DATA LABEL: Public

West Lothian Council

Services for the Community Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

15 January 2015

A meeting of the **Services for the Community Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Council Chambers, 1st Floor, West Lothian Civic Centre, Livingston** on **Tuesday 20 January 2015** at **1:00pm**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence

2. Order of Business, including notice of urgent business

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

4. Confirm Draft Minute of Meeting of Services for the Community Policy Development and Scrutiny Panel held on Tuesday 28 October 2014 (herewith)

5. Confirm Draft Minute of Meeting of Services for the Community Policy Development and Scrutiny Panel held on Thursday 18 December 2014 (herewith)

6. Scrutiny of Scottish Fire and Rescue Performance Framework - Report by Head of Housing, Construction and Building Services (herewith)

7. Bonfire and Firework Period 2014 - Report by Head of Housing, Construction and Building Services (herewith)

8. Futures Report - Report by Head of Housing Construction and Building Services (herewith)

9. Scrutiny of Police Performance Framework - Report by Head of Housing, Construction and Building Services (herewith)

10. Rent Arrears Update - Head of Housing, Construction and Building Services (herewith)

11. Review of Housing Repair Categories - Report by Head of Housing, Construction and Building Services (herewith)

12. Home Energy Efficiency Programmes for Scotland (HEEPS) 2015/16 - Report by Head of Housing, Construction and Building Services (herewith)

13. Progress on Community Safety - Report by Head of Housing, Construction and Building Services (herewith)

14. Housing Asset Management Plan Performance - Report by Head of Housing, Construction and Building Services (herewith)

15. Scottish Housing Best Value Network - Benchmarking - Report by Head of Housing, Construction and Building Services (herewith)

16. Property Turnover July to September 2014 - Report by Head of Housing, Construction and Building Services (herewith)

17. Welfare Reform: Quarterly Update - Report by Head of Finance and Estates (herewith)

18. Annual Tenants Satisfaction Survey - Report by Head of Housing, Construction and Building Services (herewith)

19. Performance Reporting - Report by Head of Housing, Construction and Building Services (herewith)

20. Work Plan 2015 (herewith)

21. Housing Capital Programme 2015/16 - 2017/18 - Report by Depute Chief Executive (herewith)

NOTE **For further information contact Anne Higgins, Tel: 01506 281601 or email: anne.higgins@westlothian.gov.uk**

MINUTE of MEETING of the SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, LIVINGSTON, on 28 OCTOBER 2014.

Present – Councillors George Paul (Chair), Harry Cartmill, Frank Anderson, Lawrence Fitzpatrick, John McGinty, John Muir.

In Attendance – Alison Kerr (Tenants Panel Representative); Tara McLaren, Unison.

Apologies – Danny Mullen and Jessie Duncan (Tenants Panel Representatives).

1. DECLARATIONS OF INTEREST

West Lothian Strategic Housing Investment Plan 2015-2020 (Agenda Item 10)

Councillor Fitzpatrick declared a non-financial interest arising from his position as Director, West Lothian Housing Partnership. He informed the Panel that he would leave the meeting and take no part in consideration of this item of business.

2. MINUTE

The Policy Development and Scrutiny Panel approved the minute of its meeting held on 26 August 2014. The minute was then signed by the Chair.

3. RENT ARREARS UPDATE - 28 OCTOBER 2014 - PRESENTATION

A powerpoint presentation was provided to Panel members by Elaine Byrne, Customer Services Manager.

Elaine provided details of the arrears position at week 27, with comparative figures for the same period in the previous year.

A paper was then tabled showing arrears cases at September 2014 (week 26). In the example shown, it was projected that the arrears balance would be clear by end March 2015, based on 12 equal monthly payments received.

Moving forward, it was noted that:-

- The Multi Service Task Group would continue
- There was a final push to engage with ‘hard to reach’ tenants in relation to DHP claims
- The Rent Arrears Strategy for 2014/15 review would be progressed
- A Project Team had been established to progress the corporate approach to debt

- Quarterly updates to Policy Development and Scrutiny Panels would continue

There followed a brief discussion about the introduction of Universal Credit and the work being done by officers in advance of implementation. At this stage, officers considered that it was unlikely that Universal Credit would be rolled out before the Election in 2015.

On behalf of the Panel, the Chair congratulated Elaine and her team for the ongoing work relating to rent arrears.

Decision

To note the rent arrears position.

4. WEST LOTHIAN COUNCIL SOCIAL HOUSING CHARTER - LANDLORD REPORT

A report had been circulated by the Head of Housing, Construction and Building Services informing the Panel of the proposed 'Performance Matters' report (copy of which was attached to the report).

The Head of Housing, Construction and Building Services advised that the 'Performance Matters' report had been produced by Housing, Construction and Building Services in consultation with the members of the Tenant Participation Development Working Group on the Annual Return on the Charter (ARC).

The Panel was informed that the Scottish Social Housing Charter was a requirement of the Housing (Scotland) Act 2010. The Charter provided a clear statement of what tenants and other customers could expect from social landlords and it helped to make landlords more accountable by describing the outcomes and standards that they should achieve.

The Charter was the basis of landlord self-assessment and it would be used by the Scottish Housing Regulator to monitor, assess and report on Registered Social Landlords performance.

The 'Performance Matters' report covered the council's performance in key areas such as Customer and Landlord relationships, Getting good value from rents, Access to Housing and Support, Neighbourhood and Community, Housing Quality and Maintenance and Housing Management.

The report went on to advise that the report would be sent out with the winter edition of Tenants News in November. It had been 'tenant approved' by the members of the Editorial Panel. In addition, the Landlord Report would be available from 31 October 2014 in Council Information Service offices and online through West Lothian Councils' and tenants' own website.

Panel members were asked to note that Housing, Construction and Building Services were committed to meeting the requirements that were

set out by the Regulator by working in partnership with tenants and service users to produce the Landlord report, Performance Matters 2014.

Decision

To note the terms of the report.

5. WELFARE REFORM: QUARTERLY UPDATE REPORT

A report had been circulated by the Head of Finance and Estates informing the Panel of the continuing implications of the ongoing programme of welfare reforms.

The report advised that, in June 2014, the Welfare Reform Committee of the Scottish Parliament had published a report based on commissioned research on the local impact of welfare reform from the Centre for Regional Economic and Social Research at Sheffield Hallam University. The figures in that report covered all the major welfare reforms that had been underway in Scotland since 2010. Some of these reforms were fully in place, others were currently underway and a small number were a long way from full fruition.

The report noted that the overall scale of the financial loss in Scotland was estimated to be £460 per adult of working age per year. In West Lothian, it was estimated at £470 per adult of working age.

Arrangements had been put in place to avoid passing on the DWP's 10% reduction in Council Tax Benefit and to mitigate the impact of the size criteria restrictions in 2014/15. The financial impact of these two welfare reforms was being funded by public sector budgets in Scotland rather than by benefit claimants. Further details of the losses at ward level were provided in Appendix 1.

The report by the Head of Housing and Estates went on to provide an update on the Size Criteria in the Social Rented Sector, Discretionary Housing Payment Fund, Scottish Welfare Fund, New Claimant Commitment and Sanctions and Universal Credit.

The Head of Housing, Construction and Building Services concluded that the ongoing welfare reform changes presented significant challenges to customers, communities and to the council itself. As the changes took effect, officers were assessing the cumulative effects in order to develop and shape work going forward. The results of this work would continue to be reported to elected members via the PDSP process and relevant action would be proposed by the council and partners to address issues arising.

It was recommended that the Panel note the impacts of the welfare reforms in West Lothian and the action which the council was taking in response.

In response to a question raised concerning DHP (referred to on page 4 of the report, section D.4), officers undertook to clarify the position

regarding the %age of those affected by the bedroom tax that had been awarded full DHP for 2014/15.

Decision

To note the terms of the report.

6. HOMELESS PERFORMANCE 2013/14

A report had been circulated by the Head of Housing, Construction and Building Services informing the Panel of West Lothian Council's annual Homeless Performance outcomes for 2013/14 compared to the National position as outlined by the Scottish Government in the recent publication 'Operation of the Homeless Persons Legislation in Scotland 2013-14'.

Appendix 1 to the report provided a snapshot of the Council's Homeless Performance in 2013/14, with comparisons to 2012/13, 2011/12, 2010/11 and the national position.

The report examined the current position in relation to:-

Homeless Applications
Homeless Prevention
Temporary Accommodation
HL2 Return
ARC Return
Final Outcomes of Applications
Sustainability

The Head of Housing, Construction and Building Services concluded that West Lothian had placed homelessness prevention and sustainable outcomes for homeless applicants at the core of its service. The reduction in the number of households presenting as homeless as a result of the work of the prevention team and housing options approach had been instrumental in allowing the Council to achieve the 2012 target. The Council would continue to work with those in greatest housing need to secure an appropriate sustainable outcome. Pressure on the supply and cost of temporary accommodation remained a concern and the council was working with RSL partners to address this.

It was recommended that the Panel note the current progress made by West Lothian Council against the National Outcomes and in particular:

- The Council continued to compare favourably against the national average in the majority of homes performance indicators.
- The continuing reduction in homeless applications. The lowest number of applications in 15 years.
- The resulting reduction in overall lets to homeless applicants.
- The continuing high percentage of tenancies sustained by formerly homeless households.

- The impact the housing options approach had had in the reduction of homeless applications.

- That family/relationship breakdown was the main reason for homeless applications in West Lothian. With young people being asked to leave the family home being the most common reason with this category for application.

- The majority of applicants being single people/single parents aged 26-59.

Decision

To note the terms of the report.

7. CARE SERVICE INSPECTION REPORT - HOUSING SUPPORT SERVICE

A report had been circulated by the Head of Housing, Construction and Building Services informing the Panel of the outcome of the Care Inspectorate inspection report for the Housing Support Service.

The report advised that, in June 2014, the Care Inspectorate had carried out a low intensity inspection of the Housing Support Service. The Care Inspectorate had examined how the service performed against the following quality themes and statements:-

Quality Theme 1: Quality of Care and Support

Quality Theme 3: Quality of Staffing

Quality Theme 4: Quality of Management and Leadership

The Panel was informed that the inspection had highlighted areas of strength and weakness and had recommended areas for improvement.

One of the key areas highlighted were issues around service deployment and engagement activity. These areas for improvement had been fully taken into account in the development of the Housing Need Service Action Plan 2014/15. The inspection report was attached as Appendix 1 to the report. The service action plan was attached as Appendix 2 to the report.

The report went on to advise that progress against identified actions would be monitored and managed on a monthly basis by the Housing Need Management Team and the Senior Management Team. It was proposed that quarterly progress reports be presented to the Panel.

It was recommended that the Panel note the terms of the inspection report and action plan that would deliver improved service outcomes.

Decision

To note the terms of the report

8. WEST LOTHIAN STRATEGIC HOUSING INVESTMENT PLAN 2015-2020

A report had been circulated by the Head of Housing, Construction and Building Services providing details on the main points of West Lothian Council's Strategic Housing Investment Plan (SHIP) 2015-2020.

The report summarised progress since SHIP 2012 as undernoted:-

- In 2013/14 76 new affordable homes had been constructed by RSLs in West Lothian and 249 had been built by West Lothian Council.

- Scottish Government had confirmed funding of £4.758 million for 2014/15 and £5.923 million for 2015/16. They have advised that levels of funding that would be allocated between 2016/17 and 2019/20 would be between £9.83 million and £23.693 million.

- The Local Housing Strategy 2012-2017 provided the policy context for the SHIP.

The main priorities identified in the SHIP were listed in the report.

The Head of Housing, Construction and Building Services concluded that RSL partners had identified a number of development opportunities and the Council also had an ambitious programme of new building Council housing. The provision of resource planning assumptions enabled the Council and RSL partners to develop a more strategic approach to the development of sites in West Lothian. However, the funding available was limited and priorities for the funding had to be identified. It was reasonable to assume that the Council's demonstration of housing need and track-record of providing affordable housing through partnership working would be seen positively in the allocation of future resources.

It was recommended that the Panel:-

1. note the Strategic Housing Investment Plan (SHIP) attached to the report as Appendix 1 and note that this required to be submitted to the Housing Supply Division of the Scottish Government by 28 November 2014; and

2. note that the SHIP would require to be approved by Council Executive on 13 November 2014 and that the comments of the Panel would be included in the report to Council Executive.

In response to a question raised about developer contributions for affordable housing, the Housing Policy and Development Manager informed the Panel that a review had commenced by the Council's Development Management. The Housing Policy and Development Manager undertook to establish how the review was progressing.

Decision

1. To note the terms of the report; and

2. To agree that the SHIP be forwarded to Council Executive on 13 November for approval.

9. INVESTMENT IN OUR HOMES TO MEET THE SCOTTISH HOUSING QUALITY STANDARD (SHQS)

A report had been circulated by the Head of Housing, Construction and Building Services outlining the progress being made by West Lothian Council in improving its housing stock in order to achieve this standard.

The Panel was informed that West Lothian Council was currently reporting 97.42% of stock complying with the SHQS as at 1 September. This equated to 341 houses with at least one single item failure or at least 2 secondary item elemental failures. Appendix 1 to the report showed the main failures and the remedy in place to ensure compliance with the SHQS.

The Head of Housing, Construction and Building Services concluded that West Lothian Council was well placed to fully comply with the SHQS by 31 March 2015, and the main risks were of tenant refusals for surveys and energy efficiency works. There were survey programmes and work programmes in place that would ensure that compliance would be achieved.

It was recommended that the Panel note that 97.42% of West Lothian Council housing stock met the SHQS as at 1 September 2014 and that the council remained on target for compliance by 31 March 2015.

Decision

To note the terms of the report.

10. SUSTAINABLE HOUSING - SELECTION OF PROPERTIES FOR THE INSTALLATION OF SOLAR PHOTOVOLTAIC PANELS

A report had been circulated by the Head of Housing, Construction and Building Services setting out a method of identifying suitable properties for the installation of Solar PV with the aim of delivering maximum benefit to those in fuel poverty. The report also provided details of the financial business case for installations.

The Panel was informed that the council would use a combination of the council's own information and data provided through the Energy Saving Trust (a sample of which was shown in Appendix 1 to the report) to carefully choose the priority locations for installations. The first priority for installations would be properties in areas off the gas grid, including Westfield, Wilkieston and Breich. Other factors would include whether

roofing replacement work was being carried out and those households in the bottom 25% of the SIMD. Properties selected would be reviewed to ensure their suitability. The factors to be considered when assessing the suitability of a building for the installation of Solar PV were listed in the report. An example of a site survey template was attached as Appendix 2 to the report.

The business case for the installation of Solar PV had been reviewed in December 2013 and an updated version of the findings was attached as Appendix 3 to the report. The payback period, including cost of borrowing and allowance for monitoring and maintenance, was around 15 years. The was based on 2.5kW (10 panel) system installed on an approximately south facing roof with an installed cost of £3,200.

The Head of Housing, Construction and Building Services concluded that the methodology set out in the paper for the selection of properties for the installation of solar PV would ensure that the council's investment targeted those most in need of assistance with their energy costs, while ensuring that the required levels of Feed in Tariff income were secured. Identifying potential properties using the Home Analytics tool and other data provided for the key target areas as set out in the report, followed by a simple survey to confirm the buildings suitability PV panels created a consistent and rational way of deciding on the correct properties to carry out installations. Officers would bring forward proposals for the installation of Solar PV on some of the council's housing stock in early 2014 when the Housing Capital Programme was being reviewed.

It was recommended that the Panel:-

1. note the officer findings as set out in the report;

2. note that officers would bring forward proposals to make provision in the Housing Capital Programme for the installation of Solar PV on some of the council's housing stock.

In response to an issue raised, the Head of Housing, Construction and Building Services informed the Panel that the Housing Networks would be briefed on the proposals for installation of Solar PV at an appropriate time in the Capital Programme review process.

Decision

To note the terms of the report.

11. COMMUNITY SAFETY BOARD - MINUTES

A report had been circulated by the Head of Housing, Construction and Building Services enclosing a copy of the minutes of the meeting of the Community Safety Board held on 23 June 2014.

The report and its attachment ensured that members were kept appraised of the activities of the Community Safety Board as required by the council's Code of Corporate Governance.

The Panel was asked to note the minutes of the Community Safety Board meeting held on 23 June 2014.

Decision

To note the report and the minute of the Community Safety Board meeting held on 23 June 2014.

12. CONSULTATION ON REGULATIONS ON PRIVATE RENTED HOUSING ENHANCED ENFORCEMENT AREAS

A report had been circulated by the Head of Housing, Construction and Building Services advising that the Scottish Government had issued a consultation on regulations in relation to Private Rented Housing Enhanced Enforcement Areas (EEAs). The deadline for responses to the consultation was 12th December 2014.

The report explained that the proposal for Enhanced Enforcement Area had arisen from specific circumstances. The proposals were limited to areas where there was overprovision or concentration of private rented housing that appeared to the local authority to be of:

- a poor environmental standard; and
- overcrowded; and
- with a prevalence of anti-social behaviour

It was considered that no areas in West Lothian currently met all these prerequisites. Should they arise in future, it was likely that these areas would be small and have had persistent problems with numerous previous or ongoing attempts to resolve them

The report went on to examine the evidence required for designating an Enhanced Enforcement Area. The Scottish Government was proposing that where an EEA was designated, additional powers would be given to the local authority in relation to PRS homes. The types of discretionary powers that might be included were listed in the report.

The Head of Housing, Construction and Building Services concluded that the new optional powers for EEAs provided a wider range of potential tools to address the worst areas of private rented housing where the areas met the statutory prerequisites. Local authorities would have to consider which powers would be relevant to the areas concerned and resources required. In West Lothian, there were no concentrated areas of private rented housing with me the pre-requisites, but it was useful to have the powers available if required in the future.

The Panel was asked to note:-

- that the Scottish Government had issued a consultation on regulations in relation to Private Rented Housing Enhanced Enforcement Areas (EEAs);

- the proposed response to the consultation attached in Appendix A to the report; and

- that the comments of the Panel would be reported to Council Executive when it considered the proposed response to the consultation.

Decision

1. To note the terms of the report; and

2. To agree that the report and proposed response be forwarded to Council Executive for approval.

13. CONSULTATION ON A NEW TENANCY FOR THE PRIVATE SECTOR

A report had been circulated by the Head of Housing, Construction and Building Services advising that the Scottish Government had issued a consultation on a new type of tenancy for the private rented sector. The consultation was due to end on 28th December 2014.

The Panel was informed that reform of the private rented sector tenancy was part of the Scottish Government's strategic aim of making the sector more professional.

Following the establishment of a Private Rented Sector Tenancy Review Group, suggestions were made for simplifying the tenancy system, and these included:-

1. Modernising and simplifying the right of possession.
2. Removing outdated repossession grounds.
3. Tackling confusion over tenancy end dates and the issuing of multiple notices.
4. Any new tenancy to keep a minimum lease period of 6 months.
5. Introducing new roll-over arrangements for tenancy agreements.
6. Introducing a new model tenancy agreement.

The new type of tenancy would replace the current assured tenancy system for all future lets. The key changes to the tenancy system were outlined in the report. A summary of the changes was noted at Appendix B to the report.

The Head of Housing, Construction and Building Services concluded that the new tenancy for the private sector outlined a number of changes designed to improve security of tenure for tenants and safeguards for landlords. This would provide improvements to the sector to enable it to function more effectively for both tenants and landlords.

The Panel was asked to:-

1. note that the Scottish Government had issued a consultation on a new type of tenancy for the private rented sector; and

2. recommend that the proposed response to the consultation (Appendix A to the report) be submitted to Council Executive for approval.

The Panel heard a suggestion by the Chair that there should be a right to inspection of private tenancies by appropriate bodies. Officers undertook to consider including the comment in the proposed response.

Decision

1. To note the terms of the report; and

2. To agree that the proposed response to the consultation (Appendix A to the report) be submitted to Council Executive for approval and that officers would include the comment by the Chair concerning the right to inspection.

14. TENANTS INFORMATION AND FUN DAY

A report had been circulated by the Head of Housing, Construction and Building Services informing the Panel of the outcome of the Tenants and residents Fun Day held on Saturday 11 October in the Civic Centre.

The Panel was informed that Housing, Construction and Building Services had worked in partnership with the members of the Tenant Participation Development Working Group (TPDWG) to provide a varied event showcasing council and partner services in a relaxed and informal way.

The event had been well attended with over 200 tenants and residents. It had been held in partnership with the Advice Shop, as the culmination to their 'Money Week'.

Three separate consultation events had been carried out, on the new proposed Allocations Policy, the draft Landlord Reform 'Performance Matters' and the proposed rent increase for 2015-16. In addition, there were information stalls and a number of fun activities for children.

It was also noted that those nominated for the Good Neighbour Award were invited to receive their awards.

The report advised that feedback from the event was very positive, with the favourite activities being the tours of the civic centre and the children's activities.

The Head of Housing, Construction and Building Services considered that the service was committed to improving and delivering services to meet the diverse needs of tenants and service users throughout West Lothian.

The Panel was asked to note the success of the event and the importance this had in terms of engaging and consulting with West Lothian tenants and residents.

Decision

To note the terms of the report.

15. WORKPLAN

A copy of the Workplan had been circulated for information.

Decision

To note the Workplan.

MINUTE of MEETING of the SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, LIVINGSTON, on 18 DECEMBER 2014.

Present – Councillors George Paul (Chair), Harry Cartmill, Frank Anderson, Dave King (substitute for Lawrence Fitzpatrick), John McGinty, John Muir

In Attendance – Jim McGregor (Voluntary Sector Gateway West Lothian), Tara McLaren (Unison Representative), Tom Carr-Pollock (GMB Representative).

Apologies – Councillor Lawrence Fitzpatrick and Danny Mullen (Tenant's Panel Representative).

1. DECLARATIONS OF INTEREST

There were no declarations made.

2. DELIVERING BETTER OUTCOMES CONSULTATION - OVERVIEW

A report had been circulated by the Head of Housing, Construction and Building Services proving a summary overview of the Delivering Better Outcomes (2014) consultation and setting out the arrangements for reporting the consultation results to Policy Development and Scrutiny Panels in the week commencing 15 December 2014.

The Head of Housing, Construction and Building Services recalled that, in June 2014, the Council Executive was advised that the council faced a budget gap of £30.4 million. The Council Executive had approved a further budget engagement exercise as part of the council's medium term financial strategy to assist in the prioritisation and allocation of resources to activities that had the greatest impact on the council's outcomes, whilst ensuring balanced budgets for the period to 2017/18.

The Delivering Better Outcomes consultation document had been published on 9 October 2014 and contained a proposed set of priorities and options on how the council could deliver services in a better way and balance its budget. The consultation ran for six weeks and had closed on 21 November 2014.

The report provided detailed information concerning the communications campaign for Delivering Better Outcomes (2014). The report also informed the Panel that a specific plan to target hard to reach groups had been deployed as part of the consultation process. The aim of the work was to target individuals who did not easily engage with mainstream services. Appendix 1 to the report outlined the plan in detail and included the rationale for targeting each specific groups and the approach used for engaging with them.

In relation to the consultation results, the Head of Housing, Construction

and Building Services reported that the number of responses received by the close of the consultation period had been 3,467 generating over 40,000 comments from all respondents. A breakdown of the number of responses received from employees, individuals and organisations/groups was set out in a table within the report.

The consultation questionnaire comprised 39 proposals and a table within the report showed the number of comments per respondent category, grouped under the associated PDSP.

The Panel was informed that the summary feedback from respondents relating to the themes and issues arising from the consultation was available to view online on the council's website at www.westlthian.gov.uk/yoursay. Officers had also carried out a thorough analysis of the feedback to respond to each of the issues being raised and this was included o the council's website.

Finally, the Head of Housing, Construction and Building Services advised that, following consideration at the relevant PDSPs between 15 and 18 December 2014, the consultation responses would be used by the council to help balance its budget and continue to deliver its priorities for the period to 2018.

The Head of Housing, Construction and Building Services recommended that the Panel note:-

1. that the council faced a budget gap of £30.4 million.

2. the overview of the Delivering Better Outcomes (2014) consultation process;

3. that the consultation responses would be used by the council to help balance its budget for the period to 2018.

During discussion, the Panel heard a suggestion by the Chair that recommendation 1 be changed to read:- *"that the council faced a budget gap of £30.4 million as a consequence of under-funding by the Scottish Government."* This suggested amendment was supported by the majority of Panel members. However, Councillors Anderson and Muir did not support the amendment as they considered that the fault lay with the Westminster Government.

Decision

1. To note the report by the Head of Housing, Construction and Building Services and the recommendations therein.

2. To note that the suggested amendment to recommendation 1 was supported by the majority of Panel members.

3. DELIVERING BETTER OUTCOMES CONSULTATION

A report had been circulated by the Head of Housing, Construction and

Building Services providing the Panel with an update on the feedback received from respondents as part of the Delivering Better Outcomes (2014) consultation.

The Panel was informed that the number of responses received by the close of the consultation period was 3,467. A breakdown of this figure by Type of Respondent was set out in Table 1 to the report.

The report also provided the following tables relating to the consultation responses:-

Table 2 A summary of the number of comments per respondent category, grouped under the associated PDSP.

Table 3 An analysis of the 681 comments allocated to the service areas which reported to the Services for the Community PDSP. It was noted that there were two measures that had been reported to other PDSPs and had been included in the information being reported to the Services for the Community PDSP.

Table 4 A summary of the categorised responses.

An analysis of all the comments allocated to the Services for the Community PDSP was set out in Appendix 2 and 3 to the report, and full details of the officer response to each comment was available to view online on the council's website.

The Head of Housing, Construction and Building Services advised that, whilst there remained further work to be done in developing the measures and timescales for implementation, officers had identified, where applicable, the potential number of reductions on Full Time Equivalent (FTE) posts that would be required to deliver the proposed measure. The potential FTE posts and the measure was set out below in Table 5 within the report.

The Panel was asked to note that the council had a no compulsory redundancy position and all reductions in staffing would be managed in accordance with the council's Organisational Change policy.

The Chair then invited questions from Panel members on each of the measures shown in the tables within the report.

Questions raised by Panel members and external organisations representatives were then dealt with by the Head of Housing, Construction and Building Services.

The Head of Housing, Construction and Building Services recommended that the Panel note:-

1. the statistical information relation to the consultation (outlined in Appendix 1 to the report)

2. the high level summary of the comments and feedback received

relevant to the remit of the Services for the Community PDSP (outlined in Appendix 2 to the report); and

3. that the consultation results would be used by the council to help balance its budget for the period to 2018.

Councillors Anderson and Muir commented that they considered that there was a lack of detail presented to the Panel in relation to the specific measures. In addition, officers had not explained how the indicative number of reductions on FTE posts had been arrived at.

Decision

To note the terms of the report and the contributions by Panel members.

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY AND DEVELOPMENT SCRUTINY PANEL

SCRUTINY OF SCOTTISH FIRE AND RESCUE PERFORMANCE FRAMEWORK

REPORT BY HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

This report is to update Panel Members on the performance framework which will be used to enable members to scrutinise the work of the Scottish Fire and Rescue Service in West Lothian for the period year to date, 1 April – 30 September 2014.

B. RECOMMENDATION

Panel members are asked to note the contents of the report.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Being honest, open and accountable Focusing on our customers' needs Making best use of our resources Working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The production and Council approval of the Local Police and Local Fire and Rescue Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.
III	**Implications for Scheme of Delegations to Officers**	None at this stage.
IV	**Impact on performance and performance Indicators**	There is no direct impact however this report is part of the agreed process for strategic performance reporting.
V	**Relevance to Single Outcome Agreement**	This report will have a positive impact on the following SOA indicators; We live in resilient, cohesive and safe communities. People most at risk are protected and supported to achieve improved life changes.
VI	**Resources – (Financial, Staffing and Property**	The council contributes to directly and in partnership to the delivery of the plan
VII	**Consideration at PDSP**	Yes

VIII Consultations	Council Executive, Community Planning Partners, Elected Members.

D. TERMS OF REPORT

As members will be aware a Police Scotland and Fire and Rescue Service for Scotland was established on 1st April 2013. Both Police and Fire and Rescue service have produced local police plans and local fire and rescue plans for 2014 - 2017 which have both been considered by PDSP and agreed by the Council Executive.

The West Lothian Fire and Rescue Plan and the West Lothian Police Plan set out the local fire and rescue priorities and objectives for West Lothian and is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.

Council Executive has agreed that the monitoring of performance against the plans will be reported and considered on a quarterly basis by the Services for Community Policy Development and Scrutiny Panel. This report covers the period from 1 April – 30 September 2014.

E. CONCLUSION

This report updates the Panel on the performance framework which will be used to enable members of the Services for the Community Policy Development and Scrutiny Panel (PDSP) to scrutinise the work of the Scottish Fire & Rescue Service. This is the second quarter performance and scrutiny reports to be considered.

F. BACKGROUND REFERENCES

Consultation on the Fire and Rescue Framework for Scotland 2014 - 2017, Services for the Community PDSP 25 February 2014.

Appendices/Attachments: 1

Appendix 1: FRS Quarterly Performance Report - April 2014 – September 2014 and Performance Report Glossary

G. Contact Person:

Alistair Shaw, Head of Housing Construction and Building Services.

Date of meeting: 20 January 2015

Appendices

Appendix 1

Reduction of 'All accidental dwelling fires (ADFs)' & Reduction of 'All fire casualties (fatal & non-fatal (incl. precautionary check ups))'

A primary activity related to improving the safety of our communities is the carrying out of home fire safety visits. Evidence identifies that dwelling fires occur more frequently in those premises that are occupied by those who are most vulnerable such as the elderly and those with drug and alcohol dependencies.

As such, the focus of our Home Fire Safety Programme continues to focus on those premises identified as 'high' or 'medium' risk.

Home Fire Safety Programme visits completed Year to Date (YTD)

Year to Date Activity	Low	Medium	High	TOTAL
Total HFSVs	137	375	450	935

During this reporting period, SFRS continue to work with multi-agency partners including social work, housing, NHS and West Lothian Telecare providers in order to target those most vulnerable within our communities.

During this reporting period, a multi-agency working group has been established in order to focus on 'fire safety for isolated individuals'. The purpose of this group is to ensure that robust information sharing takes place in order to identify and target individuals with medical issues, such as dementia and sensory impairments, which could significantly increase the risk from fire.

As part of the SFRS commitment to safeguarding individuals, frontline SFRS staff submitted a number of 'Adult Protection' forms to our partners within the Social Work Department.

Appendix 2

Reduction of 'All deliberate fires'

Tasking and Coordinating Group

During this reporting period SFRS along with multiagency partners, attended the daily 'Tasking and Coordinating Group'. This groups primary focus is on addressing tactical level issues using information sharing, problem profiling and the implementation of measures to reduce both fire related and other anti-social behaviour issues. This process greatly assists with addressing areas of high operational demand and with the proactive targeting of those most vulnerable within our communities.

Youth Engagement

During this reporting period, SFRS undertook a number of events across the West Lothian area. This included a number of Fire Safety Road show events, supporting of community events and fetes and a number of schools and nursery visits.

Summer Season Thematic Plan

In order to minimise seasonal operational demand and in ensure the safety of people who live, work and visit Scotland during the peak Summer period a local 'Summer Season Thematic Action Plan' (TAP) was devised and delivered from Monday 30th June – Friday 29th August 2014.

This process relied on effective multi-agency partnership working and primarily focussed on reducing deliberate fire setting and fire related anti-social behaviour. This included initiatives aimed at preventing fires within derelict properties, grassland fires and fires involving refuse and wheelie-bins.

Appendix 3

Reduction of 'All non domestic fires'

Fire Safety Enforcement Activity

A Pre-Programmed Audit is an audit programmed at the commencement of the fiscal year, selected from premises held within the Service's database, based on a risk assessment as defined in the Service's Enforcement Framework.

A Non-Programmed Audit is an audit that can occur throughout the year. This type of audit would be undertaken as a result of the following: fire safety complaints, requests from partner agencies or joint initiatives with partners, following any fire within a relevant premise and the targeting of specific premises type in line with the Service's Enforcement Framework.

Audits activity Year to Date 2014

FSEC Code	Premises Type	Number of premises in Local Authority area as of 31 March 2014	Number of premises subject to pre-planned audit 2014*	Number of premises audited 2014 YTD	% of Target Premises achieved YTD**
A	Hospital	10	10	5	50%
B	Care Home	46	46	24	52%
C	House of multiple occupation (HMD) Tenement	55	11	5	45%
E	Hostels	6	1	4	400%
F	Hotels	32	4	1	25%
H	Other sleeping accommodation	251	6	0	0
J	Further Education	8	0	0	-
K	Public Building	45	0	1	-
L	Licenced Premises	272	0	12	-
M	Schools	185	0	12	-
N	Shops	709	9	6	67%
P	Other premises open to public	161	0	13	-
R	Factories & Warehouses	245	0	22	-
S	Offices	383	0	4	-
T	Other Workplace	988	3	2	33%
	Total	**3394**	**90**	**147**	

*Pre-planned targets are only set for Hospitals, Care Homes, HMO's classed as 'high' risk or in line with licence renewals and other premises classed as 'high' or 'very high' risk.

**Where target is exceeded this is due to non-programmed auditing such as thematic auditing, fire safety complaints or post fire audits.

Enforcement/Prohibition Notices

No enforcement or prohibition notices have been served this year within the West Lothian area.

Thematic Auditing carried out in reporting period

During this period, local Fire Safety Enforcement Officers carried out the thematic auditing of factory premises.

Additionally, during this period, a number of Licenced Premises were audited as part of the West Lothian ‘Best Bar None’ programme.

Appendix 4

Reduction of 'Special Service - casualties (fatal & non-fatal)'

Along with multi-agency partners, Local SFRS Community Action Team staff and Operational Crews supported and delivered the ‘West Drive’ programme.

In addition, the local Community Action Team delivered ‘Make it or break it’ events to a number of groups within the West Lothian area.

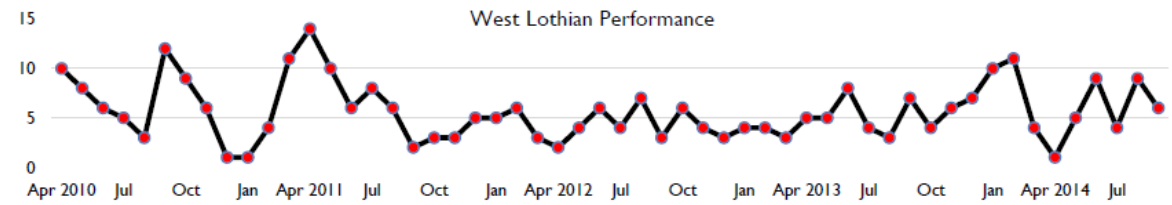
Appendix 5

Reduction of 'False Alarm - Equipment failure'

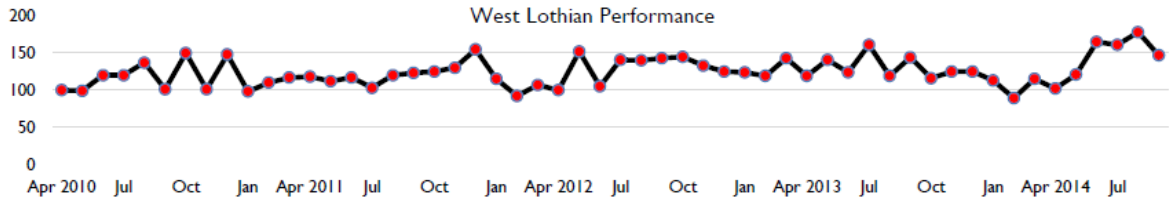
UFAS fall into a range of categories that include. Malicious, Failure of Equipment and Good Intent. The graphs below provide a breakdown of UFAS incidents the SFRS attended by category.

NB – The graphs below provide statistics collated on a monthly basis.

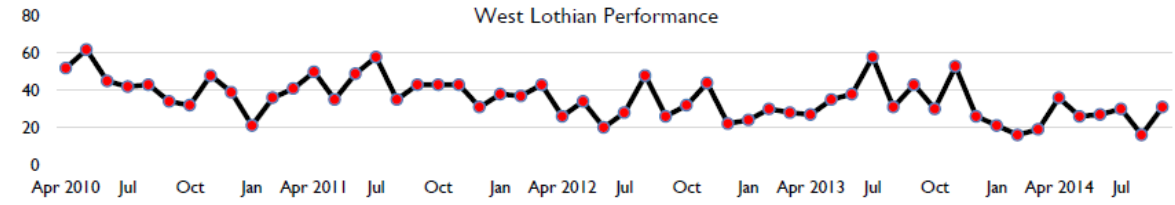
Malicious



Equipment Failure



Good intent



Local Fire Safety Enforcement officer proactively monitor UFAS call and work closely with businesses and premises in order to reduce unwanted fire alarms. A number of premises have been actively engaged with during this reporting period in order to address frequent offending.

Glossary

Accidental Dwelling Fires
Building occupied by households, excluding hotels, hostels and residential institutions. In 2000, the definition of a dwelling was widened to include any non-permanent structure used solely as a dwelling, such as caravans, houseboats etc. Caravans, boats etc. not used as a permanent dwelling are shown according to the type of property. Accidental includes fires where the cause was not known or unspecified

CPP
Community Planning Partnership

Deliberate Fire
Fires where deliberate ignition is suspected

Fire Fatality
A person whose death is attributed to a fire is counted as a fatality even if the death occurred weeks or months later

Fire Casualty
Non-fatal casualties, injured as a direct result of a fire attended by the service. Includes those who received first aid at the scene and those who were recommended to go for a precautionary check. Does not include injuries to fire service personnel

Major/Notable Events
All fires resulting in a fire fatality
Incidents requiring the involvement of a SFRS Gold Commander
Spate conditions that involve multiple incidents putting one or more regions under pressure
Large scale incidents where inter-area specialist resources have been requested
Large scale incidents where a multi-agency response is required
Any serious incident of a political or contentious nature that may attract media attention

Primary Fire
Primary fires include all fires in non-derelict buildings and outdoor structures or any fires involving casualties or rescues or any fires attended by five or more appliances

RTC
Road Traffic Collision

SOA
Single Outcome Agreement

Secondary Fires
Secondary fires are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or if five or more appliances attend. They include fires in derelict buildings but not chimney fires

Special Services
Special Services are non-fire incidents requiring the attendance of an appliance or officer. The Fire (Scotland) Act 2005 placed a statutory duty on FRS to attend fires and road traffic accidents. It also included an additional function order that covers non-fire incidents such as rescues from collapsed buildings or serious flooding

UFAS
Unwanted Fire Alarm Signals

Year to Date (YTD)
Year to date is calculated from 1st April on the reporting year.

Seasonal Community Safety Calendar

The seasonal calendar depicts a range of initiatives and activities that the SFRS and CPP partners will undertake throughout the year as part of our preventative strategies.

PERFORMANCE REPORT

FOR WEST LOTHIAN

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Year to date report (1st April – 30th September)

Working together for a safer Scotland

West Lothian Council

DISCLAIMER

The figures included in this report are provisional and subject to change as a result of quality assurance and review. The statistics quoted are internal management information published in the interests of transparency and openness.
The Scottish government publishes Official Statistics each year which allow for comparisons to be made over longer periods of time.

Please ensure any external partners in receipt of these reports are aware of this.

CONTENTS

1 Introduction

2 Performance Scorecard

3 Priority Performance Reporting

Local Risk Management and Preparedness

All accidental dwelling fires (ADFs)

All fire casualties (fatal & non-fatal (incl. precautionary checkups))

All deliberate fires

All non domestic fires

Special Service - casualties (fatal & non-fatal)

False Alarm - Equipment failure

4 Appendices

5 Glossary

Introduction

This performance report provides information on our prevention, protection and operational response activities within the West Lothian area during the Year to date period of 1st April – 30th September 2014.

The Scottish Government provides an overarching vision for public services. This vision is supported by 16 National Outcomes, which demonstrate commitment to creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth. The SFRS can make a significant contribution to improving these outcomes for West Lothian by contributing to the Community Planning arrangements across the area.

The national priorities for the Scottish Fire and Rescue Service (SFRS) are set out in the Fire and Rescue Framework for Scotland. The SFRS Strategic Plan 2013-2016 outlines how the SFRS will deliver against these priorities and the outcomes against which this delivery can be measured.

The priorities contained within the Local Fire and Rescue Plan for West Lothian 2014-2017 contribute towards the priorities within the West Lothian Community Plan 'Towards 2020', Single Outcome Agreement 2013-2023 and the Community Safety Strategic Assessment 2012-15.

The aims of the local Fire & Rescue Service in West Lothian are to reduce fire deaths throughout the West Lothian area and to reduce injuries from fire and other emergencies in the community. We aim to achieve this by working in partnership, being pro-active and targeting our prevention and protection activities to where they are required, based on evidence.

Within the Local Fire and Rescue Plan for West Lothian 2014-2017, seven objectives for the local Fire and Rescue Service to work towards have been identified for 2014-17 (listed below).

Priority 1. Local Risk Management and Preparedness

Priority 2. Reduction of Accidental Dwelling Fires

Priority 3. Reduction in Fire Casualties and Fatalities

Priority 4. Reduction of Deliberate Fire Setting

Priority 5. Reduction of Fires in Non-Domestic Property

Priority 6. Reduction in Casualties from Non-Fire Emergencies

Priority 7. Reduction of Unwanted Fire Alarm Signals.

Area Manager Gary Laing
Local Senior Officer for Falkirk & West Lothian
Gary.laing@firescotland.gov.uk

2. Performance Scorecard

We measure how well we are meeting our priorities using 6 key indicators, depicted below

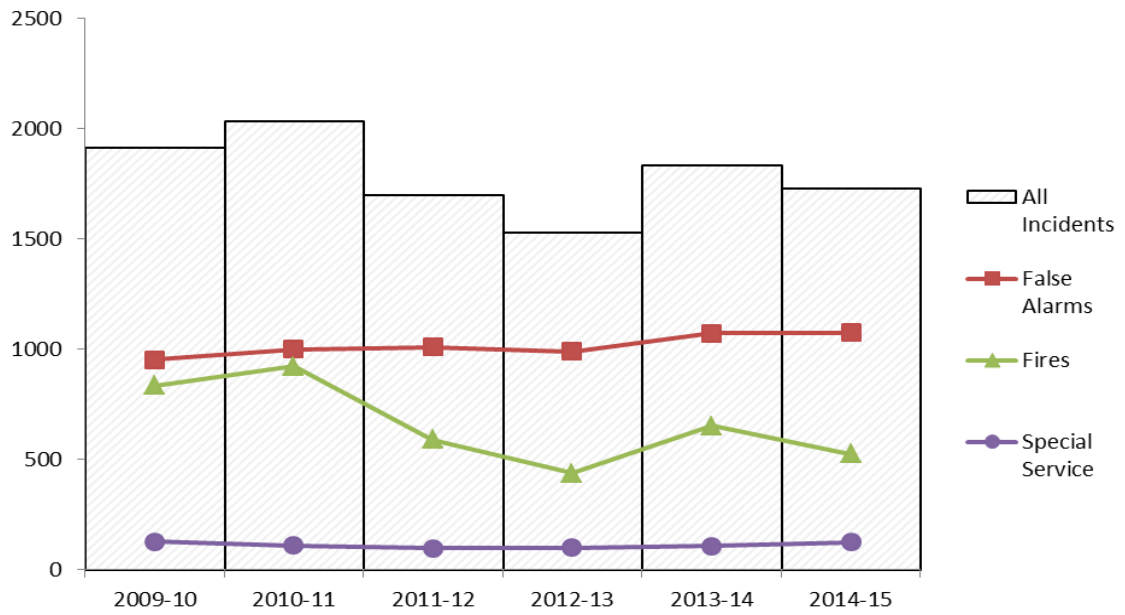
	Q2 - Apr to (& incl.) Sep					RAG rating
Key performance indicator	10/11	11/12	12/13	13/14	14/15	YTD
All accidental dwelling fires (ADFs)	85	70	90	87	83	●
All fire casualties (fatal & non-fatal (incl. precautionary	38	32	30	26	10	●
All deliberate fires	696	411	272	393	314	●
All non domestic fires	57	51	41	48	48	●
Special Service - casualties (fatal & non-fatal)	64	68	77	67	77	◆
False Alarm - Equipment failure	677	693	781	808	875	▲

RAG rating - KEY		
◆	RED DIAMOND	10% higher than the previous equivalent quarter (or YTD period), or local target not achieved.
▲	YELLOW TRIANGLE	Up to 9% higher than the previous equivalent quarter (or YTD period), or local target not achieved.
●	GREEN CIRCLE	Equal to or improved upon the previous equivalent quarter (or YTD period), or local target achieved.

Note
Quarterly comparison = the quarterly reporting period compared to the previous four years quarterly reporting periods. Year to Date RAG Rating = the cumulative total of all quarterly performance in current year compared to cumulative total of all quarterly performance in previous year.

Incident Overview
During the Year to date period during 2014-15 (April - September), SFRS have responded to a total of 1723 incidents within West Lothian. This is a reduction of 5.8% (107 incidents) when compared to the same reporting period on the previous year.

The chart below illustrates incidents YTD attended within the West Lothian council over the last 6 fiscal years



Priority

Local Risk Management and Preparedness

The Service must identify, prioritise and plan to meet the risks in each local community.

We said we would:

• train our staff to deal with our local risks

• gather and analyse risk information

• work with partners to mitigate risks

• deal with major events.

Train our staff to deal with our local risks

Our operational staff have continued to undertake routine and risk specific skill acquisition and maintenance training.

During 2014-15 all firefighters within West Lothian will participate within the Maintenance Phase Development Programme for firefighters. Completed modules during the year to date period are incidents involving: Chemicals, Commercial & Office Property, Lifts & Escalators, Rural areas, Water & Flooding and Railways.

Gather and analyse risk information

Our operational staff continue to gather and analyse local risk information and operational intelligence which is used in our preparations to resolve incidents.

We conduct Post Incident Debriefs through the use of a Structured Debriefing process, to identify any lessons that can be learned from our preparedness and response to emergency events.

We use Urgent Operational Intelligence Briefings to inform our operational staff of any safety critical information.

Work with partners to mitigate risks

We continue to be an active member of the Lothians and Borders Local Resilience Partnership.

We share information with local authority partners and other key stakeholders (e.g. Police Scotland) to ensure emergency event risks are mitigated.

Dealing with major/notable events

During this reporting period SFRS have not been required to respond to any major/notable events whether fire or non-fire related.

Priority

Reduction of 'All accidental dwelling fires (ADFs)'

Accidental dwelling fires can have devastating effects on our community. The SFRS is committed to keeping people safe in their homes. We share information with partners to make sure that the right people get the right information they need, particularly those who are vulnerable due to age, isolation or addiction. Reduction of Accidental Dwelling Fires contributes to the West Lothian CPP Single Outcome Agreement, SOA1304_14 Number of accidental dwelling fires per 100,000 population.

Results

We aim to reduce Accidental Dwelling Fires in West Lothian by 2% per year, which contributes towards the SFRS target of reducing Accidental Dwelling Fires by 10% per year, over a three-year rolling period. The target for 2014-15 is 160. We have seen a 4.5% decrease in incidents attended compared to the same year to-date period in 2013-14. During the 2014-15 year to date reporting period SFRS have dealt with 83 accidental dwelling fires in comparision to 87 during 2013-14 year to date reporting period. The long term trend based upon incidents/10,000 population is slighty higher that the Scottish results and higher than a comparable local authority area.

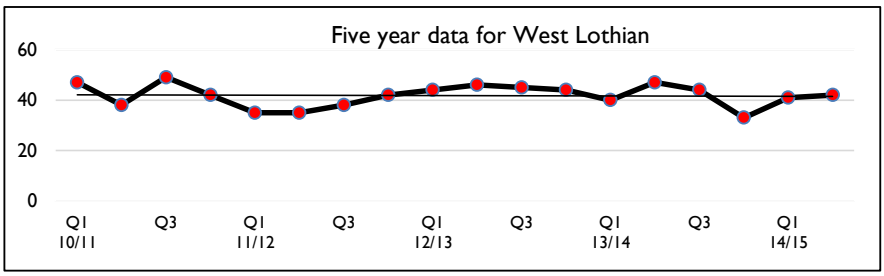
Reasons

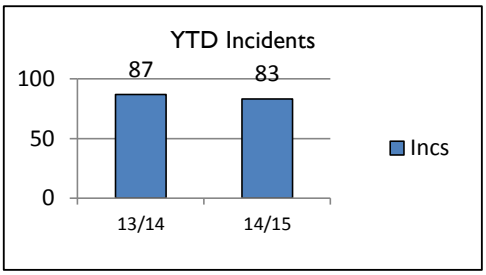
Analysis of the causes of accidental dwelling fires during 2014-15 has identified that approximately 50% were cooking related and nearly 10% were due to combustible articles being too close to a heat source.

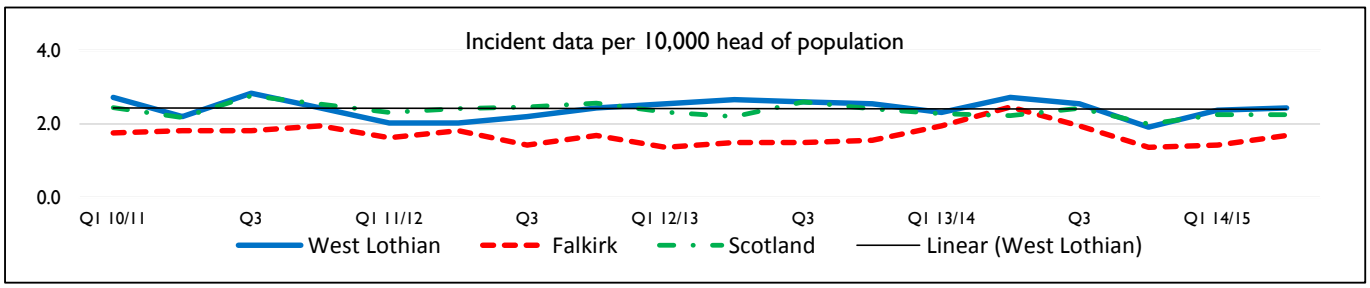
Actions

The Post Domestic Incident Referrals (PDIR) target areas where accidental dwelling fires have occurred and are intended to reassure the local neighbourhood and prevent further incidents occurring in the surrounding area. 380 Home Fire Safety Visits (HFSV) have been undertaken in private dwellings in West Lothian during Q2 2014-15.

Appendix 1 provides further details on our prevention activities in relation to this priority.







Q2 ward ave. for West Lothian - 9	10/11	11/12	12/13	13/14	14/15	Sparkline
West Lothian	85	70	90	87	83	
Linlithgow	5	6	10	11	6	
Broxburn, Uphall and Winchburgh	9	9	10	7	9	
Livingston North	12	10	12	9	7	
Livingston South	7	6	10	6	11	
East Livingston and East Calder	15	7	12	11	10	
Fauldhouse and the Breich Valley	7	4	7	6	6	
Whitburn and Blackburn	14	11	11	19	20	
Bathgate	8	9	14	15	5	
Armadale and Blackridge	8	8	4	3	9	

Priority

Reduction of 'All fire casualties (fatal & non-fatal (incl. precautionary checkups))'

Fire casualty and fatality rates provide an indication of the amount of serious, life-threatening injuries that occur due to fire. This can indicate not only the success of SFRS in reducing the number of life risk fires through community fire safety and similar activities, but also their success in response activity in saving lives.

Results

There were no reported Fire fatalities in the reporting period. We aim to reduce Fire Casualties in West Lothian by 5% per year, which contributes towards the SFRS target of reducing Fire Casualties by 5% per year, over a three-year rolling period. The target for 2014-15 is 32. During the 2014-15 year to date reporting period SFRS have dealt with 10 casualties due to fires in comparision to 26 during 2013-14 year to date reporting period. The long term trend based upon casualties/1,000,000 population shows a significant reduction and is below the Scottish trendline but is above that of a comparable local authority.

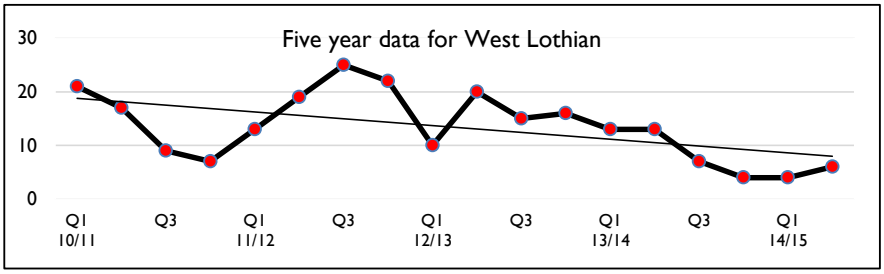
Reasons

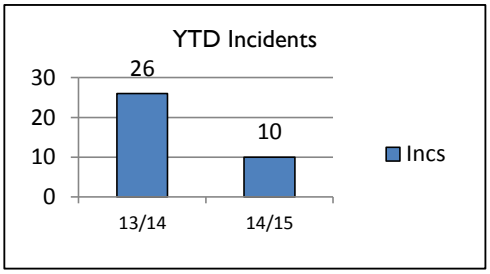
Contributory factories to the reduction in fire casualties may be: the reduction in accidental cooking incidents; SFRS Home Fire Safety preventative activities focuses upon the need to have an 'Escape Plan' and to 'Get out, Stay out and Call 999'; targetted approach to the delivery of preventative activities and partnership working to identify and assist those who are 'most at risk from fire'.

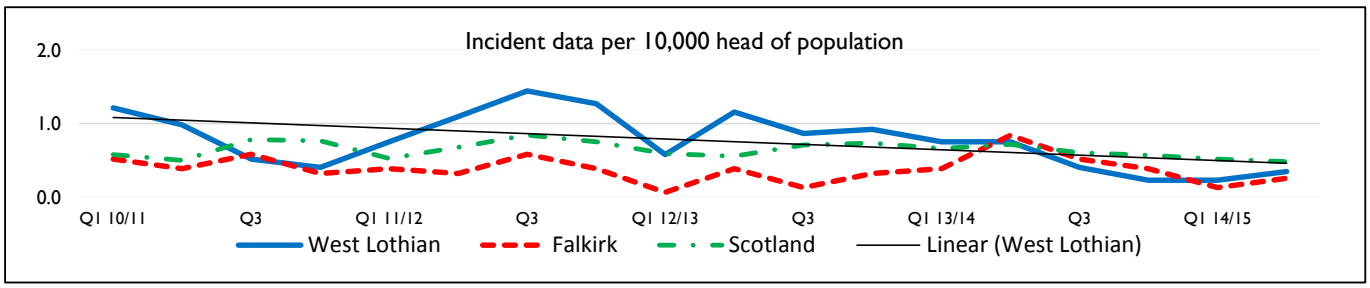
Actions

380 Home Fire Safety Visits (HFSV) have been undertaken in private dwellings in West Lothian during Q2 2014-15.

Appendix 1 provides further details on our prevention activities in relation to this priority.







Q2 ward ave. for West Lothian - 1	10/11	11/12	12/13	13/14	14/15	Sparkline
West Lothian	38	32	30	26	10	
Linlithgow	1	3	2	0	0	
Broxburn, Uphall and Winchburgh	3	0	4	2	0	
Livingston North	4	6	3	0	3	
Livingston South	11	7	2	1	3	
East Livingston and East Calder	4	3	4	5	0	
Fauldhouse and the Breich Valley	2	0	2	3	1	
Whitburn and Blackburn	7	5	9	8	0	
Bathgate	3	3	3	6	3	
Armadale and Blackridge	3	5	1	1	0	

Priority

Reduction of 'All deliberate fires'

Deliberate fire setting is a significant problem for the SFRS in West Lothian. In the main, deliberate fires are secondary fires categorised into either refuse, grassland or derelict buildings incidents. There is a close link between deliberate secondary fires and other forms of anti-social behaviour. Reduction of Deliberate Fire Setting contributes to the West Lothian CPP Single Outcome Agreement, SOA1304_13 Number of deliberate fires per 100,000 population.

Results

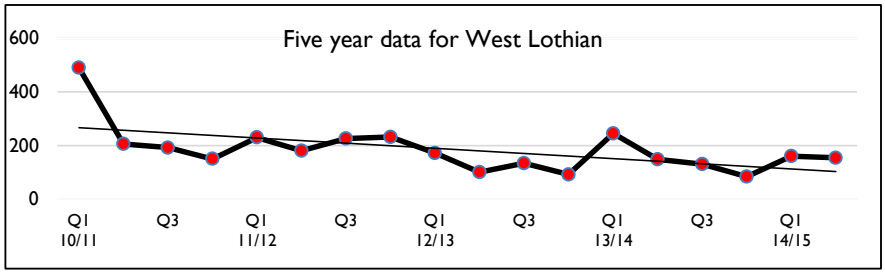
We aim to reduce Deliberate Fire Setting in West Lothian by 5% per year. The target for 2014-15 is 577. SFRS have dealt with 314 deliberate fire incidents during 2014-15 year to date reporting period in comparison to 393 during 2013-14 year to date reporting period. The long term trend based upon Deliberate Fire Setting /10,000 population trendline is reflective of a comparable local authority and Scotland, which are all on a downward trajectory.

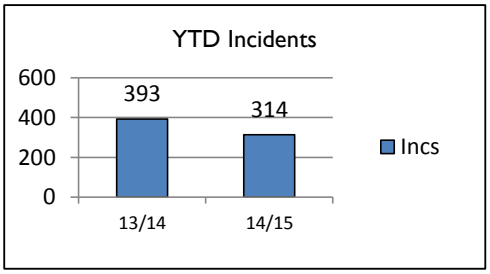
Reasons

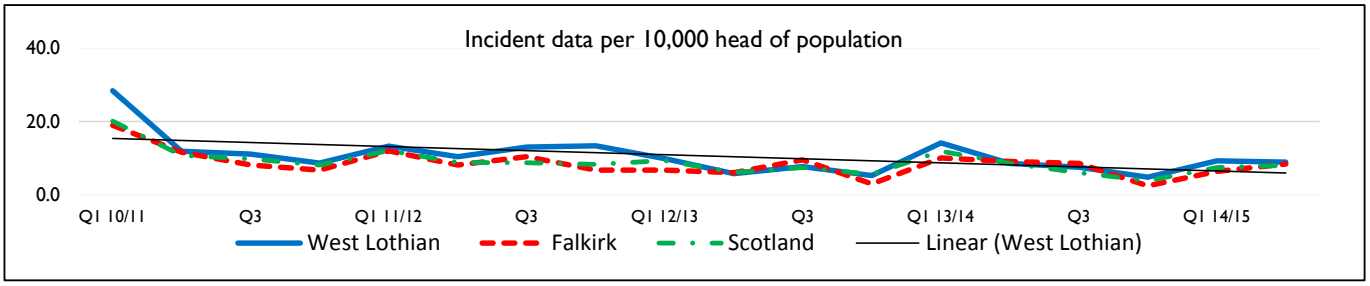
Nearly 80% of the incidents attended during the 2014-15 year to date reporting period were 'deliberate secondary fires' and of these 42% involved refuse/bins as the fuel.

Actions

We used a range of methodologies as part of the Autumn Thematic Action Plan to reduce Deliberate Fire Setting.
Appendix 2 provides further details on our prevention activities in relation to this priority.







Q2 ward ave. for West Lothian - 35	10/11	11/12	12/13	13/14	14/15	Sparkline
West Lothian	696	411	272	393	314	
Linlithgow	24	17	4	14	10	
Broxburn, Uphall and Winchburgh	45	24	14	19	28	
Livingston North	90	43	31	46	27	
Livingston South	70	78	29	65	60	
East Livingston and East Calder	115	56	30	59	62	
Fauldhouse and the Breich Valley	98	53	37	57	43	
Whitburn and Blackburn	91	56	31	40	35	
Bathgate	73	50	55	45	20	
Armadale and Blackridge	90	34	41	48	29	

Priority

Reduction of 'All non domestic fires'

Fires in Non-Domestic Property can have a detrimental affect on the built environment and the prosperity of the local area. Non-domestic fires are classed as fires which took place in buildings that are not domestic households. Reduction of Non Domestic Property contributes to the West Lothian CPP Single Outcome Agreement, SOA1304_13 Number of deliberate fires per 100,000 population.

Results

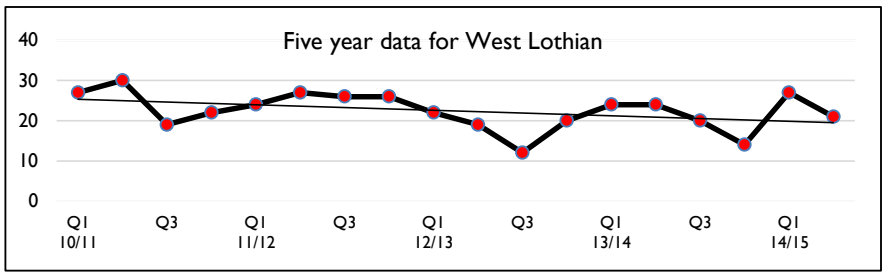
We aim to reduce Non-Domestic Premises Fires in West Lothian by 3% per year, which contributes to the SFRS target of continually reducing Non-Domestic Premises Fires. The target for 2014-15 is 79. SFRS have dealt with 48 non domestic fire incidents during 2014-15 year to date reporting period in comparison to 48 during 2013-14 year to date reporting period. The long term trend based upon Fires in Non-Domestic Property /10,000 population trendline in West Lothian is lower than a comparable local authority and Scotland.

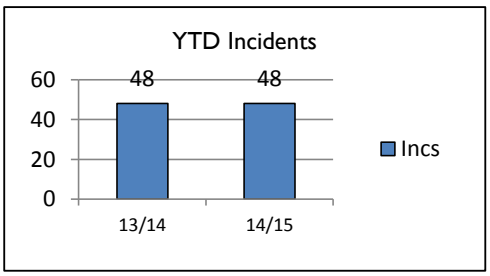
Reasons

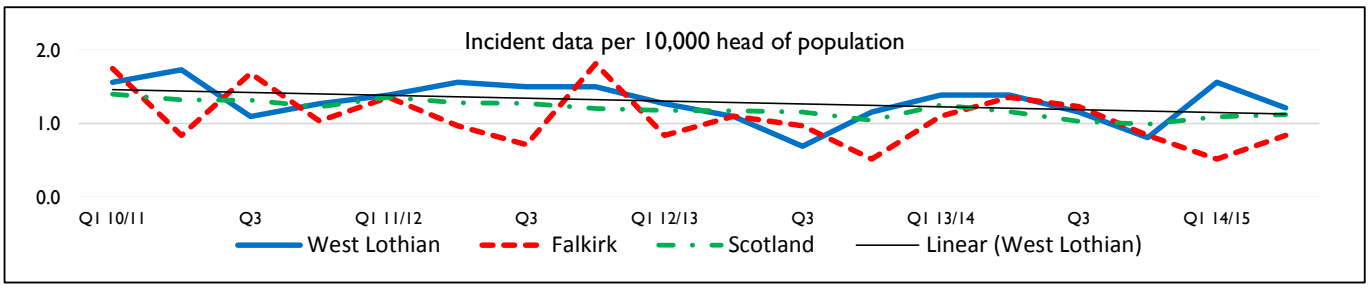
There are no specific trends emerging from Fires in Non-Domestic Property.

Actions

Appendix 3 provides further details on our prevention activities in relation to this priority.







Q2 ward ave. for West Lothian - 5	10/11	11/12	12/13	13/14	14/15	Sparkline
West Lothian	57	51	41	48	48	
Linlithgow	4	3	0	7	3	
Broxburn, Uphall and Winchburgh	7	4	3	7	6	
Livingston North	4	6	3	3	2	
Livingston South	8	9	12	9	11	
East Livingston and East Calder	9	6	6	3	8	
Fauldhouse and the Breich Valley	5	8	11	5	5	
Whitburn and Blackburn	9	9	2	4	4	
Bathgate	5	3	2	7	5	
Armadale and Blackridge	6	3	2	3	4	

Priority

Reduction of 'Special Service - casualties (fatal & non-fatal)'

While much of this risk is outwith the control of SFRS, responding to Non-Fire Emergencies is a key part of our intervention activities. The SFRS is committed to working with partners and other stakeholders to drive continuous improvement in this area. Reduction of Casualties from Non-Fire Emergencies contributes to the West Lothian CPP Single Outcome Agreement, SOA1304_12 Number of People killed or seriously injured in road accidents.

Results

We aim to reduce Casualties from Non-Fire Emergencies in West Lothian by 4% per year, which contributes to the SFRS target of reducing Casualties from Non-Fire Emergencies each year, over a three-year rolling period. The target for 2014-15 is 50. SFRS have dealt with 77 casualties from non-fire emergencies during 2014-15 year to date reporting period in comparison to 67 during 2013-14 year to date reporting period. The long term trend based upon Casualties from Non-Fire Emergencies /10,000 population trendline in West Lothian is the same as Scotland and higherthan a comparable local authority.

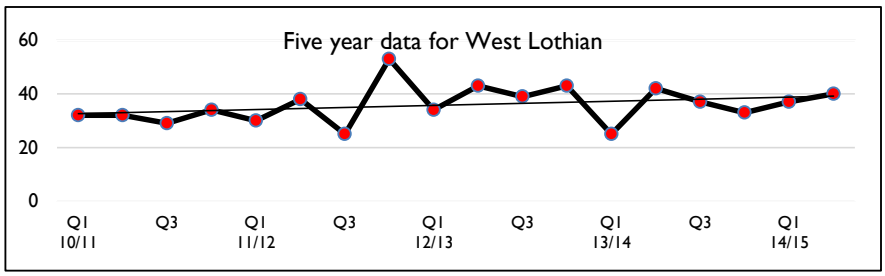
Reasons

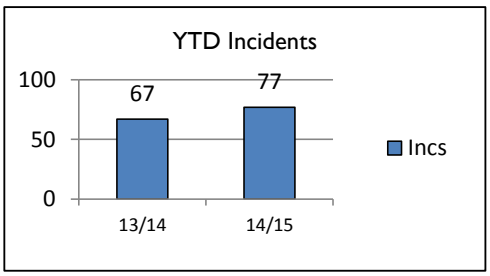
39 casualties were as a result of people being involved in a Road Traffic Collision. Of these 39 casualties there were no fatalities.

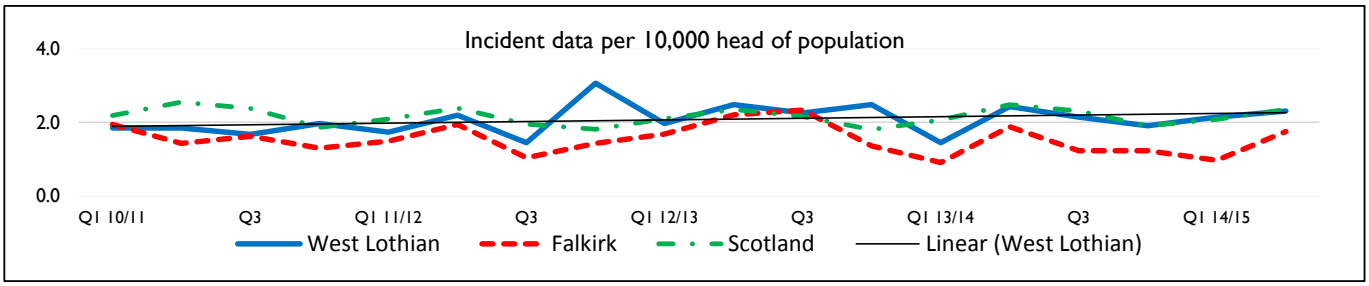
Actions

The SFRS is a member of a multi-agency approach to reducing Road Traffic Collision's and the associated casualties and fatalities. The continued delivery of Westdrive programme targeting young people is an excellent partnership approach to reducing road traffic collisions.

Appendix 4 provides further details on our prevention activities in relation to this priority.







Q2 ward ave. for West Lothian - 9	10/11	11/12	12/13	13/14	14/15	Sparkline
West Lothian	64	68	77	67	77	
Linlithgow	11	12	10	5	7	
Broxburn, Uphall and Winchburgh	2	3	9	8	5	
Livingston North	4	3	7	6	0	
Livingston South	18	5	7	10	11	
East Livingston and East Calder	4	11	14	13	5	
Fauldhouse and the Breich Valley	0	4	7	6	7	
Whitburn and Blackburn	13	20	6	7	16	
Bathgate	7	6	16	9	12	
Armadale and Blackridge	5	4	1	3	14	

Priority

Reduction of 'False Alarm - Equipment failure'

Unwanted Fire Alarm Signals (UFAS) are defined as incidents where an automated fire alarm system activates and results in the mobilisation of SFRS resources, when the reason for that alarm turns out to be something other than a fire emergency. The SFRS is committed to working with partners and other stakeholders to reduce Unwanted Fire Alarm Signals.

Results

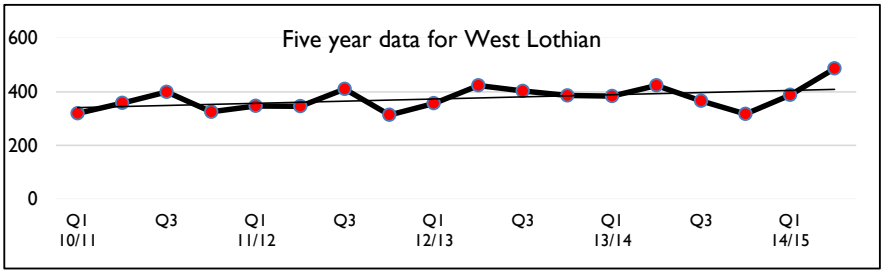
We aim to reduce UFAS in West Lothian by 5% per year. The target for 2014-15 is 1863. SFRS have dealt with 1074 UFAS incidents during 2014-15 year to date reporting period in comparison to 1072 during 2013-14 year to date reporting period. It is noted that the the incident rate per 10,000 population of Equipment Failure trendline in West Lothian is higher than that of a comparable local authority and Scotland.

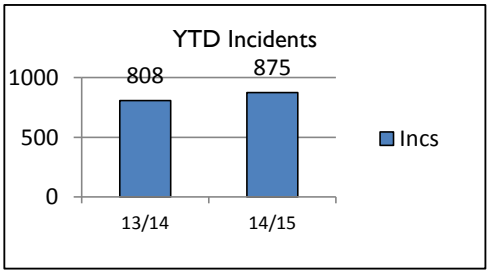
Reasons

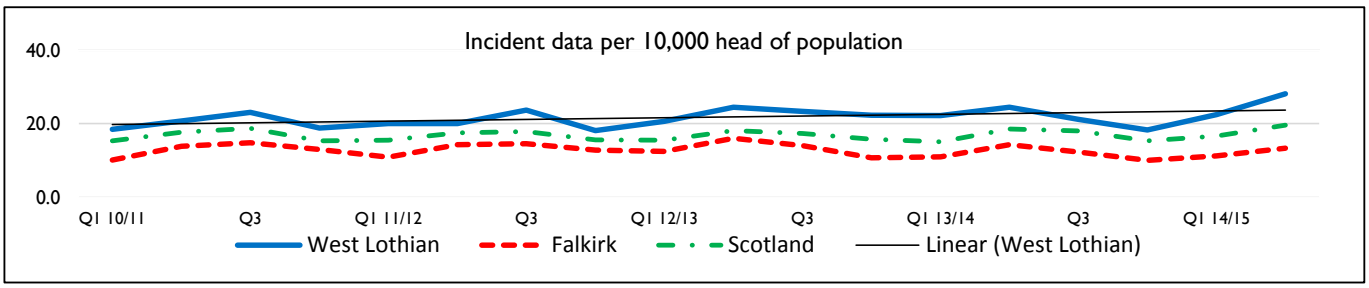
False Alarm - Equipment Failure accounted for 81% of all UFAS incidents attended by SFRS in West Lothian.

Actions

We continue to proactively monitor UFAS incidents and our Fire Safety Enforcement Officers work closely with premises to reduce further UFAS incidents. This includes discussing technological, procedural and management solutions in order to prevent future UFAS incidents. During Q3 2014-15 SFRS will introduce a new UFAS policy, designed to promote business continuity, reduce the road risk from 'blue light' journeys and reduce the demand placed upon SFRS by these types of incidents.







Q2 ward ave. for West Lothian - 97	10/11	11/12	12/13	13/14	14/15	Sparkline
West Lothian	677	693	781	808	875	
Linlithgow	39	46	32	50	41	
Broxburn, Uphall and Winchburgh	107	97	112	93	129	
Livingston North	65	76	76	76	104	
Livingston South	181	149	174	186	203	
East Livingston and East Calder	89	79	93	87	95	
Fauldhouse and the Breich Valley	43	72	65	74	76	
Whitburn and Blackburn	68	72	113	115	111	
Bathgate	55	74	81	82	84	
Armadale and Blackridge	30	28	35	45	32	

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY AND DEVELOPMENT SCRUTINY PANEL

BONFIRE AND FIREWORK PERIOD 2014

REPORT BY HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

This report is to provide Panel Members with an update on the preventative and operational response activities conducted by the Scottish Fire and Rescue Service, West Lothian resources during Bonfire and Firework period 2014.

B. RECOMMENDATION

Panel Members are asked to note the content of the report.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Being honest, open and accountable Focusing on our customers' needs Making best use of our resources Working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The production and Council approval of the Local Police and Local Fire and Rescue Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.
III	**Implications for Scheme of Delegations to Officers**	None at this stage.
IV	**Impact on performance and performance Indicators**	There is no direct impact however this report is part of the agreed process for strategic performance reporting.
V	**Relevance to Single Outcome Agreement**	This report will have a positive impact on the following SOA indicators; We live in resilient, cohesive and safe communities. People most at risk are protected and supported to achieve improved life changes.
VI	**Resources – (Financial, Staffing and Property**	The council contributes to directly and in partnership to the delivery of the plan
VII	**Consideration at PDSP**	Yes

VIII	**Consultations**	Council Executive, Community Planning Partners, Elected Members.

D. TERMS OF REPORT

The Bonfire/ Firework period historically results in a high level of operational activity for the Community Safety Partnership (CSP). In preparation for this period, the CSP devised and delivered a programme of preventative and operational activities.

The Scottish Fire and Rescue Service (SFRS) led a Task Group as part of the preventative activities which were to raise awareness of the potential dangers of bonfires and fireworks.

These arrangements to focus on targeted educational inputs where were offered to all secondary schools. The identification of unlicensed bonfires which were reported to Nets and Land Services through the daily tasking process. Community engagement which included visits to Youth Clubs and publication of new release on the council website and twitter.

Over the 8-day period from 31 October to 7 November 2014, the number of dangerous bonfires dealt with by operational crews decreased by 28%, when compared to 2013. The number of dangerous bonfire incidents dealt with by operational crews decreased by 20%, when compared to 2013.

There was 1 report of violence to crews at incidents during this period which was reported to Police Scotland.

Panel Members should note that there has been a continued reduction in emergency calls over the period to bonfires and firework related incidents. In addition, activity on 5 November 2014 has shown a decrease compared to last year, continuing a downward trend.

E. CONCLUSION

This report updates the Panel on the preventative and operational response activities conducted by the Scottish Fire and Rescue Service, West Lothian resources during Bonfire and Firework period 2014.

F. BACKGROUND REFERENCES

None

Appendix 1: Bonfire/ Firework period 2014 within West Lothian.

G. Contact Person:

Alistair Shaw, Head of Housing Construction and Building Services.

Date of meeting: 20 January 2015

Report to:

West Lothian Council Services for Communities Policy Development and Scrutiny Panel

SUBJECT: BONFIRE / FIREWORK PERIOD 2014 WITHIN WEST LOTHIAN

1. INTRODUCTION

1.1 This report provides members of the West Lothian Council Services for Communities Policy Development and Scrutiny Panel with an overview of the preventative and operational response activities conducted by Scottish Fire and Rescue Service (SFRS) resources within the West Lothian area during the Bonfire/Firework Period 2014.

1.2 SFRS adopts a partnership approach to dealing with the Bonfire / Firework Period. As per previous years, SFRS has led a Task and Finish Group as part of the Tasking arrangements within the West Lothian Community Safety Partnership.

2. PREVENTATIVE ACTIVITIES

2.1 A number of multi-agency preventative activities were employed to raise awareness of the potential dangers of fireworks and bonfires. SFRS were involved in the following initiatives as part of the multi-agency approach:

Demand reduction education plan

- Targeted educational inputs were offered/delivered to all secondary schools

- All primary schools were provided with interactive educational resources through GLOW
- Delivery of educational inputs to primary school within areas known to be problematic, identified through the Community Safety Unit Bonfire analytical product
- Supply of awareness raising posters to all schools.

Identification of unlicensed bonfires

- Reporting unlicensed bonfires to Nets and Land Services through the Daily tasking process and by direct contact to Nets and Land Services
- Visitations to potentially dangerous bonfires.

Community engagement

- Visitation to Youth clubs and drop in centers
- Contribution towards multi-agency press release
- Provision of safety advice through twitter @scotfire_FlkWL
- Safety advice at SFRS website www.firescotland.gov.uk
- Provision of safety advice to West Lothian Council for their website
- National TV and radio campaign.

3. OPERATIONAL RESPONSE ACTIVITY

3.1 The following tables provide a comparison of operational response activity over a 5-year period:

31 October – 7 November (8-day period)

Year	2010	2011	2012	2013	2014
Dangerous Bonfires	20	45	37	21	15

5 November

Year	2010	2011	2012	2013	2014
Dangerous Bonfires	13	22	25	15	12

**Dangerous Bonfire: A Bonfire, which is not under adult supervision and has the potential to cause damage to other surrounding property or injury if there is no intervention.*

3.2 Over the 8-day period from 31 October to 7 November 2014, the number of dangerous bonfires dealt with by operational crews decreased by 28%, when compared to 2013. Ward data is not available at this time but will be reflected in the Quarter 3 Performance Report.

3.3 On 5 November 2014 the number of dangerous bonfire incidents dealt with by operational crews decreased by 20%, when compared to 2013.

3.4 The weather on 5 November 2014 was relatively clear, with only light showers of rain in places and therefore cannot be considered as a contributory factor to the decrease in the number of bonfire related incidents.

4. VIOLENCE TO CREWS

4.1 There was 1 report of violence to crews at incidents during the period 30 October to 7 November 2014, which occurred on 5 November in Addiewell. No fire fighters received any physical injuries as a result of this attack.

4.2 The Service has a zero tolerance to violence to crews and as such, reports all incidents to Police Scotland for further investigation.

5. CONCLUSIONS

5.1 There has been a continued reduction in emergency calls over the period 30 November to 7 November 2014 to bonfires and firework related incidents. Activity on 5 November 2014 has shown a decrease compared to last year, continuing a downward trend.

5.2 The continued partnership working through West Lothian Community Safety partnership appears to have had a positive impact on public awareness and the approach to bonfire celebrations.

6. RECOMMENDATION

6.1 West Lothian Council Services for Communities Policy Development and Scrutiny Panel is invited to:

Consider and make any comment in relation to this report.

Gary Laing
Local Senior Officer
Falkirk and West Lothian **December 2014**

Data Label: Public

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY AND DEVELOPMENT SCRUTINY PANEL

FUTURES REPORT

REPORT BY HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to provide Panel Members with an overview of the key projects the Scottish Fire and Rescue Service are currently undertaking.

B. RECOMMENDATION

Panel Members are asked to note the content of the report.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Being honest, open and accountable Focusing on our customers' needs Making best use of our resources Working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The production and Council approval of the Local Police and Local Fire and Rescue Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.
III	**Implications for Scheme of Delegations to Officers**	None at this stage.
IV	**Impact on performance and performance Indicators**	There is no direct impact however this report is part of the agreed process for strategic performance reporting.
V	**Relevance to Single Outcome Agreement**	This report will have a positive impact on the following SOA indicators; We live in resilient, cohesive and safe communities. People most at risk are protected and supported to achieve improved life changes.
VI	**Resources – (Financial, Staffing and Property**	The council contributes to directly and in partnership to the delivery of the plan
VII	**Consideration at PDSP**	Yes
VIII	**Consultations**	Council Executive, Community Planning

Partners, Elected Members.

D. TERMS OF REPORT

The creation of the Scottish Fire and Rescue Service (SFRS), which replaced eight antecedent Fire and Rescue Services (FRSs), has provided an opportunity for the new Service to review legacy service delivery arrangements, working practices and all aspects of how an efficient emergency service is delivered to the whole of Scotland.

As part of the ongoing journey that the SFRS is on, in bringing together eight legacy FRSs arrangements, a vast range of transformational and transactional projects and initiatives are currently being designed, developed and implemented which support the SFRS Strategic Plan 2013-16 and the SFRS's annual Operational Plans.

In addition to delivering projects that support the current Strategic Plan and the Operational Plans, the SFRS is currently looking to the future to develop projects and initiatives that will support future Strategic Plans and Operating Plans. This ensures the Service is a forward thinking organisation that continues to deliver an efficient and effective emergency service that is fit for purpose, secures best value and delivers a world-class fire and rescue service to all communities, partners and stakeholders across Scotland.

Where relevant and appropriate, specific implications for the communities, our partners and stakeholders within West Lothian have been included in this report.

It is the intention of the Local Senior Officer to circulate this report to Community Councils in the area (and to elected members in wards where Community Councils are inactive) to keep the members of these communities and community groups aware of the future activities and plans of the SFRS.

E. CONCLUSION

This report updates Panel Members on the wide range of future projects and initiatives for the SFRS are actively progressing.

It is the intention of the Local Senior Officer for Falkirk and West Lothian to keep members of the Panel updated on the progress of the projects and initiatives outlined in the report and to ensure that members of the communities are aware of future activities and plans of the Scottish Fire and Rescue Service.

F. BACKGROUND REFERENCES

None

Appendixes 1: Briefing Reports on Scottish Fire and Rescue Service Future Projects

G. Contact Person:

Alistair Shaw, Head of Housing Construction and Building Services.

Date of meeting: 20 January 2015

Report to:

West Lothian Council Services for Communities Policy Development and Scrutiny Panel

SUBJECT: BRIEFING REPORT ON SCOTTISH FIRE AND RESCUE SERVICE FUTURES PROJECTS

1. INTRODUCTION

1.1 This report provides the West Lothian Council Services for Communities Policy Development and Scrutiny Panel with an overview of key projects the Scottish Fire and Rescue Service (SFRS) are currently undertaking.

1.2 Where relevant and appropriate, specific implications for the communities, our partners and stakeholders within West Lothian have been included in this report.

2. BACKGROUND

2.1 The creation of the SFRS, which replaced eight antecedent Fire and Rescue Services (FRSs), has provided an opportunity for the new Service to review legacy service delivery arrangements, working practices and all aspects of how an efficient emergency service is delivered to the whole of Scotland.

2.2 Whilst there are many drivers for change the Police and Fire Reform (Scotland) Act 2012 and the Scottish Government's Fire and Rescue Framework for Scotland 2013, provide a legislative framework around how the SFRS designs and delivers its services.

2.3 As part of the ongoing journey that the SFRS is on, in bringing together eight legacy FRSs arrangements, a vast range of transformational and transactional projects and initiatives are currently being designed, developed and implemented which support the SFRS Strategic Plan 2013-16 and the SFRS's annual Operational Plans.

2.4 In addition to delivering projects that support the current Strategic Plan and the Operational Plans, the SFRS is currently looking to the future to develop projects and initiatives that will support future Strategic Plans and Operating Plans. This ensures the Service is a forward thinking organisation that continues to deliver an efficient and effective emergency service that is fit for purpose, secures best value and delivers a world-class fire and rescue service to all communities, partners and stakeholders across Scotland.

3. SENIOR MANAGEMENT RESTRUCTURE

3.1 The SFRS has made significant strides in developing a management structure that supports a single, national organisation. To ensure the SFRS continues to demonstrate that it is effectively operating as a national organisation that delivers at a local level, a review of the structure of the Strategic Leadership Team and the role of Service Delivery Directors has taken place. This review led to a cost neutral restructure which allows the SFRS to continue to focus on the consolidation of the fire reform aims and objectives as well as the integration of the Service.

3.2 The coterminous approach remains the same with the three service delivery areas reflecting their local authority and ward areas. Embedded Local Senior Officers will continue to drive down risk through prevention and protection activities and emergency response in their areas.

3.3 However, at service delivery level the SFRS will introduce a new senior management level of Deputy Assistant Chief Officers or DACOs. Once the new structure is in place, Assistant Chief Officer (ACO) Dave Boyle, currently Director of the West Service Delivery Area (SDA) will become Director of Service Delivery for the whole of Scotland. ACO Robert Scott, currently Director of Service Delivery for the North SDA, will become Director of

Strategic Planning, Performance and Communications. ACO Peter Murray, currently Director of Service delivery for the East SDA, will take on the role of Director of Service Transformation.

3.4 These changes will release capacity for the Directors and the Deputy Chief Officer to focus on future planning and implementation to ensure the SFRS reform journey remains on course to deliver the benefits of fire reform and that the Service can respond effectively to the inevitable challenges that will occur during that process.

3.5 IMPLICATIONS FOR WEST LOTHIAN

3.5.1 A newly appointed Deputy to Assistant Chief Officer (DACO John Miller) who reports to the Director of Service Delivery for Scotland will be the most senior officer directly responsible for the East Service Delivery Area, and in addition to the Local Senior Officer (Area Manager Gary Laing) will be a key contact point for key partners and stakeholders in West Lothian. A structural diagram has been included in Appendix 1 of this report that details the National / East SDA / Falkirk & West Lothian area senior management structure.

4. SPECIAL EQUIPMENT REVIEW

4.1 The SFRS delivers an emergency service within a complex framework of law, regulation and operational guidance. As the role of the fire service has developed over the years, beyond just firefighting, the range of activities undertaken has continued to expand and widen. Correspondingly, the range of equipment and skills training required to meet this developing role has increased greatly.

4.2 This historical deployment of specialist resources (appliances and equipment) required to be reviewed to ensure it conforms to the needs of community and firefighter safety across Scotland now that the historical geographical boundaries have been removed.

4.3 This review commenced in May 2013, with the aims of delivering on the SFRS' key objectives of delivering operational services efficiently and equitably across the communities of Scotland.

4.4 In undertaking the review a number of key principles were acknowledged, notably:

- The underlying expectation was of delivering improved outcomes for Scotland's communities, with greater equity of access to a standardised range of resources.
- Recognition of the fact that 'Resilience' assets (Urban Search & Rescue, High Volume Pump, Mass Decontamination and Detection, Identification & Monitoring) are not devolved matters to Scottish Government, therefore cognisance was required to be taken of our contribution to UK security.
- An imperative to assure competency in our crews by reducing the present overburdening of certain specialist resources at fire stations.
- In this regard, wherever possible only whole-time crews will be utilised due to the availability of sufficient training time.
- In addition to the restrictions encountered through training requirements, stations were selected based on their strategic locations and the surrounding risk profile.
- Where services are or can be delivered by partner agencies, this is reflected in future approaches.
- Capital costs for appliance and equipment replacement will be factors in the final delivery timeline of these changes.

4.5 IMPLICATIONS FOR WEST LOTHIAN

4.5.1 On completion of the review, the attached Review of Specialist Equipment Report was developed by the Response and Resilience Department of the SFRS. The report is currently in a final draft format and has been circulated for comment from relevant stakeholders in the West Lothian area, which include Elected Members, Members of the Scottish Parliament, members of the West Lothian Community Planning Partnership, Local Area Committees, the Association of Community Councils and Community Councils.

4.5.2 On the 16th of December 2014 the West Lothian Council Executive considered a report produced by the Head of Housing, Construction and Building Service named the Special Appliance Review. The Committee agreed to:

- Notes the review outcomes
- Welcome the location of specialist appliances at Bathgate and Livingston Fire Stations
- Seek consultation from SFRS on the detailed implementation plans with any implications for SFRS staff resources in West Lothian.

LSO Laing has given an undertaken to feedback the outcomes from the discussions at the Council Executive meeting into the Response and Resilience Function of the SFRS. This feedback with inform any changes or modifications to the Review of Specialist Equipment Report, prior to it being presented to the Scottish Fire and Rescue Service Board (SFRB).

4.5.3 Following completion of the engagement process the final report will be put to the SFRB for their approval. On approval by the SFRB, a detailed implementation plan will be developed to implement the recommendations contained within the report. LSO Laing has also given an undertaken to engage with West Lothian Council with a view to keeping the Council updated on the progress of the Special Equipment Review implementation plan. A copy of the Review of Specialist Equipment Report is attached to Appendix 2 of this report.

4.5.3 In recognising that the 'end state' of the Review of Specialist Equipment may take up to 3 years to implement, and that there may be changes in the final status of some of the recommendations due to the dynamic nature of the environment the SFRS works in, the implications for West Lothian are;

- The addition of a height appliance based at Livingston fire station
- Enhancement to the water rescue resources at Bathgate fire station in the form of a dedicated water rescue vehicle, replacing the Incident Support Unit currently based there.

DRAFT

5. EMERGENCY COVER REVIEW

5.1 The SFRS delivers a core emergency service of responding to, and dealing with fire incidents through the historical disposition of fire stations and fire appliances (fire tenders). The disposition of fire stations and fire appliances is based on antecedent Fire and Rescue Services (FRS) Integrated Risk Management Plans that were largely designed around the historical locations of resources and took cognisance of antecedent FRS boundaries.

5.2 With the introduction of the SFRS antecedent FRS boundaries no longer exist and to ensure the SFRS is able to respond appropriately to the risk of fire in Scotland, whilst ensuring the service that is delivered is effective and efficient, an Emergency Cover Review has commenced.

5.3 In developing the Emergency Cover Review cognisance will be taken of the reduction of fire activity across Scotland in the last few years. However, cognisance will also be taken of the need to ensure communities, stakeholders and partners across Scotland have ready access to core SFRS services when they are need of them.

5.4 The principles of the review are;

- Undertake a national strategic assessment of current Emergency Fire Cover.
- Utilise a variety of risk modelling tools to design future Emergency Fire Cover modelling.
- Develop options and options appraisals on future Emergency Fire Cover modelling.
- Incorporate agreed options into the SFRS Strategic Plan 2017-19.

5.5 IMPLICATIONS FOR WEST LOTHIAN

5.5.1 The Emergency Cover Review is currently at the early stages of development and at present there are no specific implications for the West Lothian area. The SFRS Local Senior Officer for the area will keep members updated on any outcomes of the review that have specific relevance or implications for the West Lothian area.

DRAFT

6. EMERGENCY MEDICAL RESPONSE AND THE SCOTTISH FIRE AND RESCUE SERVICE

6.1 In October 2014 Her Majesties Chief Inspector (HMCI) of the Scottish Fire and Rescue Service laid a report before the Scottish Parliament in relation to a recent inspection of SFRS which focussed on the opportunities for the SFRS to undertake additional activities in the field of emergency medical response and promoted an enhanced level of partnership working with the Scottish Ambulance Service (SAS). A copy of the HMCI report is attached to Appendix 3 of the report.

6.2 The main concept outlined within the report was that a significant number of Scottish citizens suffer fatal cardiac arrests each year and SFRS resources could be used to assist and augment the resources of the SAS.

6.3 The report contained a number of recommendations that the HMCI has urged the SFRS to consider.

6.4 The SFRS is currently considering the HMCI report and initial indications are that the Service recognises the potential to increase their holistic role in building safer communities through activities such as delivering an enhanced level of care to citizens whose life is in danger due to cardiac arrests.

6.5 IMPLICATIONS FOR WEST LOTHIAN

6.5.1 In recognising that the delivery of enhanced level of medical care to citizens of West Lothian can be regarded as a relatively new concept and a move away from the traditional role of the SFRS and that of firefighters, initiatives such as this can been seen to support the West Lothian Community Planning Partnership, Single Outcome Agreement 2013-2015 outcome of ‘we will be healthier and live longer’.

6.5.2 Taking cognisance that any decisions to engage in the provision of enhanced levels of medical care will be taken by SFRS at a national level and will be agreed upon by key strategic partners, from a local perspective local implementation plans and service delivery plans will require to be developed with key local community planning partners and stakeholders.

7. RETAINED DUTY SYSTEM PROJECT

7.1 The SFRS has commissioned a project to review all aspects of the current Retained Duty System (RDS) delivery model. The SFRS recognises that a wide range of factors have led to difficulties in attracting citizens to become RDS firefighters and then retaining them. It is also recognised that in situations where staff can be retained, external pressures such as primary employer commitments, availability of staff to allocate time to be available to respond to incidents and the pursuit of a work life balance can all have a detrimental effect on the ability of the Service to deliver a consistent service to local communities. This service includes both prevention and intervention activities.

7.2 To address these concerns a root and branch review of the RDS delivery model is currently underway. The project has been divided into two main themes the first being 'consolidation and standardisation'. This part of the project will look at identifying areas of best practice in how things are done throughout the eight antecedent FRSs and seeks to standardise and harmonise working practices based on best practice and organisational and individual imperatives.

7.3 The second part of the project will consider "Future Options". This element of the project will involve an innovative look forward to identify the best way that the SFRS can continue to perform in the future. This piece of work will ensure that contributions are made towards shaping every aspect of being a RDS firefighter; from initial recruitment and training through to remuneration and duty systems.

7.4 IMPLICATIONS FOR WEST LOTHIAN

7.4.1 The six fire stations located within West Lothian are either wholly or partially staffed by RDS firefighters. It is likely that the outcomes of the project will have an effect on these staff members and on the delivery model used to provide prevention and intervention activities to the communities in the area.

7.4.2 At this time it is too early to predict with any certainty the outcomes and recommendations of the RDS project.

8. CONSULTATION AND ENGAGEMENT FRAMEWORK

8.1 The SFRS recognises that organisations can make better decisions and can provide improved service design and delivery, if key stakeholders are involved in the decision making process. The SFRS also recognises that there are legal and moral imperatives in seeking user's views on the services it provides.

8.2 To this end, the Service has drafted a Consultation and Engagement Framework and Consultation and Engagement Guidance that will be used to inform staff within the service on the requirements to consult and engage with key stakeholders and how to adopt best practice in consultation and engagement. Appendix 4.

8.3 With specific reference to the Consultation and Engagement Framework, the framework will provide a focus for the SFRS establishing the principles of good consultation and engagement, establish methods to properly evaluate the effectiveness of these activities and provide SFRS's partners and communities a better understanding of what SFRS is trying to achieve.

8.4 With reference to the Consultation and Engagement Guidance, the guidance will support the framework and aims to support staff responsible for designing and delivering public consultations at both national and local levels. The application of the guidance will demonstrate that when SFRS intends to consult with partners, stakeholders or communities it is committed to ensuring that its processes are fit for purpose, enhance its reputation as a listening organisation and provides evidence that its discussions are informed because of its consultations.

8.5 The SFRB approved the Consultation and Engagement Framework and Guidance at their meeting on 27th November 2014.

8.6 IMPLICATIONS FOR WEST LOTHIAN

8.6.1 With the approval of the Consultation and Engagement Framework and Guidance by the SFRSB, it is now a duty of all staff within the SFRS to determine, through the application of the guidance, which issues or initiatives

would benefit from consultation or engagement. In some cases consultation or engagement may be undertaken at a national level whilst others may benefit from a local process.

8.6.2 Where it is determined that local consultation or engagement is the most appropriate methodology to inform local decision-making or to influence strategic decision-making, it will fall to the Local Senior Officer for Falkirk and West Lothian to undertake local consultation or engagement processes.

9. CONCLUSION

9.1 A wide range of future projects and initiatives have been outlined in this report that currently do not have definitive outcomes, end products or options for consideration or debate. The primary purpose of this report is to provide members of the Scrutiny Committee with an awareness of issues that the SFRS is actively progressing.

9.2 It is the intention of the Local Senior Officer for Falkirk and West Lothian to keep members of the Scrutiny Committee updated on the progress of the projects and initiatives outlined in the report.

9.3 It is the intention of the Local Senior Officer to circulate this report to Community Councils in the area (and to elected members in wards where Community Councils are inactive) to keep the members of these communities and community groups aware of the future activities and plans of the SFRS.

10. RECOMMENDATIONS

10.1 The West Lothian Council Services for Communities Policy Development and Scrutiny Panel is invited to;

- Note the contents of this report
- Make comment on this report.

Gary Laing
Local Senior Officer
Falkirk and West Lothian
January 2015

Appendix 1 SFRS Management Structure (National/East SDA/Falkirk & West Lothian)

Appendix 2 SFRS Review Of Specialist Equipment, Draft Report

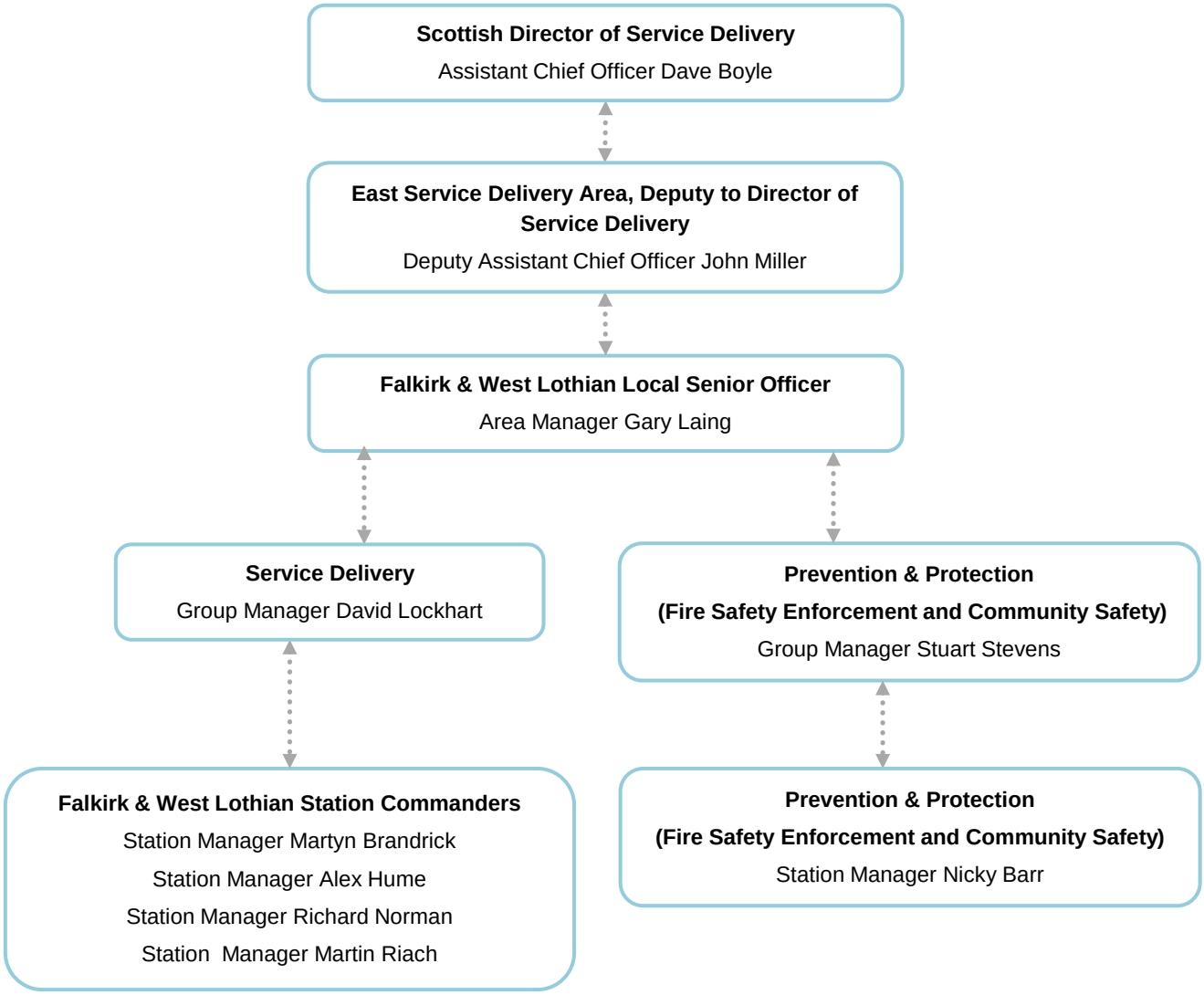
Appendix 3 HM Fire Service Inspectorate, Emergency Medical Response and the Scottish Fire and Rescue Service Report

Appendix 4 SFRS Engagement framework Appendix A & SFRS Engagement Framework Consultation Guidance Appendix B.

DRAFT

Appendix 1

Scottish Fire and Rescue Service Management Structure
(National / East SDA / Falkirk & West Lothian)



STATION	CREWING	STN COMMANDER
FALKIRK	WHOLETIME / RDS	SM RIACH
BONESS	WHOLETIME / RDS	SM RIACH
LARBERT	WHOLETIME / RDS	SM NORMAN
DENNY	RDS	SM NORMAN
SLAMANNAN	RDS	SM NORMAN
BATHGATE	WHOLETIME / RDS	SM HUME
LINLITHGOW	RDS	SM HUME
WHITBURN	RDS	SM HUME
LIVINGSTON	WHOLETIME / DSDS / RDS	SM BRANDRICK
BROXBURN	RDS	SM BRANDRICK
WEST CALDER	RDS	SM BRANDRICK

* RDS – Retained Duty System

RESPONSE & RESILIENCE

REVIEW OF SPECIALIST EQUIPMENT
FINAL REPORT

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Draft

CONTENTS

		Page
1.	Executive Summary	1
2.	Introduction	3
3.	Objectives	4
4.	Special Rescue Activity in Scotland	6
5.	Existing Provision of Special Rescue Resources	8
6.	Water Rescue	12
7.	Offshore Firefighting and Support	14
8.	Line Rescue	16
9.	High Reach	18
10.	Rescue Pump	20
11.	Heavy Rescue /Urban Search and Rescue (USAR)	22
12.	High Volume Pump	26
13.	Mass Decontamination (MD)	28
14.	Detection, Identification and Monitoring (DIM)	30
15.	Hazardous Materials	32
16.	Prime Movers	34
17.	Command and Control	36
18.	4x4 Vehicle	38
19.	Wildfire	38
20.	Incident Logistical Support	39
21.	Delivery Timescale	40
22.	Consultation	40

Appendix 1 - Table of stations with special resources 41

Draft

Draft

1. Executive Summary

The Scottish Fire and Rescue Service inherited a wide array of specialist equipment from the eight legacy fire and rescue services in Scotland. As the demands on services progressively increased over the years, the deployment of additional equipment was undertaken on a local basis, using existing geographical boundaries without any real attempts at mutual aid or cross-border cooperation. A clear imperative to review this position has resulted in the publication of this report, which recommends a range of changes designed to enhance service delivery from a more strategic viewpoint.

From an initial mandate of improving equity of access to fire and rescue resources and delivering efficiencies, this review makes a number of recommendations which will ensure a more balanced disposition of specialist resources across Scotland, based on risk and activity. These improvements will see some resources increased in number where gaps have been identified; or decreased in number where clear overlap and unnecessary over-provision exists.

It is worthy of note that the existing position overstates the actual capabilities across Scotland. Many examples have been identified where the resources do not meet the desired or necessary standard, either in terms of equipment or skills training. A key objective of this review is to produce a standardised approach to each specialist attribute, ensuring that the declared ability is in fact accurate and reliable; and more importantly, safe and effective.

In the vital areas of water rescue and line rescue, additional teams will be created to provide the necessary balance and geographical spread of these resources. Equally important as the simple increase in numbers, a standard delivery model for each resource will see great improvements in training, standard of equipment, stowage of equipment and deployment of resources.

Some current practices, such as the stowage of rescue boats deflated and carried on a range of vehicles not specifically designed for the purpose, will cease. The loss of vital minutes in a rescue environment to inflate and equip boats is unacceptable and must be stopped as quickly as possible.

In areas where some rationalisation is recommended such as Urban Search and Rescue, Mass Decontamination or Command and Control vehicles, reassurances are given that, not only is this a safe and efficient way forward, but that it will result in an improved service with dedicated resources being delivered competently and by better trained and better prepared crews. These recommendations have been made following close consultation with appropriate stakeholders such as the Scottish Government, local authorities and representative bodies. Our ability to declare assets available for UK-wide support at major incidents will actually be enhanced by these measures, as many of our existing resources do not currently meet the required standard.

Unnecessary overburdening of some stations will be removed, with an improved standard of training delivered in all instances. This welcome approach will reduce risk to communities and firefighters alike, by allowing crews to concentrate on a manageable range of equipment and procedures, ensuring confidence and competence in the use of complex equipment.

Acceptance and implementation of these recommendations is key to delivering an efficient and effective model of specialist rescue resources across Scotland; identifying and addressing the substantial risks which exist, and providing an appropriate level of cover for each of our major cities where the perceived risk is greatest. This forms a fundamental step in the creation of a single fire and rescue service for Scotland, the safety of communities being addressed without historical boundaries restricting service delivery.

Draft

Draft

2. Introduction

The Scottish Fire and Rescue Service (SFRS) delivers an emergency service within a complex framework of law, regulation and operational guidance. As the role of the fire service has extended over the years beyond firefighting, the range of activities undertaken has continued to expand and widen. Correspondingly, the range of equipment and skills training required has increased greatly.

Prior to the creation of the single national service, all 8 legacy Scottish fire and rescue services had deployed a range of specialist resources based on their individual assessment of risk as described within their Integrated Risk Management Plans. This historical deployment requires to be reviewed to ensure it conforms to the needs of community and firefighter safety across Scotland now that the historical geographical boundaries have been removed.

This review commenced in May 2013, with the aims of delivering on the SFRS' key objectives of delivering operational services efficiently and equitably across the communities of Scotland. Recognising the wide range of specialist resources involved, this review was divided into 16 separate strands, namely:

- Water Rescue
- Offshore Firefighting and Support
- Line Rescue
- High Reach
- Rescue Pump
- Heavy Rescue
- Urban Search and Rescue (USAR)
- High Volume Pump (HVP)
- Mass Decontamination (MD)
- Detection, Identification and Monitoring (DIM)
- Hazardous Materials
- Prime Mover Strategy
- Command and Control
- 4x4 Vehicle
- Wildfire
- Incident Logistical Support

All individual reports were collated at the end of 2013, with a 2 day workshop involving staff from the Response and Resilience Directorate of SFRS and the Fire Brigades Union. This final report presents the outcome of this work, and sets the strategy for implementation of the final delivery of specialist fire and rescue equipment and resources across Scotland. Final timelines for delivery of this project are discussed in a later section, based on a range of limitations including the requirement to procure and deploy equipment, and train staff accordingly.

A number of key principles were acknowledged in the development of the review, notably:

- The underlying expectation was of delivering improved outcomes for Scotland's communities, with greater equity of access to a standardised range of resources
- This review, however, is limited only to the Scottish mainland. Requirements for the range of inhabited islands will be reviewed independently.
- Recognition of the fact that 'Resilience' assets (USAR, HVP, MD, DIM) are not devolved matters to Scottish Government, therefore cognisance taken of our contribution to UK security. Ongoing national reviews of Resilience assets are acknowledged and considered in this report where changes are known
- An imperative to assure competency in our crews by reducing the present overburdening of certain stations. In this regard, wherever possible only wholetime crews will be utilised due to the availability of sufficient training time
- In addition to the restrictions encountered through training requirements, stations will be selected based on their strategic locations and the surrounding risk profile
- Where services can be delivered by partner agencies, this is reflected in the future approach recommended. SFRS is developing a register of such assets which will greatly assist in mitigating risk
- Cost, whilst considered within the individual resource reviews, cannot be fully developed within this report as the full implications of training and crewing arrangements will become apparent as the project to implement these changes progresses. Capital costs for appliance and equipment replacement will be factors in the final delivery timeline of these changes

Draft

3. Objectives

This review will assist in achieving the ultimate aims and objectives of the SFRS. Ultimately these aims are to work towards the Scottish Government's Performance Management Framework and principally those National Outcomes to which we are most closely aligned.

The Fire and Rescue Framework 2013 outlines more clearly how we as a service should address these ultimate goals, by setting out 58 priorities under the headings of partnership working, prevention, protection and response. This report aims to address a number of the priorities set against our response service.

In reviewing the disposition and deployment of specialist resources, SFRS recognises a statutory duty to reduce the risks to our communities whilst delivering Best Value; making certain that the communities we serve receive the best possible service, and at the same time providing the greatest possible value for money. The risk management approach to ensuring this, under the heading of Integrated Risk Management Planning, requires us to identify the risks to the community, undertake a process to prioritise these risks, and ensure an appropriate blend and distribution of capabilities to address them.

Draft

A specific priority in this regard is set out in Chapter 3 of the Fire and Rescue Framework, which requires more equal access to specialist resources and national capacity. Within this requirement, we have been given a mandate to clarify and communicate the parameters of our operational functions with local community partners, whilst explicitly recognising the need to adapt and improvise in unusual and difficult to define circumstances. A clear expectation is stated that areas with similar risk profiles should normally have similar provision, and that SFRS should develop a leading role in specialist rescue, engaging with the other emergency services and relevant voluntary groups to understand and manage the risk across Scotland.

In attempting to achieve all of these objectives, the twin principles of ensuring both community and firefighter safety will also be at the forefront of our concerns. Improving equality of access has a clear impact on community safety, whilst also affecting firefighter safety. Existing arrangements see specialist resources deployed on historical legacy service grounds. These were predicated on a positive desire to ensure all services were available to all areas, but restricted by geographical boundaries. This had the result of some stations across Scotland requiring to be resourced with several specialist functions simultaneously, potentially compromising the ability of crews to devote the necessary training time to be entirely competent in the necessary procedures and use of the full range of equipment associated with these disciplines. Removal of these boundaries and ensuring a better distribution of these resources will enhance the safety of the firefighters undertaking these specialist rescues, and the communities who require them.

Draft

4. Special Rescue Activity in Scotland

Scotland has a land mass of approximately 31,510 square miles, and a population of more than 5.2 million people. Our population is as diverse in its distribution as it is in its culture, with the Central Belt of Scotland being very densely populated, whilst some Highland communities are amongst the most remote in Europe. There are 96 inhabited islands, 34,000 miles of road network, 1520 miles of railway, 3 major international airports and an incalculable number of lochs and other inland waterways.

This varied profile means that the fire and rescue service must prepare for and respond to a significant number of different types of emergency. Recent changes to legislation have given the SFRS additional statutory duties to deal with certain types of emergency other than those that are fire related.

Any incident that is not specifically fire related is known as a 'special service', and these include water rescue, line rescue and confined space rescue, as well as all types of transport incidents, responding to terrorist threats and many more specialist rescue types of incident. In a typical year, the SFRS will attend more than 90,000 incidents in total, with at least 10% of these incidents being recorded as special services. Ensuring equitable access to specialist rescue resources for the communities of Scotland is challenging, and this review of specialist equipment seeks to achieve this goal as far as possible.

Partner Agencies

In making recommendations regarding changes to the scale or distribution of resources in Scotland, cognisance is taken of partner agencies and voluntary organisations that also provide some rescue capability.

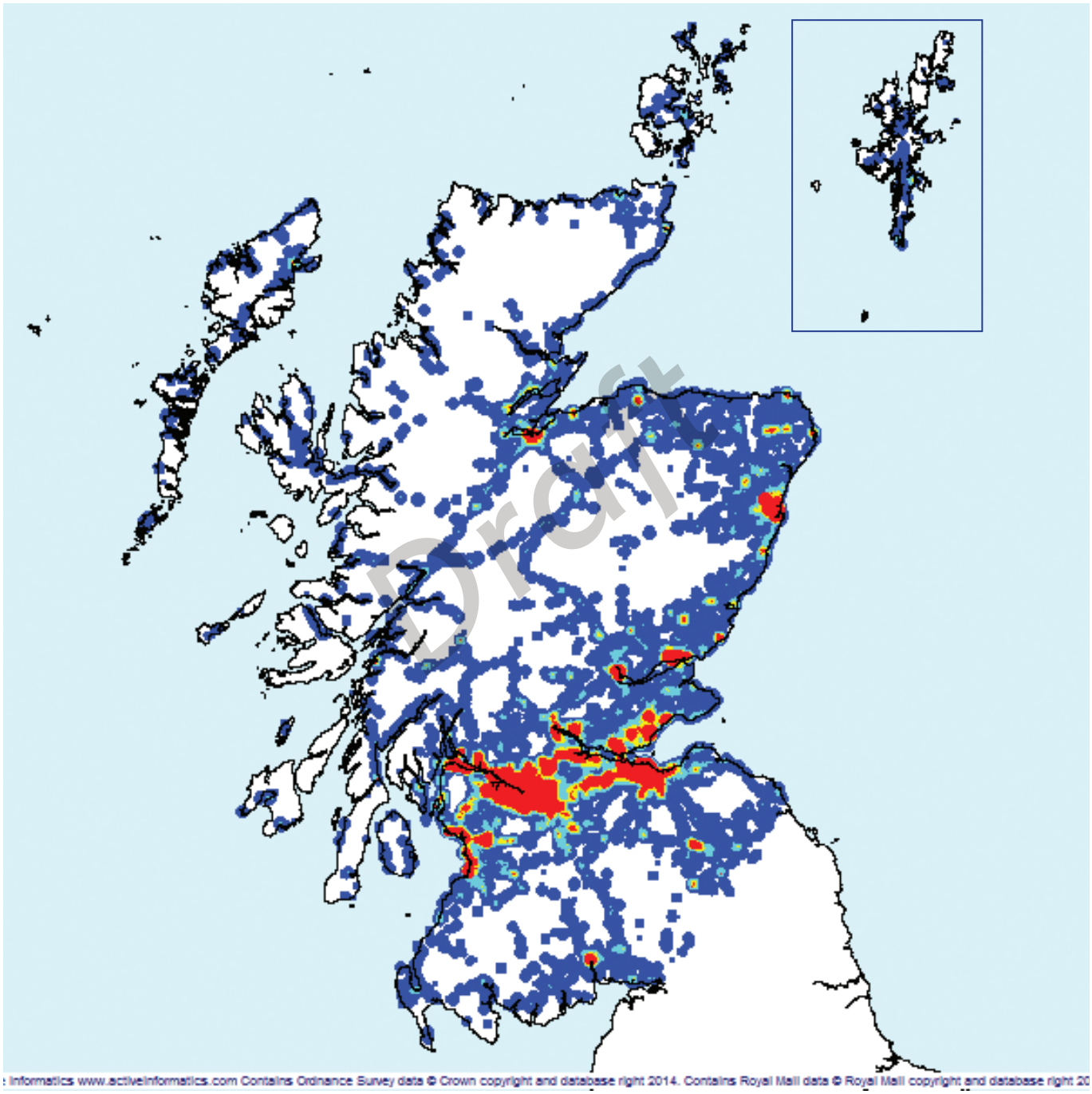
Legacy arrangements demonstrate a wide range of partnership working between SFRS and major partner agencies such as Police Scotland, the Scottish Ambulance Service, the Maritime and Coastguard Agency and Local Authorities Emergency Planning. A number of formal agreements and arrangements are already in place to share premises such as at Greenock and Kinloch Rannoch, and work is currently ongoing elsewhere across the SFRS to investigate opportunities to progress and extend these arrangements.

Complementing these arrangements, a number of formal agreements made under 'Memoranda of Understanding' or 'Service Level Agreements'; as well as a large number of less formal and local agreements currently exist to engage the services of voluntary or private sector partners where there are recognised attributes and abilities available to provide additional or specific expertise and support. Examples of these include arrangements with Lochaber Mountain Rescue, Trossachs Search and Rescue, the Salvation Army and Rescue Three (water rescue on the River Tay).

In order to secure a consistent and transparent approach to the provision of additional and expert support, the SFRS is creating a comprehensive register of accredited specialist services across Scotland. This register, once fully operational by early 2015, will give a central database of willing and suitable providers of specialist rescue, welfare, communications, transport and supporting services; detailing the organisations' names, locations, capabilities and limitations. The database will be designed to provide a searchable register of assets without creating an administrative burden which outweighs its benefits.

This register will assist us to deliver the best and most efficient rescue capability possible, utilising local knowledge and skills whilst helping to avoid unnecessary duplication. Given the significant challenges posed by the geographical diversity of the Scottish mainland and inhabited islands, this development will assist in meeting the objectives of the SFRS, the Scottish Government and Her Majesty's Inspectorate of Fire and Rescue; by ensuring the most equitable access possible to fire and rescue and specialist resources for all communities across Scotland.

Draft



Key	Incidents per 1km square
	0 - 19.9
	20 - 29.9
	40 - 59.9
	60 and over

This diagram details special service incident activity across Scotland over a period of three years (2010/11 – 2012/13) As can be seen from the key, the colour of the shaded areas are coded to represent the number of special service incidents per 1km square over the three year period.

5. Existing Provision of Special Rescue Resources

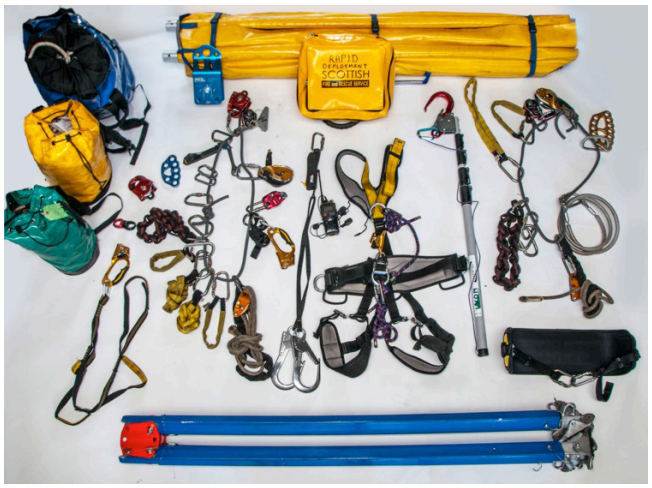
The provision of special rescue resources in Scotland has evolved in an abstract manner over several decades. Up until the introduction of the Fire (Scotland) Act in 2005, there was not even a statutory duty for fire services to attend road traffic collisions, let alone perform water rescues or deal with chemical incidents or building collapses. Where there is no statutory requirement, there is no funding, and the initial introduction of rescue equipment was achieved from within existing fire service budgets and with minimal guidance available in terms of the standardisation of equipment or capabilities to be achieved.

In addition, prior to the launch of the Scottish Fire and Rescue Service (SFRS) in 2013, individual Chief Officers had a specific responsibility to address risk within their own areas of responsibility, and had understandable reluctance to rely on resources from neighbouring services to provide an emergency response that was not within their direct control.

The result of these legacy arrangements is a collection of special resources across Scotland that differ greatly in terms of the type and standard of equipment provided, the crewing arrangements, training requirements and mobilising arrangements. The strategic location of these resources is also flawed and inconsistent when looked at in a Scotland-wide context, with similar resources often located in relatively close proximity to one another, making other areas of Scotland appear under-resourced by comparison. The lack of standardisation also means that supposedly similar resources from different legacy services are often completely incompatible with one another if required to operate jointly at a single incident.

The desire for legacy fire services to be fully self-contained in terms of special rescue operations has placed a very heavy burden on certain stations, particularly those that are the only wholetime station within a legacy area. Inverness for instance, has water rescue, USAR, foam, mass decontamination, heavy rescue, hazardous materials and command & control resources as well as a high reach appliance within one station. With only a finite number of training hours available per person per year, it is impossible to maintain genuine competency in all of these areas. Put in perspective, there are approximately 300 dedicated training hours available per annum to a wholetime firefighter. It takes 222 hours of training to maintain basic competency in the role of a firefighter, and a further 80 hours just to maintain competence in water rescue, before going on to look at the other attributes that each firefighter must train for.

Draft



Line rescue equipment

Using the example of Inverness, it is impossible to maintain competency in such a wide range of skills, and any gaps in training or competency have potential serious implications for firefighter and community safety. There are additional challenges to maintaining a very high number of special resources within a single station. Inverness fire station has 16 different vehicles operating from this one central point, in an attempt to provide a complete fire and rescue response for the Highland region, an area of more than 11,000 square miles. In addition to the training burden associated with each resource, there is a significant testing and maintenance regime that accompanies each vehicle, each item of clothing and every item of equipment.

Another legacy issue associated with special resources is the great variety of equipment that has been procured by each of the legacy services. Budget limitations, and in some cases limited capacity for research and development, have resulted in some equipment being below an acceptable standard for a national fire and rescue service. One example of this is the various types of boat provided for water rescue, and indeed the methods used to mobilise and deploy such resources. In the legacy Dumfries and Galloway area, rigid inflatable boats are stored in a deflated state, and mobilised within plastic containers attached to a gantry system on top of a rescue pump. The outboard motor is located within a separate locker on the appliance, and this arrangement precludes carriage of a 13.5 metre ladder, a standard item of life saving equipment.

Draft

On arrival at an incident, the boat requires to be removed from its transit location, carried to the launch site, inflated by use of compressed air cylinders and have the motor attached before any rescue can be attempted.

In direct comparison, water rescue boats in many other areas are stored fully inflated, on a road-going trailer, with the outboard motor and all other equipment permanently attached, ready to be transported by a dedicated 4-wheel drive vehicle to allow ready access at a launch site.

Other resources have equally disparate methods of stowage and transportation. A number of heavy rescue resources around the country are combined with a USAR resource and carried in pods that are transported by a prime mover chassis. This method of transportation is reliable enough, but very slow. The pod requires to be mounted onto the chassis before leaving the station, and always requires to be dismounted at the incident before any equipment can be accessed. The prime mover also needs a very large area of hard standing to accommodate the process of dismounting the pod. Whilst this arrangement allows many areas to claim the availability of a heavy rescue resource, in reality the resource is a much diluted version, with a far slower response time than that provided by a dedicated heavy rescue vehicle such as the vehicle currently located in Easterhouse.

Draft

The current USAR provision across Scotland falls far short of the UK national standard. It would appear on the surface that Scotland is very well provided for in terms of USAR teams and equipment, with resources that appear to greatly exceed Government recommendations. However, on closer inspection, none of the teams operating in Scotland has the correct range of equipment, standardised tools or stowage arrangements that would allow us to declare the SFRS with a UK national USAR resource. Apart from the obvious shortcomings in capability that this means for the SFRS, not being a UK standard resource also precludes the SFRS from entering into reciprocal arrangements with fire and rescue services in England, potentially leaving Scotland vulnerable.

Concentrating the existing SFRS USAR assets into key sites around Scotland would serve as the first step towards developing a fully competent USAR response that would stand up to scrutiny and match those resources currently established elsewhere in the UK.

The removal of borders between legacy fire and rescue services, the requirement for more efficient and effective working practices, and the wealth of knowledge that exists across the SFRS must all be factors that are used to ensure a better, more robust and resilient special rescue provision for the communities of Scotland.

Draft

6. Water Rescue

Description

This term refers to incidents involving rescue of persons from inland waterways, floodwater and unstable ground. There are a range of water rescue levels within this incident type: shore-based rescue where crews operate from a safe area; wading techniques in flood waters; specially qualified crews entering swift-water or flood environments to affect rescues using tethered swimming techniques; or use of powered boats and associated equipment. The expectation within SFRS is to have the vast majority of crews trained and equipped to carry out shore based rescue, however this report is aimed at the more specialist attributes of rescue from swift water by swimming or powered boat.

Draft

Current Position

Water rescue incidents have become more common in recent years, although it is hard to establish whether this is an overall increase in the number people finding themselves in distress in a water environment, or simply an increased awareness by the public and partner agencies of the fire and rescue services' capabilities in this area.

A great disparity currently exists between the training, equipment, storage and deployment methods, and the naming conventions used across Scotland. Powered boats are often carried deflated to incidents, by vehicles designated for a range of uses such as prime movers or standard fire appliances, without any crew welfare provision and with a built-in time delay.

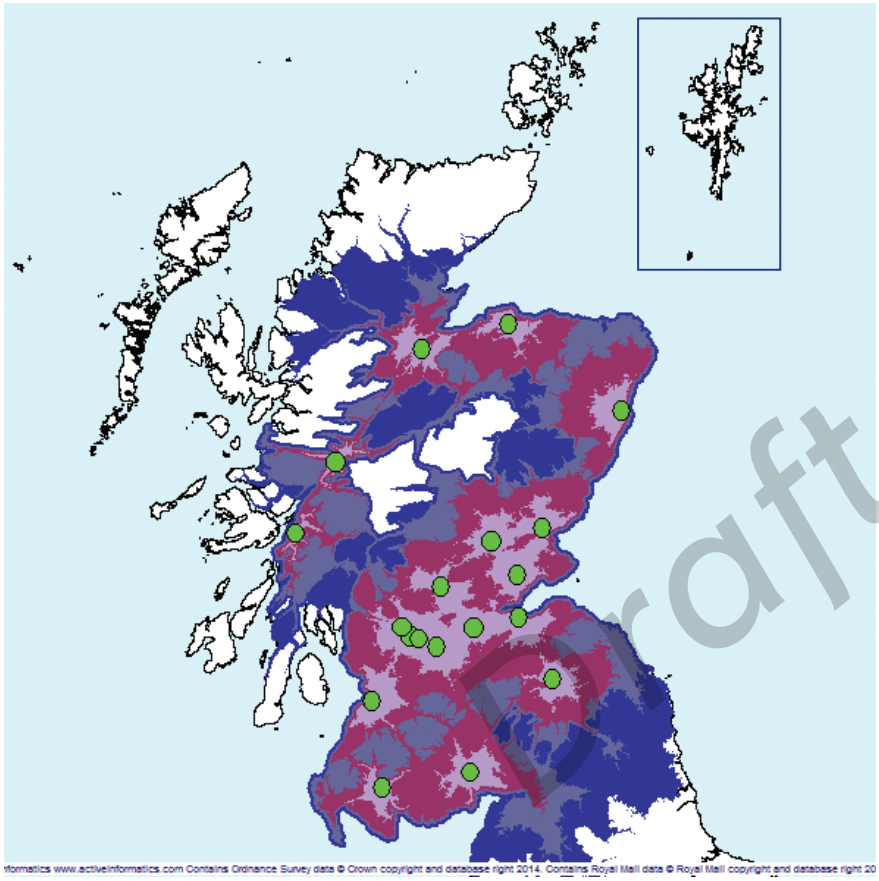
As a result of this, it would be inaccurate to describe all of our existing resources as truly providing a water rescue capability. Of the 16 declared resources, only around 50% are to the standard we would hope and expect; able to provide a rapid response in a range of water-based environments, utilising the full range of approved equipment.

What we plan to do

We recognise an increasing demand for water rescue resources across Scotland, highlighted by some of the tragic events that have occured on our inland waterways, particularly during summer months; and the likelihood of increased rainfall with associated flood potential during wetter winters. Our objective of ensuring equity of access to our resources across the communities of Scotland is a challenging and demanding target in this area. To achieve our targets and to improve our strategic coverage in this field we will deliver the following:

- All resources will have dedicated vehicles with crew welfare facilities, towing permanently inflated boats ready for immediate deployment.
- We will increase the number of fully equipped water rescue stations to 20.
- New resources introduced to Aberdeen, Oban, Fort William and the Scottish Borders to address existing gaps in coverage.
- The existing resource crewed by RDS staff at Annan will be moved to Dumfries to improve strategic deployment and training competence utilising wholetime crews.
- Ensure all crews trained to nationally recognised "team-typing" standards.

Water Rescue - Proposed End State



The adjacent diagram shows the coverage for Scotland following the introduction of new water rescue capabilities in Aberdeen, Fort William and Oban.

*There will also be one further water rescue resource located in the Scottish Borders area.

Draft

WATER RESCUE
Elgin
Central (Aberdeen)
Glenrothes
Perth
Kingsway East (Dundee)
Inverness
Oban
Motherwell
Ayr
Polmadie (Glasgow)
Knightswood (Glasgow)
Clydesmill (Cambuslang)
Dumfries
Stirling
Bathgate
Galashiels
Marionville (Edinburgh)
Fort William
Newton Stewart
*Hawick

7. Offshore Firefighting and Support

Description

Our duties and responsibilities on the mainland of Scotland are relatively clear, either statutorily or through custom, practice and community expectation. Our duties in the marine environment are less distinct, but nevertheless require consideration due to the number of inhabited islands and the volume of water-borne traffic around our shores. There are a number of approaches to delivering a response within the marine environment.

The Marine Operations Group (MOG) is the term used to describe trained fire crews that fulfil the SFRS statutory responsibility to deal with incidents on vessels 'alongside' in harbours, ports and terminals. These crews receive enhanced training and some additional equipment to assist them in this task.

Fire and Rescue Maritime Response (FRMR) involves teams with advanced training and specialist equipment responding to fires on ships and vessels at sea, being transported by helicopter or watercraft as appropriate.

Only one remaining FRMR group (previously MIRG) currently operates, from Greenock, and responds to fires on ships at sea, with personnel trained in air and sea transport techniques. Whilst initially funded by Government through the Maritime Coastguard Agency (MCA), if continued, this provision now requires to be supported fully from within the SFRS budget.

Draft

What we plan to do

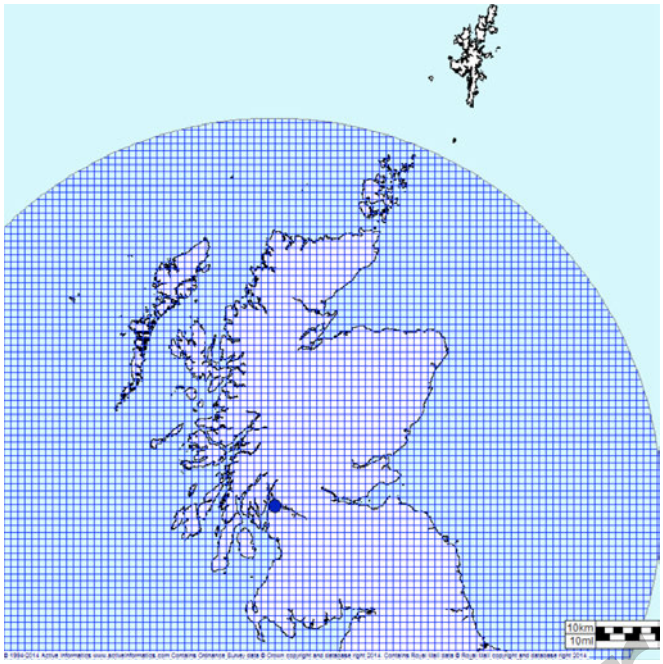
12 stations around Scotland will be selected to carry out the MOG role. A MOG station may be expected to attend incidents outwith its own area of responsibility and will require only limited additional equipment in addition to that carried on a standard rescue pump. MOG teams will only attend incidents in ships that are:

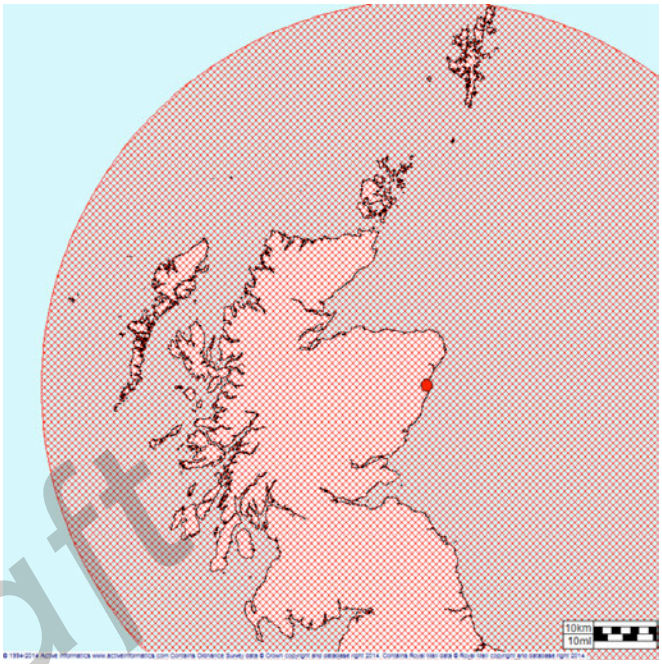
- moored alongside.
- in dry dock.
- under repair.
- under construction.

A separate project team consisting of representatives from the Response and Resilience Directorate and Service Delivery Areas will determine the locations of the 12 MOG stations.

The FRMR team will also be used in the delivery of operational support for remote, rural and island communities, by providing senior officers for incident command and additional firefighting crews for larger or more complex incidents in locations where this is otherwise difficult or impossible to achieve. This will include gaining water or airborne access to remote and island communities, and is part of a wide ranging policy addressing such issues.

A feasibility study is currently ongoing looking into creating a second team, based in the North East of Scotland, to provide the same level of cover for the North and North East coasts, Orkney and Shetland Islands.

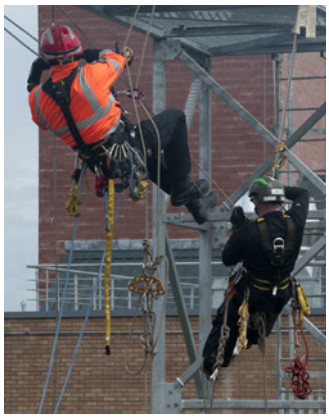




Draft

The diagrams above show the coverage afforded by Coastguard Helicopter from bases in Greenock and Aberdeen. All Coastguard helicopters have ranges in excess of 200 miles (400 round trip with 30 minutes operating time on site) which allows for marine firefighting teams or support teams for remote incidents to be transported anywhere on the Scottish mainland and to any of our inhabited islands.

8. Line Rescue



Description

Line or Rope Rescue is a form of technical rescue from height or below ground level, which involves the use of ropes, harnesses, anchoring and hauling devices. For SFRS purposes this is principally limited to urban and structural locations as the other categories of wilderness, mountain and cave rescue are largely the domain of other agencies.

Expectation within the SFRS is that the majority of our crews will be trained and equipped to Safe Working at Height (SWAH) standard, which equips crews to operate safely in such environments, including gaining access to casualties, but provides limited scope for the rescue and retrieval element. This report considers the need for an enhanced level of strategically placed resources, trained and equipped to handle the more complex rescues where height is a factor.

Current Position

SFRS inherited a position whereby seven of the eight legacy services provided some form of rope rescue facility. However, the levels of training, the terminology and the equipment used differ significantly across the country.

The upper end of the capability includes teams trained and equipped to deal with complex technical rescues including from open structures such as tower cranes; or involving horizontal and vertical stretcher lowers and raises. An enhanced SWAH capacity forms the lower end of the capability, which allows simple top-down access in order to stabilise the casualty until a full technical rope rescue team arrives, or if the situation dictates the possibility may exist to carry out a simple snatch rescue.

Draft

At present only teams in Edinburgh, East Kilbride and Lochgelly could be formally considered to be technical rope rescue teams available at all times. Additionally, Perth and Kingsway East (Dundee) are trained to a standard somewhere between the higher and lower ends of this capability, specifically to augment and enhance their water rescue provision. Other teams are either at the lower ends of the range, or operate the retained duty system (RDS) which severely compromises the ability to maintain competency under existing training and attendance regimes for RDS crews.

Large parts of Scotland, therefore, presently have limited or no access to technical rope rescue teams, other than through a disparate range of contracts and memoranda of understanding with external companies or agencies.

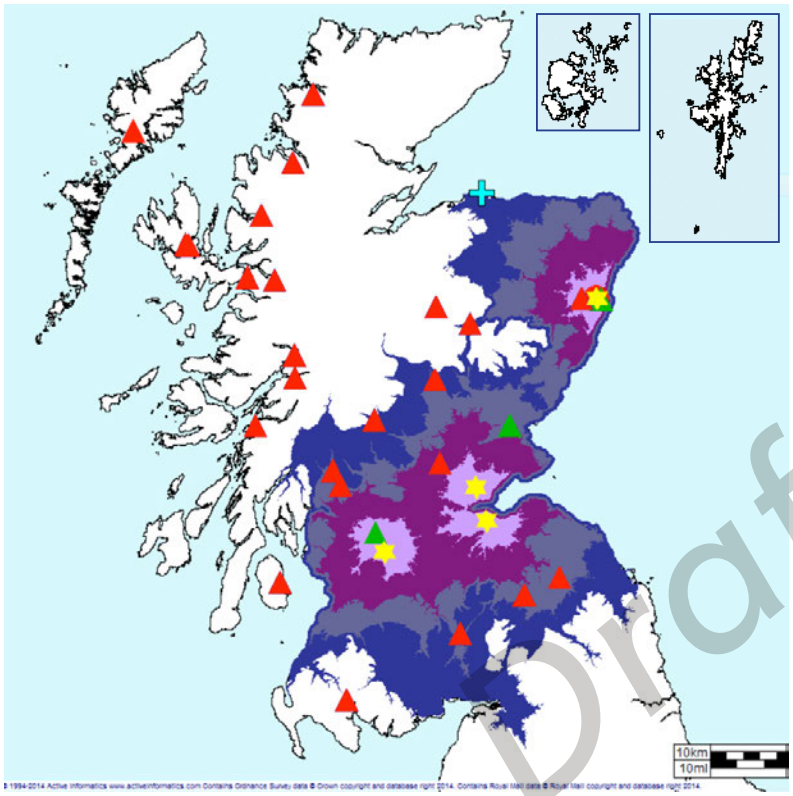
What we plan to do

The key objective for this attribute is to ensure we have competent crews, suitably trained and supported to carry out these complex tasks safely and successfully. This requires the implementation of a number of basic principles:

- Line rescue will be deployed from wholetime, multi-appliance stations to ensure the best use of resources in maintaining the onerous training requirements and thereby improving resilience.
- Where possible, with the exception of high-reach appliances, no competing specialist attribute will be deployed from a line rescue station.

The resultant recommendation is that 4 dedicated line rescue stations will be created. Teams will be maintained at East Kilbride, Lochgelly and Tollcross (Edinburgh), whilst a new team will be introduced at Altens (Aberdeen), giving a more strategic distribution of line rescue resources with much improved coverage for the whole of Scotland. In addition Perth and Kingsway East (Dundee) will continue with their limited line rescue resource, principally aimed at supporting their key water rescue capability. Newcraighall (single pump) and Falkirk (Recall To Duty staff) will be removed once Altens is fully operational.

Line Rescue - Proposed End State



This map shows the coverage for line rescue in Scotland that is achieved by introducing a new SFRS team in Aberdeen. A register of external rescue agencies including Scottish Mountain Rescue will be kept and will assist in providing a resilient line rescue response in more remote areas.

LINE RESCUE
East Kilbride
Lochgelly
Tollcross (Edinburgh)
Altens (Aberdeen)

Key - Travel Time

- *20 minutes*
- *40 minutes*
- *60 minutes*
- *90 minutes*

Resource Key

- *SFRS dedicated line rescue teams*
- *Scottish Mountain Rescue Teams and Search and Rescue Teams*
- *Police Mountain Rescue Teams*
- *RAF Mountain Rescue Team*

Draft

9. High Reach

Description

A standard fire appliance carries a number of ladders with a maximum reach to the 4th floor of most buildings. Dedicated 'high reach' appliances are used to address the need for firefighting and rescue in the taller buildings that are common in urban environments

A diverse range of high reach appliances are available; including turntable ladders (TL) , hydraulic platforms (HP) and aerial ladder platforms (ALP). In recent years combination appliances known as aerial rescue pumps (ARP) or combined aerial rescue pumps (CARP) have become a viable alternative, offering the capability of performing conventional pumping appliance tasks whilst also having a high reach capability.

Draft

Current Position

There are currently 27 'high reach' appliances available across Scotland, a combination of ALPs, ARPs, HPs and TLs. Data Analysis and risk modelling have shown that the ideal spread of high reach appliances is broadly in line with the actual current distribution, although there are small gaps worthy of further consideration, and some appliances that are no longer considered fit for purpose.

The existing spread of appliance types, however, is based on historical preference and taste, and includes little acknowledgement of the most suitable type for individual risks or concentration of risk. In some areas, Edinburgh, for example, the existing fleet is predominantly turntable ladders and all elderly and at risk of becoming obsolete. ARPs are mostly clustered in the West at the moment, and those located at Dumfries and Stranraer are deemed unfit for purpose due to design issues.

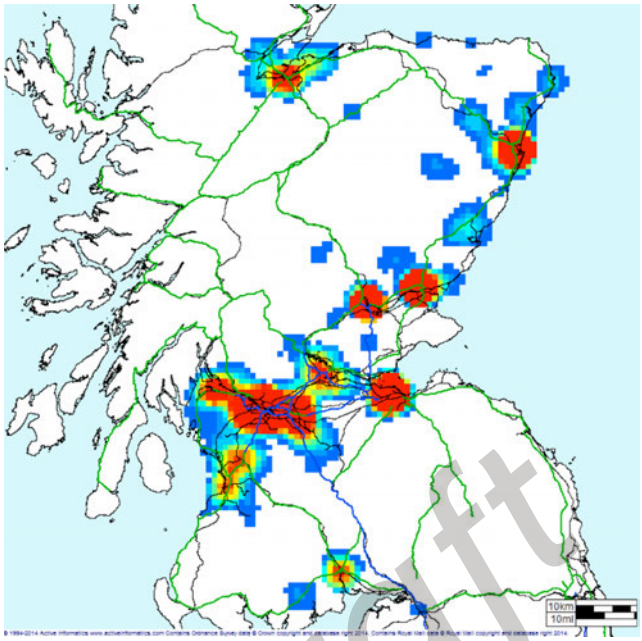
What we plan to do

A replacement strategy has commenced with the procurement of 6 new chassis to be built as high reach appliances. These will be distributed as necessary to replace older appliances as they reach 'end of life'. The overall number of high reach appliances available across Scotland will not change initially, although there will be an overall increase of one additional height appliance once the new build vehicles become available. Nationally, there will be changes to locations in some cases, and an improved distribution of vehicle types.

Specific changes at present will be:

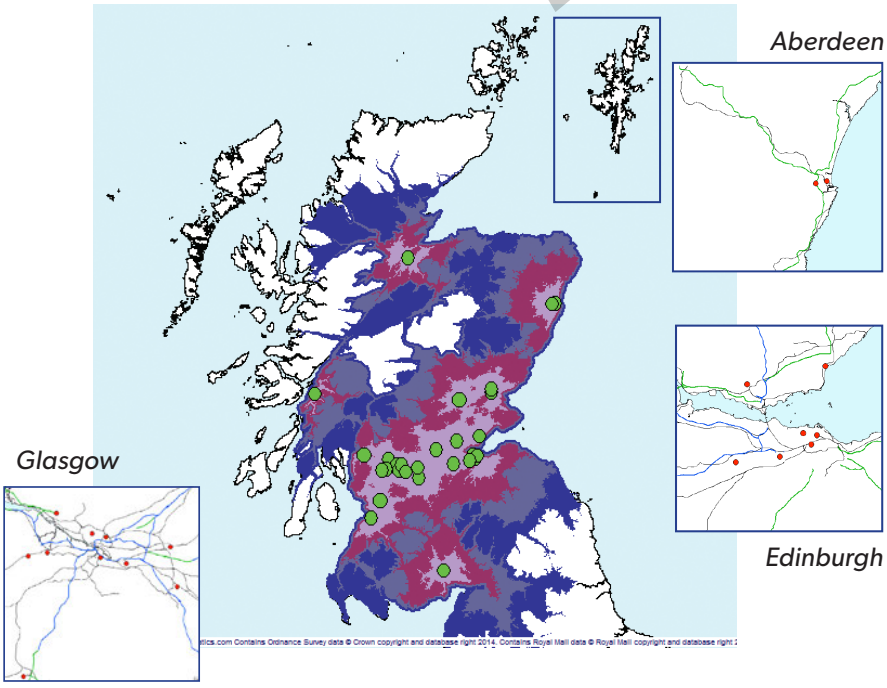
- The existing ARPs in Dumfries and Stranraer will be removed, with a replacement vehicle reintroduced immediately to Dumfries only. Risk profiling and historical activity demonstrates limited added value in siting a high reach appliance in Stranraer.
- Replacement of the existing Turntable Ladder at Sighthill with an Aerial Rescue Pump, allowing disposal of one vehicle which is close to 'end of life".
- Potential allocation of a high reach appliance to Livingston when one becomes available following delivery of the new build appliances .
- Redistribution of some appliance types to meet longer term distribution model (plan includes having at least one ARP and one ALP in each of Scotland's 4 largest cities).

The adjacent diagram shows incident activity over a 4 year period (2009/10 – 2012/13) where high reach appliances were mobilised.



Draft

Height Appliance - Proposed End State



HEIGHT APPLIANCES
Central (Aberdeen)
North Anderson Drive (Aberdeen)
Blackness Road (Dundee)
Macalpine Road (Dundee)
Inverness
Perth
Oban
Kilmarnock
Ayr
Dumfries
Clydebank
Maryhill (Glasgow)
Polmadie (Glasgow)
Springburn (Glasgow)
Greenock
Motherwell
Coatbridge
Clydesmill (Cambuslang)
Johnstone
Paisley
Tollcross (Edinburgh)
McDonald Road (Edinburgh)
Crewe Toll (Edinburgh)
Sighthill (Edinburgh)
Falkirk
Dunfermline
Kirkcaldy
Livingston

Key - Travel Time

- *20 minutes*
- *40 minutes*
- *60 minutes*
- *90 minutes*

The above diagram shows the coverage across Scotland achieved with the proposed distribution of height appliances.

10. Rescue Pump

Description

This is now considered the standard fire appliance in Scotland, carrying a full crew of firefighters providing the first response to all emergency incidents. The term "rescue pump" is used to indicate that these appliances carry an enhanced range of equipment to deal with the wider array of activity now expected of the service.

A traditional firefighting appliance was equipped with breathing apparatus, hose, water, ladders and incorporated a firefighting pump to allow rapid intervention in the event of fire. Over recent years this has been gradually developed to now also include a range of rescue equipment such as airbags, hydraulic cutters, spreaders and rams to provide a capability to effect rescue from road traffic collisions and other emergency incidents.

Draft

Current Position

The majority of appliances in the SFRS fleet are already fully equipped rescue pumps. This carries the distinct advantage of ensuring at least one rescue pump is mobilised in the first stages of the vast majority of incidents across Scotland; and further negates the requirement to routinely send specialist vehicles unless requested by on-scene incident commanders.

Having said this, some significant gaps exist in the distribution of these appliances, notably in the Highlands and Islands areas. Although these areas historically experience very low activity, they are also often very remote and difficult to support with additional crews or specialist equipment. Priority requires to be given to upgrading the fleet in these areas to ensure a better spread of available rescue pumps.

Efforts to deliver these improvements however, are not assisted by the incredible range of configurations and specifications inherited in the existing arrangements. Differences in equipment, stowage, vehicle charging and radio installation etc, make the task of standardising and rotating the fleet, to plug these gaps, very time consuming and expensive.

What we plan to do

The SFRS has developed a rescue pump programme which will deliver on a number of key objectives:

- To ensure that fully equipped rescue pumps are allocated to those stations that do not have such a provision at present, with priority going to achieving at least one rescue pump in all multi appliance stations.
- To standardise the wide range of appliance configurations and specifications inherited across Scotland.
- To deliver a rolling programme of vehicle replacement to maximise the use of all of our fleet and ensure an efficient and effective servicing and maintenance regime. This involves rotating the fleet around different stations, rather than permanently assigning a vehicle to a single station which often results in massive discrepancies between appliance workloads and mileages and is not an efficient use of our resources.

In order to achieve this, a total of 48 new appliances are currently under construction, with 16 already delivered as of March 2014. A target of 30 new appliances per year has been set, which although challenging, will deliver a first class fleet of emergency vehicles across Scotland.

As can be seen in the image below, a standard SFRS rescue pump carries a considerable amount of dedicated rescue equipment. Whilst full standardisation of this equipment will take some time to achieve, the list of equipment that follows is typical of rescue pumps across all areas of Scotland:

- Hydraulic cutters, spreaders, rams and pedal cutter
- Portable 1.6 tonne wire rope winch
- 2 x high pressure air bags (20 and 40 tonne capacity)
- Vehicle stabilisation equipment (blocks and chocks)
- Casualty protection and sharps protection
- Rescue board (stretcher)
- Trauma kit (first aid and oxygen therapy equipment)
- Defibrillator
- Lifejackets (crew safety)
- Throw lines and hose inflation kit (shore based water rescue)

This equipment provides a comprehensive rescue capability for shore based water rescue, road traffic collisions, incidents where persons are trapped and all incidents where casualties require immediate trauma care.

Draft

KEEP BACK
10 METRES
HEAVY
RESCUE
SF03
MPX
SF07 BWG
LS 613802

Draft

THE CLUTHA
THE CLUTHA
THE CLUTHA
THE CLUTHA
GARDEN
USAR

11. Heavy Rescue/Urban Search and Rescue

Description

Although the standard equipment carried on a rescue pump allows us to successfully deal with the vast majority of incidents, there remains a small number of occasions which require the use of a wider range of heavy duty rescue equipment. Such incidents include multiple vehicle road traffic collisions; large transport incidents involving commercial vehicles, trains, trams or aircraft; and industrial work place entrapments. Traditionally these types of incidents were categorised as 'Heavy Rescue'. In response to the threat of terrorist attack in the UK, principally following the 09/11 bombings in the USA, a New Dimensions programme was set up to equip emergency services to conduct Urban Search and Rescue (USAR) operations in collapsed buildings, and to respond to major non-road traffic transportation incidents such as rail or air incidents.

The UK Government's National Security Strategy identifies and categorises areas of greatest risk, typically declaring major cities as model response sites with agreed minimum response levels. These sites require dedicated resources, including USAR, to be available and ready for use in the event of a relevant incident and within specific time limits. Glasgow, Edinburgh, and to a lesser extent Aberdeen, feature within the planning assumptions for USAR response at the present time. However there is a review of UK-wide USAR resources which may have an impact on equipment and location requirements in the future.

The two categories of Heavy Rescue and USAR are not identical, but can have significant similarities in the skills and equipment required. In this regard this report will consider both within a single section which, when taken together with the previous section on Rescue Pumps, will present an overall package of rescue capability.

Draft

Current Position

Most legacy fire and rescue services in Scotland, prior to the establishment of the SFRS, were supplied with vehicles, equipment and training by the Scottish Government to undertake USAR activities. The existing position inherited by SFRS is a confusing mixture of these resources together with dedicated heavy rescue vehicles or demountable pods which can be uplifted to scene by a prime mover vehicle.

Activity levels for these types of incidents are thankfully low, commonly following the major road networks where RTCs involving commercial vehicles account for the majority of activity, as shown in the map overleaf. Genuine USAR related incidents are rare, with only approximately 15 partial building collapses over the period of 2010-2013, of which the Clutha Bar incident was most notable.

The current position reflects the individual deployment and risk profiling of each of the 8 legacy services in Scotland, set against the constraints of the local geographical boundaries. It does not currently satisfy the UK model response sites planning assumptions; nor the strategic, risk-based requirements of Scotland as a whole. It also does not adequately consider the training requirements and capacity of the crews currently providing these resources

The relatively random nature of resource disposition at present gives an impression of an over-provision for this type of high impact but low occurrence activity. The disparity of procedures, equipment, training and qualifications of USAR personnel in Scotland, however, has prevented the declaration of full resource availability in support of UK-wide planning assumptions. For example, SFRS inherited a position whereby we have over 500 personnel trained to "tool operator" standard, with only 100 trained to the higher level of "technician". A requirement exists to redress this balance of skills, to provide a smaller cadre of better qualified personnel to fully meet interoperability expectations. Furthermore, a structured approach is required to provide, in a strategic and efficient manner, the wide range of equipment necessary and available to deal with USAR and Heavy Rescue incidents.

What we plan to do

The future strategy for SFRS sees a "package" of rescue capability, encompassing rescue pumps, heavy rescue vehicles and USAR resources. Including increasing our footprint of rescue pumps, as already outlined, we believe that altogether this package will ensure an optimum coverage to meet the inherent risk and anticipated demand.

Dedicated heavy rescue vehicles will be stationed in the following areas, to give cover to specific risks and also to provide a strategic footprint across Scotland:

- Inverness – in recognition of the A9 trunk road corridor and the relative remoteness from supporting resources.
- Stirling – due to its strategic central location and good access to major trunk roads heading north.
- Glasgow (Easterhouse) – recognising the major transport links of the Central Belt and the particular risk presented by the Underground system.
- Edinburgh (Sighthill) – again in recognition of the greater demands and activity levels of the Central Belt, and specifically the new Edinburgh tram system.
- Dumfries - addressing the relatively high level of RTC activity on the A75 trunk road and the relative remoteness of the southern parts of Scotland.

In addition, USAR resources will be deployed from:

- Clydebank, Kilmarnock and Cumbernauld to satisfy model response planning for Glasgow and Central Belt.
- Newcraighall/Dalkeith to satisfy model response planning requirements for Edinburgh and Central Belt.
- Aberdeen and Dundee to provide suitable equity of access balanced against our capacity of stations and crews to maintain competency.

Draft

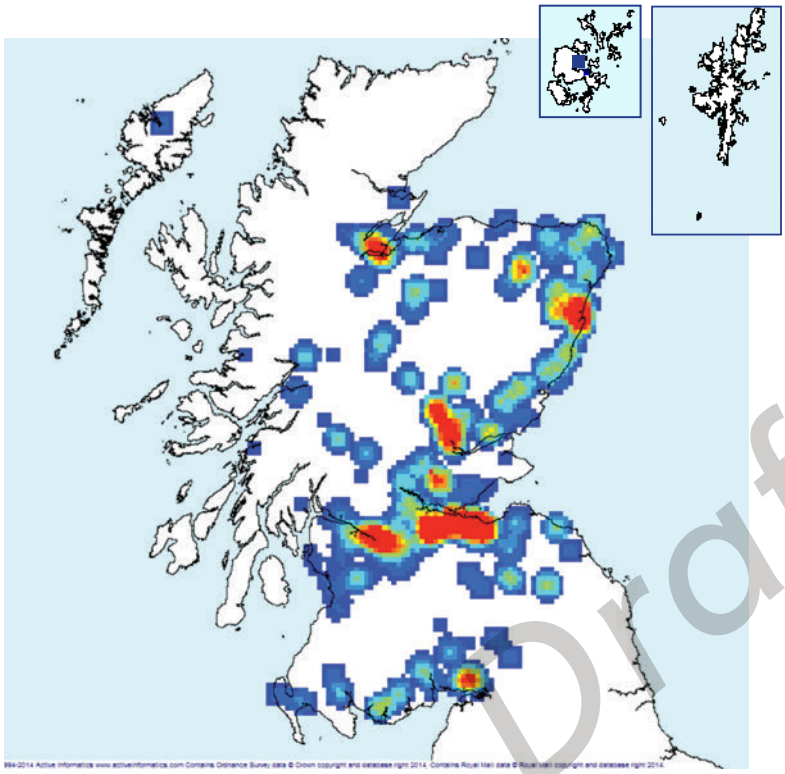
These USAR resources will also be mobilised as heavy rescue attributes should the incident location dictate, resulting in an overall picture of heavy rescue cover which satisfies all anticipated risks and demand levels.

These heavy rescue resources and USAR resources are sent as a supplement to well-equipped Rescue Pumps already in attendance. Taken together with the full package of rescue pumps, this represents a significant improvement in current arrangements, with a proportionate distribution of these assets across all areas of need in Scotland.
This will ensure a balance of the provision of national coverage in line with Scottish Government expectations in relation to the communities of Scotland having equity of access to specialist resources, and also allows Scotland the capacity to respond to a USAR event within and outwith Scotland whilst ensuring resilience.

This recommended level of resilience ensures capacity for major events such as the Commonwealth Games, whilst also allowing these units to provide support for the rescue pump and heavy rescue package previously outlined, without compromising the USAR resource declaration.

These units will all be deployed using a dedicated vehicle, as opposed to the current range of deployment methods such as demountable pods. Crews will be trained to technician level as demanded by UK national resilience policy, and the resources will be deployed from stations which are not overburdened with a number of specialist resources, as at present, and can therefore devote the necessary time for training to ensure competency in this complex arena.

Combined Urban Search and Rescue and Heavy Rescue incident activity

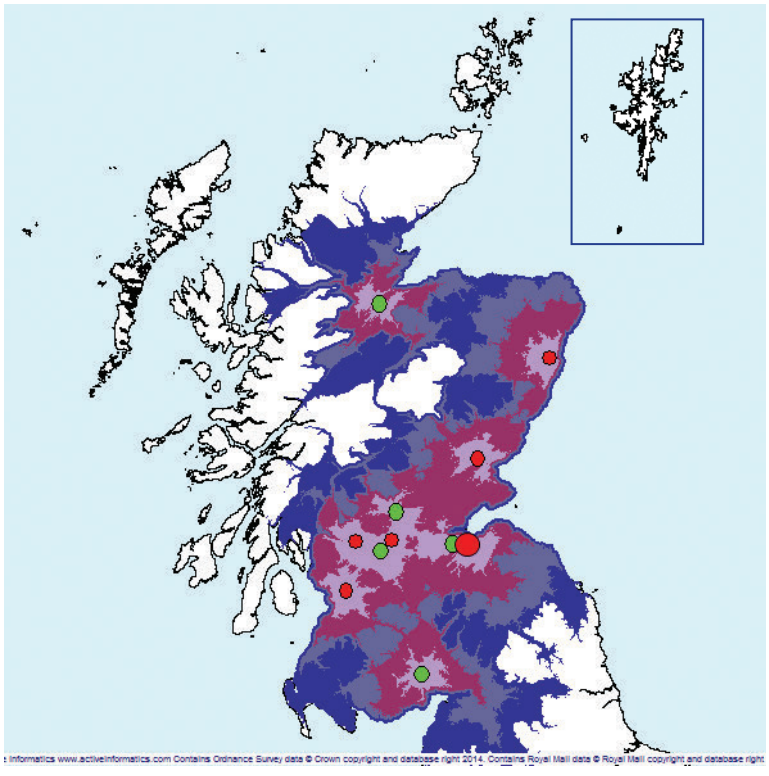


The adjacent diagram shows the incident activity for large vehicle RTCs and partial building collapses across Scotland in the period 2010-2013. As the key below demonstrates this is a map of very low activity levels.

Key	Range – Incidents per 2km grid
	0 to 1
	1 to 2
	2 to 3
	3 to 4
	4 to 5
	5 to 6
	6 to 7
	7 to 8
	8 to 9
	9 to 10
	10 and over

Draft

Combined Urban Search and Rescue and Heavy Rescue resource coverage



The adjacent diagram shows the coverage across Scotland that is achieved when heavy rescue resources and USAR resources are both made available for such incident types.

HEAVY RESCUE VEHICLE
Inverness
Sighthill (Edinburgh)
Easterhouse (Glasgow)
Stirling
Dumfries

USAR
North Anderson Drive (Aberdeen)
Kilmarnock
Clydebank
Cumbernauld
Newcraighall and Dalkeith combined
Macalpine Road (Dundee)

Key - Travel Time

20 minutes *60 minutes*

40 minutes *90 minutes*

12. High Volume Pumps

Description

High Volume Pumps (HVP) and their associated equipment are capable of pumping vast quantities of water over large distances. These highly specialist resources, provided under the New Dimensions programme like Mass Decontamination, DIM and USAR, were to deal primarily with mass flooding which has shown itself to be an increasing problem in recent years, but are also effective at delivering very large quantities of water for firefighting purposes when required. The HVP and hose carrying/ laying equipment that complements it, is carried on a Prime Mover chassis to the incident ground where the crew will generally remain at the incident to operate the equipment and ensure continued reliable pumping operations for the duration.

Current Position

There are four HVPs in Scotland, located at Elgin, Clydesmill (Cambuslang), Falkirk and Hawick. Elgin is already a prime mover station, and is also in an extremely good strategic location to cover the oil industry risk in Aberdeen as well as flooding risks in the Speyside and Inverness area. Clydesmill (Cambuslang) and Falkirk provide cover for the majority of Scotland's heavy industry including major sea ports, ship building yards and oil and chemical production. Both of these stations are also located near to the motorway network that allows rapid access to all of Scotland's trunk roads heading across the Central Belt and to the North, Ayrshire and the Borders. Hawick is a rural and relatively remote location to the South of Scotland, located only 15 miles from the border with England. Whilst there is a recognised flood risk in the Borders area as with most other areas, the siting of an HVP in Hawick, one of only 4 in Scotland, is closer to Carlisle, Penrith and Newcastle than it is to Glasgow, Stirling or Dunfermline.

Draft

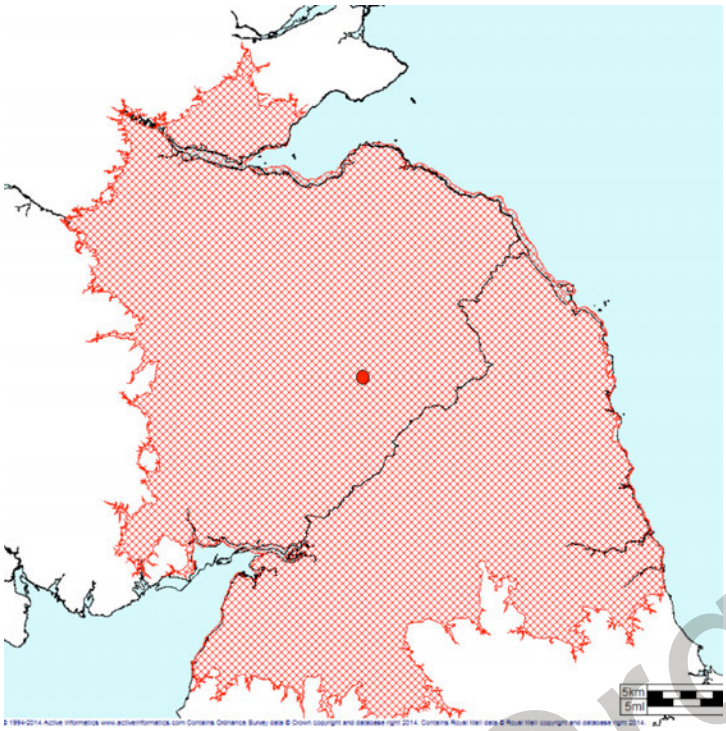
What we plan to do

Similar to all resilience assets provided under the New Dimensions programme, the anticipated use of HVPs is classed as being low frequency but high impact. Originally provided to respond to major flooding events, their abilities to add considerable value to certain firefighting operations has widened their expected use, and are now considered a vital resource for controlling fires and to allow the cooling of large oil storage tanks such as those found at the Grangemouth oil refinery, Finnart oil terminal and Dalmeny tank farm.

The requirement to provide an HVP in response to major flooding can generally be expected as part of a long term solution to a protracted event, whereas the use of HVPs at a tank fire would require as swift a response as possible to ensure rapid intervention and reduce the risk of the incident escalating. At Grangemouth in particular, the 'domino' effect is recognised in emergency planning scenarios due to the close proximity of several large plants and high risk processes in a single site. A fire in one plant can quickly spread to neighbouring plants if rapid intervention cannot be achieved.

To reflect this, the following plans are considered to provide the best utilisation of these resources across Scotland:

- All HVPs will be located in wholetime stations, and where possible, stations without additional special resources.
- In recognition that a large tank fire at any of the above locations would require more than one HVP to successfully mount a firefighting attack and prevent a major explosion or boil over scenario from occurring, strategic locations will be used.
- The existing HVP at Hawick will be relocated to Alloa to ensure its availability to address the significant industrial risk within this area, whilst maintaining the capability to respond to flooding incidents in the Borders as required and within reasonable timescales for this type of incident.
- The remaining HVPs will be maintained in their current locations which are considered suitably placed to address the anticipated risks and with good access links to all areas.

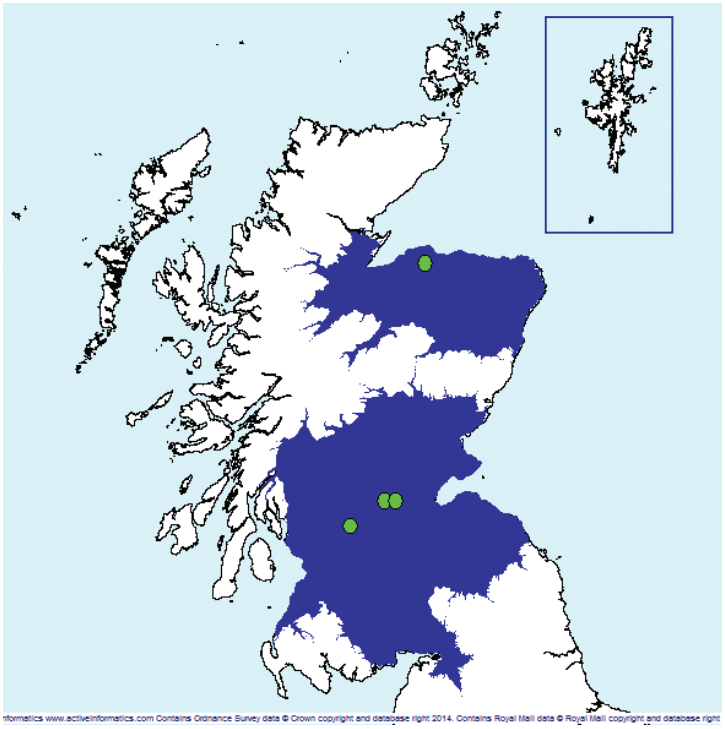


The diagram on the left shows the coverage currently achieved by a High Volume Pump located in Hawick with a 90 minute mobilising time. It can be seen that a significant part of this area is outside of the SFRS service area.

Draft

The adjacent diagram shows the coverage that can be achieved for Scotland with HVPs located at Elgin, Clydesmill (Cambuslang), Falkirk and Alloa. This distribution gives very good coverage to address Scotland's flood risk, whilst ensuring the availability of HVPs close to our major industrial fire hazards.

HIGH VOLUME PUMPS
Elgin
Clydesmill (Cambuslang)
Falkirk
Alloa



13. Mass Decontamination

Description

Mass Decontamination (MD) is the procedure used to remove contaminants from very large numbers of people in the event of industrial, accidental, or intentional contamination; by chemicals, biological, radiological material, or other substances potentially damaging to health. As with USAR and others, this equipment was supplied under the New Dimensions programme. These resources, again like USAR, form part of a UK-wide response capability which is focused on our major cities as being the greatest risk.

Current Position

As previously discussed for USAR, the position inherited by SFRS is the legacy desire and requirement of each previous service to provide these resources within their geographical boundaries. This position takes little account of risk or overall planning. In addition, the current situation presents additional risks in terms of community and firefighter safety as crews in some areas are overburdened with complex specialist equipment which compromises their ability to train adequately for each attribute. Once again, these resources are stowed and deployed using a range of methods which lack any consistency and gives cause for concern regarding actual availability and competency.

Further, the inherited position was based on a set of planning assumptions contained within a UK Government concept of operations which have recently been updated to include "interim decontamination" which places a lower expectation on the numbers of affected casualties and subsequently eases the necessary response arrangements. Interim decontamination involves the use of standard fire service equipment, including hosereels and ladders, to provide a simple but effective method of decontamination for smaller numbers in the early stages of an incident. Every fire appliance and crew in Scotland already has the means to provide this form of decontamination prior to the arrival and set-up of full Mass Decontamination equipment. As already stated within the section on USAR, an ongoing review of UK-wide planning assumptions could have an impact on future resourcing and location requirements.

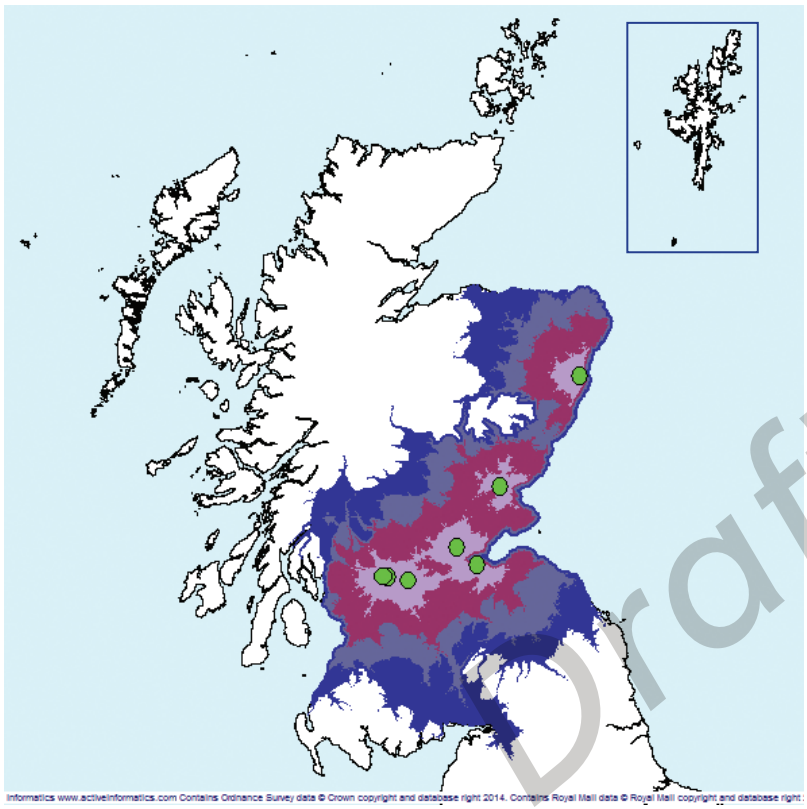
Draft

What we plan to do

In line with the recommendations in the previous section under USAR, this report identifies a requirement for 7 stations to be fully trained and declared Mass Decontamination units in Scotland, in line with requirements to contribute to UK-wide planning and support. Basic principles will be adopted:

- All MD assets will be deployed using dedicated vehicles as opposed to the range of deployment options currently provided.
- Recognition is given to the implications of interim decontamination.
- Once again, training for competency is a fundamental criterion upon which the following recommendations are based, with a clear desire to avoid the existing position where stations across Scotland are expected to operate a range of specialist attributes, such as USAR and MD, together. Alternative stations have been identified to ensure an appropriate distribution model can be achieved which will provide the necessary, risk-based cover delivered by competent crews:
    - Glasgow and the Central Belt will be covered by Coatbridge, Springburn (Glasgow) and Maryhill (Glasgow).
    - Edinburgh and the Central Belt will be covered by Dunfermline and Crewe Toll (Edinburgh).
    - Central (Aberdeen) and Blackness Road (Dundee) will have units to complement and support the USAR resources strategically placed to cover the risks within Scotland's remaining cities.

Mass Decontamination - Proposed End State



Draft

Key - Travel Time

- *20 minutes*
- *40 minutes*
- *60 minutes*
- *90 minutes*

The adjacent diagram shows the proposed distribution of Mass Decontamination resources across Scotland and the coverage that will be achieved.

MASS DECONTAMINATION
Central (Aberdeen)
Crewe Toll (Edinburgh)
Coatbridge
Dunfermline
Blackness Road (Dundee)
Springburn (Glasgow)
Maryhill (Glasgow)

14. Detection, Identification and Monitoring Vehicles (DIM)

Description

In conjunction with USAR and MD above, the purpose of a DIM capability is to provide enhanced detection support, via mobile laboratory, in the event of serious chemical, biological, nuclear and radiological incidents. It also has a significant part to play in any mass decontamination incident and can support USAR, Hazmat and flooding incidents.

Draft

Current Position

There are 4 DIM vehicles in the SFRS, all provided by Scottish Government resilience. They are currently located at North Anderson Drive (Aberdeen), Blackness Road (Dundee), McDonald Road (Edinburgh) and Springburn (Glasgow). These resources are currently deployed in a range of methods, most often by utilising flexi-duty officers to provide the vehicle and to act as Hazardous Material advisers. This commonly requires officers to travel considerable distances to uplift the vehicle and proceed to the incident, with resultant delays in deployment.

What we plan to do

The plan is to maintain the same number of DIM vehicles, but to increase and formalise the role they play within the wider hazardous materials context, as will be discussed in the next section. The plan will follow the basic principles of:

- Retain a good geographic spread across Scotland, but follow the overarching principle of this report to ensure the vehicles are not located at stations which are potentially overburdened.
- Operate from stations with wholetime crews who will be responsible for weekly testing and maintenance of the DIM vehicle and its associated equipment. They will also be tasked with transporting the vehicle to the incident ground and providing necessary assistance in setting up equipment.
- In fulfilling the criteria above and to fit in with the national model of specialist resource distribution, DIM vehicles will be located at the following stations:

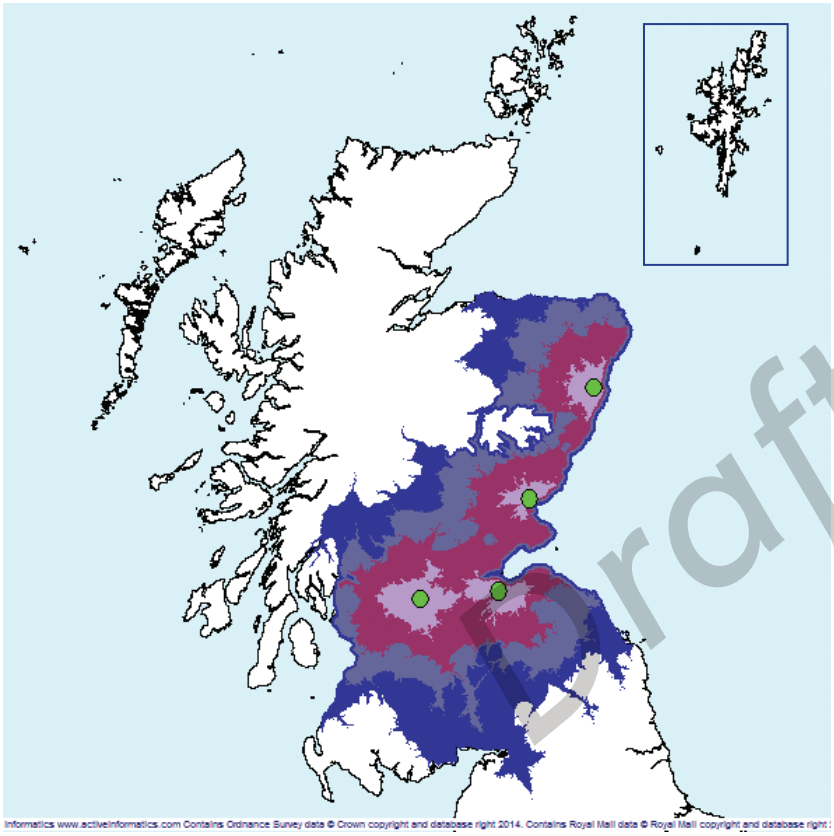
  North Anderson Drive (Aberdeen)

  Balmossie

  McDonald Road (Edinburgh)

  Bishopbriggs

Detection, Identification and Monitoring Vehicles - Proposed End State



Key - Travel Time

- *20 minutes*
- *40 minutes*
- *60 minutes*
- *90 minutes*

The adjacent diagram shows the coverage that will be achieved with the proposed distribution of DIM resources.

DETECTION, IDENTIFICATION AND MONITORING
North Anderson Drive (Aberdeen)
Balmossie
McDonald Road (Edinburgh)
Bishopbriggs

Draft

15. Hazardous Materials and Environmental Protection

Description

The term Hazardous Materials (Hazmats) refers to incidents involving any item or agent (biological, chemical, physical) which has the potential to cause harm to humans, animals, or the environment, either by itself or through interaction with other factors. Fire services have for many years adopted plans and systems to manage such incidents through identifying the substance where possible, neutralising the hazard and protecting the environment as far as possible. This approach now overlaps substantially with the DIM arrangements detailed above, particularly where the hazardous material involved is unknown or has not been identified.

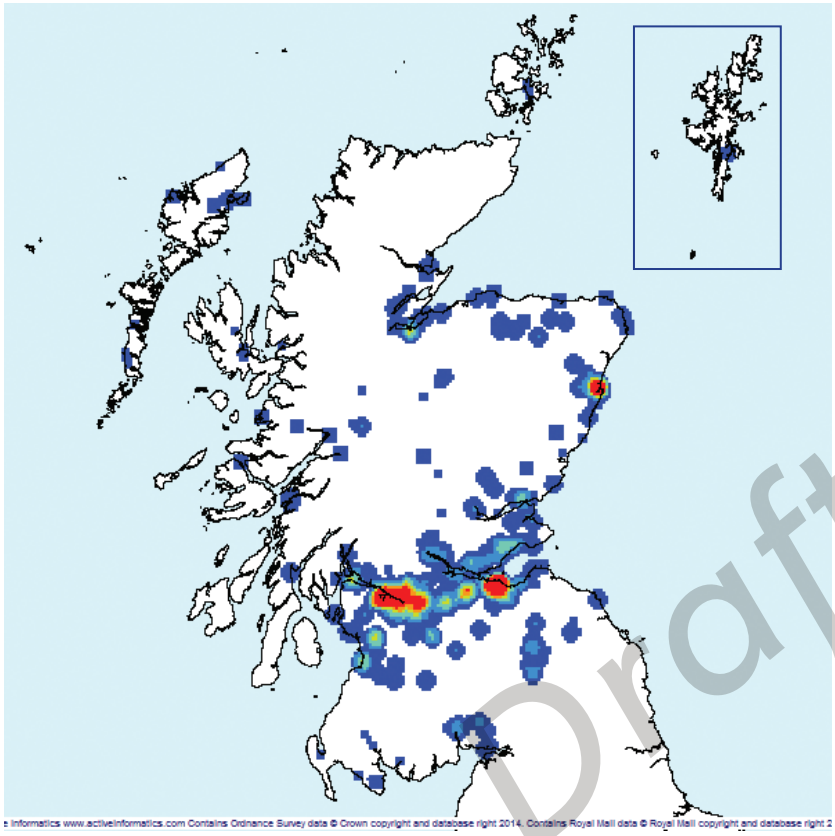
Draft

Current Position

Again the inherited position is widely varied across Scotland, ranging from formal arrangements with external scientific advisers to provide 24/7 support on the incident ground; to less formal supporting arrangements or total reliance on service personnel with Hazmats training. The existing 4 DIM vehicles are currently supported by a total of 11 Hazmat/Environmental resources across the SFRS. Of these, 8 are demountable pod systems.

What we plan to do

The recommendation is to formally merge the DIM and Hazmat attributes, providing an attendance which includes suitably trained officers supported by external advice where deemed necessary, to all relevant incidents. In addition to the 4 DIM vehicles already discussed, we plan to retain the 3 dedicated vehicles at Forfar, Kilsyth and Hamilton. The remaining 8 demountable pods will be rationalised to 4, strategically sited at Elgin, Perth, Dunfermline and Renfrew fire stations, to be transported as required by Prime Movers which will be fully detailed in the following section. We believe this approach will provide more than adequate cover for the risk profile and expected activity, standardising and improving our ability to manage these incidents.



This diagram shows the levels of 'Hazmat' incident activity in Scotland over 4 fiscal years (2009/10 – 2012/13).

Draft

HAZMAT
Elgin
Perth
Dunfermline
Renfrew

16. Prime Movers

Description

A 'Prime Mover' is a vehicle which is able to transport a range of demountable pod units, dependent on the requirements of a particular incident. This arrangement allows us to accommodate and mobilise a number of different attributes from a single location.

Current Position

A wide array of resources across Scotland has been configured in this manner, including: High Volume Pumps, environmental support units, welfare units and incident support equipment. Additionally, a number of the previously detailed resources such as USAR, MD, Command and Control and Heavy Rescue equipment have been mobilised using this arrangement in some areas.

In some situations this has been borne out of necessity given the range and number of activities within the remit of the fire and rescue service; and the capacity, resources and geographical boundaries of the legacy services. Compatibility issues also prevail between the differing types of chassis and pod equipment. A key benefit of the creation of the SFRS is the removal of many of these constraints, and the opportunity to review the deployment of all specialist resources. As outlined in previous and subsequent sections, this report recommends a number of resources such as USAR, MD, Water Rescue and Command vehicles are no longer deployed in this manner.

Draft

What we plan to do

This report recommends strategically locating a number of sites which will adopt the prime mover and pod arrangement, with a consistent methodology applied to the type of resources to be included. There should be 4 key prime mover sites in Scotland located at:

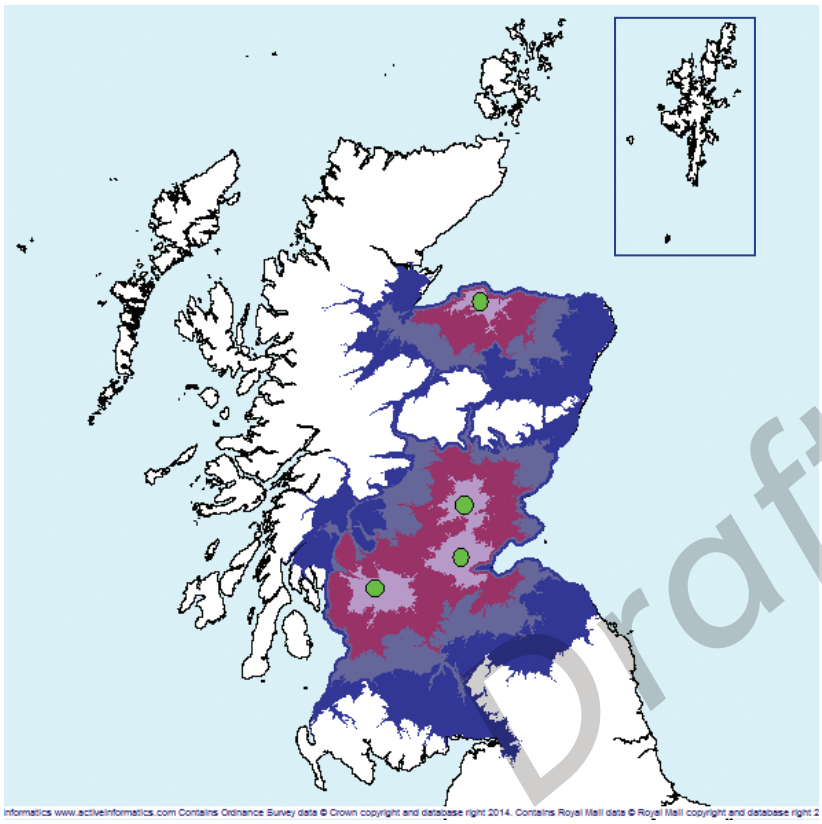
- Elgin
- Perth
- Renfrew
- Dunfermline

Each of these stations should be allocated prime mover chassis that are compatible with the New Dimensions pods. Each of these stations will also be allocated the following pods:

- Foam
- Welfare
- Environmental Protection
- Flood Response
- Incident Response

This arrangement will create a standard model across Scotland which will enhance the services available in all areas, and improve the safety of communities across the country.

Prime Movers - Proposed End State



The diagram adjacent shows coverage across the SFRS area that can be achieved with prime movers within 90 minutes.

PRIME MOVERS
Elgin
Perth
Renfrew
Dunfermline

Draft

17. Command and Control

Description

The provision of enhanced command and control support on the incident ground is essential to securing community and firefighter safety at incidents which are large, protracted or complex. Incident Command ensures that effective spans of control are maintained and that effective communications are in place between individuals and teams from the SFRS and from partner agencies. Command Units are a method of providing this enhanced command and control support on the incident ground, by transporting communications equipment and trained personnel to the incident location, and creating a hub for command activities. This assists the incident commander to gather information and create plans, to document necessary information, and to record key decisions and actions throughout the incident.

Draft

Current Position

There are currently 11 operational command and control units in Scotland, with a further vehicle build recently completed, but not yet allocated to a station. Of the 11 operational units, some are pods, some are dedicated vehicles, and one is based on a trailer which is towed by a tractor unit and requires a class 1 licence to drive.

Command and Control vehicles enhance our management of incidents but are not themselves considered to be first line, vital elements of ensuring community safety. As such, there is a wider scope for future deployment arrangements and appliance positioning.

What we plan to do

The total number of command and control units will be reduced, with the use of conventional vehicle chassis models being preferred and pod based units and trailers being removed from service.

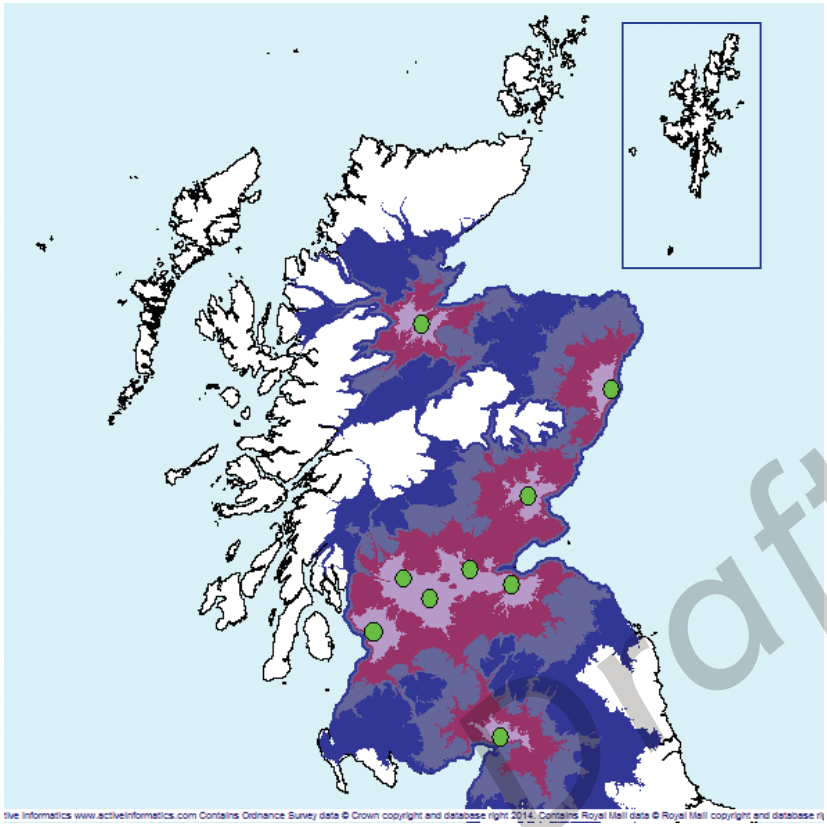
The distribution of command and control vehicles across the Service Delivery Areas will be as follows:

North SDA: Inverness, Altens (Aberdeen) and Blackness Road (Dundee)

West SDA: Annan, Milngavie, Bellshill and Dreghorn

East SDA: Bo'ness and Liberton (Edinburgh)

Due to the comparatively compact geography of East SDA and the readily available support from command units in the North (Dundee) and West (Bellshill), it is deemed sufficient to have 2 command units covering this area.



The adjacent diagram shows the coverage that can be achieved with the proposed distribution of command and control vehicles.

COMMAND AND CONTROL
Inverness
Altens (Aberdeen)
Blackness Road (Dundee)
Bo'ness
Liberton (Edinburgh)
Annan
Milngavie
Bellshill
Dreghorn

Key - Travel Time

- *20 minutes*
- *40 minutes*
- *60 minutes*
- *90 minutes*

Draft

18. 4 X 4 Vehicles

Severe weather conditions including flooding and heavy snowfall can hamper emergency response in Scotland as has been witnessed in recent years. Although mention is made of this within the scope of the overall review, this final report does not propose to detail a precise deployment plan for these resources. A strategic overview of 4x4 availability will ensure that an appropriate, risk-based distribution of the limited vehicle numbers will be achieved, which will then be managed locally by Service Delivery Areas. This approach will allow vehicles to be moved to areas of greatest need on a short term basis as part of severe weather planning and preparation.

Draft

19. Wildfire

Wildfire is a generic term used to describe incidents that cover a large area and that may involve any or all of the major vegetation types found in Scotland i.e. moorland, heather, gorse, grass, forestry, farmland and natural woodland.

Wildfire was initially considered as part of the special resources project. However the way in which wildfire resources are distributed, stored, crewed and operated is entirely different to the other key special resources incorporated within the project, and for this reason it was decided that Wildfire resources would form part of a separate policy and procedure regarding the general approach by the SFRS to such incidents. The Fire and Rescue Wildfire Operational Guidance document was issued in 2013, having been commissioned by Scottish Government, and a new project has been initiated in the North SDA to look at the future SFRS approach to wildfire incidents. The Scottish Wildfire Forum (SWFF) will be looking into all aspects of wildfire management in order to raise awareness, encourage public responsibility, improve firefighter safety and reduce the demand on SFRS resources during wildfire season.

20. Incident Logistical Support

Large or protracted incidents require additional logistical support to be brought onto the incident ground to allow operations to be maintained over an extended period. Such support can involve welfare provision for crews including food, water, shelter and toilet facilities. In terms of the maintenance of firefighting operations, BA set servicing facilities and spare BA cylinder packs are required, along with enhanced command and control provision.

For large incidents, these resources will be supplied by our prime mover stations in Elgin, Perth, Renfrew and Dunfermline through delivery of an incident support pod and/or a welfare pod as required. Additional support can be provided through the provision of a Command and Control vehicle or through the attendance of a Salvation Army catering vehicle. However, there may be times where the attendance of such resources cannot be justified due to the limited scale of the incident, or where these resources are stretched as a result of simultaneous incidents.

To ensure the availability of basic logistical support, all SFRS Mass Decontamination vehicles and Urban Search and Rescue vehicles will have a logistical support 'cage' provided on them. This cage will contain spare BA cylinders, BA servicing packs, food and water to ensure that basic support can be provided to maintain operations and allow crew welfare considerations to be met.

Draft

21. Delivery timescale

Complete implementation of the recommendations contained within this report will potentially take up to 3 years, and is dependent on a number of factors; notably including capital funding planning to improve and standardise the emergency vehicle fleet, and the delivery of the extensive training programme necessary to fully declare the desired competencies in the wide range of specialist attributes concerned.

Having said that however, it is important to commence implementation immediately in order to realise the desired benefits; of improving safety, improving services and improving efficiency. Some elements of the plans can be achieved relatively quickly, within a matter of weeks. These include altering the water rescue storage and deployment configurations at Elgin and Newton Stewart; and the redeployment of command and control vehicles.

Some areas will take a little longer, for example the redeployment of high reach appliances or prime movers with their associated pods will require alterations to stations for storage and charging systems, in addition to the training requirements. Understandably, the introduction of new line and water rescue teams will take the longest, due to the extensive and complex training requirements for these disciplines.

In addition to these requirements, some personnel issues are likely to arise which may affect the availability of suitable staff at each designated station. These are not anticipated to be insurmountable but need to be factored into the overall delivery timescale. Specific arrangements for crewing specialist vehicles are outwith the scope of this report and are being addressed within other work packages.

Detailed implementation plans will be produced for each Service Delivery Area. These plans will be routinely available for scrutiny through the Service Transformation programme.

22. Engagement and Consultation

Engagement and consultation have been ongoing throughout this review process. Officers and colleagues from all legacy services were involved in compiling individual reports on each aspect of specialist rescue, identifying the existing picture and the recommendations for future delivery. Representatives from the Fire Brigades' Union and Fire Officers Association have been fully engaged with during compilation of this final report.

Discussions have also taken place with Scottish Government colleagues who showed a keen interest in all areas of this report, but specifically wanted reassurances around National Resilience assets (Urban Search and Rescue, Mass Decontamination, High Volume Pumps and Detection, Identification and Monitoring vehicles).

The draft final report was circulated amongst all relevant partner agencies, including Police Scotland, Scottish Ambulance Service, Maritime Coastguard Agency, Ministry of Defence, Convention of Scottish Local Authorities, Regional Resilience Partnerships, Business Engagement Forum and Her Majesty's Chief Inspector of Fire (Scotland). Views and responses have been considered and acted upon where appropriate.

Whilst local effects have been considered throughout this process, it has always been the main focus to concentrate on the overall strategic impact of these recommendations. Specialist resources by their very nature are limited in number and availability, and have to be deployed in a manner which fits the overall risk profile within Scotland. Historical arrangements within legacy services must be recognised as such, with the creation of the SFRS bringing an opportunity to develop a more appropriate and risk-based approach which will result in the most favourable footprint of these valuable resources across the communities of Scotland.

Draft

Appendix 1 - Table of stations with special resources

Proposed end state

Multi (Wholetime) Pump Station	Special Resource			
Clydebank	USAR	High Reach		
Motherwell	Water Rescue	High Reach		
Coatbridge	High Reach	Mass Decon		
Cumbernauld	USAR			
Hamilton	Hazmat			
East Kilbride	Line Rescue			
Clydesmill (Cambuslang)	Water Rescue	High Reach	High Volume Pump	
Kilmarnock	USAR	High Reach		
Ayr	Water Rescue	High Reach		
Paisley	High Reach			
Greenock	High Reach	MIRG		
GLASGOW				
Maryhill	Mass Decon	High Reach		
Knightswood	Water Rescue			
Easterhouse	Heavy Rescue			
Springburn	Mass Decon	High Reach		
Polmadie	Water Rescue	High Reach		
Dumfries	Water Rescue	High Reach	Heavy Rescue	
ABERDEEN				
N.Anderson Drive	USAR	High Reach	DIM	
Central	Water Rescue	Mass Decon	High Reach	
Altens	Line Rescue	Command and Control		
Inverness	Water Rescue	High Reach	Heavy Rescue	Command and Control
DUNDEE				
Blackness Road	Mass Decon	High Reach		Command and Control
MacAlpine Road	USAR	High Reach		
Kingsway East	Water Rescue			
Perth	Water Rescue	High Reach	Prime Mover	
Stirling	Water Rescue	Heavy Rescue Unit		
EDINBURGH				
McDonald Road	High Reach	DIM		
Tollcross	Line Rescue	High Reach		
Sighthill	Heavy Rescue	High Reach		
Crewe Toll	Mass Decon	High Reach		
Dunfermline	Mass Decon	High Reach	Prime Mover	
Glenrothes	Water Rescue			
Lochgelly	Line Rescue			
Kirkcaldy	High Reach			

Draft

Appendix 1 continued

Single (Wholetime) Pump Station	Special Resource		
Oban	Water Rescue	High Reach	
Milngavie	Command and Control		
Bellshill	Command and Control		
Johnstone	High Reach		
Renfrew	Prime Mover		
Dreghorn	Command and Control		
Balmossie	DIM		
Elgin	Water Rescue	High Volume Pump	Prime Mover
Livingston	High Reach		
Bo'ness	Command and Control		
Falkirk	High Reach	High Volume Pump	
EDINBURGH			
Liberton	Command and Control		
Newcraighall	USAR		
Marionville	Water Rescue		
Dalkeith	USAR		
Galashiels	Water Rescue		
*Hawick	Water Rescue		
Bathgate	Water Rescue		
Bishopbriggs	DIM		
Alloa	High Volume Pump		

RDS Station	Special Resource
Fort William	Water Rescue
Newton Stewart	Water Rescue
Annan	Command and Control
Forfar	Hazmat
Kilsyth	Hazmat

* Water Rescue resource for the Scottish Borders area. Exact location to be confirmed.

Draft

Draft

Draft

HM Fire Service Inspectorate

Integrity, Objectivity, and Fairness.

Emergency Medical Response and the Scottish Fire and Rescue Service

Arrangements for Scottish Fire and Rescue Service involvement with medical emergencies and partnership working with the Scottish Ambulance Service.

HM Fire Service Inspectorate

Integrity, Objectivity, and Fairness.

Emergency Medical Response and the Scottish Fire and Rescue Service

Arrangements for Scottish Fire and Rescue Service involvement with medical emergencies and partnership working with the Scottish Ambulance Service.

Acknowledgements

We are grateful to the SFRS Strategic Leadership Team and those members of staff who provided us with information, helped us to organise visits, hosted us and contributed constructively to interviews.

The Inspection team members were:

Steven Torrie QFSM
Paul Considine
Brian McKenzie

Professor Andy Newton QAM provided the team with advice and acted as a critical friend.

A Quality Assurance Panel helped us by challenging a draft of the report. The team was:

Peter Holland CBE, Chief Fire and Rescue Adviser for England
Lee Howell QFSM, Fire and Rescue Adviser to the Welsh Government
Christina Yule, Lead Inspector, HMIC Scotland

All the members of the inspection team contributed to the development of this report and the quality assurance panel provided a professional challenge to the contents, assumptions and conclusions made. However, the Chief Inspector takes sole responsibility for the report, its contents and conclusions.

Laid before the Scottish Parliament by HM Chief Inspector of the Scottish Fire and Rescue Service under section 43C(5) of the Fire (Scotland) Act 2005 October 2014 SG/2014/178

To Contact Us

Telephone +44 (0) 131 244 3275
Email HMFSI@scotland.gsi.gov.uk
Website www.scotland.gov.uk/fireinspectorate

Contents

1_ Introduction **02**

2_ About the inspection **05**

3_Our findings **07**

3.1_The inherited position **07**

3.2_Experience elsewhere in the UK and overseas **10**

3.3_An opportunity for Scotland **13**

4_ Issues for the SFRS to consider **16**

Glossary and abbreviations **17**

1_Introduction

> 'Over 1,500 Scots died from an out of hospital cardiac arrest last year. Currently, only 5% of people who have a cardiac arrest in the community survive and every minute that they wait for a 'shock' cuts their chances.'
>
> *Source: Scottish Ambulance Service website, April 2014*

The above quote from the Scottish Ambulance Service website[1] highlights a fact well-known to practitioners of emergency medicine – that people who have a cardiac arrest away from a hospital environment have only a few minutes in the absence of life support before their chance of survival reduces dramatically.

Not everyone who suffers a cardiac arrest is saveable. But a proportion of cardiac arrest patients initially have what is called a 'shockable rhythm' – if they receive medical assistance by way of electric shock from a defibrillator, a normal heart rhythm can be restored.

But every minute that passes, counts. Doctors recognise the importance of what is known as the 'chain of survival' in cases of cardiac arrest. Someone needs to recognise that the patient has had a cardiac arrest, and call for help. CPR (chest compressions and rescue breaths) need to start as soon as possible. A defibrillator needs to be used as soon as possible. And advanced life saving drugs need to be administered by a health professional, and the patient transported to hospital, in the shortest possible time.

All of this presents a great challenge to emergency medical services, particularly ambulance services, because the time involved is just a few minutes. The ambulance service in Scotland responds as quickly as possible to medical emergencies, including cardiac arrests. And the Scottish Fire and Rescue Service (SFRS) recognises the importance of having a defibrillator immediately available if a cardiac arrest occurs – more than half of Scotland's fire appliances are equipped with defibrillators, which were acquired for use in the event that a firefighter has a cardiac arrest while on duty (a recognised hazard for firefighters). In addition, many of Scotland's firefighters are trained in enhanced first aid and are experienced in applying those skills in emergency situations.

But with only a very few exceptions, SFRS personnel do not respond routinely to calls for help to members of the public who have had medical emergencies. Elsewhere in the UK and overseas, some fire services have become involved in responding to time-critical medical emergencies – supporting and enhancing the work of their ambulance service colleagues: a number of fire and rescue services in England and Wales do so, and major metropolitan fire brigades such as Toronto and Melbourne provide emergency medical response. There is good evidence of the benefit joint working can bring.

It is an ambition of the Scottish Government that public services should work effectively together:

> 'The Scottish Government is pursuing a comprehensive and transformative programme of reform to protect and improve public services. Services must be consistently well designed, based on the best evidence and delivered by the right people to the right people at the right time. Continuous improvement of the national outcomes can be achieved when public sector organisations work effectively in partnership with each other to design and deliver excellent public services which meet the needs of local people.

1 http://www.scottishambulance.com/NewsDesk/NewsItem.aspx?NewsID=88 retrieved 26 Aug 2014

Supporting people and communities to build and use their own assets, including their skills and networks, can also help to deliver improved outcomes.'

Scottish Government Public Bodies and Public Services Reform Division

We decided to look at the approach the SFRS is taking to medical response in light of the Scottish Government's ambitions, existing capability within the SFRS, the experience from overseas, the renewed interest in fire and ambulance joint working in England and Wales, and the overarching life-saving potential. A significant investment has already been made in equipment and training to allow firefighters to carry out defibrillation and advanced first aid in appropriate cases. We wished to explore whether there is capacity that could be used for the public benefit and what the benefits and costs of doing so may be.

A summary of our findings

- **Discussions are under way to improve co-operation and joint working between the Scottish Fire and Rescue Service and the Scottish Ambulance Service (SAS). We think that this is very important but we believe that the benefits which could be achieved and the lives which could be saved will not happen unless there is a major change in the way the two Services work together.**
- There is strong UK and international evidence to show that the introduction of formal emergency medical response schemes where fire and rescue services respond with emergency ambulance services to time-critical medical emergencies improves patient outcomes in the case of cardiac arrest.
- We are aware that the themes of this report potentially tie in with broader strategic thinking about resuscitation capability in the community. We believe that a new and close working relationship between the SFRS and the SAS could offer a key component of that capability and is a fundamentally sensible thing to do in any case.
- SFRS recognises the value of defibrillators. It owns about 380 defibrillators, around 350 of which are on fire appliances and 30 of which are at stations or are held as spares. However, at the time these were acquired, they were intended primarily for use on FRS staff if required – not the public.
- There are very few instances where SFRS personnel are turned out *as a matter of routine and as part of a formal arrangement* to medical emergencies in their area. The only examples we are aware of are schemes inherited from the former Grampian Fire and Rescue Service at Braemar and Maud – and the Braemar unit has had limited utilisation recently.
- The memorandum of understanding between Grampian Fire and Rescue Service and the SAS was designed to allow for the addition of further co-responder schemes but there was no expansion beyond the inception of the first two schemes in 2007. Every indication is that the scheme in Maud is of great benefit to the local community – which raises the question as to why this partnership has never progressed beyond the two original sites.
- On an *ad hoc* basis, SFRS assets are sent to medical emergencies at the request of ambulance control, to provide emergency first aid until an ambulance is able to attend. This occurred around 130 times in 2013-14. There is very little formal underpinning of this activity and an absence of standard operating procedures, memoranda of understanding or clinical protocols. If SFRS is going to respond to medical calls, formal structures and procedures (including procedures for crew safety and welfare) ought to be in place.
- About a third of the 46 fire and rescue services in England and Wales operate co-responder schemes. The arrangements vary rather than being uniform, with marked differences in the equipment which is carried and the range of calls which might be attended. However, where these schemes are in existence, they might well be described as operating a long way beyond anything which is currently happening in Scotland.
- While arguably the highest profile benefit of a fire and rescue service emergency medical response scheme is the opportunity to save lives in cases of out-of-hospital cardiac arrest (OHCA), beyond that, there is anecdotal evidence that co-responder crews are valued by the community simply for the reassurance their early attendance offers.

2_About the inspection

Her Majesty's Fire Service Inspectorate in Scotland (HMFSI) is a body that operates within, but independently of, the Scottish Government. Inspectors have the scrutiny powers specified in section 43B of the 2005 Act. These include inquiring into the state and efficiency of SFRS, its compliance with Best Value, and the manner in which it is carrying out its functions.

The purpose of this inspection is:

> *To consider the extent to which the SFRS is maximising opportunities to contribute to community safety by its acquisition and use of defibrillators and other medical equipment and by collaborating with the Scottish Ambulance Service in providing support to emergency medical response.*

An inquiry by the Inspectorate can be self-directed or can be subject to direction by Scottish Ministers. This inquiry into the SFRS is self-directed by the Chief Inspector. The decision to carry out this inspection was influenced by recent reports and debate in England over greater collaboration between blue-light services, ongoing initiatives in emergency medical provision within Scotland, and the potential for improved survival.

The Fire and Rescue Framework for Scotland 2013 sets out a number of things which support the subject of this report:

- The purpose of the SFRS, defined in the Framework is 'to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland'.
- The Framework identifies a subset of the National Outcomes which are particularly important to the shared aspirations of the Scottish Government and the Scottish Fire and Rescue Service. Outcome 6 being: '**we live longer and healthier lives**' and outcome 15 '**our public services are high quality, continually improving, efficient and responsive to local people's needs**'.
- Paragraph 15 of the Framework includes this statement: '*The new SFRS must not work alone. It should build on the existing partnership work with the other emergency services and category one responders to enhance Scotland's resilience. It should build on existing partnerships with a range of local organisations to drive down risks in the community, and continue to build on its partnerships with a range of other justice sector bodies in its focus on the vulnerable and most at risk.*' This principle of partnership working is defined as a strategic priority for the SFRS.

The Fire (Scotland) Act 2005 sets out a number of powers for the SFRS. One of those is to:

> *' … take … action … in response to an event or situation that is … likely to cause a person to die … or become ill …'*

Taking all of this together, and in the context of this report, it is our view that closer working between the SFRS and the SAS, to the benefit of the public in Scotland, is clearly within the expectation of the Scottish Government.

Methodology

This inspection has largely been carried out on the basis of a desk top data review, complemented by field visits to the two co-responder schemes currently operated by the SFRS, and a number of face-to-face discussions with stakeholders in Government, the SAS, and elsewhere.

As well as visiting the two Scottish co-responder schemes, we travelled to Lincolnshire to find out about the well-established co-responder arrangements in place in that Fire and Rescue Service, and to speak to staff involved in delivering the service there. We also spoke to people from Hampshire Fire and Rescue Service to develop an understanding of arrangements in its area.

We reviewed national and international literature on OHCA events, with a view to better understanding the evidence for rapid intervention in OHCA cases, and the effect that the introduction of fire-based emergency medical response schemes can have both on the rapidity with which patient care can commence, and survival rates of OHCA patients.

We discussed with the SFRS the rationale behind the original acquisition of defibrillators by the predecessor fire and rescue services, the costs involved in that acquisition and staff training, and the financial implications for the Service in the event that it provided an increased level of emergency medical response.

During the course of our work we had helpful assistance from Professor Andy Newton QAM, Consultant Paramedic and Clinical Operations Director at South East Coast Foundation Ambulance NHS Trust, as a critical friend to inform the direction of our work and to point us in the direction of relevant, peer-reviewed scientific research.

The conclusions of this report remain the sole responsibility of HM Chief Inspector of the SFRS.

3_Our findings

In this, the main section of our report, we start by looking at things which the Service has inherited from its predecessor organisations (for example, defibrillators, co-responder schemes and partnership working). We then reflect on these things in the context of what has been happening in the UK and abroad and in the light of research and data.

3.1_The inherited position

Equipment held by SFRS

The SFRS already has a substantial amount of medical equipment, including defibrillators and oxygen administration packs, both on its appliances and at SFRS premises across Scotland.

The provision of defibrillators has arisen primarily through considerations of firefighter safety – and the way that this has evolved has not in our view been unreasonable. It has been recognised for some time now in the international literature[2] that firefighting carries with it an elevated risk of cardiac arrest, particularly in the highly physical and stressful environment of an emergency scene. For this reason, fire and rescue services in Scotland (with the exception of the former Highlands and Islands Fire and Rescue Service) acquired defibrillators for deployment on front-line appliances and in some fixed locations.

At the latest count, over 330 SFRS vehicles carry defibrillators on a routine basis and their distribution across the emergency vehicle fleet varies. To date, no appliances in the former Highlands and Islands FRS area have defibrillators as that service did not acquire them. Despite the inevitable investment that will be required in acquisition of these units and training staff in their use, we do not think that this position is equitable in a single national service and steps should be considered to standardise distribution across Scotland.

When defibrillators were issued by the predecessor fire and rescue services, instructions outlining their use were provided. These instructions made it clear that the reason for issuing defibrillators was for increased firefighter safety, not to provide a capability to respond to 999 calls for medical emergencies. They could, however, be used where firefighters encountered someone in need of assistance whilst they were at an incident, or whilst they were travelling in a fire appliance. Those instructions were reasonable, in the context of the acquisition of this equipment for firefighter safety rather than as part of a formal emergency medical response scheme.

We have encountered in the course of our inspection anecdotal suggestions that some firefighters may believe that they are not permitted to use the defibrillators they carry on members of the public. We have no evidence that this has ever had any adverse effect on the availability of defibrillators to members of the public in appropriate circumstances. We consider, however, that the SFRS should put the matter beyond doubt by issuing a national standard operating procedure for use of this equipment, to include advice that it may be used on a member of the public in the same way as other first aid equipment carried on fire appliances.

2 For example *NIOSH Alert: Preventing Firefighter Fatalities Due to Heart Attacks and Other Sudden Cardiovascular Events* US Department of Health and Human Services, 2007

We also note that the SAS does not have information on where SFRS defibrillators are located, and the numbers of SFRS staff trained in defibrillator use and cardio-pulmonary resuscitation (CPR). Provision of this information would be a starting point for discussions between the SFRS and SAS to identify the locations in which SFRS assets could potentially be used as part of a joint strategy and we suggest that the SFRS makes this information available to the SAS.

Existing medical response schemes

The SFRS inherited a programme from the former Grampian Fire and Rescue Service (GFRS), in which members of the Maud and Braemar fire stations will respond to medical calls in their station area. These are the only two instances in Scotland where a formal memorandum of understanding exists between the fire and ambulance services allowing for the routine dispatch of fire service resources to medical emergencies.

A dedicated vehicle at Maud was provided by GFRS and a vehicle at Braemar by the SAS. Initial training was provided by SAS and costs for staff attendance were covered by GFRS. GFRS also covered annual revenue costs. This ongoing cost, which averages just over £5000 per year, has been inherited by the SFRS.

In the course of our inspection we visited the crews at Maud and Braemar to gather information about their experience of these schemes. Recently, the level of activity in Braemar has been very low. In contrast, over the last three years, Maud responded on average to over 50 calls to medical emergencies each year – around half their total number of calls. There are currently five members of staff who provide an on-call rota and this is managed together with the fire and rescue part of their responsibilities.

The pilot scheme at these locations has been successful in demonstrating the ability of SFRS resources to respond to medical emergencies without compromising fire cover in their area, or overburdening retained duty system staff who deal with these calls. Outcomes for the communities served by these fire stations have also been positive in terms of enhancing community safety. While complex issues, including compatibility of ICT systems, exist around the exchange of information and management of knowledge sharing between the SFRS and SAS, the Maud and Braemar schemes have demonstrated that it is possible to overcome these issues.

This raises the question what has been done to build on these pilot schemes and to expand the number of locations from which the SFRS provides emergency medical response. Although we have seen some limited documentation around post-implementation review of the Maud and Braemar schemes, so far as we know there has been no detailed evaluation of their effectiveness. Given that the SFRS provides emergency response from more than 350 fire stations across Scotland, many of which are in areas demographically similar to Maud that could be expected to generate a similar number of calls for emergency medical assistance, we think that a formal evaluation of this initiative is overdue. In January 2009, the Westminster government published a review of co-responder work in England[3]. Amongst other things, the report asked why the existing schemes in England had not been rolled out across the country as a whole.

3 *Current Practice and Prospects for FRS Co-responding. Fire Research Series 14/2008* CLG, 2009

It is not the role of the Fire Service Inspectorate to decide whether the SFRS should provide emergency medical response services or not – we recognise that is a matter for government policy. We do, however, consider that there is an obligation on the SFRS to use the information gathered from these pilot schemes to inform strategic thinking about future service provision, and we wish to encourage the Service to see that is done.

SFRS ad hoc *response to medical calls*

We requested information from the SFRS about the number of times, apart from the schemes at Maud and Braemar discussed above, that a fire appliance is responded to a medical emergency to provide medical treatment pending the arrival of an ambulance. This is to be distinguished from the relatively common situation in which fire and rescue service resources are mobilised to assist with the movement of a patient.

We were told that for a number of years, some fire and rescue services in Scotland (and since April 2013, the SFRS) have received calls from the SAS requesting their attendance to provide first aid to a critically ill patient. This has usually been where all ambulance service resources in the area have already been committed to other calls. We understand that occasionally, a fire appliance with a defibrillator has been dispatched to provide emergency first aid until an ambulance can attend. Unlike the formal schemes at Maud and Braemar, this is arranged on a case-by-case basis.

This kind of *ad hoc* mobilisation is unusual – there are approximately 130 recorded instances in the financial year 2013-14 across Scotland (SFRS responds to nearly 90,000 emergency calls each year, while the SAS responds to 600,000 emergency calls). As will be clear from this report, we think that joint working of this kind has the potential to significantly improve outcomes for some patients, and we do not want to discourage initiatives of this kind. We do, however, have some concerns about the nature of these arrangements as they have operated in the past.

Attendance at a medical emergency involves considerations for which specific training is desirable, over and above the simple mechanics of operating a defibrillator. Also, it is important that both fire and ambulance control rooms understand when it is, and is not, appropriate for a fire appliance to be sent to a medical emergency. We have been advised that an interim memorandum of understanding between the SFRS and SAS is being developed to govern the circumstances in which a fire appliance can be requested to respond to a medical call outwith the formal co-responder schemes in place. In our view, there should be an accompanying analysis of the training that is required for responding fire crews to operate safely and effectively at the scene of a medical emergency, and provision of that training to SFRS crews who might respond to these calls.

3.2_Experience elsewhere in the UK and overseas

Elsewhere in the UK and worldwide, the idea of fire services providing emergency medical response to the communities they serve is widespread. It is notable, however, that there is no single consistent model applied internationally, and in many cases, the evolution of fire-based emergency medical services has occurred for historical reasons of local relevance.

Broadly speaking, it is possible to describe two types of fire-based emergency medical response model. The first of these is the co-responder model, in which fire services are responded, always at the same time as an ambulance, to certain types of medical call.

There are variations on this model: in one, the fire service may co-respond to a wide range of medical emergencies where ambulance response times are likely to be extended. This is often associated with rural areas where there may be no ambulance stationed nearby, but in some locations, particularly in the United States and Canada, fire services in urban areas provide a comprehensive co-response service accounting for up to 80% of their emergency calls.

In another approach to co-responding, fire services respond to life-threatening medical emergencies on the basis that, no matter how comprehensive ambulance coverage may be, a fire appliance can still be expected to arrive on scene before (perhaps only a minute or two before) an ambulance on a significant number of occasions. In emergencies such as cardiac arrest, that small time advantage may make a difference to patient survival rates. The Emergency Medical Response (EMR) programme in metropolitan Melbourne, Australia is an example of that approach.

The second model of fire service medical response is where the fire service is itself responsible for managing ambulance and paramedic provision in a location. The cities of New York and Washington DC in the United States are examples of this model, as are Dublin in Ireland and Berlin in Germany. The fire service will dispatch a unit to a medical emergency, and that is the only response provided – there is no separate ambulance service. This model is as much an organisational one as an operational one.

Of 46 fire and rescue services in England and Wales, there are currently at least 18 who currently provide some sort of medical response[4]. The criteria and operating procedures differ from service to service, and so it could fairly be said that the approach varies rather than being uniform. There are, however, a good number of examples of partnership working between fire and ambulance services which go a long way beyond anything that can be found in Scotland.

At least one service in England, Lincolnshire, has obtained funding to acquire ambulances to allow it to expand its long-standing medical response arrangements, by offering urgent care patient transportation in appropriate circumstances. We visited Lincolnshire to discuss the medical response scheme with senior officers and front-line crews, and it was apparent to us that medical response was seen as an important and integral part of the Service's operations in rural areas and is valued by the ambulance service. Although the crews involved still saw themselves very much as firefighters who went to medical calls, of the 21 stations in Lincolnshire that provide emergency medical response services, all but two attend more medical emergencies than fire calls.

4 Communication from Chief Fire and Rescue Adviser, Department for Communities and Local Government, September 2014

Case study – Hampshire FRS

Hampshire Fire and Rescue Service has operated a co-responder scheme since 2004 and is recognised as delivering a well organised and mature partnership. The scheme operates out of 21 fire stations and the Service is planning to increase this to 22. Staff take on this additional role on a voluntary basis. Volunteers are trained by the Ambulance Service.

Hampshire FRS has been responding to the most urgent 'Category A' calls but discussions are taking place with the Ambulance Service for the FRS to take on less urgent calls (and thereby free up Ambulance Service assets to deal with more urgent ones). The original intention was to use FRS mobilisation in areas where the Ambulance Service was having difficulty in meeting its attendance targets (and therefore, amongst other things, reducing the likelihood of people surviving an OHCA).

Dedicated vehicles are used by the FRS for responding to emergency medical calls. These vehicles are deployed directly by Ambulance control. South Central Ambulance Service provides about £500k funding each year to cover the cost of RDS mobilising fees.

The FRS co-responders in Hampshire achieve target attendance times on about 80% of occasions and fire stations average around 500 emergency medical calls per year. Across Hampshire, the FRS attends approximately 10,000 calls annually and contributes to 5% of the Ambulance Service's overall performance in attending the most urgent category of calls.

Benefits and costs of co-responding

The science around the 'chain of survival' and the importance of providing early defibrillation in OHCA cases is well-understood. The Resuscitation Council (UK) advises that for every minute of delay, the chances of successful defibrillation decrease by about 10%[5] and '…recommends strongly a policy of attempting defibrillation with the minimum of delay in victims of VF/VT cardiac arrest.'[6]

A significant amount of research has taken place to establish the benefits of medical intervention in OHCA cases, and to examine the contribution that fire service intervention can make.

Peer-reviewed research was published into the impact of the EMR programme in Melbourne - an urban and suburban environment in which the ambulance service was already using mobile paramedics in fast response vehicles to minimise attendance times. In a study of the first seven years of the Melbourne EMR project, significantly shorter response times at the 50th and 90th percentiles were identified for fire service response, with a fire response being on average some three minutes quicker than the ambulance response[7]. Whether similar results would be replicated elsewhere would depend on the distribution of fire stations, availability of crews to respond, and duty system in operation: but in principle it can be demonstrated that a fire service response can significantly improve average response times to cases of OHCA.

5 Resuscitation Council (UK), *National Resuscitation Guidelines 2010*

6 ibid.

7 Boyle et al, *The first seven years of the metropolitan fire brigade emergency responder program – an overview of incidents attended,* Open Access Emergency Medicine, 2010

Provision of continuous, good quality chest compressions is important to maximise the chances of a positive outcome for OHCA patients[8], and that poses a significant challenge to paramedics who may be working singly or in pairs when they have other tasks to attend to such as defibrillation, establishing and maintaining an airway and administering life-saving drugs. Providing chest compressions is also physically demanding, with fatigue rapidly degrading the quality of compressions by a single rescuer over time[9], and the assistance of firefighters may maximise the chances of good quality, continuous compressions being provided in tandem with other interventions.

In our discussions with fire and rescue service staff who respond to medical incidents both in Scotland and elsewhere, it was apparent that the benefits of fire service response may sometimes be intangible: for example, the additional reassurance and first aid that can be given to a patient in advance of an ambulance arriving, even if their condition is not life-threatening. Communities can be made to feel safer in the knowledge that trained medical assistance is available from their local fire station regardless of the availability of an ambulance.

It is beyond the scope of this report to place a financial value on the potential benefits to the community of establishing an emergency medical response capability in the SFRS. There are a number of variables that would have to be taken into account. For example, a scheme might not extend to all fire stations in Scotland (only rural, or only urban stations, or only stations where there are identified issues with ambulance response times, might be selected). The benefits of a scheme are closely tied to the number of time-critical medical incidents that occur in the area affected.

What we can say, however, is that there are facts that weigh strongly in favour of at least considering the provision of fire-based emergency medical services in both urban and rural communities:

- For some categories of medical call there is a direct correlation between time taken for initial medical interventions, and patient survivability.
- No matter how comprehensive ambulance cover is in an area, there will always be circumstances in which ambulances and paramedics are occupied elsewhere and are therefore unavailable to respond immediately.
- It is not just the time taken by initial responders, but the total number of trained responders at a scene, that is relevant to successful outcomes in cases of OHCA.
- In many communities, there is a fire station with firefighters trained in emergency response who could provide initial first aid until an ambulance or paramedic can arrive, and could then provide assistance to the paramedic team as required.
- The fire and rescue service provides an existing cohort of disciplined people, trained in emergency response, and a management and supervision structure to allow their activities to be monitored and supported.

8 Edelson, Abella, Kramer-Johansen et al *Effects of compression depth and pre-shock pauses predict defibrillation failure during cardiac arrest* Resuscitation 2006 71:137-45

9 Hightower, Thomas, Stone, Dunn and March, *Decay in quality of closed-chest compressions over time,* AnnEmergMed 1995 26, 300-3

- In terms of the volume of fire calls attended, SFRS has, generally speaking, the capacity to undertake additional medical response work.
- The SFRS might also be able to use its 350-plus fire stations around the country, and qualified staff from its training department, to offer training to community members in CPR and first aid techniques.

Costs

Co-responding comes with attendant costs, both one-off and ongoing. It is important, when considering the implementation of a scheme, that these costs are understood and consideration given to what can be absorbed within existing budgets, and what may require additional funding. Costs include:

- Training and skills maintenance of responders.
- Acquisition and maintenance of defibrillators, oxygen packs and enhanced first aid kits.
- Coordination of dispatch systems to allow simultaneous dispatch of fire and ambulance resources.
- Marginal costs of response, for example staff costs to cover mobilisation payments, fuel, wear and tear on vehicles – for the year 2013-14, the average incident cost for the Maud co-responder scheme was in the order of £120 per call.
- Provision of vehicles and personal protective equipment, where this is considered necessary in addition to existing fire service resources.
- Addressing the administrative requirements of clinical and cross-organisational governance.

Although the costs of a fire-based emergency medical response scheme are relatively small, they should not be ignored – particularly when fire and rescue services are being urged to reduce their budgets. If the fire service is to be asked to support medical response activities, appropriate resourcing would need to be identified to allow this to be implemented properly and supported effectively by managers.

3.3_An opportunity for Scotland

The creation of the single Scottish Fire and Rescue Service has provided a key opportunity for the Service to take stock of the steps that have been taken towards providing medical response using fire and rescue service assets.

Notably, defibrillators have been widely acquired across the predecessor services (with the exception of the former Highlands and Islands Fire and Rescue Service) and so firefighters are knowledgeable about this equipment and how to use it.

Two medical response schemes have been operating in the former Grampian Fire and Rescue Service locations of Maud and Braemar. There is some evidence to suggest that these schemes have added value to their local communities, yet there has been no detailed review or evaluation of their effectiveness and no consideration of expanding the number of stations providing medical response.

The SFRS has more than 350 fire stations across Scotland, many of which are located in rural or remote communities where ambulance or paramedic attendance may be delayed. Equally, numbers of SFRS fire stations with 24 hour staffing are located in urban centres, and may be available to provide an emergency response at times when ambulances in the area are busy on other calls.

We think that the SFRS should now consider in detail whether it could establish partnership working with the SAS so as to provide an emergency medical response from some or all of these locations, and increase the benefit that the SFRS provides to the community.

We have commented elsewhere[10] on the challenges facing the retained duty system (RDS) and volunteer units in Scotland. Occasionally, the required minimum of four crew are not available to attend a retained or volunteer fire station to go to a fire or other emergency – in which case an appliance from a nearby station will go instead. It has been put to us in the course of this inspection that this might act as a barrier to providing emergency medical response from RDS and volunteer stations. In relation to this point we think that the following factors are relevant:

- Typically only two crew are needed to mount an effective medical response – meaning that this service may be available even when the more traditional fire engine response is not.
- Failure by the SFRS to make crews available to respond to a known medical emergency call and deliver potentially life-saving assistance, in case a more traditional fire and rescue call came in, would not in our view be acceptable to the public. In our visits to Maud and Braemar we found no evidence that conflict between medical calls and traditional fire calls is an issue in practice.
- The experience in England has been that the introduction of emergency medical response increases (sometimes, significantly increases) the number of calls being attended by a station. This can have the effect of increasing the availability of a station – because staff are more prepared to make themselves available for emergency calls if there is a greater chance of them dealing with emergency work.
- Even if a crew is not available 100% of the time it would still be providing a life-saving service for the times that it was available.

Existing first responder provision

We are aware of the existing community first responder schemes administered by the SAS in many areas of Scotland and we are also aware of the British Association for Immediate Care (BASICS) scheme which trains and equips local doctors to undertake emergency pre-hospital work. Where an existing community scheme is operating effectively and providing initial medical response to its community, we would not see an imperative for the SFRS to consider basing a parallel scheme in a local fire station. In other words, this report does not suggest that the SFRS is uniquely well-placed to provide these services. We do however offer the following observations based on evidence gathered in the course of our inspection:

- An SFRS-based response could complement (not replace) existing community schemes, securing the attendance of additional personnel to assist in the critical early stages of an emergency.

10 *Equal Access to National Capacity,* HM Fire Service Inspectorate, 2014

- We have been advised of instances where RDS firefighters are reluctant to participate in non-fire-based first responder schemes as this would make them unavailable to crew the local fire appliance. By undertaking emergency medical response within the SFRS, it is possible to manage these potential conflicts.
- The SFRS provides a ready-made management and command structure for its stations across the country, and the SFRS is experienced in the management of a large, on-call emergency services workforce.
- In many cases the SFRS currently has a trained workforce in an area where there is no community first responder scheme, that with little extra expenditure could be used for emergency medical response as well. To develop a parallel community first responder capability in these areas may represent an unnecessary duplication of effort.
- Although it is not a significant issue in many rural areas, fire service personnel are trained in emergency driving and are able to respond to emergencies under 'blue light' conditions, which community volunteers cannot.

The SFRS has already indicated a willingness to make its fire stations available for training sessions for community first responder groups, and this represents another opportunity to promote closer working between the SFRS and SAS that we endorse.

Joint working

We think that it is fundamental to all of this that future developments are considered in the context of joint working between the SFRS and SAS. Fire-based emergency medical response is not a substitute for an ambulance service – rather, it should complement that service and allow for the delivery of better outcomes to the community. In the past, there has been good work done between the fire and ambulance services in Scotland to work co-operatively and pursue joint initiatives.

It is, however, our view that the proper consideration of fire-based emergency medical response in Scotland requires a transformational change in that relationship. Instead of viewing their respective response activities as separate from each other and requiring only to be co-ordinated at the boundaries, we believe that fire and ambulance services should increasingly see themselves as jointly contributing to attending certain emergency incidents to provide the best possible outcomes for the public, regardless of the nature of the incident.

That does not mean merging the services or attempting to train all responders as experts in all types of incident. There needs to be specialist intervention by trained paramedics at a medical incident just as there needs to be specialist intervention by trained firefighters at a fire. But if fire and rescue service personnel, trained in initial emergency interventions, can attend at medical incidents before the ambulance service is able to get there – and save lives by doing so – then in our view the public would not expect traditional views of what a firefighter does to stand in the way of that.

4_Issues for the SFRS to consider

We recognise that how and to what extent the SFRS and the SAS work together is a matter for those organisations and, primarily, for the Scottish Government. Our role is only to look at and make comment on how effectively the SFRS is performing.

Bearing that in mind, we present the following issues for SFRS to consider:

1. We believe that there is strong evidence that close working between fire and rescue services and emergency ambulance services can provide great benefit to the public. We therefore strongly encourage SFRS to consider how its relationship with SAS can become much closer and to engage with the Scottish Government and the SAS to that end.
2. We think that if best advantage is to be delivered through a new working relationship between the two public services (and by that we mean better services to the public) then a transformational change in the relationship between the two organisations needs to take place.
3. A starting point for the SFRS should be to carry out a formal evaluation of the schemes at Maud and Braemar, to quantify the costs of setting up and managing those schemes, and the benefits that the community has obtained from them.
4. The SFRS should form a view, based on the evidence both from its own experience and available elsewhere, as to whether it will or will not expand the provision of emergency medical response by its staff. In doing so, we acknowledge that the SFRS will need to consider how this fits into its broader strategic assessment of how to provide response services to meet identified risks to the community.
5. We suggest that SFRS sets out a national policy for the distribution and use of AEDs, and that a database of the locations of the equipment and numbers of trained personnel is maintained and shared with the SAS.

Glossary and abbreviations

Throughout this report, at the risk of some repetition, we have minimised the use of abbreviations in the interests of readability. There are some exceptions, particularly where an abbreviation is used so widely within or outside the Scottish Fire and Rescue Service that spelling it out on each occasion would look unnatural. An example is 'SFRS' for Scottish Fire and Rescue Service. An explanation of abbreviations used can be found below.

AED	Automated External Defibrillator
BASICS	British Association for Immediate Care
Co-responder	We use 'co-responder' in this report to mean a formal arrangement whereby a disciplined service (usually the fire and rescue service) will, as a matter of routine, provide a simultaneous response together with the ambulance service to defined classes of medical emergency.
CPR	Cardio-pulmonary resuscitation
EMR	Emergency medical response
First responder	We use 'first responder' in this report to refer to community-based schemes where volunteers from the community will respond on receipt of a call for assistance to defined classes of medical emergency, on the basis that they can reach a patient more quickly than the ambulance service and begin to provide emergency care.
FRS	Fire and Rescue Service
GFRS	Grampian Fire and Rescue Service
OHCA	Out-of-hospital cardiac arrest
Predecessor organisations	The eight fire and rescue services in Scotland, and the Scottish Fire Services College, that were combined into SFRS.
RDS	Retained duty system. Firefighters live and work away from their fire station and are alerted to attend emergency calls by means of a pager.
SAS	Scottish Ambulance Service
SFRS	Scottish Fire and Rescue Service
VF/VT	Ventricular fibrillation/ventricular tachycardia; the two heart conditions that may be successfully treated with defibrillation.
2005 Act	The Fire (Scotland) Act 2005

© Crown copyright 2014

ISBN: 978-1-910349-02-1

HM Fire Service Inspectorate
St Andrew's House
Edinburgh
EH1 3DG

APS Group Scotland
DPPAS36085 (09/14)

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Scottish Fire and Rescue Service Engagement Framework

Contents

Foreword Pat Watters, Chair

Introduction Alasdair Hay, Chief Fire Officer

Our purpose, vision, values and priorities

1. Purpose of the Framework
2. Who do we engage with?
3. Benefits of engaging with partners, stakeholders and communities
4. Partnership working, engagement and scrutiny
5. Building and maintaining positive relationships through:
    a. enforcement and regulation
    b. education
    c. information and communications
    d. consultation
    e. volunteering, fundraising and charitable activities
    f. partnership working and co-production
6. Managing resources
7. Monitoring and Evaluation
8. Reporting and Scrutiny
9. Learning and Development
10. Appendices

Foreword

Engagement is at the heart of what the Scottish Fire and Rescue Service does – be that with our partners in local government, the private, public and third sectors or our communities at large.

Our commitment to good engagement is underpinned by legislation, our own strategic aims, the expectations of Ministers and the communities we serve. It delivers on the vision of the Christie Commission to develop partnerships and make connections across the public sector that can deliver improvements from driving down risk to creating better life chances for our young people.

As the Scottish Fire and Rescue Service, it is important that we harness all the positive work we are doing across the length and breadth of the country, to look at what works well and share good practice. Where we can improve our engagement activity (whether that be at national or local level) we will endeavour to do so. However, this cannot be engagement without an end result - we need to demonstrate that good engagement improves our services, enables partners and communities to feel part of our service design and decision making and ultimately makes a real contribution to a safer and stronger Scotland.

This Framework sets out our intentions, explains the benefits, provides examples of existing initiatives and plans how we intend to evaluate and report on our engagement activities.

Pat Watters CBE

Chair

Introduction

Alasdair Hay

Chief Officer

OUR PURPOSE

The main purpose of the Scottish Fire and Rescue Service is to work in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland.

OUR VISION

'We will be a world leading Fire and Rescue Service that others look to because our approach of working together for a safer Scotland is delivering real improvements in our communities. As a valued partner we will work with the communities of Scotland to make them safer and stronger; helping them to help themselves; continuously improving our services to meet local needs and responding when required'.

OUR VALUES

Safety: The safety of our communities and our staff is paramount

Excellence: We will strive for quality in everything we do and will act and responsibly at all times

Fairness: We will treat people fairly and not prejudge any individual or situation

Equality: We will remove unlawful discrimination

Dignity: We respect the dignity and worth of every individual

Diversity: We recognise and value diversity of our reliably communities and workforce

Integrity: We will be open and honest in all our dealings

Respect: We will listen to and respect our communities and each other

OUR PRIORITIES

Improved safety of communities and staff

More equitable access to fire and rescue services

Improved outcomes through partnership

Culture of continuous improvement

1. Purpose of the Framework

The Framework provides a mechanism for SFRS to:

- Evidence the range and nature of opportunities for partners, stakeholders and communities to engage with the SFRS;
- Evaluate the impact of engagement activities and partnership working in relation to our strategic aims, our reputation and our contribution to community planning and wider public sector reform;
- Demonstrate the effectiveness of our interactions with partners, stakeholders and communities in terms of setting priorities, designing and delivering services;
- Ensure we have the appropriate structures, capacity and competences to support a range of engagement and partnership activities;
- Review and report on the value of our engagement and partnership working from the perspective of partners, stakeholders and communities;
- Evidence the benefits we've delivered as part of SFRS's legislative, scrutiny and audit requirements.

We will do this through an Implementation Plan and Guidance Notes on:

- Processes and procedures at both corporate and local levels to collate information on partnership working and engagement activities across SFRS and all local plan areas;
- Benchmarking activities against the SFRS strategic aims and the National Standards for Community Engagement (Appendix 1);
- Mechanisms to gather and publish the views of partners, stakeholders and communities on their relationship with and experiences of SFRS;
- The requirement that all policy proposals are subject to an Engagement Statement (Appendix 2);
- Ensuring resources are proportionate to our commitment to strengthening community engagement;
- Appropriate learning and development programmes.

2. Who do we engage with?

Partners including core Community Planning Partners as defined in the Local Government in Scotland Act 2003 and Community Planning Review Group: Statement of Ambition March 2012.

- Scottish Local Authorities, Health Boards, The Enterprise Network, Police Scotland, Regional Transport Partnerships, Third Sector Interface;

- Civil Contingency Partners not included above, and as defined in the Civil Contingencies Act 2004 and supporting Regulations (Contingency Planning 2005). This includes the Scottish Ambulance Service, Scottish Environmental Protection Agency and certain voluntary sector organisations to which Civil Contingency partners require to 'have regard' to in carrying out their emergency and business continuity planning duties e.g. search and rescue organisations;

- SFRS staff and their representative bodies are vital partners in ensuring that our service is fit for purpose and that, as an employer, our staff feel valued, supported and able to contribute to the future of the service.

Stakeholders including a wide range of national and local agencies, Non- Governmental Organisations (NGOs), charities and organisations. This also includes the SFRS Retired Employees Association and the SFRS Family Support Trust.

Communities: This includes individuals, representative organisations such as neighbourhood partnerships, resident and tenant groups, and community councils. Each Local area will reflect its own perspective on appropriate groups and forums

3. Benefits of engaging with partners, stakeholders and communities

- Strengthening democratic accountability and governance;
- Building relationships and community cohesion;
- Improving the quality of services that meet real needs and reflect community values;
- Building the capacity of individuals, organisations and communities to achieve their own improved outcomes.

For SFRS…….

Enhanced reputation:	Being proactive and genuinely listening builds trust and increases public confidence in SFRS.
More sustainable decision-making:	Working together enables the pooling of knowledge, skills and experience from diverse perspectives to achieve mutual goals and sustainable solutions. It results in SFRS decisions that relate to real life experiences and situations.
Better policy making:	Early engagement provides the opportunity to 'road test' and refine SFRS policy proposals before they are finalised or implemented enabling better planning, more informed policies and broader acceptance.
Strengthened skills and competences:	Provides SFRS with opportunities to develop a range of transferrable skills and build confidence of those involved in the development and delivery of policy and activities.
Improved risk management and managing stakeholder expectations	Controversial issues can be anticipated and managed earlier in the policy development process thereby reducing the likelihood of unexpected criticism at a later stage (during a statutory consultation period) which can slow down the overall policy-making process.

For partners, stakeholders and local communities…..

Empowerment and motivation:	Feeling respected and valued by SFRS and having the opportunity to directly influence policies and actions that affect their lives and those they represent.
A sense of ownership and inclusion:	A greater sense of responsibility for SFRS decisions thus improving their acceptance.
Capacity building:	Gaining a better understanding of the SFRS policy, political and decision-making processes and how they can contribute effectively with realistic expectations.
Increasing the accountability of SFRS:	Through a better understanding of SFRS and its strategic aims and involvement in its scrutiny arrangements.

4. Partnership working, engagement and scrutiny

This Framework provides a mechanism for the SFRS to demonstrate the breadth and depth of its relationships and activities with partner organisations and local communities.

Fire services in Scotland have had a long and proud tradition of working in partnership with other services and local communities. The SFRS will continue and enhance those relationships by placing partnership working at the heart of our service as we believe that effective and meaningful engagement is essential if we are to deliver better outcomes for local communities.

Delivering the Christie Vision…..

We fully embrace the recommendations of the Commission on the Future Delivery of Public Services (Christie Commission, 2011) and the Scottish Government's response 'Renewing Scotland's Public Services' which state that we need to:

'Develop partnerships which will be comprehensive and participative, harnessing the full spectrum of talents and capabilities of public bodies, citizens, third sector organisations and local business placing greater responsibility and control in the hands of citizens and communities'.

The Board of SFRS is committed to ensuring that within the governance structure of the organisation there are opportunities for stakeholders and local communities to influence and scrutinise our decision making and quality of service delivery. Board meetings will take place in locations across Scotland to ensure decisions are made informed by an understanding of local needs and priorities. SFRS has also established the ***Local Stakeholder and Engagement Committee (LSEC)*** (Terms of Reference of LSEC are detailed in Appendix 3) with responsibility for advising the Board on the development of policies, guidance and procedures to improve community engagement and empowerment, in order to contribute to the strategic development of the SFRS. The LSEC will also have a role in monitoring and evaluating the effectiveness of SFRS arrangements for strengthening community engagement.

Our Strategic Plan 2013-16, local fire and rescue plans and directorate strategies all reflect the importance of engagement and partnership working including specific actions detailing the nature of activities and their impact on the delivery of the SFRS strategic aims.

Our contribution to Community Planning and wider public sector reform…..

SFRS is an active member of the National Community Planning Group and through new formal relationships with all 32 local authorities and community planning partnerships. This has created enhanced opportunities for local elected members to a have a formal say on our services in their local areas. The Local Senior Officer for each local authority area will ensure that the SFRS contribution to community planning will be appropriate and responsive, leading to better outcomes for the service and delivering the aims of local Single Outcome Agreements. A local Fire and Rescue Plan has been developed covering each community planning area focusing on local priorities and ensuring the delivery of services is proportionate to making Scotland safer.

Our role beyond Scotland and specialist support

The SFRS continues to build upon legacy arrangements with regard to working with partners. We are represented at national level groups developing operational guidance and principles, participating in the UK's counter terrorism strategy and other national resilience measures. This is facilitated through seconded officers working alongside partner agencies to improve multi agency familiarisation and awareness. The national Joint Emergency Services Interoperability Programme (JESIP) is monitored for Scottish application, which has resulted in advanced preparations for a joint partnership unit (Scottish Multi Agency Testing and Exercising Unit) which will be hosted by SFRS.

We also have an officer seconded to the Organised Crime and Counter Terrorism Unit, which furthers the multi - agency approach to cooperation through the development of National Inter-Agency Liaison Officers and a commitment to assist in responding to Marauding Terrorist Firearms Incidents. These units and activities further extend the work of Local and Regional Resilience partnerships, all including SFRS representation or chairing. These partnerships have, for several years, coordinated the work of Civil Contingency partners in terms of planning and exercising.

As a service we also take part in international activities such as Operation Florian which provides fire engines, equipment and training to the world's poorest regions and also, if requested, participate in international disaster responses.

We also provide specialist support in areas such as rope and water rescue.

Working with our Civil Contingency Partners

In addition to the national planning and exercising arrangements mentioned, there are numerous examples of a collaborative approach taken across the length and breadth of the SFRS. A number of legacy property sharing arrangements (examples include; Greenock - Police and MCA, Dalkeith - British Red Cross, Musselburgh - MCA; Hawick and Galashiels - Mountain Rescue, Kinloch Rannoch - Scottish Ambulance) have been continued and are in the process of being further extended with LSOs currently in discussion with partner agencies across Scotland. Furthermore, feasibility studies are ongoing to look at the potential to share property and co-responding services with other Civil Contingency Partners.

A significant project is underway to develop a Voluntary Rescue Resource Database which will identify and coordinate the wide range of skills and abilities which exist, within the voluntary sector and commercially, to deliver appropriate intervention and rescue services to supplement and complement the resources of the SFRS. This will include existing partnership arrangements with MCA, RNLI, International Search and Rescue, mountain rescue organisations, British Red Cross, ferry and other transport providers and other providers; but will seek to further identify suitable support services. As the coordinator of this work, SFRS will seek to champion the issue of specialist rescue, and has developed a draft report into the positioning of our own specialist resources to support this work and to deliver safer communities across Scotland.

Working with organisations and local communities

SFRS engages with partners, stakeholders and communities in a range of ways including joint working practices, awareness campaigns, education programmes, public consultations, heritage activities and social media. In addition, SFRS is involved in significant fundraising initiatives and in supporting local community events such as open days and galas to raise the profile of SFRS and to raise awareness of fire safety. We are committed to working with the third sector and as part of our work to build relationships and partnership working, we have a seconded officer from the sector to assist in the development of our policies and practices to maximise the skills, expertise and experience of the sector in making Scotland a safer place.

Youth Engagement

SFRS acknowledges that integrated service provision is the most effective way to successfully deliver youth engagement activities. At both national and local levels we work with partners such as local authority youth services, Social Work and Education Departments and Third Sector Organisations to co-design appropriate activities.

We will develop a Youth Engagement Framework aligned within the context of ‘Getting it Right for Every Child’. This Youth Engagement Framework will focus on three broad areas of service delivery:

- UNIVERSAL – general fire safety advice, available to all children and young people. This will include the use of social media and making resources available for teachers and others working with young people through the Go Safe Scotland resource.
- TARGETED – Engagement with identified groups and areas across Scotland including targeted schools and community based organisations, work with low risk fire setters and our core programmes.
- SPECIALIST – Working with specialist services to identify and engage with particularly vulnerable young people, including high risk firesetters. This also includes involvement with early and effective intervention and child protection case conferences.

We will fulfil our responsibilities as a 'named key partner' under the terms of the Children and Young people (Scotland) Act 2014 and support the Scottish Government's Curriculum for Excellence priorities to enable young people to become responsible citizens, effective contributors, successful learners and confident individuals.

Ageing Safely

It is widely recognised that Scotland has an ageing population. SFRS, along with key public and voluntary sector partners, strive to support people to live independently and safely in their own homes as they grow older.

Fire statistics illustrate that the risk of fire increases with age; when mobility and health problems become more prevalent. It is recognised that individuals aged 60 and over are more likely to die in house fires in Scotland than any other age group.

SFRS is working with partners and community members to develop an Older Person's Framework aimed at supporting our community members to age safely. There are often complex contributory factors relating to fire deaths and injuries for this age group and we recognise the importance of a multi-agency approach to co-produce relevant policy and guidance. This also includes reviewing the wide role of SFRS and the importance our personnel can play in falls prevention, assistive technology and supporting independence and wellbeing.

Our Commitment to Equality and Diversity

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 places certain legal obligations on SFRS. We are committed to delivering the following Equality Outcomes:

1. People from all Scotland's community groups feel confident in contacting the SFRS for advice and information on relevant non-emergency issues.
2. Disabled, LGBT, BME, older people and people from minority faiths are aware of the services provided by the SFRS, particularly how these can be adapted to meet their own individual needs.
3. People from all Scotland's community groups are safer in their homes and on our roads.

4. The SFRS is an employer of choice for people across all equality characteristics
5. A positive and healthy workplace culture exists which welcomes, embraces and develops people from across all equality characteristics.
6. People from across all communities are enabled to live lives free from hate crime, harassment and domestic abuse/ violence.
7. Gypsy travellers and migrant workers are safer, better informed and confident in their contact with SFRS.

These Equality Outcomes are the result of research and engagement undertaken to identify equality priorities relevant to SFRS. They have been developed to take into account the priorities of partner organisations and to reflect the issues that are important to Scotland's diverse communities.

Equality and Diversity Charter

The Charter sets out the overall ambitions for equality and diversity within the SFRS and by using an outcome based approach illustrates what success looks like. Structured by corporate, directorate and SDA, each section details what equality ambitions are relevant to each area of the organisation. We are committed to ensuring our approach goes beyond the minimum compliance levels.

The Charter reflects current legislation and other national priorities which places the emphasis on improving the life chances of Scotland's communities and removing inequalities. It is a key document to enable partners and communities to understand the SFRS commitment and approaches to equality and is intended to inform partners, stakeholders and communities. The secondary purpose of the Charter is to inform SFRS personnel on our commitments and obligations to equality and diversity.

Key drivers

In developing the Framework we have ensured that it reflects references to partnership working and strengthening community engagement within current legislation, key national drivers and within SFRS strategies and policies.

Legislation and Key Drivers	SFRS Strategies and Policies
The Police and Fire Reform (Scotland) Act 2012	Strategic Plan 2013-16
The Fire and Rescue Framework for Scotland 2013	Local Fire Plans
Scottish Government National Outcomes	Response and Resilience Strategy 2013-16
Scottish Government: The Strategy for Justice in Scotland	Planning and Performance Framework 2014
Community Empowerment Bill	Prevention and Protection Directorate Strategy 2013-16
The Commission on the Future Delivery of Public Services (2011)- Christie Commission	Community Safety Engagement Framework 2013-16
Scottish Government Building Safer Communities Programme	Equality and Diversity Charter
Audit Scotland	Heritage Framework 2014-18 (in development)
Her Majesty's Chief Inspector of the Scottish Fire and Rescue Service (HMIC).	Annual Performance Review 2013-14
Police and Fire Reform: Collaborative Statement on Good Scrutiny and Engagement' 2013	Communications Strategy 2013-16
Children and Young People (Scotland) Act 2014	Learning and Development Strategy 2012-2015
Cosla: Statement of Ambition	Access to Information Policy
Scottish Government: Community Empowerment Plan 2009	Complaints, Comments and Compliments Policy
Scottish Government: Renewing Scotland's Public Services	Youth Engagement Framework (in development)
	Older People's Framework (in development)
	Third Sector Guidance (in development)
	Fire Safety Enforcement Framework 2013- 2016
	Unwanted Fire Alarm Signals Policy
	Fire Safety Audit Procedure and Guidance
	Operational Reassurance Visit Policy

Meeting our scrutiny and audit requirements

The Framework has been developed to enable SFRS to gather and report on partnership working and engagement activities to meet the requirements of Audit Scotland, Her Majesty's Chief Inspector of the Scottish Fire and Rescue Service, Local Scrutiny Committees and other appropriate assessment models such as the Public Sector Improvement Framework.

5. Building and Maintaining Positive Relationships

We believe building and maintaining positive relationships is at the heart of effective partnership working and engagement. This involves creating a climate of trust, mutual respect and openness across the range of contexts and scenarios in which SFRS engages with others. This Framework enables SFRS to identify and evaluate partnership working and engagement practices and processes by focusing on: the purpose of partnership working or engagement activities; the contribution to our vision and strategic aims; and its impact from the perspective of partners, stakeholders and communities.

The Framework uses the following contexts to highlight engagement opportunities, provides examples of engagement activities and an illustration of how information will be gathered to evidence the effectiveness of our engagement processes and practices. Further examples of engagement activities are provided in Appendix 3.

Engaging through… **Enforcement and Regulation**

Education Programmes

Information and Communication

Consultation

Volunteering, Fundraising and Charitable Activities

Partnership working and Co-Production

Engaging through Enforcement and Regulation

The Fire Safety Enforcement Team (FSE) ensures compliance with the service's legal duty for enforcement as defined within the Fire (Scotland) Act 2005. This involves ensuring legal fire safety requirements are met in relation to proposed, new and existing buildings and developments. In carrying out this function the SFRS offers advice and support to occupiers and local business to assist them in achieving the necessary standards. The FSE works closely with a range of partners and organisations to make our built environment safer.

Example:

The Business Engagement Forum (BEF) provides an effective means of communication between SFRS and Scotland's business community at a strategic level. Assisting SFRS to engage with business ensures that the needs of business and commerce are considered in the development of SFRS policies and procedures. Furthermore, the BEF provides a forum to work in partnership with the wider fire industry to share information and educate business in understanding the economic impact and risks of fire.

Illustration:

Partnership/ Activity	**Contribution to SFRS Vision and Strategic Aims**	**Feedback from Partners or stakeholders or communities**	**Feedback sources and methodologies**
Business Engagement Forum	Improved outcomes through partnership Culture of continuous improvement	Endorsement from partner agencies Views of business and wider fire industry represented on the BEF	Consultation with partners during policy creation Joint reviews of policy impacts by sub groups

Related Strategies, policies and guidance:

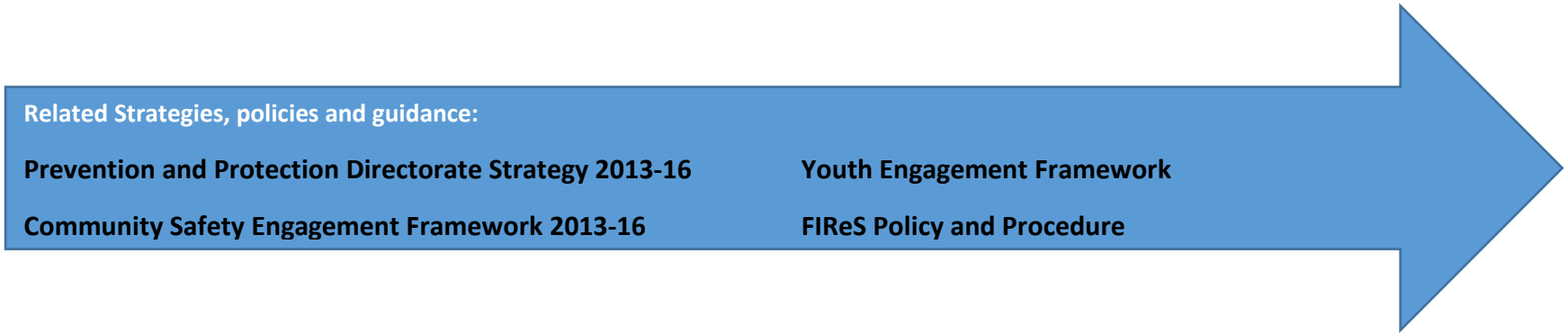
Response and Resilience Strategy 2013-16, Fire Safety Enforcement Framework 2013- 2016, Unwanted Fire Alarm Signals Policy, Fire Safety Audit Procedure and Guidance, Operational Reassurance Visit Policy

SFRS inherited a number of excellent education programmes from previous services and has built on this solid foundation to create a range of educational programmes and experiences which will make individuals and communities safer. These programmes are conducted in schools and community settings and are targeted at children and young people and older people.

Examples: Go Safe Scotland

Illustration:

Partnership/ Activity	**Contribution to SFRS Vision and Strategic Aims**	**Feedback from Partners or stakeholders or communities**	**Feedback sources and methodologies**
Go Safe Scotland	Improved safety of communities and staff Improved outcomes through partnership Helping communities to help themselves	Views of pupils involved in the courses Views of teachers and education authorities	Activity evaluation forms Before and After surveys Review meetings with teachers Focus groups



Engaging through - Information and Communication

SFRS recognises that good communication is one of the founding principles of any successful organisation. Effective communication allows us to keep our staff, partners, local communities and other stakeholders informed of our activities, plans, key messages and progress towards achieving better outcomes.

We will engage effectively with our employees and stakeholders and protect and enhance the reputation of the SFRS through improved communication, consultation and engagement. We will help our partners, stakeholders and communities to understand what we do, the services we provide, how we will provide them and how they can access them.

We are committed to developing a two-way process to encourage dialogue which will influence our activities and plans. This involves tailoring our messages to meet the needs of our audiences and key stakeholder groups ensuring they address issues which concern or interest them. We have a wide and diverse range of audiences and we provide consistent, accurate and timely information to the communities we serve using methods that suit their needs and preferred ways to access information.

We will adopt a range of approaches to how we provide information and communicate with partners and stakeholders including exploiting the opportunities through social media as well as more traditional media.

Examples:

SFRS Award winning website (ICT Awards 2014)

Campaigns e.g. Join Scotland's Fight Against Fire

Illustration:

Partnership/ Activity	Contribution to SFRS Vision and Strategic Aims	Feedback from Partners or stakeholders or communities	Feedback sources and methodologies
SFRS Website	Improved safety of communities and staff	Comments and endorsements Number of times shared online with partners Online feedback	Links to social media platforms Website statistics
SFRS Media and Advertising Campaign 2014-15 - Join Scotland's Fight Against Fire	Improved safety of communities and staff Improved outcomes through partnerships	Comments from media, public and partners % of respondents in support of the campaign % of respondents agreed or strongly agreed that the campaign raised awareness % of respondents who changed their behaviour as a result of the campaign	Evaluation forms, Online and offline surveys

Related Strategies, policies and guidance:

Communications Strategy 2013-2016, Complaints, Comments and Compliments Policy,

Access to Information Policy, Heritage Framework, Prevention and Protection Directorate Strategy 2013-16

Engaging through – Consultation

‘Consultation is a time-limited exercise when we provide specific opportunities for all those who wish to express their opinions on our work (such as identifying issues, developing or changing policies, testing proposals or evaluating provision) to do so in ways which will inform, and enhance that work’.

Scottish Government Consultation Good Practice Guidance

‘Consultation is a dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views with the objective of influencing decisions, policies or programmes of action’.

The Consultation Institute

An important dimension of engaging with partners, stakeholders and local communities is formal consultation. SFRS recognises the importance of robust consultation policies and practices and the value of meaningful and valued consultations.

Prior to deciding whether to undertake a formal consultation SFRS will consider:

- Whether there is a legal requirement to consult
- If the issue is solely an operational matter for SFRS
- If the public expects to be consulted on a particular issue or policy
- The scope to influence on an issue
- The impact on the reputation of the SFRS
- The potential impact of the decision from the perspective of partners, stakeholders and communities

Once a decision has been taken to consult, we will ensure that our processes meet the following best practice standards and are sufficiently robust to stand up to scrutiny and challenge.

Integrity	The consultation has an honest intention. We are willing to listen and are prepared to be influenced.
Visibility	All those who have a right to participate should be made reasonably aware of the consultation.
Accessibility	Those being consulted should have reasonable access to information throughout the consultation process. The methodologies used will enable those being consulted to offer their best response and particularly take account of vulnerable and hard to reach individuals and groups.
Transparency	The consultation and decision making processes will be open and transparent. Consultation submissions will be publicised unless specific exemptions apply.
Disclosure	We will make available access to all material information and will disclose minority views.
Fair Interpretation	We will analyse the data from the consultation and present an objective assessment of the findings.
Publication	We will publish the findings of the consultation process. Participants have a right to receive feedback of the consultation output and to an explanation of the outcome of the process.

Examples: SFRS Strategic Plan 2013-16

Local Fire Plans 2014-17

Illustration:

Partnership/ Activity	Contribution to SFRS Vision and Strategic Aims	Feedback from Partners or stakeholders or communities	Feedback sources and methodologies
SFRS Strategic Plan 2013-16	Improved safety of communities and staff More equitable access to fire and rescue services Improved outcomes through partnership Culture of continuous improvement	Support and sign off from all 32 local authority areas % satisfied with consultation / engagement process	Minutes of Local Scrutiny Committees Minutes of Local Authority Council Meetings Surveys of local authorities, one to one meetings Media coverage
Local Fire Plans 2014-17	Improved safety of communities and staff More equitable access to fire and rescue services Improved outcomes through partnership Culture of continuous improvement	% satisfied with consultation/ engagement process	Local surveys, public meetings, focus groups, media coverage

Related Strategies, policies and guidance:

SFRS Strategic Plan 2013-16, Local Fire Plans for each Community Planning Partnership area, SFRS Consultation Guidance Notes

Engaging through – Volunteering/ Fundraising and charitable activities

SFRS supports a range of initiatives and activities as part of its corporate social responsibility. Firefighters are regularly involved, in their own time, in fundraising for a range of causes through open days and sponsored events. These activities can be for fire related charities or individual local charities and good causes.

We are committed to supporting the volunteers involved in a range of activities such as securing and promoting our fire heritage. SFRS work in this area includes museums, memorials and documents. We have also developed a Heritage Trail which honours firefighters who lost their lives protecting life and property and a National Firefighters Memorial Day. Much of this work is undertaken by volunteering through engaging in participatory projects.

SFRS supports the Scottish Fire and Rescue Service Family Support Trust (SCIO) which exists to provide financial and other support services to serving and retired Fire Service personnel and their families, who may require assistance in times of need.

Examples: Supporting the Firefighters Charity

Promoting fire heritage

Illustration:

Partnership/ Activity	Contribution to SFRS Vision and Strategic Aims	Feedback from Partners or stakeholders or communities	Feedback sources and methodologies
Supporting The Firefighters Charity	Working with the communities of Scotland to make them safer and stronger, helping them to help themselves	Recognition of the support and its value to the charity	Comments and endorsements, external recognition e.g. Firefighter Charity Awards
Promoting Fire Heritage	Improved safety of communities and staff Improved outcomes through partnership	Increased visits to museums, increase in volunteers, comments from visitors	Visitor data, evaluation forms, Volunteers' survey

Engaging through – Partnership working and co-production

SFRS acknowledges the ‘golden thread’ of co-production and capacity building identified in the Scottish Government’s response to the Christie Commission. We will work with communities to make their own areas safer by not only raising their awareness of fire safety, but also empowering them to take actions that lower their risk from fire.

We work with partners to plan and train so that we are prepared and resilient in the face of major emergencies and disruptive challenges. Our Civil Contingencies and Resilience Teams work closely with multi-agency partners to ensure the SFRS complies with our civil contingencies planning responsibilities.

In developing education programmes such as the Go Safe initiative we work with a range of stakeholders such as Education Scotland to ensure our programme contributes to the pillars of a Curriculum for Excellence. The initiative is delivered by teachers supported by SFRS officers.

We recognise the value of learning from partner agencies and through our secondment scheme, we are able to benefit from external knowledge, skills and expertise.

We will continue to explore and develop opportunities for co-production of services through:

Co-commissioning services through joint planning, joint prioritising and joint resourcing

Co- designing services through joint discussions and sharing of knowledge, expertise and experiences

Co- delivering services through joint management arrangements, joint execution of activities

Co-assess services through involving partners, stakeholders and communities in the evaluation of services

Examples include: Scottish Government's Building Safer Communities Programme

Aberdeen Community Partnership Hub

Illustrations:

Partnership/ Activity	**Contribution to SFRS Vision and Strategic Aims**	**Feedback from Partners or stakeholders or communities**	**Feedback sources and methodologies**
Building Safer Communities Programme (Phase 2) Aberdeen Community Partnership Hub	Improved safety of communities and staff More equitable access to fire and rescue services Improved outcomes through partnership Culture of continuous improvement	Views on the contribution of SFRS to partnership activities and impact of contribution on outcomes	Evaluation of associated initiatives Community feedback – focus groups, household surveys Partners survey, endorsements, media coverage.

Related strategies, policies and guidance: Response and Resilience Strategy 2013-16, Building Safer Communities Programme

6. Maximising Resources and Community Assets

- SFRS provides fire and rescue services to 5.3 million people on the Scottish mainland and 96 inhabited islands, 2.2 million households, 226,000 business premises, responds to incidents on 34,000 miles of roads and 1,520 miles of rail network.
- SFRS has 8,000 full time or retained firefighters located in community fire stations across Scotland.

Maximising Resources

SFRS acknowledges the changing environment in terms of the role of the service and the significant contribution SFRS can make to the wider public sector reform agenda. Partnership working and engagement plays an increasingly important part in ensuring a safer Scotland and to enhance this area of activity, we are working to maximise the use and effectiveness of the available resources within the challenging financial climate that exists across the public sector in Scotland.

We are committed to:

- ensuring our organisational structures appropriately support our engagement aspirations including the RDS project;
- maximising the expertise and experience of retired employees through our support to the Retired Employees Association;
- increasing the value and impact of our heritage activities through the Heritage Framework to meet our strategic aims;
- increasing and supporting opportunities for volunteering within SFRS through the development of a Volunteer Development Strategy and maximising local community assets;
- exploring opportunities to secure external funding for national and local initiatives;
- Increasing the use of SFRS buildings for community activities.

7. Monitoring and Evaluation

We are committed to a culture of continuous improvement and will use the following approaches to monitoring and evaluation at both national and local levels. We will monitor our progress in relation to engagement policies and practices to ensure we achieve our strategic aims and the commitments we have made to partners, stakeholders and local communities. We will also use this information to learn from our experiences to review and inform our future planning and to empower our staff through appropriate training and support.

The National Standards for Community Engagement is a practical tool to help improve the experience of all participants involved in community engagement. The standards help to develop and support better working relationships between communities and agencies delivering public services. They are measurable performance standards which can be used by everyone involved in community engagement to improve the quality and process of engagement. They set out key principles, behaviours and practical measures that underpin effective engagement. The standards were developed by the Scottish Government and endorsed by the Convention of Scottish Local Authorities (CoSLA) and Community Planning Partnerships. (Appendix 2).

Public Sector Improvement Framework (PSIF)

The PSIF is a self-assessment framework which encourages organisations to conduct a comprehensive review of its own activities and results. It promotes a holistic approach to continuous improvement by incorporating a number of established organisational improvement tools:

- The EFQM Excellence Model;
- The Investors in People Standard;
- The new Customer Service Excellence Standard (formerly Charter Mark Standard);
- Best Value Principles.

By integrating the assessment approaches delivered by these frameworks, the PSIF minimises duplication and increases efficiency - whilst retaining the rigour of each model.

The roll-out of the Public Service Improvement Framework is supported by four partner organisations: the Improvement Service, Investors in People Scotland, Quality Scotland and West Lothian Council.

We have adopted the PSIF model in relation to engagement and partnership working. We will also review and enhance our existing evaluation methodologies including the Community Safety Engagement Toolkit (CSET) to ensure they are fit for purpose providing evidence in terms of engagement outputs and outcomes.

Details of PSIF indicators relating to engagement are detailed in Appendix 5.

Consultation Policies and Practices

When SFRS formally consults with partners, stakeholders or communities, we will strive to achieve best practice by benchmarking our practices against the Consultation Institute's Consultation Charter.

8. Reporting, Audit and Local Scrutiny

Reporting

We will report on the outputs and outcomes of our engagement activity through:

- Reports to the Local and Stakeholder Engagement Committee;
- The Annual Performance Review;
- The Annual Operating Plan;
- Reports to local Scrutiny Committees.

Audit

Audit Scotland and Her Majesty's Chief Inspector for the Scottish Fire and Rescue Service both have responsibility to audit the SFRS. The framework for Best Value audits for public bodies includes a Corporate Assessment which focuses on:

- Vision and Direction;
- Effectiveness of partnerships;
- Governance and accountability (including community and stakeholder engagement);
- Use of resources;
- Performance management and improvement.

We will use the following Best Value Toolkits as guides to evidencing our engagement outputs and outcomes as they provide specific indicators relating to engagement with partners, stakeholders and communities:

BV Governance and Accountability

BV Public Performance Reporting

BV Community Engagement

BV Effective Partnership Working

BV Customer Focus and Responsiveness

Details of these indicators are included in Appendix 6

Local Scrutiny

The Police and Fire Reform (Scotland) Act 2012 created new arrangements for scrutiny and engagement arrangements. This involves local authorities having responsibility for scrutinising local police and fire and rescue services through Local Scrutiny Committees.

We will benchmark against the Police and Fire Reform: A Collaborative Statement of Good Scrutiny and Engagement Guidance. Aimed primarily at local authorities, the document was produced by the Scottish Government, the Improvement Service, The Scottish Police Authority, SFRS and senior operational leaders in the police and fire and rescue services. The guidance provides a set of principles which we will adopt and use the 'Checklist Questions for Scrutineers' within the guidance to gather evidence to support scrutiny committees in their role.

Details of these indicators are included in Appendix 7

9. Learning and Development

We recognise the valued relationships with partner agencies, stakeholders and local communities developed over many years and the diversity of engagement approaches inherited from the past. SFRS is committed to embracing and enhancing those relationships by ensuring we have the confidence and competences to effectively engage with a range of organisations at both national and local levels.

The SFRS Learning and Development Strategy 2012-15 aims to ensure that wherever practical, employees from different roles, departments, work patterns and duty systems learn together through joint learning and development with partner organisations. It provides on-going support to all employees and the Board involved in partnership working and community planning and in multi-agency working and interoperability.

The Strategy also provides standard service wide prevention and community protection learning, development and assessment resources for middle and strategic managers with a focus on partnership working, community planning and governance. It is also developing a nationally accredited qualification for youth engagement programmes delivered by SFRS.

SFRS is developing a range of learning activities and resources for middle managers and strategic leaders to implement strategy and drive change initiatives with a focus including stakeholder mapping and developing and delivering services through partnerships.

Community Planning, Partnership Working, Consultation and Engagement

SFRS aims to:

- Develop and provide standard service wide learning and developmental activities, guidance and resources to support community planning, partnership working and the delivery of local and national outcomes.
- Provide opportunities for employees to gain insight and understanding of partner agencies and other relevant community organisations through the use of secondments, work shadowing and mentoring schemes.

10. Appendices

Appendix 1

National Standards for Community Engagement

The National Standards for Community Engagement help to develop and support better working relationships between communities and agencies delivering public services.

The standards are measurable performance statements which can be used by everyone involved in community engagement to improve the quality and process of the engagement. They set out key principles, behaviours and practical measures that underpin effective engagement.

The standards are a tool to provide a framework to help people influence the planning and delivery of services in local areas.

The standards are based on the following principles:

- Fairness, equality and inclusion must underpin all aspects of community engagement, and should be reflected in both community engagement policies and the way that everyone involved participates;
- Community engagement should have clear and agreed purposes, and methods that achieve these purposes;
- Improving the quality of community engagement requires commitment to learning from experience;
- Skill must be exercised in order to build communities, to ensure practise of equalities principles, to share ownership of the agenda, and to enable all viewpoints to be reflected;
- As all parties to community engagement possess knowledge based on study, experience, observation and reflection, effective engagement processes will share and use that knowledge;
- All participants should be given the opportunity to build on their knowledge and skills;
- Accurate, timely information is crucial for effective engagement.

These principles highlight the importance of equality and recognising the diversity of people and communities: a clear sense of purpose; effective methods for achieving change; building on the skills and knowledge of all those involved; commitment to learning for continuous improvement.

National Standards for Community Engagement

1. INVOLVEMENT: we will identify and involve the people and organisations who have an interest in the focus of the engagement
2. SUPPORT: we will identify and overcome any barriers to involvement
3. PLANNING: we will gather evidence of the needs and available resources and use this evidence to agree the purpose, scope and timescale of the engagement and the actions to be taken
4. METHODS: we will agree and use methods of engagement that are fit for purpose
5. WORKING TOGETHER: we will agree and use clear procedures that enable the participants to work together effectively and efficiently
6. SHARING INFORMATION: we will ensure that necessary information is communicated between the participants
7. WORKING WITH OTHERS: we will work effectively with others with an interest in the engagement
8. IMPROVEMENT: we will develop actively the skills, knowledge and confidence of all the participants
9. FEEDBACK: we will feed back the results of the engagement to the wider community and agencies affected
10. MONITORING AND EVALUATION: we will monitor and evaluate whether the engagement achieves its purpose and meets the national standards for community engagement.

Further information on the National Standards for Community Engagement is available at http://www.scdc.org.uk/what/national-standards/

Appendix 2

Engagement Statement

The Engagement Statement should be included in all policy proposals and reports to committees and the SFRS Board.

This should include:

- At policy formulation/ options development stage, details of those who should be engaged in discussions to explore the issue/ proposal and identify potential concerns, unintended consequences and opportunities;
- Final proposal/ presentation to Board stage, details of who was engaged in the formulation of the proposal and the details of any consultation process to be undertaken.

Appendix 3

Terms of Reference for the Local Stakeholder and Engagement Committee

INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) Board have established a Committee of the Board known as the Local and Stakeholder Engagement Committee. The overall purpose of The Local and Stakeholder Engagement Committee is to oversee the development of structures and plans that meet the service's strategic aims, particularly in the context of working with communities and other key stakeholders, to deliver better outcomes. The Committee is not a decision-making forum. Recommendations and outcomes are subject to SFRS Board scrutiny and governance arrangements.

MEMBERSHIP

The Local and Stakeholder Engagement Committee shall consist of 6 Board members, plus the Chair of the Board in an ex-officio capacity, and will be supported by the Director for Prevention and Protection, and other officials of the SFRS staff as appropriate to the agenda. The Local and Stakeholder Engagement Committee will be provided with a Secretariat function, and the Committee composition and position of the Chair will be reviewed after a year.

REPORTING

Minutes of the meetings of the Local and Stakeholder Engagement Committee will be submitted for consideration to meetings of the Board. Special reports from the Local and Stakeholder Engagement Committee may be presented to the Board as required.

RESPONSIBILITIES

The responsibilities of the Local and Stakeholder Engagement Committee shall be to consider and make recommendations to the Board on:

- Advise on the public engagement and consultation strategy and framework, which includes the principles and policies underpinning the development and delivery of the SFRS's Strategic Plan;

- Advise on the development of policies, guidance and procedures to improve community engagement and empowerment, in order to contribute to the strategic development of the SFRS;
- Provide advice to the Board on the appropriateness and effectiveness of evolving Local Scrutiny and Engagement (LSE) arrangements;
- Monitor the effectiveness of the stakeholder framework to ensure that SFRS is able to effectively communicate, consult and engage with a range of stakeholders;
- Evaluate the effectiveness of the SFRS public consultation strategy and processes used to inform the development of future policies and decisions that will inform local, regional and national priorities;
- Review and report on how effective the SFRS is engaging with partners (stakeholders) in order to assess the 'added value' this brings in terms of improved outcomes for communities;
- To have due regard in exercising its responsibilities to equal opportunities generally, and the requirements of all equalities, anti-discrimination and Human Rights legislation, including implementation of the equalities schemes of SFRS; and
- Review and report on the suitability and effectiveness of SFRS' marketing and communications strategies and activities.

RIGHTS

The Local and Stakeholder Engagement Committee may:

- Co-opt additional members for a period to provide specialist skills, knowledge and experience;
- Procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the Board or Accountable Officer;
- Seek information from the Strategic Leadership Team;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Board in conjunction with the Accountable Officer.

MEETINGS

- Meetings shall normally be held at least four times each financial year;
- The Chair of the Local and Stakeholder Engagement Committee may request an additional meeting if s/he considers it necessary;
- A minimum of 4 members will be present for the meetings to be deemed quorate (or more than half of the majority of the Board approved membership of the Committee should additional members be appointed);

- In the absence of the Chair, one of the other Committee Members will assume the role for the duration of the meeting;
- The Local and Stakeholder Engagement Committee may ask for any other officials of the organisation to attend to assist it with its discussions on any particular matter;
- Local and Stakeholder Engagement Committee meetings will be held in public unless there are matters that the Committee deems appropriate to consider in private.

RELATIONSHIP TO OTHER COMMITTEES

The Local and Stakeholder Engagement Committee will have key relationships with all three of the other Committees: Employee Partnership, Service Transformation and Audit and Risk Assurance.

Appendix 4

Examples of Engagement Opportunities

Engaging through Enforcement and Regulation

The **Business Engagement Forum,** including representatives from the fire and insurance industries, acts as a central repository for good practice and enables the development of consistent policies to facilitate better regulation and compliance.

Engaging through Education

Ardrossan Firefighters initiative in partnership with Alzheimers Scotland. Crews from Ardrossan Community Fire Station provide awareness training to key workers who deliver services to the elderly. The training has been tailored to the needs of the care workers, allowing them to identify fire-related risks in clients' homes. If issues are identified and concern is raised about a client's safety, Alzheimers Scotland will contact local crews to request a Home Safety Fire Visit.

The Cook Safe Programme was developed to tackle the dangers of fire and highlight safety in the home and to educate participants to eat more healthily and not use chip pans. The project is delivered in partnership with Sparcs (a Glasgow based community health and activity charity) and involves sessions with audiences from 10 to 100 people. The project secured external funding and involves a number of local authorities.

Go Safe Scotland is a new national education resource which offers pupils across Scotland safety lessons from a range of partners including police, road, rail and water safety. The creation of Go Safe Scotland followed feedback from teachers who were looking for interactive materials. Curriculum for Excellence lesson materials covering fire and water safety have been devised by SFRS and draws on the experience of a range of professionals.

Firefighter Intervention and Re-Education Scheme (FIReS) is an innovative partnership initiative working to assist in the education of those who demonstrate an unsafe or concerning interest in fire or have been involved in fire related anti-social behaviour. The scheme is part of SFRS response to the Scottish Government's objectives relating to Getting it Right for Every Child (GIRFEC)

Engaging through Information and Communication

Social media: Facebook, Twitter and YouTube channels

Social media platforms are used by SFRS to share news and information from across the Service with the public and a wide range of partners and stakeholders. These channels are a popular way for a wide range of audiences to make contact with the organisation, comment on our

activities, seek advice and access our services. Since the inception of the Service there have been 759, 322 visits to our website with 193,180 social media visits. A quarter of our audience comes from social referral.

Traditional media: newspapers, radio, television, trade press

Our dedicated corporate communications team deals with media, print, digital and broadcast media on a daily basis and out of hours when there is a major or large scale incident. We support and provide training for uniformed officers to engage with the media to help us reach communities across Scotland with our key messages and safety advice. We also write articles for specialised trade press to promote our activities.

SFRS Award winning website (ICT Awards 2014)

Developing the Scottish Fire and Rescue Service's first website was a challenging project, delivered through close partnership working between the SFRS corporate communications team and an external design team at Dog Digital.

The most important aspect of our website is its content but a key aim is also that our site is modern, fresh, looks good and is easy to navigate. As a new service we are keen that our website should establish a new way of delivering fire and rescue service websites in Scotland and should draw users in to our life-saving fire safety messages through a unique and inspiring design.

It is crucial to us that our website should be responsive to the needs of our mobile and tablet users – our web analytics show that more than one third of our visits are from these platforms.

One of our key roles in the Scottish Fire and Rescue Service is working closely with the communities we serve to prevent fires and other emergencies happening in the first place – again, it is crucial to us that this important part of our service is highlighted on our site by the use of eye-catching images.

We continue to develop appropriate and engaging content to ensure we have a website that is fit for the largest fire and rescue service in the UK and one of the largest in Europe.

Printed materials

Corporate communications produce a wide range of printed materials to highlight key safety advice and promote SFRS events taking place across the Service area. We ensure that designs are easy to read/view and engaging and take into account the needs of different user groups.

Advertising

The Service has used advertising primarily but not exclusively to promote its home fire safety visit programme and encourage people to be more fire safe including arranging a visit with SFRS. We continue to explore cost-effective opportunities to use advertising to reach key audiences on specific initiatives.

Engagement methods – surveys, focus groups, public meetings, interactive events and exhibitions

SFRS will consider the best approach for engaging with communities and sharing and gathering information. This may include a range of options from survey work to public meetings. We also look for opportunities to work with partners and share opportunities to carry out research or facilitate joint events such as open days.

Complaints, comments and compliments policy

Complaints, comments and compliments are received in a number of ways including through the SFRS website. These are directed to the most relevant individual/function for response or investigation, as required. Our aim is to respond to all enquiries in a timely manner and in an open and transparent way.

Campaigns – Join Scotland's Fight Against Fire, Live a life less ordinary (RDS campaign)

SFRS promotes a diverse range of community safety campaigns throughout the year, a number of which are captured in a thematic action plan created by the prevention and protection directorate. We also run communication and recruitment campaigns including those with a focus on increasing the number of retained duty system firefighters.

Engaging through Consultation

SFRS Strategic Plan 2012-16 is the key document that directs the work of the SFRS. It states our vision and priorities and how the service will meet its legislative responsibilities and contribute to the delivery of effective services to make Scotland a safer place. SFRS is committed to working with partners and will use a range of engagement approaches to listen to and hear the views and comments to inform our strategic planning.

Local Fire Plans 2014-17 set out the priorities and objectives for the SFRS within each community planning area and facilitates Local Authority partners to scrutinise our performance against the plan. Each Local Senior Officer has responsibility for ensuring that the draft Local Fire Plan

has been the subject of meaningful and effective consultation processes and that the final plan has been informed and influenced by the responses to the consultation.

Engaging through Volunteering, fundraising and charitable activities

Fire Fighters Charity - In May 2014, the new SFRS was presented with the Fire Service of the Year Award at the prestigious Spirit of Fire Awards 2014 in London hosted by the Firefighters Charity. The award was in recognition of the sustained efforts in fundraising and volunteering for the Firefighters Charity. Examples of activities include firefighters from Stirling and Bo'ness stations taking part in the 13th Annual Tunnel to Towers event in New York, firefighters from Dundee taking on the Three Peaks Challenge, scaling the three highest peaks in Scotland, England and Wales in a 24 hour period or National Car Wash.

Fundraising for national and local charities – Open Days, Barrhead Community Fire Station / Short Bowel Syndrome/ cycling the West Highland Way for Lanarkshire Cancer Trust

The **SFRS Family Support Trust** is a valued stakeholder providing financial and other support services to serving and retired Fire Service personnel and their families, who may require assistance in times of need.

Operation Florian is a charity dedicated to helping firefighters and their communities around the world by donating equipment and providing training. Firefighters from SFRS have been involved in supporting projects in Bosnia, Macedonia, Chile, Moldova and Zimbabwe.

Engaging through Partnership working and co-production

Community Planning Partnerships: SFRS is an integral member of the 32 Community Planning Partnerships across Scotland. The service contributes to all aspects of the work of the partnerships with a collective focus on achieving agreed National Outcomes and in delivering local Single Outcome Agreements.

National Resilience: (CONTEST: Chemical, Biological, Radiation, Nuclear, Urban Search and Rescue, Flooding, Detection, Identification and Monitoring, Rope Rescue, Water Rescue)

Building Safer Communities Programme (Phase 2): is aimed at reducing unintentional harm across Scotland's communities. Through a partnership approach, this activity will support a reduction in unintentional harm by focussing on home, water, road and outdoor safety, and improving our use of knowledge and data. Along with Phase 1 (focussed on reducing the number of victims of crime) the programme sets out a vision for a flourishing, optimistic Scotland in which resilient communities, families and individuals live safe from crime, disorder and danger.

Tomintoul 'Tri-emergency service station' is an example of the co-location and sharing of premises with Scottish Ambulance Service and Police Scotland.

Organised Crime and Counter Terrorism Unit: SFRS has an officer seconded to the unit which furthers the multi- agency approach to cooperation through the development of National Inter-Agency Liaison Officers and a commitment to assist in responding to Marauding Terrorist Firearm Incidents.

Aberdeen Community Safety Partnership Hub is a partnership involving SFRS, Police Scotland and Aberdeen City Council. It is supported by city wardens, anti-social behaviour officers, housing officers, NHS staff, social work and private housing associations in taking a joined-up approach to tackle community safety issues in Aberdeen city.

Scottish Wildfire Forum is a partnership initiative including landowner representatives to raise awareness of the issues around wildfires, encouraging people to act responsibly in and around the countryside, leading to improved safety. SFRS has appointed a dedicated Wildfire Project Manager to enhance the service's approach to managing wildfire incidents across Scotland.

Go Safe Scotland is an education programme linked to the Scottish Government's Curriculum for Excellence. Developed and delivered by teachers in schools across Scotland, the initiative has been developed in partnership with Police Scotland, local authority education and Roads departments, Scottish Water, RoSPA, British Transport Police, NHS, Scottish Power, Scottish Gas Network, HM Coast Guard and Network Rail.

Forth Valley Early and Effective Intervention Group is a partnership between SFRS, Police Scotland and the charity Barnardos to reduce youth offending in the Forth Valley area. The programme works with 12-17 year olds as soon as possible after they have been charged with anti-social behaviour to try and stop them habitually re-offending in the future.

Community Safety Link Worker appointed to develop and maintain effective partnerships with a range of agencies including health and social care teams, and provide interventions including Home Fire Safety Visits in the homes of vulnerable adults at risk of domestic fires. The partnership includes SFRS, NHS Tayside and Alzheimers Scotland.

Third Sector Interface provides a single point of access for support and advice for the third sector within local areas. SFRS will explore and embed opportunities to build positive partnership working with the sector at a national and local level. Work is underway to enhance this work through a dedicated Third Sector representative focusing on developments including Third Sector and SFRS guidance, scoping work focusing on charitable status and social enterprise models and maximising the use of community assets.

Appendix 5

Public Sector Improvement Framework – indicators relating to engagement

The PSIF is a self-assessment framework which encourages organisations to conduct a comprehensive review of its own activities and results. It promotes a holistic approach to continuous improvement by incorporating a number of established organisational improvement tools:

- The EFQM Excellence Model
- The Investors in People Standard
- The new Customer Service Excellence Standard (formerly Charter Mark Standard)
- Best Value Principles

By integrating the assessment approaches delivered by these frameworks, the PSIF minimises duplication and increases efficiency - whilst retaining the rigour of these models.

The roll-out of the Public Service Improvement Framework is supported by four partner organisations: the Improvement Service, Investors in People Scotland, Quality Scotland and West Lothian Council.

We have adopted the PSIF model in relation to engagement and partnership working. We will also review and enhance our existing evaluation methodologies including the Community Safety Engagement Toolkit (CSET) to ensure they are fit for purpose providing evidence in terms of engagement outputs and outcomes.

The following PSIF indicators will be adopted to evaluate our engagement activity:

Section 1 Leadership

1a1 Leaders develop and communicate the mission, vision, values and ethics of the organisation/ service and act as role models

1c1 Leaders engage customers, partners and stakeholders when planning and improving the service

1c2 Leaders actively build, support and participate in strategic partnerships

1c3 Leaders manage the reputation of the organisation/ service

Section 2 Service Planning

2a4 The service identifies the internal and external factors that may impact upon the delivery of outcomes and priorities

2b1 The service communicates its strategies and priorities to customers, partners and stakeholders

2b2 The service has made engagement with customers, partners and stakeholders an integral part of planning and improving the service using a range of different methods

2b3 The service can demonstrate the improvements that are made as a result of engagement activity

2c2 The service analyses the right data and reports on performance to the relevant staff, partners, customers and stakeholders

Section 3 People

3b1 The service understands the skills and competences that are required to deliver its outcomes and priorities

3c2 The service empowers and encourages its people to act as ambassadors for the customer focused culture of the organisation/ culture

3e4 The service promotes a culture of social responsibility and encourages people to positively contribute to wider society

Section 4 Partnerships and Resources

4a1 The service has partnerships that support the delivery of outcomes in an efficient and sustainable way, with demonstrable benefits for communities

4a2 The service and its partners have effective governance arrangements in place to manage, deliver and review the partnership and progress against outcomes and priorities

4a3 The service and its partners ensure resources are utilised and shared to deliver the service effectively

4c3 The service ensures customer information is protected and made available securely to appropriate and relevant organisations

Appendix 6

Best Value Toolkits relating to engagement

- **BV Governance and Accountability**
  - How well does the engagement SFRS has with its stakeholders support real accountability?
  - How well does SFRS understand its accountabilities to key stakeholders and the public, and communicate these effectively internally and externally?
  - How accessible are key decision making and scrutiny processes to members of the public and institutional stakeholders?

- **BV Public Performance Reporting**
  - To what extent does the SFRS's culture and practices promote effective and stakeholder focused public performance reporting?
  - To what extent can SFRS demonstrate that it has a stakeholder focus to public performance reporting?
  - How effectively does SFRS provide information to stakeholders about services?

- **BV Community Engagement**
  - How well does the leadership demonstrate commitment to the engagement of communities?
  - To what extent is a commitment to community engagement evident in SFRS?
  - To what extent is community engagement seen as a partnership commitment?
  - How has SFRS engaged communities in identifying needs and aspirations?
  - How are community needs and aspirations reflected in vision and planning?
  - How well are communities involved in decision-making?
  - To what extent is SFRS effective in involving communities in decision-making?
  - To what extent do planning and monitoring arrangements reflect community engagement?
  - How is the commitment to community engagement shown in plans and strategies?
  - How well is community engagement monitored, challenged and scrutinised?
  - What has community engagement achieved?
  - What evidence of benefit is available?
    - What are communities' perceptions of being engaged?

- **BV Effective Partnership Working**
  - How committed are senior management and board members to partnership working or community planning?
  - How much influence does SFRS have on the partnership?
  - Have clear roles, lines of accountability and communication in relation to partnership working been established?
  - It SFRS building sufficient partnership leadership capacity?
  - How effective is SFRS working with partners in the involvement of communities in the partnership process and how well is SFRS helping to deliver partnership community capacity building and empowerment?
  - How does it involve communities in decision- making at all levels
  - Has SFRS agreed a set of measures and targets to track progress and demonstrate the impact of partnership working?
  - How effective is reporting to stakeholders?

- **BV Customer Focus and Responsiveness**
  - How well has SFRS developed a coordinated approach to improving and developing customer service?
  - How well does SFRS proactively seek the views, aspirations and needs of its staff and customers and use these to improve its customer services?
  - How do SFRS feedback processes inform and drive improvement in customer service?
  - How well does the SFRS ensure that its services are responsive to the needs of its diverse communities?
  - How well does SFRS provide user-friendly information for customers on service access and performance?

Appendix 7

Five Principles for Good Scrutiny and Engagement

The principles have been developed as part of the Safer Communities Programme. It is non-statutory guidance for those involved in implementing the Police and Fire Reform (Scotland) Act 2012.

The principles are based on good practice and promote broader conditions in which scrutiny and engagement can flourish and help deliver a key aim of reform - to strengthen the connection between the services and the communities they serve.

Principle 1	Principle 2	Principle 3	Principle 4	Principle 5
Focus on Outcomes	Understand local conditions and reflect the community voice	Promote joint working to secure better outcomes and Best Value	Provide strategic leadership in order to influence service delivery	Support continuous improvement by providing constructive challenge

Characteristics of Good and Best Practice

These characteristics highlight good and best practice in relation to the five principles of good scrutiny and engagement. It is recognised that they will not all be appropriate or relevant in all circumstances and may take time to deliver. The characteristics have been separated to demonstrate 'good' practice which is crucial in delivering our obligations under the Act and 'best' practice which offers longer term aspirations.

We have extracted the following characteristics which relate to engagement activity with partners, stakeholders and communities. Also included are extracts from the Checklist Questions for Scrutineers as they provide an insight into the information scrutiny committees may seek from Senior Local Officers.

Principle 1: Focus on outcomes

Characteristics of **good** practice

- priority setting is done in collaboration with the full range of community planning partners
- community engagement, participation and influence is central to delivering better outcomes

Principle 2: Understand local conditions and reflect the community voice

Characteristics of **good** practice

- local communities and the business and third sectors have been involved in developing and influencing an understanding of place and communities
- local plans reflect local engagement plans
- The National Standards for Community Engagement are adopted where appropriate

Characteristics of **best** practice

- There are common approaches to gathering, analysing and responding to insight from local communities
- There is no reliance on one way to hear views, but people can give their views in a range of ways that suit them
- The quality and impact of community engagement is measured and reported on

Questions

Are diverse communities able to influence priority setting and comment on operational performance?

Have local people engaged constructively in discussions about the priorities in the local plan?

Do services build the capacity of communities to deliver for themselves in a planned and coordinated fashion?

Principle 3: Promote joint working to secure better outcomes and best value

Questions

Are the services successful in encouraging the right partners to contribute to the delivery of local plans?

Are opportunities to integrate services at a local level exploited where this supports the delivery of better outcomes and best value?

Principle 4: Provide strategic leadership in order to influence local service delivery

Characteristic of **best** practice

Community engagement activities have an identifiable impact on service plans/ activities

Principle 5: Support continuous improvement by providing constructive challenge

Question

Does the information I receive tell me what the impacts are on people who use the services, local people and partner agencies?

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

The Consultation Institute

Consultation Guidelines

Contents

Introduction

Ten Tips for Organisers of Consultations

Section 1 What do we mean by consultation

Principles of effective and meaningful consultation

Section 2 Pre-Consultation

Section 3 Consultation Dialogue

Section 4 Post Consultation

Guidance Notes:

1. Consultation Mandate
2. Internal Support
3. Stakeholder Identification, Stakeholder Mapping and Choosing the right methods
4. Training and Briefing Note for Third Parties
5. Signposting to resources
6. Communications and Media Enquiries
7. Evaluating the Consultation Process
8. Using Social Media
9. Data Analysis
10. The Consultation Charter

INTRODUCTION

PURPOSE OF THE GUIDANCE

This Guidance has been produced in conjunction with the Consultation Institute as an integral part of the SFRS Engagement Framework. It provides information and a step by step guide on the design, development and delivery of effective consultation policies and practices. The Guidance is based on best practice principles such as the National Standards for Community Engagement and the Consultation Institute's Consultation Charter.

It provides support for those responsible for designing and delivering public consultations at both a national or local levels. It has a focus on: ensuring that all consultations offer the opportunity to influence the decision-making process; bringing consistency of practices across Scotland; increasing confidence within SFRS and for the public that when the SFRS consults it will done with integrity, transparency and using appropriate methods to maximise the opportunity for those who wish to participate to do so.

THE STRUCTURE OF THE GUIDANCE

The Guidance covers:

- Introduction – setting the context for meaningful and effective consultation
- What we mean by 'Consultation' and the principles against which our practices can be measured.
- Deciding to consult or not to consult
- A Process Map with step by step actions to be considered at the planning, pre-consultation, consultation dialogue and post consultation phases
- Guidance Notes

Consultation is integral to the SFRS's commitment to effective and meaningful engagement and co- production therefore this guidance forms part of the SFRS Engagement Framework. When we wish to consult with partners, stakeholders or communities (as defined in the Framework) we are committed to ensuring that our processes and practices are fit for purpose, enhance our reputation as a listening organisation, and provide evidence that our decisions are informed as a result of our consultations.

We believe effective consultation can lead to:

- Improved service design and delivery
- Informed decision taking
- Increased public confidence in our decision-making processes and practices
- Increased understanding about SFRS, including its strategic and operational plans, opportunities and challenges

MANAGING EXPECTATIONS

We acknowledge that public confidence in consultations undertaken by public sector organisations is, on many occasions, low with accusations of tokenism or' tick box' exercises. This Guidance has been developed to manage expectations and to deliver consultation processes and practices that even if those being consulted do not agree with the ultimate decision or outcome from a consultation exercise, they will not be able to challenge the integrity of the process.

As an ambitious organisation, we will look at both traditional and innovative ways to consult. We recognise that over recent years there have been two key factors that have changed the dynamics of public consultation.

- The impact and influence of social media on public consultations.
- The increase in legal challenges about the consultation process.

We will exploit opportunities through social media as part of our approaches to consultations by ensuring we have the knowledge and expertise through staff development and technology. We will benchmark our practices against best practice standards to enable SFRS to evidence robust practices in terms of scrutiny or legal challenge.

FEEDBACK

The lack of feedback is a consistent criticism of consultation processes resulting in cynicism, reduced credibility of the process and reputational damage. We are committed to ensuring that feedback throughout a consultation process will be a priority not only feedback on the responses to the specific issue but also feedback on views about the consultation process.

LEGAL RESPONSIBILITIES

There are times when we there may be a legal duty to consult before making strategic decisions. Whether or not there is a legal obligation to consult, once the decision to undertake a formal consultation has been taken, there could be legal challenges about the quality of your consultation practices leading, in some cases to judicial review.

The Gunning Principles (R v London Borough of Brent ex parte Gunning 1985) provide the benchmark against which consultations are measured. These principles were confirmed in 2001 and apply to all consultations.

The principles state that:

1. Consultations should take place when proposals are still at a formative stage;
2. There should be sufficient reasons for proposals to permit 'intelligent consideration';
3. Adequate time should be made available for consideration and response;
4. The responses to the consultation must be conscientiously taken into account.

Top Tips for Organisers of Consultations

1. Check that the consultation is really necessary
2. Get to the heart of the issue
3. Observe a rigorous process in planning and delivering the consultation
4. Devote sufficient time to identifying the audience
5. Use modern techniques
6. Expect the unexpected
7. Anticipate a sceptical public
8. Treat feedback as if it's the most important part of the exercise
9. Ensure the consultee views are considered
10. Have enough resources to deliver effectively
11. Remember that ultimately it's about trust

Adapted from The Art of Consultation (R.Jones and E.Gammell 2009)

6

SECTION 1

What do we mean by 'Consultation'

Consultation is a time-limited exercise when we provide specific opportunities for all those who wish to express their opinions on our work (such as identifying issues, developing or changing policies, testing proposals or evaluating provision) to do so in ways which will inform, and enhance that work'

Scottish Government Consultation Good Practice Guidance

'Consultation is a dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views with the objective of influencing decisions, policies or programmes of action'

The Consultation Institute

Unless the consultation has the genuine opportunity to influence the decision, policy or programme of actions. IT IS NOT A CONSULTATION.

A consultation is not:

- **A vote or referendum**
- **An information giving exercise (although information may be given during the process)**
- **A mechanism to justify or validate an earlier decision**
- **A public relations or communications exercise.**

PRINCIPLES

Once a decision has been taken to consult, we will ensure that our processes meet the following Consultation Institute best practice standards and are sufficiently robust to stand up to scrutiny and challenge.

Integrity	The consultation has an honest intention. We are willing to listen and are prepared to be influenced
Visibility	All those who have a right to participate should be made reasonably aware of the consultation
Accessibility	Those being consulted should have reasonable access to information throughout the consultation process. The methodologies used will enable those being consulted to offer their best response and particularly take account of vulnerable and hard to reach individuals and groups.
Transparency	The consultation and decision making processes will be open and transparent. Consultation submissions will be publicised unless specific exemptions apply.
Disclosure	We will make available access to all material information and will disclose minority views
Fair Interpretation	We will analyse the data from the consultation and present an objective assessment of the findings.
Publication	We will publish the findings of the consultation process. Participants have a right to receive feedback of the consultation output and to an explanation of the outcome of the process.

SECTION 2

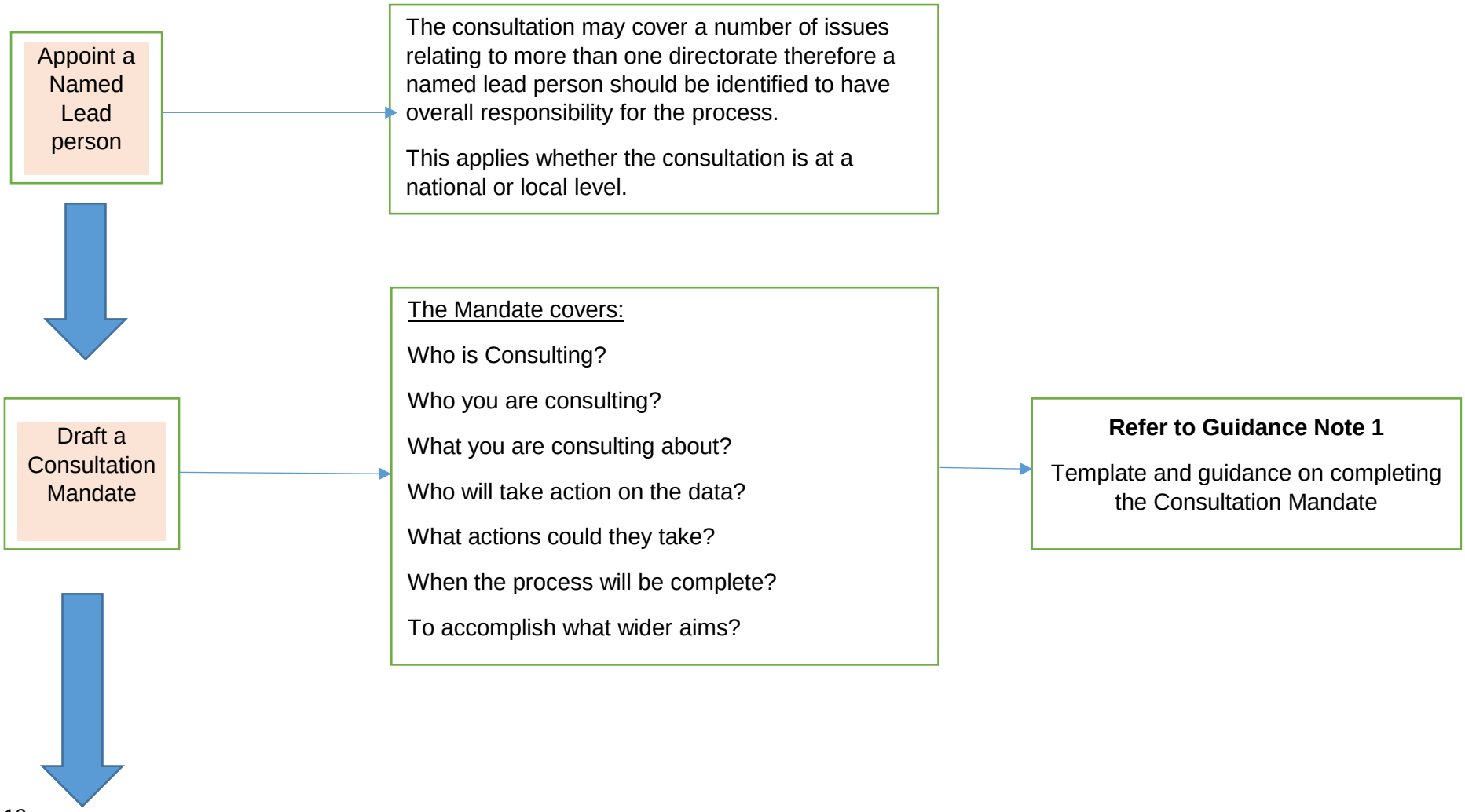
Deciding to Consult or Not to Consult

The term ‘consultation fatigue’ was first used in Northern Ireland in the 1970s and represents the view that organisations consult too much. We believe that we can build relationships with partners and communities through a range of mechanisms including consultation enabling the SFRS to find out the views about our plans and services. When deciding whether to undertake a formal consultation process we will consider the following:

- The scope to influence the decision, policy or programme of actions
- Are we seeking views or giving information?
- Do we already have, or can get the data and information through other sources?
- Whether there is a legal requirement to consult
- If the issue is solely an operation matter for SFRS (and that decision will stand up to scrutiny and audit)
- Public expectations in relation to being consulted on a particular issue or policy
- The impact on the reputation of the SFRS
- The potential impact of the decision from the perspective of partners, stakeholders and communities

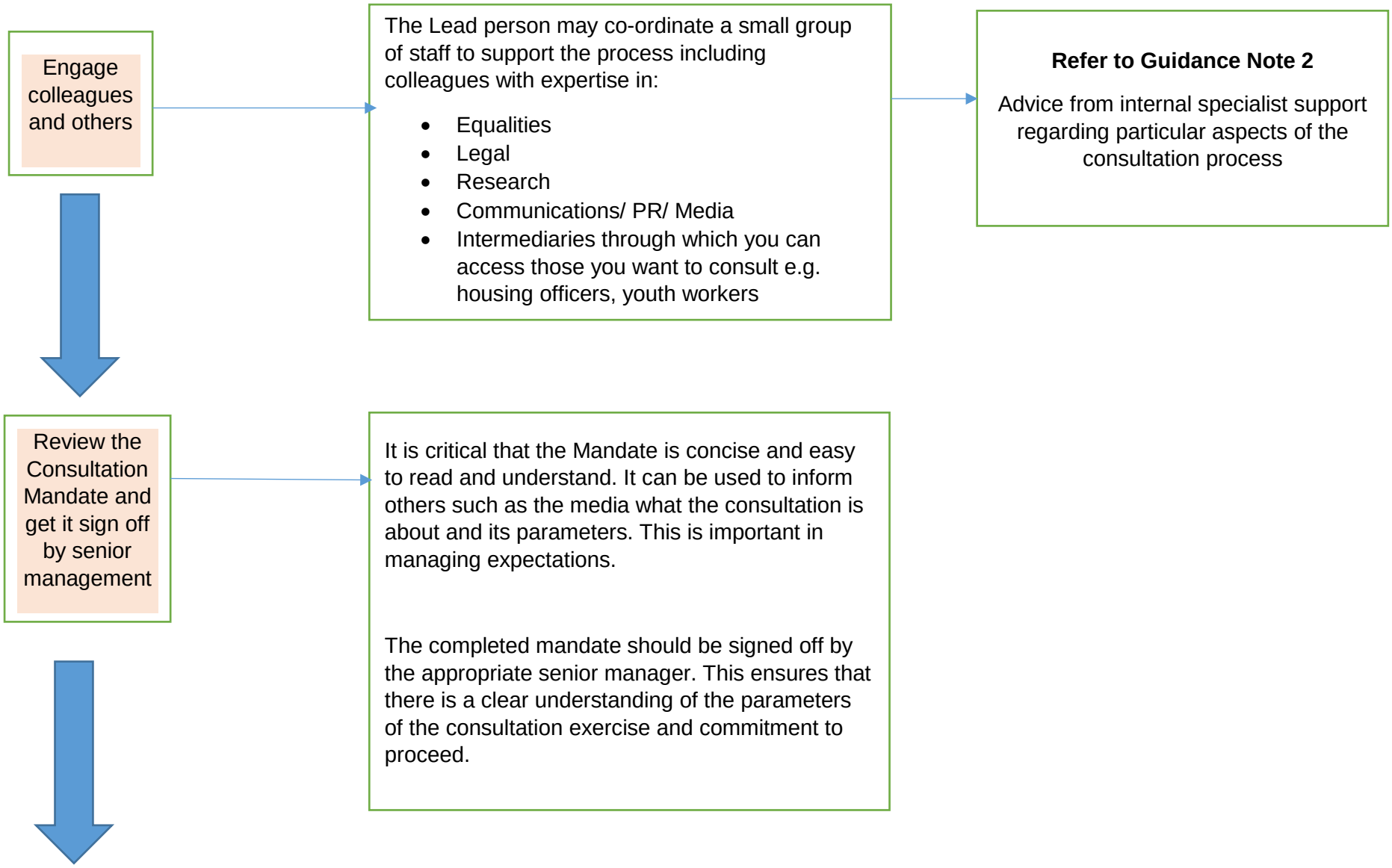
SECTION 3

Pre-Consultation

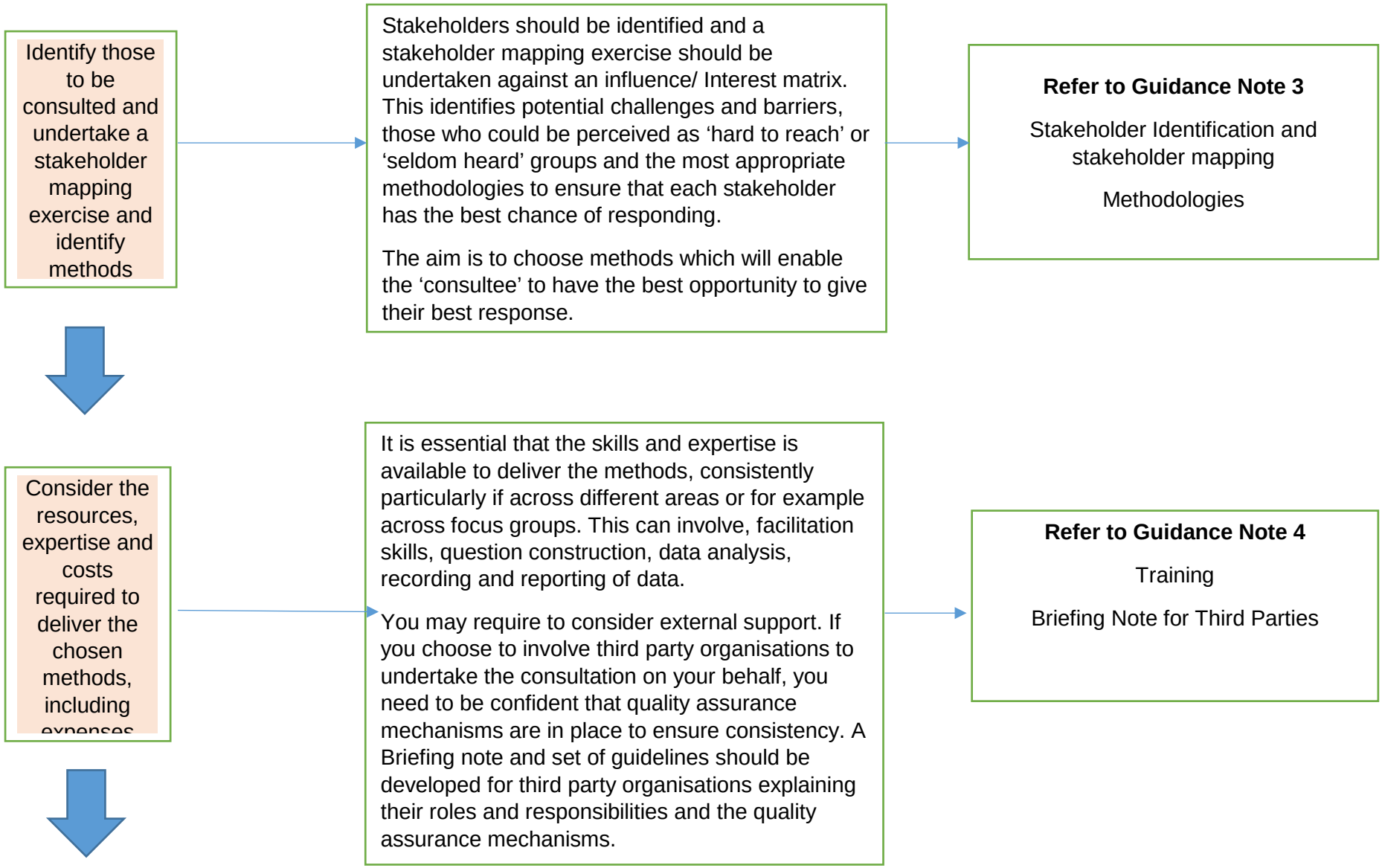


10

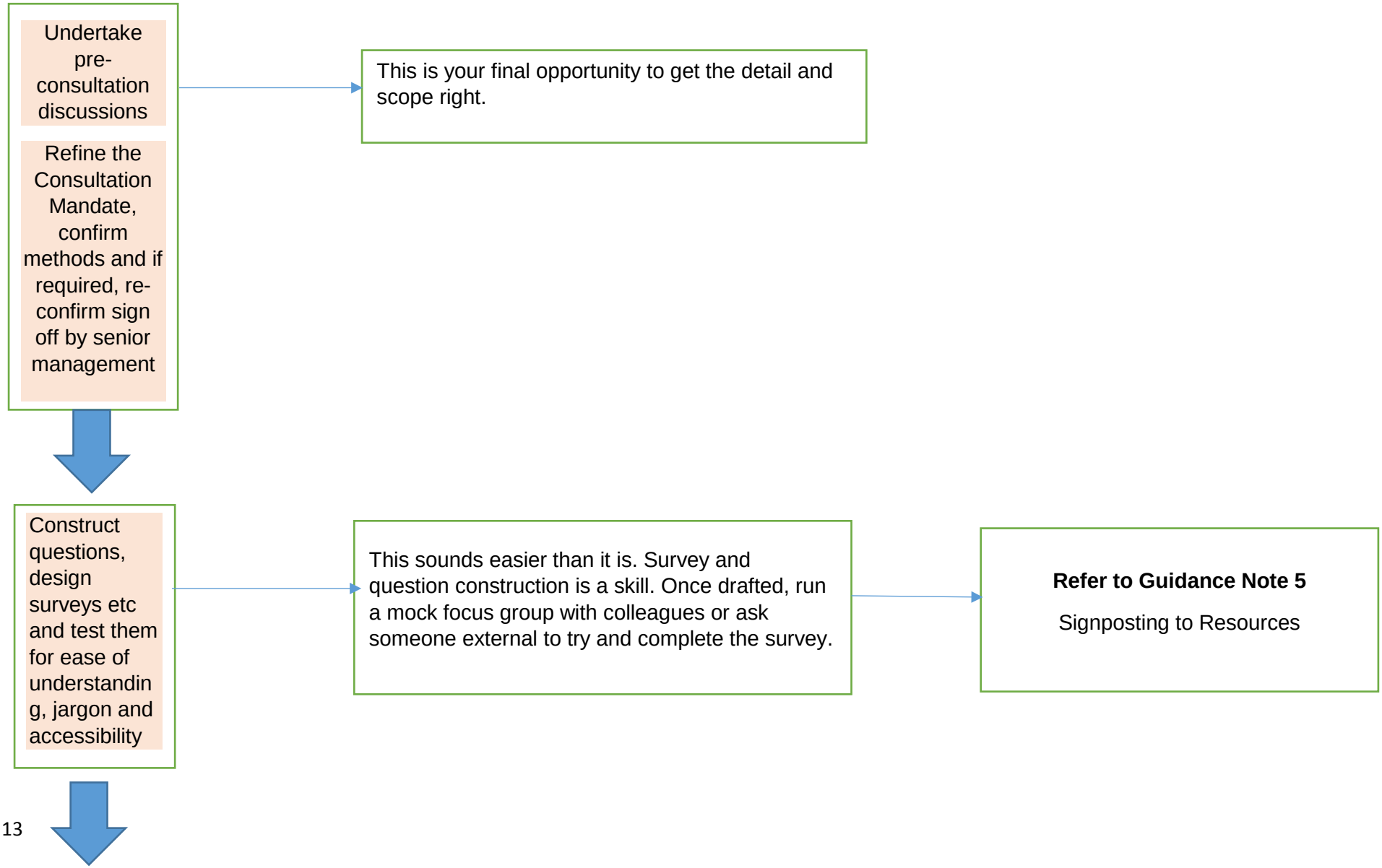
Pre-Consultation cont'd



Pre-Consultation cont'd



Pre-Consultation cont'd



13

Pre-Consultation cont'd

Recruit and brief staff

It is critical that those undertaking consultation activities have the skills and confidence to do it consistently and effectively. If these activities take in different geographic areas or, for example you have multiple focus groups it is essential that the delivery and recording is consistent in each situation. This is particularly important in terms of recording the responses should a Freedom of Information request or legal challenge be made.

Re-visit your communications/ media plan

It is crucial that the consultation is not projected or perceived as a communications exercise. It is important that there is an agreed communications plan in terms of positively promoting the consultation ensuring everyone you have identified as a 'consultee' has enough information and a range of ways to participate.

There must also be agreement on how you will respond to enquiries. You must know who will speak to the media and prepare briefing notes for them.

Develop a Questions and Answers response sheet. MIXED MESSAGES CAN UNDERMINE THE CONSULTATION PROCESS AND BECOME THE STORY

Refer to Guidance Note 6

Guidance on communications and responding to media enquiries

Pre-Consultation cont'd

Agree feedback/ reporting mechanism

The lack of feedback is the biggest complaint about consultations. Feedback should take place throughout the process and just solely at the end. It can be used to further promote the consultation encouraging others to respond. The stakeholder map previously developed can also assist in how you are going to feedback to the various consultees.

You also need to consider and agree the formats and levels of detail. For example is the report simply an analysis of the data or does it contain recommendations and actions.

You should also make it clear on how you will use responses. Will you publish all responses unless someone or a group explicitly states they do not want it made public?

You should also make it clear on how you will use responses. Will you publish all responses unless someone or a group explicitly states they do not want it made public?

Agree Process

Evaluation

plan

If people do not like the decision after the consultation, they tend to attack your consultation process and this forms the key element in many judicial reviews or legal challenges. It is therefore important that you can evidence the quality of the consultation process including for example, why certain methodologies were adopted, adequate information was available, sufficient time was available for people to respond and conscientious consideration was given to responses.

Refer to Guidance Note 7

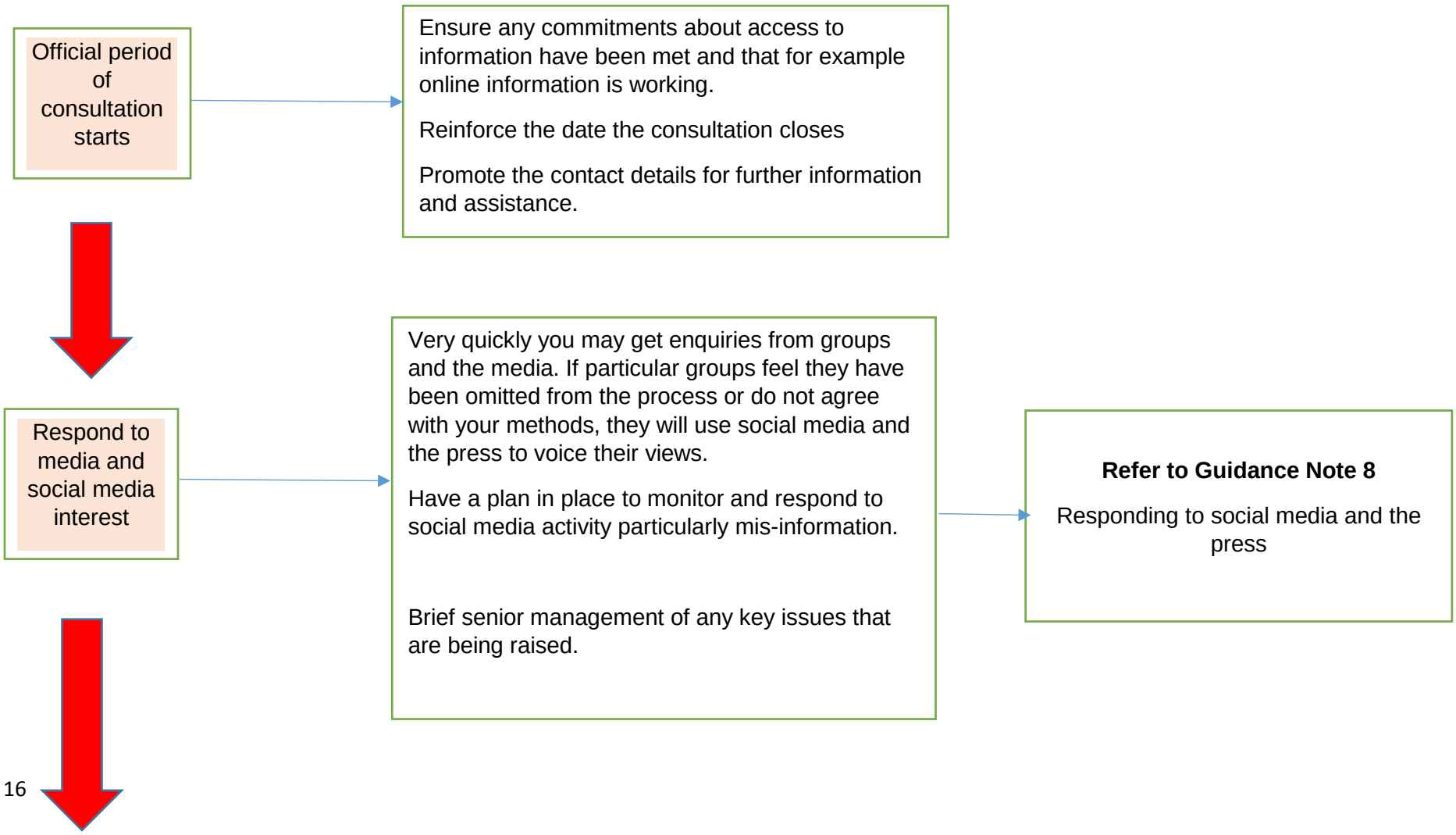
Evaluation of the Consultation 'process'

15

Promote and launch the consultation

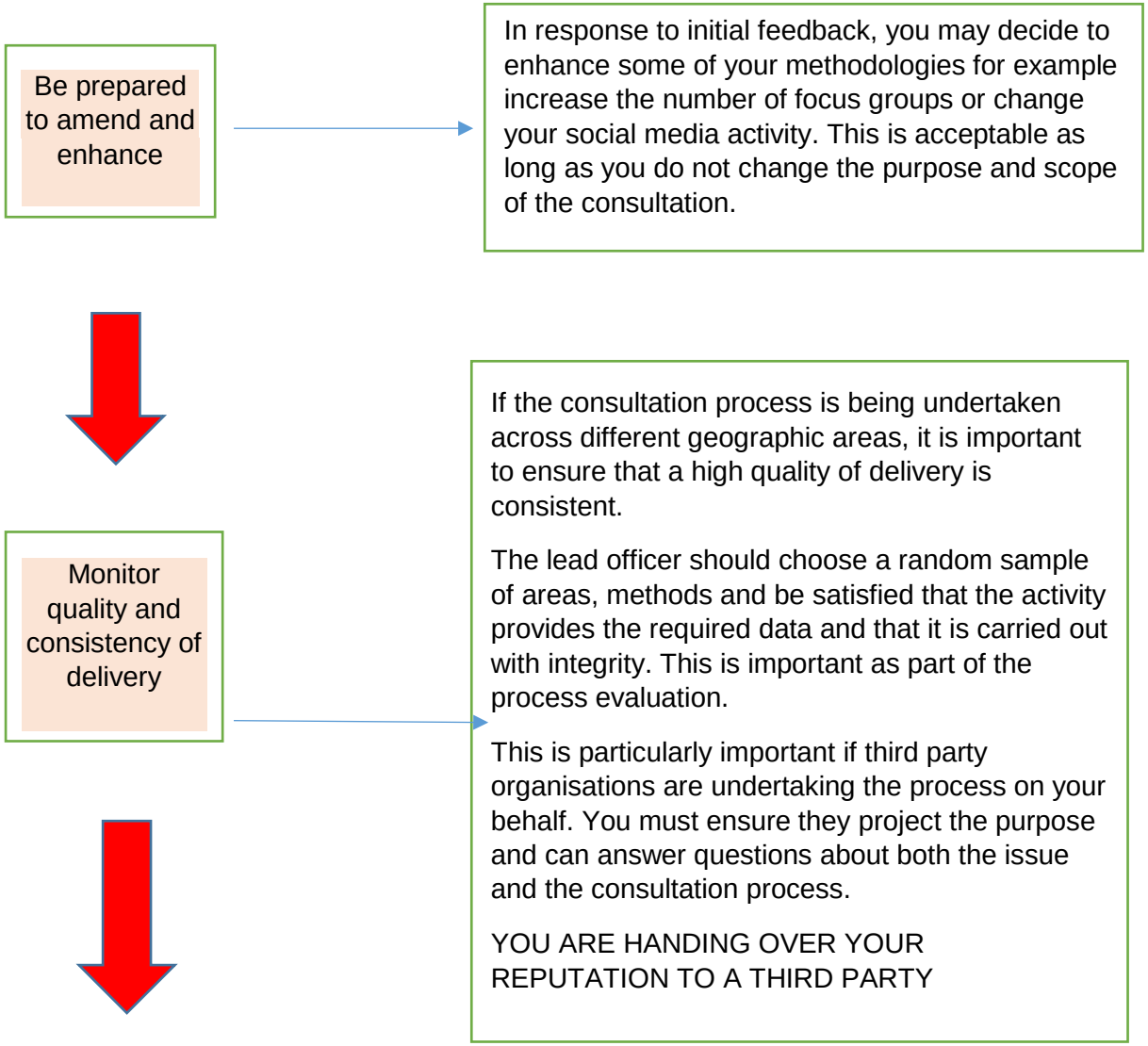
SECTION 4

Consultation Dialogue

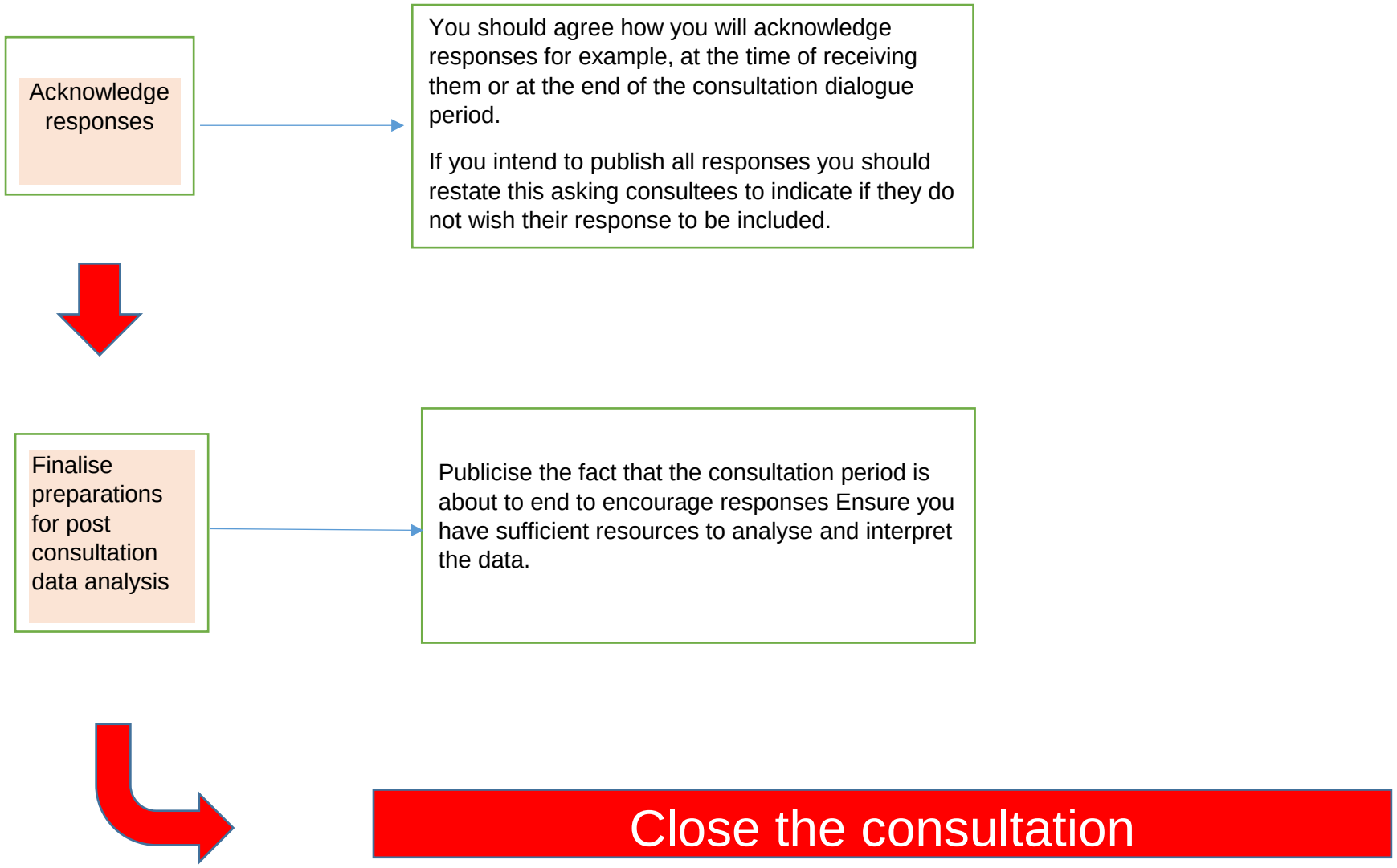


16

Consultation Dialogue cont'd

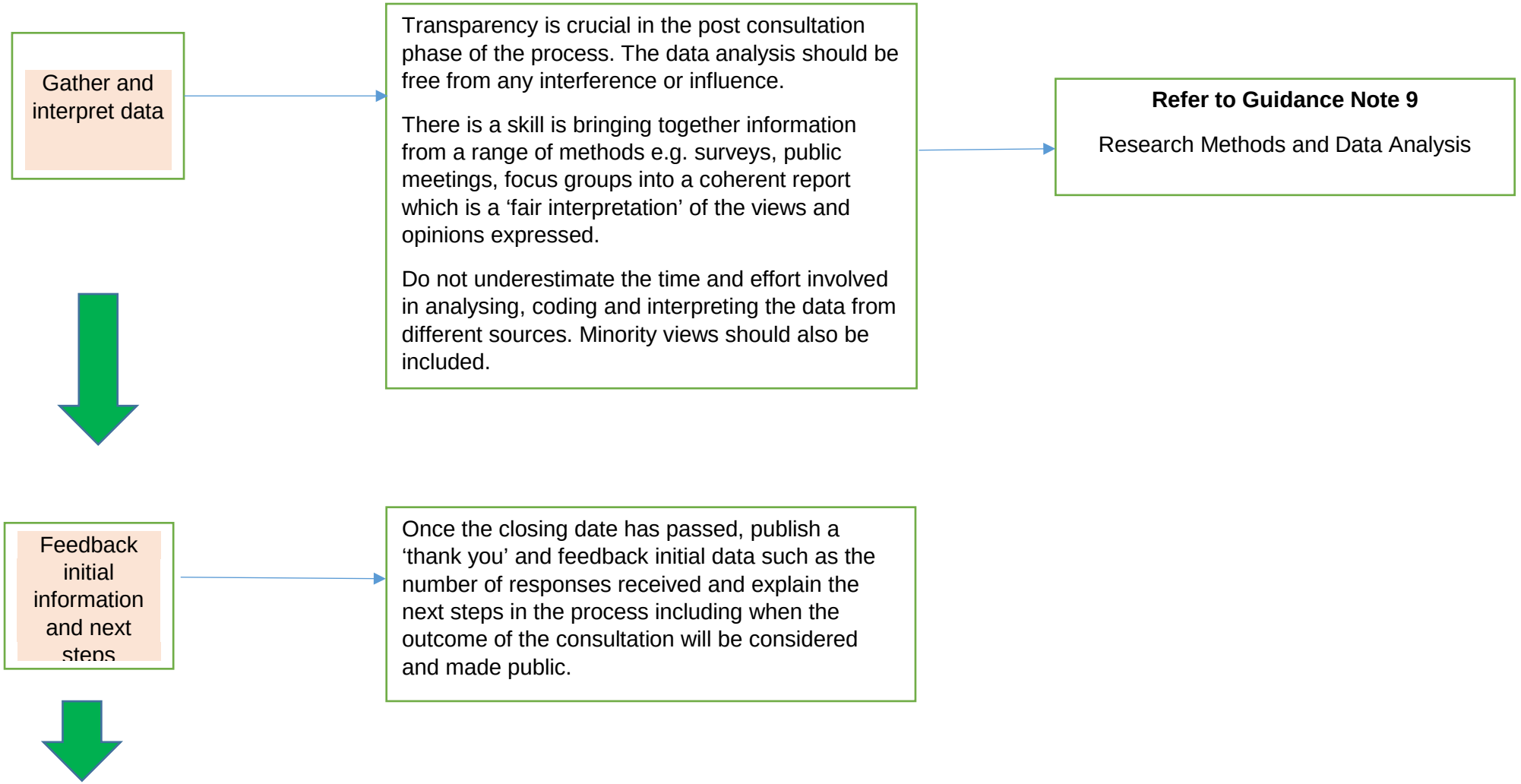


Consultation Dialogue cont'd

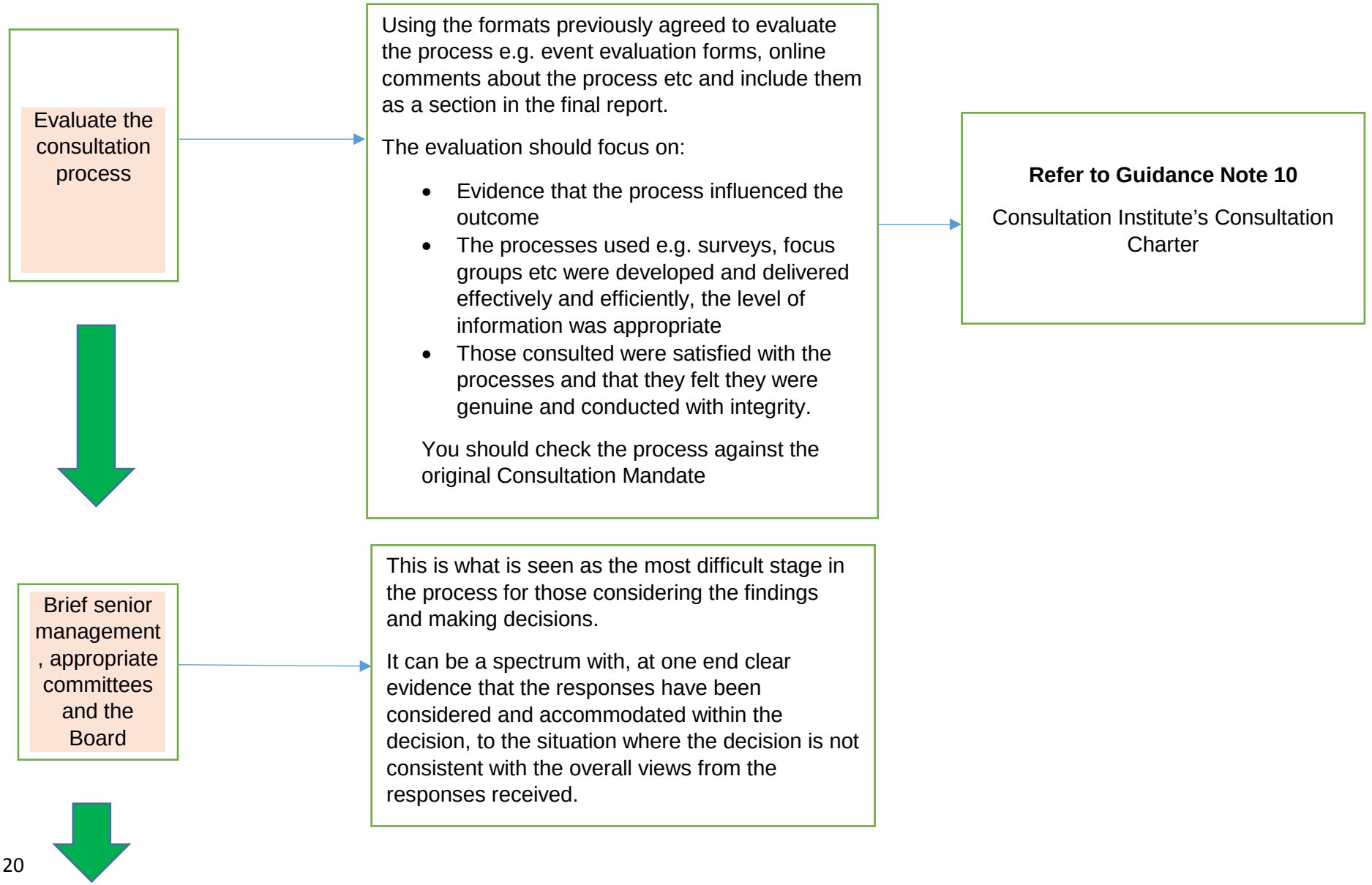


SECTION 5

Post - Consultation



Post Consultation cont'd



Post Consultation cont'd

Agree reporting and presentation formats and address any organisational reputation issues

You should confirm how you are going to publish and inform those consulted and, if appropriate the wider public. This will require a range of formats particularly for those groups deemed 'hard to reach'.

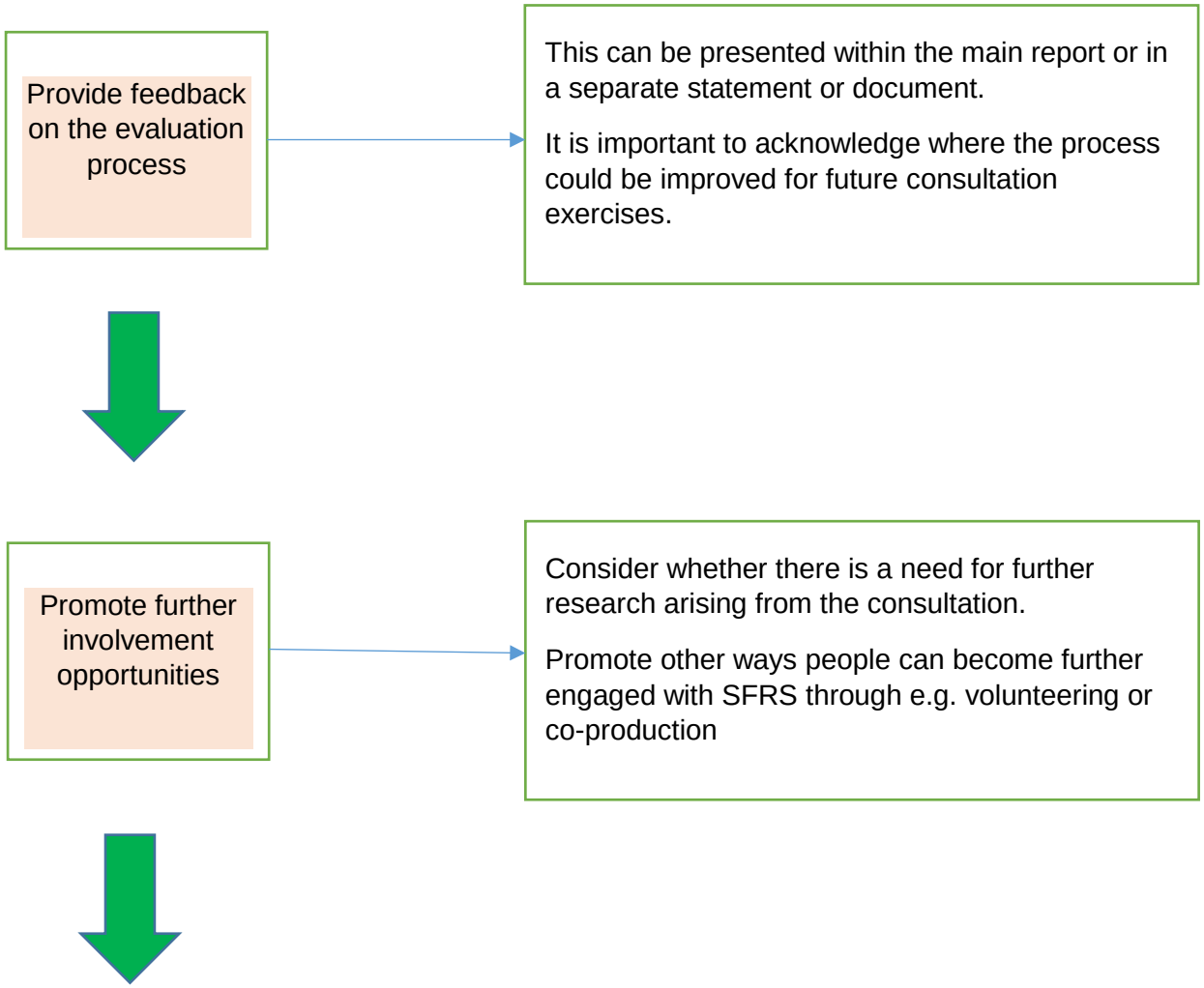
It is crucial that spokespersons are identified and briefing notes issued to ensure consistency of message. The use of digital content and social media should be given particular consideration as is monitoring the online and off line reactions to findings and the decisions taken.

Publish findings, recommendations and details of decision, actions to be taken

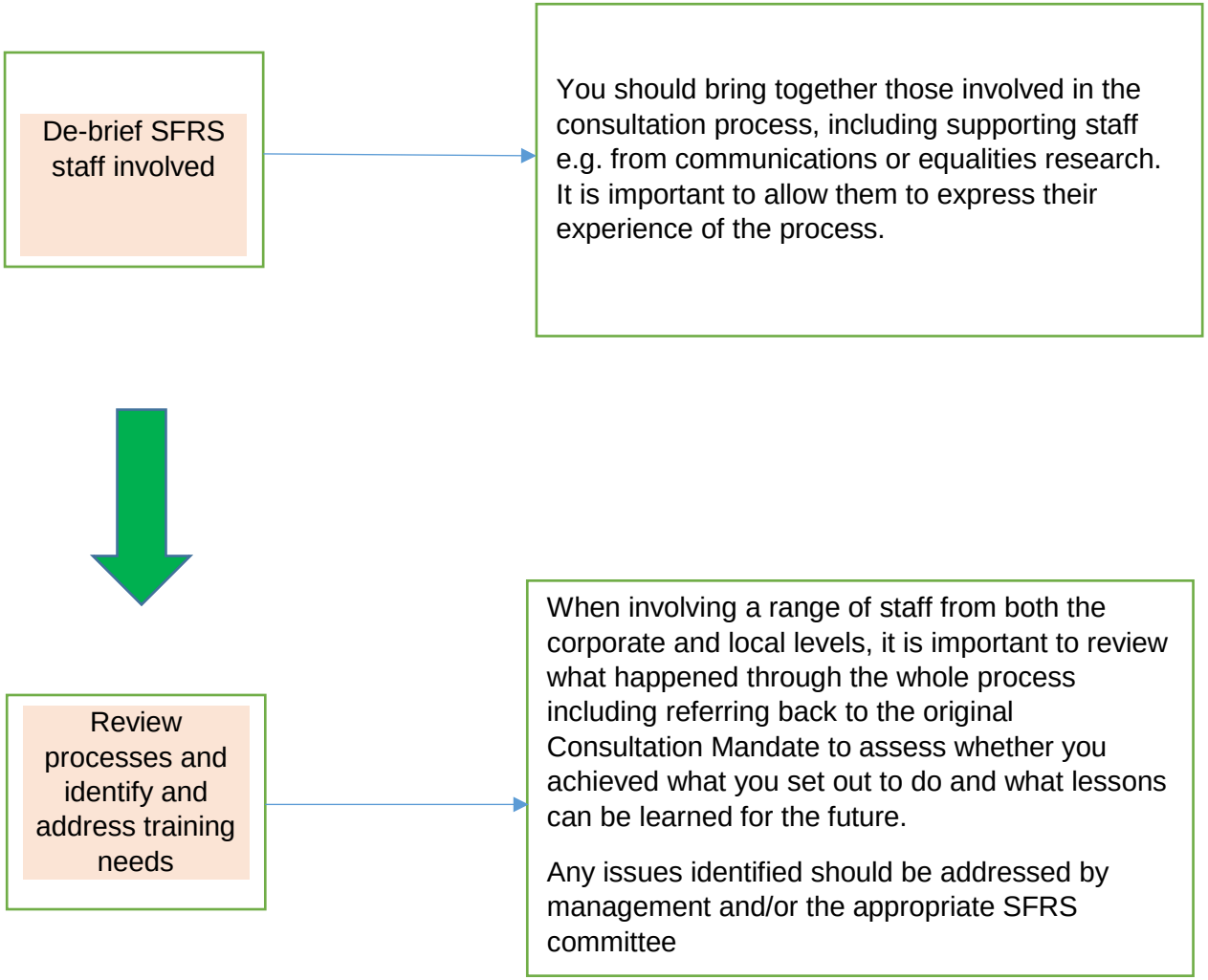
It is vital that the 'tone' of the publications are considered. How you project the findings will determine how people will perceive how much you considered the consultation responses and this will govern the reaction. It is important to be open and honest and offer explanations in areas that there may be surprise or concern.

You may wish to involve some of the stakeholders in the publication of the findings, for example through an event.

Post Consultation cont'd



Post Consultation cont'd



Guidance Note 1 - Consultation Mandate

The Consultation Mandate provides clarity for those involved in the consultation process. The following template should be used by those responsible for the development and delivery of the process. A well-constructed mandate ensures that everyone is clear about the purpose of the consultation.

Consultation Mandate	
We…….	'Who' is undertaking the consultation is very important. Will those you are seeking to consult recognise or trust you? Their perception of you may not always be positive and may be based on totally irrelevant or unconnected experiences they have had with the SFRS or through the media's portrayal of SFRS. If the consultation is being undertaken by a partnership of a number of agencies or an external organisation consulting on your behalf this may have an impact on the response rates and explanations will be needed to gain the confidence of consultees.
need to hear the views of……..	The Mandate should be precise for example defining age range, geographic areas, those directly or indirectly impacted or interested in the issue.
about…….	This will be the earliest description of what the consultation is about. The consultation subject needs to be described succinctly and precisely leaving no room for ambiguity.
so that…….	This should detail who will make the decision or take action as a result of the consultation.
Can…….	This should detail the actions that will follow the consultation e.g. Committee can decide on the resource allocation for …..
on/ by…….	The date by which a decision will be taken and publicised.
so as to accomplish…….	The entire Mandate should show how the process contributes to the SFRS strategic aims.

Adapted from 'The Consultation Mandate' and published with permission of the Consultation Institute.

Guidance Note 2 – Internal Support

Seeking advice from internal specialist support regarding particular aspects of the consultation process.

Equalities

The Equality and Diversity Team may be contacted at any time in the preparation, implementation, analysis or feedback stages of the consultation process. The role of the Equality and Diversity Team in supporting the SFRS conduct consultation exercises is to provide advice and guidance as it relates to equality matters to those people undertaking the consultation exercise.

While the Equality and Diversity Team itself does not have a role in the actual consultation exercise it does have a role in providing the SFRS with guidance and resources to ensure that our consultation practices:

- Do not breach any privacy features of the Human Rights Act 1998;
- Support the objectives of the Equality Act 2010 general equality duties: to eliminate unlawful behaviour, promote equality of opportunity and promote good relations;
- Involve a representative sample of Scotland's communities where this is relevant and a proportionate means of achieving the aims of the consultation;
- Provide an opportunity to capture evidence around the consultation subject by the protected characteristics where appropriate;
- Are accessible in their method, e.g. offering large print of written documents or assistance in completing any written responses required;
- Are accessible in their targeting, e.g. notify community 'gatekeepers' and stakeholder groups in addition to announcements on the SFRS website;
- Encourage participation in public life of those groups less likely to engage with, or express their views to, public service providers;
- Gathers relevant information and feedback results in a sensitive manner.

In order to provide this support the Equality and Diversity Team and the resources it publishes on the SFRS intranet and LCMS platform should be accessed as early in the consultation process as possible and prior to the design stage.

Legal

There are occasions when formal consultation is a statutory requirement. In these situations there may be specific guidelines on the consultation process and methodologies to be adopted. These will indicate the minimum requirements. Consideration should be given to whether there are reasons to enhance the process, for example expanding the range of methods. The service may choose to consult on a specific issue or policy with no statutory requirement to do so. It is important to recognise that once a decision to formally consult has been taken and promoted, the process could be legally challenged at a later stage therefore it is important to ensure that legal guidance is sought in these circumstances.

Research methods and data analysis

In researching the background to any particular topic there are many different sources available, and a basic web search may turn up lots of information on a particular topic, but how would you know the good from the bad?

For internal statistical information on our incidents or on prevention and protection activities the Performance Data Services Department (for general statistics) and Prevention and Protection Directorate (for preventative activities and detailed analysis of fatalities etc) would be able to advise you on what data and internal trend data is available for potential use to inform a consultation exercise.

For external data sources, consider official statistical publications prepared by the Scottish Government (for Scottish fire-related statistics) and the Office for National Statistics (for the wider UK picture). The Scottish Government publishes official statistics annually on the number of incidents attended, by type, by cause, by local authority and so on.

Above all else, try to keep it simple. There is no point in undertaking months of research and spending many weeks on subsequent analysis only to develop a consultation document so complex that it generates no responses.

It is worth remembering consultation is different from market research!

Communications

Corporate communications staff are able to provide a significant amount of professional support and advice on effective communications. They can assist with the promotion of a planned consultation to support its aims and objectives and ensure that key messages are heard and understood. Communications staff also have experience of responding to and monitoring feedback and using social media to maximise the involvement and engagement of a broad range of partners and stakeholders. It is essential that corporate communications staff are involved at the earliest stages of planning a consultation.

Guidance Note 3 – Stakeholder Identification, stakeholder mapping and choosing the right methods

Stakeholder Identification[1]

Who is ***directly impacted*** by the decision?

- Whose daily/weekly lives will change as a result of the decision?
- Who cannot easily take steps to avoid being affected by the decision?
- Who will have to change their behaviour as a result of the decision?

Who is ***indirectly impacted*** by the decision?

- Whose daily/ weekly lives will change because others have been directly impacted by the decision?
- Who will gain or lose because of changes resulting from the decision?

Who is ***potentially impacted*** by the decision?

- In particular circumstances, who will have a different experience as a result of this decision?
- Are there individuals or groups who will have to adjust their behaviour if particular conditions apply?

Whose ***help is needed*** to make the decision work?

- Are there vital individuals or groups in the delivery chain?
- Who will have the ability to frustrate implementation unless co-operating?
- Who understands the likely impact of this decision on other stakeholders?

Who ***knows*** the subject?

- Who has studied the subject and published views on it?

[1] By permission of the Consultation Institute

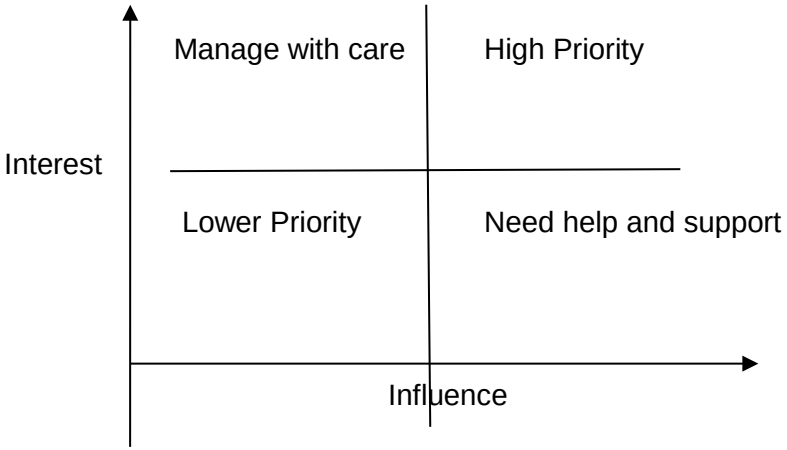
- Who has detailed knowledge that those implementing the decision should also understand?
- Are there individuals or groups that will be listened to by others?

Who ***believes*** they have an interest in the subject?

- Are there organisations or individuals who think they have an interest in the subject?
- Has anyone been campaigning about the issue?
- Is there anyone publishing or broadcasting views on the subject?

Stakeholder Mapping[2]

Once key stakeholders have been identified, it is helpful to undertake a stakeholder mapping exercise. There are a range of methods including an Interest/ Influence matrix.



[2] The Art of Consultation (R. Jones and E. Gammell,2009)

This exercise will assist in choosing the right consultation methods and the resources needed to deliver an effective consultation process. For example stakeholders identified in the high interest/ low influence quartile will require the allocation of additional resources to ensure they have the opportunity to participate as groups in this area may include seldom heard/ hard to reach groups or those with little influence e.g. young people.

Further information on Stakeholder Mapping is available from:

www.consultationinstitute.org

and http://www.stakeholdermap.com/stakeholder-analysis/stakeholder-analysis-video.html

Choosing the right methods

Corporate communications staff can help identify the right methods to publicise and support effective public consultations. This will inevitably include a range of options from traditional media, social media/online, advertising to public meetings, focus groups and surveys. Different stakeholder groups may have preferred options for how they wish to access and receive information and this needs to be identified as part of a communications plan.

The choice of methodology should be based on what will give the consultee the best opportunity to give their best response. A weak consultation has one methodology and is likely to fail in terms of equality of opportunity to participate. A range of approaches should be explored.

Guidance Note 4 – Training and Briefing Note for Third Parties

It is essential that the skills and expertise is available to deliver the methods, consistently particularly if across different areas or for example across focus groups. This can involve facilitation skills, question construction, data analysis, recording and reporting of data.

You may require to consider external support. If you choose to involve third party organisations to undertake the consultation on your behalf, you need to be confident that quality assurance mechanisms are in place to ensure consistency. A Briefing note and set of guidelines should be developed for all involved explaining their roles and responsibilities and the quality assurance mechanisms.

Training should cover:

- Planning the Consultation start to end – managing expectation and reactions
- Stakeholder Management including stakeholder Identification, profiling and mapping
- Choosing the appropriate methods
- Building confidence and competences of those undertaking the consultation exercise
- The role of the media including social media
- Data analysis
- Reporting the findings and feedback
- Evaluating the consultation process

Briefing Note should provide:

- Key messages
- Consultation Mandate with explanations on how it was developed.
- Guidance on the methodology and the importance of data gathering in a coherent way.
- Details of the timeline for the process.
- Details of how the process will be evaluated.
- Details of how the findings will be analysed and published
- Contact details of internal support

Guidance Note 5 – Signposting to resources

Scottish Government Guidance on Consultation	http://www.scotland.gov.uk/Resource/Doc/160377/0079069.pdf
Scottish Community Development Centre	
National Standards for Community Engagement	http://www.scdc.org.uk/what/national-standards/
Visioning Outcomes in Community Engagement	http://www.scdc.org.uk/what/voice/
The Consultation Institute	www.consultationinstitute.org
Effective Public Meetings Best Practice Guide	ISBN 978-9-9558688-0-1
Effective Focus Groups Best Practice Guide	ISBN 978-0-9558688-1-8
Effective Surveys and Questionnaires	ISBN 978-0-9558688-2-5
The Art of Consultation	ISBN 978-1-84954-002-5
Improvement Service	
Elected Member Briefing Note No 19: Consultation	www.improvementservice.org.uk/elected-members-development

Guidance Note 6 – Communications and Media Enquiries

Guidance on communications and responding to media enquiries is contained within the SFRS Interim Media Protocol http://sfrs.verseone.com/search?term=media+protocol&search=Search&searchType=all

Responding to social media and the press. Enquiries should be directed to the corporate communications function in the first instance who manage all press enquiries and online comments to our social media platforms. General guidance on media enquiries is also contained in the Interim Media Protocolhttp://sfrs.verseone.com/search?term=media+protocol&search=Search&searchType=all

Communications and media enquiries are usually routed from anyone receiving them through to the corporate communications function or directly from enquiries messaged to us via our SFRS social media platforms. Out-of-hours enquiries usually get made via Fire Control and there is guidance for how these are handled in the Interim Media Protocol http://sfrs.verseone.com/search?term=media+protocol&search=Search&searchType=all

Guidance Note 7 – Evaluating the Consultation Process

It is important to seek the views of consultees about their experience of being consulted and the value of the exercise.

Evaluation Tests

Decision Audit – involves identifying where decisions were taken throughout the process and the degree of influence on the final outcome

Process Integrity – considers the quality of delivery, appropriateness of the methods and whether they gave consultees the best opportunity to participate

Stakeholder Satisfaction- provides evidence of the level of satisfaction with the consultation process which can be important if challenged.

Adapted from the Consultation Institute Evaluation Model

Guidance Note 8 – Using Social Media

SFRS is in the process of developing an SFRS policy for using social media. At present, only corporate communications staff can use the dedicated corporate SFRS social media channels although staff can post in relation to the Service and engage with the Service online from their own twitter/Facebook accounts. We have harnessed this activity before to encourage staff to share SFRS posts and promote engagement. Where social media has been used to promote specific campaigns, analysis of its effectiveness has been carried out during and after use to ensure effectiveness and tailoring of our resources and messages as well as informing the style we use to be most effective and responsive to audience needs.

The following Code of Practice for using social media for public and stakeholder consultations is provided as guidance.

The Consultation Institute's Code of Practice for using Social Media for public and stakeholder consultations

The Code of Practice has been developed to assist those designing and delivering consultations. It provides guidance on the use of social media under the following themes:

A When Social Media Should Be Used for Consultation

1. Social media will be used extensively for public dialogues. You should assume they will be a significant component in any public and stakeholder consultation and plan to use them appropriately, taking account of the target audiences and their familiarity with social media.

2. You should recognise the use and potential of social media to raise awareness about consultations and to encourage people and organisations to take part. Exploit the flexibility and variety of the multi-media options that are particularly suitable for best practice communications in the social media world.

3. Use social media to reduce the burden of consultation – both for consultors by taking advantage of technology tools and channels, and for consultees by making it easy for them to contribute at a time and place that suits them.

4. Remember that significant groups and individuals may not have easy access to social media and that you must always provide alternative ways for those consultees to make their views known.

5. Do not rely on social media where strongly representative or statistically robust information is required. Also be cautious with complex consultations that might require more deliberative techniques. Social media do not replace traditional techniques such as face-to-face dialogues.

6. When you determine your approach to using social media in your engagement and consultation, make sure everyone knows what it is – especially internally. Ensure colleagues and internal stakeholders as well as external stakeholders realise why and how you will use these new methods to be better informed about how people think.

7. Avoid an indiscriminate, scatter-gun approach to social media, and instead base your actions upon a considered view of those whose views you seek, and their likely willingness to use social media to express themselves. Use techniques such as Digital Stakeholder Mapping to identify their online presence, to understand which social networks they are using, and think about such dimensions as their reach, influence and authority

8. Make it absolutely clear which social media sites you are managing, and which social media sites you are monitoring. This information should be accurate, up-to-date and easy to find.

B How Social Media dialogues should be conducted

1. Remind everyone on your managed engagement and consultation sites that participants appreciate the public nature of the media, that their comments are not private and may be attributed to their account, themselves or their organisation (where applicable).

2. Consultees are responsible for any data they volunteer and must recognise the public nature of social media. Consultors for their part are bound by Data Protection legislation in respect of any personal information obtained through engagement and consultation. Always observe best practice data management and any restrictions placed on working with vulnerable categories such as children and young people.

3. Consider carefully your policy on anonymity, recognising that different organisations, different cultures and the nature of the consultation issues may require different approaches. Depending upon the circumstances, it may acceptable to

    a. Restrict consultations only to those contributions provided with verified identification

    b. Accept consultations from non-verifiable sources, but restrict analysis to those meeting specified identification criteria

    c. Encourage all contributions regardless of identity but whatever is decided must be disclosed, and made visible to participants.

4. Place the emphasis firmly on 'listening' – whether on Managed or Monitored sites. Although it is inappropriate and unwise to use these networks to promote a particular point of view or to undermine the views of other participants, it is acceptable for the consultor to correct misinformation or factual inaccuracies rather than to allow misleading posts to gain undue provenance and credibility.

5. When you are specifically inviting comments and contributions on a published consultation, (as opposed to dialogues around pre-consultation documents and "issues"/"topic" papers), this should be made very clear. For their part, consultees should be encouraged to clarify if they are responding to a specific consultation. Tools such as formal Twitter handles, Hashtags, Facebook pages can help clarify these aspects of the dialogue

6. On a Managed social media site consultees will expect their views to be recorded and included in the consultation analysis. It is neither necessary nor practical for you to comment on all posts but it is good practice to demonstrate that you are actively listening. Such content should be professionally analysed.

7. You must take all reasonable steps to ensure that any inappropriate posts are removed from any social networks under their administration. On occasions this might require you to take active steps to prevent any re-occurrence, which might even include referring the matter to the appropriate authorities. In this, however, you should take account of the culture and operating practices of relevant social networks and avoid overzealous implementation of this policy.

8. During a dialogue, new information may need to be disseminated or new developments acknowledged, and social media will be invaluable as a communications tool. When this happens you must take care to organise the most coherent and synchronised broadcasting possible across the different networks you are managing or monitoring. This is to achieve as much consistency as possible and void inadvertently disadvantaging any particular community of interest or group.

C How social media information should be analysed and used

1. For Managed social media sites you will be expected to organise a thorough and comprehensive analysis, and report on the output. For Monitored social media sites you are under no such obligation; however, if you have announced that you are monitoring them you must use your best endeavours to fulfil expectations.

2. To obtain good quality data, remember that it is important to collect meaningful demographic or profile information; where appropriate this may also include equalities data, though social media are not often suitable for such data collection. As such information is usually only obtainable through your managed social media sites. It is acceptable to encourage consultees to use your sites if they want their views to be included and analysed to best effect.

3. If you are analysing views expressed on Monitored sites, do not let the absence of demographic or profile information prevent you from absorbing, narrative, trending or other qualitative insights. If you decide to analyse views expressed on a range of other social network sites, not previously announced as being monitored, you will strengthen your reputation for transparency if you publish which they are and explain why you have done so.

4. As with any consultation analysis, you may place more emphasis on data from one dialogue method over another or from one stakeholder group over another. In this way the analysis and interpretation of social media contributions should be treated no differently. You should consider this to be normal and fair practice provided any weighting placed on one source of responses over another is disclosed.

5. You must develop a consistent approach to managing multiple responses. Clearly for any quantitative analysis, there are steps you can take to minimise multiple contributions from single respondents, though you should recognise that this is not fool proof. For qualitative analysis, it is always possible that a single stakeholder may make more than one meaningful contribution. In practical terms this means that when analysing social media responses you may wish to ensure that they are only counted once and to summarise duplicate responses from a single source so that the emphasis they are given is appropriate.

6. You may be able to use a range of technology tools entitled social media analytics but be careful how they are used, and appreciate their limitations; you may find them useful for both quantitative and qualitative analysis. Together with all other analysis of consultation responses these should be identified as part of your output feedback or other reports as having been submitted through social media.

7. Whilst data submitted on your Managed and/or (some) Monitored sites will be analysed as part of a consultation from the announced Start date of the exercise, there may be useful contributions in the period preceding the formal launch. You may well wish to analyse such contributions but you may find it appropriate to distinguish between those made during the consultation and comments beforehand. You should adopt a similar practice with data submitted after the formal closing date of a consultation – but on no account should you include some contributions and not others in order to to avoid allegations of bias in your analysis.

8. It can be very useful to publish quotations from contributors, and you can make it clear on your Managed Sites that you may wish to do this. It is always best to obtain their permission and to agree whether any quotes can be directly or indirectly attributed. With worldwide platforms like Facebook, be aware of and observe the rules for re-publishing.

Managing social media

Many organisations face challenges in managing the social media dimension. Not all public bodies in the UK have overcome a resistance to empowering officials to use social media applications. Others are having difficulty establishing the right IT platform to make optimum use of

new technology. Successful use of social media for engagement and consultation is not just a matter of observing this Code of Practice. The Institute recommends that members and others put in place a series of Management actions including the following:

1. Provide training.

   In social media the boundary between the personal and professional can be blurred and individuals must take extreme care in drafting comments and responses as once posted, they can be almost impossible to retrieve.

2. Observe relevant local or specific guidance.

   Different organisations have different cultures and will need to approach social media – to an extent - according to the ways they fit into the general modus operandi of the industry or sector to which you belong. Important Guidance such as the Civil Service Code may be relevant and should be used alongside the Consultation Institute Code.

3. Evaluate the impact of social media

   The problems are sufficiently well-known to dissuade most organisations from being reckless in the use of social media. However, reactions vary, so an objective evaluation of the usefulness of these channels in consultation will be required if you are to make sound judgments about the future use of resources, and the best way to organise the dialogue mix in forthcoming exercises.

4. Monitor new developments but be cautious in deploying new tools. Innovation means that new applications are constantly being developed and that operating practices may need to evolve quickly to respond to new – and often unforeseeable trends. Organisations wishing to take advantage of new opportunities for engagement and consultation should adopt a cautious approach, pilot testing new methods before adopting them as standard practice. A Technology review group can ensure that different viewpoints are considered; consultees should also be consulted! When using new methods on a pilot basis, organisations should be careful about the expectations they raise, and avoid opening channels of communication they cannot manage or maintain.

5. Agree responsibilities & keep under review

   Look carefully at the accountability for external communications in your organisation. Remember that routine day-to-day communications (including media relations) are often handled by dedicated departments, but individual consultations will often be the responsibility of subject-specialists. For both internal and external purposes, you will need to clarify who does what in relation to new technologies such as social media.

Published by permission of the Consultation Institute

Guidance Note 9 – Data Analysis

For advice on data analysis tools and techniques, whether to provide background for your consultation or for the analysis of the results of that consultation, please contact the Performance Data Services Department. They can help with, for example, methods of charting and data visualisation, basic statistical analysis, time series and trend analysis, and what the data may (or may not) be telling you.

It is crucial you consider at the start of the planning process the capacity to analyse the data.

Be careful, if you choose to use a number of open questions. Each response must be read, considered, coded and, if required interpreted!

Guidance Note 10 – TCI Consultation Charter

The Consultation Charter is published by The Consultation Institute and is intended to act as a Best Practice reference for all who are involved in public or stakeholder consultations.

Principle One: **INTEGRITY**

The consultation must have an honest intention. Consultors must be willing to listen…and be prepared to be influenced…

Principle Two: **VISIBILITY**

All who have a right to participate…should be made reasonably aware of the consultation

Principle Three: **ACCESSIBILITY**

Consultees must have reasonable access…through effective information sources and materials, effective communication channels and using a range of methods appropriate for the intended audience…with effective means to cater for hard-to-reach and seldom heard groups and others.

Principle Four: **TRANSPARENCY**

Consultation submissions will be publicised unless specific exemptions apply. ***Freedom of Information Act*** requests can now be used to disclose data previously kept hidden.

Principle Five: **DISCLOSURE**

Consultors must disclose all material information; consultees must disclose significant minority views when representing many parties

Principle Six: **FAIR INTERPRETATION**

Objective assessment, with disclosure of weightings if used

Principle Seven: **PUBLICATION**

Participants have a right to receive feedback of the consultation output and of the eventual outcome of the process

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY AND DEVELOPMENT SCRUTINY PANEL

SCRUTINY OF POLICE PERFORMANCE FRAMEWORK

REPORT BY HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

This report is to update Panel Members on the performance framework which will be used to enable members to scrutinise the work of the Police Scotland in West Lothian for the period April – December 2014.

B. RECOMMENDATION

Panel members are asked to note the contents of the report covering the period from April to December 2014.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Being honest, open and accountable Focusing on our customers' needs Making best use of our resources Working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The production and Council approval of the Local Police and Local Fire and Rescue Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.
III	**Implications for Scheme of Delegations to Officers**	None at this stage.
IV	**Impact on performance and performance Indicators**	There is no direct impact however this report is part of the agreed process for strategic performance reporting.
V	**Relevance to Single Outcome Agreement**	This report will have a positive impact on the following SOA indicators; We live in resilient, cohesive and safe communities. People most at risk are protected and supported to achieve improved life changes.
VI	**Resources – (Financial, Staffing and Property**	The council contributes to directly and in partnership to the delivery of the plan
VII	**Consideration at PDSP**	Yes
VIII	**Consultations**	Council Executive, Community Planning

Partners, Elected Members.

D. TERMS OF REPORT

As members will be aware a Police Scotland and Fire and Rescue Service for Scotland was established on 1st April 2013. Both Police and Fire and Rescue Service have produced local police plans and local fire and rescue plans for 2013/14 which have been considered by the PDSP and agreed by Council Executive.

Both the West Lothian Fire and Rescue Plan and the West Lothian Police Plan set out the local fire and rescue priorities and objectives for West Lothian for 2013-2014 and are a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.

Council Executive has agreed that the monitoring of performance against the plans will be reported and considered on a quarterly basis.

E. CONCLUSION

This report updates the Panel on the performance framework which will be used to enable members of the Services for the Community Policy Development and Scrutiny Panel (PDSP) to scrutinise the work of the Police Scotland.

F. BACKGROUND REFERENCES

Consultation on Draft Strategic Police Plan, Services for the Community PDSP 18th February 2013.

Appendix 1: West Lothian Policing performance April – December 2014

G. Contact Person:

Alistair Shaw, Head of Housing Construction and Building Services.

Date of meeting: 20 January 2015

West Lothian

REPORTING PERIOD: 1st April 2014 to 29th December 2014

West Lothian - Services for the Community Policy Development and Scrutiny Panel

Priority 1 – Protecting People

Objectives:	
• Increase detection rates for crimes of domestic abuse by 1% **•Target = 77.6%**	
West Lothian - April - Dec 2013	78.2%
East / Midlothian - April - Dec 2013	77.4%
West Lothian - April - Dec 2014	78.4%
East / Midlothian - April - Dec 2014	77.5%

Objectives:	
• Increase the detection rate for sexual offences by 1% **• TARGET = 72%**	
West Lothian - April - Dec 2013	68%
East / Midlothian - April - Dec 2013	69.1%
West Lothian - April - Dec 2014	66.4%
East / Midlothian - April - Dec 2014	60%

Priority 2 – Reducing Antisocial Behaviour

Objectives:	
• Reduce the number of antisocial behaviour incidents by 1% **• TARGET = less than 10,754 incidents**	
West Lothian - April - Dec 2013	8416
East / Midlothian - April - Dec 2013	8813
West Lothian - April - Dec 2014	8233
East / Midlothian - April - Dec 2014	8463

Objectives:	
• Increase the detection rate for hate crime by 1% **• TARGET = 78.5%**	
West Lothian - April - Dec 2013	73%
East / Midlothian - April - Dec 2013	78.3%
West Lothian - April - Dec 2014	78%
East / Midlothian - April - Dec 2014	83%

Priority 3 – Reducing Violence

Objectives:	
• Reduce the level of violent crime by 1% **• TARGET = less than 204 crimes**	
West Lothian - April - Dec 2013	166
East / Midlothian - April - Dec 2013	115
West Lothian - April - Dec 2014	140
East / Midlothian - April - Dec 2014	111

Objectives:	
• Increase the proportion of positive stops and searches for offensive weapons by 1% **• TARGET = 7.7%**	
West Lothian - April - Dec 2013	6.2%
East / Midlothian - April - Sept 2013	4.4%
West Lothian - April - Sept 2014	5.8%
East / Midlothian - April - Sept 2014	5.2%

Priority 4 – Tackling Substance Misuse

Objectives:	
• Increase the proportion of positive stops and searches for drugs by 1% **• TARGET = 21.7%**	
West Lothian - April - Dec 2013	17%
East / Midlothian - April - Dec 2013	14.7%
West Lothian - April - Dec 2014	15.9%
East / Midlothian - April - Dec 2014	15.4%

Objectives:	
• Increase the number of licensed premises visits (on/off sales premises) by 1% **• TARGET = more than 1216 visits**	
West Lothian - April - Dec 2013	819
East / Midlothian - April - Dec 2013	N/A
West Lothian - April - Dec 2014	1038
East / Midlothian - April - Dec 2014	2017

Priority 5 – Making our Roads Safer

Objectives:	
• Reduce the number of people killed or seriously injured on our roads in line with National targets **• TARGET = Fatal – 7**	
West Lothian - April - Dec 2013	4
East / Midlothian - April - Dec 2013	7
West Lothian - April - Dec 2014	3
East / Midlothian - April - Dec 2014	1

Objectives:	
• Reduce the number of people killed or seriously injured on our roads in line with National targets **• TARGET = Seriously injured – 44**	
West Lothian - April - Dec 2013	32
East / Midlothian - April - Dec 2013	41
West Lothian - April - Dec 2014	22
East / Midlothian - April - Dec 2014	53

Objectives:	
• Reduce the number of people killed or seriously injured on our roads in line with National targets **• TARGET = Slightly injured – 230**	
West Lothian - April - Dec 2013	328
East / Midlothian - April - Dec 2013	311
West Lothian - April - Dec 2014	285
East / Midlothian - April - Dec 2014	328

Objectives:	
• Reduce the number of people killed or seriously injured on our roads in line with National targets **• TARGET = Children (aged<16) killed/seriously injured – 4**	
West Lothian - April - Dec 2013	3
East / Midlothian - April - Dec 2013	6
West Lothian - April - Dec 2014	3
East / Midlothian - April - Dec 2014	4

Objectives:	
• Increase the number of people detected for drink/drug driving offences by 1% **• TARGET = 185 or more detections**	
West Lothian - April - Dec 2013	143
East / Midlothian - April - Dec 2013	151
West Lothian - April - Dec 2014	127
East / Midlothian - April - Dec 2014	124

Priority 6 – Tackling Serious Organised Crime

Objectives:	
• Increase the number of cash seizures and restraints through the Proceeds of Crime Act (POCA) legislation by 1% **• TARGET = more than £1,495,956**	
Lothian & Scot Borders - April - Dec 2013	Unavailable
Lothian & Scot Borders - April - Dec 2014	£2,495,775

Objectives:	
• Increase the number of people detected for supplying drugs by 1% **• TARGET = more than 171 detections**	
West Lothian - April - Dec 2013	130
East / Midlothian - April - Dec 2013	86
West Lothian - April - Dec 2014	161
East / Midlothian - April - Dec 2014	88

Priority 7 – Tackling Acquisitive Crime

Objectives:	
• Reduce the number of dwelling houses broken in to by 1% **• TARGET = less than 248 crimes**	
West Lothian - April - Dec 2013	180
East / Midlothian - April - Dec 2013	184
West Lothian - April - Dec 2014	187
East / Midlothian - April - Dec 2014	156

Objectives:	
• Increase the detection rate for break-ins to dwelling houses by 1% **• TARGET = 31.9%**	
West Lothian - April - Dec 2013	29%
East / Midlothian - April - Dec 2013	28%
West Lothian - April - Dec 2014	38.5%
East / Midlothian - April - Dec 2014	37%

West Lothian - Services for the Community
Policy Development and Scrutiny Panel

Context Report
Performance Update
01/04/2014 – 29/12/2014

1 Detection Rate: Groups 1 to 5 crimes

1=Violence 2=Indecency 3=Dishonesty 4=Fire Raising, Malicious Mischief etc 5=Other

YTD = **41.8%** **PYTD** = **45.3%**

		2014/15	Actual Figures	2013/14	Actual Figures
Group 1	Homicide / Att Murder / Serious assault / Robbery	**79.3%**	140 / 111	**83.1%**	166 / 138
Group 2	Sexual Offences	**66.4%**	253 / 168	**68.0%**	222 / 151
Group 3	Housebreaking, Theft & Fraud Offences	**30.6%**	3202 / 979	**34.1%**	3275 / 1116
Group 4	Vandalism, Fireraising & Reckless conduct	**16.6%**	1263 / 210	**20.0%**	1527/ 305
Group 5	Drugs, Bail & Resisting Arrest Offences	**98.2%**	997 / 979	**101.1%**	1154 / 1167

Recorded group 1-5 crime is down YTD by 489 crimes (7.7%) to 5855 crimes.

The YTD detection rate is currently 3.5% down on the PYTD total.

Solvency is down with all groups currently showing a reduction. It is expected that solvency in all groups will increase once crime enquiries are completed and crime reports updated. There is significant work currently being undertaken to manage a backlog of 'named suspect' crime reports which should result in a rise in solvency.

Local initiatives continue to be delivered to disrupt criminal activity and detect offenders based on the analysis of crimes committed.

2 Increase detection rates for crimes of domestic abuse by 1%

The level of recorded crimes for domestic abuse has decreased YTD to 1087 crimes compared to 1328 crimes PYTD. The level of incidents reported has decreased by 132 (7.5%) while solvency is currently 78.4% YTD (852 crimes) compared to 78.2% PYTD (1038 crimes).

A more robust approach to domestic abuse incidents has resulted in more incidents being reported and following investigation incidents being converted to crimes, the number of victims has not increased.

Target – Currently 22 solved crimes above the target of 77.6%.

3 Increase the detection rate for sexual offences (Group 2 crime) by 1%

The number of offences reported has increased by 31 crimes to 253 crimes recorded YTD, solvency has decreased from 68% PYTD (151 crimes) to 66.4% YTD (168 crimes), despite seventeen more crimes having been solved.

The level of reporting indicates that more than 1 in 3 crimes are historical to the period (oldest = 1960) which indicates an increased confidence with victims being more willing to engage and report offences / crimes.

The Divisional Rape Investigation Unit continues to effectively manage a high workload and ensure that victims receive the appropriate support from both Police and partners. Solvency has improved since the last report from 56.5% to its current 68.1% level

Target – Currently 18 solved crimes under the target of 72.0%.

4	**Reduce the number of antisocial behaviour incidents by 1%** Antisocial behaviour calls have decreased by 2.2% to 8233 YTD compared to 8416 PYTD. The level of calls has reduced in particular during the summer months compared to last year. There have been several factors that have remained an issue within West Lothian with a rise in deliberate fires in both Livingston and East Calder and an increase in disorder within specific areas of Bathgate. A high number of motorbike misuse calls was also noted during the summer months in Broxburn and Livingston but these calls have subsided somewhat in the past three months. There are still a number of identified dwellings in West Lothian, which are showing a number of calls, and interventions are underway regarding ASBO proceedings in conjunction with West Lothian Council. **Target – Currently 99 incidents better than target, which is an improvement from the previous level of 70 better than target.**
5	**Increase the detection rate for hate crime by 1%** The hate crime detection rate is currently 78.1% YTD compared to 72.9 PYTD. The total numbers of hate crimes for the YTD has decreased by three crimes compared to PYTD year with 178 crimes reported compared to 181at the same point last year. Of all the protected characteristics, Race continues to accounts for the vast majority of crimes. Most crimes are classed as verbal abuse with only 18 minor assaults and 8 communications act offences and 16 vandalisms. The above figures includes 26 crimes whereby a police officer was victim of the hate crime. **Target – Currently one solved crime under the target of 78.8%.**
6	**Reduce the level of violent crime by 1%** The level of Group 1 violence has decreased from 166 crimes PYTD to 140 crimes YTD. The traditional hotspot in West Lothian remains Bathgate town centre with 29 crimes committed in this area. All areas except Broxburn (8 to 16 crimes) and Blackburn (7 to 13 crimes) have experienced decreases or remained static in the level of recording. The Blackburn increase was down to one incident involving a serious assault and five charges of child neglect. Robbery has decreased by six crimes from 36 PYTD to 30 YTD. Whitburn has shown an increase in crimes with 5 crimes reported YTD compared to 3 PYTD. Four of the local authority areas locations are repeat locations and target hardening projects are ongoing to improve security. Children and Young Persons (Scotland) Act 1937 Section 12 offences (Cruelty to persons under 16) have decreased by 39% (17 offences YTD compared to 28 offences PYTD). Analysis shows there does not appear to be any pattern to the offences although eleven of the YTD offences occurred at four separate locations. Threats and extortion have shown a 50% decrease (8 crimes YTD compared to 16 crimes PYTD). Analysis shows there does not appear to be any pattern in relation to these crimes. The level of Murder/attempted murder/culpable homicide has increased YTD to ten crimes compared to four crimes in 2013. One murder and nine attempted murders YTD against four attempted murders PYTD. In contrast serious assault has decreased from 65 crimes PYTD to 51 crimes YTD. Overall the decreases are linked to the robust policing methods being employed and the emphasis on policing night time economy hotspots and prominent individuals.

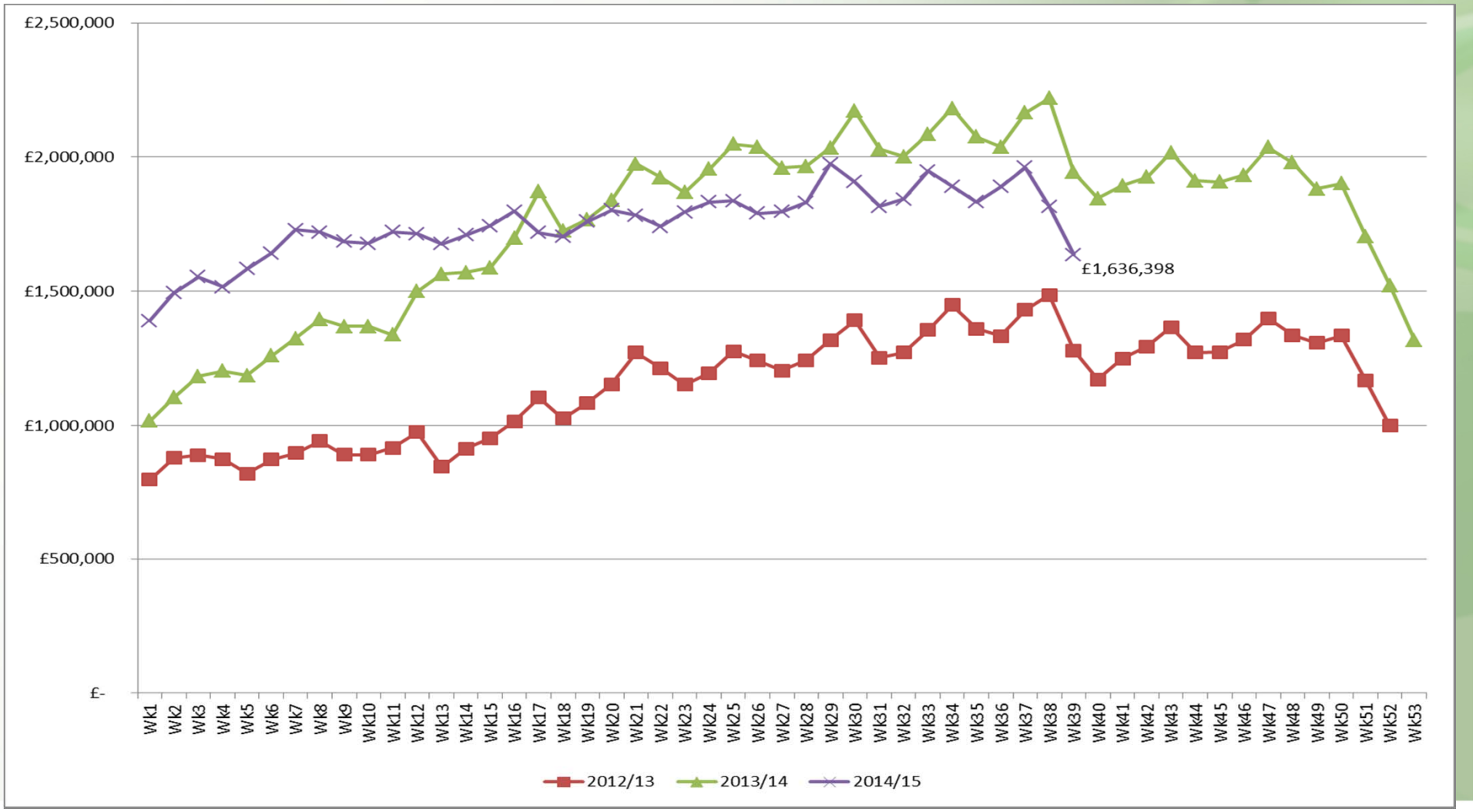
	Target – Currently on target to record less than 204 crimes.
7	**Increase the proportion of positive stop and searches for offensive weapons by 1%** YTD has seen 5.8% (24) of 429 searches being positive for offensive weapons compared to 6.2% (41) positive out of 659 searches PYTD. The tactical approach to stop and search is built around searching the right people, in the right place, at the right time. **Target – Currently 6 positive searches under the target of 7.7%.**
8	**Increase the proportion of positive stop and searches for drugs by 1%** The number of searches for drugs has totalled 1085 YTD with 173 (15.9%) being positive compared to 1500 PYTD with 255 being positive (17%). This represents almost one in every six searches being positive and indicates effective targeting of individuals through intelligence. **Target – Currently 61 positive searches under the target of 21.7%.**
9	**Increase the number of licensed premises visits (on/off sales premises) 1%** The number of licensed premises visits has totalled 1038 YTD compared to 819 PYTD. Premises continue to be monitored robustly and identified issues are addressed promptly. Problematic premises remain the focus and interventions are delivered in partnership with the support of Licensing Standards Officers. Target – Currently 69 visits above target to achieve more than 1216 visits.
10	**Reduce the number of people killed or seriously injured on our roads in line with National targets** Three fatalities have been recorded YTD, this is ahead of the 2015 target of a 30% reduction from the 2004-08 baseline figure of 10 and is on target to achieve the 2020 target of a 40% reduction from the baseline figure. Serious injuries have decreased from the 2004-08 baseline figure of 77 and an April 2015 target figure of 44 to 22 victims YTD. Slight injuries in 2014-15 have decreased to 285 victims YTD from 328 PYTD. There were no fatalities but three serious injuries were recorded amongst children in the YTD. This compares to PYTD levels. The late afternoon / early evening commuter period is a peak time for collisions. **Target – On target to achieve all National targets with the exception of the slightly injured target.**
11	**Increase the number of people detected for drink/drug driving offences by 1%** The number of people detected for drink / drug driving offences is 127 YTD compared to 143 PYTD. Despite drink / drug driving being on a downward trend intelligence led initiatives continue to be carried out to target those individuals who drive whilst under the influence. The new drink/ drive limits applicable to Scotland have now taken effect from 5th December 2014 and the level of offending against this new legislation is currently being monitored.

	Target - Currently 11 detections under target.
12	**Increase the number of cash seizures and restraints through the Proceeds of Crime Act legislation by 1%** The level of cash seizures and restraints for the Lothian and Scottish Borders Division has reached £2,495,775 YTD and is well ahead of the targets set for the year. Tactical Action Plans are in place for all mapped Serious Organised Crime Group's with enquiries continuing to be carried out by Financial Investigation Officers with a view to further disruption via cash seizures. **Target – Target of more than £1,495,956 has been achieved.**
13	**Increase the number of people detected for supplying drugs by 1%** Intelligence continues to be received in relation to the supply of controlled drugs. The Drugs Co-ordinator targets high-risk nominals and allocates intelligence packages for progression. West Lothian has seen an increase of 31 crimes YTD with 161 crimes recorded compared to 130 crimes PYTD. **Target – Currently on target to achieve more than 171 detections.**
14	**Reduce the number of dwelling houses broken in to by 1%** Domestic housebreaking has increased by 3.9% YTD with 187 crimes recorded against 180 crimes PYTD. The towns of Livingston, Bathgate and Whitburn continue to be the most affected areas. Operation RAC remained in operation to target every housebreaking occurring at domestic locations. **Target – Currently exceeding the target to record less than 248 crimes by six crimes.**
15	**Increase the detection rate for break-ins to dwelling houses by 1%** The detection rate has increased from 29.4% (53 crimes) PYTD to 38.1% (72 crimes) YTD. We continue to support Neighborhood Watch Schemes and take proactive steps to provide our communities with vital information and advice to safeguard their homes and target criminals by the proactive use of police powers and involvement in local and national crime initiatives. Target – Currently 6.2% above the target of 31.9%.

Housing, Construction and Building Services

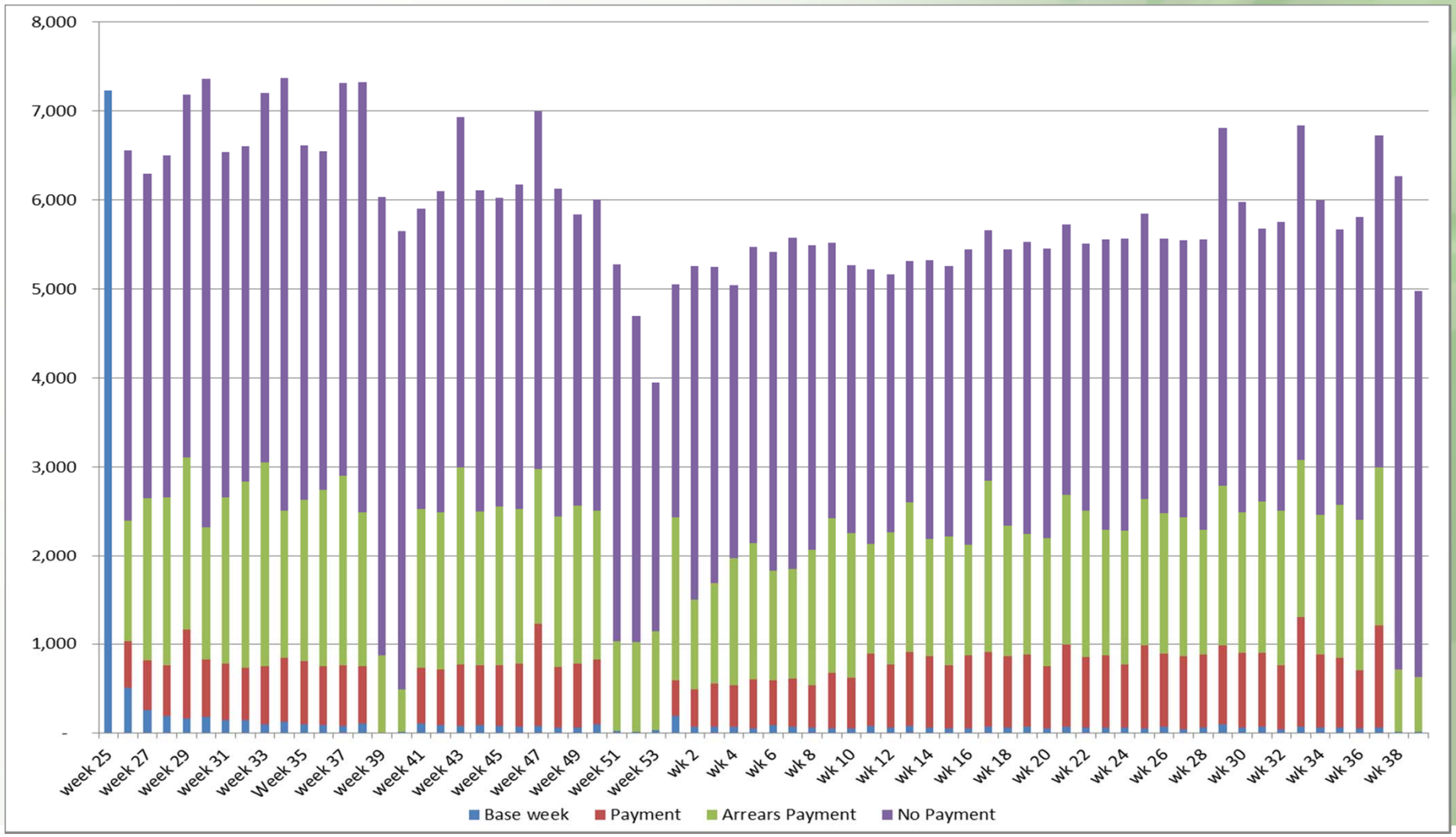
Rent Arrears Update
20 January 2015

Year on Year Comparison



RECOGNISED FOR EXCELLENCE EFQM
CUSTOMER SERVICE EXCELLENCE UK
INVESTORS IN PEOPLE
westlothian.gov.uk
West Lothian Council

Arrears Caseload



RECOGNISED FOR EXCELLENCE EFQM
CUSTOMER SERVICE EXCELLENCE UK
INVESTORS IN PEOPLE
westlothian.gov.uk
West Lothian Council

Banded Arrears Value and Number

	Value of Cases	Number of Cases
£0.01 to £49.99	£19,188	933
£50.00 to £149.99	£131,999	1,458
£150.00 to £299.99	£204,706	945
£300.00 to £499.99	£245,823	631
£500.00 to £749.99	£250,311	410
£750.00 to £999.99	£200,320	231
£1,000 to £1999.99	£425,580	313
£2,000+	£158,471	59
Grand Total	**£1,636,398**	**4,980**

RECOGNISED FOR EXCELLENCE EFQM
CUSTOMER SERVICE EXCELLENCE UK
INVESTORS IN PEOPLE
westlothian.gov.uk
West Lothian Council

Rent Campaign - Outcomes

- Increase in arrears this financial year - £319k, same period last year increase - £944K
- Caseload reduction 1,000 in 12 months
- ‘Serious’ cases down 15% in 12 months
- DHP applied for 2014/15 spare room subsidy – 99% of cases

RECOGNISED FOR EXCELLENCE EFQM
CUSTOMER SERVICE EXCELLENCE UK
INVESTORS IN PEOPLE
westlothian.gov.uk
West Lothian Council

Rent Campaign – moving forward

- Multi Service Task Group continues
- DHP for legacy arrears progressing
- Corporate approach to debt
- Quarterly update to Policy Development & Scrutiny Panel
- Preparing for Universal Credit

RECOGNISED FOR EXCELLENCE EFQM
CUSTOMER SERVICE EXCELLENCE UK
INVESTORS IN PEOPLE
westlothian.gov.uk
West Lothian Council

Questions

RECOGNISED FOR EXCELLENCE EFQM
CUSTOMER SERVICE EXCELLENCE UK
INVESTORS IN PEOPLE
westlothian.gov.uk
West Lothian Council

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT SCRUTINY PANEL

REVIEW OF HOUSING REPAIR CATEGORIES

REPORT BY HEAD OF HOUSING CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

To inform the Panel of the outcome of the recent consultation with tenants regarding the proposed changes to the Housing Repair categories following the Repairs Working Group review.

B. RECOMMENDATION

To note the results of the tenants consultation regarding the changes to the Housing Repair categories.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; making best use of our resources; working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	Housing (Scotland) Act 2001 Housing (Scotland) Act 2010
III	**Implications for Scheme of Delegations to Officers**	None
IV	**Impact on performance and performance Indicators**	There is no direct impact however this report is part of the agreed process for strategic performance reporting
V	**Relevance to Single Outcome Agreement**	This report will have a positive impact on the following SOA indicators; SOA10 – We live in well designed, sustainable places where we are able to access the services

		we need SOA11 – We have strong resilient and supportive communities, where people take responsibility for their actions and how they affect others
VI	**Resources - (Financial, Staffing and Property)**	None, to be met from existing resources
VII	**Consideration at PDSP**	None
VIII	**Other consultations**	Trade Union, Repairs Working Group, Tenants Network, Tenants Panel

D. TERMS OF REPORT

The panel are reminded that the initial paper was reported to PDSP on 8th April 2014 outlining the review of the housing repair categorisation and performance for 2013/14.

Building Services Repairs Team carried out a total of 50,739 housing response repairs with 48,084 (94.76%) completed within target timescales for the period of 2013/14 date to council housing stock.

Emergency repairs formed 48% all responsive repairs; Table 1 shows a full breakdown of the repairs by category.

The group have carried out analysis of the complaints received and discussed the proposed changes with the Tenants Network and Tenants Panel. Our complaints analysis carried out through 2012-13 highlighted and provided evidence that our timescales required to be reviewed as this was one of the highest areas of complaint from our customers.

As part of our review of the repairs strategy, the Repairs Working Group have been analysing the current repair timescales, with a view to improving the service. We have taken into account the new guidance received from the Scottish Housing Regulator and most importantly, feedback from tenants using the repairs service, which has shown that they feel there is too large a gap between the L1 category (24 hour emergency repair) and the L3 category (15 day routine repair). Because of the difference many customers will report their repair as an emergency, so not to have to wait 15 days.

In order to prevent this occurring the Repairs Working Group is proposing to introduce a new L2 category, which would be a 5 working day repair, e.g. partial loss of heating which may not be an emergency but to wait 15 days would affect the tenants comfort and convenience.

The Repairs Working Group is also proposing to introduce a new L4 category, which would be a 30 working day repair e.g. for programmed repairs, such as external repairs requiring the services of an external contractor for scaffolding or asbestos.

To make our customers fully aware of the current service provided whilst providing information on the proposed changes Appendix 1 includes our existing categories and timescales together with the Repairs Working Groups proposed changes for service improvement that we would like to implement.

Category	Total Completed	Total Completed within Target
L1 Priority Repairs(24 Hours)	10599	10311 (97.28%)
L3 Priority Repairs (15 Days)	24480	22297 (91.08%)
ST Stand by Priority Repairs (24 hours)	7805	7700 (98.65%)
G2 Priority Gas Repairs (24 hours)	4445	4401 (99.01%)
G5 Priority Gas Repairs (15 Days)	1792	1787 (99.72%)
G7 Priority Gas Repairs (48 hours)	1618	1588 (98.15)
Total	**50739**	**48084 (94.76%)**

Table 1

E. TENANTS CONSULTATION

The consultation was expressed through three channels of communication, firstly an article and questionnaire within the July Edition of the Tenants News, secondly as part of the Tenants Fun & Information Day and thirdly with the help of the Customer Service Centre contacting customers by telephone, all inviting anyone to express their views on the Repairs Working Group's proposal's.

The consultation period was open for a period of 3 months with the results provided to the Tenants Panel/Network on the 12th November 2014 for their comments. The Tenants Panel/Network was very supportive on the feedback from the proposals and consultation results.

Appendix 2 shows the results of the consultation. 93 tenants responded to the consultation with 83 (89.25%) of respondents in favour of the changes proposed to the Housing Repair categorisation.

Communication with tenants on the results of the consultation and the arrangements for the changes will be done through the tenants newsletters, information available will be available on the website, CIS offices and further discussion with the Tenants Panel/Network will be arranged to discuss the implementation of the changes to the categorisation in 2015/16.

F. CONCLUSION

Panel members are asked to note that Housing, Construction and Building Services are committed to the continual improvement and development of services to meet the needs and expectations of our customers and the demands of the Scottish Housing Regulator.

G. BACKGROUND REFERENCES

Tenant Participation Strategy 2012-2016

Housing (Scotland) Act 2001

Housing (Scotland) Act 2010

Scottish Social Housing Charter

Appendices/Attachments:

Appendix 1 – Review of Housing Repair categories

Appendix 2 – Results of the Tenants consultation questionnaire

Contact Person: Grant Taylor, Building Services Manager.

Email: grant.taylor@westlothian.gov.uk Phone: 01506 776920

Alistair Shaw

Head of Housing, Construction and Building Services

Date of meeting: 20th January 2015

Appendix 1
Review of Housing Repairs Categories

Current Category	Operation	Frequency	Proposed Category	Relationship to other operations general comments
Reactive Core Business	Emergency (L1) (safety, security and health reasons, including 1 day right to repair)	On Demand	No Change	Respond within 4 hours and complete within 24 hours of notification
	Urgent (L2) (affects comfort or inconvenience and including the 3 and 7 day right to repair)	On Demand	**New category (rein introduced)**	Complete within 5 working days of notification. Normally appointed work where necessary
Reactive Core Business	Routine Repairs L3 (Non-Urgent repairs and will include a 7 day right to repair)	On Demand	No change	Currently 15 working days. Including any inspection to identify repair.
	Programmed Repairs (L4) (Repairs which are our responsibility but which don't fall into either of the other categories, including reactive repairs where scaffold is required)	On Demand	**New Category**	Complete within 30 working days of notification. Normally appointed work

Current Category	Operation	Frequency	Proposed Category	Relationship to other operations general comments
Planned Programmed Repairs	Planned Programme Works (PR) Large high cost repairs which cannot be deferred to future Capital Programme works i.e. one off window/door replacements	On Demand	No Change	90 day including any inspection to identify repair
Reactive Core Business	Urgent Gas Repair (G7) (where the tenant has no hot water only but does have heating or no hot water but has the use of a gas/electric fire and electric immersion heater	On Demand	No Change	Complete within 48 working hours of notification
	Gas Routine (G5) (for non-urgent follow on repairs)	On Demand	No Change	Complete within 15 working days of notification. Normally appointed work.
	Out of hours emergency service (G2)	On Demand	No Change	Respond within 4 hours and complete within 24 hours of notification

Appendix 2
Results of Tenant Consultation - Housing Repairs Categories

Tenants News			
Would you like to have a L2 - 5 working Day category for Non-Emergency Repairs	Total	Yes	No
	22	20	2
Would you like to have a L4 - 30 working Day category for programmed repairs	Total	Yes	No
	22	20	2
Tenants Fun & Information Day			
Would you like to have a L2 - 5 working Day category for Non-Emergency Repairs	Total	Yes	No
	44	42	2
Would you like to have a L4 - 30 working Day category for programmed repairs	Total	Yes	No
	44	41	3
CSC			
Would you like to have a L2 - 5 working Day category for Non-Emergency Repairs	Total	Yes	No
	27	25	2
Would you like to have a L4 - 30 working Day category for programmed repairs	Total	Yes	No
	27	22	5

Combined Total for all methods of response	Total	Yes	No	Yes	No
L2	93	87	6	**93.55%**	**6.45%**
L4	93	83	10	**89.25%**	**10.75%**

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINTY PANEL

HOME ENERGY EFFICIENCY PROGRAMMES FOR SCOTLAND (HEEPS) 2015/16

REPORT BY HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

To advise the panel of the funding awarded to West Lothian for 2015/16 for home energy efficiency measures in private sector housing.

B. RECOMMENDATION

The panel is invited to:

1. Note the allocation of funding of £1,082,475 to West Lothian for 2015/16 under the government's Home Energy Efficiency Programme for Scotland (HEEPS);

2. Note a further £12m is available to councils that are able to show they can spend more than their initial allocation and that there will be an opportunity for the council to bid for a share of this additional funding later in the year; and

3. Note that a managing agent for the HEEPS programme for 2015/16 will soon be appointed by the council and the successful agent will prepare the detailed proposals to be submitted to Scottish Government.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; making best use of our resources; working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	none
III	**Implications for Scheme of Delegations to Officers**	none
IV	**Impact on performance and performance Indicators**	Will assist in improving the energy efficiency of the general housing stock

VI	**Resources - (Financial, Staffing and Property)**	Government funding of £1.13m was allocated to West Lothian for HEEPS in 2013/14 and £1.723m in 2014/15.
VII	**Consideration at PDSP**	The HEEPS funding for 15/16 has not previously been considered by the panel.
VIII	**Other consultations**	None

D. TERMS OF REPORT

D.1 Background

West Lothian Council has taken advantage of available funding for energy efficiency since 1996. This funding has come from many schemes and the funded outcome requirements have varied over the years, but can be summarised as having funded cavity wall insulation, loft insulation, draught proofing, water tank insulation and reflective radiator panels.

The West Lothian Local Housing Strategy 2012-2017 recognises the importance of Fuel Poverty and Climate Change, and House Condition and includes a number of specific actions aimed at improving energy efficiency and sustainability of the housing stock.

The key objectives of the Home Energy Efficiency Programmes for Scotland: Area Based Schemes (HEEPS:ABS) are;

- To reduce fuel poverty
- To reduce carbon emissions
- To encourage Energy Company Obligations (ECO) in Scotland and
- To support the local economy and sustainable local economic development

In March 2014 Council Executive approved arrangements for using the 2013/14 funding. These were;

- Identified area based insulation projects in West Lothian primarily in Broxburn, Bathgate and Armadale, Polbeth, Fauldhouse and Whitburn and Livingston South.
- External Wall Insulation work in the Howden area of Livingston as part of a project established by Almond Housing Association.
- A feasibility study on the provision of a gas supply to the village of Westfield.

Keepmoat were appointed to implement the area based insulation works and Everwarm were appointed to implement the External Wall Insulation work in Howden. Scottish Gas Networks (SGN) have been appointed to carry out the Westfield study and a programme for this is awaited.

In June 2014, Council Executive approved arrangement for allocating the 2014/15 funding.

The projects in 2014/15 included area based projects in Armadale, Whitburn, Deans and Breich and West Lothian wide loft and cavity insulation. The proposals also included external wall insulation (EWI) projects in Howden, Deans and Armadale.

D.2 Allocation for 2015/16

On 12 December 2014, Scottish Government confirmed that West Lothian is to receive £1,082,475 in 2015/16 for area- based schemes to tackle fuel poverty and improve the energy efficiency of private sector housing stock. A copy of the letter received from Scottish Government is attached as Appendix 1.

A further £12m is available for councils that are able to show they can spend more than their initial allocation. Details of the bidding process for further allocations of funding will be announced soon. Proposals to bid for a share of the additional funding will be worked up and submitted to Scottish Government.

It is anticipated that details of how the council intends to allocate the HEEPS funding will require to be submitted to Scottish Government around mid February.

The council's managing agent for HEEPS during 2013/14 and 2014/15 was Changeworks. They developed detailed proposals, carried out the procurement for contractors and monitored the works during implementation. A tendering process has been completed to secure a managing agent for 2015/16 and the tender returns are currently being assessed. A managing agent should be appointed by late January and the successful agent will immediately begin preparing detailed proposals for 2015/16. The detailed proposals will require to be approved by Council Executive. Details of the proposals will be circulated to panel members in advance of Council Executive considering the proposals.

E. CONCLUSION

There remains significant opportunities offered by the HEEPS:ABS funding primarily for private sector housing. From a council point of view it is better to be involved in the process, particularly in setting the strategic direction for this funding. Some of this work in private sector housing is being aligned with the council's investment in its own housing stock particularly in mixed tenure housing estates. There is substantial national funding available to help meet the Scottish Government's policies and targets on sustainable housing. The HEEPS funding and proposals are the initial stages in what is seen by government as a long term ten year investment plan.

There are opportunities to develop an ongoing programme of investment in West Lothian housing stock over the coming years.

F. BACKGROUND REFERNCES

Council Executive June 2014 Home Energy Efficiency Programmes for Scotland (HEEPS) 2014/15

Services for the Community PDSP April 2014 Home Energy Efficiency Programmes for Scotland (HEEPS) 2014/15

Council Executive March 2014. Home Energy Efficiency Programmes for Scotland (HEEPS)

Services for the Community PDSP April 2013 Home Energy Efficiency Programmes for Scotland

Universal Home Insulation Scheme (UHIS) Funding Allocation from Scottish Government Council Executive May 2012

West Lothian Local Housing Strategy 2012-2017. Council Executive February 2012

Appendices/Attachments: One

Contact Person: Colin Miller, Housing Strategy and Development Manager, 01506 281379
Email: colin.miller@westlothian.gov.uk

Alistair Shaw

Head of Housing Construction and Building Services

20 January 2015

Housing, Regeneration and Welfare Directorate
Housing Sustainability and Innovative Finance Division

T: 0141 242 5408
E: Andrew.Robinson@scotland.gsi.gov.uk

The Scottish Government
Riaghaltas na h-Alba

In 2014 Scotland Welcomes the World

Graham Hope
Chief Executive
West Lothian Council
West Lothian Civic Centre
Howden South Road
Livingston EH54 6FF

RECEIVED
15 DEC 2014

12 December 2014
Our Ref: A9898063

Dear Colleague

Home Energy Efficiency Programmes for Scotland (HEEPS): Area-Based Schemes 2015/16: Allocation of Needs-based Funding for Councils

I am pleased to write to you about your allocation for funding in 2015/16 for area-based schemes to tackle fuel poverty and improve the energy efficiency of Scotland's housing stock.

For the council-led area-based schemes, we have once again worked closely with COSLA to determine the distribution of this funding and I am pleased to advise your share of the funding available is £1,082,475. I would encourage you however not to limit the level of ambition you have to tackle fuel poverty in your area to this initial allocation. A further £12m is available for councils that are able to show they can spend more than their initial allocation and I sincerely hope you will develop proposals to take up some of this additional funding.

This funding is needs-based and reflects levels of fuel poverty and the prevalence of properties requiring insulation across the country. You will still need to work closely with the obligated utility companies to access available funding such as ECO as leverage is still an important element of our overall approach. And you will also need to work closely with all housing providers in your area to identify possible opportunities for use of HEEPS: ABS funding.

We are committed to a ten year programme of area based fuel poverty schemes and councils are a key delivery partner for us in this programme. This means being ambitious about what we can deliver in these timescales and developing large-scale schemes to tackle fuel poverty. We will shortly be sending the guidance and application forms to your nominated HEEPS:ABS officer. I look forward to hearing from you soon about the areas you have selected for area based programmes and your proposals for tackling fuel poverty. If you wish to discuss this further, please don't hesitate to contact me at Andrew.Robinson@scotland.gsi.gov.uk.

Yours sincerely

Andy Robinson
Head of Area Based Schemes
Housing Sustainability and Innovative Finance Division
Scottish Government

Highlander House Waterloo St Glasgow
www.scotland.gov.uk

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT SCRUITNY PANEL

PROGRESS ON COMMUNITY SAFETY

REPORT BY HEAD OF HOUSING CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

This report is to inform Panel Members on the strategic development of Community Safety in West Lothian and other local and national developments. In addition, the report includes performance information from the Community Safety Unit on the Safer Neighbourhood Teams (SNT) and the Out of Hours Noise Nuisance Team from July to September 2014.

B. RECOMMENDATION

To note the developments of partnership working in the field of community safety and to note the performance information detailed for the Safer Neighbourhood Team and the Noise Nuisance Team.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs Being honest, open and accountable Making best use of our resources Working in partnership Providing equality of opportunity
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The Antisocial Behaviour etc (Scotland) Act 2004 applies
III	**Implications for Scheme of Delegations to Officers**	None.
IV	**Impact on performance and performance Indicators**	There is no direct impact however this report is part of the agreed process for strategic performance reporting.
V	**Relevance to Single Outcome Agreement**	This report will have a positive impact on the following SOA indicators; SOA10 – We live in well designed, sustainable places where we are able to access the services

		we need SOA11 – We have strong resilient and supportive communities, where people take responsibility for their actions and how they affect
VI	**Resources - (Financial, Staffing and Property)**	Antisocial Behaviour funding, Scottish Government and Community Safety Funding.
VII	**Consideration at PDSP**	None.
VIII	**Other consultations**	Police Scotland, Scottish Fire and Rescue Service, Voluntary Services, WLC Legal Services, WLC Social Policy, WLC Environmental Health & Trading Standard, West Lothian Drug and Alcohol Service (WLDAS) and West Lothian Youth Action Project (WYLAP), Victim Support.

D TERMS OF REPORT

This report highlights a number of ongoing community safety good practice initiatives and provides information on both local and national relevant strategic developments.

In addition, the report provides performance data (Appendix 1) from the Community Safety Unit for the period July –September 2014.

D1 Best Bar None

The Award Ceremony for West Lothian's Best Bar None took place on Wednesday 10th December at Howden Park Centre. This year, the categories were well represented with high standards set by the winners. This is vital preparation in ensuring that the night time economy and patrons will benefit from the high standards of safety procedures in place. The following awards were made;

SPECIALIST ENTERTAINMENT VENUE

- Howden Park Centre – Gold award
- Linlithgow Burgh Halls – Gold award
- West Lothian Golf Club – Gold award
- The Vu / Waterlilly – Gold award
- Smiths – Gold award
- Linlithgow Bowling Club – Gold award

INDEPENDENT PUB

- Black Bull Inn – Gold award
- Elm Tree – Silver award
- The Cross Tavern - Silver award

INDEPENDENT BAR

Bentswood Inn - Silver award
Seafield Arms - Silver award
The Corrie Bar - Silver award

PUB

- The New Year Field – Gold award
- Almond Bank – Gold award
- Ballencrieff - Silver award
- Mall Café - Silver award
- James Young - Silver award
- Old Post Office - Silver award

BAR

- Glenmavis Tavern - Silver award
- Royal Bar - Silver award

SPECIAL RECOGNITION AWARD

- Ballencrieff
- Glenmavis Tavern

D2 Keeping Children Safe

Officers from the Community Safety Unit, provided talks on keeping young children safe when using the Internet to two different audiences. A seminar was arranged at Howden Park to foster carers and residential care staff for 'Looked After Children'. In addition a group of young school leavers who require support in striving to find positive destinations were given the opportunity to have from Sargent John Jackson an invaluable lesson providing them with the necessary tools, information and skills to keep themselves safe. Both of these inputs proved positive and there has been a request to have them repeated again in the future to further audiences.

D3 Communication

Community Safety Partners combined their valuable knowledge and expertise and created a 'Community Safety' pull out section in the winter edition of the Bulletin for residents in West Lothian. The information covered topics such as Winter Driving, Fire Safety, Domestic Abuse, Home Security and what to do to prevent burst water pipes at home.

D4 No Knives Better Lives

No Knives, Better Lives (KNBL) is a national youth engagement initiative aimed at educating young people about the dangers of carrying a knife and the devastating personal consequences it can have on their future, as well as on their family and friends. It gives young people good reasons not to carry a knife, showing them that it's not worth the risks or consequences, and helps shape positive attitudes and influences better life choices by promoting diversionary activities.

Young people, males in particular, who live in areas that are affected by knife crime, are the main target audience for this initiative.

Some communities have displayed some stencil art on behalf of KNBL. This is a national campaign and each local authority identified some suitable locations for KNBL to highlight their work. The stencils are temporary and usually last 2-3 months, weather dependent. West Lothian took part in this initiative at sites identified by the community safety partners. Feedback via local media to WLC and Police Scotland has been positive to-date.

D5 Community Safety Strategic Assessment

The Community Safety Partnership Analyst has been collating data and information from the Community Safety Partners that will be required for the risk analysis and priority setting of the Community Safety Strategic Assessment.

There are dates planned to provide a training input to members of the Joint Monthly Tactical Meetings and the Community Safety Strategic Group. This is essential to ensure that new members are fully aware of the principles and guidelines surrounding this important process. The analytical work provides the partners with the information and data that needs to be considered in the scoring process. The result of this process will highlight to the partners, the main priorities for the Community Safety Partnership in going forward to 2018.

This process and preparatory work is well under way and it is envisaged that this priority setting will be completed in February 2015 and monitored and approved in principle by the Community Safety Strategic Steering Group. The Community Safety Strategic Group will be able to report the outcomes to the Community Safety Board in March 2015.

D6 Youth Volunteers

More than 100 pioneering youth volunteers from Police Scotland have been recognised by the Chief Constable and are set to serve their communities after a passing out parade. The project has been carried out between Police Scotland, charity Young Scot and YouthLink Scotland, the national agency for youth work.

All the volunteers participated in a range of activities aimed at instilling values of citizenship and public service over a 12-week induction period. Recently, 3 Community School Link Officers attended the Police College to undergo training for taking this initiative forward in West Lothian.

D7 Drink Drive Limit

In November 2014 the Scottish Parliament unanimously voted in favour of a new law to lower the limit from 80mg in every 100ml of blood to 50mg in every 100ml of blood. The new law is about making roads safer and sending a clear message that even one alcoholic drink will affect the ability to drive. Police Scotland's Festive Drink Drive Campaign will be in force within West Lothian over the festive period promoting road safety and enforcing the new law.

D8 Performance Information

The data in the table below shows some performance data, from the council's Safer Neighbourhood Teams in relation to Antisocial Behaviour and the Out of Hours Team in relation to noise nuisance.

The officers work alongside other Community Safety Partners to resolve escalation of antisocial behaviour and prevent crimes from occurring. Where the opportunity exists, officers engage with a variety of groups and provide early interventions for preventing antisocial behaviour.

A new antisocial behaviour case may be opened for the first time if an immediate solution cannot be found to an antisocial behaviour complaint and in some cases, a case may be opened where a previous complaint or issue has re-started.

An 'open' antisocial behaviour case is a protracted enquiry that is requiring further investigation from council officers. Often, there is a need to involve other community safety partners to assist in the remedy of an antisocial issue. Some enquiries require a longer input for a variety of reasons and it may take time to gather all the evidence and find a solution. The number of open antisocial behaviour cases varies across West Lothian with some wards having more cases than others. This reflects some of the antisocial behaviour reported to the Police and West Lothian Council in each community. There is no definite reason for the level of numbers being reported from ward to ward and demographic variations and house type can all contribute to the way in which behaviour from others is tolerated or becomes intolerable to others.

The fluctuation in the number of cases across a ward is continually monitored with a view to ascertain the causal factor. Officers continue to assist members of the communities and carry out work with partners that help to resolve antisocial behaviour. The numbers of cases open is only an indicative number of the level of antisocial behaviour occurring.

A closed case is where the officers have reached a conclusion and the aim of the closures will be to have reached a satisfactory resolution where possible. There are some factors for why this may not be the case such as the perpetrator having moved away or warnings issued.

In addition there are reasons why cases cannot be closed within the target time periods of 3 months. Two of the most common of these are cases requiring input from a number of services and cases where behaviour is more sporadic and therefore requires a longer than 'normal' period of evidence gathering before a case can be considered for Legal action. Often, due to the nature of the enquiry, there needs to be additional inputs from colleagues in Social Work or Health, or there may be language barriers or other issues which cause a case to require a higher or longer degree of intervention/investigation/ support. Often, where there are added complications in a case, it can take longer to help resolve it.

The Night Noise Team received 1,182 enquiries in total from April to September 2014 regarding noise nuisance. The reported data shows that out of the 1,182 number of enquiries there were 688 visits made by the out of hours team during these months compared to 1,188 enquiries during the same months in 2013 and 705 visits made.

The level of customer satisfaction in relation to the Night Noise Team was 83.3% of the 48 respondents reporting that council involvement improved their situation relating to Antisocial Behaviour. This was a reduction of 2% compared to the same reporting month in 2013/14.

The number of Antisocial Behaviour Orders (ASBO) remains relatively low. These are deemed as a last resort to all other methods of curtailing antisocial behaviour within communities. It is only when particular individuals refuse to heed warnings issued, that the Antisocial Behaviour Order is requested.

The officers have undergone some training with the 'Open Housing' system and their cases have been reviewed as they have migrated across. Officers continue to review cases and close them where possible within the 3 month target period if a resolution has been found and cases closed.

E. CONCLUSION

This report informs Panel Members on the strategic development of Community Safety and ongoing developments across the Partnership.

The report also provides some performance data, from the council's Safer Neighbourhood Teams in relation to Antisocial Behaviour and the Out of Hours Team in relation to noise nuisance

F BACKGROUND REFERENCES – None

Appendices: Appendix 1 – Statistical returns from the WLC Safer Neighbourhood Team and Out of Hours Noise Nuisance Team.

Siobhan Mullen, Customer Services Manager, Housing, Construction and Building Services.

Siobhan.Mullen@westlothian.gsx.gov.uk

Tel: 01506 281367

Alistair Shaw, Head of Housing, Construction and Building Services

Date of meeting: 20 January 2015

Appendix A

Community Safety Performance figures – April to September 2014

	April	May	June	July	August	September
Number of New Cases	0	8	8	2	5	9

Open cases per Ward.	April	May	June	July	August	September
Linlithgow	3	1	1	2	1	2
Broxburn Uphall & Winchburgh	11	11	11	11	14	14
Livingston North	4	3	3	4	5	4
Livingston South	6	8	7	7	9	10
East Livingston & East Calder	9	7	8	8	4	5
Fauldhouse & Breich Valley	19	13	14	14	18	16
Whitburn & Blackburn	16	12	9	11	7	4
Bathgate	19	17	18	20	18	14
Armadale & Blackridge	9	9	12	16	18	19
Total	**96**	**81**	**83**	**93**	**94**	**88**

Closed Cases per Ward	April	May	June	July	August	September
Linlithgow	1	1	0	0	0	0
Broxburn Uphall & Winchburgh	0	5	0	0	0	0
Livingston North	0	1	1	0	0	0
Livingston South	4	2	3	0	0	0
East Livingston & East Calder	0	3	4	0	7	0
Fauldhouse & Breich Valley	3	6	2	0	0	1
Whitburn & Blackburn	0	2	5	0	3	4
Bathgate	4	4	0	0	0	5
Armadale & Blackridge	3	1	3	0	0	0
Total	**15**	**25**	**18**	**0**	**10**	**10**

Appendix A

	April	May	June	July	August	September	Total
No of Hours Spent Patrolling	31	68	22	17	67	16	**221**
Referrals to Victim Support	0	0	7	8	10	12	**37**
Mediations Conducted	6	18	4	0	6	7	**41**

Out of Hours Service	**April**	**May**	**June**	**July**	**Aug**	**Sept**	**Total**
Number of complaints received monthly	186	208	203	220	218	147	**1,182**
Number of noise nuisance complaints visited.	108	126	117	124	131	82	**688**
Number of Warning Notices issued.	15	14	10	15	17	11	**82**
Number of Fixed Penalty Notices issued.	1	1	0	1	0	0	**3**
The number of noise nuisance complaints resolved using only a verbal warning	23	24	22	28	20	12	**129**
Number of occasions on which equipment seized	1	1	0	0	0	1	**3**
Number of Environmental Health Complaints received	7	14	19	13	21	20	**94**

Appendix A

Number of ASBO's current in each Ward.	
Linlithgow	1
Broxburn Uphall & Winchburgh	1
Livingston North	0
Livingston South	2
East Livingston & East Calder	0
Fauldhouse & Breich Valley	3
Whitburn & Blackburn	1
Bathgate	3
Armadale & Blackridge	4
Total	**15**

DATA LABEL: Public

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL

HOUSING ASSET MANAGEMENT PLAN PERFORMANCE

REPORT BY HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to update the panel on performance against the Housing Asset Management Plan.

B. RECOMMENDATION

It is recommended that the panel notes:

1. The overall performance of Housing Assets for 2013/14 as set out in this report; and

2. The projects delivered during 2013/14 that contributed to the delivery of the Housing Asset Management Plan.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	• Focusing on our customers' needs; • Being honest, open and accountable; • Making best use of our resources; and • Working in partnership.
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	None
III	**Implications for Scheme of Delegation to Officers**	None.
IV	**Impact on performance indicators**	Various performance indicators are included in the plan.
V	**Relevance to Single Outcome Agreement**	We make the most efficient and effective use of resources by minimising our impact on the build and natural environment. We live in resilient, cohesive and safe communities. We make the most efficient use of our resources by minimising our impacts on the built and

		natural environment.
VI	**Resources - (Financial, Staffing and Property)**	Housing Revenue Account and Housing Capital Programme
VII	**Consideration at PDSP**	The report has not previously been considered by the Services for the Community PDSP.
VIII	**Other consultations**	Finance and Estates,

D. TERMS OF REPORT

D.1 Introduction

The purpose of this report is to update the panel on the current performance of the council's Housing assets for the financial year 2013/14.

The Housing Asset Management Plan establishes a framework to support the Corporate outcomes. The overall aim of the Plan is to manage assets efficiently and effectively whilst continuing to improve performance. Housing, owned and managed by the council, is high in the community's perception of the council and the services that are delivered. It is therefore important that houses are looked after for the benefit of current tenants, local communities and future generations.

The council's approved Corporate Asset Management Strategy 2013/14 to 2017/18 establishes a need to manage our assets efficiently and effectively to support the delivery of our services and corporate priorities. In pursuit of this aim it sets out six performance measures for the management of assets including housing. These measures are compliance, condition, suitability, sufficiency, accessibility and sustainability.

D.2 Housing Asset Management Performance

The Housing Asset Management Plan 2013/14 to 2017/18 highlights a number of performance indicators for each of the measures and these are outlined in Appendix 1 together with the respective results. One of the key indicators in Housing condition is the Scottish Housing Quality Standard (SHQS). During 2013/14, the percentage of the council housing stock complying with the SHQS increased from 85.5% to 94.7%.

D.3 Housing Asset Management Highlights 2013/14

The following projects and planned improvements were key highlights during 2013/14:

- Completion of 249 new build council houses.
- Purchase of 17 houses at Deans South to facilitate the phased redevelopment of the estate.
- Major improvements at Mayfield (Armadale), Glebe Road (Whitburn) and Moorelands (Addiewell).
- The completion of the physical and environmental upgrading of the flats at Park Road, Blackridge.

- Planned improvements to the housing stock houses resulting in 94.7% of the stock complying with the SHQS at 31 March 2014.
- Completion of environmental improvements, including at Dick Gardens and The Avenue, Whitburn.
- 679 completed central heating replacements.
- Increased capital investment in energy efficiency.
- Purchase of 19 houses for rent under the government subsidised 'Mortgage to Rent' scheme.
- Identification of sites for a further 1,000 new build council houses with site starts made at Adelaide Street (Livingston) and West Main Street (Broxburn).

These are significant achievements and demonstrate the continued commitment to investment in our housing assets.

D.4 Housing Asset Management Plan – Activity update

Within the approved Housing Asset Management Plan 2013/14 to 2017/18 there are a number of activity themes that are being progressed to improve the performance of our housing assets. These are outlined within Appendix 2 together with the current position.

E. CONCLUSION

The panel is invited to note the ongoing performance of our housing assets, the achievements during 2013/14 and current activities.

F. BACKGROUND REFERENCES

Corporate Asset Management Plan

Housing Asset Management Plan approved by Council Executive on 25 June 2013

Appendices/Attachments: Two

Contact Person: Colin Miller, Housing Strategy and Development Manager, 01506 281379

Email: colin.miller@westlothian.gov.uk

Alistair Shaw

Head of Housing, Construction and Building Services

20 January 2015

Appendix 1 – Housing Asset Management Performance Measures

The following are the housing asset management performance outcome measures and the relevant performance indicators for these.

Compliance – ensuring housing assets comply with statutory and regulatory requirements

- Percentage of gas services completed within 12 months of previous gas service
    - During 2013/14, 99.28% of gas services were completed within 12 months of the previous gas service, an increase of 0.88% on the previous year.

- Total amount of current tenant debt :
    - At the end of financial year, rent arrears were around £1.3m. This compares with arrears of around £1.0m at the end of 2012/13.

Condition – ensuring that our housing assets are maintained in a satisfactory or better condition to support service delivery

- Percentage of properties in satisfactory or better condition:
    - At 31 March 2014, 94.7% of the council housing stock met the Scottish Housing Quality Standard. This is a significant increased from the 85.5% compliance at 31 March 2013.

- Percentage of repair jobs completed at first visit
    - During 2013/14, 91.2% of repair jobs were completed first time. This was an improvement on the 2012/13 performance when 85.14% of repair jobs were completed at first visit.

- Percentage of housing repairs completed to timescale:
    - During quarter 4 in 2013/14, 94.9% of repairs were completed to timescale. This compared with 94.7% for the same quarter in 2012/13.

- Asbestos Management Plan
    - Housing does not have the same Asset Management obligations as General Services. We must survey and maintain common areas and 100% of our common areas are inspected and managed. The remainder of houses and flats are not covered. Nonetheless, HCBS are determined to exceed the requirements and are organising a survey of housetypes to determine designed asbestos in house constructions. This will result in about 600 enhanced Management Surveys which will be done over 2 or 3 years. On top of this we are doing further surveys supporting ongoing repairs and upgrades, that all add to the fullest picture of asbestos in the Housing Asset.

Suitability – ensuring that our housing assets are suitable to support the delivery of services

- Percentage of properties that are considered satisfactory or better condition in terms of suitability:
    - Our housing, with the exception of housing scheduled for demolition and thereby untenanted is 100% compliant with the Tolerable Standard, the minimum standard for Housing.

- Percentage of tenancies sustained after 12 months for previously homeless people.
    - During quarter 4 in 2013/14, 89.8% of tenancies were sustained after 12 months from previously homeless people. This compares with 85% for the same quarter in 2012/13.

Sufficiency – ensuring that our housing assets are sufficient to support existing service delivery demands

- Percentage of customers who are happy with the housing repairs service :
    - 93.3% of customers were happy with the housing repairs service during quarter 4 in 2013/14. This compares with 98.9% during the same quarter in 2012/13.
- Waiting List:
    - While there was a waiting list of 9095 at March 2014, this is a common Housing Waiting List shared with other local social Housing Providers and individuals may also be on the waiting lists in many other Council areas. We are at the forefront of increasing the Housing Asset to meet this need with our New Build Programme and our Mortgage to Rent acquisitions.

Accessibility – ensuring that our housing assets are accessible as possible for all service users and staff

- Percentage of properties that are considered accessible:
    - 100% of Housing is accessible to its users or our Service. As Tenants' needs change we provide aids and adaptations as required or rehouse in more appropriate housing. We have fitted Handrails to 100% of houses with 2 or more steps to assist all tenants permanently or temporarily unstable or infirm, with infills to protect Young Children as well.

Sustainability – ensuring that our housing assets negative impact on the environment is minimised

- Total carbon emissions from housing assets (CO2 tonnes):
    - 68,669 tonnes CO^2
      Domestic CO2 emissions in the latest national dataset were 2.3tCO^2 per person in West Lothian against an average of 2.5t CO2 for Scotland as a whole and nearer the UK average of 2.2tCO^2.
      http://www.scotlandscensus.gov.uk/news/release-1b-now-published.
      As we have 13, 226 extant Housing Houses as at 31 March 2014 and the Council does not have details of how many people live in each house so this is then calculated using the census average of 2.36 persons per household in West Lothian. The Scottish average is 2.19.
      http://www.gro-scotland.gov.uk/files2/stats/council-area-data-sheets/west-lothian-factsheet.pdf

- KWh of energy used
    - 220,874,200kWh
      Typical Domestic Consumption Values are given by OFGEM as 13,500 kWh for Gas and 3,200 kWh for electricity.

https://www.ofgem.gov.uk/ofgem-publications/74735/tdcv-review-consultation.pdf

Using the household figures provided above, the average West Lothian Household is 2.36 against the National average of 2.2 covered by these OFGEM figures, our best analysis of the figure is 220,874,200kWh

- Percentage properties with EPC rating of D or better:

This information is currently not available. Each council house does not require an EPC. Nevertheless, there will be an ongoing programme to ensure that 100% of the housing stock has an up to date EPC.

Appendix 2 – Housing Asset Management Activity Theme Highlights

Risk Management and compliance

- Appropriate arrangements are in pace to ensure that risks are identified and monitored and to ensure compliance with appropriate legislation and council policies and procedures.

Information Management

- Open Housing phase 2 is being designed and implemented during 2014/15

Financial Management and Resource Deployment

- Progress proposals for mobile working to achieve greater efficiency and effectiveness
- Rent arrears - The impact of Welfare Reforms has driven the need to provide practical support and advice to those affected to understand change, maximise income and mitigate the impact on rent arrears and other debts
- Review of securing home owners contributions to upgrade works is underway

Partnership Working

- Delivery of Rosemount Court project through Hubco East is underway

Energy and Sustainability

- Business case has been prepared for commencing a programme of installing PV Panels on some of the council's housing stock.

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL

SCOTTISH HOUSING BEST VALUE NETWORK – BENCHMARKING REPORT

REPORT BY HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

To inform panel members of the results of the benchmarking exercise conducted with other Local Authority landlords through the Scottish Housing Best Value Network.

B. RECOMMENDATION

To note the results of most recent benchmarking exercise and the consistently high levels of performance achieved by Housing, Construction and Building Services.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs Being honest, open and accountable Making best use of our resources
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	None
III	**Implications for Scheme of Delegations to Officers**	None
IV	**Impact on performance and performance Indicators**	There is no impact but this report is part of the agreed process for performance reporting.
V	**Relevance to Single Outcome Agreement**	None
VI	**Resources - (Financial, Staffing and Property)**	None
VII	**Consideration at PDSP**	Yes
VIII	**Other consultations**	Service staff

D. TERMS OF REPORT

D.1 Background

Housing, Construction and Building Services (HCBS) has for many years been a member of the Scottish Housing Best Value Network (SHBVN) and as such takes part in performance benchmarking with twenty five other Scottish local authorities who have landlord responsibilities.

The most recent benchmarking exercise is based on performance results for the financial year 2013/14 and includes the main activity areas such as repairs, voids, arrears and homelessness.

D.2 Benchmarking Results

A full copy of the presentation slides from SHBVN is available on request however a summary of the key benchmarking results are given below.

Customer satisfaction – our own tenant's satisfaction survey results have been included in a separate report to the panel but it is worth noting that customer satisfaction was an area of strength for HCBS across the benchmarking group. We achieved an overall satisfaction rate of 88% against a local authority average of 81%.

Voids – re-let timescales for empty homes has always been an area of strength for our service and in the reporting year we recorded an average of 21.1 days which was significantly below the group average of 41.5 days. As a consequence our void loss percentage was only 0.6% against the 1.4% average.

Arrears – current rent arrears were slightly improved on the group average with 3.1% being recorded against the 3.2% average. Former tenant arrears at 2.6% were slightly above the group average of 2.5%.

Repairs – the percentage of non-emergency repairs completed right first time was time was 91.2% against a local authority average of 87.8%. Repair appointments kept was also favourable with our performance of 99.7% compared to the average of 90.6%. We did record a higher time to complete emergency and non-emergency repairs with our respective timeframes being 11.3 and 10.3 hours against averages of 7.3 and 10.1. Plans have been put in place during 2014/15 and we are already seeing an improvement in our timeframes, moving more into line with the group averages. Satisfaction with the repair service was in line with the average at 86%. Gas safety checks were above average with 99.3% recorded against an average of 98.3%.

Scottish Housing Quality Standard (SHQS) – the service has been making excellent progress to bring all properties up to the required standard by 2015 with 94.2% of council houses meeting the standard at 2013/14 against a local authority average of 84.1%.

Homelessness – the majority of our homeless people are accommodated in our own provision but we do have a higher length of stay in temporary accommodation, with 162 days recorded against an average of 143 days. Where we do have to use Bed and Breakfast accommodation the length of stay is minimised and we recorded an average length of stay of 5 days in this accommodation type compared to the average of 36 days. The service is developing plans to review the provision and use of homeless accommodation and improvements in length of stay are anticipated.

Tenancy sustainment – the percentage of tenancies sustained for a minimum of 12 months was 85.5% against an average of 88%. While still below average the service has seen continuous improvement in this area over the years and in 2014/15 we are seeing further improvement and are moving closer to the national average.

Allocations – our percentage of lets to those in housing need was 51% against a group average of 38%. Due to an increased number of lets going to those most in housing need and as a consequence of our existing allocation policy, we also had the highest percentage of offers refused with 61 % refused against a group average of 45.5%. The service is in the process of reviewing the Allocations Policy and we anticipate this will have a significant impact on refusal rates.

Value for money – 81% of our tenants agreed the rent they paid represented good value for money, this compares favourably with the group average of 74%.

E. CONCLUSION

The results from the most recent SHBVN benchmarking exercise provide further evidence that West Lothian Council is a high performing landlord with many areas of strength recognised. While there are a few areas for improvement, plans are well underway to address these.

F. BACKGROUND REFERENCES

SHBVN Benchmarking presentation.

Appendices/Attachments: None

Contact Person: Elaine.Byrne@westlothian.gov.uk Tel No.01506 281968

ALISTAIR SHAW

HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

Date: 20 January 2015

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT & SCRUTINY PANEL

PROPERTY TURNOVER JULY TO SEPTEMBER 2014

REPORT BY HEAD OF HOUSING, CONSTRUCTION & BUILDING SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to inform the Panel of the property turnover for the quarter July to September 2014.

B. RECOMMENDATION

To note the current levels of activity relating to property turnover for the second quarter of 2014/2015 and in particular to note:

- That there has been a decrease in property lets compared to the same period last year
- That of the 47 communities in West Lothian, 6 had only 1 mainstream property to let and 16 had none
- That 58% of lets were allocated to people who were homeless or potentially homeless

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs Being honest, open and accountable Providing equality of opportunities Making best use of our resources Working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	None
III	**Implications for Scheme of Delegations to Officers**	None
IV	**Impact on performance and performance Indicators**	None
V	**Relevance to Single Outcome Agreement**	Outcome 7 - We have tackled the significant inequalities in West Lothian society

		Outcome - 10. We live in well-designed, sustainable places where we are able to access the services we need
VI	**Resources - (Financial, Staffing and Property)**	None
VII	**Consideration at PDSP**	
VIII	**Other consultations**	Consultation takes place with the Housing Networks as well as individual tenant groups

D. TERMS OF REPORT

Quarterly Turnover

The number of permanent lets for the period 1 July to 30 September was 198 compared to the same quarter last year when 377 properties were let.

Details of all lets and property numbers for the quarter are provided in Appendix 1 and Council Stock figures by Ward in Appendix 3. The main points are:

- Whiteside/Birniehill with 50 lets (25%), Whitburn with 24 lets (12%), and Armadale with 22 lets (11%) have the highest percentage of total lets
- There were two Sheltered Housing properties let
- Six communities had only one mainstream property available to let (Greenrigg, Linlithgow Bridge, Longridge, Pumpherston, Torphichen, Winchburgh)
- Fourteen communities had between two and four properties available to let (Addiewell, Blackburn, Boghall, Bridgend, Broxburn, Deans, Knightsridge, Polbeth, Seafield, Stoneyburn, Uphall, Uphall Station, West Calder, Wester Inch)

- The following sixteen communities had no properties becoming available:

Community	Number of properties remaining
Ballencrieff	5
Bellsquarry	4
Breich	67
Dechmont	28
East Whitburn	48
Ecclesmachan	3
Eliburn Co-op	42
Eliburn/Livingston Village	245
Kirknewton	43
Linlithgow	354
Mid Calder	58
Newton	12
Philpstoun	21
Threemiletown	6
Westfield	71
Wilkieston	6

Applicants can choose from all 47 communities.

Trends continue where the majority of properties available for letting are within communities with the highest stock numbers. Lower numbers of properties available for letting come from within communities of higher demand with lower stock available for letting.

Type of property

The majority of properties that became available were block of four at 92 (46%) followed by cottage at 59 (30%). 53% of these were two bedroom properties, 31% were one bedroom properties and 13% were three bedroom properties.

Applicants

58% of lets were allocated to those with homeless points.

E. CONCLUSION

The report provides information on the lets that took place in the 2nd quarter of this financial year. The report also highlights that there continues to be some communities where there is no movement in vacant properties at all.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: Appendix 1 – Lets excluding Assisted Moves

Appendix 2 – Assisted Move lets

Appendix 3 – Total housing stock per area

Contact Person: Annmarie.carr@westlothian.gov.uk Tel No 01506 281355

Alistair Shaw, Head of Housing, Construction and Building Services

Date: 20th January 2015

Lets July to September 2014 (excluding Assisted Moves)

Ward	Community	House Type	Number of Bedrooms						
			1	2	3	4	5	Total	Points
Armadale	*Armadale*	Cottage	1	1	1	0	0	3	400
		4 in Block	1	12	3	0	0	16	450-350
		Flat	2	0	0	0	0	2	1,200-400
	Armadale Total		**4**	**13**	**4**	**0**	**0**	**21**	
	Blackridge	Flat	5	0	0	0	0	5	400
		Maisonette	0	1	1	0	0	2	400-300
	Blackridge Total		**5**	**1**	**1**	**0**	**0**	**7**	
	Torphichen	Cottage	0	1	0	0	0	1	400
	Torphichen Total		**0**	**1**	**0**	**0**	**0**	**1**	
	Ward Total		**9**	**15**	**5**	**0**	**0**	**29**	

Lets July to September 2014 (excluding Assisted Moves)

Ward	Community	House Type	Number of Bedrooms						
			1	2	3	4	5	Total	Points
Bathgate	*Bathgate*	Cottage	0	2	1	0	0	3	400
		4 in Block	3	6	0	0	0	9	490-400
		Flat	4	0	0	0	0	4	400
		Maisonette	0	1	0	0	0	1	400
	Bathgate Total		**7**	**9**	**1**	**0**	**0**	**17**	
	Boghall	Cottage	1	0	0	0	0	1	400
		Flat	0	2	0	0	0	2	400
	Boghall Total		**1**	**2**	**0**	**0**	**0**	**3**	
	Wester Inch	Flat	2	1	0	0	0	3	400
	Wester Inch Total		**2**	**1**	**0**	**0**	**0**	**3**	
	Whiteside/Birniehill	Cottage	0	7	3	4	0	14	350-150
		4 in Block	12	18	0	0	0	30	350-0
	Whiteside/Birniehill Total		**12**	**25**	**3**	**4**	**0**	**44**	
	Ward Total		**22**	**37**	**4**	**4**	**0**	**67**	

Lets July to September 2014 (excluding Assisted Moves)

Ward	Community	House Type	Number of Bedrooms						
			1	2	3	4	5	Total	Points
Breich Valley	*Addiewell*	Cottage	0	1	1	0	0	2	400
		4 in Block	0	1	0	1	0	2	400
	Addiewell Total		**0**	**2**	**1**	**1**	**0**	**4**	
	Fauldhouse	4 in Block	2	2	0	0	0	4	400
		Flat	0	1	2	0	0	3	400-0
		Maisonette	0	2	0	0	0	2	400
	Fauldhouse Total		**2**	**5**	**2**	**0**	**0**	**9**	
	Longridge	Cottage	1	0	0	0	0	1	400
	Longridge Total		**1**	**0**	**0**	**0**	**0**	**1**	
	Polbeth	4 in Block	0	2	1	0	0	3	400
	Polbeth Total		**0**	**2**	**1**	**0**	**0**	**3**	
	Stoneyburn	4 in Block	0	0	2	0	0	2	400-300
	Stoneyburn Total		**0**	**0**	**2**	**0**	**0**	**2**	
	West Calder	Cottage	0	1	1	0	0	2	400-250
		4 in Block	0	1	0	0	0	1	400
		Flat	0	1	0	0	0	1	400
	West Calder Total		**0**	**1**	**1**	**0**	**0**	**4**	
	Ward Total		**3**	**10**	**7**	**1**	**0**	**23**	

Lets July to September 2014 (excluding Assisted Moves)

Ward	Community	House Type	Number of Bedrooms						
			1	2	3	4	5	Total	Points
Broxburn	*Broxburn*	Cottage	1	0	0	0	0	1	150
		4 in Block	1	0	0	0	0	1	350
		Flat	0	1	0	0	0	1	400
		Maisonette	0	0	1	0	0	1	400
	Broxburn Total		**2**	**1**	**1**	**0**	**0**	**4**	
	Uphall	4 in Block	0	1	1	0	0	2	550-400
	Uphall Total		**0**	**1**	**1**	**0**	**0**	**2**	
	Winchburgh	Cottage	0	1	0	0	0	1	400
	Winchburgh Total		**0**	**1**	**0**	**0**	**0**	**1**	
	Ward Total		**2**	**3**	**2**	**0**	**0**	**7**	
East Livingston	*East Calder*	Cottage	0	2	0	0	0	2	450-400
		4 in Block	1	1	0	0	0	2	400
	East Calder Total		**1**	**3**	**0**	**0**	**0**	**4**	
	Pumpherston	Cottage	1	0	0	0	0	1	400
	Pumpherston Total		**1**	**0**	**0**	**0**	**0**	**1**	
	Uphall Station	Cottage	0	2	0	0	0	2	400
		4 in Block	0	1	0	0	0	1	400
		Flat	1	0	0	0	0	1	400
	Uphall Station Total		**1**	**3**	**0**	**0**	**0**	**4**	
	Ward Total		**3**	**6**	**0**	**0**	**0**	**9**	

Lets July to September 2014 (excluding Assisted Moves)

Ward	Community	House Type	Number of Bedrooms						
			1	2	3	4	5	Total	Points
Linlithgow	*Bridgend*	Cottage	1	0	0	0	0	1	400
		4 in Block	0	2	1	0	0	3	450-400
	Bridgend Total		**1**	**2**	**1**	**0**	**0**	**4**	
	Linlithgow Bridge	4 in Block	1	0	0	0	0	1	400
	Linlithgow Bridge Total		**1**	**0**	**0**	**0**	**0**	**1**	
	Ward Total		**2**	**2**	**1**	**0**	**0**	**5**	
North Livingston	*Deans*	Cottage	1	0	1	0	0	2	450
	Deans Total		**1**	**0**	**1**	**0**	**0**	**2**	
	Knightsridge	Cottage	2	0	0	0	0	2	400
		Flat	0	1	0	0	0	1	400
	Knightsridge Total		**2**	**1**	**0**	**0**	**0**	**3**	
	Ward Total		**3**	**1**	**1**	**0**	**0**	**5**	

Lets July to September 2014 (excluding Assisted Moves)

Ward	Community	House Type	Number of Bedrooms						
			1	2	3	4	5	Total	Points
South Livingston	*Dedridge*	Cottage	1	2	0	0	0	3	400
		Flat	4	0	0	0	0	4	400
	Dedridge Total		**5**	**2**	**0**	**0**	**0**	**7**	
	Ladywell	Cottage	0	0	1	1	0	2	450-400
		Flat	2	0	0	0	0	2	400
		Maisonette	0	1	0	0	0	1	400
	Ladywell Total		**2**	**1**	**1**	**1**	**0**	**5**	
	Ward Total		**7**	**3**	**1**	**1**	**0**	**12**	
Whitburn	*Blackburn*	Cottage	0	1	0	0	0	1	400
		Maisonette	0	1	0	0	0	1	400
	Blackburn Total		**0**	**2**	**0**	**0**	**0**	**2**	
	Greenrigg	Cottage	0	0	1	0	0	1	350
	Greenrigg Total		**0**	**0**	**1**	**0**	**0**	**1**	
	Seafield	Cottage	1	0	0	0	0	1	400
		4 in Block	0	1	0	0	0	1	400
	Seafield Total		**1**	**1**	**0**	**0**	**0**	**2**	
	Whitburn	Cottage	0	1	1	1	0	3	400
		4 in Block	4	8	0	0	0	12	400-150
		Flat	3	2	0	0	0	5	400
		Maisonette	0	2	1	0	0	3	400-100
	Whitburn Total		**7**	**13**	**2**	**1**	**0**	**23**	
	Ward Total		**8**	**16**	**3**	**1**	**0**	**28**	
	Total		**59**	**93**	**24**	**7**	**0**	**185**	

Lets July to September 2014 Assisted Moves

Ward	Community	House Type	Number of Bedrooms						
			1	2	3	4	5	Total	
Armadale	*Armadale*	4 in Block	0	1	0	0	0	1	
	Armadale Total		**0**	**1**	**0**	**0**	**0**	**1**	
	Ward Total		**0**	**1**	**0**	**0**	**0**	**1**	
Bathgate	*Bathgate*	Sheltered	2	0	0	0	0	2	
	Bathgate Total		**2**	**0**	**0**	**0**	**0**	**2**	
	Whiteside/Birniehill	Cottage	0	5	1	0	0	**6**	
	Whiteside/Birniehill Total		**0**	**5**	**1**	**0**	**0**	**6**	
	Ward Total		**2**	**5**	**1**	**0**	**0**	**8**	
Broxburn	*Uphall*	4 in Block	0	1	0	0	0	1	
	Broxburn Total		**0**	**1**	**0**	**0**	**0**	**1**	
	Ward Total		**0**	**1**	**0**	**0**	**0**	**1**	
East Livingston	*East Calder*	Cottage	0	1	0	0	0	1	
	East Calder Total		**0**	**1**	**0**	**0**	**0**	**1**	
	Ward Total		**0**	**1**	**0**	**0**	**0**	**1**	
South Livingston	*Ladywell*	Cottage	1	0	0	0	0	1	
	Ladywell Total		**1**	**0**	**0**	**0**	**0**	**1**	
	Ward Total		**1**	**0**	**0**	**0**	**0**	**1**	
Whitburn	*Whitburn*	Cottage	0	1	0	0	0	1	
	Whitburn Total		**0**	**1**	**0**	**0**	**0**	**1**	
	Ward Total		**0**	**1**	**0**	**0**	**0**	**1**	
	Total		**3**	**9**	**1**	**0**	**0**	**13**	

Reasons for Assisted Moves

Harassment	3
Medical A	3
Property not suitable	3
Other	4

Council Stock Numbers				
Ward	**Name**	**Number of properties**		
1	BRIDGEND	224		
	LINLITHGOW	354		
	LINLITHGOW BRIDGE	71		
	NEWTON	12		
	PHILPSTOUN	21		
	THREEMILETOWN	6		
		688		
2	BROXBURN	680		
	DECHMONT	28		
	ECCLESMACHAN	3		
	UPHALL	224		
	WINCHBURGH	275		
		1,210		
5	EAST CALDER	253		
	KIRKNEWTON	43		
	MID CALDER	58		
	PUMPHERSTON	178		
	UPHALL STATION	118		
	WILKIESTON	6		
		656		
3	DEANS	625		
	ELIBURN CO-OP	42		
	ELIBURN KIRKTON	245		
	THE RIGGS	147		
	KNIGHTSRIDGE	511		
		1,570		
4	BELLSQUARRY	4		
	DEDRIDGE	723		
	LADYWELL	670		
		1,397		
6	ADDIEWELL	292		
	BREICH	67		
	FAULDHOUSE	591		
	LONGRIDGE	95		
	POLBETH	328		
	STONEYBURN	282		
	WEST CALDER	159		
		1,814		
7	EAST WHITBURN	48		
	GREENRIGG	108		
	WHITBURN	1,532		
	BLACKBURN	816		
	SEAFIELD	111		
		2,615		
8	BALLENCRIEFF	5		
	BATHGATE	945		
	BOGHALL	675		
	WHITESIDE & BIRNIEHI	262		
		1,887		
9	ARMADALE	1,264		
	BLACKRIDGE	223		
	TORPHICHEN	28		
	WESTFIELD	71		
		9 of 10 **1,586**		

	Total stock	**13,423**		

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL

WELFARE REFORM: QUARTERLY UPDATE REPORT

REPORT BY HEAD OF FINANCE AND ESTATES

A. PURPOSE OF REPORT

To inform the Panel of the continuing implications of the ongoing programme of welfare changes.

B. RECOMMENDATION

It is recommended that the Panel notes the impacts of the welfare changes in West Lothian and the action which the Council is taking in response.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; developing employees; making best use of our resources; working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The Welfare Reform Act 2012 provided for significant changes to Housing Benefit, the introduction of the Council Tax Reduction scheme, the introduction of the Scottish Welfare Fund and the introduction of a Benefit Cap – all administered by local authorities in Scotland. In addition further DWP-led welfare reforms are now being introduced.
III	**Implications for Scheme of Delegations to Officers**	None.
IV	**Impact on performance and performance Indicators**	Corporate and service performance indicators are being reviewed as implications of the reforms become clear.
V	**Relevance to Single Outcome Agreement**	Outcome 1 - Our children have the best start in life and are ready to succeed Outcome 2 - We are better educated and have access to increased and better quality learning and employment opportunities Outcome 3 - Our economy is diverse and dynamic, and West Lothian is an attractive place

		for doing business Outcome 4 - We live in resilient, cohesive and safe communities Outcome 5 - People most at risk are protected and supported to achieve improved life chances Outcome 7 - We live longer, healthier lives and have reduced health inequalities
VI	**Resources - (Financial, Staffing and Property)**	The Anti-Poverty Strategy Development Group is continuing to assess the financial implications for the council.
VII	**Consideration at PDSP**	The initial impacts of Welfare Reform were reported to the Partnership and Resources Policy Development and Scrutiny Panel (PDSP) on 13 May 2012. Regular quarterly updates have been reported since that time.
VIII	**Other consultations**	With services, through the Anti-Poverty Strategy Development Group, ongoing consultations with the voluntary sector and other partners

D. TERMS OF REPORT

D.1 Overview

The UK Government's Welfare Reform programme is having a significant impact on customers and communities in West Lothian.

In addition to the welfare reforms impacting directly on local authorities other DWP-led reforms are now being implemented. These include: the new Claimant Commitment and Conditionality regime for jobseekers, and the consequent increase in benefit sanctions; the change from Disability Living Allowance (DLA) to Personal Independence Payment (PIP), and a subsequent loss of income; and the changes in the administration of the Work Capability Assessment regime, and the potential risk of benefit delays for ill/disabled people.

In addition, other major changes continue to be implemented, including the reforms to incapacity benefit, changes to child benefit, the 1% uprating of working age welfare benefits, all of which, according to the "Report on Local Impact of Welfare Reform", published by the Welfare Reform Committee of the Scottish Parliament on 23 June 2014, will result in an estimated loss of £55 million per annum in West Lothian.

D.2 Report on the Impact of Welfare Reform

As previously reported to the Panel, the Welfare Reform Committee of the Scottish Parliament recently published a report based on commissioned research on the local impact of welfare reform from the Centre for Regional Economic and Social Research at Sheffield Hallam University

The figures in the report cover all the major welfare reforms that have been underway in Scotland since 2010. Some of these reforms are now fully in place,

others are currently underway and a small number are a long way from full implementation.

The report notes that the overall scale of the financial loss in Scotland (now estimated to be £460 per adult of working age per year) is more or less on a par with the GB average (£470). Scotland has a larger loss than South East England (£370) but less than Wales (£550), London (£520) or North East England (£560).

The loss in West Lothian is estimated at £470 per adult of working age.

The report also notes that arrangements have been put in place to avoid passing on the DWP's 10% reduction in Council Tax Benefit and to mitigate the impact of the size criteria restrictions in 2014/15. The report notes that the financial impact of these two welfare reforms is being funded by public sector budgets in Scotland rather than by benefit claimants.

The impact on Scotland as a whole

Overall, when the reforms have come into full effect it is estimated that they will take more than £1.6bn a year out of the Scottish economy, or around £460 a year for every adult of working age.

The individual welfare reforms vary greatly in the scale of their impact, in the number of individuals or households affected, and in the degree of financial loss on those affected.

In Scotland, and indeed in the rest of the UK, the biggest financial impact comes from the reform of incapacity benefits – an estimated loss in Scotland of £500m a year.

Changes to Tax Credits and the one per cent up-rating of most working-age benefits from April 2013 also account for substantial sums - £300m and £290m respectively.

Child Benefit changes affect the largest number of households – more than 600,000 in Scotland. This is because the three-year freeze in Child Benefit rates up to April 2014 (instead of up-rating with inflation) impacted on all recipients.

The household benefit cap, by contrast, impacts on relatively few households in Scotland – just 1,900 according to the latest figures – but the average financial loss for each of these households is relatively large.

A key point about the welfare reforms is that they often impact simultaneously on the same individuals and households.

The effect is that many individuals and households face a loss of benefits from more than one source. Estimating how much particular groups will lose *in total* is not easy and this is not an exercise the UK government has so far undertaken.

Details of the types of households most affected by each of the reforms are given in Appendix 1.

D.3 Discretionary Housing Payment Fund

The DHP Fund can provide additional support to households where a tenant is in receipt of Housing Benefit but where there is a shortfall between their rent and the amount of Housing Benefit paid.

DHP can be paid to alleviate short term hardship, or to assist those most affected by the welfare reforms, particularly those affected by the size criteria restrictions in the social rented sector.

As previously reported, having secured funding to fully mitigate the effects of the "bedroom tax" in 2014/15 for all customers who have a Housing Benefit entitlement in West Lothian, the council adopted a new "light touch" simple application process which provides for a prompt award of DHP with the minimum possible burden being placed on each applicant.

As a result of this initiative, as at 22 December 2014, a total of 3,814 awards have been made, with £1,708,000 paid or committed. This represents around 99% of those affected by the bedroom tax in West Lothian.

A further 206 awards totalling £137,000 have been made to households who face a rent shortfall for other reasons, e.g. the restrictions in the Local Housing Allowance for those renting in the private sector, or the effects of the overall benefit cap.

D.3.1 "Bedroom Tax" Legacy Arrears 2013/14

In May 2014 the Council Executive approved a motion instructing officers to write to the Scottish Government to ask what plans would be put in place to address the legacy bedroom tax arrears from 2013/14. The response to the Chief Executive's letter of 7 August 2014 was received from Margaret Burgess MSP, Minister for Housing and Welfare on 19 September 2014.

The response confirmed there was no additional central funding identified for the 2013/14 legacy arrears. It did however confirm that with the lifting of the cap on funding for DHPs this would create additional flexibility for local authorities to supplement their DHP funds to meet local priorities, including bedroom tax arrears. Current tenant rent arrears at the end of November 2014 totalled £1.8 million.

Following confirmation of the Scottish Government's position, officers have now calculated the legacy arrears value by taking the rent arrears position at the end of 2013/14, and assessing the bedroom tax element net of any DHP already received for that financial year. The total value of bedroom tax for both current and former tenants equates to approximately £250,000.

On 22 December 2014 the Council Executive approved a motion instructing officers to provide additional one-off time limited DHP funding to the value of £250,000, using existing anti-poverty funding of £200,000 and £50,000 of one off funding for welfare changes, to be administered in accordance with the DHP scheme, with funding to be distributed in accordance with the terms of the DHP scheme guidelines.

D.4 Scottish Welfare Fund

The Scottish Welfare Fund (SWF) replaced the DWP's Discretionary Social Fund in April 2013. The scheme is a national one covering the whole of Scotland, but delivered by local authorities who are responsible for administering Community Care Grants and Crisis Grants.

The annual SWF budget for West Lothian in 2014/15 is £1,066,391, the same as the budget for 2013/14.

As previously reported, the council is delivering Community Care Grants and Crisis Grants on target throughout the year. At the end of October 2014 cumulative expenditure stood at £686,390 or 64% of the annual budget.

D.5 The Smith Commission

Following the 18 September 2014 referendum, Lord Smith of Kelvin was asked to:
"…convene cross-party talks and facilitate an inclusive engagement process across Scotland to produce, by 30 November 2014, Heads of Agreement with recommendations for further devolution of powers to the Scottish Parliament."

Following nine plenary sessions of cross-party talks, involving all five of the political parties represented in the Scottish Parliament and a series of events where the Commission Secretariat and Lord Smith engaged with civic Scotland, the political parties reached a final agreement on the package of new powers on 26 November. The Smith Commission report was published on 27 November 2014.

The Smith Commission Agreement provides for the devolution of aspects of the welfare system to the Scottish Parliament.

The Scottish Parliament will be given powers to create new benefits in devolved areas and make discretionary payments in any area of welfare. Also a range of other benefits that support older people, carers, disabled people and those who are ill will be fully devolved.

State Pension

All aspects of the state pension will remain shared across the United Kingdom and reserved to the UK Parliament, including: the setting of the state pension age, the introduction of the new state pension for those who reach state pension age on or after 6 April 2016, and the setting of the amount of state pension and its uprating.

National Minimum Wage

The national minimum wage will remain reserved. The rates are usually updated every October. The current rate of £6.50 per hour applies from October 2014. This rate is for those aged 21 and over. There are different rates for younger people and for apprentices.

Benefits outwith the Universal Credit Scheme

Responsibility for the following benefits will remain reserved: Bereavement Allowance, Bereavement Payment, Child Benefit, Guardian's Allowance, Maternity Allowance, Statutory Maternity Pay, Statutory Sick Pay and Widowed Parent's Allowance.

D.5 .1 Universal Credit

Overview

Universal Credit (UC) involves the integration of six core benefits and tax credits into a single payment. This Universal Credit payment will bring together: income-based (means-tested) Job Seekers' Allowance; income-based Employment Support Allowance; Income Support; Housing Benefit; Child Tax Credit and Working Tax Credit.

The Department for Work and Pensions (DWP) plan was to make one single payment to the household, paid on a monthly basis.

The housing support element of Universal Credit, replacing Housing Benefit, is included in this single payment and, under the DWP plans, was to be paid to the claimant not to the landlord.

The claimant would then be responsible for paying their rent and managing their monthly budget in the same way as those in receipt of a salary. The DWP believe that this will help to ease the transition into work.

However a number of submissions to the Smith Commission, not least from social landlords in Scotland, highlighted concerns over this approach to housing support. The Commission has sought to address these concerns.

The Smith Commission plans for Universal Credit

Universal Credit (UC) will remain a reserved benefit administered and delivered by the Department for Work and Pensions (DWP).

However, within this framework the Scottish Government will be given the administrative power to change the frequency of UC payments, vary the existing plans for single household payments, and pay landlords direct for housing costs.

The Scottish Parliament will also have the power to vary the housing cost elements of UC, including varying the under-occupancy charge (the so-called "bedroom tax"), the local housing allowance rates for those renting in the private sector, the eligible rent, and the deductions from housing support for non-dependants in the household.

Any additional administration and programme costs directly associated with the exercise of the devolved powers over UC will be met by the Scottish Government.

Other elements of UC, including the conditionality and sanctions regime for jobseekers, will remain reserved.

D.5.2 Other devolved benefits outwith the Universal Credit scheme

Many of the benefits for carers, disabled people, and those who are ill, will be devolved to the Scottish Parliament. These include: Attendance Allowance, Carer's Allowance, Disability Living Allowance (DLA), Personal Independence Payment (PIP), Industrial Injuries Disablement Allowance and Severe Disablement Allowance.

Full powers over the Discretionary Housing Payments (DHP) scheme, not just the current powers over the spending cap, will be devolved**.**

Benefits which currently comprise the DWP *Regulated* Social Fund will also be devolved. These include: Cold Weather Payments, Funeral Payments, Sure Start Maternity Grants and Winter Fuel Payments.

The DWP *Discretionary* Social Fund, which comprised Community Care Grants and Crisis Loans, had already been incorporated into the new Scottish Welfare Fund (SWF), administered by local authorities in Scotland, since April 2013. Whether the administration of the devolved *Regulated* Social Fund will also fall on local authorities to administer, in the same way as the SWF, is yet to be determined.

D.5.3 Powers to create new benefits and to top-up reserved benefits

The Scottish Parliament will have new powers to create new benefits in areas of devolved responsibility.

The Scottish Parliament will also have new powers to make discretionary payments in any area of welfare without the need to obtain prior permission from DWP.

In addition it may seek agreement from DWP for the Department to deliver those discretionary payments on behalf of the Scottish Government. All administration and programme costs directly associated with the exercise of this power will be met by the Scottish Government.

The UK Government's Benefit Cap will also be adjusted to accommodate any additional benefit payments that the Scottish Parliament provides.

D.5.4. Employability

The Scottish Parliament will have all powers over support for unemployed people through the employment programmes currently contracted by DWP (presently delivered mainly through the Work Programme) on expiry of the current commercial arrangements.

The Scottish Parliament will have the power to decide how it operates these core employment support services.

Funding for these services will be transferred from the UK Parliament.

D.5.5 Delivery and Administration

As the single face-to-face channel for citizens to access all benefits delivered by DWP, Jobcentre Plus will remain reserved. However, the UK and Scottish Government will identify ways to further link services through methods such as co-location wherever possible and establish more formal mechanisms to govern the Jobcentre Plus network in Scotland.

D.6.1 Roll out of Universal Credit

As was previously reported to the Panel, the roll out of Universal Credit for new claimants of working age is taking place on a reduced scale and on a more gradual timetable than originally planned.

As of 16 December 2014, there were 92 Jobcentres, mostly in North West England, taking claims for Universal Credit.

On 29 September 2014, the Secretary of State for Work and Pensions announced that Universal Credit will begin to be rolled out to all Jobcentres and local authorities across the country from early next year.

On the same day the Universal Credit Programme Director wrote to all Local Authority Chief Executives in Great Britain outlining the plans. This marks a significant acceleration of roll-out but will still only be for new claims involving mostly single people and simple cases:

"National expansion of Universal Credit will commence from February 2015 for single claimants previously eligible for Jobseekers Allowance…This approach is

consistent with our *test and learn* commitment to expand the service in a safe, secure and controlled manner".

As the letter states, this will begin *from* February 2015. It will take place in four tranches from that date. West Lothian Council is not part of the tranche to commence in February 2015 and has not, at this stage, been provided with a date. Following the 28 November 2014 meeting of the Policy and Resources PDSP, the Chief Executive wrote to the Director General of Universal Credit seeking details of the roll out of Universal Credit and a timetable for West Lothian.

D.6.2 Universal Support – delivered locally

The DWP has recognised that some people will need help with the new requirements of Universal Credit, such as understanding the new system, being able to access and use the online claim process, and managing a monthly budget

Following consultations with local authorities, social landlords, and third sector organisations, which West Lothian Council has been involved in since February 2013, the DWP has now announced a new support scheme: '*Universal Support – delivered locally*' (previously known as the Universal Credit Local Support Services Framework).

Universal Support is a delivery partnership. DWP, local authorities and service providers (such as social landlords and charities) will work together to agree how best to deliver services at a local level. The aim is a joined-up, holistic service, particularly for vulnerable claimants and those with complex needs, helping the claimant move from welfare dependency where possible, and giving support to more vulnerable people.

Details of the funding and timetable for Universal Support have not yet been announced, however council officers are currently working with local Jobcentre managers and others to plan for the future roll-out and to address various issues that this will raise, including digital inclusion, financial inclusion, and identifying and assisting vulnerable tenants.

This work is being co-ordinated by the Anti-Poverty Strategy Development Group under the direction of the Anti-Poverty Strategy Board.

E. CONCLUSION

The ongoing welfare changes present significant challenges to our customers, our communities and to the council itself.

As the changes take effect, officers are assessing the cumulative effects in order to develop and shape work going forward.

The results of this work will continue to be reported to elected members via the PDSP process and relevant action will be proposed by the council and partners to address issues arising.

F. BACKGROUND REFERENCES

Report of the Smith Commission for further devolution of powers to the Scottish Parliament.

http://www.smith-commission.scot/wp-content/uploads/2014/11/The_Smith_Commission_Report-1.pdf

Appendices/Attachments: Appendix 1 – Households affected by the Welfare Reforms.

Contact Persons:

Ian Alcorn, Welfare Reform and Legislation Advisor
01506 282522
Ian.alcorn@westlothian.gov.uk

Donald Forrest
Head of Finance and Estates
20 January 2015

Appendix 1

Types of households and individuals affected by the welfare reforms

A brief description of each reform is given below, followed by the types of households and individuals most affected by each of the reforms. This draws on information in the UK government's *Impact Assessments* and also on a wider understanding of which groups claim which benefits.

Housing Benefit – Local Housing Allowance

These changes affect those claiming Housing Benefit who rent from private sector landlords. The new rules apply to rent levels, 'excess' payments, property size, age limits for sole occupancy, and indexation for inflation.

Those most affected:

- Low income households, mostly of working age, in the private rented sector
- Under-35s, often single men, in the private rented sector
- Families with large numbers of children in the private rented sector

Non-dependant deductions

Increases in the deductions from Housing Benefit and other income-based benefits to reflect the contribution that non-dependant household members are expected to make towards the household's housing costs

Those most affected:

- Low-income households with grown-up children living at home

Household benefit cap

New ceiling on total payments per household, applying to the sum of a wide range of benefits for working age claimants

Those most affected:

- Large out-of-work families in high rent areas

Disability Living Allowance

Replacement of DLA by Personal Independence Payments (PIP), including more stringent and frequent medical tests, as the basis for financial support to help offset the additional costs faced by individuals with disabilities

Those most affected:

- Less severely disabled of working age, mostly older, mostly out-of-work

Incapacity benefits

Replacement of Incapacity Benefit and related benefits by Employment and Support Allowance (ESA), with more stringent medical tests, greater conditionality and time-limiting of non-means tested entitlement for all but the most severely ill or disabled

Those most affected:

- Out-of-work, mainly older adults with ill health or disability, except the most severely ill or disabled

Child Benefit

Three-year freeze and withdrawal of benefit from households including a higher earner

Those most affected:

- All households with children (a little)
- Households with higher earners (a lot)

Tax Credits

Reductions in payment rates and eligibility for Child Tax Credit and Working Tax Credit, paid to lower and middle income households

Those most affected:

- Low-to-middle income families with children, including workless households
- Part-time workers on less than 24hrs a week

One per cent up-rating

Reduction in annual up-rating of value of most working-age benefits

Those most affected:

- Everyone on the main working age benefits (JSA, IB/ESA, IS, HB(LHA), Tax Credits)

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL

ANNUAL TENANTS SATISFACTION SURVEY

REPORT BY HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

To report the results of the 2014/15 Annual Tenants Satisfaction Survey.

B. RECOMMENDATION

To note the results of the survey.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs Being honest, open and accountable Making best use of our resources
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The Tenants Satisfaction Survey ensures we are complying with the requirements of the Scottish Social Housing Charter as set out in the Housing (Scotland) Act 2010.
III	**Implications for Scheme of Delegations to Officers**	None
IV	**Impact on performance and performance Indicators**	There is no impact but this report is part of the agreed process for performance reporting.
V	**Relevance to Single Outcome Agreement**	None
VI	**Resources - (Financial, Staffing and Property)**	None
VII	**Consideration at PDSP**	Yes
VIII	**Other consultations**	Tenant representatives were consulted on the questions set in the survey and on the results of this year's survey.

D. TERMS OF REPORT

D.1 Background

Housing, Construction and Building Services (HCBS) has for many years conducted an Annual Tenants Satisfaction Survey with all our tenants. The survey is sent to them with an edition of our tenant's newsletter, 'Tenants News'. With the introduction of the Scottish Social Housing Charter (the 'Charter') the question set was revised in 2013/14 to meet its requirements. The Charter has prescribed questions we must ask and also stipulates the five point response options tenants must choose from, previously we would have offered a yes/no response. The revised question set was agreed with tenant representatives prior to issue.

D.2 Survey Results

Appendix 1 provides some degree of comparison of the 2014/15 results with previous years' and also notes the changes to the question set where appropriate.

We issued the survey to all 13,000 tenants and we received 690 responses, achieving a 5.3% response rate up 164 or 1% on last year's figures. We do strive to increase response rates and have developed an action plan to assist with this. Previous response levels are noted in the appendix to this report. For comparison purposes it is best to compare 2014 results with 2013 and 2010 as the response levels are higher and more representative. Change from the yes/no response options in previous years to the now five point scale will also have a bearing on the comparative results.

The service is happy to report that the results are generally very good, and overall satisfaction levels show a steady increase from 2013 or where there is decline it is only marginal. Areas showing improvement include; overall satisfaction, ease of contacting the council, being kept informed, state of repair of home, satisfaction with local neighbourhood; and satisfaction in services for the rent paid. HCBS constantly strive to improve service delivery and where this survey has shown slight dips in performance every effort will be made to address these concerns. For example our repair service proposes to introduce new categories to help meet the needs of tenants and carry out customer care training with operatives to improve customer satisfaction. Issues around safety will be taken forward with our Community Safety colleagues and partners.

There is a separate report to the panel on benchmarking and this provides information on how our satisfaction levels compare with other social landlords.

The Scottish Housing Regulator (SHR) has responsibility for monitoring, assessing and reporting on landlord performance against the Scottish Social Housing Charter outcomes. The Annual Return on the Charter (ARC) which includes the Annual Tenant Satisfaction Survey results will be submitted to SHR at the end of May 2015.

E. CONCLUSION

The results from the 2014/15 Annual Tenant Satisfaction Survey are to be welcomed with most areas showing high level of satisfaction and increasing from previous years' results. The survey will allow us to fulfil the tenant satisfaction requirements of the Charter when we report in May 2015.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: One

Contact Person: Elaine.Byrne@westlothian.gov.uk Tel No.01506 281968

ALISTAIR SHAW

HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

Date: 20 January 2015

Annual Tenant Satisfaction Questionnaire Results Comparison of Satisfaction Levels 2010 to 2014

<table>
<tr><th>Original Survey Questions asking for yes or no</th><th>2010 (%)</th><th>2011 (%)</th><th>2012 (%)</th><th>2013 (%)
(Questions changed to match Regulator Guide, as required)</th><th>2014 %</th><th>Notes relating to 2014
Housing Regulator Guide removed yes or no answer option</th></tr>
<tr><td>Overall, how satisfied are you with the housing services you receive</td><td>85.5%</td><td>88.7%
(No question re overall housing services, but for overall customer service)</td><td>96.0%
(No question re overall housing services, but for overall customer service</td><td>88.1%
(Taking everything into account how satisfied or dissatisfied are you with the overall service provided by your landlord)</td><td>89.1%
(615)</td><td>Regulator Question (Indicator 1)
<table>
<tr><td>A</td><td>Very Satisfied</td><td>52.3%</td><td>89.1%</td></tr>
<tr><td>B</td><td>Fairly Satisfied</td><td>36.8%</td><td></td></tr>
<tr><td>C</td><td>Neither satisfied nor Dissatisfied</td><td>5.5%</td><td></td></tr>
<tr><td>D</td><td>Fairly dissatisfied</td><td>2.5%</td><td>4.8%</td></tr>
<tr><td>E</td><td>Very dissatisfied</td><td>2.3%</td><td></td></tr>
<tr><td>F</td><td>No opinion</td><td>0.6%</td><td></td></tr>
</table></td></tr>
<tr><td>Do you find it easy to contact the Council about your home</td><td>90.2%</td><td>89.8%</td><td>91.0%</td><td>90.2%</td><td>92.5%
(638)</td><td>Non Regulator Question
<table>
<tr><td>A</td><td>Excellent</td><td>41.0%</td><td>92.5%</td></tr>
<tr><td>B</td><td>Good</td><td>39.5%</td><td></td></tr>
<tr><td>C</td><td>Adequate</td><td>12.0%</td><td></td></tr>
<tr><td>D</td><td>Poor</td><td>2.3%</td><td>4.0%</td></tr>
<tr><td>E</td><td>Very Poor</td><td>1.7%</td><td></td></tr>
<tr><td>F</td><td>Cannot remember/ blank</td><td>3.5%</td><td></td></tr>
</table></td></tr>
<tr><td>Are you kept informed about housing & building services</td><td>81.8%</td><td>94.4%
(Agreed Tenants News keeps you informed)</td><td>95.0%
(Agreed Tenants News keeps you informed)</td><td>85.0%
(How good or poor do you feel your landlord is at keeping you informed about their services and decisions)</td><td>86.2%
(593)</td><td>Regulator Question (Indicator 3)
<table>
<tr><td>A</td><td>Very good</td><td>46.1%</td><td>86.2%</td></tr>
<tr><td>B</td><td>Fairly good</td><td>40.1%</td><td></td></tr>
<tr><td>C</td><td>Neither good nor bad</td><td>9.6%</td><td></td></tr>
<tr><td>D</td><td>Fairly poor</td><td>2.5%</td><td>4.2%</td></tr>
<tr><td>E</td><td>Very poor</td><td>1.7%</td><td></td></tr>
</table></td></tr>
</table>

<table>
<tr><th>Original Survey Questions asking for yes or no</th><th>2010 (%)</th><th>2011 (%)</th><th>2012 (%)</th><th>2013 (%)
(Questions changed to match Regulator Guide, as required)</th><th>2014
%</th><th>Notes relating to 2014
Housing Regulator Guide removed yes or no answer option</th></tr>
<tr><td>Do you feel you are consulted on changes to the housing services</td><td>72.8%</td><td>83.6 %
(Feel they are listened to, no question this year about consultation)</td><td>86.0%
(Feel they are listened to, no question this year about consultation)</td><td>72.6%
(How satisfied or dissatisfied are you with the opportunities given to you to participate in your landlord's decision making processes)</td><td>72.3%
(491)</td><td>Regulator Question (Indicator 6)<table><tr><td>A</td><td>Very Satisfied</td><td>34.6%</td><td>72.3%</td></tr><tr><td>B</td><td>Fairly Satisfied</td><td>37.7%</td><td></td></tr><tr><td>C</td><td>Neither satisfied nor Dissatisfied</td><td>20.9%</td><td></td></tr><tr><td>D</td><td>Fairly dissatisfied</td><td>3.8%</td><td>6.8%</td></tr><tr><td>E</td><td>Very dissatisfied</td><td>3.0%</td><td></td></tr></table></td></tr>
<tr><td>Are you satisfied with the state of repair of your home</td><td>76.3%</td><td>74.0%</td><td>83.0%</td><td>82.8%
(Overall how satisfied or dissatisfied are you with the quality of your home)</td><td>83.8%
(575)</td><td>Regulator Question (Indicator 10)<table><tr><td>A</td><td>Very Satisfied</td><td>46.5%</td><td>83.8%</td></tr><tr><td>B</td><td>Fairly Satisfied</td><td>37.3%</td><td></td></tr><tr><td>C</td><td>Neither satisfied nor Dissatisfied</td><td>6.4%</td><td></td></tr><tr><td>D</td><td>Fairly dissatisfied</td><td>6.3%</td><td>9.8%</td></tr><tr><td>E</td><td>Very dissatisfied</td><td>3.5%</td><td></td></tr></table></td></tr>
<tr><td>How satisfied with the repairs service provided</td><td>-</td><td>-</td><td>-</td><td>86.1%
First time question asked
(Thinking about the last time you had repairs carried out how satisfied or dissatisfied were you with the repairs service provided by your landlord)</td><td>85.4%
(581)</td><td>Regulator Question (Indicator 16)<table><tr><td>A</td><td>Very Satisfied</td><td>60.4%</td><td>85.4%</td></tr><tr><td>B</td><td>Fairly Satisfied</td><td>25.0%</td><td></td></tr><tr><td>C</td><td>Neither satisfied nor Dissatisfied</td><td>5.4%</td><td></td></tr><tr><td>D</td><td>Fairly dissatisfied</td><td>4.6%</td><td>9.2%</td></tr><tr><td>E</td><td>Very dissatisfied</td><td>4.6%</td><td></td></tr></table></td></tr>
</table>

<table>
<tr><th>Original Survey Questions asking for yes or no</th><th>2010 (%)</th><th>2011 (%)</th><th>2012 (%)</th><th>2013 (%)
(Questions changed to match Regulator Guide, as required)</th><th>2014 %</th><th>Notes relating to 2014
Housing Regulator Guide removed yes or no answer option</th></tr>
<tr><td>Are you satisfied with your local neighbourhood</td><td>80.2%</td><td>83.1%
(Question different - Are you satisfied with your local environment</td><td>77.0%
(Question different - Are you satisfied with your local environment</td><td>77.0%
(Overall, how satisfied or dissatisfied are you with your landlords management of the neighbourhood you live in)</td><td>78.2%
(535)</td><td>Regulator Question (Indicator 17)
<table>
<tr><td>A</td><td>Very Satisfied</td><td>37.1%</td><td rowspan="2">78.2%</td></tr>
<tr><td>B</td><td>Fairly Satisfied</td><td>41.1%</td></tr>
<tr><td>C</td><td>Neither satisfied nor Dissatisfied</td><td>10.5%</td><td></td></tr>
<tr><td>D</td><td>Fairly dissatisfied</td><td>7.6%</td><td rowspan="2">11.3%</td></tr>
<tr><td>E</td><td>Very dissatisfied</td><td>3.7%</td></tr>
</table></td></tr>
<tr><td>Do you feel safe in your home</td><td>85.6%</td><td>85.9%</td><td>86.0%</td><td>90.4%</td><td>89.6%
(614)</td><td>Non Regulator Question
<table>
<tr><td>Yes</td><td>89.6%</td></tr>
<tr><td>No</td><td>10.4%</td></tr>
</table></td></tr>
<tr><td>Do you feel safe in your local community</td><td>81.2%</td><td>80.2%</td><td>82.0%</td><td>85.1%
(Do you feel safe in your local neighbourhood)</td><td>84.3%
(571)</td><td>Non Regulator Question
<table>
<tr><td>Yes</td><td>84.3%</td></tr>
<tr><td>No</td><td>15.7%</td></tr>
</table></td></tr>
<tr><td>How do you rate the service you get for the rent you pay</td><td>91.5%</td><td>90.4%</td><td>96%</td><td>81.5%
(Taking into account the accommodation and services your landlord provides, do you think the rent for this property represents good or poor value for money.)</td><td>83.5%
(568)</td><td>Regulator Question (Indicator 29)
<table>
<tr><td>A</td><td>Very good</td><td>44.7%</td><td rowspan="2">83.5%</td></tr>
<tr><td>B</td><td>Fairly good</td><td>38.8%</td></tr>
<tr><td>C</td><td>Neither good nor bad</td><td>11.2%</td><td></td></tr>
<tr><td>D</td><td>Fairly poor</td><td>4.1%</td><td rowspan="2">5.3%</td></tr>
<tr><td>E</td><td>Very poor</td><td>1.2%</td></tr>
</table></td></tr>
<tr><td>Number of Responses</td><td>875</td><td>177</td><td>210</td><td>556</td><td>690</td><td></td></tr>
</table>

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL

PERFORMANCE REPORTING

REPORT BY HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

To report the current levels of performance for Housing, Construction and Building Services indicators that are the responsibility of the Services for the Community Policy Development and Scrutiny Panel.

B. RECOMMENDATION

To note the current performance on Housing, Construction and Building Services key performance indicators and determine if further action or enquiry is necessary.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs Being honest, open and accountable Making best use of our resources
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	In compliance with the Code of Corporate Governance and the principles of Best Value.
III	**Implications for Scheme of Delegations to Officers**	None
IV	**Impact on performance and performance Indicators**	There is no impact but this report is part of the agreed process for performance reporting.
V	**Relevance to Single Outcome Agreement**	The key performance indicator that is relevant to the SOA is HQSPROP033.
VI	**Resources - (Financial, Staffing and Property)**	None
VII	**Consideration at PDSP**	Yes
VIII	**Other consultations**	Tenants Panel and service staff

D. TERMS OF REPORT

Introduction

The performance of service activities or ongoing tasks is measured through the use of key performance indicators (KPIs). The key activities of the service are covered by KPIs, some of which are also specified performance indicators (SPIs). The council's performance management system, Covalent, uses a simple traffic light system to show if progress in on target (green), in danger of falling behind target (amber), or below target (red).

Each Policy Development and Scrutiny Panel is allocated areas of responsibility for overseeing performance within their remit. The information contained in Appendix 1 gives details on the Housing, Construction and Building Services indicators that fall within the remit of this PDSP.

Current Position

Of the nine performance indicators we are reporting, six are categorised as green, three are amber and there are no red. This has changed since my last report when I reported seven green and two red. Each indicator in the appendix displays the latest note which offers an explanation from the service on current performance levels.

E. CONCLUSION

The summary chart at the front of Appendix 1 shows the status of the performance indicators which are the responsibility of this PDSP with the majority at green status. The information contained in Appendix 1 will allow the Panel to note current performance levels and actions being taken to address where current performance is below target.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: One

Contact Person: **Elaine.Byrne@westlothian.gov.uk** Tel No.01506 281968

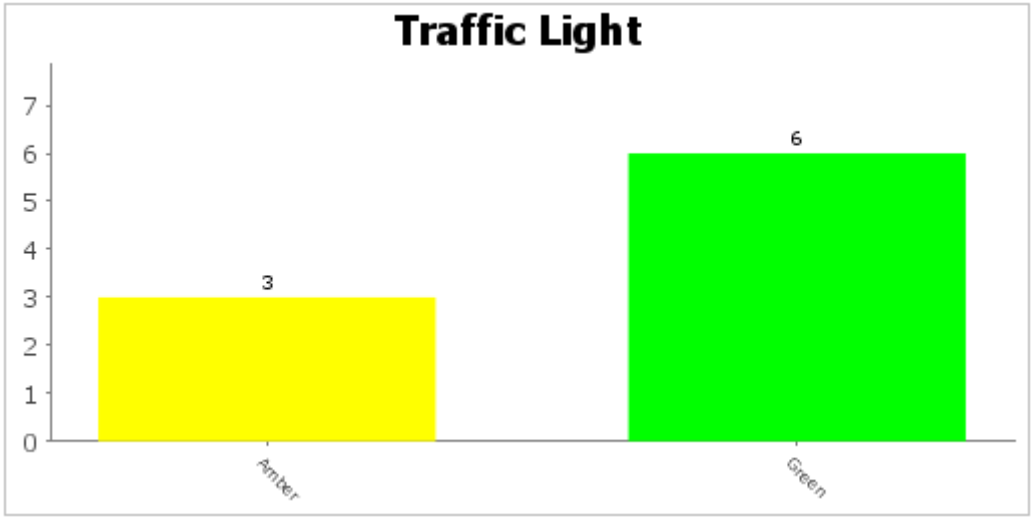
ALISTAIR SHAW

HEAD OF HOUSING, CONSTRUCTION AND BUILDING SERVICES

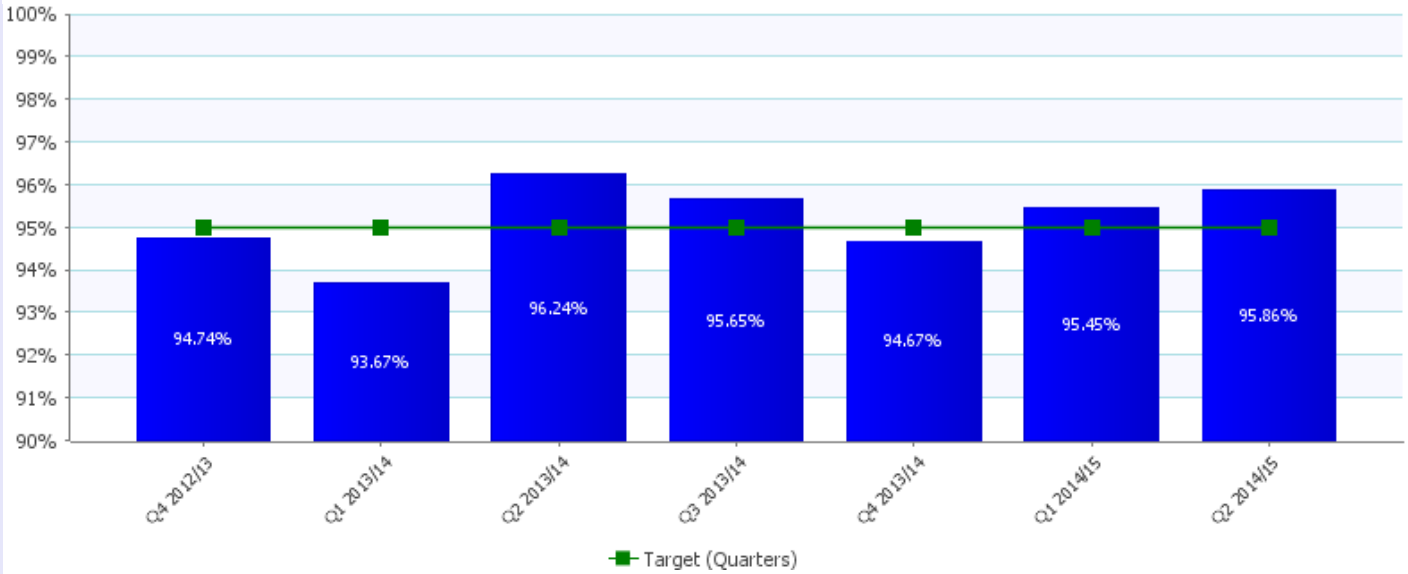
Date: 20 January 2015

Appendix 1

2015-01-20 Services for the Community PDSP



PI Code & Short Name	**P:BUS002_6b.3 Percentage of Housing Repairs completed to timescale.**	**PI Owner**	zBUS_PIAdmin; Grant Taylor
Description	This performance indicator information is taken from our repairs system. The system records all repair types and measures those jobs we have completed within the agreed timescales. The repair types include emergency and non emergency repairs including gas repairs and the councils out of hours emergency service. Timescale can vary from 24 hours for an emergency repair to 15 days for a routine repair. Building Services has an expected Target of 95% for this performance indicator.	**Traffic Light Icon**	
Linked PIs		**Current Value**	95.86%
		Current Target	95%
		Notes on Latest Data Entry	09-Jan-2015 The performance for quarter two has met target. In quarter two Building Services completed 10311 housing responsive repairs, 427 of these repairs were completed outwith the service standards timescale. Overall four repair categories make up this indicator, one indicator routine repairs did not meet target. Further work is ongoing to identify out of target jobs. Emergency repairs - quarter two 98.39% - target 97% Routine repairs - quarter two 92.66% - target 95% Gas repairs - quarter two 99.34% - target 97% Standby repairs - quarter two 99.58% - target 97%



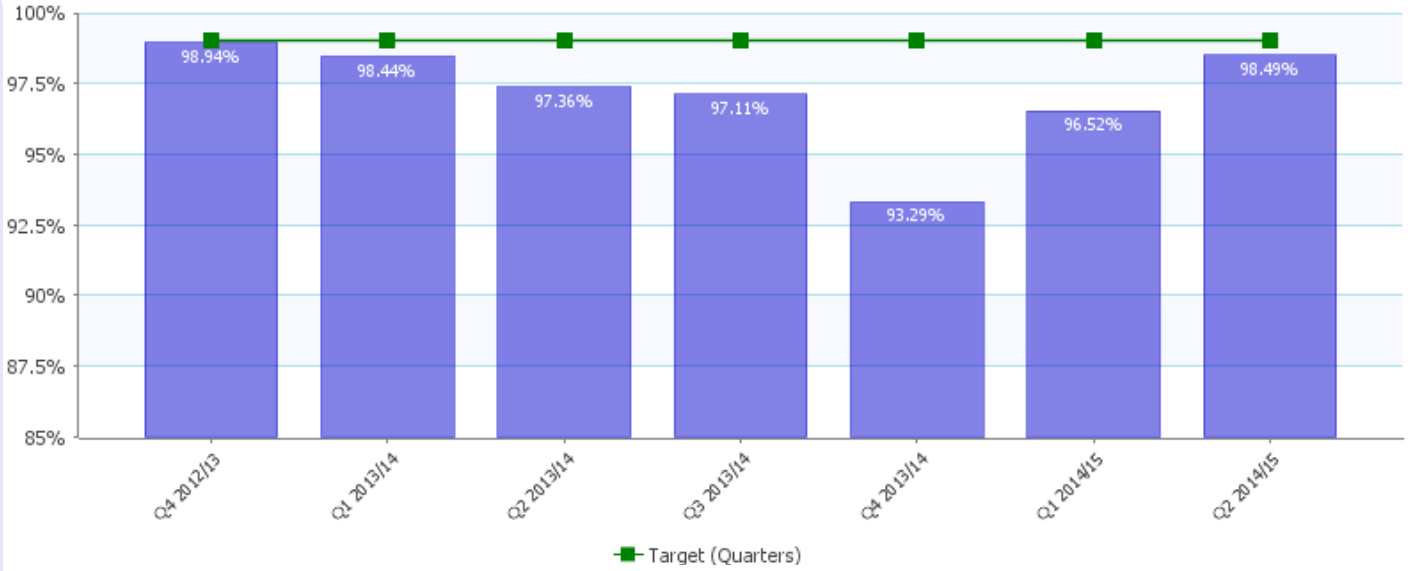
Trend Chart Commentary:

Performance for quarter 2 in 2014/15 has exceeded the target, 95.86%. Building Services completed 10,311 reactive repairs in quarter 2 with 9,884 complete within the agreed timescales.

Performance over 2013/14 has varied depending on the volume and complexity of repairs requested by our customers. Building Services carried out 49,320 repairs in 2013/14 with 46,847 completed within the agreed timescale. In Q1 & Q4 2013/14 performance dipped below the target, on analysis the majority of jobs were joinery works under the routine repair category. Additional resources have been allocated to the repair teams and this is closely monitored by Building Services. Monthly analysis is undertaken by Building Services to identify trends and areas of improvement to allow us to deliver an excellent service to our customers. Performance trends over the past 3 years

2013/14 94.99% of all repairs were complete within target
2012/13 95.25% of all repairs were complete within target
2011/12 93.9% of all repairs were complete within target
In 2013/14 we were ranked 6 out of 24 Scottish Local Authorities who have a council house service. This was an increase from 8th the previous year.

PI Code & Short Name	**P:BUS005_6a.7 Percentage of customers who are satisfied with the housing repair service.**	**PI Owner**	zBUS_PIAdmin; Grant Taylor
Description	This performance indicator reports on the percentage of customers who gave a positive response on their experience with the overall housing repair service they received. Customers are asked to complete a customer survey once the repair has been carried out. The survey information is captured by paper surveys, personal digital assistants PDA or a number of customers are contacted by our customer contact centre. This indicator is the number of respondents who chose 'a positive response as a percentage of the overall responses. Measuring customer satisfaction helps ensure that we continue to provide an excellent repairs and maintenance service that meets tenants' expectations. The results are analysed to identify improvements to the way the service is delivered to customers. In 2013/14 as part of the introduction of Scottish Housing Charter Building Services now report customer satisfaction using the 5 point scale responses. The categories are, Very satisfied, Fairly Satisfied, Neither or, Fairly Dissatisfied, Very Dissatisfied.	**Traffic Light Icon**	
Linked PIs		**Current Value**	98.49%
		Current Target	99%
		Notes on Latest Data Entry	29-Oct-2014 In quarter 2 the performance did not meet target, 98.49%. 717 surveys were recorded for quarter 2. 11 responses indicated that they were very dissatisfied, fairly dissatisfied or neither with the housing repairs service. The repair teams are continually monitoring the returns to improve the service delivery to our customers. The customer satisfaction recorded face to face with the operative was 98.49%



Trend Chart Commentary

Performance for quarter 2 of 2014 has not met target, although performance has increased by 1.97% from the previous month. A total of 728 customer surveys were received in quarter 2. 11 responses indicated that they were very dissatisfied, fairly dissatisfied or neither with the service. The customer service centre will increase the number of surveys carried out in 2014/15. The repair teams analyse all survey feedback and look to see where improvements can be made.

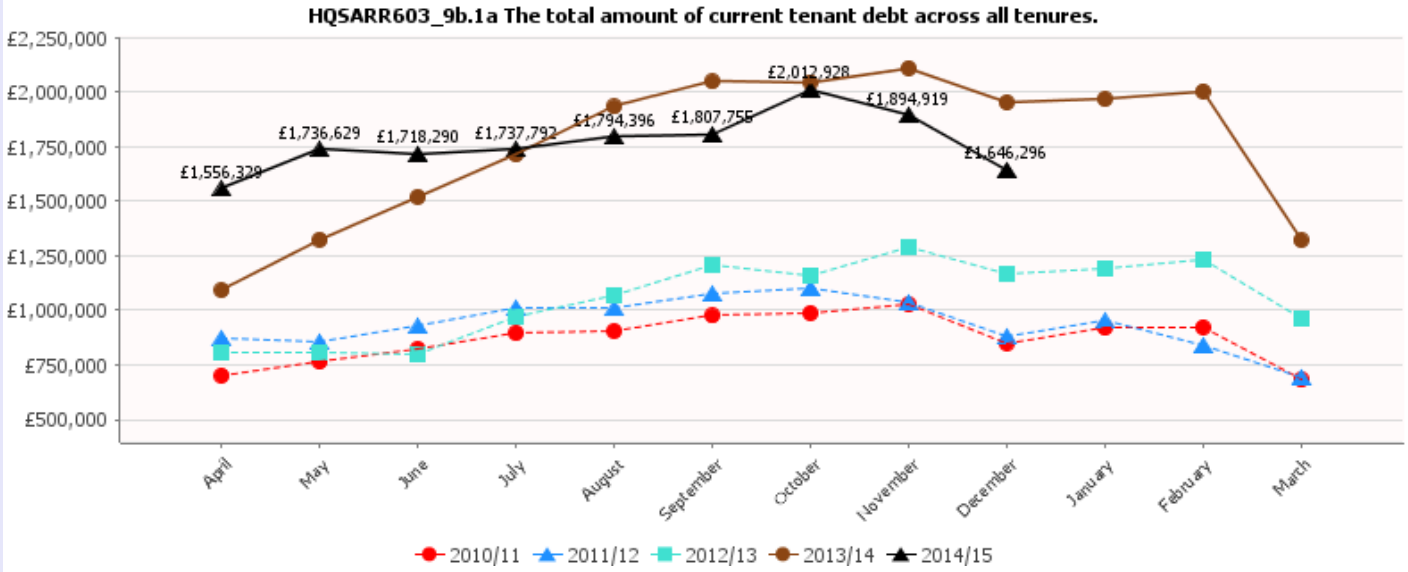
In 2013/14 Building Services received 4867 customer surveys captured by paper surveys or personal digital assistants. 162 customers responded neither satisfied nor dissatisfied with the service they received. 95.63% responded with positive response. In addition 241 customer satisfaction surveys were being carried out at evenings by the customer service centre. 95.26% responded with positive response.

PI Code & Short Name	**HAS008_9b Number of new build social houses completed by Housing Association partners in West Lothian.**	**PI Owner**	zHAS_PIAdmin; Colin Miller
Description	This indicator provides information on the number of new social rented properties built by our partner landlords.	**Traffic Light Icon**	
Linked PIs		**Current Value**	76
		Current Target	76
		Notes on Latest Data Entry	12-May-2014 -- The figure for 2013/14 is provisional and will be finalised when Scottish Government complete the assessment of the returns from RSLs.

Trend Chart Commentary

The number of new build completions by registered social landlords (RSLs) varies from year to year and depends on the amount of Government subsidy available and how this is allocated between RSLs new build programmes and the council housing programme. Over the performance period, RSL completions peaked at 171 in 2009/10. Since the low of 59 RSL completions in 2011/12, the past two years have seen a slight increase in the number of RSL completions with 66 completions being achieved in 2012/13 and 76 completions in 2013/14. Over the performance period, the only year when the RSL target was not met was 2012/13. This was because a number of RSL developments were delayed and were not completed in the timescale expected.

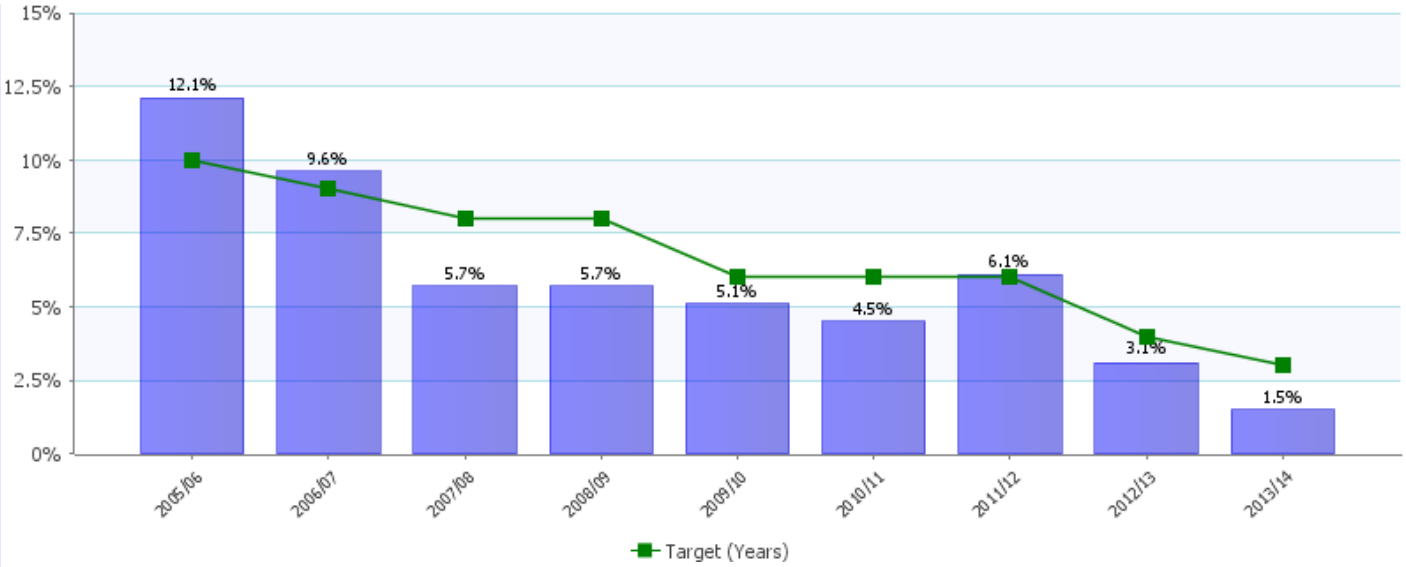
PI Code & Short Name	**HQSARR603_9b.1a The total amount of current tenant debt across all tenures.**	**PI Owner**	zHQSARR_PIAdmin; Siobhan Mullen
Description	This graph shows the rolling arrears total for all current tenants in mainstream, temporary and emergency accommodation and also includes garage rents.	**Traffic Light Icon**	
Linked PIs	HQSARR600_9b; HQSARR601_9b; HQSARR602_9b	**Current Value**	£1,646,296
		Current Target	£1,765,076
		Notes on Latest Data Entry	12-Jan-2015 There has been a decrease in the total amount of current tenant debt from November to December, which would be expected during the free weeks over Christmas and follows our trend over the recent years and also follows a similar trend from previous months. The Rent Arrears Monitoring task force group are continuing with weekly monitoring and reporting of cases. Our rent arrears campaign is continuing with posters displayed in Council offices, Community Centres, GP Surgeries and on back of some Council vans. Housing staff, CSC/ CIS Advisors and Advice Shop staff are contacting tenants who are in arrears in order to engage, provide advice and assistance and work jointly with other services in an effort to reduce their rent liability. Tenants are encouraged to engage with the council, either through support and advice in relation to applying for Housing Benefit and referrals to the Advice Shop.



Trend Chart Commentary:

The level of rent arrears varies considerably through the year, but follows a similar pattern from one year to the next. Using the trend information from this chart, we see that arrears generally increase over the summer holiday months and after Christmas and decrease during the free week rental periods in December and March. The target is set to vary throughout the year to reflect our understanding of the trend pattern. The percentage of tenants in serious arrears has increased which is reflective of the current economic downturn and the hardship our tenants are experiencing due to reduced income levels. Our focus is to sustain people in their homes by ensuring support and assistance is provided and where possible income is maximised through welfare benefits, however 17 tenants lost their homes through eviction.

PI Code & Short Name	**HQSHOM031_9a.2a Percentage of repeat homeless presentations.**	**PI Owner**	zHQSHOM_PIAdmin; AnnMarie Carr
Description	Percentage of same households who are assessed as homeless within 12 months of being assessed as homeless previously. Unlike the Statutory Performance Indicators, this indicator includes both homeless households to whom we have a duty to provide permanent accommodation and those to whom we have a duty to provide temporary accommodation,	**Traffic Light Icon**	
Linked PIs		**Current Value**	1.5%
		Current Target	3%
		Notes on Latest Data Entry	27-Oct-2014 This is an annual indicator. Performance information for 13/14 has been reported and verified by the Scottish Govt. Continued improvement in repeat homeless presentations can be attributed to the increased sustainability of formally homeless households in permanent accommodation. This has been achieved by the effective management of homeless applications & accommodation being allocated which is reflective of an applicant's social networks. West Lothian is the 2nd lowest local authority in Scotland in terms of repeat homeless applications.

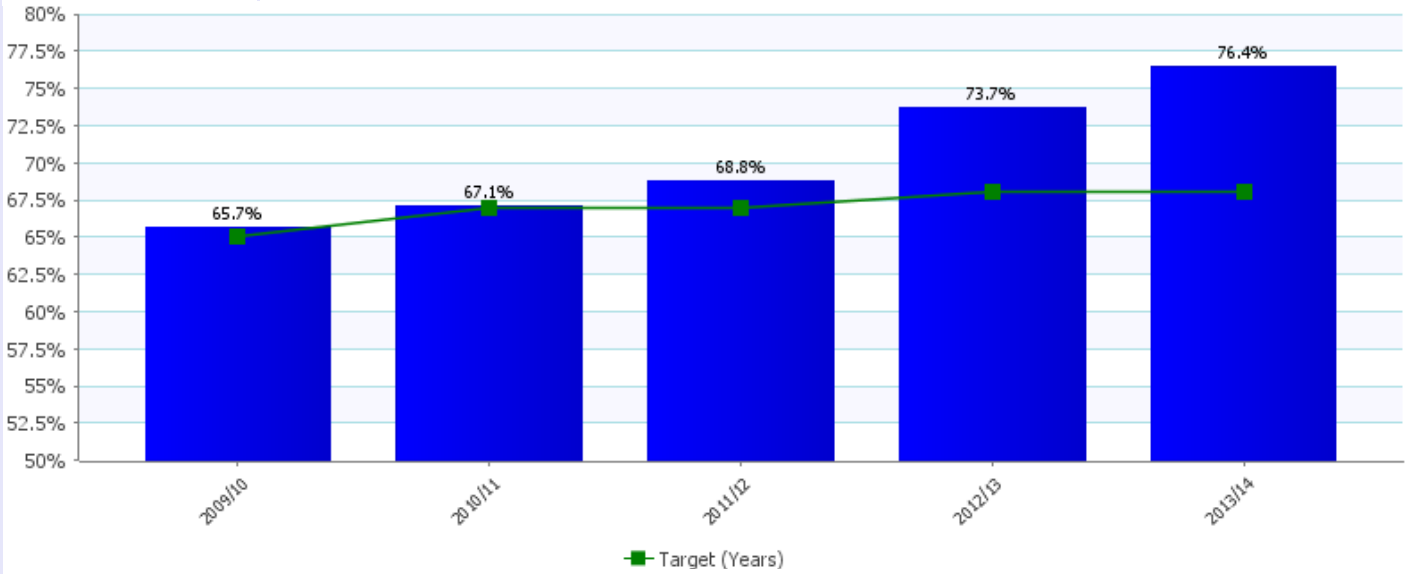


Trend Chart Commentary:

There has been a significant reduction in repeat homeless presentations over the last four years due to the focussed work undertaken by the Housing Needs service. There was slight increase in 2011/12 and each case contributing to this rise has been reviewed to establish the reasons for the repeat presentation and has allowed appropriate strategies to be put in place to improve performance.

Performance for 2012/13 demonstrates a significant improvement in our position with repeat performance at 3.1% compared to a year end position in 2011/12 of 6.1 %. Following verification from the Scottish Government the 2013/14 figure demonstrates further improvement in our position as nationally West Lothian are the 2nd lowest local authority in Scotland in terms of repeat homeless applications..

PI Code & Short Name	**CP:HQSHOM034_9b The proportion of priority, unintentionally homeless applicants for whom permanent accommodation was secured.**	**PI Owner**	zHQSHOM_PIAdmin; AnnMarie Carr
Description	This indicator measures the percentage of homeless cases that are found permanent accommodation. The aim is to exceed the target and maximise the percentage of homeless cases that are found permanent accommodation.	**Traffic Light Icon**	
Linked PIs		**Current Value**	76.4%
		Current Target	68%
		Notes on Latest Data Entry	22-Sep-2014 This is an annual indicator. The proportion of priority, unintentionally homeless applicants for whom permanent accommodation was secured increased in the last financial year.



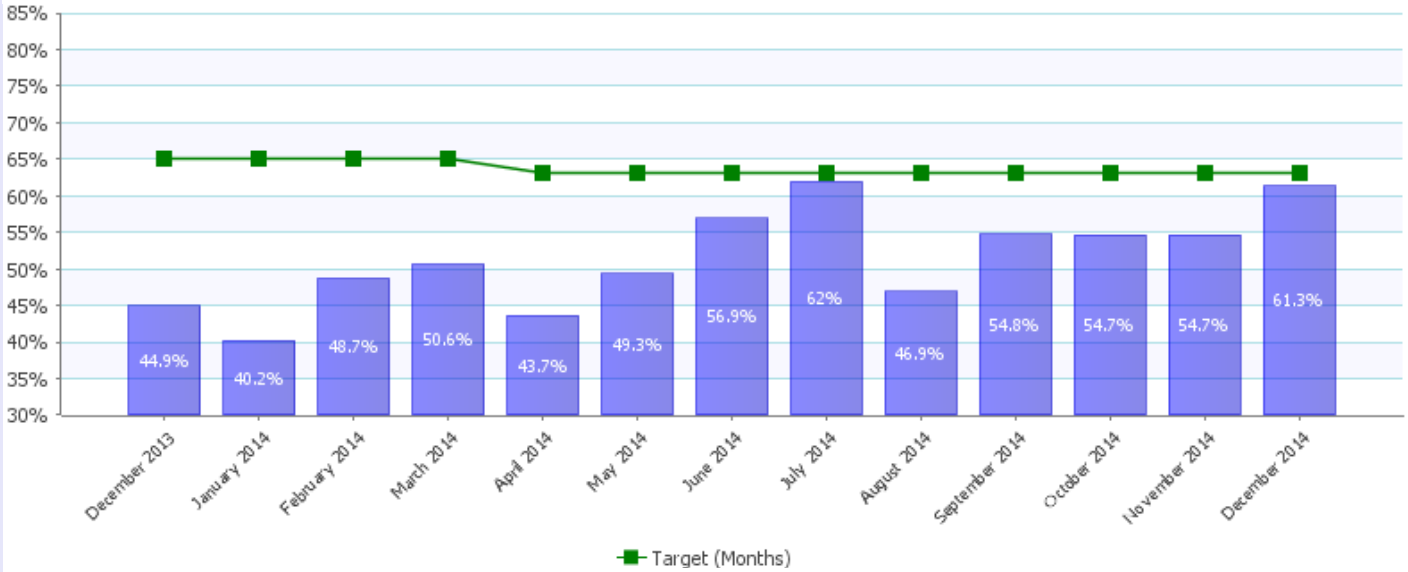
Trend Chart Commentary:
Since 2010/11 the increase in new build housing in West Lothian has had a positive impact especially in the last two years, in the proportion of priority, unintentionally homeless applicants for whom permanent accommodation was secured.

PI Code & Short Name	**HQSHOM037_9b.1a Percentage of homeless presentations housed by a Registered Social Landlord.**	**PI Owner**	zHQSHOM_PIAdmin; AnnMarie Carr
Description	Percentage of people who apply as homeless where the final outcome is that they are housed by a Housing Association.	**Traffic Light Icon**	
Linked PIs		**Current Value**	12.5%
		Current Target	15%
		Notes on Latest Data Entry	24-Nov-2014 **This is an annual indicator. The validated figure from the Scottish Govt shows a slightly reduced figure from the previous year. Work is ongoing with our RSL partners in regards to review nomination agreements and Section 5 protocols with aim of increasing outcomes moving forward.**

Trend Chart Commentary:

In 2009/10 there was an increase in the percentage of homeless people housed by a Registered Social Landlord (RSL) in West Lothian. In 2010/11 performance dropped as a result of the reduced numbers of new houses being built by RSLs and therefore a reduction in the number available for nomination to the council's housing list. The percentage from 2011/12, 2012/13 and 2013/14 demonstrates a year on year increase ,and is as a result of continued strong partnership arrangements with all social landlords in West Lothian. Targets for this indicator are agreed in conjunction with service users.

PI Code & Short Name	**P:HQSLETS004_9b Percentage of mainstream vacant properties (i.e. the empty houses let for permanent housing, including New Build) let in 0-2 weeks.**	**PI Owner**	zHQSLETS_PIAdmin; Siobhan Mullen
Description	This monthly indicator records our mainstream empty houses including new build lets, that is empty homes for permanent let and how quickly we re-let them. We aim to have the majority of our properties re-let within 0-2 weeks. The information is taken from the council's housing management system.	**Traffic Light Icon**	
Linked PIs	HQSLETS4195_9b; HQSLETS608_9b	**Current Value**	61.3%
		Current Target	63%
		Notes on Latest Data Entry	12-Jan-2015 There were 75 properties let in December and 46 or 61% of these properties were let in in 0-2 weeks. Overall there were 18 properties let in the Armadale area, 15 properties let in the Broxburn Housing Office area and 14 properties let in the Breich Valley and Whitburn areas. Following the trends of previous months, we have seen an increase in the number of abandoned properties which means that properties are immediately in the 0-2 weeks rent loss period. We are currently liaising with Building Services Managers and Team Leaders to ensure that properties are returned within the agreed timescale.



Trend Chart Commentary:

This is a monthly indicator. Whilst in recent years we have been Scotland's top ranking authority when it comes to re-letting our houses, our performance in this area has gradually changed and we are taking longer to relet our mainstream housing. There are a number of reasons for the change in performance. There has been an increase in the number of secondary lets as a result of the new build programme have had an impact on our re-let times. Also, during the void period we carry out additional electrical checks which while it improves health and safety for the new tenant has had an impact on the turnaround time. The Housing teams increased focus on Income Management is having an impact on the relet time for this indicator. The information for this indicator is no longer collected by Audit Scotland, however in the Annual Return of the Charter (ARC) for 2013-14, we took 21 days to relet our homes compared to the Scottish average of 35.7 days.

PI Code & Short Name	**P:HQSPROP033_9b Percentage of council houses meeting the Scottish Housing Quality Standard (SHQS).**	**PI Owner**	zHQSPROP_PIAdmin; Colin Miller
Description	All council houses must conform to the Scottish Housing Quality Standard (SHQS) by 2015. This indicator measures our progress towards this target.	**Traffic Light Icon**	
Linked PIs		**Current Value**	94.7%
		Current Target	90%
		Notes on Latest Data Entry	12-May-2014 The work required to ensure 100% compliance by the target date has been identified and monthly monitoring is in place to monitor progress over the period to 31 March 2015.

Trend Chart Commentary:

The Scottish Government expects all homes rented from social landlords to meet the Scottish Housing Quality Standard (SHQS) by 31 March 2015. Since 2006, the Housing Capital Programme has been aligned with a delivery plan aimed at ensuring that all council housing stock meets the SHQS by 31 March 2015. The performance chart shows a year on year improvement in the percentage of the housing stock meeting the SHQS. Significant progress has been made each year and at the end of 2013/14, 94.7% of the council housing stock met the SHQS. The council is well on the way to achieving the Scottish Housing Quality Standard (SHQS) by the target date of 31 March 2015.

In 2012/13, West Lothian Council was ranked 8th out of 26 Scottish Local Authorities who have a council house service, an improvement of three places from the previous year. The Scottish average was 76.6%. The council's ranking for 2013/14 will be known later in the year when Scottish Government collate the returns from local authorities.

Services for the Community Policy and Scrutiny Panel and Council Executive – Work Plan 2015

	Item	Purpose	Frequency	Group	CE	Lead Officer
	PDSP – 20th January					
1	Fire and Rescue Service	Quarterly performance report update – **1 app**	Quarterly			Gary Laing/David Lockhart
2	Fire and Rescue Service - Bonfire Night	Report on bonfire night preventative and operational response to bonfire night 2014 – **1 app**	Annually			Gary Laing/David Lockhart
3	Fire and Rescue Service Futures Report	Report to update on organisation and operation activity in the service – **app 6**	Once			Gary Laing/David Lockhart
4	Police Scotland	Quarterly performance report update – 1 **app**	Quarterly			Gillian Imery/Ronnie MeGauchin
5	Housing Revenue Account	Report on the Housing Revenue Account budget for 2015/16	Annually		✓	Alistair Shaw
6	Capital Programme 2015/16 – 2017/18	Report on the Housing Capital Programme proposals	Annually		✓	Colin Miller
7	Rent Arrears	Progress report on rent arrears position	Quarterly			Elaine Byrne
8	Repairs	Report on results of the consultation activity on the re-categorisation of repairs in Building Services – 2 app	Quarterly			Grant Taylor
9	Home Energy Efficiency Programme for Scotland 2015-16 (HEEPS)	Report to advise the finding award to WLC – ***1 app***	Once			Colin Miller
10	Community Safety Update	Quarterly performance update – ***1 app***	Quarterly			Siobhan Mullen

	Item	Purpose	Frequency	Group	CE	Lead Officer
11	Housing Asset Management Plan	Progress report – ***2 app***	Annually			Colin Miller
12	SHBVN Benchmarking Report	Report on performance benchmarking across SHBVN network organisations	Annually			Elaine Byrne
13	Property Turnover	Statistical information on property turnover FOR Quarter 2 –***3 app***	Quarterly			Annemarie Carr
14	Welfare Reform	Update report on WLC position	Quarterly			Siobhan Mullen
15	Tenants Satisfaction Survey	Report on results of annual Tenant Satisfaction Survey – 1 app	Annually			Elaine Byrne
16	HCBS Performance	Report on service performance – ***1 app***	Quarterly			Elaine Byrne
	Council Executive – 27th January					
1	Allocations Review	Report on progress of consultation and new policy	Once			Allocations Review
	Council Executive 10th February					
	PDSP – 3RD March (1/4 Performance)					
1	Fire and Rescue Service	Quarterly performance report update	Quarterly			Gary Laing/David Lockhart
2	Police Scotland	Quarterly performance report update	Quarterly			Gillian Imery/Ronnie MeGauchin
3	Community Safety Update	Quarterly performance update	Quarterly			Siobhan Mullen

	Item	Purpose	Frequency	Group	CE	Lead Officer
4	HCBS Performance	Report on service performance	Quarterly			Elaine Byrne
5	Property Turnover	Statistical information on property turnover	Quarterly			Annemarie Carr
6	Allocations Review	Report on progress of consultation and new policy – ***2 app***	Quarterly		✓	Annemarie Carr
7	Housing Need Reprovisioning	Report on options for Housing Need Service redesign – ***1 app***	Once		✓	Annemarie Carr
8	Welfare Reform	Update report on WLC position	Quarterly			Siobhan Mullen
9	Rent Arrears	Progress report on rent arrears position	Quarterly			Elaine Byrne
10	Moving into Health	Report on the aims and outcomes of the Moving into Health Team	Once			AnneMarie Carr
11	Homeless Policy	Report seeking approval for the renewed approach and desired outcomes from the Homeless Policy for the service	Once		✓	AnneMarie Carr
12	Strategic Local Programme	Report setting out proposals for affordable housing	Annual		✓	Colin Miller
	Council Executive – 10th March					
	PDSP – 21ST April					
	PDSP – 9TH June					

	Item	Purpose	Frequency	Group	CE	Lead Officer

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY AND DEVELOPMENT AND SCRUTINY PANEL

HOUSING CAPITAL PROGRAMME 2015/16 – 2017/18

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

To inform the Panel of the proposed 2015/16-2017/18 Housing Capital Programme.

B. RECOMMENDATION

The Panel is invited to note and comment on the proposed 2015/16-2017/18 Housing Capital Programme and related funding as detailed in the report.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs Being honest, open and accountable Making best use of our resources Working in Partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The report on the Housing Capital Programme complies with the Housing (Scotland) Act 1987 and the council's Financial Regulations. An Equality Relevance Assessment has been carried out in compliance with the Equality Act 2010 and is included in Appendix 3.
III	**Implications for Scheme of Delegations to Officers**	None
IV	**Impact on performance and performance Indicators**	An effective housing capital and asset strategy is vital to service performance.
V	**Relevance to Single Outcome Agreement**	Outcome 10 – We live in well designed, sustainable places where we are able to access the services we need.
VI	**Resources - (Financial, Staffing and Property)**	Capital investment of £144.034 million during 2015/16 to 2017/18.
VII	**Consideration at PDSP**	This is the first time the panel has considered an update to the capital programme for the period

2015/16 to 2017/18. The comments of the panel will be reported to West Lothian Council when the council next meets to set the budget.

VIII Other consultations	Consultation has taken place with the Head of Finance & Estates Services and consultation is planned with the tenants' networks on the morning of 20 January 2015.

D TERMS OF REPORT

D.1 Background

The council approved a five year housing capital programme, encompassing the period 2013/14 to 2017/18, in January 2013. The 2013/14 and 2014/15 budgets were revised in September and December 2013 respectively, with a further update in June 2014 to take account of latest circumstances and phasing of project expenditure.

When the 2014/15 investment programme was approved in December 2013, it was stated that a three year investment programme would be developed once initial tender prices had been received for the new build project and greater certainty could be placed on price, housing mix and associated development costs. This report now provides a detailed investment programme for the period 2015/16-2017/18.

D.2 2015/16 to 2017/18 Housing Capital Programme

In January 2013, the council approved capital resources of £123.545 million for the period 2015/16 to 2017/18 for the housing capital programme. Programme management assumptions of £10 million were factored into the original five year funding position, with £6 million relating to the period 2015/16-2017/18. In updating the three year investment programme, it has been considered prudent to remove programme management assumptions to ensure that resources are not overcommitted. The three year programme is based on the original funding agreement, supplemented by other contributions as well as £9.2 million resources to be brought forward from 2014/15.

The revised phasing will more accurately reflect expenditure on projects and the additional monies will smooth out borrowing requirements and provide capacity to deal with price risks and exceptional items, over the new build project period. Total investment over the three year programme amounts to £144.034 million.

When the five year capital programme was approved in January 2013, there was a strong focus on the achievement of Scottish Housing Quality Standards (SHQS) as well as new build housing. As the council is on target to achieve SHQS by 31 March 2015, it is appropriate to review the original programme and prioritise expenditure on the asset base in accordance with greatest need.

Consequently, it has been considered that a number of external SHQS works identified in the original programme currently meet required quality standards. These projects are listed as reserve projects in Appendix 1. If there is slippage in the programme, these reserve projects can be brought forward and progressed within the 2015/16 to 2017/18 period.

D.3 2014/15 Housing Capital Out-turn Position

As reported to Council Executive on 11 November 2014, progress is being made across all investment areas and SHQS will be met by 31 March 2015. Although effective progress is being made in delivering capital investment in our housing stock, slippage of £7.6 million was noted in the report to Council Executive. Subsequent to the report, further phasing issues have been identified and £9.2 million resources will now be brought forward into 2015/16 to enable delivery of associated works on appropriate projects.

D.4 Housing Capital Programme 2015/16

This report proposes a housing capital budget of £60.581 million in 2015/16 and Council will be asked to approve this updated investment programme when budgets are next being considered.

In 2015/16, significant resources will be invested in new homes, with all contracts for the 1,000 houses new build project contract coming on-stream during 2015. Expenditure of £42.365 million is anticipated on the 1,000 houses new build project, which represents a significant scaling up of expenditure.

Further progress has also been made in relation to buy back of owners properties in Deans South, many of whom benefited from the Scottish Government's Open Market Shared Equity Scheme. During 2015/16 the demolition of a number of vacant properties at Deans South will be undertaken, redevelopment of the estate will then commence with 42 new build council houses.

The emphasis of the housing capital programme over recent years has been on new build housing, as well as achievement of SHQS and maintenance of housing stock. As noted in the 2014/15 budget report, the focus of investment moving forward will be on the maintenance of quality standards and ensuring all council houses are suitable for 21st century living as well as the creation of new housing.

The capital programme in 2015/16 will also provide external upgrading in areas of greatest need, investment in energy efficiency measures and ensure adequacy of central heating in homes to mitigate against fuel poverty. There is also a proposal to install PV panels on council houses in locations that have no gas supply.

The 2015/16 capital investment programme takes into account resources brought forward from a number of 2014/15 projects, including Main Street Fauldhouse as well as the new build programme. The proposed programme for 2015/16 is summarised in the table below, individual projects are listed in Appendix 1 and further detail is contained in Appendix 2.

Project	Planned Expenditure 2015/16 £'000
New Build Phase 2	530
New Build 1,000 Houses	42,365
Sub-total New Build	***42,895***
Major Refurbishments	3,929
Major Elemental Repairs	3,396
Planned Programmes	6,284
Environmental/External Upgrading	757
Miscellaneous	3,320
Sub-Total Housing Investment	***17,686***
Total	**60,581**

D.5 Capital Resources 2015/16

In updating the 2015/16 budget, it has been considered appropriate to work within the overall funding level agreed by council in January 2013. Financing will largely be met through borrowing and Capital from Current Revenue (CFCR) transfer. The level of council house sales is considered realistic and achievable given changes to Right to Buy legislation. Government grants and other contributions have now been factored into funding sources as the council moves forward with the new build housing programme. The level of capital financing charges and CFCR are considered to be at an affordable level. The table below shows the capital resources available to fund the housing capital programme in 2015/16.

Funding Source	2015/16 Proposed Budget £'000
CFCR	6,349
House Sales	2,750
Borrowing	47,116
Government Grants	3,740
Other Contributions	245
Developer Contributions	381
Total Income	**60,581**

D.6 Capital Programme 2016/17 to 2017/18

The Housing Capital programme beyond 2015/16 will continue to focus on homes fit for 21st century living and in new affordable housing. As set out in the Council's Strategic Housing Investment Programme (SHIP), the first phases of affordable housing will be delivered in Core Development Areas (CDAs) at Armadale, Calderwood (East Calder) and Winchburgh.

In the medium term, as the focus moves from achievement to maintenance of SHQS, the emphasis will be on major refurbishment, planned maintenance programmes and increased investment in an affordable housing supply within the HRA capital programme.

Major refurbishment and significant elementals repairs, including roofs and roughcasting, will not only improve the housing asset base but will help regenerate communities and improve the environment. There will continue to be investment in new central heating and other energy efficient works. Investment continues to be directed to increasing the supply of affordable housing and to improving the existing asset base. Planned expenditure in 2016/17 and 2017/18 is summarised in the table below, individual projects are listed in Appendix 1 and further detail is contained in Appendix 2.

Project	**Planned Expenditure 2016/17 £'000**	**Planned Expenditure 2017/18 £'000**
New Build 1,000 Houses	*44,682*	*6,676*
Major Refurbishments	3,090	1,860
Major Elemental Repairs	2,790	3,051
Planned Programmes	6,484	6,740
Environmental/External Upgrading	500	500
Miscellaneous	3,560	3,520
Sub-Total Housing Investment	*16,424*	*15,671*
Total	**61,106**	**22,347**

D.7 Capital Resources 2016/17 to 2017/18

The medium term programme continues to work broadly within the overall funding level agreed by council in January 2013, supplemented by government grants and other contributions. There are no programme management assumptions included within funding arrangements.

Financing will largely be met through borrowing and Capital from Current Revenue (CFCR) transfer, with government grants, developer and other contributions now factored into funding assumptions. Legislative changes come into effect from 1 August 2016 and will end tenants' right to buy council houses, sales of £4 million have been factored into resource assumptions across the three year programme, with a peak in 2015/16 of £2.75 million and £1.25 million in the following year assumed.

However, it is noted that these are estimated assumptions and will require to be closely monitored in the period to 31 July 2016. The level of capital financing charges and CFCR continue to be considered to be at an affordable level. The table below shows the capital resources available to fund the housing capital programme in 2016/17 and 2017/18.

Funding Source	2016/17 Proposed Budget £'000	2017/18 Proposed Budget £'000
CFCR	5,705	5,923
House Sales	1,250	0
Borrowing	46,938	12,609
Government Grants	7,028	2,767
Other Contributions	185	185
Developer Contributions	0	863
Total Income	**61,106**	**22,347**

D.8 Governance

In setting the HRA capital budget, due cognisance must be made to the relevant statutory, regulatory and governance requirements.

The Prudential Code requires the council to take into account a number of factors when agreeing capital spending plans. In overall terms the Housing Capital Investment Programme 2015/16 – 2017/18 is considered affordable relative to gross rent levels, subject to appropriate management of capital risks and housing arrears. The revenue implications are incorporated within the HRA Revenue budget and loan charge projections continue to indicate that the Housing Capital Investment Programme is prudent, affordable and sustainable. All aspects of the programme are geared toward securing best value; however it may be necessary, on occasion, to re-phase budgets for operational reasons or to secure best value.

The council approved an updated Best Value Framework on 10 June 2014 aimed at ensuring the council complies with the provisions contained within the Local Government in Scotland Act 2003. The 2003 act requires the council to:

- secure best value in the performance of its functions;
- balance the quality and cost of the performance of its function and the cost of council services to service users;
- have regard to efficiency, effectiveness, economy and the need to meet equal opportunity requirements in maintaining that balance;
- fully discharge its duty to secure best value in a way which contributes to the achievements of sustainable development;

The Best Value Framework requires works over a pre-determined threshold to be subject to competitive tendering. Exemptions are permissible, under the 2003 Act. The Council Executive report on 10 June 2014 approved exemptions relating to Central Heating and Major Refurbishments and the programme has been prepared on this basis. A high level review of the capital programme has been completed to determine works that will be carried out by external providers and works to be carried out in-house to ensure compliance with the Best Value Framework.

E. CONCLUSION

The report sets out the Housing Capital programme for 2015/16 to 2017/18, with proposed investment of £144.034 million. Within the three year programme, there is a strong focus on the 1,000 new build council houses programme to deliver affordable

homes, to increase the availability of social housing within communities for both existing residents and future generations.

The 2015/16 capital programme consolidates movements reported to Council Executive on 11 November 2014, recognising the requirement to phase projects and expenditure during the programme period. Alongside investment in new housing stock, there will be continued investment in existing council housing and the environment, to improve homes, amenity and address energy efficiency.

As the council moves forward beyond 2014/15 it will maintain quality standards and further invest in the suitability and sufficiency of its housing stock to improve the environment within communities and meet the needs of existing and future tenants across West Lothian. The comments of the Panel will be reported to West Lothian Council when the council next meets to set the budget.

F. BACKGROUND REFERENCES

Housing Capital Programme 2013/14 to 2017/18, Report to Council, 29 January 2013.

2014/15 Period 6 Housing Capital Monitoring, Report to Council Executive 11 November 2014.

2015/16 Housing Revenue Account Budget and Rent Levels, Report to Services for the Community Policy Development and Scrutiny Panel, 20 January 2015.

Sustainable Housing - Selection of Properties for the Installation of Solar Photovoltaic Panels, Report to Services for the Community Policy Development and Scrutiny Panel, 28 October 2014.

West Lothian Strategic Housing Investment Plan 2015-20120, Report to Services for the Community Policy Development and Scrutiny Panel, 28 October 2014.

Update on the 1000 New Build Council House Programme, Report to Council Executive, 19 August 2014.

Appendices/Attachments: Three

Appendix 1 – Housing Capital Programme Projects 2015/16 to 2017/18

Appendix 2 – Housing Capital Programme Further Information 2015/16 to 2017/18

Appendix 3 – Housing Capital Programme Projects 2015/16 to 2017/18 (Equality Impact Assessment)

Contact Person: colin.miller@westlothian.gov.uk

Graeme Struthers
Depute Chief Executive
20 January 2015

HRA Capital Programme Projects 2015/16-2017/18

	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
New Build Houses				
New Build Houses Phase II	530	-	-	530
New Build Houses, 1000 houses.	42,365	44,682	6,676	93,723
NEW BUILD TOTAL	**42,895**	**44,682**	**6,676**	**94,253**
Major Refurbishment				
Mayfield Area, Armadale	1,440	1,200	1,560	4,200
Harrison Houses - Loch Scheme, Whitburn	-	90	300	390
Main Street, Fauldhouse	1,500	250	-	1,750
Park Road Flats, Blackridge	89	-	-	89
Bathville Flats, Armadale	900	1,550	-	2,450
MAJOR REFURBISHMENT TOTAL	**3,929**	**3,090**	**1,860**	**8,879**
Major Elemental Repair				
Lanrigg Area, Fauldhouse	530	400	506	1,436
Empire St, Baillie St, Bog Rd, Park View, Dean St, Whitburn	200	400	600	1,200
Riddochill Area, Blackburn	650	582	-	1,232
Miscellaneous Whitburn*	600	600	600	1,800
Cuthill, Stoneyburn	500	200	414	1,114
Crossgreen Drive, Wyndford, Holygate Uphall	-	200	134	334
Strathlogie, Westfield	-	-	250	250
Beech Place / Dean Place, Seafield	496	-	-	496
Orchardfield Terrace, Wilkieston	120	120	-	240
Felt Roofs (Balbardie, Bathgate and School Place, Uphall)	-	100	150	250
Ladeside, Blackburn	-	188	332	520
St Helen's Place, Armadale	300	-	-	300
Bridgend	-	-	65	65
MAJOR ELEMENTAL REPAIR TOTAL	**3,396**	**2,790**	**3,051**	**9,237**
Planned Programmes				
Firewalls	25	25	25	75
Repairs to walls and footpaths etc in HRA areas	50	100	100	250
Periodic testing and repairs / Electric Wiring	700	700	700	2,100
External lighting	40	-	-	40
Kitchens and Bathrooms	300	375	450	1,125
Windows Refurbishment / Renewal	380	485	580	1,445
Hard wired smoke detectors	200	200	200	600
Painting - External	275	275	275	825
Painting -Decoration Scheme for Older People	300	300	300	900
Common Stair Upgrades	250	250	250	750
Rhone Cleaning and Repair	250	250	250	750
Fencing	200	200	200	600
Central Heating	2,330	2,340	2,340	7,010
Insulation and Energy Efficiency/PV Panels	300	300	300	900
External Wall Insulation	184	184	270	638
Planned Maintenance/ HIO Investment	500	500	500	1,500
PLANNED PROGRAMMES TOTAL	**6,284**	**6,484**	**6,740**	**19,508**
	.			
Environmental / External Upgrading				
Tenants Street Improvements	150	150	150	450
Environmental Projects - Area Schemes	243	100	100	443
Programmed Drainage	100	100	100	300
Play Areas	50	50	50	150
St Helen's Place Courtyard, Armadale	114	-	-	114
Bin Store Improvements	100	100	100	300
ENVIRONMENTAL / EXTERNAL UPGRADING TOTAL	**757**	**500**	**500**	**1,757**

	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
Miscellaneous				
Homelessness - Blackburn Unit	740	-	-	740
Homelessness	-	1,000	1,000	2,000
Deans South	400	400	400	1,200
Aids and Adaptations	800	800	800	2,400
Asbestos Management	425	425	425	1,275
Legionella Upgrades	70	70	30	170
Feasibility Surveys	70	50	50	170
Home Safety Service	170	170	170	510
Home Security for Senior People	45	45	45	135
Mortgage to Rent	600	600	600	1,800
MISCELLANEOUS TOTAL	**3,320**	**3,560**	**3,520**	**10,400**
TOTAL EXPENDITURE	**60,581**	**61,106**	**22,347**	**144,034**
Funded By:				
CFCR	6,349	5,705	5,923	17,977
Capital Receipts	2,750	1,250	0	4,000
Borrowing	47,116	46,938	12,609	106,663
Government Grant	3,740	7,028	2,767	13,535
Council Tax and Other Contributions	245	185	185	615
Developer Contributions	381	-	863	1,244
	60,581	**61,106**	**22,347**	**144,034**

**Glebe Rd, Union Rd & Dr, Armadale Rd, Jubilee Rd, Manse Avenue, Gritffith Drive, Dick Gardens, Whitburn*

Reserve List of Major Elemental Report Projects

Almond View, Seafield
Almondell Road, Broxburn
Bedlormie Drive, Blackridge
Belvedere Road, Bathgate
Bridgecastle Road, Armadale
Cardross Avenue, Cardoss Crescent, Broxburn
Cemetry Lodge, Uphall
Church Place, Fauldhouse
Dedridge Area, Livingston
Drummond Place, Blackridge
Ellis Place, Broxburn
Fallas Place, Fauldhouse
Fountainhead Road, Bathgate
Glebe Road/Avenue/Terrace, Uphall
Glen Terrace, Deans
Glen Way, Bathgate
High Academy Street, Armadale
Ogilface Crescent, Blackridge
Patterson Court, Broxburn

DATA LABEL: PUBLIC
APPENDIX 2

Housing Capital Programme 2015/16 to 2017/18

Further Information

1. New Build

	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
New Build Houses Phase II	530	0	0	530
New Build Houses, 1000 Houses	42,365	44,682	6,676	93,723
Total	**42,895**	**44,682**	**6,676**	**94,253**

Phase II will be completed in 2015/16, with 150 completions expected by Spring 2015. Work is already complete on seven of the eight sites.

Sites have been identified for 1,000 houses and during the period 2015/16 to 2017/18, 950 new build council houses will be constructed through a Framework Agreement and five separate contracts. A further 44 new build council houses will be constructed outwith the Framework Agreement. Six homes at Adelaide Street were completed during 2014/15.

Site	Units	Completions* 2015/16	Completions* 2016/17	Completions* 2017/18
West Main St, Broxburn	18	18	0	0
Wester Inch, Bathgate	80	30	50	0
Redhouse West, Blackburn	100	30	70	0
Former School, Pumpherston	15	15	0	0
Kirkhill, Broxburn	230	30	180	20
Lammermuir House	70	0	50	20
Eastfield, Fauldhouse	36	0	36	0
Nelson Park, Armadale	26	0	26	0
Glasgow Road, Bathgate	10	0	10	0
Almond Link, Livingston	20	0	20	0
Winchburgh CDA	41	0	41	0
Drumshoreland, Pumpherston	90	0	70	20
Deans South, Livingston	42	0	32	10
Mill Road, Linlithgow	15	0	15	0
Auldhill, Bridgend	5	0	5	0
Almondell, East Calder	36	0	36	0
Raw Holdings, East Calder	17	0	17	0
Almondvale Stadium, Livingston	40	0	40	0
Appleton Parkway, Livingston	10	0	10	0
Trim Track, Livingston	40	0	40	0
Mayfield, Armadale	22	0	22	0
Philipstoun Bowling Green, Philipstoun	5	0	5	0
Bathville Cross, Armadale	18	0	18	0
Former Day Centre, Winchburgh	8	0	8	0
	994	**123**	**801**	**70**

**Anticipated profile per SHIP Report November 2014*

2. Major Refurbishment

	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
Mayfield Area, Armadale	1,440	1,200	1,560	4,200
Harrison Houses - Loch Scheme, Whitburn	0	90	300	390
Main Street, Fauldhouse	1,500	250	0	1,750
Park Road Flats, Blackridge	89	0	0	89
Bathville Flats, Armadale	900	1,550	0	2,450
Total	**3,929**	**3,090**	**1,860**	**8,879**

Concentrations of houses in need of very substantial investment do arise. Where there is a significant proportion of a street that requires investment, it is logical and economic to deal with the whole street, where local houses are of the same design and construction, or have similar problems. The following programmes are of a high level of work exceeding the routine roof and render renewal projects, and some, such as Bathville Cross, are tied in with new build flats. Main Street Fauldhouse, with extensive disrepair and failing structure, is very complex and extensive works are required. The works at Mayfield are enhanced due to the discovery of rising damp in some properties and the retention of stale air in many properties, and will now include work to solumns, where required, and the fitting of dynamic heat recovery ventilation. Works to Park Road in Blackridge are now complete and the budget relates to retentions, monies held back to cover any issues in the refurbishment that become apparent within the retention period, normally 12 months.

3. Major Elemental Repair

	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
Lanrigg Area, Fauldhouse	530	400	506	1,436
Empire & Baillie St, Bog Rd, Park View, Dean St Whitburn	200	400	600	1,200
Riddochill Area, Blackburn	650	582	0	1,232
Miscellaneous Whitburn*	600	600	600	1,800
Cuthill, Stoneyburn	500	200	414	1,114
Crossgreen Drive, Wyndford, Holygate Uphall	0	200	134	334
Strathlogie, Westfield	0	0	250	250
Beech Place / Dean Place, Seafield	496	0	0	496
Orchardfield Terrace, Wilkieston	120	120	0	240
Felt Roofs (Balbardie, Bathgate & School Pl, Uphall)	0	100	150	250
Ladeside, Blackburn	0	188	332	520
St Helen's Place , Armadale	300	0	0	300
Bridgend	0	0	65	65
Total	**3,396**	**2,790**	**3,051**	**9,237**

**Glebe Rd, Union Rd & Dr, Armadale Rd, Jubilee Rd, Manse Av, Griffith Dr, Dick Gdns, Whitburn*

Key investment areas identified by survey are roofs and roughcast. Roofs are prioritised because a failed roof inevitably leads to water penetration and rapid internal deterioration. Render is carried out wherever it is required under a roofing programme. The majority of our Major Elemental Repair programme is roof replacement and associated render repairs.

The above programmes are essentially routine major repairs to roof coverings and, where required, roughcast renewal. The work is limited to the roofs and external walls, though in some cases, to reduce internal draughts for the occupant and also to prevent future maintenance liabilities, we will remove chimneys, which are often a source of dampness and risk in poor weather. This means that the new roofs will last longer and suffer less disrepair, and need fewer repair call outs over its lifetime. To effect this change, we may need to replace the boiler, and this will be included in the programme of works. Any required repairs to stairs and paths noticed at the survey or during the works will be carried out at the same time.

4. Planned Programmes

	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
Firewalls	25	25	25	75
Repairs to walls and footpaths etc in HRA areas	50	100	100	250
Periodic testing and repairs / Electric Wiring	700	700	700	2,100
External lighting	40	0	0	40
Kitchens and Bathrooms	300	375	450	1,125
Windows Refurbishment / Renewal	380	485	580	1,445
Hard wired smoke detectors	200	200	200	600
Painting - External	275	275	275	825
Painting -Decoration Scheme Older People	300	300	300	900
Common Stair Upgrades	250	250	250	750
Rhone Cleaning and Repair	250	250	250	750
Fencing	200	200	200	600
Central Heating	2,330	2,340	2,340	7,010
Insulation and Energy Efficiency/PV Panels	300	300	300	900
External Wall Insulation	184	184	270	638
Planned Maintenance/ HIO Investment	500	500	500	1,500
Total	**6,284**	**6,484**	**6,740**	**19,508**

These planned programmes will be continued, until completion, where appropriate or continuously in response to legislation or cyclical maintenance.

Firewalls
To conclude the work to Firewalls in works carried out in Armadale

Repairs to Walls and Footpaths etc. in HRA areas
Surveys have shown a number of issues in areas under HRA ownership that require repairs, such as retaining walls, garage sites and footpath or common areas. This budget is being put in place to address these issues in priority order.

Periodic Testing And Repairs / Electric Wiring
There is an obligation on the council as a landlord to electrically test each of our houses at least every ten years and additionally at the point of re-letting after a house is empty. These surveys, entitled 'Periodic Testing', carried out by the council's electricians and their partners identify any potential problems. The most important of these are earthing issues and asbestos in consumer units. All repairs assessed as required are also done under this budget.

External Lighting
External lights are fitted to front doors where there is insufficient lighting of the door from other sources such as streetlights, for tenant comfort and safety.

Kitchens and Bathrooms
An allowance is made each year to allow for full kitchen and bathroom replacements that were not part of the previous contract or subject to differential deterioration. This is to allow around 50 installations per year.

Window Refurbishment / Renewal
This budget supports the repair of windows or their replacement for safety reasons where replacement parts are unavailable or the windows are uneconomic to repair.

Hard Wired Smoke Detectors
Year 5 of a cyclical ten year programme to replace battery operated smoke detectors with hard wired smoke detectors. New Carbon Monoxide (CO) detectors are also fitted under this budget

Painting (External)
This is a cyclical programme of window, door and fascia maintenance through protective coatings renewal. If the property masonry was previously painting, this coating would also be renewed. This maintenance, properly done, extends the life of the substrate, be it wood or masonry, by a very significant margin, reducing long term replacement requirements.

Painting (Decoration Scheme for Older People)
This programme is in place to assist those unsupported or vulnerable elderly who are unable to decorate themselves.

Common Stair Upgrades
The common areas in the close and stairs of flatted properties are an unheated space, and partially open to the outside through secure but necessarily not air or moisture tight external doors. This means that the space can suffer rapid deterioration. The expectation of all occupants is that the common space will be well decorated and attractive. This is also what the council wants and the spaces are maintained regularly. However each stair will need regularly repainted, with any required repairs carried out to stairs doors, wall and ceiling carried out.

Rhone cleaning and repair
This is a cyclical programme of gutter and downpipe maintenance through clearing, any required repairs and protective coatings renewal. This maintenance, properly done, extends the life of the gutters by a very significant margin, reducing long term replacement requirements.

Fencing
The fencing programme was put in place to renew dilapidated boundary fencing and to provide new fences where appropriate.

Central Heating
The budget supports the replacement of boilers and/or radiators and pipes based on assessment by the Council's Gas Team Leader and gas engineers.

Insulation and Energy Efficiency / PV Panels
This budget supports the need for upgraded insulation, such as extraction of damaged or damp insulation and its renewal. It also supports the fitting of Photovoltaic (PV) panels. The fitting of PV panels on some of the existing housing stock is a new initiative following consideration of a

report by the Services for the Community PDSP and will begin in locations where there is no gas supply.

External Wall Insulation
This budget has been put in place mainly to support the HEEP:ABS government funding. This budget will enable some council houses in selected areas to be upgraded at the same time as owners' properties. By grouping houses in this way, economies of scale will be achieved.

Planned Reactive / HIO investment
This programme supports required investment outwith the named current capital projects and is commissioned by the local Housing Investment Officers.

5. Environmental /External Upgrading

This budget supports local environmental programmes which includes external painting; fencing; gutter cleaning; improvements to bin stores; door entry systems and general environmental works. This work supports all other work in improving the local areas around capital works and in areas of poor visual impact. The Tenants Street Improvements programme is delivered in detailed consultation with tenants. The priorities for upgrading or renewal of play areas or shelters are established in consultation with NETS & Land Services and with local communities. The St Helen's Place Courtyard is being upgraded to address surface and accessibility issues at the site.

	2015/16 £'000	**2016/17 £'000**	**2017/18 £'000**	**Total £'000**
Tenants Street Improvements	150	150	150	450
Environmental Projects - Area Schemes	243	100	100	443
Programmed Drainage	100	100	100	300
Play Areas	50	50	50	150
St Helen's Place Courtyard, Armadale	114	0	0	114
Bin Store Improvements	100	100	100	300
Total	**757**	**500**	**500**	**1,757**

6. Miscellaneous

The following programmes are ones that are supported by the Capital programme but are not specifically about works to improve homes but are needed to support individuals or to carry out investigations and do preparatory work for programmes or development.

	2015/16 £'000	**2016/17 £'000**	**2017/18 £'000**	**Total £'000**
Homelessness - Blackburn unit	740	0	0	740
Homelessness Reprovisioning	0	1,000	1,000	2,000
Deans South	400	400	400	1,200
Aids and Adaptations	800	800	800	2,400
Asbestos Management	425	425	425	1,275
Legionella Upgrades	70	70	30	170
Feasibility Surveys	70	50	50	170
Home Safety Service	170	170	170	510
Home Security for Senior People	45	45	45	135

Mortgage to Rent	600	600	600	1,800
Total	**3,320**	**3,560**	**3,520**	**10,400**

Homelessness / Blackburn Homeless Unit
These budgets reflect a programme of improving the properties used as homeless accommodation to meet current care standards.

Deans South
This budget is in place to ensure that works to keep the site safe are able to be carried out and to support any preparatory purchase, demolition or initial development work.

Aids and Adaptations
Aids and adaptations are assessed by Occupational Therapists in Social Policy and are carried out based on individual need.

Asbestos Management
The primary purpose of this budget is to allow for surveys and works to be carried out wherever asbestos would be likely to be disturbed in the course of other works.

Legionella Upgrades
This budget supports survey work and remedial work to installations of stored water in common areas. It also allows for upgrade and prevention works.

Feasibility Surveys
This allocation supports detailed survey or engineering reports on structure, hydrology or geology.

Home Safety Service
This provides an upgraded package of smart technology primarily for older people in their own homes. Experience has shown that the technology can help in providing a safer and more secure long-term home environment.

Home Security for Senior People
This scheme provides options for the provision of locks, external lighting, door viewer, door chain, window locks and door intercom system. Since the scheme's inception in 2000, approximately 7,500 homes for senior people have received their chosen package of security measures.

Mortgage to Rent
The costs associated with this scheme will be funded from borrowing afforded by rental income received on the properties involved. This is a Scottish Government subsidy scheme to allow home owners in financial difficulty to sell their properties to the council and pay a social rent, providing they meet certain criteria.

West Lothian Council

Equality Relevance Assessment

1. Policy details	
Policy title	Housing Capital Programme 2015/16 and 2017/18
Policy lead officer	Alistair Shaw – Head of Housing, Construction and Building Services
Date relevance considered	08/12/2014

2. Does the council have control over how this policy will be implemented?

YES	X	NO	

3. Do you have evidence or reason to believe that this policy will, or may potentially:

General Duties	Level of impact (high, medium or low)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Low
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Low
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Low

4. Equality impact assessment required?
(All high and medium policies MUST be impact assessed)

YES		NO	X

5. Decision rationale

The ten year capital programme was originally approved by the Council Executive in December 2008. The Housing Capital programme details projects where West Lothian Council intends to invest resources over a range of headings including: new build council houses, major refurbishment projects, major elemental repairs, as well as planned programmes, environmental work including energy efficiency projects and other miscellaneous projects such as Aids and Adaptations.

A subsequent screening was carried out, as recommended by the EQIA in 2008, on the proposed capital programme funding levels for financial years 2012/13 and 2013/14. This was required to take into account the impact of the credit crunch and any associated funding restrictions being faced by the service. Any concerns around potential discrimination were met at this point through examination of the breakdown provided within the report on the proposals for investment. The focus on meeting the Scottish Housing Quality Standard and the 1,000 new council houses project mitigated any concerns as this would improve the condition of older stock to make it more secure, safe, accessible and energy efficient by design. The new build houses were being built to an exceptionally high specification and the selection of the designs at tender bid stage were made in

partnership with members of the local equality groups to ensure the service had considered the needs of potentially vulnerable tenants from the formative stages of the project.

The levels of investment in recent years have been driven by the requirement to meet the SHQS standard by March 2015, the priority for these works being based on stock condition. The improvement strategy has been built around the outcome of stock condition surveys; this ensures that funding is directed towards those areas most in need of investment works. Demographically, the communities in greatest need of improvements tend to include people who may face fewer life choices and decreased social mobility – these tenants benefit most from improvement projects. By improving the appearance and overall quality of stock in these areas as a priority the life chances of those living there are significantly improved, with benefits to education, health & wellbeing and community safety.

A needs based investment approach prevents areas from becoming undesirable places to live, increases choice for potential tenants and encourages social mobility for existing residents, thereby increasing the social diversity of communities while seeking to prevent socio-economic deprivation.

This approach is also parallel to the current equality outcomes created and monitored by the Corporate Working Group on Equality. These outcomes, which are reported annually in April, are focused on delivering better outcomes for vulnerable, under-represented or minority groups and individuals likely to have less access to services and opportunities than the majority of the West Lothian general public. Specifically, enabling independent living is a key outcome to which the service contributes performance data to on our delivery of equipment and adaptations works.

Provision has been made in 2015/16 through to 2017/18 for increased spend on environmental projects to regenerate local communities in most need of works to improve the local environment.

The capital programme specifically budgets for needs based improvements to aid active living through provision of funding for adaptive equipment and adaptations to the council's housing stock. Funding remains constant at £800,000 per year. The provision for improvements to lighting, as well as kitchen and bathroom renewals will also increase safety and quality of life for residents in older properties. This portion of the programme remains needs-based and reactive in terms of service delivery in order to deliver improvements at the point of need to the tenant.

The approach of making general structural and fixture/fittings improvements, combined with specific adaptations where required, enables tenants with mobility issues to remain independent in their own homes for longer. It also ensures that adaptations that are made are tailored to the individual. As the surrounding properties and area are also improved, via general upgrading works, the possibility of any discrimination or perceptions of unfairness is avoided and the fostering of good relations between minority groups and the rest of the community is maintained.

By budgeting for, and recognising the importance of, this type of improvement works to properties the proposals ensure the provision of needs based solutions for those who require it most. The policy on equipment and adaptations is centred on qualification via a set criteria applied by Occupational Therapy professionals and is based on the medical model; this has led to a straightforward process that is transparent and easy to access.

The commitment to supporting independent living continues in the current programme. This recognises the local demographics of West Lothian and prepares the service for a future where people will increasingly require support at home. This approach enables tenants to stay within their own homes and communities for longer, and delays the need for institutionalised living for as long as is practicable. By making specific provision for this, the capital programme attempts to tackle the challenge facing the service in supporting the projected rise in population of older people,

Designing new build properties with the potential capacity for aids and adaptations future proofs the supply of accommodation to meet the existing and future needs of tenants. The decision to build one storey bungalows is a direct result of listening to the needs of our local communities, as expressed during consultation activity.

The other main driver of the direction of capital funds is new house build projects. This new house building is combined with the demolition of older, financially unsustainable estates and seeks to address the gap in supply and demand issues for decent and affordable socially rented housing in the area.

Provision of modern housing will provide housing options for both existing and tenants and potential tenants. There is significant housing demand pressure on all local registered social landlords; the capital programme priorities are directed towards alleviating some of this pressure and increasing the supply of affordable, socially rented accommodation.

Funding of energy efficiency projects will help tenants achieve energy efficiency and keep fuel bills as low as possible. These projects will aid those at greatest risk of fuel poverty and deprivation. Funding is provided for boiler and heating system replacements and the installation of energy efficient loft and cavity wall insulation. The level of funding will increase commitment to this area in recognition of the importance of tackling poorly insulated and heated homes to mitigate the threat of fuel poverty for those tenants most in need.

It is recommended that any further budgetary proposals or amendments to the Capital Programme be screened for EQIA relevance where required.

- **No assessment required – process ends**
- **Assessment required – continue to next section**

Equality Impact Assessment

1. Policy details	
Details of others involved	Not applicable
Date assessment conducted	Not applicable
2. Aims of the policy	
Not applicable	
3. What equality data, research or other evidence has been used to inform this assessment?	
Not applicable	
4. Details of consultation and involvement	
Not applicable	

5. Issues identified and impacts **(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)**
Not applicable
6. What measures are in place to monitor the actual impact following implementation?
Not applicable
7. Recommendation
☐ Implement policy with no amendments ☐ Implement policy taking account of mitigating actions (as outlined below) ☐ Reject policy due to disproprtionate impact on equality
8. Mitigating actions and additional outputs
Not applicable

- **Equality impact assessment completed**
- **Brief details of this assessment must be included in EMT/ CMT/ PDSP submissions**
- **Final assessment must be published on the council website**:

  Council EQIA Publication Page