of the properties are short term holiday homes and the ones occupied permanently are older people who have moved there after retirement, which in turn makes it difficult to recruit due to an ageing demographic. Furthermore, engagement was held at the village hall with local councillors and residents a few years ago and nothing constructive or progressive was achieved. Other local attempts include placing ‘we are recruiting’ banners on the station gate, also recruitment literature was displayed in the small shop and within the community notice board but to no success. 												
Benefits	<ul style="list-style-type: none"> Reduced £ cost to maintain asset – both capital and resource costs and/or cost avoided. Reduced potential staffing, recruitment and training £ costs - but currently nil. Reduced £ cost to maintain asset – both capital and resource costs avoided. 												
Finances	<table border="1"> <tr> <td></td><td>B1</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>-</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>-</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td>-</td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> </table>		B1	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	-	Staffing Impact -On Call (reduction) / increase	-	Running Costs £000	
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Additional Staffing Impact -WTFF (reduction) / increase	-												
Staffing Impact -On Call (reduction) / increase	-												
Running Costs £000													

	Savings /(Increases) due to Appliance Withdrawal	-
	Additional Savings /(Increases) in running costs	13
	Total Savings /(Increases) in running costs	13
	Capital Implications £000	
	Capital receipts	15
	Capital Investment Required	-
	Capital Investment Avoided	2000
Disbenefits	<ul style="list-style-type: none"> Reduced ability to revive the unit if property released and assets removed. 	
Other Impacts	Training Impact <ul style="list-style-type: none"> Assessed as nil due to lack of employees. 	
Timing	<ul style="list-style-type: none"> Effective immediately following public consultation and acceptance of change option. 	
No Change Impact	<ul style="list-style-type: none"> Financial requirement to maintain and upgrade property and equipment assets. Capacity required to continually attempt to recruit OC employees. 	

Service Delivery Review

Option overview – Fetlar

Options B2:

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

Why are we proposing this?	<ul style="list-style-type: none">The 1 Pump OC (RDS) station on the isle of Fetlar has been defined as “Long-Term Dormant” as it has been non-operational since before 2015 due to an inability to maintain sufficient OC firefighters to crew the pumping appliance.																
People	<ul style="list-style-type: none">There are no employees at Fetlar or any live applicants in the Recruitment Process.From 2021 until March 2025, there was a total of 1 application received for Fetlar.<ul style="list-style-type: none">Application was received in 2022; however, the candidate was rejected as they did not reside within the United Kingdom.In relation to local recruitment attempts, in 2023 local management held a recruitment meeting in the community hall where the provided information on the recruitment process. Posters in this regard were also placed around the island.When Fetlar had employees, they approached community members directly in the hopes of encouraging new applicants, however of the 2 who applied they could not meet the required standard for the role.Local Management have attended Fetlar’s community council in 2024 where recruitment was discussed, those in attendance acknowledged that whilst people are keen to assist, they would be unable to meet the requirements to undertake the role.The demographic on the island also poses a significant challenge for both recruiting and retaining staff.																
Benefits	<ul style="list-style-type: none">£ generated in capital receipts (small value realistically).Negated £ cost of rebuild to provide dignified and decontamination facilities.Reduced employee costs compared to a crewed station - but currently nil.Reduced £ cost to maintain asset – both capital and resource costs avoided.																
Finances	<table><tr><td>Close the long-term dormant 1 Pump OC station on Fetlar.</td><td>B2</td></tr><tr><td colspan="2">People</td></tr><tr><td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>-</td></tr><tr><td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>-</td></tr><tr><td>Staffing Impact -On Call (reduction) / increase</td><td>-</td></tr><tr><td colspan="2">Running Costs £000</td></tr><tr><td>Savings /(Increases) due to Appliance Withdrawal</td><td>-</td></tr><tr><td>Additional Savings /(Increases) in running costs</td><td>13</td></tr></table>	Close the long-term dormant 1 Pump OC station on Fetlar.	B2	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	-	Staffing Impact -On Call (reduction) / increase	-	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	-	Additional Savings /(Increases) in running costs	13
Close the long-term dormant 1 Pump OC station on Fetlar.	B2																
People																	
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	Total Savings /(Increases) in running costs		13
	Capital Implications £000		
	Capital receipts		15
	Capital Investment Required		-
	Capital Investment Avoided		2000
Disbenefits	<ul style="list-style-type: none"> Reduced ability to revive the unit if property released and assets removed. 		
Other Impacts	Training Impact <ul style="list-style-type: none"> Assessed as nil due to lack of employees. 		
Timing	<ul style="list-style-type: none"> Effective immediately following public consultation and acceptance of change option. 		
No Change Impact	<ul style="list-style-type: none"> Financial requirement to maintain and upgrade property and equipment assets. Capacity required to continually attempt to recruit OC employees. 		

Service Delivery Review

Option overview – Nethy Bridge

Option B3:

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

Why are we proposing this?	<ul style="list-style-type: none"> The 1 Pump OC (RDS) unit at Nethy Bridge has been defined as “Long-Term Dormant” as it has been non-operational since before 2015 due to an inability to maintain sufficient OC firefighters to crew an appliance. 																										
People	<ul style="list-style-type: none"> There are no employees at Nethy Bridge or any live applicants in the Recruitment Process. From 2021 until March 2025, there were a total of 0 applications received for Nethy Bridge. Out with the rolling “Myjobscotland” advert and social media promotions, there have been no additional local recruitment attempts undertaken. 																										
Benefits	<ul style="list-style-type: none"> Negated £ cost to build and provide dignified and decontamination facilities. Reduced employee costs compared to a crewed station - but currently nil. Reduced £ cost to maintain asset – both capital and resource costs avoided. 																										
Finances	<table border="1"> <tr> <td></td><td>B3</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>-</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>-</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td>-</td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> <tr> <td>Savings /(Increases) due to Appliance Withdrawal</td><td>-</td></tr> <tr> <td>Additional Savings /(Increases) in running costs</td><td>-</td></tr> <tr> <td>Total Savings /(Increases) in running costs</td><td>-</td></tr> <tr> <td colspan="2">Capital Implications £000</td></tr> <tr> <td>Capital receipts</td><td>-</td></tr> <tr> <td>Capital Investment Required</td><td>-</td></tr> <tr> <td>Capital Investment Avoided</td><td>2000</td></tr> </table>		B3	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	-	Staffing Impact -On Call (reduction) / increase	-	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	-	Additional Savings /(Increases) in running costs	-	Total Savings /(Increases) in running costs	-	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	2000
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Disbenefits	<ul style="list-style-type: none"> Reduced ability to revive the unit if property released and assets removed. 																										
Other Impacts	Training Impact <ul style="list-style-type: none"> Assessed as nil due to lack of employees. 																										

Timing	<ul style="list-style-type: none">• Effective immediately following public consultation and acceptance of change option.
No Change Impact	<ul style="list-style-type: none">• Financial requirement to maintain and upgrade property and equipment assets.• Capacity required to continually attempt to recruit OC employees.



Service Delivery Review

Option overview – Ratagan

Option B4:

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

Why are we proposing this?	<ul style="list-style-type: none"> The 1 Pump OC (RDS) unit at Ratagan has been defined as “Long-Term Dormant” as it has been non-operational since before 2015 due to an inability to maintain sufficient OC firefighters to crew an appliance. 																										
People	<ul style="list-style-type: none"> There are no recorded employees within Ratagan Fire Station or any live applicants in the Recruitment Process. From 2021 until March 2025, there were a total of 0 applications received for Ratagan. Out with the rolling “Myjobscotland” advert and social media promotions, there have been no additional local recruitment attempts undertaken. 																										
Benefits	<ul style="list-style-type: none"> Negated £ cost to build and provide dignified and decontamination facilities. Reduced employee costs compared to a crewed station - but currently nil. Reduced £ cost to maintain asset – both capital and resource costs avoided. 																										
Finances	<table border="1"> <tr> <td></td><td style="background-color: yellow; text-align: center;">B4</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td style="text-align: center;">-</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td style="text-align: center;">--</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td></td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> <tr> <td>Savings /(Increases) due to Appliance Withdrawal</td><td style="text-align: center;">-</td></tr> <tr> <td>Additional Savings /(Increases) in running costs</td><td style="text-align: center;">-</td></tr> <tr> <td>Total Savings /(Increases) in running costs</td><td style="text-align: center;">-</td></tr> <tr> <td colspan="2">Capital Implications £000</td></tr> <tr> <td>Capital receipts</td><td style="text-align: center;">-</td></tr> <tr> <td>Capital Investment Required</td><td style="text-align: center;">-</td></tr> <tr> <td>Capital Investment Avoided</td><td style="text-align: center;">2000</td></tr> </table>		B4	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	--	Staffing Impact -On Call (reduction) / increase		Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	-	Additional Savings /(Increases) in running costs	-	Total Savings /(Increases) in running costs	-	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	2000
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Other Impacts	Training Impact <ul style="list-style-type: none"> Assessed as nil due to lack of employees. 																										

Timing	<ul style="list-style-type: none"> • Effective immediately following public consultation and acceptance of change option.
No Change Impact	<ul style="list-style-type: none"> • Financial requirement to maintain and upgrade property and equipment assets. • Capacity required to continually attempt to recruit OC employees.

Service Delivery Review

Option overview – Muck

Option B5:

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

Why are we proposing this?	<ul style="list-style-type: none"> The 1 Pump OC (RDS) station on the isle of Muck has been defined as “Long-Term Dormant” as it has been non-operational since before 2015 due to an inability to maintain sufficient OC firefighters to crew the box trailer. 																										
People	<ul style="list-style-type: none"> There are no employees at Muck or any live applicants in the Recruitment Process. From 2021 until March 2025, there were a total of 0 applications received for Muck. Out with the rolling “Myjobscotland” advert and social media promotions, there have been no additional local recruitment attempts undertaken. 																										
Benefits	<ul style="list-style-type: none"> Negated £ cost to build and provide dignified and decontamination facilities. Reduced employee costs compared to a crewed station - but currently nil. Reduced £ cost to maintain asset – both capital and resource costs avoided. 																										
Finances	<table border="1"> <tr> <td></td><td>B5</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>-</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>-</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td>-</td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> <tr> <td>Savings /(Increases) due to Appliance Withdrawal</td><td>-</td></tr> <tr> <td>Additional Savings /(Increases) in running costs</td><td>-</td></tr> <tr> <td>Total Savings /(Increases) in running costs</td><td>-</td></tr> <tr> <td colspan="2">Capital Implications £000</td></tr> <tr> <td>Capital receipts</td><td>-</td></tr> <tr> <td>Capital Investment Required</td><td>-</td></tr> <tr> <td>Capital Investment Avoided</td><td>2000</td></tr> </table>		B5	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	-	Staffing Impact -On Call (reduction) / increase	-	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	-	Additional Savings /(Increases) in running costs	-	Total Savings /(Increases) in running costs	-	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	2000
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Other Impacts	Training Impact <ul style="list-style-type: none"> Assessed as nil due to lack of employees. 																										

Timing	<ul style="list-style-type: none">• Effective immediately following public consultation and acceptance of change option.
No Change Impact	<ul style="list-style-type: none">• Financial requirement to maintain and upgrade property and equipment assets.• Capacity required to continually attempt to recruit OC employees.

Service Delivery Review

Option overview – Colintraive

Option B6:

Close the long-term dormant Ultralight Appliance OC VDS station at Colintraive

Why are we proposing this?	<ul style="list-style-type: none"> The 1 Pump OC (VDS) unit at Colintraive has been defined as “Long-Term Dormant” as it has been non-operational since before 2015 due to an inability to maintain sufficient OC firefighters to crew an appliance. 																										
People	<ul style="list-style-type: none"> There is one recorded permanent employee within Colintraive Fire Station, however there are not any live applicants in the Recruitment Process. From 2021 until March 2025, there were a total of 0 applications received for Colintraive. There was a recruitment banner placed at the station premises to try and attract potential candidates. For the existing employee, if this option was to progress, they would be individually consulted with and attempts would be made to provide suitable alternative employment. The service will discuss re-location, re-deployment, or re-training with any impacted member of staff and only if all avenues are explored and no alternatives are found, then redundancy will be considered. 																										
Benefits	<ul style="list-style-type: none"> Negated £ cost to build and provide dignified and decontamination facilities. Reduced employee costs compared to a crewed station - currently one employee. Reduced £ cost to maintain asset – both capital and resource costs avoided. 																										
Finances	<table border="1"> <tr> <td></td><td>B6</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>-</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>-</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td>(1)</td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> <tr> <td>Savings /(Increases) due to Appliance Withdrawal</td><td>-</td></tr> <tr> <td>Additional Savings /(Increases) in running costs</td><td>3</td></tr> <tr> <td>Total Savings /(Increases) in running costs</td><td>3</td></tr> <tr> <td colspan="2">Capital Implications £000</td></tr> <tr> <td>Capital receipts</td><td>-</td></tr> <tr> <td>Capital Investment Required</td><td>-</td></tr> <tr> <td>Capital Investment Avoided</td><td>2000</td></tr> </table>		B6	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	-	Staffing Impact -On Call (reduction) / increase	(1)	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	-	Additional Savings /(Increases) in running costs	3	Total Savings /(Increases) in running costs	3	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	2000
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Savings /(Increases) due to Appliance Withdrawal	-																										
Additional Savings /(Increases) in running costs	3																										
Total Savings /(Increases) in running costs	3																										
Capital Implications £000																											
Capital receipts	-																										
Capital Investment Required	-																										
Capital Investment Avoided	2000																										

Disbenefits	<ul style="list-style-type: none"> • Reduced ability to revive the unit if property released and assets removed. • Loss of staff if unhappy about moving or changes to workload • Potential inability to redeploy employee. • £ incurred as a result of staff re-location, re-deployment, re-training or redundancy.
Other Impacts	Training Impact <ul style="list-style-type: none"> • Assessed as nil due to lack of employees.
Timing	<ul style="list-style-type: none"> • Effective immediately following public consultation and acceptance of change option.
No Change Impact	<ul style="list-style-type: none"> • Financial requirement to maintain and upgrade property and equipment assets. • Capacity required to continually attempt to recruit OC employees.

Service Delivery Review

Option overview – Corriecravie

Option B7:

Close the long-term dormant OC VDS station at Corriecravie

Why are we proposing this?	<ul style="list-style-type: none"> The 1 Pump OC (VDS) unit at Corriecravie has been defined as “Long-Term Dormant” as it has been non-operational since June 2022 due to an inability to maintain sufficient OC firefighters to crew an appliance. The Corriecravie station is located close to Blackwaterfoot VDS station and Lamlash RDS station.
People	<ul style="list-style-type: none"> There are two recorded permanent employees within Corriecravie Fire Station, however there are not any live applicants in the Recruitment Process. From 2021 until March 2025, there were a total of 3 applications received for Corriecravie. All 3 applications were received in 2022, the reasons for the candidates not progressing were for personal circumstances and for not meeting the medical standard required for the role. Due to the population and location of Corriecravie, local recruitment attempts were conducted through word of mouth. This did result in applicants as per above, however none of them met the required standard. SFRS also attend an event in Arran High School every April to promote recruitment. An appliance from Lamlash along with the RRU from Corriecravie has attended in the past and are scheduled to attend this coming April. Local Management also held a recruitment event in September 2024 where they attended all stations on Arran for a specified time slot, this was advertised locally. Following this, they did not receive any interest for potential candidates to join Corriecravie. For the existing employees, if this option was to progress they would be individually consulted with and attempts would be made to provide suitable alternative employment. The service will discuss re-location, re-deployment, or re-training with any impacted member of staff and only if all avenues are explored and no alternatives are found, then redundancy would be considered.
Benefits	<ul style="list-style-type: none"> Negated £ cost to build and provide dignified and decontamination facilities. Reduced staff cost – currently two employee Reduced £ cost to maintain asset – both capital and resource costs avoided. £ generated in capital receipts although likely to be minimal. Potential to relocate specialist RRU and equipment to an alternative location.

Finances																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
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Service Delivery Review

Option overview – Kerrera

Option B8:

Close the long-term dormant Ultralight Appliance OC VDS station on the Isle of Kerrera

Why are we proposing this?	<ul style="list-style-type: none"> The 1 Pump OC (VDS) unit on the isle of Kerrera has been defined as “Long-Term Dormant” as it has been non-operational since March 2020 due to an inability to maintain sufficient OC firefighters to crew an appliance.
People	<ul style="list-style-type: none"> There are three recorded permanent employees within Kerrera Fire Station, there are also three live applicants in the Recruitment Process. From 2021 until March 2025, there were a total of 3 applications received for Kerrera. All 3 applications were received in 2024, these candidates have remained on PREP (Pre-Recruitment Engagement Programme) since July 2024 and have yet to undertake a PST (Practical Selection Test) to assess their suitability for the role. There was a community engagement event was held at the new Kerrera Community Hall in June 2024 that covered community safety, engagement with crew, and exploring recruitment. This produced 3/4 potential candidates to progress through the recruitment process. This event was supported by existing crew who were in attendance for the full sessions, assisted in arranging the hall, as well as advertising/ spreading the word this event was occurring. Local Management have engaged with the Training Directorate to explore how training would be delivered for Kerrera candidates if they progressed due to them only having limited equipment (no ladders, BA, cutting gear etc). This would likely be a separate T&TM (Task & Task Management) course and involve the 3 existing crew members who would require to be re-trained due to the time out of skill currency. For the existing employees, if this option was to progress they would be individually consulted with and attempts would be made to provide suitable alternative employment. The service will discuss re-location, re-deployment, or re-training with any impacted member of staff and only if all avenues are explored and no alternatives are found, then redundancy would be considered.
Benefits	<ul style="list-style-type: none"> Negated £ cost to build and provide dignified and decontamination facilities. Reduced staff cost – currently three employees Reduced £ cost to maintain asset – both capital and resource costs avoided. £ generated in capital receipts although likely to be minimal.

Finances	<table border="1"> <tr> <td data-bbox="359 134 1273 286"></td><td data-bbox="1273 134 1425 286">B8</td></tr> <tr> <td colspan="2" data-bbox="359 286 1425 331">People</td></tr> <tr> <td data-bbox="359 331 1273 376">Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td data-bbox="1273 331 1425 376">-</td></tr> <tr> <td data-bbox="359 376 1273 421">Additional Staffing Impact -WTFF (reduction) / increase</td><td data-bbox="1273 376 1425 421">-</td></tr> <tr> <td data-bbox="359 421 1273 465">Staffing Impact -On Call (reduction) / increase</td><td data-bbox="1273 421 1425 465">(3)</td></tr> <tr> <td colspan="2" data-bbox="359 465 1425 510">Running Costs £000</td></tr> <tr> <td data-bbox="359 510 1273 555">Savings /(Increases) due to Appliance Withdrawal</td><td data-bbox="1273 510 1425 555">-</td></tr> <tr> <td data-bbox="359 555 1273 600">Additional Savings /(Increases) in running costs</td><td data-bbox="1273 555 1425 600">-</td></tr> <tr> <td data-bbox="359 600 1273 645">Total Savings /(Increases) in running costs</td><td data-bbox="1273 600 1425 645">-</td></tr> <tr> <td colspan="2" data-bbox="359 645 1425 689">Capital Implications £000</td></tr> <tr> <td data-bbox="359 689 1273 734">Capital receipts</td><td data-bbox="1273 689 1425 734">-</td></tr> <tr> <td data-bbox="359 734 1273 779">Capital Investment Required</td><td data-bbox="1273 734 1425 779">-</td></tr> <tr> <td data-bbox="359 779 1273 824">Capital Investment Avoided</td><td data-bbox="1273 779 1425 824">2000</td></tr> </table>		B8	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	-	Staffing Impact -On Call (reduction) / increase	(3)	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	-	Additional Savings /(Increases) in running costs	-	Total Savings /(Increases) in running costs	-	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	2000
	B8																										
People																											
Staffing Impact -WTFF Appliance Withdrawal (reduction)	-																										
Additional Staffing Impact -WTFF (reduction) / increase	-																										
Staffing Impact -On Call (reduction) / increase	(3)																										
Running Costs £000																											
Savings /(Increases) due to Appliance Withdrawal	-																										
Additional Savings /(Increases) in running costs	-																										
Total Savings /(Increases) in running costs	-																										
Capital Implications £000																											
Capital receipts	-																										
Capital Investment Required	-																										
Capital Investment Avoided	2000																										
Disbenefits	<ul style="list-style-type: none"> • Reduced ability to revive the unit if property released and assets removed. • Loss of staff if unhappy about moving or changes to workload. • Potential inability to redeploy employees. • £ incurred as a result of staff re-location, re-deployment, re-training or redundancy. 																										
Other Impacts	Training <ul style="list-style-type: none"> • Impact assessed as nil. 																										
Timing	<ul style="list-style-type: none"> • Effective immediately following public consultation and acceptance of change option. 																										
No Change Impact	<ul style="list-style-type: none"> • Financial requirement to maintain and upgrade property and equipment assets. • Capacity required to continually attempt to recruit OC employees. 																										

Service Delivery Review

Option overview – Fife

Option 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.

Option 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 stations.

<p>Why are we proposing this?</p>	<p>SFRS High Reach Strategy</p> <ul style="list-style-type: none"> SFRS is in the process of withdrawing all its existing CARPs and, at strategic locations, replacing them with dedicated High Reach Appliances (HRAs). From Sep 2023 the crewing of the Dunfermline 3rd WT Pump (CARP) was temporarily reduced from 5/4 to 2 firefighters and the CARP was only operated as a High Reach Appliance (HRA). The CARP was subsequently replaced by a Turntable Ladder. A permanent solution is required for this temporary withdrawal/replacement of the 3rd WT Pump. <p>Matching Operational Resource to Risk and Demand (MORRD)</p> <p>Dunfermline</p> <ul style="list-style-type: none"> The operational demand of Dunfermline 3 Pump WT+WT+WT station is lower than the majority of 2 Pump WT+WT stations. Operational modelling has confirmed that a 2 Pump WT+WT station would align with local risk and demand. The operational demand of the Dunfermline 3rd WT Pump (CARP) was amongst the lowest of all WT pumps in Scotland. <p>Glenrothes / Lochgelly / Methil</p> <ul style="list-style-type: none"> The operational demand of the 2 Pump WT+WT stations at Glenrothes, Lochgelly and Methil are the lowest of all 2 Pump WT+WT stations in Scotland. Individually, the operational demand of Glenrothes, Lochgelly and Methil each aligns with that of 1 Pump WT stations in other areas of Scotland. Operational modelling has confirmed that 1 Pump WT stations at two of these locations would be sufficient to align with local risk and demand given the geographical distribution of the stations.
<p>People</p>	<ul style="list-style-type: none"> This option encompasses a temporary withdrawal in September 2023. The WT employees who were freed up from Dunfermline have been utilised in other posts across the organisation.

	<p>AND</p> <ul style="list-style-type: none"> Five wholetime pump crews (circa twenty people) from Lochgelly will be freed up to be transferred across the organisation. Methil's 2nd Pump was a temporary withdrawal in September 2023 and since then, the WT employees who were freed up have been utilised in other posts across the organisation. Five wholetime pump crews (circa twenty people) will be required to be re-established to crew Glenrothes' 2nd Pump. <p>OR</p> <ul style="list-style-type: none"> This option encompasses a temporary withdrawal in September 2023. The WT employees who were freed up from Dunfermline have been utilised in other posts across the organisation. <p>AND</p> <ul style="list-style-type: none"> Five wholetime pump crews (circa twenty people) from Lochgelly will be freed up to be transferred across the organisation. Glenrothes 2nd Pump was a temporary withdrawal in September 2023 and since then, the WT employees who were freed up have been utilised in other posts across the organisation. Five wholetime pump crews (circa twenty people) will be required to re-establish Methil's 2nd Pump. Should either of these options progress, consideration will be given to allocating Station Postings for personnel who are on the current Wholetime recruitment intake. Lochgelly, Methil and Glenrothes stations have no support staff recorded as working from these locations based on SFRS People in Positions report – March 2025. Also, based on SFRS People in Positions report – March 2025, Dunfermline is currently the recorded work location for 2 support staff personnel. It is not anticipated that this change option would impact on their existing working arrangements.
Benefits	<ul style="list-style-type: none"> Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland. Efficiency saving by reducing annual resource costs at Dunfermline through the release of 15 WT employees (based on interim TOM) and reinvestment of these posts. Efficiency saving by reducing annual resource costs at Lochgelly and either Glenrothes or Methil through the release of 40 WT employees (based on TOM) and reinvestment of these posts. Vacancies at WT stations in the Fife area have been filled and overtime costs reduced as a result of the temporary WT pump withdrawals. Return of a 2nd WT pump to either Glenrothes or Methil. Wider SDR benefits post implementation: <ul style="list-style-type: none"> Increased capacity to provide PPP / Training activities. Increased skills development and opportunities.

Finances	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.	C1A
	People	
	Staffing Impact -WTFF Appliance Withdrawal (reduction)	(55)
	Additional Staffing Impact -WTFF (reduction) / increase	-
	Staffing Impact -On Call (reduction) / increase	-
	Running Costs £000	
	Savings /(Increases) due to Appliance Withdrawal	2,389
	Additional Savings /(Increases) in running costs	-
	Total Savings /(Increases) in running costs	2,389
	Capital Implications £000	
	Capital receipts	-
	Capital Investment Required	-
	Capital Investment Avoided	-
	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 stations.	C1B
	People	
	Staffing Impact -WTFF Appliance Withdrawal (reduction)	(55)
	Additional Staffing Impact -WTFF (reduction) / increase	-
	Staffing Impact -On Call (reduction) / increase	-
	Running Costs £000	
	Savings /(Increases) due to Appliance Withdrawal	2,389
	Additional Savings /(Increases) in running costs	-
	Total Savings /(Increases) in running costs	2,389
	Capital Implications £000	
	Capital receipts	-
	Capital Investment Required	-
	Capital Investment Avoided	-

Disbenefits	<ul style="list-style-type: none"> • Increase in 3rd pump response times within the Dunfermline operational response area. • Moderate increase in average 2nd Pump response times with the largest impacts in the immediate vicinity of Lochgelly and either Glenrothes or Methil stations. • Other disbenefits may include: <ul style="list-style-type: none"> ○ Number of staff unable to redeploy ○ £ incurred as a result of staff redeployment (during transition or ongoing) ○ Increased workload for staff taking on workload from nearby impacted stations. This could arguably be an organisation increased efficiency benefit. ○ Increased £ Training overheads - short term for additional skills acquisition. ○ Loss of staff if unhappy about moving or changes to workload.
Other Impacts	<ul style="list-style-type: none"> • Relocation of specialist rope rescue capability from Lochgelly station. • Potential alternative Rope Rescue locations are being identified through analysis and modelling of risk and demand.
Training Impacts	<p>C1A/C1B Dunfermline Number Instructor Training Days= 39 Days Number of Staff in scope of change = 30(5 op's and 1 Ins per watch) Courses = 30 Candidates - DRT003 - Aerial Operator Conversion 5 Candidates – DRT002 - Aerial Instructor Re-Accreditation 10 Candidates – DRT112 - Prime Mover Hooklift System 10 Candidates – DRT144 - Prime Mover Assistant Timeline = Training over process of 2 Months to allow peripatetic learning and assessments Additional Trainer need = 1 Instructor/Assessor required for training plan over the 26 Days Any other training impacts etc = Ongoing Maintenance of skills Appendum of Staff in Scope and reference = Station has 9 trained instructors and 30 trained operators currently</p> <p>C1A/C1B Lochgelly Number Instructor Training Days= 130-135 Days Number of Staff in scope of change = 50 Courses = 50 Candidates - SWA020 - Rope Rescue Operator Initial 50 Candidates - SWA044 - Rope Rescue Technician 5 Candidates - SWA010 - Rope Rescue Supervisor Purchase of Equipment and rollout = All personnel Issue Timeline = 12 - 18 months due to training Pathway Additional Trainer need = Increased maintenance during training of new Squads Any other training impacts etc = Station Availability due to 9 day initial course, overtime payments to cover staff initial training, training reserve issues Appendum of Staff in Scope and reference = Unknown until station Identified</p> <p>C1A Methil No Training Impacts</p> <p>C1B Glenrothes Number Instructor Training Days= 25 Days Number of Staff in scope of change = 25 Courses = WAT011 - Swiftwater and Flood Rescue Technician (SRT)</p>

	<p>Purchase of Equipment and rollout = zero</p> <p>Timeline = Min. Two residential Courses min 3 months</p> <p>Additional Trainer need = zero</p> <p>Any other training impacts etc = Ongoing Maintenance of skills</p> <p>Appendum of Staff in Scope and reference = Unknown until station Identified</p>
Timing	<p>Dunfermline</p> <ul style="list-style-type: none"> The Dunfermline change option was implemented as part of the 10 temporary WT pump withdrawals in September 2023. Permanent implementation would become immediately effective following public consultation and formal acceptance of the option. The previous 3rd Pump (CARP) has been replaced by a dedicated High Reach Appliance (HRA). <p>Lochgelly</p> <ul style="list-style-type: none"> The 2nd WT pump cannot be withdrawn from Lochgelly until an alternative location has been confirmed for the existing rope rescue capability and sufficient employees at the new location are competent in the required knowledge and skills.
No Change Impact	<p>Dunfermline</p> <ul style="list-style-type: none"> The Dunfermline 3rd Pump (CARP) would have to be replaced by two vehicles incurring increased capital and resource costs for purchasing and running: <ul style="list-style-type: none"> a pumping appliance, and a dedicated high reach appliance (HRA). Compared to the current temporary TOM arrangement, an additional 10 FF would be required to crew a 3rd Pump and dual crew a dedicated HRA incurring an increased annual resource cost (£425,760). <p>Glenrothes / Lochgelly / Methil</p> <ul style="list-style-type: none"> Compared to the current temporary TOM arrangement, an additional 40 WT employees would be required to crew 2nd Pumps at both Glenrothes and Methil. SFRS would have to identify alternative change options which would enable the equivalent resource budget saving of 40 WT employee posts (£1 750 000 (30 x FF +10x CC)) from other areas of the organisation.

Service Delivery Review

Option overview – Lanarkshire

Option 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.

<p>Why are we proposing this?</p>	<p>RAAC Panelling</p> <ul style="list-style-type: none"> • Cumbernauld is affected by RAAC panelling and requires urgent action. • It must be repaired or rebuilt to make safe. • No sites are currently available at suitable alternative locations. • It would be very expensive and operationally disruptive to demolish and rebuild a new 2 Pump WT+WT station to modern standards on the current site (it would require the creation of a temporary station). • The current station could be remediated (made safe) and refurbished to modern standards if the requirement for night-time crewing for a second WT pump crew could be negated. <p>Matching Operational Resource to Risk and Demand (MORRD)</p> <ul style="list-style-type: none"> • Cumbernauld has the 5th lowest operational demand of all 2 Pump WT+WT stations in Scotland. • Operational modelling suggests that a 2 Pump WT+DSDS/OC station would be suitable for the identified risk and demand in the Cumbernauld response area. • The operational demand of Cumbernauld aligns with busiest 2 Pump WT+OC stations across Scotland and is 45% less than the existing 2 Pump WT+DSDS/OC station at Livingston. • Operational modelling has identified that Hamilton station is not in an optimal location to respond to the Hamilton urbanised area. • The 2nd wholetime pump was temporarily withdrawn from Hamilton station in September 2023 and a more permanent solution is now required which financially equate to this change. • Operational modelling identified that withdrawal of the 2nd wholetime pump from Hamilton was within the least impactful options for withdrawing a WT pump from a multi-pump station.
<p>People</p>	<ul style="list-style-type: none"> • Three WT crews would be freed up from Cumbernauld as only one crew is required to staff the DSDS. • There would be a requirement to employ On-Call staff to crew the DSDS/OC pump at Cumbernauld out with the DSDS hours. • The 2nd Pump at Hamilton was a temporary withdrawal in September 2023 and since then, the WT employees who were freed up have been utilised in other posts across the organisation.

	<ul style="list-style-type: none"> • Cumbernauld has no recorded Support Staff working within its premises. • Following the closure of Hamilton Offices in 2023, there are a small number of support staff who still operate and working within this Station. The Head of Asset Management confirmed that they are due to move to a modular building within Hamilton by end of March 2025, therefore there's no anticipated change to any of these individuals working location should the option progress. • Should this option progress, this will be taken into consideration for allocating Station Posting for personnel who are on the current Wholetime recruitment intake. 																										
Benefits	<ul style="list-style-type: none"> • Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland. • Efficiency saving by reducing annual resource costs at Cumbernauld through the release of WT employees and reinvestment of these posts. • Efficiency saving by reducing annual resource costs at Hamilton through the release of WT employees and reinvestment of these posts. • Vacancies at WT stations in the Lanarkshire area have been filled and overtime costs reduced as a result of the temporary WT pump withdrawal from Hamilton. • Potential for increased capacity to provide PPP / Training activities. • Increased opportunities for employee's skill development. 																										
Finances	<table> <tr> <td>Change Cumbernauld from a 2 Pump WT + WT station to a 2 Pump WT + DSDS/OC station AND/OR Change Hamilton from a 2 Pump WT + WT station to a 1 Pump WT station.</td><td>D1</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>(20)</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>(14)</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td>10</td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> <tr> <td>Savings /(Increases) due to Appliance Withdrawal</td><td>875</td></tr> <tr> <td>Additional Savings /(Increases) in running costs</td><td>441</td></tr> <tr> <td>Total Savings /(Increases) in running costs</td><td>1,316</td></tr> <tr> <td colspan="2">Capital Implications £000</td></tr> <tr> <td>Capital receipts</td><td>-</td></tr> <tr> <td>Capital Investment Required</td><td>-</td></tr> <tr> <td>Capital Investment Avoided</td><td>5,000</td></tr> </table>	Change Cumbernauld from a 2 Pump WT + WT station to a 2 Pump WT + DSDS/OC station AND/OR Change Hamilton from a 2 Pump WT + WT station to a 1 Pump WT station.	D1	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	(20)	Additional Staffing Impact -WTFF (reduction) / increase	(14)	Staffing Impact -On Call (reduction) / increase	10	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	875	Additional Savings /(Increases) in running costs	441	Total Savings /(Increases) in running costs	1,316	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	5,000
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Disbenefits	<ul style="list-style-type: none"> • Increase in average 2nd Pump response times out with DSDS hours (Mon-Fri 0800 to 1800) in the Cumbernauld response area. • Reliance on the availability of On-Call employees to crew the Cumbernauld 2nd Pump out with DSDS hours. • Increase in average 2nd Pump response times in the Hamilton response area. • Potential inability to redeploy WT employees to more effective posts. • £ incurred as a result of staff redeployment (during transition or ongoing) • Increased £ Training overhead - short term. • Potential for loss of staff if unhappy about moving or changes to workload. 																										

Other Impacts	<p>Training Impacts</p> <p>Option D1 Cumbernauld</p> <ul style="list-style-type: none"> • Number Instructor Training Days=130 Days • Number of Staff in scope of change = 20 • Courses <ul style="list-style-type: none"> ○ 10 Candidates - BAP027 -RDS Task and Task Management ○ 10 Candidates - BAP035 -RDS Breathing Apparatus and Fire Behaviour ○ 20 Candidates - USR040 - USAR Technician ○ 20 Candidates - USR013- USAR Train The Trainers ○ 4 Candidates – HAS004 - Aerial Instructor SFRS • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = PRPS, Mass Decon Support, USAR - OC need to be trained to cover specials. <p>Option D1 Hamilton</p> <ul style="list-style-type: none"> • Number Instructor Training Days=30 Days • Number of Staff in scope of change = 10 • Courses <ul style="list-style-type: none"> - 10 Candidates - USR021 Mass Decontamination Operator - 2 Candidates - USR002 - Mass Decontamination Instructor • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = Hamilton – WT - Hazmat Support Unit.
Timing	<p>Cumbernauld</p> <ul style="list-style-type: none"> • Not dependent on SFRS Capital Plan to begin implementation. • Dependent on recruitment and training of additional OC employees to supplement crewing out with DSDS hours. <p>Hamilton</p> <ul style="list-style-type: none"> • The Hamilton change option was implemented as part of the 10 temporary WT pump withdrawals in September 2023. • Permanent implementation would become immediately effective following public consultation and formal acceptance of the option.
No Change Impact	<ul style="list-style-type: none"> • Cumbernauld RAAC roof still requires to be addressed and would require a BAU solution to provide a like-for-like 2 Pump WT+WT station: <ul style="list-style-type: none"> ○ increased cost to purchase an alternative site (non-identified). ○ increased cost of 2 Pump 5WDS new-build station. ○ site is likely to be in a less optimal location and would increase operational response times. ○ No opportunity to release WT employee posts and redistribute them to more effective locations/roles.

	<ul style="list-style-type: none">• Compared to the current temporary TOM arrangement, an additional 20 WT employees would be required to crew the re-instated 2nd Pump at Hamilton.• If an option involving Hamilton is not progressed SFRS would have to identify alternative change options which would enable the equivalent resource budget saving of 20 WT employee posts (£875,000 (15x FF + 5x CC)) from other areas of the organisation.
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Option D2A:

Change **Cumbernauld** 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.

Why are we proposing this?	<p>RAAC Panelling</p> <ul style="list-style-type: none">• Cumbernauld is affected by RAAC panelling and requires urgent action.• It must be repaired or rebuilt to make safe.• No sites are currently available at suitable alternative locations.• It would be very expensive and operationally disruptive to demolish and rebuild a new 2 Pump WT+WT station to modern standards on the current site (it would require the creation of a temporary station).• The current station could be remediated (made safe) and refurbished to modern standards if the requirement for night-time crewing for two pump crews could be reduced to one pump crew. <p>Matching Operational Resource to Risk and Demand (MORRD)</p> <ul style="list-style-type: none">• Cumbernauld has the 5th lowest operational demand of all 2 Pump WT+WT stations in Scotland.• Operational modelling suggests that a 2 Pump WT+DSDS/OC station would be suitable for the identified risk and demand in the Cumbernauld response area.• The operational demand of Cumbernauld aligns with busiest 2 Pump WT+OC stations across Scotland and is 45% less than the existing 2 Pump WT+DSDS/OC station at Livingston.• Operational modelling has identified that Hamilton station is not in an optimal location to respond to the Hamilton urbanised area.• Operational modelling indicates that Hamilton and Bellshill areas would benefit, on balance, from a resource redistribution to improve response and supporting activities across both areas.• The 2nd wholtime pump was temporarily withdrawn from Hamilton station in September 2023 and more permanent solution is now required which financially equate to this change. <p>Supporting Wider On-Call Pump Availability</p> <ul style="list-style-type: none">• The creation of a “Nucleus Crew” at Lesmahagow would provide a pool of suitably skilled employees, who could be tactically deployed to On-Call stations across the South Lanarkshire to maintain pump availability and operational resilience.• The suggested Nucleus Crew working period would be from Monday to Friday between 08:00 and 18:00. This is the period for which maintaining On-Call availability is most challenging.
People	<ul style="list-style-type: none">• Three WT crews would be freed up from Cumbernauld as only one crew is required to staff the DSDS.• There would be a requirement to employ On-Call staff to crew the DSDS/OC pump at Cumbernauld out with the DSDS hours.• The 2nd Pump at Hamilton was a temporary withdrawal in September 2023 and since then, the WT employees who were freed up have been utilised in other posts across the organisation.

	<ul style="list-style-type: none"> One DSDS crew would be required at Hamilton to crew the re-instated 2nd Pump. One DSDS crew would be required at Bellshill to crew the additional 2nd Pump. The detail of the Nucleus Crewing model has yet to be determined, however, this would result in either staff being re-deployed to, or employed, at Lesmahagow. 																										
Benefits	<ul style="list-style-type: none"> Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland. Efficiency saving by reducing annual resource costs at Cumbernauld through the release of WT employees and reinvestment of these posts. Improved capacity to deliver service delivery activities in the Hamilton area through the re-introduction of a 2nd Pump during the mid-week dayshift period. Improved capacity to deliver service delivery activities in the Bellshill area through the introduction of a 2nd Pump during the mid-week dayshift period. Vacancies at WT stations in the Lanarkshire area have been filled and overtime costs reduced as a result of the temporary WT pump withdrawal from Hamilton. Increased On Call availability/ resilience during weekday working hours, when there is increased demand, across South Lanarkshire. Potential for increased capacity to provide PPP / Training activities. Increased opportunities for employee's skill development. 																										
Finances	<table> <tr> <td>Change Cumbernauld 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.</td><td>D2A</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>(20)</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>3</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td>10</td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> <tr> <td>Savings /(Increases) due to Appliance Withdrawal</td><td>875</td></tr> <tr> <td>Additional Savings /(Increases) in running costs</td><td>(372)</td></tr> <tr> <td>Total Savings /(Increases) in running costs</td><td>503</td></tr> <tr> <td colspan="2">Capital Implications £000</td></tr> <tr> <td>Capital receipts</td><td>-</td></tr> <tr> <td>Capital Investment Required</td><td>-</td></tr> <tr> <td>Capital Investment Avoided</td><td>5,000</td></tr> </table>	Change Cumbernauld 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.	D2A	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	(20)	Additional Staffing Impact -WTFF (reduction) / increase	3	Staffing Impact -On Call (reduction) / increase	10	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	875	Additional Savings /(Increases) in running costs	(372)	Total Savings /(Increases) in running costs	503	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	5,000
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Disbenefits	<ul style="list-style-type: none"> • Increase in average 2nd Pump response times out with DSDS hours (Mon-Fri 0800 to 1800) in the Cumbernauld response area. • Reliance on the availability of On-Call employees to crew the Cumbernauld 2nd Pump out with DSDS hours. • Increase in average 2nd Pump response times in the Hamilton response area out with DSDS hours. • Potential inability to redeploy WT employees to more effective posts. • £ incurred as a result of staff redeployment (during transition or ongoing) • Increased £ Training overhead - short term. • Potential for loss of staff if unhappy about moving or changes to workload.
Other Impacts	<p>Training Impacts</p> <p>Cumbernauld</p> <ul style="list-style-type: none"> • Number Instructor Training Days=130 Days • Number of Staff in scope of change = 20 • Courses <ul style="list-style-type: none"> ○ 10 Candidates - BAP027 -RDS Task and Task Management ○ 10 Candidates - BAP035 -RDS Breathing Apparatus and Fire Behaviour ○ 20 Candidates - USR040 - USAR Technician ○ 20 Candidates - USR013- USAR Train The Trainers ○ 4 Candidates – HAS004 - Aerial Instructor SFRS • Additional Training Overheads (overtime out with plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = PRPS, Mass Decon Support, USAR - OC need to be trained to cover specials <p>Hamilton</p> <ul style="list-style-type: none"> • Number Instructor Training Days=10 Days • Number of Staff in scope of change = 5 • Courses <ul style="list-style-type: none"> ○ 10 Candidates - USR021 - Mass Decontamination Operator • Additional Training Overheads (overtime out with plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = Hamilton – WT - Hazmat Support Unit <p>Bellshill</p> <ul style="list-style-type: none"> • Number Instructor Training Days=10 Days • Number of Staff in scope of change = 5 • Courses <ul style="list-style-type: none"> ○ 5 Candidates - INC058 - Command Support Unit Operator • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A

	<ul style="list-style-type: none"> • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = DSDS\OC scenario with Command Support <p>Lesmahagow (if considered necessary for supporting wholetime pump crewing)</p> <ul style="list-style-type: none"> • Number Instructor Training Days=20 Days • Number of Staff in scope of change = 5 • Courses <ul style="list-style-type: none"> ○ 5 Candidates - USR040 - USAR Technician ○ 5 Candidates - USR013- USAR Train The Trainers ○ 5 Candidates - HAS004- IOSH Managing Safely ○ 5 Candidates - USR021 - Mass Decontamination Operator ○ 5 Candidates – INC058 - Command Support Unit Operator • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = Nucleus Crew
Timing	<p>Cumbernauld</p> <ul style="list-style-type: none"> • Not dependent on SFRS Capital Plan to begin implementation. • Dependent on recruitment and training of additional OC employees to supplement crewing out with DSDS hours. <p>Hamilton</p> <ul style="list-style-type: none"> • The Hamilton change option was implemented as part of the 10 temporary WT pump withdrawals in September 2023. • Permanent implementation would become immediately effective following public consultation and formal acceptance of the option.
No Change Impact	<ul style="list-style-type: none"> • Cumbernauld RAAC roof still requires to be addressed and would require a BAU solution to provide a like-for-like 2 Pump WT+WT station: <ul style="list-style-type: none"> ○ increased cost to purchase an alternative site (non-identified). ○ increased cost of 2 Pump 5WDS new-build station. ○ site is likely to be in a less optimal location and would increase operational response times. ○ No opportunity to release WT employee posts and redistribute them to more effective locations/roles. • Compared to the current temporary TOM arrangement, an additional 20 WT employees would be required to crew a re-instated 2nd WT Pump at Hamilton. • If an option involving Hamilton is not progressed SFRS would have to identify alternative change options which would enable the equivalent resource budget saving of 20 WT employee posts (£875,000 (15x FF + 5x CC)) from other areas of the organisation.

Service Delivery Review

Option overview – Inverclyde

Option G1:

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

Option 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

<p>Why are we proposing this?</p>	<p>SFRS High Reach Strategy</p> <ul style="list-style-type: none"> • SFRS is in the process of withdrawing all its existing CARPs and, at strategic locations, replacing them with dedicated High Reach Appliances (HRAs). • From Sep 2023 the crewing of a Greenock WT Pump (CARP) was temporarily reduced from 4/5? to 2 firefighters and it has only been operating as a dedicated High Reach Appliance (HRA). • A permanent solution is required for this temporary change. <p>Matching Operational Resource to Risk and Demand (MORRD)</p> <ul style="list-style-type: none"> • Analysis of operational demand and operational modelling have identified an imbalance in station resourcing across Inverclyde when compared with other similar areas of Scotland. <p>Option G1: Change Greenock station from 3 Pump WT+WT+OC to 2 Pump WT + OC + dedicated HRA</p> <ul style="list-style-type: none"> • The operational demand of the 3 Pump WT+WT+OC station at Greenock: <ul style="list-style-type: none"> ○ is the second lowest of all the 3 Pump stations in Scotland. ○ sits within the lowest 20% of all Scottish stations with 2 WT pumps. ○ aligns with the most active of the 2 Pump WT+OC stations in Scotland. • Operational modelling has confirmed that a 2 Pump WT+OC station at Greenock would be sufficient to align with local risk and demand given the proximity of Port Glasgow 2 Pump WT+OC and Gourock 2 Pump OC+OC stations. <p>Option G2A: Change Greenock station from 3 Pump WT + WT + OC to 2 Pump WT + DSDS/OC + dedicated HRA station; and change Port Glasgow from 2 Pump WT + OC to 2 Pump DSDS/OC + OC</p> <ul style="list-style-type: none"> • A 2 Pump WT+DSDS/OC station at Greenock would provide the best alignment with local risk and demand when compared to other similar areas of Scotland. • The operational demand of the 2 Pump WT+ OC station at Port Glasgow: <ul style="list-style-type: none"> ○ matches the average for all 2 Pump WT+OC stations in Scotland. ○ aligns with the highest 20% of all 2 Pump OC+OC stations in Scotland. ○ aligns with that of the 2 Pump OC+OC station at Gourock.
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	<ul style="list-style-type: none"> • A 2 Pump DSDS/OC+OC station at Port Glasgow would provide the best alignment with local risk and demand when compared to other similar areas of Scotland. • Operational modelling has confirmed that a 2 Pump WT+DSDS/OC station at Greenock and a 2 Pump DSDS/OC+OC station at Port Glasgow would be sufficient to align with local risk and demand.
People	<ul style="list-style-type: none"> • The dedicated HRA change was implemented as part of the temporary withdrawal in September 2023 and since then, the WT employees who were freed up from Greenock have been utilised in other posts across the organisation. • One WT crew (circa six people) would be required to establish Greenock's 2nd Pump DSDS. The On-Call at Greenock would remain in place to complement the DSDS. AND Four WT crews (circa seventeen people) from Port Glasgow would be freed up to be transferred across the organisation as only one crew is required to staff the DSDS. There would be a requirement to employ additional On-Call staff for the DSDS at Port Glasgow. • Should this option progress, this will be taken into consideration for allocating Station Posting for personnel who are on the current Wholetime recruitment intake. • Based on SFRS People in Positions report – March 2025, there are no support staff personnel who's work location is recorded at Greenock, however there is a support staff employee based at Port Glasgow. Should this change options progress, it is unlikely that the individual would require a change in their work location.
Benefits	<ul style="list-style-type: none"> • Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland. • Option G1: Greenock efficiency savings by: <ul style="list-style-type: none"> ○ reducing annual resource costs through the release of c10/15? WT employees. • Option G2A: Greenock / Port Glasgow efficiency savings by: <ul style="list-style-type: none"> ○ reducing annual resource costs through the release of c20/25? WT employees. ○ reinvestment of c10/15? of these posts, which could include additional support at Gourock station to improve daytime pump response and enhance community safety activities. • Vacancies at WT stations in Inverclyde and neighbouring areas have been filled and overtime costs reduced. <p>Also considered: -</p> <ul style="list-style-type: none"> • Increased number or type of prevention activities aligned to risk • Reduced employee and overtime £ costs, reduced costs to deliver Resource Based Crewing Target Operating Model (can only claim this benefit if we don't redeploy staff) • Increased On Call availability/ resilience during weekday working hours when there is increased demand (G2A option) • Increased capacity to provide PPP / Training activities

	<ul style="list-style-type: none"> Increased skills development and opportunities (post implementation benefit) 																																																				
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Disbenefits	<ul style="list-style-type: none"> Moderate increase in 3rd pump response times into the Greenock operational response area. 																																																				

	<ul style="list-style-type: none"> Moderate increase in 1st Pump response times in the Port Glasgow response area out with DSDS hours (Mon-Fri 0800 to 1800). <p>Also considered-</p> <ul style="list-style-type: none"> Number of staff unable to redeploy £ incurred as a result of staff redeployment (during transition or ongoing) Increased compressed workload for new DSDS staff or staff taking on nearby station closure activities, appliance or duty change Increased £ Training overhead - short term Loss of staff if unhappy about moving or changes to workload
Other Impacts	<p>Training</p> <p>G1\G2A Greenock</p> <p>Number Instructor Training Days= 26 Days Number of Staff in scope of change = 30 Courses = 29 Candidates - DRT003 - Aerial Operator Conversion 1 Candidate - DRT002 - Aerial Instructor Re-Accreditation</p> <p>Purchase of Equipment and rollout = Unknown</p> <p>Timeline = Training over process of 2 Months to allow peripatetic learning and assessments Additional Trainer need = unknown Any other training impacts etc = 1 Instructor/Assessor required for training plan over the 26 Days Appendum of Staff in Scope and reference = Flood Response, Aerial Rescue Pump - bring OC upto level.</p> <p>G2A Port Glasgow</p> <p>Number Instructor Training Days= 264 Days Number of Staff in scope of change = Min 10 full time contracts Courses = 10 Candidates - BAP027- RDS Task and Task Management 10 Candidates - BAP035 - RDS Breathing Apparatus and Fire Behaviour 10 Candidates - WAT008 - Swiftwater and Flood Rescue First Responder</p> <p>Additional Training Overheads (overtime outwith plan for the year) = unknown Purchase of Equipment and rollout = N/A Timeline = Minimum Period of 6 months due to recruitment and duration of courses eg 4 weeks per candidate. Typically from advertisement to completion is roughly a year Additional Trainer need = unknown Any other training impacts etc = Requires addition to Training Needs Analysis due to multiple facilities required for training Appendum of Staff in Scope and reference = None</p>
Timing	<p>Option G1: Greenock</p> <ul style="list-style-type: none"> Option G1 was implemented as part of the 10 temporary WT pump withdrawals in September 2023. Permanent implementation would become immediately effective following public consultation and formal acceptance of the option. The CARP is due to be replaced by a dedicated High Reach Appliance (HRA). <p>Option G2A: Port Glasgow & Greenock</p>

	<ul style="list-style-type: none"> • Implementation of DSDS crewing at Port Glasgow is dependent on recruitment and training of additional OC employees to provide 1st Pump crewing out with DSDS hours. • Crewing the Greenock 2nd WT pump (CARP) as a dedicated High Reach Appliance (HRA) was implemented as part of the 10 temporary WT pump withdrawals in September 2023. • The Greenock CARP is due to be replaced by a dedicated High Reach Appliance (HRA). • Implementation of DSDS crewing at Greenock is dependent on releasing WT employees from Port Glasgow to supplement crewing of the Greenock OC Pump.
No Change Impact	<ul style="list-style-type: none"> • The Greenock 3rd Pump (CARP) would have to be replaced by two vehicles incurring increased capital and resource costs for purchasing and running: <ul style="list-style-type: none"> ○ a pumping appliance, and ○ a dedicated high reach appliance (HRA). • Compared to the current temporary arrangement, an additional c10 WT employees would be required to crew a 3rd Pump and dual crew a dedicated HRA incurring an increased annual resource cost.

Service Delivery Review

Option overview – Dundee City and Monifeith

Option H1:

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

Option H2:

Close Balmossie 2 Pump WT + OC station

<p>Why are we proposing this?</p>	<p>Matching Operational Resource to Risk and Demand (MORRD)</p> <ul style="list-style-type: none"> Analysis has identified that operational risk is relatively low across the east of Dundee City and Monifeith. Analysis has identified that Balmossie station is poorly located on the road network, and this limits the operational area which it typically covers. Analysis of operational demand and operational modelling have identified an imbalance in station resourcing across the east of Dundee City and Monifeith when compared to other similar areas of Scotland. The 2nd wholetime pump was temporarily withdrawn from Kingsway East station in September 2023 and a more permanent solution is now required which financially equates to this change. Optimisation modelling has identified that the east of Dundee City and Monifeith has an over provision of resources compared to other large Scottish cities. The area could be adequately served from a single 2 Pump station. The current Kingsway East fire station is 2.5 km from an identified optimal location. The achievement of current SDR strategic objectives, and their associated financial commitments, prevent consideration of any additional options which involve significant capital projects during this phase of the SDR Programme. <p>Option H1: Reduce Balmossie from a 2 Pump WT + OC station to a 1 Pump OC station AND reinstate Kingsway 2nd Pump WT</p> <ul style="list-style-type: none"> The operational demand at Kingsway East is the 9th lowest of the thirty-three 2 Pump WT+WT stations in Scotland. Operational modelling suggests that operational demand at Kingsway East would: <ul style="list-style-type: none"> rise by an average of 0.2 incidents per day for each of its 2 WT pumps increase its operational demand, making it the 12th lowest of the thirty-three 2 Pump WT+WT stations in Scotland. The operational demand of the 2 Pump WT+OC station at Balmossie: <ul style="list-style-type: none"> is the fourth lowest of all the 2 Pump WT+OC stations in Scotland. is the fourth lowest of all stations in Scotland with 1 WT Pump. The operational demand of the Balmossie WT (1st) Pump is: <ul style="list-style-type: none"> The fourth lowest of all Wholetime pumps at 2 Pump WT+OC stations in Scotland.
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	<p>Option H2: Close Balmossie 2 Pump WT + OC station AND reinstate Kingsway 2nd Pump WT</p> <ul style="list-style-type: none"> The operational demand at Kingsway East is the 9th lowest of the thirty-three 2 Pump WT+WT stations in Scotland. Operational modelling suggests that operational demand at Kingsway East would: <ul style="list-style-type: none"> rise by an average of 0.4 incidents per day for each of its 2 WT pumps increase to the 13th lowest of the thirty-three 2 Pump WT+WT stations in Scotland. The operational demand of the Balmossie OC (2nd) Pump is: <ul style="list-style-type: none"> The second lowest of all On-Call pumps at 2 Pump WT+OC stations in Scotland.
People	<ul style="list-style-type: none"> Five wholetime crews (circa twenty-five people) from Balmossie will be freed up to be transferred across the organisation. In the event of a closure, attempts will be made re-locate, re-deploy or re-train the On-call staff (circa fifteen people), however, should that be unsuccessful then redundancy would require to be considered. Five wholetime crews (circa twenty people) will be required to establish Kingsway's 2nd Pump OR Five wholetime crews (circa twenty-five people) from Balmossie will be freed up to be transferred across the organisation. Five wholetime crews (circa twenty people) will be required to establish Kingsway's 2nd Pump Should this option progress, this will be taken into consideration for allocating Station Posting for personnel who are on the current Wholetime recruitment intake. Based on SFRS People in Positions report – March 2025, both Balmossie and Kingsway Fire Stations have no recorded support staff working from these locations. In the event of a closure, Balmossie currently have 6 on call candidates who are live within the recruitment process. Of the 6 candidates, 3 applications are on hold due to no vacancies within the station and the other 3 are awaiting the recruiting managers review before progressing.
Benefits	<ul style="list-style-type: none"> Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland. Option H1: Withdraw Balmossie WT Pump efficiency savings by: <ul style="list-style-type: none"> reducing annual resource costs through the release of 25 WT employees (5 WT employees compared to interim TOM). Option H2: Close Balmossie Station efficiency savings by: <ul style="list-style-type: none"> reducing annual resource costs through the release of 25 WT employees (5 WT employees compared to interim TOM). Potential for generating a capital receipt for re-investment in SFRS. Vacancies at WT stations in Dundee and neighbouring areas were filled in September 2023 and overtime costs reduced. Potential for: <ul style="list-style-type: none"> Reduced employee and overtime £ costs through reduced costs of delivering Resource Based Crewing Target Operating Model. Increased capacity to provide PPP / Training activities. Increased skills development and opportunities (post implementation benefit).

Finances

Reduce Balmossie from a 2 Pump WT + OC station to a 1 Pump OC station AND reinstate Kingsway 2nd Pump WT		H1
People		
Staffing Impact -WTFF Appliance Withdrawal (reduction)		(20)
Additional Staffing Impact -WTFF (reduction) / increase		(5)
Staffing Impact -On Call (reduction) / increase		-
Running Costs £000		
Savings /(Increases) due to Appliance Withdrawal		875
Additional Savings /(Increases) in running costs		293
Total Savings /(Increases) in running costs		1,168
Capital Implications £000		
Capital receipts		-
Capital Investment Required		-
Capital Investment Avoided		-

Close Balmossie 2 Pump WT + OC station AND reinstate Kingsway 2nd Pump WT		H2
People		
Staffing Impact -WTFF Appliance Withdrawal (reduction)		(20)
Additional Staffing Impact -WTFF (reduction) / increase		(5)
Staffing Impact -On Call (reduction) / increase		(15)
Running Costs £000		
Savings /(Increases) due to Appliance Withdrawal		875
Additional Savings /(Increases) in running costs		505
Total Savings /(Increases) in running costs		1,380
Capital Implications £000		
Capital receipts		600
Capital Investment Required		-
Capital Investment Avoided		5,000

Disbenefits

- Increase in average 1st Pump response times in the **Balmossie** response area.
- Potentially:
 - Unable to redeploy a number of employees to more effective roles.
 - £ incurred as a result of staff redeployment (during transition or ongoing)
 - Increased compressed workload for staff taking on nearby station closure activities.

	<ul style="list-style-type: none"> ○ Increased £ Training overhead (short term) for acquisition of new specialist skills. ○ Loss of staff if unhappy about moving or changes to workload.
Other Impacts	<p>Training – regarding any future acquisition of additional specialist roles</p> <p>Option H1</p> <ul style="list-style-type: none"> • Balmossie <ul style="list-style-type: none"> ○ Number Instructor Training Days = 23 ○ Number of Staff in scope of change = 10 - possibly up to 20 Candidates ○ Courses – USR001 also consideration to Mass Decontamination PRPS Operator ○ Minimum of 1 Month ○ DRT112 Prime Mover Hooklift System - 10 candidates ○ DRT144 Prime Mover Assistant - 10 candidates • Kingsway <ul style="list-style-type: none"> ○ Number Instructor Training Days = 50 ○ Number of Staff in scope of change = 25 ○ Courses <ul style="list-style-type: none"> ▪ WAT011 Swiftwater and Flood Rescue Technician (SRT) ▪ DRT096 High Volume Pump Operator ▪ DRT113 High Volume Pump Instructor ○ Additional Trainer need Min. - Two residential Courses min. 3 months <p>Option H2</p> <ul style="list-style-type: none"> • Kingsway <ul style="list-style-type: none"> ○ Number Instructor Training Days = 50 ○ Number of Staff in scope of change = 25 ○ Courses <ul style="list-style-type: none"> ▪ WAT011 Swiftwater and Flood Rescue Technician (SRT) ▪ DRT096 High Volume Pump Operator ▪ DRT113 High Volume Pump Instructor ○ Additional Trainer need Min. - Two residential Courses min. 3 months
Timing	<p>Balmossie</p> <ul style="list-style-type: none"> • Permanent implementation of either option H1 or H2 could begin following public consultation, formal acceptance of the option and engagement with affected employees on their relocation options. • There is potential for WT employees relocating from Balmossie to need to acquire additional specialist skills, but this is unlikely to delay implementation. <p>Kingsway</p> <ul style="list-style-type: none"> • The re-instatement of the Kingsway 2nd Pump would happen concurrently with the permanent withdrawal of the WT Pump from Balmossie. • There is potential for WT employees relocating to Kingsway to need to acquire additional specialist skills, but this is unlikely to delay implementation.
No Change Impact	<ul style="list-style-type: none"> • Compared to the current temporary TOM arrangement, an additional 20 WT employees would be required to crew the 2nd Pump at Kingsway East. • SFRS would have to identify alternative change options which would enable the equivalent resource budget saving of 20 WT employee posts (£875,000 (15 x FF + 5x CC)) from other areas of the organisation.

Service Delivery Review

Option overview – Edinburgh and East Lothian

Option 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, increase to 2 Pump WT + OC station

<p>Why are we proposing this?</p>	<p>Marionville (RAAC) / Newcraighall</p> <ul style="list-style-type: none"> • Marionville is affected by RAAC panelling and requires urgent action; station must be repaired to make safe • The preference would be to rebuild all RAAC stations due to the cost implication of sustained, long-term upgrades and repairs, however there is an urgent requirement to address the RAAC issues and limited capital budget to rebuild all. • Modelling shows that the wider area has the correct number of WT pumps to meet the identified risk and demand, but the current Marionville 1 Pump WT station is located too close to McDonald Road 2 Pump WT+WT station to provide an effective distribution of operational resources across the east of Edinburgh. • It would be very expensive to demolish and rebuild an improved Marionville station at its current location. • It would be neither cost effective nor feasible to rebuild an improved Marionville station at its identified optimal location in Duddingston, due to the lack of any suitable and affordable sites. • Newcraighall station is already configured to accommodate a 2nd WT pump and was recently subject to a £2m upgrade. • Newcraighall station is sited at a prime location on the road network to provide a rapid and effective response across a wide geographic area. • The most feasible and best value option is to close Marionville station and move its WT pump to Newcraighall creating a 2 pump WT+WT station. <p>Musselburgh / Tranent (RAAC)</p> <ul style="list-style-type: none"> • Musselburgh 1 Pump WT station is deemed unfit for purpose and requires significant refurbishment, which is unlikely to be feasible or cost effective at its current location. • Due to the associated proposal to increase Newcraighall to a 2 Pump WT+WT station there is very limited operational benefit in maintaining the current Musselburgh station. • Tranent 1 Pump OC station is affected by RAAC panelling and requires urgent action. • It is not feasible to demolish and rebuild the Tranent station to modern standards on its current site due to insufficient space.
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	<ul style="list-style-type: none"> The most feasible and best value option is to close Musselburgh station and move its WT pump to Tranent creating a new 2 pump WT+OC station on a new site. <p>Matching Operational Resource to Risk and Demand (MORRD)</p> <ul style="list-style-type: none"> Due to the expansion of communities on the eastern side of Edinburgh, and associated changes in community risk, the current configuration of stations and pumping appliances no longer aligns with the identified risk and demand. Operational modelling has identified that, on balance, this option provides a more effective distribution of operational resources with beneficial impacts across a wider geographic area.
People	<ul style="list-style-type: none"> Directly, or indirectly, the current WT posts at Marionville would move to Newcraighall which would result in releasing 5 wholetime members of staff to be transferred to other posts across the organisation. <p>AND</p> <ul style="list-style-type: none"> Both current Musselburgh WT crew and current Tranent On-Call crew would relocate to new site in Tranent. Should this option progress, consideration will be given to allocating Station Postings for personnel who are on the current Wholetime recruitment intake. Marionville, Newcraighall, Musselburgh and Tranent have no recorded support staff working at any of the mentioned locations based on SFRS People in Positions report – March 2025. It is recognised that the FBUs regional office is based within Marionville and would require to relocate should the option of closing Marionville progress. There is a tenant within a property on the Marionville site who would require to vacate the lodging should the option of closing Marionville progress.
Benefits	<ul style="list-style-type: none"> Resolves the RAAC issues at both Marionville and Tranent stations. Addresses the decontamination and dignified facility requirements at Marionville, Musselburgh and Tranent stations improving firefighter safety and welfare. Maximises the value of the investment made at the newly upgraded and refurbished Newcraighall station which improves firefighter safety and welfare via modern decontamination and dignified facilities. Two pump stations provide more employees at a location, this has the potential to improve efficiently and deliver services when compared to one pump stations. Modelling has identified that, on balance, the option would provide more effective operational responses across a wider geographic area. Reinvestment of 5 employee posts into more effective alternative roles: <ul style="list-style-type: none"> Community Safety Training Instruction Other benefits <ul style="list-style-type: none"> Reduced overall cost to maintain the assets and deliver the required crewing elsewhere) (£ generated in capital receipts that can be re-invested in the service) (Reduced number of vacancies (through increased ability to immediately backfill vacancies at required competency levels) Reduced employee and overtime £ costs, reduced costs to deliver Resource Based Crewing Target Operating Model (can only claim this benefit if we don't redeploy staff)

	<ul style="list-style-type: none"> At Newcraighall and Tranent, the resultant change could bring opportunities for: <ul style="list-style-type: none"> Increased no/ currency of OI events Increased capacity to provide PPP / Training activities Increased skills development and opportunities (post implementation benefit) At Tranent – as a new station <ul style="list-style-type: none"> Avoided £ cost of remediation of RAAC panels, Dignified Facilities and Decontamination Potential - Improved staff survey results or reduced number/ type of staff satisfaction grievances Potential for Increased On Call availability/ resilience during weekday working hours when there is increased demand because there is a WT element supplementing the option. 																										
Finances	<table> <tr> <td> 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, increase to 2 Pump WT + OC station. </td><td>12</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>-</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>(5)</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td>-</td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> <tr> <td>Savings /(Increases) due to Appliance Withdrawal</td><td>-</td></tr> <tr> <td>Additional Savings /(Increases) in running costs</td><td>229</td></tr> <tr> <td>Total Savings /(Increases) in running costs</td><td>229</td></tr> <tr> <td colspan="2">Capital Implications £000</td></tr> <tr> <td>Capital receipts</td><td>1,125</td></tr> <tr> <td>Capital Investment Required</td><td>10,000</td></tr> <tr> <td>Capital Investment Avoided</td><td>24,000</td></tr> </table>	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, increase to 2 Pump WT + OC station.	12	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	(5)	Staffing Impact -On Call (reduction) / increase	-	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	-	Additional Savings /(Increases) in running costs	229	Total Savings /(Increases) in running costs	229	Capital Implications £000		Capital receipts	1,125	Capital Investment Required	10,000	Capital Investment Avoided	24,000
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Disbenefits	<ul style="list-style-type: none"> Moderate increase in average 1st Pump response times with the largest impacts in the immediate vicinity of Marionville and Musselburgh stations. Potential for a number of staff unable to be re-deployed and £'s incurred because of this. Re-deployment and shift of specialist attribute SRT will lead to an initial increase in training overheads elsewhere initially. Could result in a loss of some staff unwilling for redeployment. Increased capital spend requirements at Tranent verses replacing as a 1 Pump OC station. 																										

	<ul style="list-style-type: none"> Potential increase in resource running costs at Tranent if investment is in eco changes, as it is a new station provision.
Other Impacts	<ul style="list-style-type: none"> Modelling identifies minor reduction in incident demand for the Tranent and Haddington On-Call pumps. Closure of Marionville would require relocation of its specialist Swift Water Rescue Unit. Closure of Musselburgh would require relocation of its specialist Wildfire Unit. The proposed changes, together with the rebuilding of the RAAC stations at Dalkeith and Liberton, provide an opportunity to redistribute and consolidate specialist capabilities across City of Edinburgh, East Lothian and Midlothian. <ul style="list-style-type: none"> Swift Water Rescue Unit USAR Unit (x2) Wildfire Unit Incident Command Unit
Training Impacts	<p>In relation to the specialist capabilities above the following Training Impacts and overheads are noted in relation to closures and changes. These would need to be factored in training and redeployment of staff and capabilities.</p> <p>Marionville</p> <ul style="list-style-type: none"> Number Instructor Training Days= 50 Days (25 SRT and 25 SFRBO) - (Swift Water Rescue) Number of Staff in scope of change = 25 Courses <ul style="list-style-type: none"> WAT017- Swiftwater and Flood Rescue Boat Operator WAT011 - Swiftwater and Flood Rescue Technician (SRT) Timeline = Min. Two residential Courses min 3 months Additional Trainer need = Residential for SFRBO (Oban) Any other training impacts etc = Ongoing Maintenance of skills <p>Newcraighall</p> <ul style="list-style-type: none"> Number Instructor Training Days= 30 Days Number of Staff in scope of change = 25 Courses <ul style="list-style-type: none"> USR021 - Mass Decontamination Operator USR001 - Mass Decontamination PRPS Operator Timeline = Min of a month to cover all watches Any other training impacts etc = Ongoing Maintenance of skills <p>Musselburgh</p> <ul style="list-style-type: none"> Number Instructor Training Days= 29 Days Number of Staff in scope of change = 25 Courses = <ul style="list-style-type: none"> BAP094 - Wildfire Level 2 (2days) DTR192 Wildfire Level 3 ATV Operator – 4 days WAT008 - Swiftwater and Flood Rescue First Responder Timeline = Unknown due to staff movement Any other training impacts etc = Ongoing Maintenance of skills <p>Tranent</p> <ul style="list-style-type: none"> Number Instructor Training Days= 24 Days (above original 10 now Wildfire factored) Number of Staff in scope of change = 10 FTE Courses

	<ul style="list-style-type: none"> ○ BAP094 - Wildfire Level 2 – 2 days ○ DTR192 Wildfire Level 3 ATV Operator – 4 days <p>Swiftwater rescue would likely be deployed to other station therefore SWFT overhead from Marionville to consider in area.</p> <ul style="list-style-type: none"> • Timeline = Min two Months to cover all training if OC will cover one or both Specials
Timing	<ul style="list-style-type: none"> • Closure of Marionville is reliant on completion of a new build station at Liberton. • Closure of Musselburgh station is reliant on completion of a new build station at Tranent. • Relocation of employees is dependent on the re-location of specialist capabilities and completion of relevant specialist competency training.
No Change Impact	<ul style="list-style-type: none"> • Marionville RAAC roof and would require BAU solutions to provide replacement stations at increased cost to demolish and rebuild an upgraded station at Marionville. • Tranent RAAC roof and Musselburgh refurbishment requirements still need to be addressed and would require BAU solutions to provide replacement stations at increased cost to purchase alternative sites and rebuild upgraded stations at Musselburgh and Tranent. • No opportunity to release WT employee posts and redistribute them to more effective roles.

Service Delivery Review

Option overview – Scottish Borders

Option J1

Change **Hawick** from a 2 Pump WT + OC station to a 2 Pump DSDS/OC + OC station
AND

Introduce a Nucleus Crew Hub at **Galashiels** 2 Pump WT + OC station.

<p>Why are we proposing this?</p>	<p>RAAC Panelling</p> <ul style="list-style-type: none"> • Hawick is affected by RAAC panelling and requires urgent action; the station must be repaired to make safe. • The preference would be to rebuild the station due to the cost implication of sustained, long-term upgrades and repairs, however there is an urgent requirement to address RAAC issues and limited capital budget to rebuild. • Repair work and upgrade will also include the provision of the required dignified and decontamination facilities. • We are unable to begin work on repair until a decision is made on the station configuration and duty system; clarification required. <p>Matching Operational Resource to Risk and Demand (MORRD)</p> <ul style="list-style-type: none"> • Hawick station had the second lowest operational demand of all 2 Pump WT+OC stations in Scotland. • The Hawick WT pump had the least number of mobilisations of all WT pumps in Scotland during the 2014/15 to 2019/20 period. • Operational modelling suggests that a 2 Pump OC+OC station would be suitable for the identified risk and demand in the Hawick area. • Operational demand at Hawick aligns with that of the busier 2 Pump OC+OC stations across Scotland. • Changing Hawick to a 2 Pump DSDS/OC+OC station provides an effective match to local risk and demand whilst guaranteeing 1st Pump availability from Monday to Friday between 08:00 and 18:00. This is the period for which maintaining On-Call availability is most challenging. <p>Supporting Wider On-Call Pump Availability</p> <ul style="list-style-type: none"> • The creation of a “Nucleus Crew” at Galashiels would provide a pool of suitably skilled employees, who could be tactically deployed to On-Call stations across the central Borders to maintain pump availability and operational resilience. • The suggested Nucleus Crew working period would be from Monday to Friday between 08:00 and 18:00. This is the period for which maintaining On-Call availability is most challenging.
<p>People</p>	<ul style="list-style-type: none"> • Almost four wholetime crews from Hawick (circa seventeen people) would be released to be transferred elsewhere across the organisation as only one WT crew would be required to staff the DSDS. Additional On-Call staff would require to be employed for the DSDS/OC pump at Hawick. Nucleus Crewing

	<p>model has yet to be determined (potentially 2 x CCs and 3 x FFs), however, this would result in either staff being transferred or employed at Galashiels.</p> <ul style="list-style-type: none"> • Should this option progress, this will be taken into consideration for allocating Station Posting for personnel who are on the current Wholetime recruitment intake. • Based on SFRS People in Positions report – March 2025, both Hawick and Galashiels Fire Stations have no recorded support staff working from its location.
Benefits	<ul style="list-style-type: none"> • Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland. • Efficiency saving through reduction in annual resource costs at Hawick through release of staff and reinvestment of these posts into more effective alternative roles: <ul style="list-style-type: none"> ○ Nucleus Crewing to support OC pump availability. ○ Community Safety ○ Training Instruction • Decision on station configuration allows commencement of RAAC remediation work • Station upgraded to include the provision of the required dignified and decontamination facilities • Day Shift Duty System (DSDS) maintains a WT crew during the hours of highest demand (Mon-Fri 0800 to 1800). <ul style="list-style-type: none"> ○ During which maintaining OC availability can be challenging. ○ Resourcing Community Safety and Operational Intelligence activities. • Provides new job opportunities within the Hawick community for additional On-Call employees out with DSDS hours. • Opportunity for WT employees to take on dual contracts. <p>Also consider but this will have been done:-</p> <ul style="list-style-type: none"> • Potential Reduced £ cost of remediation of RAAC panels, Dignified Facilities and Decontamination (Hawick check?) • With associated reduction in potential H&S incidents (scaffolding) • Net result – potential - Reduced employee and overtime £ costs, reduced costs to deliver Resource Based Crewing Target Operating Model (can only claim this benefit if we don't redeploy staff) • Increased capacity to provide PPP / Training activities • Increased skills development and opportunities (post implementation benefit)

Finances	<table border="1"> <tr> <td data-bbox="367 134 1275 344"> 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. </td><td data-bbox="1276 134 1430 344"> J1 </td></tr> <tr> <td colspan="2" data-bbox="367 344 1430 387"> People </td></tr> <tr> <td data-bbox="367 387 1275 430"> Staffing Impact -WTFF Appliance Withdrawal (reduction) </td><td data-bbox="1276 387 1430 430"> - </td></tr> <tr> <td data-bbox="367 430 1275 472"> Additional Staffing Impact -WTFF (reduction) / increase </td><td data-bbox="1276 430 1430 472"> (12) </td></tr> <tr> <td data-bbox="367 472 1275 515"> Staffing Impact -On Call (reduction) / increase </td><td data-bbox="1276 472 1430 515"> 9 </td></tr> <tr> <td colspan="2" data-bbox="367 515 1430 557"> Running Costs £000 </td></tr> <tr> <td data-bbox="367 557 1275 600"> Savings /(Increases) due to Appliance Withdrawal </td><td data-bbox="1276 557 1430 600"> - </td></tr> <tr> <td data-bbox="367 600 1275 642"> Additional Savings /(Increases) in running costs </td><td data-bbox="1276 600 1430 642"> 478 </td></tr> <tr> <td data-bbox="367 642 1275 685"> Total Savings /(Increases) in running costs </td><td data-bbox="1276 642 1430 685"> 478 </td></tr> <tr> <td colspan="2" data-bbox="367 685 1430 728"> Capital Implications £000 </td></tr> <tr> <td data-bbox="367 728 1275 770"> Capital receipts </td><td data-bbox="1276 728 1430 770"> - </td></tr> <tr> <td data-bbox="367 770 1275 813"> Capital Investment Required </td><td data-bbox="1276 770 1430 813"> - </td></tr> <tr> <td data-bbox="367 813 1275 855"> Capital Investment Avoided </td><td data-bbox="1276 813 1430 855"> - </td></tr> </table>	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.	J1	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	(12)	Staffing Impact -On Call (reduction) / increase	9	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	-	Additional Savings /(Increases) in running costs	478	Total Savings /(Increases) in running costs	478	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	-
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.	J1																										
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Capital receipts	-																										
Capital Investment Required	-																										
Capital Investment Avoided	-																										
Disbenefits	<ul style="list-style-type: none"> • Increase in average 1st Pump response times out with DSDS hours (Mon-Fri 0800 to 1800) in the Hawick response area. • Increased reliance on the availability of On-Call employees out with DSDS hours. • Potential challenges in the relocation/redeployment of excess WT employees to alternative locations/roles/duty systems. • Increased £ Training overhead - short term 																										
Other Impacts	<ul style="list-style-type: none"> • Hawick station is currently the base for a Swift Water Rescue unit. Additional training would be required to provide additional employees with the specialist knowledge and skills to crew this asset. • If the Swift Water Rescue unit remains at Hawick, alternative crewing arrangements would be required to maintain its availability out with DSDS hours (Mon-Fri 0800 to 1800). • If the Swift Water Rescue unit is to be relocated, a suitable alternative station would have to be identified. • Training Impacts Hawick <ul style="list-style-type: none"> • Number Instructor Training Days= 64 Days • Number of Staff in scope of change = Min 10 full time contracts • Courses = 10 Candidates - BAP027 - RDS Task and Task Management 10 Candidates - BAP035 - RDS Breathing Apparatus and Fire Behaviour 10 Candidates - WAT008 - Swiftwater and Flood Rescue First Responder • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Minimum Period of 6 months due to recruitment and duration of courses eg 4 weeks per candidate. Typically from advertisement to completion is roughly a year • Additional Trainer need = unknown 																										

	<ul style="list-style-type: none"> Any other training impacts etc = Appendum of Staff in Scope and reference = Via Recruitment Process <p>Galashiels</p> <ul style="list-style-type: none"> Undetermined at this point due to any future staff movements but Galashiels now has a wildfire Level 3 capability with 6 Days – training per candidate Instructor training. 14 Instructor days associated with training a Wildfire Level 3 WT or OC station. Level 2 (BAP099 is 2 days and Level 3) - (DTR192 - 4 days on the ATV) Operator .Coldstream OC acts as a Wildfire Support station.
Timing	<ul style="list-style-type: none"> Not dependent on SFRS Capital Plan to begin implementation. Dependent on the recruitment and training of additional On-Call employees to supplement crewing out with DSDS hours. Dependent on training additional employees to crew the specialist Swift Water Rescue asset.
No Change Impact	<ul style="list-style-type: none"> Hawick RAAC roof still requires to be addressed and would require a BAU investment to repair, upgrade and refurbish as a 2 Pump WT+OC station. No opportunity to release WT employee posts and redistribute them to more effective locations/roles including the proposed “Nucleus Crew” at Galashiels.

Service Delivery Review

Option overview – Helensburgh

Option K1:

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

<p>Why are we proposing this?</p>	<p>RAAC Panelling</p> <ul style="list-style-type: none"> • Helensburgh is affected by RAAC panelling and requires urgent action; the station must be repaired to make safe. • The preference would be to rebuild the station due to the cost implication of sustained, long-term upgrades and repairs, however there is an urgent requirement to address RAAC issues and limited capital budget to rebuild. • Repair work and upgrade will also include the provision of the required dignified and decontamination facilities. • We are unable to begin work until a decision is made on the station configuration and duty system; clarification is required. <p>Matching Operational Resource to Risk and Demand (MORRD)</p> <ul style="list-style-type: none"> • Helensburgh has the lowest operational demand of all 2 Pump WT+OC stations in Scotland. • Operational modelling suggests that a 2 Pump OC+OC station would be suitable for the identified risk and demand in the area. • Operational demand aligns with that of other 2 Pump OC+OC stations across Scotland. <p>Supporting Wider On-Call Pump Availability</p> <ul style="list-style-type: none"> • The creation of “Nucleus Crews” at strategic locations within Argyll and Bute would provide a pool of suitably skilled employees, who could be tactically deployed to On-Call stations across the area to maintain pump availability and operational resilience. • The suggested Nucleus Crew working period would be from Monday to Friday between 08:00 and 18:00. This is the period for which maintaining On-Call availability is most challenging.
<p>People</p>	<ul style="list-style-type: none"> • Almost four wholetime pump crews (17 people) at Helensburgh will be freed up to be transferred across the organisation as only one expanded crew will be required for DSDS. • Additional On-Call staff will be required for evenings and weekends on DSDS/OC pump at Helensburgh. • Should this option progress, consideration will be taken for allocating Station Posting for personnel who are on the current Wholetime recruitment intake. • Based on SFRS People in Positions report – March 2025, there are currently 7 support staff personnel with their work location recorded as Helensburgh. It is anticipated that should this option progress, there may be a reduced capacity within the station due to the RAAC challenges. Support staff would be consulted with on any requirement to relocate their work location.

Benefits	<ul style="list-style-type: none">• Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland.• Efficiency saving of c£780k through reduction in annual resource costs at Helensburgh through release of 17 WT staff (based on TOM) and reinvestment of these posts into more effective alternative roles:<ul style="list-style-type: none">○ Nucleus Crewing to support OC pump availability.○ Community Safety○ Training Instruction• Decision on station configuration allows commencement of RAAC remediation work• Station upgraded to include the provision of the required dignified and decontamination facilities• Day Shift Duty System (DSDS) maintains a WT crew during the hours of highest demand (Mon-Fri 0800 to 1800).<ul style="list-style-type: none">○ During which maintaining OC availability can be challenging.○ Resourcing Community Safety and Operational Intelligence activities.• Provides new job opportunities within the Helensburgh community for additional On-Call employees out with DSDS hours.• Opportunity for WT employees to take on dual contracts.• Additional benefits<ul style="list-style-type: none">○ Potential for reduced number of vacancies within TOM through increased ability to immediately backfill vacancies at required competency levels.○ Reduced employee and overtime £ costs. Reduced costs to deliver Resource Based Crewing Target Operating Model (can only claim this benefit if we don't redeploy staff)○ Potential for increased number/currency of OI events.																										
Finances	<table><tr><td>Change Helensburgh 2 Pump WT + OC station to a 2 Pump DSDS/OC + OC station.</td><td>K1</td></tr><tr><td colspan="2">People</td></tr><tr><td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>-</td></tr><tr><td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>(17)</td></tr><tr><td>Staffing Impact -On Call (reduction) / increase</td><td>9</td></tr><tr><td colspan="2">Running Costs £000</td></tr><tr><td>Savings /(Increases) due to Appliance Withdrawal</td><td>-</td></tr><tr><td>Additional Savings /(Increases) in running costs</td><td>694</td></tr><tr><td>Total Savings /(Increases) in running costs</td><td>694</td></tr><tr><td colspan="2">Capital Implications £000</td></tr><tr><td>Capital receipts</td><td>-</td></tr><tr><td>Capital Investment Required</td><td>-</td></tr><tr><td>Capital Investment Avoided</td><td>-</td></tr></table>	Change Helensburgh 2 Pump WT + OC station to a 2 Pump DSDS/OC + OC station.	K1	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	(17)	Staffing Impact -On Call (reduction) / increase	9	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	-	Additional Savings /(Increases) in running costs	694	Total Savings /(Increases) in running costs	694	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	-
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Disbenefits	<ul style="list-style-type: none">• Increase in average 1st Pump response times out with DSDS hours (Mon-Fri 0800 to 1800) in the Helensburgh response area.• Increased reliance on the availability of On-Call employees out with DSDS hours.• Potential challenges in the relocation/redeployment of excess WT employees to alternative locations/roles/duty systems. <p>Other disbenefits</p> <ul style="list-style-type: none">• Increased £ Training overhead - short term																										

Other Impacts	<ul style="list-style-type: none"> Concern is likely to be raised regarding increased SFRS response times from Helensburgh to support neighbouring military sites out with DSDS hours.
Training Impacts	<ul style="list-style-type: none"> Number Instructor Training Days = 64 Number of Staff in scope of change, = Min 10 full time contracts Courses = <ul style="list-style-type: none"> 10 candidates, BAP027, RDS Task and Task Management 10 candidates, BAP035, RDS Breathing Apparatus and Fire Behaviour 10 candidates, WAT008, Swiftwater and Flood Rescue First Responder Additional Training Overheads (overtime out with plan for the year) - unknown Purchase of Equipment and rollout = N/A Timeline = Minimum Period of 6 months due to recruitment and duration of courses e.g. 4 weeks per candidate Additional Trainer Need = zero Any other training impacts etc. = Requires addition to Training Needs Analysis due to multiple facilities required for training. Appendum of Staff in Scope and refence = Via Recruitment Process.
Timing	<ul style="list-style-type: none"> Not dependent on SFRS Capital Plan to begin implementation. Dependent on recruitment and training of additional OC employees to supplement crewing out with DSDS hours.
No Change Impact	<ul style="list-style-type: none"> Helensburgh RAAC roof still requires to be addressed and would require a BAU investment to repair, upgrade and refurbish as a 2 Pump WT+OC station. No opportunity to release WT employee posts and redistribute them to more effective locations/roles.

Service Delivery Review

Option overview – Glasgow

Option 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.

<p>Why are we proposing this?</p>	<p>Matching Operational Resource to Risk and Demand (MORRD)</p> <ul style="list-style-type: none"> Analysis of operational demand and operational modelling have identified an imbalance in station resourcing within parts of Glasgow City and its surrounding urbanised areas when compared to other similar areas of Scotland. The 2nd wholetime pumps were temporarily withdrawn from Cowcaddens, Govan and Maryhill stations in September 2023 and more permanent solutions are now required which financially equate to these changes. Analysis has identified that the locations of Govan and Yorkhill stations, adjacent to the banks of the River Clyde, almost halve the operational areas which they can effectively cover. Operational response modelling has identified that surrounding stations can effectively provide support within these areas. Analysis has identified that, due to significant changes in the types and occupancy of residential buildings, Springburn station no longer has the most effective operational response area. Operational response modelling has identified that surrounding stations can effectively provide support within this area. Optimisation modelling has identified that Greater Glasgow urbanised area has an over provision of resources compared to the other large urban areas of Scotland. The area could be adequately served from 3 less fire stations with 3 less WT pumps. The achievement of current SDR strategic objectives, and their associated financial commitments, prevent consideration of any additional options which involve significant capital projects during this phase of the SDR Programme.
<p>People</p>	<ul style="list-style-type: none"> Move all current WT staff at Cowcaddens to a new build station at the Maitland Street site and five WT pump crews (circa 20 employees) will be required to re-establish a Cowcaddens 2nd Pump. Five WT crews (circa 20 people) from Springburn will be freed up to be transferred across the organisation. The Govan 2nd Pump was a temporary withdrawal in September 2023 and since then, the WT employees who were freed up from Govan's 2nd Pump have been utilised in other posts across the organisation. Five WT crews (circa 25 people) from Yorkhill will be freed up to be transferred across the organisation.

	<ul style="list-style-type: none"> Five WT crews (circa 20 people) will be required to re-establish a Maryhill 2nd Pump. Move Fire Investigation staff who follow 5WDS pattern that are located at Yorkhill (10 people) to alternative location (TBC) Based on SFRS People in Positions report – March 2025, there are no support staff recorded as working within either Springburn or Govan stations, however there are 2 support staff personnel recorded as working within Yorkhill station and 8 recorded within Cowcaddens station. The Glasgow City LSO Management Team currently operate from the Cowcaddens station premises. Should this option progress, both Support staff and the Glasgow City LSO Management Team members who are based at impacted locations would have to relocate to an alternative work location (Cowcaddens station may be a temporary variation until rebuild concludes). Should this be the case, all impacted personnel would be consulted in line with existing SFRS Policies. Should this option progress, consideration will be taken for allocating Station Posting for personnel who are on the current Wholetime recruitment intake. 																										
Benefits	<ul style="list-style-type: none"> Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland. Efficiency savings by reducing annual resource costs through the release of employees (5 WT WCs compared to interim TOM). Potential for generating capital receipt from the sale of current Yorkhill station for re-investment in SFRS. Potential for increased capacity to provide PPP / Training activities. Increased opportunities for employee's skill development. 																										
Finances	<table border="1"> <tr> <td>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.</td><td>M1A</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>(60)</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>(5)</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td>-</td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> <tr> <td>Savings /(Increases) due to Appliance Withdrawal</td><td>2,625</td></tr> <tr> <td>Additional Savings /(Increases) in running costs</td><td>458</td></tr> <tr> <td>Total Savings /(Increases) in running costs</td><td>3,083</td></tr> <tr> <td colspan="2">Capital Implications £000</td></tr> <tr> <td>Capital receipts</td><td>2,000</td></tr> <tr> <td>Capital Investment Required</td><td>-</td></tr> <tr> <td>Capital Investment Avoided</td><td>5,000</td></tr> </table>	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.	M1A	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	(60)	Additional Staffing Impact -WTFF (reduction) / increase	(5)	Staffing Impact -On Call (reduction) / increase	-	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	2,625	Additional Savings /(Increases) in running costs	458	Total Savings /(Increases) in running costs	3,083	Capital Implications £000		Capital receipts	2,000	Capital Investment Required	-	Capital Investment Avoided	5,000
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Capital Investment Avoided	5,000																										

Disbenefits	<ul style="list-style-type: none"> • Increase in average 1st Pump response times in the Yorkhill response area. • Increase in average 2nd Pump response times in the Govan and Springburn response areas. • Potentially: <ul style="list-style-type: none"> ○ Unable to redeploy a number of employees to more effective roles. ○ £ incurred as a result of staff redeployment (during transition or ongoing). ○ Increased workload for staff taking on nearby pump removal or station closure activities. ○ Increased £ Training overhead (short term) for acquisition of new specialist skills. ○ Loss of staff if unhappy about moving or changes to workload.
Other Impacts	<p>This option re-instates the 2nd WT Pumps at both Cowcaddens and Maryhill stations which were temporarily withdrawn in September 2023.</p> <p>Training – worst cases if/as specials moved</p> <p>M1A Cowcaddens</p> <ul style="list-style-type: none"> • Number Instructor Training Days=26 Days • Number of Staff in scope of change = 25 • Courses <ul style="list-style-type: none"> ○ 25 Candidates - USR021 - Mass Decontamination Operator ○ 25 Candidates - USR001- Mass Decontamination PRPS Operator ○ 10 Candidates - USR002 - Mass Decontamination Instructor • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = Goes back to WT+WT - as PRPS, Mass Decon Support staff re-introduced may need to skill up <p>M1A Springburn</p> <ul style="list-style-type: none"> • Number Instructor Training Days=52 Days • Number of Staff in scope of change = 25 • Courses <ul style="list-style-type: none"> ○ 25 Candidates - USR021 - Mass Decontamination Operator ○ 25 Candidates - USR001 - Mass Decontamination PRPS Operator ○ 10 Candidates - USR002 - Mass Decontamination Instructor • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = Mass Decon. But still need to maintain specialism skillset - associated overhead about a 0-11 if moved. Range 0-11 depending on next steps <p>M1A Govan</p> <ul style="list-style-type: none"> • Number Instructor Training Days=30 Days • Number of Staff in scope of change = 25 • Courses <ul style="list-style-type: none"> ○ 25 Candidates - USR001 - Mass Decontamination PRPS Operator

	<ul style="list-style-type: none"> ○ 25 Candidates - WAT008- Swiftwater and Flood Rescue First Responder • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = PRPS, Flood Response But still need to maintain specialism skillset - associated overhead about a 0-11 if moved. Range 0-11 depending on next steps <p>M1A Yorkhill</p> <ul style="list-style-type: none"> • Number Instructor Training Days=20 Days • Number of Staff in scope of change = 25 • Courses <ul style="list-style-type: none"> ○ 25 Candidates - WAT008- Swiftwater and Flood Rescue First Responder • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = Flood Response. Obviously the specialist attribute and training would need to be picked\assigned to another station. Depending on the allocation this comes with an overhead. Could be low could be high depending on where. Scored in MVP as high. <p>M1A Maryhill</p> <ul style="list-style-type: none"> • Number Instructor Training Days=86 Days • Number of Staff in scope of change = 25 • Courses <ul style="list-style-type: none"> ○ 25 Candidates - WAT008- Swiftwater and Flood Rescue First Responder ○ 25 Candidates - USR021 - Mass Decontamination Operator ○ 25 Candidates - USR001 - Mass Decontamination PRPS Operator ○ 10 Candidates - USR002 - Mass Decontamination Instructor ○ 5 Candidates – DRT001 - Aerial Instructor SFRS ○ 10 Candidates – DRT006 - Aerial Operator • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = Flood Response, Mass Decon Light, Aerial Ladder Platform. A MVp re-score of Maryhill to this scenario would indicate
Timing	<p>Yorkhill</p> <ul style="list-style-type: none"> • The closure and subsequent reinvestment of staff could happen concurrently with the re-instatement of the 2nd Pump at Maryhill. • The closure and subsequent reinvestment of staff could be delayed to facilitate the temporary accommodation of the Cowcaddens pump and staff. • Permanent implementation could become effective following public consultation and formal acceptance of the option. <p>Govan</p>

	<ul style="list-style-type: none"> • The Govan change option was implemented as part of the 10 temporary WT pump withdrawals in September 2023. • Permanent implementation would become immediately effective following public consultation and formal acceptance of the option. <p>Cowcaddens</p> <ul style="list-style-type: none"> • This change option would be a major Capital project which could take several years to complete following public consultation and formal acceptance of the option. • This change option could be achieved on a phased approach, temporarily relocating the pump and staff to Maryhill or Yorkhill to allow the sale of the current station site whilst the build of the new station is in progress. <p>Springburn</p> <ul style="list-style-type: none"> • The pump withdrawal and reinvestment of staff could happen concurrently with the re-instatement of the 2nd Pump at Maryhill. • The pump withdrawal and reinvestment of staff could happen concurrently with the re-instatement of the 2nd Pump at the new build Cowcaddens station.
No Change Impact	<ul style="list-style-type: none"> • Compared to the current temporary TOM arrangement, an additional 60 WT employees would be required to crew 2nd Pumps at Cowcaddens, Govan and Maryhill. • SFRS would have to identify alternative change options which would enable the equivalent resource budget saving of 60 WT employee posts (£2,625,000 (45x FF +15x CC)) from other areas of the organisation.

Option 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.

Why are we proposing this?	Matching Operational Resource to Risk and Demand (MORRD) <ul style="list-style-type: none">• Analysis of operational demand and operational modelling have identified an imbalance in station resourcing within parts of Glasgow City and its surrounding urbanised areas when compared to other similar areas of Scotland.• The 2nd wholetime pumps were temporarily withdrawn from Cowcaddens, Govan and Maryhill stations in September 2023 and more permanent solutions are now required which financially equate to these changes.• Analysis has identified that the location of Govan station, adjacent to the south bank of the river Clyde, almost halves the operational area which it can effectively cover.• Operational modelling has identified that the response area of Cowcaddens station can be effectively covered by the adjacent stations at Carlton, Maryhill, Springburn and Yorkhill.• Optimisation modelling has identified that Glasgow City and its surrounding urbanised areas have an over provision of resources compared to other large Scottish cities. The area could be adequately served from 3 less fire stations with 3 less WT pumps.• The achievement of current SDR strategic objectives, and their associated financial commitments, prevent consideration of any additional options which involve significant capital projects during this phase of the SDR Programme.
People	<ul style="list-style-type: none">• Move all current WT staff at Cowcaddens to a new build at the Maitland Street site and five WT pump crews (circa 20 employees) will be required to re-establish a Cowcaddens 2nd Pump.• The Govan 2nd Pump was a temporary withdrawal in September 2023 and since then, the WT employees who were freed up from Govan's 2nd Pump have been utilised in other posts across the organisation.• Based on SFRS People in Positions report – March 2025, there are no support staff recorded as working within Govan stations, however there are 8 personnel recorded as working within Cowcaddens.• It is recognised that the Glasgow City LSO Management Team currently operate from within the existing Cowcaddens premises.• It is anticipated that should this option progress, both Support staff and the Glasgow City LSO Management Team based at impacted locations would have to relocate to an alternative work location (Cowcaddens may be a temporary variation until rebuild concludes). Should this be the case, all impacted personnel would be consulted with accordingly in line with existing SFRS Policies.• Should this option progress, consideration will be taken for allocating Station Posting for personnel who are on the current Wholetime recruitment intake.
Benefits	<ul style="list-style-type: none">• Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland.• Efficiency savings by reducing annual resource costs through the release of 65 WT employees (5 WT WCs compared to interim TOM).

	<ul style="list-style-type: none"> Vacancies at WT stations in Glasgow were filled in September 2023 and overtime costs reduced. Potential for: <ul style="list-style-type: none"> Reduced employee and overtime £ costs through reduced costs of delivering Resource Based Crewing Target Operating Model. Increased capacity to provide PPP / Training activities. Increased skills development and opportunities (post implementation benefit). 																										
Finances	<table> <tr> <td>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.</td><td>M3A</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>(60)</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>(5)</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td>-</td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> <tr> <td>Savings /(Increases) due to Appliance Withdrawal</td><td>2,625</td></tr> <tr> <td>Additional Savings /(Increases) in running costs</td><td>485</td></tr> <tr> <td>Total Savings /(Increases) in running costs</td><td>3,083</td></tr> <tr> <td colspan="2">Capital Implications £000</td></tr> <tr> <td>Capital receipts</td><td>-</td></tr> <tr> <td>Capital Investment Required</td><td>-</td></tr> <tr> <td>Capital Investment Avoided</td><td>10,000</td></tr> </table>	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.	M3A	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	(60)	Additional Staffing Impact -WTFF (reduction) / increase	(5)	Staffing Impact -On Call (reduction) / increase	-	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	2,625	Additional Savings /(Increases) in running costs	485	Total Savings /(Increases) in running costs	3,083	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	10,000
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Capital Investment Avoided	10,000																										
Disbenefits	<ul style="list-style-type: none"> Increase in average 1st and 2nd Pump response times in the Cowcaddens response area. Increase in average 2nd Pump response times in the Govan response area. Potentially: <ul style="list-style-type: none"> Unable to redeploy a number of employees to more effective roles. £ incurred as a result of staff redeployment (during transition or ongoing). Increased compressed workload for staff taking on nearby pump removal or station closure activities. Increased £ Training overhead (short term) for acquisition of new specialist skills. Loss of staff if unhappy about moving or changes to workload. 																										
Other Impacts	<p>This option re-instates the 2nd WT Pump at Maryhill station which was temporarily withdrawn in September 2023</p> <p>Training – worst cases if/as specials moved M3A Cowcaddens</p> <ul style="list-style-type: none"> Number Instructor Training Days=26 Days Number of Staff in scope of change = 25 Courses 																										

	<ul style="list-style-type: none"> ○ 25 Candidates - USR021 - Mass Decontamination Operator ○ 25 Candidates - USR001- Mass Decontamination PRPS Operator ○ 10 Candidates - USR002 - Mass Decontamination Instructor • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = Closure means shift or crew - to target and also specialisms - however overhead of at least 11 impact for station target getting MASS DECON from Cowcaddens <p>M3A Govan</p> <ul style="list-style-type: none"> • Number Instructor Training Days=52 Days • Number of Staff in scope of change = 25 • Courses • 25 Candidates - USR021 - Mass Decontamination Operator <ul style="list-style-type: none"> ○ 25 Candidates - USR001- Mass Decontamination PRPS Operator ○ 10 Candidates - USR002 - Mass Decontamination Instructor • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = Closure means shift or crew - to target and also specialisms - however overhead of at least 11 impact for station target getting MASS DECON from Cowcaddens <p>M3A Maryhill</p> <ul style="list-style-type: none"> • Number Instructor Training Days=86 Days • Number of Staff in scope of change = 25 • Courses <ul style="list-style-type: none"> ○ 25 Candidates - WAT008- Swiftwater and Flood Rescue First Responder ○ 25 Candidates - USR021 - Mass Decontamination Operator ○ 25 Candidates - USR001 - Mass Decontamination PRPS Operator ○ 10 Candidates - USR002 - Mass Decontamination Instructor ○ 5 Candidates – DRT001 - Aerial Instructor SFRS ○ 10 Candidates – DRT006 - Aerial Operator • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = Flood Response, Mass Decon Light, Aerial Ladder Platform. A MVP re-score of Maryhill to this scenario would indicate
Timing	<p>Govan</p> <ul style="list-style-type: none"> • The Govan change option was implemented as part of the 10 temporary WT pump withdrawals in September 2023 • Permanent implementation would become immediately effective following public consultation and formal acceptance of the option. <p>Cowcaddens</p> <ul style="list-style-type: none"> • The closure and subsequent reinvestment of staff could happen concurrently with the re-instatement of the 2nd Pump at Maryhill.

	<ul style="list-style-type: none"> • Permanent implementation would become immediately effective following public consultation and formal acceptance of the option.
No Change Impact	<ul style="list-style-type: none"> • Compared to the current temporary TOM arrangement, an additional 60 WT employees would be required to crew 2nd Pumps at Cowcaddens, Govan and Maryhill. • SFRS would have to identify alternative change options which would enable the equivalent resource budget saving of 60 WT employee posts (£2,625,000 (45x FF +15x CC)) from other areas of the organisation.

Service Delivery Review

Option overview – East Dunbartonshire

Options N1:

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

<p>Why are we proposing this?</p>	<p>RAAC Panelling</p> <ul style="list-style-type: none"> • Milngavie is affected by RAAC panelling and requires urgent action; the station must be repaired to make safe. • The preference would be to rebuild the station due to the cost implication of sustained, long-term upgrades and repairs, however there is an urgent requirement to address RAAC issues and limited capital budget to rebuild. • Repair work and upgrade will also include the provision of the required dignified and decontamination facilities. • We are unable to begin work on repair until a decision is made on the station configuration and duty system; clarification required. <p>Matching Operational Resource to Risk and Demand (MORRD)</p> <ul style="list-style-type: none"> • Milngavie station had the lowest operational demand of all 1 Pump WT stations in Scotland. • Operational modelling suggests that a 2 Pump OC+OC station would be suitable for the identified risk and demand in the Milngavie area. • Operational demand at Milngavie aligns with that of the busier 2 Pump OC+OC stations across Scotland. • Changing Milngavie to a 1 Pump DSDS/OC station provides an effective match to local risk and demand whilst guaranteeing 1st Pump availability from Monday to Friday between 08:00 and 18:00. This is the period for which maintaining On-Call availability is most challenging.
<p>People</p>	<ul style="list-style-type: none"> • Over three WT crews at Milngavie can be freed up to be transferred elsewhere across the organisation as only one crew will be required for DSDS. • New On-Call staff will be required to crew the pump out-with DSDS hours (Mon to Fri 08:00 to 18:00). • Should this option progress, consideration will be taken for allocating Station Posting for personnel who are on the current Wholetime recruitment intake. • Based on SFRS People in Positions report – March 2025, there is a support staff employee based at Milngavie. Should this change options progress, it is unlikely that the individual would require a change in their work location.
<p>Benefits</p>	<ul style="list-style-type: none"> • Closer alignment of resources with local risk and demand when compared to other similar areas across Scotland. • Efficiency saving through reduction in annual resource costs at Milngavie through release of staff and reinvestment of these posts into more effective alternative roles: <ul style="list-style-type: none"> ○ Nucleus Crewing to support OC pump availability. ○ Community Safety

	<ul style="list-style-type: none"> ○ Training Instruction • Decision on station configuration allows commencement of RAAC remediation work • Station upgraded to include the provision of the required dignified and decontamination facilities • Day Shift Duty System (DSDS) maintains a WT crew during the hours of most demand (Mon-Fri 0800 to 1800). <ul style="list-style-type: none"> ○ During which maintaining OC availability can be challenging. ○ Resourcing Community Safety and Operational Intelligence activities. • Provides new job opportunities within the Milngavie community for additional On-Call employees out with DSDS hours. • Opportunity for WT employees to take on dual contracts. • Also consider but this will have been done:- <ul style="list-style-type: none"> ○ Potential Reduced £ cost of remediation of RAAC panels, Dignified Facilities and Decontamination (Hawick check?) ○ With associated reduction in potential H&S incidents (scaffolding) ○ Potential for reduced employee and overtime £ costs, reduced costs to deliver Resource Based Crewing Target Operating Model (can only claim this benefit if we don't redeploy staff) ○ Increased capacity to provide PPP / Training activities • Increased skills development and opportunities (post implementation benefit). • Potentially more desirable and flexible working patterns offered to some employees. 																										
Finances	<table border="1"> <tr> <td></td><td>N1</td></tr> <tr> <td colspan="2">People</td></tr> <tr> <td>Staffing Impact -WTFF Appliance Withdrawal (reduction)</td><td>-</td></tr> <tr> <td>Additional Staffing Impact -WTFF (reduction) / increase</td><td>(17)</td></tr> <tr> <td>Staffing Impact -On Call (reduction) / increase</td><td>10</td></tr> <tr> <td colspan="2">Running Costs £000</td></tr> <tr> <td>Savings /(Increases) due to Appliance Withdrawal</td><td>-</td></tr> <tr> <td>Additional Savings /(Increases) in running costs</td><td>676</td></tr> <tr> <td>Total Savings /(Increases) in running costs</td><td>676</td></tr> <tr> <td colspan="2">Capital Implications £000</td></tr> <tr> <td>Capital receipts</td><td>-</td></tr> <tr> <td>Capital Investment Required</td><td>-</td></tr> <tr> <td>Capital Investment Avoided</td><td>-</td></tr> </table>		N1	People		Staffing Impact -WTFF Appliance Withdrawal (reduction)	-	Additional Staffing Impact -WTFF (reduction) / increase	(17)	Staffing Impact -On Call (reduction) / increase	10	Running Costs £000		Savings /(Increases) due to Appliance Withdrawal	-	Additional Savings /(Increases) in running costs	676	Total Savings /(Increases) in running costs	676	Capital Implications £000		Capital receipts	-	Capital Investment Required	-	Capital Investment Avoided	-
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Capital Investment Avoided	-																										
Disbenefits	<ul style="list-style-type: none"> • Increase in average 1st Pump response times out with DSDS hours (Mon-Fri 0800 to 1800) in the Milngavie response area. • Reliance on the recruitment and availability of On-Call employees out with DSDS hours. • Potential challenges in the relocation/redeployment of excess WT employees to alternative locations/roles/duty systems. • Increased compressed workload for DSDS crew taking on duty change. • Increased £ Training overhead - short term. • Potential loss of staff if unhappy about moving or changes to workload. 																										

Other Impacts	Training Impacts <ul style="list-style-type: none"> • Number Instructor Training Days=64 Days • Number of Staff in scope of change = 15 • Courses <ul style="list-style-type: none"> ○ 5 Candidates - INC058 - Command Support Unit Operator ○ 10 Candidates - BAP027 - RDS Task and Task Management ○ 10 Candidates - BAP035 - RDS Breathing Apparatus and Fire Behaviour • Additional Training Overheads (overtime outwith plan for the year) = unknown • Purchase of Equipment and rollout = N/A • Timeline = Unknown • Additional Trainer need = unknown • Any other training impacts etc =N/A • Appendum of Staff in Scope and reference = None
Timing	<ul style="list-style-type: none"> • Not dependent on SFRS Capital Plan to begin implementation. • Dependent on the recruitment and training of On-Call employees to provide crewing out with DSDS hours. • Dependent on training additional employees to crew the specialist Command Support Unit asset.
No Change Impact	<ul style="list-style-type: none"> • Milngavie RAAC roof still requires to be addressed and would require a BAU investment to repair, upgrade and refurbish as a 1 Pump WT station. • No opportunity to release WT employee posts and redistribute them to more effective locations/roles.