

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No:

Agenda Item:

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	29 MAY 2025							
Report Title:	SERVICE DELIVERY REVIEW (SDR) OPTIONS DEVELOPMENT AND APPRAISAL OUTCOME REPORT							
Report Classification :	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to. <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	To provide detail of the Service Delivery Review (SDR) options development and appraisal (ODA) process and seek approval from the Scottish Fire and Rescue Board (SFRS Board) to proceed to full consultation on the options identified.							
2	Background							
2.1	The central objective of the SDR is to implement changes to the SFRS station and appliance footprint and duty systems to match operational resources with risk and demand, which will achieve a modernised approach to service delivery. This will ensure compliance with the organisation's legal requirement to deliver a balanced budget and statutory duties under the Fire (Scotland) Act 2005 and the Fire (Additional Function) (Scotland) Order 2005.							
2.2	The programme will also address the 10-pump temporary withdrawals and, where possible, current estates challenges, primarily RAAC and the provision of dignified facilities and contamination controls.							
2.3	Desired outcomes of the programme are: <ul style="list-style-type: none"> Operational resources better matched to risk and demand Reduced capital investment backlog Better utilisation of resources and facilities Enhanced firefighter safety Improved staff attraction and retention Increased organisational capacity Enhanced community safety (through PP&P) Improved partnership working Reduced community inequality Better informed future planning (and decision making) 							
2.4	This paper sets out the ODA Process which has been undertaken to develop a suite of options which meet the outcomes outlined above and should be progressed to public consultation.							

2.5	It should be noted that not all activities aligned to the SDR require public consultation, however where changes are being proposed which change the way in which services are delivered to communities, formal consultation is a legal requirement.
3	Main Report/Detail
3.1	Options Development and Appraisal (ODA) Process.
3.1.1	As stated in section 2, SFRS has a statutory requirement to consult on changes to the Service. Before consultation can be undertaken, an ODA process is required.
3.1.2	Once a long list of options has been developed by an organisation, these are then tested through an engagement process with stakeholders to refine and score options to decide which should progress to consultation. Supporting this process are technical assessments, Equalities and Human Right Impact Assessments (EHRIA) and a financial appraisal of all options. These develop throughout the process to support decision-making at each stage.
3.1.3	To ensure transparency, SFRS also contracted ASV, an engagement consultant, to oversee the ODA process and to facilitate stakeholder sessions. ASV are well established as experts in public sector consultation. The two ASV consultants who supported SFRS during the ODA process have experience of supporting several English fire and rescue services, as well as other public sector bodies such as health boards and local authorities.
3.2	<u>Development of the Long List of Change Options</u>
3.2.1	<p><u>Service Delivery Model Programme (SDMP)</u></p> <p>SDMP was established in April 2019 to address elements of the strategic direction stated within the Fire and Rescue Framework for Scotland 2016, SFRS Strategic Plan 2019-22 and subsequent iterations of these documents. It focused on developing:</p> <ul style="list-style-type: none"> the SFRS Community Risk Index Model (CRIM) as a method for locating and quantifying the geographical distribution of fire and rescue community risk throughout Scotland operational response modelling techniques for identifying, testing and impact assessing potential change options which could improve the locations of stations, pumping appliances and their associated duty systems to the identified risk and demand. This process became known as Matching Operational Resource to Risk and Demand (MORRD); alternative duty system and crewing model solutions which could offer a wider range of appliance crewing solutions than the current wholetime or on-call duty systems.
3.2.2	SDMP identified 78 geographic locations, or themes, which had been identified as worthwhile considerations for improving the geographical balance of existing operational resources to the identified risk and demand.

3.3	<u>Temporary Withdrawal of Wholetime Pumping Appliances</u>
3.3.1	The Strategic Service Review Programme (SSRP) was established in 2023 to respond to, and deliver the cashable savings required to meet the flat cash financial parameters set out in the Resource Spending Review (RSR) published by the Scottish Government (SG) on 31 st May 2022 for the four financial years 2023/24 to 2026/27. Financial modelling identified that 10 wholetime pumps would have to be temporarily withdrawn from service to realise the resource budget cost savings required within the 2023/24 and subsequent financial years.
3.3.2	On 25 May 2023 the SFRS Board scrutinised a paper outlining operational considerations to support the SSRP in year 1. This included 10 locations recommended for temporary withdrawal of 10 wholetime pumps.
3.3.3	In line with SFRS's statutory requirements a commitment was made that no permanent changes would be made without public consultation.
3.3.4	Since the introduction of the temporary appliance withdrawal work has been ongoing to develop options for change which would meet the organisation's strategic priorities including addressing the temporary withdrawals, RAAC panels, dignified facilities, contamination control and matching operational resources to risk and demand.
3.3.5	The SDMP assumed that SFRS would maintain the budgetary capacity to redistribute all its existing wholetime resources. The Resource Spending Review created a financial requirement to incorporate permanent resource budget savings equivalent to the 10 temporary wholetime pump withdrawals within any future suite of SSRP change options. There was also a requirement to provide insights which would direct prioritisation of capital developments for the next iteration of the SFRS Property Strategy.
3.3.6	A "Long List" of potential change options was developed based on the 78 SDMP considerations and the 10 temporary pump withdrawal locations. ORH presented new bottom-up and top-down modelling based on potential station mergers and closures which would result in 7 fewer fire stations within the Large Urban Areas, Other Urban Areas, Accessible Rural Areas and Accessible Small Towns of Scotland and reduced the number of wholetime pumps in these areas from 114 to 104 (10 fewer).
3.3.7	The "Long List" included multiple change options within some geographic areas relating to variances in outputs from different modelling approaches. It also included alternative duty system arrangements at locations where a Day Shift Duty System (DSDS) or Nucleus Crewing option had potential to create a better alignment than those directly generated through modelling. This was the list of options that was presented and filtered at the <i>SDR Senior Leaders Workshops</i> in August and September 2024.
3.3.8	The Board is directed to <i>Appendix A</i> for the SDR Process Timeline and <i>Appendix H</i> for the Impact Assessments on each Option.

3.4	Pre-consultation Engagement
3.4.1	<p>Prior to the start of the formal options appraisal process SFRS undertook a significant pre-consultation public survey to determine the priorities of key stakeholders and members of the public.</p> <p>The engagement approach consisted of:</p> <ul style="list-style-type: none"> • Online survey and promotion across various internal and external channels • 41 station-based events • 43 pop-up stalls
3.4.2	In addition to the series of station-based events and pop-ups there were over 40 local engagement sessions with the public and partners (e.g. Local Authority Scrutiny meetings) captured via an engagement tracker.
3.4.3	There were also over 400 separate staff engagement sessions held locally by LSO teams, across all 14 LSO areas.
3.4.4	<p>SFRS received 6,456 responses to the survey and the top 4 priorities identified by respondents were</p> <ul style="list-style-type: none"> • SFRS should have the right resources (i.e. fire appliances) in the right place - based on analysis of risk • Crews should be based in areas where there is most risk and demand • Reassurance that any changes won't make me or my family less safe • SFRS should work alongside communities to build resilience and better prepare for significant events including flooding and wildfire
3.5	Developing the short list
3.5.1	<p>Senior Leaders Workshops – Aug/September 2024 (Appendix B)</p> <p>Workshops were held on 15 August, 23 and 24 September to review the long list of options and agree hurdle criteria that would be applied to an initial assessment of options</p>
3.5.2	<p>A total of 129 options were assessed against two criteria</p> <ul style="list-style-type: none"> • Does the option contribute to long-term financial sustainability in terms of capital/resource budget costs? • Does the option contribute to the modernisation of the Service?
3.5.3	Following these workshops, 31 proposals were agreed to proceed to the Hurdle Criteria stage.
3.6	Hurdle Criteria Workshop – January 2025 (Appendix C)
3.6.1	<p>An in-person meeting was held at the Carnegie Conference Centre in Dunfermline on 29 January 2025. At the meeting the medium list of 31 options were subject to filtering through the application of a set of hurdle criteria. These were 'binary' (pass/fail) criteria, which an Option had to meet before it could progress further in the ODA process. The hurdle criteria agreed by the SDR project team were:</p>

	<ul style="list-style-type: none"> • Viability – Does the option contribute to provide long-term financial sustainability? • Feasibility – Is the option a strategic priority that can be delivered within the next five years? • Improved Outcomes (SFRS Service and staff) – Does the option contribute to improved outcomes for the Service and its staff? • Improved Outcomes (Communities) – Does the option contribute to improved outcomes for communities? 												
3.6.2	This meeting was facilitated by ASV and had 19 decision-makers – SFRS operational managers and other senior SFRS staff. In addition, a number of stakeholder observers (including members of the public) were in attendance.												
3.6.3	This session, and subsequent consideration of the findings by managers, resulted in the change options proposed being reduced to 23.												
3.7	Scoring the Options												
3.7.1	<p><i>Evaluation Criteria Setting and Weighting Workshop – March 2025</i></p> <p>An online meeting, facilitated by ASV, was held on the afternoon of 13 March 2025. Thirty-one attendees were asked to discuss and agree five evaluation criteria – i.e. criteria against which Options would be scored in the subsequent Balanced Room. These were:</p> <ol style="list-style-type: none"> 1. Financial viability 2. Impact on communities 3. Deliverability 4. Sustainability 5. Impact on workforce 												
3.7.2	<p>As well as agreeing the criteria, stakeholders were asked to rank how important the criteria were relative to one another, by allocating a weight from a set of 100 points. Individual weights were collated and an average weighting for each criterion was decided (Table 1).</p> <table border="1"> <thead> <tr> <th>Choices</th><th>Score</th></tr> </thead> <tbody> <tr> <td>Impact on Communities</td><td>31.25</td></tr> <tr> <td>Impact on Workforce</td><td>24.67857143</td></tr> <tr> <td>Sustainability</td><td>12.64285714</td></tr> <tr> <td>Financial Viability</td><td>14.82142857</td></tr> <tr> <td>Deliverability</td><td>16.60714286</td></tr> </tbody> </table> <p>Table1: Summary Scores</p>	Choices	Score	Impact on Communities	31.25	Impact on Workforce	24.67857143	Sustainability	12.64285714	Financial Viability	14.82142857	Deliverability	16.60714286
Choices	Score												
Impact on Communities	31.25												
Impact on Workforce	24.67857143												
Sustainability	12.64285714												
Financial Viability	14.82142857												
Deliverability	16.60714286												
3.7.3	The full report of the workshop can be found at <i>Appendix D</i> .												
3.8	<i>Balanced Room – April 2025</i>												
3.8.1	The final stage of the Options Development and Appraisal Process was held on 29 April 2025, at the Stirling Court Hotel.												

3.8.2

This was a ‘balanced room’ workshop and involved 45 decision makers, consisting of members of the public, other emergency services, representative bodies, local authorities, third sector representatives and businesses. The options were presented explaining the case for change and the potential impacts of each proposal. Detailed business and equalities impact assessments on each of the options were developed to support the workshop.

3.8.3

The full list of options is included in the table below.

3.8.4

East SDA

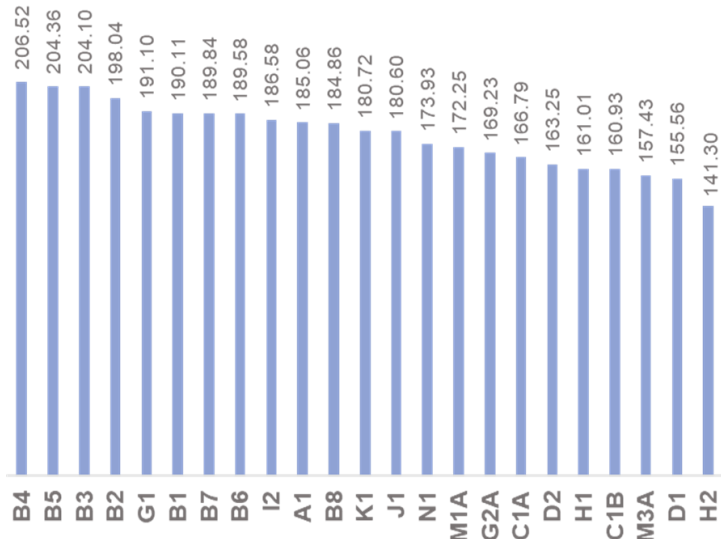
No	Option description	LSO area
B1	<ul style="list-style-type: none"> Close the long-term dormant 1 Pump OC RDS station at Crianlarich 	Clackmannanshire, Fife and Stirling
C1A	<ul style="list-style-type: none"> Replace the Dunfermline 3rd WT Combined Aerial Rescue Pump (CARP) with a dedicated High Reach Appliance (HRA); AND Reduce Lochgelly and Methil from 2 Pump WT + WT stations to 1 Pump WT stations. 	Clackmannanshire, Fife and Stirling
C1B	<ul style="list-style-type: none"> 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. 	Clackmannanshire, Fife and Stirling
I2	<ul style="list-style-type: none"> 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 	City of Edinburgh, Midlothian, East Lothian and Scottish Borders
J1	<ul style="list-style-type: none"> 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 	Midlothian, East Lothian and Scottish Borders

3.8.5

North SDA

No	Option description	LSO area
A1	<ul style="list-style-type: none"> Replace the 3rd WT Combined Aerial Rescue Pump (CARP) at Perth with a dedicated HRA 	Perth, Kinross, Angus and Dundee
B2	<ul style="list-style-type: none"> Close the long-term dormant 1 Pump OC station on Fetlar 	Western Isles, Orkney and Shetland

3.8.6	B3	<ul style="list-style-type: none"> Close the long-term dormant 1 Pump OC VDS station at Nethy Bridge 	Highland
	B4	<ul style="list-style-type: none"> Close the long-term dormant 1 Pump OC VDS station at Ratagan 	Highland
	B5	<ul style="list-style-type: none"> Close the long-term dormant OC VDS unit on the Isle of Muck 	Highland
	H1	<ul style="list-style-type: none"> Change Balmossie from a 2 Pump WT + OC station to a 1 Pump OC station 	Perth, Kinross, Angus and Dundee
	H2	<ul style="list-style-type: none"> Close Balmossie 2 Pump WT + OC station 	Perth, Kinross, Angus and Dundee
	West SDA		
	No	Option description	LSO area
	B6	<ul style="list-style-type: none"> Close the long-term dormant Ultralight Appliance OC VDS station at Colintrave 	East and West Dunbartonshire and Argyll & Bute
	B7	<ul style="list-style-type: none"> Close the long-term dormant OC VDS station at Corriecravie 	East, North and South Ayrshire
	B8	<ul style="list-style-type: none"> Close the long-term dormant Ultralight Appliance OC VDS station on the Isle of Kerrera 	East and West Dunbartonshire and Argyll & Bute
	D1	<ul style="list-style-type: none"> 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 	Lanarkshire
	D2A	<ul style="list-style-type: none"> 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 	Lanarkshire
	G1	<ul style="list-style-type: none"> Change Greenock from a 3 Pump WT + WT + OC station to a 2 Pump WT + OC + dedicated HRA station 	East Renfrewshire, Renfrewshire and Inverclyde
	G2A	<ul style="list-style-type: none"> 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 	East Renfrewshire, Renfrewshire and Inverclyde
	K1	<ul style="list-style-type: none"> Change Helensburgh 2 Pump WT + OC station to a 2 Pump DSDS/OC + OC station 	East and West Dunbartonshire and Argyll & Bute
	M1A	<ul style="list-style-type: none"> Rebuild Cowcaddens on Maitland Street site, maintain as a 2 Pump WT + WT station; AND 	City of Glasgow

		<ul style="list-style-type: none"> Change Springburn and Govan from 2 Pump WT + WT stations to 1 Pump WT stations; AND Close Yorkhill 1 Pump WT station. 	
	M3A	<ul style="list-style-type: none"> 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. 	City of Glasgow
	N1	<ul style="list-style-type: none"> Change Milngavie 1 Pump WT station to a 1 Pump DSDS/OC station 	East and West Dunbartonshire and Argyll & Bute
3.8.7	Participants then scored each of the options before the weightings agreed in the March event were applied.		
3.8.8	<p>This provided a final total which can be seen in the graph below.</p> <p>Total Scores</p>  <p>B4 - Ratagan</p> <p>B5 - Muck</p> <p>B3 - Nethybridge</p> <p>B2 - Fetlar</p> <p>G1 - Greenock</p> <p>B1 Crianlarich</p> <p>B7 - Corriecravie</p> <p>B6 - Colintrave</p> <p>I2 - Marionville, Newcraighall, Musselburgh and Tranent</p> <p>A1 - Perth</p>		

	<p>B8 - Kerrera</p> <p>K1 - Helensburgh</p> <p>J1 - Hawick and Galashiels</p> <p>N1 - Milngavie</p> <p>M1A - Cowcaddens, Springburn, Govan and Yorkhill</p> <p>G2A - Greenock and Port Glasgow</p> <p>C1A - Dunfermline, Lochgelly and Methil</p> <p>D2 - Cumbernauld, Hamilton, Bellshill, Lesmahagow</p> <p>H1 - Balmossie 1 pump OC station</p> <p>C1B - Dunfermline, Lochgelly and Glenrothes</p> <p>M3A - Govan and Cowcaddens</p> <p>D1 - Cumbernauld and Hamilton</p> <p>H2 - Close Balmossie</p>
3.8.9	Reports by external independent facilitators ASV detailing the process, rules of engagement, and the scoring outputs, are attached at <i>Appendix E</i> .
3.8.10	On 30 April, the SDR Board agreed to progress all 23 options to consultation.
3.8.11	<p>All of the options at Balanced Room meet one of three strategic priorities. These are:</p> <ul style="list-style-type: none"> • addressing either the temporary withdrawal of appliances in 2023, • the state of our estate (RAAC roofs or dignified/decontamination facilities at stations) • long term dormant stations
3.8.12	<p>As can be seen from the chart above, participants scored options relating to the dormant stations highest (Options B1-8).</p> <p>It is also clear that where alternative options were available to an area, stakeholders indicated a clear preference.</p>
3.8.13	However, as these alternatives relate to some of the more complex change options and all options have scored more than 50 per cent of the available weighted score, the Board concluded that all options should proceed to consultation to allow stakeholders further input on their impacts.
3.8.14	It should be noted that any option can be brought back into the process if there is new evidence to support its reconsideration.
3.8.15	The full report of the workshop can be found at <i>Appendix E</i> .

3.9	Impact assessments						
3.9.1	Detailed impact assessments of each option discussed at the Balanced Room have been completed, including technical, equalities and human rights and financial appraisals. These are live documents and will continue to evolve as the Service progresses through consultation.						
3.10	Technical and Business Impact Assessments (<i>Appendix F</i>)						
3.10.1	In developing the long list, options were impact assessed using the SDMP Criteria for Change which included people (employees and communities), the five <i>informing criteria</i> of community risk, operational demand, pump coverage, operational resilience, operational assurance demand and community safety demand. It also considered the <i>influencing criteria</i> of budgetary capacity and feasibility.						
3.10.2	Following the options filtering, which was achieved by the <i>Senior Leaders Workshops</i> , enhanced technical and business impact assessments were developed for the remaining options. These were aligned to the Hurdle Criteria and considered: people (employees and communities), resource rebalancing, property requirements, capital budget, resource budget and duty systems.						
3.10.3	A summary of the impact assessments and an example of a full impact assessment can be found in Appendix F.						
3.11	Options Financial Impact						
3.11.1	To ascertain the financial impact of each option under consideration, an analysis by station of the different cost drivers was compiled. The underlying calculations and assumptions used for each cost driver are detailed in the table below.						
3.11.2	Full details of the financial impact for options and stations are detailed in <i>Appendix G</i> .						
	<table border="1"> <thead> <tr> <th>Cost Driver</th><th>Assumptions for the Financial Impact Calculation</th></tr> </thead> <tbody> <tr> <td>Wholetime staffing</td><td> <p>Changes to the number and role mix of staff required at the station as a result of the proposal have been identified.</p> <p>Costs have been calculated for each role based on the July 2024 pay rates.</p> </td></tr> <tr> <td>On Call Retainer Fees</td><td> <p>Changes to the number and role mix of staff required at the station as a result of the proposal have been identified.</p> <p>Costs have been calculated for each role based on the July 2024 pay rates.</p> </td></tr> </tbody> </table>	Cost Driver	Assumptions for the Financial Impact Calculation	Wholetime staffing	<p>Changes to the number and role mix of staff required at the station as a result of the proposal have been identified.</p> <p>Costs have been calculated for each role based on the July 2024 pay rates.</p>	On Call Retainer Fees	<p>Changes to the number and role mix of staff required at the station as a result of the proposal have been identified.</p> <p>Costs have been calculated for each role based on the July 2024 pay rates.</p>
Cost Driver	Assumptions for the Financial Impact Calculation						
Wholetime staffing	<p>Changes to the number and role mix of staff required at the station as a result of the proposal have been identified.</p> <p>Costs have been calculated for each role based on the July 2024 pay rates.</p>						
On Call Retainer Fees	<p>Changes to the number and role mix of staff required at the station as a result of the proposal have been identified.</p> <p>Costs have been calculated for each role based on the July 2024 pay rates.</p>						

	On Call Drill Nights	<p>Changes to the number and role mix of staff required to train on drill nights at the station as a result of the proposal have been identified.</p> <p>Costs have been calculated for each role based on the July 2024 pay rates.</p> <p>It is assumed all staff attend 48 drill nights per year.</p>
	Removal of On Call Station <ul style="list-style-type: none"> • Turnouts • Disturbance • Attendance 	<p>Where the proposal results in an On Call crew being removed savings are based on the average activity for a one year period.</p> <p>It is assumed the duration of each turnout is one hour and that the appliance is crewed by three Firefighters, one Crew Commander and one Watch Commander.</p>
	New On Call Station <ul style="list-style-type: none"> • Turnouts • Disturbance • Attendance 	<p>Where a Wholetime 5 Watch Duty System (5WDS) is being replaced by a Wholetime Day Shift Duty System (DSDS) plus an On Call crew. It is assumed that the DSDS crew will respond to all calls during the day and the balance will be attended by the On Call crew.</p> <p>It is assumed the duration of each turnout is one hour and that the appliance is crewed by three Firefighters, one Crew Commander and one Watch Commander.</p>
	Property Costs for Closing Stations	<p>Where the proposal results in a station closure it is assumed all property running costs will be saved, a capital receipt will be received for the sale of the site and future capital investment at the site will be avoided.</p>
	Property Costs for Stations where the type of Crew is changing	<p>Where the proposal results in a change to the type of crewing at the station, e.g. 5WDS changing to DSDS, the Property function has provided an estimate of the change this will have to the variable element of the utility costs.</p> <p>It is assumed that all other property costs will remain unchanged.</p>
	Property Costs for Replacement Stations	<p>Where the proposal results in a station being replaced/ rebuilt the Property function have provided an estimate of the capital investment required.</p> <p>It is assumed that the property rates for the new station will increase to reflect an increase in the rateable value.</p> <p>All other property costs at the new/rebuilt station are assumed to remain in-line with the station being replaced.</p>

	Vehicle Costs	Where the proposal results in a change to the number of appliances at the station, the average costs for maintaining and ensuring a standard fire appliance have been used to determine the financial impact.
3.12 3.12.1	<p><i>Equalities and Human Rights Impact Assessments</i></p> <p>The Equality and Human Rights Act 2010 (Specific Duties) (Scotland) Regulations 2012 (the Regulations), and its supporting Equality and Human Rights Commission guidance, specifies the steps that SFRS must take to identify the potential impact on the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. This involves giving due regard to the relationship to the 3 parts of the General Equality Duty:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010 2. Advance equality of opportunity between people who share a relevant protected characteristic and those who do not 3. Foster good relations between people who share a protected characteristic and those who do not 	
3.12.2	<p>The Island (Scotland) Act 2018 and the Island Communities Impact Assessments: Guidance and Toolkit set out the steps SFRS must take to consider the implications of policy decisions on island communities. SFRS follows the process set out in the Toolkit and uses the EHRIA to record the results.</p>	
3.12.3	<p>SFRS recognises other characteristics within its EHRIA process and these are included in the EHRIA template.</p>	
3.12.4	<p><u>Completing EHRIA for SDR</u> SDR is subject to multiple EHRIA.</p> <ul style="list-style-type: none"> • An EHRIA considering the overall project ambitions and methodology is amended at each key stage of the project. The EHRIA will be used at the final decision stage to inform decision makers about the equality implications of the process to date and will provide recommendations on the implementation phase. • An EHRIA has been developed to impact assess the approach to the communications strategy and this is also updated as the project progresses. • EHRIAs are being progressed on each of the proposed options to help decision makers determine what the potential equality implications of each option may be. The EHRIAs also provide potential mitigating measures. For example, providing some information in languages other than English to support the implementation. The final feature of the EHRIA is the proposed monitoring and review section to set out how SFRS will track any discrepancy between the intended equality impact and the actual equality impact post implementation. 	

3.12.5	All of these EHRIAs remain in progress and will not be considered in their final and complete state until decision makers are asked to approve or reject an option for implementation.
3.12.6	<u>EHRIA on Options</u> As noted above Equality and Human Rights Impact Assessments (EHRIA) have been progressed for each individual option. Where an option includes multiple locations within a single configuration, an EHRIA for each location is required. A similar approach has been taken where a single location has more than one proposal attached to it. Combined EHRIA will be prepared for the purposes of making a final decision on implementation.
3.12.7	Evidence gathered and analysed up to the Balanced Room includes census data, pre-consultation public engagement responses and service delivery data. Data has been captured relating to the use of stations as community assets, their proximity to care homes and religious or cultural venues and SIMD ranking and other relevant information.
3.12.8	The results of equality impact assessments carried out by other fire services on similar initiatives have been used as a source of evidence. Publicly available research relating to different community groups has been used to inform our understanding of the potential impact of the options on different groups. This has been sourced from the Equality and Human Rights Commission, Police Scotland, National Fire Chiefs Council, stakeholder and advocacy groups and others.
3.12.9	<u>Island Impact Assessments</u> In addition to considering the potential impact of implementing the option on the named island, we must also compare this to other island communities and the mainland. This is to determine if there is a differential impact of implementing the option in this particular island setting. In doing so we should apply the same standards we do to considering the protected characteristics and take steps to identify mitigating measures.
3.12.10	For the purposes of Balanced Room the evidence gathered has focused on profiling the island community and considering the potential impact of implementing the option on that island. Comparisons between the island, other islands and the mainland have been made. This considers differences in community profile, community risk profile, proposed service provision and some employment matters.
3.12.11	Formal consultation will be critical to capturing island specific evidence directly from the affected island communities.
3.12.12	<u>Summary of EHRIA at Balanced Room and Formal Consultation</u> At this stage, the evidence and analysis would indicate that each of the options have some limited potential impact on some of the characteristics covered by the process. It is not believed that this potential impact would create a significant negative impact on one or more groups which would render the options unsuitable for further investigation through public consultation. Some proposed mitigating measures have been identified which, along with existing management practices, may help minimise any potential negative impact.
3.12.13	The Board is directed to <i>Appendix H</i> for a summary EHRIA on each Option and a full EHRIA for the City of Edinburgh and Western and Eastern Lothian option configuration.

4	Recommendation
4.1	The SFRS Board is asked to approve the ODA process that has been undertaken and agree that SFRS should now proceed to full public consultation on the final 23 options.
5	Key Strategic Implications
5.1 5.1.1 5.1.2 5.1.3 5.1.4 5.1.5 5.1.6 5.1.7	<p>Risk Appetite and Alignment to Risk Registers SDR risks are managed consistently through established governance processes. The key risks associated with this paper are outlined below.</p> <p>SDR012 Consultation Delay (Red: 15) There is a risk SFRS fails to conclude Tranche 1 consultation before 2026 pre-election period, because complexity hinders readiness of options, resulting in widespread criticism internally and externally, delays to implementing change options and budgetary pressures.</p> <p>SDR014 Reputation (Amber: 12) There is a risk of public and political resistance to any changes to public sector services brought about by the SSRP, resulting in reputational damage.</p> <p>SDR009 Resistance to Change (Yellow: 8) There is a risk that the implementation of changes following full public consultation and board approval are resisted by operational staff and/or external stakeholders resulting in a negative impact to frontline delivery</p> <p>SDR016 Legal Challenge (Yellow: 6) There is a risk that failure to implement and follow a robust consultation process could present opportunities for legal challenges which either, slow down the change process or where successful result in the following; a decision being overturned; SFRS incurring extensive legal costs including damages; and reputational damage.</p> <p>SDR021 SFRS Financial Position (Amber: 10) There is a risk that SFRS's emergent financial position might require SDR to alter our approach or options, negatively affecting the ambition and benefits of the SDR Programme.</p> <p>More specific risks are likely to emerge in relation to each change option. Ongoing input from subject matter experts (SMEs) across the relevant directorates will be essential to help mitigate these risks.</p>
5.2 5.2.1	<p>Financial Each change option carries associated financial implications, which are outlined in the impact assessments. These financial considerations have informed the scoring and decision-making process regarding the options to be progressed. As the options evolve, more detailed financial appraisals will be developed.</p>
5.3 5.3.1	<p>Environmental & Sustainability There are no environmental & sustainability implications arising from this paper.</p>

5.4 5.4.1	Workforce Many of the change options have associated people implications and these are detailed within the impact assessments. These have helped inform the scoring and decision making regarding the options progressed. SME input will continue to be required from the People Directorate.
5.5 5.5.1	Health & Safety There are no direct health and safety implications arising from this paper. However, some of the change options themselves are expected to improve health and safety and this will be tracked through benefits management.
5.6 5.6.1	Health & Wellbeing There are no direct health and safety implications arising from this paper. However, some of the change options themselves may impact health and wellbeing and this will be tracked at a project level.
5.7 5.7.1	Training Many of the change options have associated training implications and these will be detailed within the impact assessments using the newly developed Training Impact Assessment Tool.
5.8 5.8.1	Timing The timely production of materials for the consultation is critical in meeting the next milestone. Tracking and monitoring tools are being used to oversee progress and ensure readiness. The potential savings and reinvestment options detailed in the appendices take no account of the duration required for them to be delivered. The savings / reinvestments are based the position once changes are complete.
5.9 5.9.1	Performance While the contents of this report does not have any specific impact on performance, the outcome of any consultation process which is progressed may affect performance.
5.10 5.10.1	Communications & Engagement Full communications and consultation plans have supported the ODA and will be prepared for public consultation.
5.11 5.11.1	Legal There is a risk that failure to implement and follow a robust consultation process could present opportunities for legal challenges which either, slow down the change process or where successful result in the following; a decision being overturned; SFRS incurring extensive legal costs including damages; and reputational damage. This is being managed closely through risk management. SME input will continue to be required from the Legal Services Manager.
5.12 5.12.1	Information Governance DPIAs will be undertaken for the consultation process.
5.13 5.13.1	Equalities EHRIA have been progressed for each option referenced within this paper. The EHRIA should not be considered as complete at this time as further evidence will continue to be captured and analysed up to the point that a final decision on implementation is made.

5.14 5.14.1	Service Delivery The options for change will impact on service delivery if/when implemented and each impact assessment will detail associated benefits and risks. SME input will continue to be required on the programme from Service Delivery colleagues in the core SDR team and LSO SPOCs.	
6	Core Brief	
6.1	To detail the Service Delivery Review Options Appraisal and Development Process and see approval from SFRS to proceed to full public consultation.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	ACO Farries
7.2	Level of Assurance: (Mark as appropriate)	Reasonable
7.3	Rationale:	Good practice guidance has been followed, provided by ASV third party contractor and engagement experts. The process has involved a wide range of external stakeholders and has been supported by detailed impact assessments.
8	Appendices/Further Reading	
8.1	Appendix A: SDR Timeline of Process and Key Events Appendix B: Senior Leaders Workshops: ASV Technical Review Appendix C: SDR Programme: Formal Hurdle Criteria Workshop, ASV Report Appendix D: SDR Programme: Criteria Setting Workshop, ASV Report Appendix E: SDR Options Appraisal Workshop, ASV Report Appendix F: Technical and Business Impact Assessments Appendix G: Financial Impact Appendix H: Summary EHRIAs for each Option and full EHRIAs for Option I2	
Prepared by:	SDR Programme Team	
Sponsored by:	ACO David Farries (Director of Operational Delivery)	
Presented by:	ACO David Farries (Director of Operational Delivery)	
Links to Strategy and Corporate Values		
The central objective of the SDR will be, as part of the SSRP, to implement actions in relation to SFRS station and appliance footprint and duty patterns, to achieve modernisation of our approach to service delivery. Therefore, the programme demonstrates strong support for all the SFRS key values and outcomes.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>29 May 2025</i>	<i>For Decision</i>