

Assets and Corporate Services Sub-Committee



Due to Scottish Government guidance relating to Covid-19, this meeting will be held remotely

Thursday, 4th November, 2021 - 2.00 p.m.

AGENDA

Page Nos.

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST** – In terms of Section 5 of the Code of Conduct Members of the Committee are asked to declare any interest(s) in particular items on the agenda and the nature of the interest(s) at this stage.
3. **MINUTE** – Minute to Assets & Corporate Services Sub-Committee of 19th August, 2021 3 – 7
4. **PROPERTY ASSET STRATEGY** – Report by the Head of Assets, Transportation and Environment 8 – 23
5. **FUTURE PROVISION OF CEMETERIES IN FIFE** – Report by the Senior Manager (Property Services) 24 – 30
6. **ANNUAL HEALTH AND SAFETY REPORT 2020/21** – Report by the Head of Human Resources 31 – 56
7. **ASSETS AND CORPORATE SERVICES SUB-COMMITTEE FORWARD WORK PROGRAMME** 57 – 58

Members are reminded that should they have queries on the detail of a report they should, where possible, contact the report authors in advance of the meeting to seek clarification.

Lindsay Thomson
Head of Legal and Democratic Services
Finance and Corporate Services

Fife House
North Street
Glenrothes
Fife, KY7 5LT

27th October, 2021

If telephoning, please ask for:
Michelle Hyslop, Committee Officer, Fife House
Telephone: 03451 555555, ext. 445279; email: Michelle.Hyslop@fife.gov.uk

Agendas and papers for all Committee meetings can be accessed on
www.fife.gov.uk/committees

**THE FIFE COUNCIL - ASSETS AND CORPORATE SERVICES SUB-COMMITTEE –
REMOTE MEETING**

19th August, 2021

10.00 a.m. – 10.45 a.m.

PRESENT: Councillors David Barratt (Convener), Ross Paterson, John O'Brien, David Alexander, Alistair Bain, Alex Campbell, Gary Guichan, Garry Haldane, Jean Hall-Muir, Kathleen Leslie, David MacDiarmid, Graham Ritchie and Andrew Verrecchia.

ATTENDING: Keith Winter, Executive Director - Enterprise and Environment; Ken Gourlay, Head of Assets, Transportation and Environment, John Rodigan, Senior Manager - Environment and Building Services, Tariq Ditta, Senior Manager, Facilities Management Service; Michael O'Gorman, Service Manager, Estates, Property Services; Alan Paul, Senior Manager, Property Services, Assets, Transportation and Environment; Gordon Mole, Head of Business and Employability, Ronnie Hair, Property Investment and Development Manager, Anne Rennie, Economic Adviser, Economy, Planning and Employability Services; Eileen Rowand, Executive Director, Elaine Muir, Head of Finance, Les Robertson, Head of Revenue and Commercial Services, Donna Grieve, Accountant, Caroline Ritchie, Accountant, Helen Guthrie, Accounting Technician, Finance and Corporate Services; Anne-Marie Fleming, Corporate Development Officer, Communities and Neighbourhoods; Sharon McKenzie, Head of Human Resources, Karen Rennie, HR Business Partner, Human Resources; Michelle Hyslop, Committee Officer, Legal and Democratic Services.

APOLOGIES FOR ABSENCE: Councillors Mick Green and Bill Porteous.

186. DECLARATIONS OF INTEREST

No declarations of interest were submitted in terms of Standing Order No. 7.1.

187. MINUTE

The Committee considered the minute of the meeting of the Assets and Corporate Services Sub-Committee of 22nd April, 2021.

Decision

The Committee agreed to approve the minute.

188./

188. COMPULSORY PURCHASE ORDER IN RESPECT OF LAND AT 4-5 BEECH WAY, DALGETY BAY

The Committee considered a report by the Head of Business and Employability seeking approval to secure the promotion of a Compulsory Purchase Order in respect of land at 4-5 Beech Way, Dalgety Bay, extending to 1.32 hectares or thereby, which followed an earlier decision to promote a CPO for the land in 2012.

Decision

The Committee, using the powers conferred by section 189 of the Town and Country Planning (Scotland) Act 1997 and acquisition of Land (Authorisation Procedure) (Scotland) Act 1947:

1. resolved to make the Compulsory Purchase Order to acquire all of the subjects comprising of the land at 4-5 Beech Way, Dalgety Bay, extending to 1.32 hectares or thereby as detailed in Appendix 1 to the report and shown on the plan annexed on Appendix 2 of the report; and
2. authorised the Head of Business and Employability and the Head of Legal and Democratic Services to advertise the CPO and take all other necessary steps to obtain title to the land.

189. THE FIFE COUNCIL (FORMER KINGLASSIE COMMUNITY HALL) COMPULSORY PURCHASE ORDER

The Committee considered a joint report by the Head of Assets, Transportation and Environment and the Executive Director, Finance and Corporate Services seeking reaffirmation of the decision of the Assets and Corporate Services Committee of the 16th January 2020, to make a compulsory purchase order in respect of the former Kinglassie Community Hall, and to remove the reference to 2020 from its name, due to the change in Scottish Government practice.

Decision

The Committee, using the powers conferred by Section 189 (1) of the Town and Country Planning (Scotland) Act 1997 and the Acquisition of Land (Authorisation Procedure) (Scotland) Act 1947:

1. reaffirmed the decision of the Assets and Corporate Services Committee of 16th January 2020, to make a compulsory purchase order (CPO) in respect of the Former Kinglassie Community Hall; and
2. agreed to remove the reference to 2020 from its name.

190. GALLATOWN BIKE HUB: REQUEST TO PURCHASE ADDITIONAL LAND

The Committee considered a report by the Head of Assets, Transportation and Environment asking members to consider the request from the YMCA to purchase land at Gallatown Hub, Oswald Road, Kirkcaldy.

Decision./

Decision

The Committee approved:

1. the disposal of 258sqm of land at Oswald Road, Kirkcaldy at less than best consideration; and
2. the disposal of 258sqm of land at Oswald Road, Kirkcaldy at a price of Nil.

All on terms to be agreed to the satisfaction of the Head of Assets, Transportation and Environment and the Head of Legal and Democratic Services.

191. FINANCE & CORPORATE SERVICES PERFORMANCE REPORT 2020/21

The Committee considered a report by the Executive Director, Finance and Corporate Services outlining the current performance scorecard for the Finance and Corporate Services Directorate for 2020/21.

Decision

The Committee:-

1. considered the Finance and Corporate Services performance information detailed in Appendix 1 of the report;
2. considered if any further review work would be required and the scope of that review;
3. noted the arrangements set out within the report to fulfil the Council's obligation to comply with Audit Scotland's 2018 SPI direction; and
4. noted the information on the workforce profile detailed in Appendix 2 of the report.

192. ENTERPRISE AND ENVIRONMENT DIRECTORATE SECTION/SERVICE PERFORMANCE REPORTS

The Committee considered a report by the Executive Director, Enterprise and Environment outlining the current performance scorecard for Property Services, Facilities Management, Building Services and Fleet Operations for 2020/21.

Decision

The Committee: -

1. considered the performance information presented in Appendices 1-3 of the report;
2. considered if any further work or scrutiny is required for the scope of the review;

3./

2021 ACS 76

3. noted the current arrangements set out in the report in fulfilling the Council's obligation to comply with Audit Scotland's 2018 SPI direction; and
4. noted the information on the workforce profile contained within appendix 4 of the report.

193. 2020/21 REVENUE MONITORING PROVISIONAL OUTTURN – FINANCE AND CORPORATE SERVICES

The Committee considered a report by the Executive Director, Finance and Corporate Services providing members with an update on the projected outturn financial position for 2020/21 for the Finance and Corporate Services Directorate.

Decision

The Committee noted the current financial performance activity as detailed in the report.

194. 2020/21 CAPITAL MONITORING PROVISIONAL OUTTURN – FINANCE AND CORPORATE SERVICES DIRECTORATE

The Committee considered a report by the Executive Director, Finance and Corporate Services providing members with an update on the Capital Investment Plan and advising on the projected financial position for the 2020/21 financial year for the Finance and Corporate Services Directorate.

Decision

The Committee noted the current performance and activity across the 2020/21 Financial Monitoring as detailed in the report.

195. 2020/21 REVENUE MONITORING PROVISIONAL OUTTURN – ENTERPRISE AND ENVIRONMENT DIRECTORATE

The Committee considered a joint report by the Executive Director, Finance and Corporate Services and the Executive Director, Enterprise and Environment updating members on the 2020/21 provisional outturn financial position for the areas in scope of the Assets and Corporate Services Sub-Committee in relation to Assets only.

Decision

The Committee noted the current financial performance and activity as detailed in the report.

196./

196. 2020/21 CAPITAL MONITORING PROVISIONAL OUTTURN - ENTERPRISE AND ENVIRONMENT DIRECTORATE

The Committee considered a joint report by the Executive Director, Finance and Corporate Services and the Executive Director, Enterprise and Environment providing members with an update on the Capital Investment Plan and advised on the projected financial position for the 2020/21 financial year for the areas in scope of the Assets and Corporate Services Sub-Committee in relation to Assets only.

Decision

The Committee noted the current performance and activity across the 2020/21 Financial Monitoring as detailed in the report.

197. ASSETS AND CORPORATE SERVICES SUB-COMMITTEE FORWARD WORK PROGRAMME

Decision

The Committee noted the content of the Assets and Corporate Services Sub-Committee forward work programme.

4th November 2021

Agenda Item No: 04

Property Asset Strategy Update – 2020/21

Report by: Ken Gourlay, Head of Assets, Transportation and Environment

Wards Affected: All

Purpose

The purpose of this report is to provide an update for the year to 31st March 2021 against the Council's Property Asset Strategy, *Building Success*. This report outlines work during the year under review, key challenges & opportunities and future work plans.

Recommendation(s)

The Committee is asked to:

review and endorse the progress made for 2020/21 in terms of the agreed Property Asset Strategy and against the unprecedented backdrop of COVID-19 during which the various activities have taken place.

Resource Implications

The 3-year corporate Building Value Programme was formally closed down in April 2021 having delivered recurring savings in the amount of £2.141m and 3,474t CO₂(e) (gas and electricity). A pipeline of further projects has been passed on for delivery under Recovery & Reform governance.

The resource implications associated with the delivery of projects outlined in the asset strategy are being monitored at individual project and programme level and are reported through the Capital Plan process.

One-off capital receipts from property disposals excluding HRA assets totalled £3.1m for 20/21.

Legal & Risk Implications

The legal and risk implications associated with the delivery of the asset strategy are being monitored at individual project & programme level and reported to relevant Committees.

Impact Assessment

An EqIA has not been completed and is not necessary as no change or revision to existing policies is proposed.

Consultation

This annual update reflects regular engagement with Council Services and Partner organisations.

1.0 Background

- 1.1 In January 2018, the Assets, Property and Facilities Committee approved the ***Building Success: Property Asset Strategy 2017-22***. The strategy set out a new approach to developing and managing property assets and this report provides the second annual update on progress.

2.0 Context

- 2.1 The update aims to give members an overview of the issues and challenges being addressed by each of the areas of activity within Property Services. These varied activities encompass land / property acquisition & disposal, design and commissioning of new property assets and, last but not least, maintenance and safety compliance activity across the Council's 1,400 properties.
- 2.2 Fife Council has a large property portfolio which totals one million square metres in area, and ranges from a small "gravedigger's hut" to the 30,000m² Bankhead Park site. The oldest property dates from the 14th Century.
- 2.3 Each of the Property Service business sections has set out key activities for 2021/22 with a continued focus on post-pandemic recovery and playing a part in supporting emerging service delivery models.
- 2.4 In 20/21 the budget for capital receipts included in the disposal programme totalled £4.0m (excluding HRA). The final outturn was £3.1m, which reflected in part Covid related delays to settlements totalling circa £1m which have been reprogrammed into 2021/22. Against a similar target in 2019/20 receipts of £11.75m were achieved.
- 2.5 During the year a further seven assets were sold under the Community Empowerment legislation. The CAT assessment process is led by the Community Service, once instructions to dispose are received the assets are treated as other property disposal transactions with any receipts forming part of the capital receipts total above.

2.6 Key strategic property themes/programmes include:

- Building Fife's Future
- Care Villages
- City Deal – Industrial Properties
- Communities Programme
- Early Learning and Childcare
- Estates (including property disposals)
- Housing
- Property Energy Management
- Property Maintenance & Compliance (fire safety, asbestos monitoring, legionella, condition &c)

Updates on each of these investment programmes appears in Appendix 1 under the relevant property service lead.

2.7 Alongside routine buildings maintenance activity there has been significant investment in the maintenance of cemeteries and crematoria. Defects in approximately 7000 headstones have been remedied (inspections continue to show a failure rate of 40-60% of all headstones) and £1.2m spent or committed in improving the condition of cemetery walls and structures. Subject to COVID-19, during 2020/21 we also expect to commence replacement of 4 out of 5 cremators, all of which are now operating well beyond their original design lives.

2.8 As reported last year, the service continues its wider work with community planning partners on a project-by-project basis as opportunities present key projects include work with Fife College on Dunfermline Learning Campus and work with NHS Fife to support investment in new primary care facilities. The service has also supported COVID-19 testing work as well as being heavily involved in corporate approaches to developing new workstyles.

2.9 Over the course of the year improvements have been made to the Fife Direct website with additional information on property assets and disposals detailed. Parties may interrogate the asset list by property, location, ward, type. The list is updated quarterly. It is recognised that an interactive GIS map would be more user friendly for the casual user and work is underway to replicate the inhouse map which is only available to Councillors and staff. BTS are working through technical aspects and the public map should be available by the end of the year.

3.0 Conclusions

3.1 The service continues to make progress against the Building Success strategy; however, Members will perhaps appreciate that activity for 2021/22 will be dominated by recovery and service redesign.

- 3.2 During the year under report Property Services have been heavily involved in supporting multi agency vaccination and testing efforts as well as wider service delivery across the Council, this has continued into 2021/22.

List of Appendices

1. 2020/21 Achievements and Key Workplan Activities for 2021/22
2. Building Success: Property Asset Strategy 2017-22

Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973:

- Nil

Report Contact

Author Name	Alan Paul
Author's Job Title	Senior Manager Property Services
Workplace	Bankhead
Email:	alan.paul@fife.gov.uk

Appendix 1: 2020/21 Achievements and Key Workplan Activities for 2021/22

Building Fife's Future

Service Manager/ Lead: Louise Playford

Achievements/ Milestones in 2020/21

- Continued the construction of replacement Madras College despite the COVID-19 pandemic challenges
- Agreement to the site location for replacement Inverkeithing HS
- Secured funding support for replacement for Inverkeithing HS from Scottish Government as part of Phase 2 of the Learning Estate Investment Programme
- Completion of Woodmill High School Fire Damage Reinstatement

Key Workplan Activities 2021/22

- Completion of replacement Madras College (July 21)
- Commencement of the enabling works for Dunfermline Learning Campus (Sept 21)

Significant Challenges / Risks / Opportunities

- COVID-19 restrictions affecting on site works
 - COVID-19: restrictions on site works and rising material costs
 - Unavailability of construction materials due to COVID-19 and EU exit pressures
 - Risk of delays to Dunfermline Learning Campus may impact on funding from Scottish Government
-

Care Villages

Service Manager/ Lead: David Weir/ Chris Lockhart

Achievements/ Milestones in 2020/21

- Commenced construction of Methil Care Village
- Planning submission for Cupar Care Village.

Key Workplan Activities 2021/22

- Cupar Care Village procurement and start of works on site.
- Feasibility studies for Anstruther Care Village and development of proposals

Significant Challenges / Risks / Opportunities

Risk of further COVID-19 restrictions on site; shortage of materials; increasing costs and impacts on programme timelines

City Deal – Industrial Properties

Service Manager: Raymond Johnston

Achievements/ Milestones in 2020/21

- Completion of the Queensway Business Units project where the units are heated as part of the new district heating system
- Start on site of the Dunnikier Business Units project in Kirkcaldy
- Detailed design for West Way phase 2 Business units in Dalgety Bay.

Key Workplan Activities 2021/22

- Completion of the Dunnikier Business Units project in Kirkcaldy
- Start on site of the West Way phase 2 Business units in Dalgety Bay
- Commence detailed design for the new business units at Halbeath Interchange in Dunfermline.

Significant Challenges / Risks / Opportunities

- COVID-19: restrictions on site works and rising material costs
 - Unavailability of construction materials due to COVID-19 and EU exit pressures
-

Communities Programme

Service Manager/ Lead: Raymond Johnston/ John Peden

Achievements/ Milestones in 2020/21

- Continued the refurbishment of the Carnegie Leisure Centre training pool
- Commenced detailed design for the refurbishment of Adam Smith Centre

Key Workplan Activities 2021/22

- Completion of the refurbishment of the Carnegie Leisure Centre training pool
- Start on site of the Adam Smith Centre refurbishment project
- Commence detailed design for the refurbishment of Cowdenbeath Leisure Centre and new community facilities in Kirkcaldy and Dunfermline

Significant Challenges / Risks / Opportunities

- COVID-19: restrictions on site works and rising material costs
 - Unavailability of construction materials due to COVID-19 and EU exit pressures
-

Early Learning and Childcare

Service Manager/ Lead: Louise Playford/ Raymond Johnston

Achievements/ Milestones in 2020/21

- Completion of a number of nursery school refurbishments throughout Fife Council
- Completion of Touch Primary School Extension
- Start on site of the new nursery in Templehall, Kirkcaldy

Key Workplan Activities 2021/22

- Complete the new nurseries in Dunfermline, Lochgelly and Kirkcaldy
- Complete the Guardbridge Primary School extension and refurbishment (July 21)
- Complete 75 school projects during the summer holiday period

Significant Challenges / Risks / Opportunities

- COVID-19: restrictions on site works and rising material costs
 - Unavailability of construction materials due to COVID-19 and EU exit pressures
-

Estates (including property disposals)

Service Manager/ Lead: Michael O’Gorman

Achievements/ Milestones in 2020/21

- Agreement on terms for acquisition of land for the proposed replacement Woodmill and St Columba’s secondary schools at Halbeath
- Improved Estates web presence
- Agreements for the disposal of the existing Madras school sites

Key Workplan Activities 2021/22

- Provision of case management system driven by the retirement of Novell
- Agreement on land acquisition for replacement Inverkeithing High School

Significant Challenges / Risks / Opportunities

- The impact of COVID-19 on the property market particularly retail and office remains uncertain.
-

Housing

Service Manager/ Leads: David Weir/ Bill Nicholson (existing Council housing) Paul D'Arcy (Affordable Housing Programme new builds)

Achievements/ Milestones in 2020/21

- Design support to Building Services' housing component replacement programme with the completion of works to 1,800 properties despite COVID-19 restrictions.
- Completion of works at Forth View flats, Kirkcaldy
- Negotiation of COVID-19 claims for affordable housing sites closed during initial lockdown

Key Workplan Activities 2021/22

- External insulation works and roof replacement at Glamis Road, Kirkcaldy
- External insulation works at Parkview, Kirkcaldy
- E.I. Works, roof, window & door replacement at The Barony, East Wemyss
- Upgrades to Travelling People's Site at Tarvit Mill, Cupar
- Walkway repairs & roughcast works at Golfdrum Street, Dunfermline
- External upgrades to flats at Touch, Phase 2, Dunfermline
- Design support to Building Services' housing component replacement programme

Significant Challenges / Risks / Opportunities

- Shortage of materials/ supplies; increasing costs and extending work programmes
 - For affordable housing newbuild – significant price increases; revisions to grant requirements; technology changes driven by climate emergency
-

Property Energy Management

Service Manager/ Lead: Yvonne Gillespie

Achievements/ Milestones in 2020/21

- 14.9% reduction in energy use across the Council Estate (NB this level of reduction is temporary as true savings were obscured by Covid mitigations)
- Ongoing support to Capital projects via Energy Management Revolving Fund (EMRF), generating energy savings.
- In conjunction with design team, development of Passivhaus solution for DLC
- Piloting of Scottish Governments Net Zero Carbon strategy for DLC

Key Workplan Activities 2021/22

- Ongoing review of efficiency/replacement of historic/non-efficient heating systems
- Continued use of alternative energy solutions to minimise use of fossil fuel sources
- Identify and create programme of works required to meet building related Climate Change 2030 targets

Significant Challenges / Risks / Opportunities

- EMRF budget insufficient to meet the scale of projects which must be delivered to meet Climate Change targets

- Lack of dedicated project delivery team to co-ordinate Climate Change Programme activity
- Logistical issues as many works will require buildings to be decanted

Property Maintenance & Compliance

(fire safety, asbestos monitoring, legionella, condition &c)

Service Manager/ Lead: Yvonne Gillespie

Achievements/ Milestones in 2020/21

- Revenue spend 88% of budget
- Site challenges managed and overcome to allow projects to safely continue in the face of ongoing Covid restrictions
- Enhanced support to services to safely manage buildings compliance matters for closure and reopening of buildings due to Covid
- Partnership working with NHS and military in relation to Test and Vaccination Centres
- Successful homeworking implementation
- Continued progress with high level masonry surveys and cemetery boundary walls
- Security of vacant buildings
- Support for development by Services of safe systems of work to allow reoccupation of buildings

Key Workplan Activities 2021/22

- Planning and delivery of existing and future projects
- Blended approach for return to the office
- Maintain the momentum of alternative working practices to limit non-essential travel
- Resurrect/extend pilot in relation to input of regular buildings compliance checks to AMIS.
- Develop use of PowerBI reports.

Significant Challenges / Risks / Opportunities

- Financial risk due to inflated material and resources costs as a result of both Covid and EU Exit.
- Ongoing Covid impacts which limit ability to carry out building condition surveys in schools which feed into the Planned Maintenance Programme.

Building Success: Property Asset Strategy 2017-22

Building Success



Property Asset Strategy

2017- 2022

Building Success

Property Asset Strategy 2017-22

Foreward

I am pleased to introduce Fife Council's property strategy for the period 2017-22. This is an important document that will help us guide the decisions we make as we invest and reshape our property estate to meet the needs of the people of Fife with the resources available to us.

One of the ways we can do this is by making better use of our property assets - schools, care homes, libraries, offices, leisure centres, halls & centres and the wealth of other Council facilities - that provide the place from which we provide our services. I am passionate about the quality of services we offer and want these to be provided in high quality facilities that are well maintained, well used and easily accessed by our customers.

I recognise that as our estate changes there will be opportunities to support new uses and help support inclusive growth through the development, for example of new affordable housing as well as the development of our town centres. Based on recent successes, I am also confident that opportunities will emerge to empower local people to revitalise former council properties and give them a new lease of life as assets that are owned and managed for and by our communities.

Where we are now?

Fife Council has a strategic approach to property asset management. Since 2009, the Council has made significant changes to the way it works through its office rationalisation and mobile & flexible working programmes. Our customers and communities have benefitted from improved services through substantial investment, in schools, care villages, sport & leisure centres, and community facilities that support the delivery of Council and partnership outcome priorities. Over the same period more than £300m has been invested in improving the condition and number of Council houses in Fife.

During the life of the previous asset plan, key achievements include:

- ⇒ Completion of Phase 1 of its **office rationalisation programme**, closing 74 offices (out of 95), centralising staff in modernised accommodation to facilitate new styles of working, and saving around £2.8m year-on-year. Key work included the refurbishment and rationalisation of accommodation in Dunfermline, Glenrothes, Cowdenbeath, Cupar & Kirkcaldy, and included remodelling local Customer Service Centres.
- ⇒ The first phase of a **depot rationalisation programme** combined eight old depots in central Fife into one super-hub at Bankhead, Glenrothes. A second phase is planned to bring four existing facilities in West Fife into one at Halbeath.
- ⇒ A centralised **facilities management** approach is in place for council offices. New arrangements include portable employee log-ins for phones, PCs and printers; online booking for hot desks and meeting rooms; and upgraded building security.
- ⇒ Fife has successfully delivered three separate phases of **new schools** development supporting our outcome priorities of reducing inequalities, raising attainment and achievement and increasing access to opportunities. Working in partnership with Scottish Government the Building Fife's Future programme has invested more than £200m since 2011 in delivering two new primary schools and five new state of the art secondary schools which also include public libraries, customer contact points, community facilities and a new police facility.
- ⇒ Other key investment delivered over the same period include three **new leisure centres**, a **new care village** and **new community and cultural facilities**, such as the award winning Dunfermline Carnegie Library and Gallery (pictured on the front cover).



Bankhead, Glenrothes (2013)

We have rationalised our depot and support functions into a super depot at Bankhead, Glenrothes. Bankhead replaces 8 previous depots and is now home to 2,300 staff, 1,100 vehicles and provides a modern fit for purpose operations centre serving Fife as a whole. Also accommodated are facilities for Police and NHS Fife / Health & Social Care.



Ostlers Way, Kirkcaldy (2016)

Opened in 2016, Ostlers is the first of a new wave of care villages developed by the Council. The development includes step-down care for NHS Fife as well as residential care, day care, extra-care housing, meals on wheels and facilities to support peripatetic working by Health and Social Care teams.

Our Approach

The Council still has a large and ageing estate. New approaches are needed to govern and coordinate property assets to make better use of resources and support service delivery.

To do this, the status quo needs to change more quickly by improving **efficiency** of our estate (doing more with less); **effectiveness of our activities** (achieving better outcomes); and, improving **leverage** through driving inclusive growth.

Reshaping our estate can support this through:

- ⇒ **Improving Stewardship** – having the right assets in place to support future needs and priorities;
- ⇒ **Alignment with the Plan for Fife** – all our resources collaborate to meet the needs of our customers; and,
- ⇒ **One Fife Approach** – where public assets are viewed as part of a joined-up service offering.

To help support a more integrated approach to service delivery, **alternative operating models** are now in place at a number of locations, to include: Windmill Community Campus, Kirkcaldy (secondary school, ASN school, customer contact, library and community access) and Levenmouth Learning Campus (two former secondary schools alongside Fife College joint learning Centre). Other examples include The Waid, Anstruther (see right) and Inverkeithing Civic Centre.

Local Community Asset Plans have been developed for each of the seven areas across Fife, in consultation with the local community. The plans are an assessment of the Council's operational needs in terms of: retaining facilities; supporting communities to take them over; or building disposal.

A **community asset transfer policy** is in place and there are some good early examples of community ownership. These include: Park Neuk Centre, Dunfermline, Wellwood Community Centre, the former Wellwood Primary School and the Philp Hall, Kirkcaldy.

An **Energy Strategy** has been developed to reduce the burden of utilities costs (£15m in 2016/17) by reducing energy demand and managing energy costs downwards by switching to cheaper and more sustainable sources of energy.

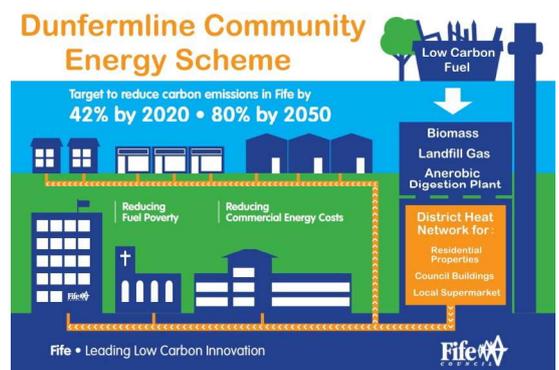
Fife Council has a **10-year capital plan** that is reviewed every two years alongside the Council's revenue budget. Delivery is managed thematically and includes:

- | | |
|--------------------------------|---|
| ⇒ new schools, | ⇒ leisure & cultural facilities, |
| ⇒ care villages, | ⇒ affordable housing, |
| ⇒ voluntary sector, | ⇒ improving the standard of 30,000 existing council homes. |
| ⇒ community facilities, | |
| ⇒ sport, | |



The Waid, Anstruther (2017)

The Waid is a purpose built integrated community hub that accommodates a secondary school, community facilities, library, customer contact point, police, college facility and enterprise units all within the floor space normally allowed for a school. Surplus accommodation was transferred under a community empowerment initiative to East Neuk Development Trust to provide space for locally managed community activities.



Dunfermline Community Energy Scheme

This district heating network uses heat fuelled from a combination of landfill gas, anaerobic digestion plant and biomass to provide low carbon energy to council buildings, a local supermarket and residential properties. We are currently investigating opportunities to expand the network to provide low cost energy to help generate new jobs and sustainable economic growth.

Our Key Challenges:

- ⇒ Addressing the **challenges of a large and ageing property estate** and associated maintenance implications, including the need to secure political and community buy-in to asset rationalisation and service integration.
- ⇒ Ensuring a strategic approach to the **prioritisation and approval of capital investment decisions**, based on benefits, risk, revenue consequences, and **alignment with outcome priorities**.
- ⇒ Linking strategic asset management to other components of our **change agenda** in order to capitalise on:
 - opportunities for wider asset rationalisation and service integration with our partners, such as NHS Fife;
 - links to wider growth and place-based investment strategies, such as City Deal.
- ⇒ Meeting our **climate change** obligations and reducing utility costs.



Michael Woods Sports and Leisure Centre, Glenrothes (2013) was one of three state of the art leisure centres delivered through our £55m Future of Leisure Programme.

Where are we Going?

“A future where we will use our land and property assets to deliver better outcomes, empower communities and leverage economic stimulus.” We will achieve this through:

- ⇒ **A smaller network of modern, fit-for-purpose, integrated community and operational facilities that are sustainable, energy efficient and maintained to a high standard.** We have a suite of asset management plans & strategies in place; we’re working on further refinement of our seven local asset management plans; we’re developing a more corporate approach to management of our property portfolio; our capital investment decisions take account of ongoing revenue implications and sustainability; and we’re looking at opportunities to drive further asset rationalisation and service integration.
- ⇒ **Continuing to invest in assets and facilities that support the delivery of our policy priorities, make it easy for our customers to access the services they need, and add value to our communities.** Our 10-year capital plan continues to support investment in modern and sustainable community facilities, including schools, early years facilities, community hubs and care villages; we’re delivering more affordable social housing and improving the standard of existing council homes; and reducing our carbon emissions and energy consumption.
- ⇒ **Making it easy for our customers to access the services they need and empower our staff to work more flexibly and efficiently in terms of frontline service delivery.** We are developing new approaches and operating models to promote opportunities for more innovative, integrated and flexible service delivery; we’re continuing to look at how we can use new technology to best advantage for both staff and customers; we’re improving and standardising our IT systems and streamlining our processes; we’re extending the use of mobile and flexible working arrangements; and, we’re looking at how we can better use and share information across the Council and with our partners.
- ⇒ **Looking at new ways of working and empowering our communities.** We’re looking at alternative service delivery models and new ways of working; we continue to work with partners to look at how we can best use our collective assets to support the delivery of our outcome priorities at both a strategic and local level; and, we are engaging with our communities on the planning, design, delivery and co-production of services, including the use of community asset transfer.

Building Success

A future where we will use our land and property assets to deliver better outcomes, empower communities and leverage economic stimulus.

To do this, the status quo needs to change more quickly by improving:

- ⇒ **Efficiency** – doing more with less;
- ⇒ **Effectiveness** – achieving better outcomes; and,
- ⇒ **Leverage** – driving inclusive growth

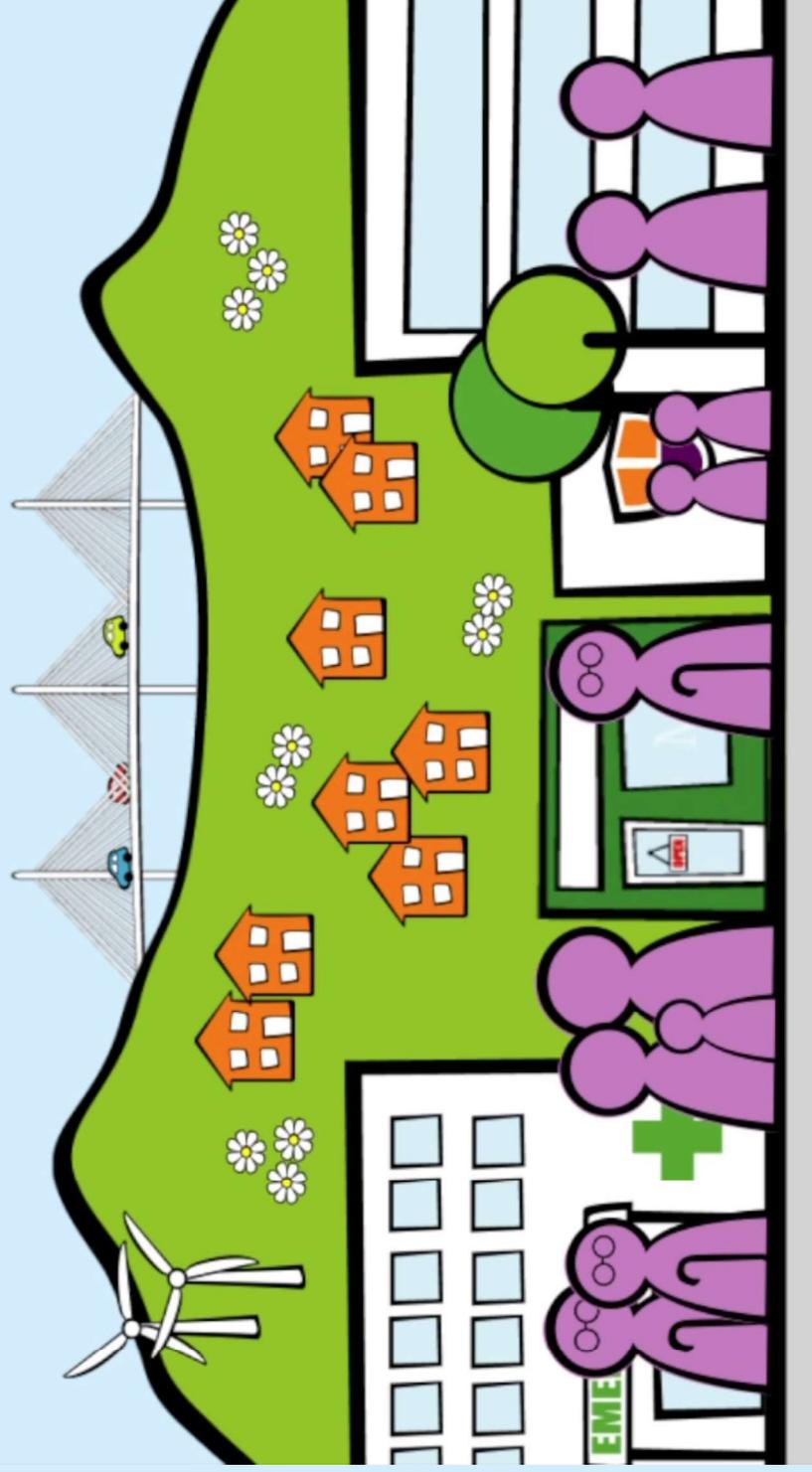
Reshaping our estate can support this through:

- ⇒ **Improving Stewardship** – having the right assets in place to support future needs and priorities;
- ⇒ **Alignment with the Plan for Fife** – all our resources collaborate to meet the needs of our customers; and,
- ⇒ **One Fife Approach** – where public assets are viewed as part of a joined-up service offering.

By 2022 we will ...

Have a smaller network of modern, fit for purpose, integrated community and operational facilities that are sustainable, energy efficient and maintained to a high standard. .

Continue to invest in assets and facilities that support the delivery of our policy priorities, make it easy for our customers to access the services they need, and add value to our communities.



Make it easy for our customers to access the services they need and empower our staff to work more flexibly and efficiently to improve frontline service delivery.

Continue to look at new ways of working and empowering our communities

4th November 2021

Agenda Item No: 05

Future Provision of Cemeteries in Fife

Report by: Alan Paul, Senior Manager, Property Services

Wards Affected: All

Purpose of Report

There are growing capacity pressures on cemeteries in Fife. This report proposes that consultation is carried out to help inform a future cemetery strategy.

Recommendation

Assets and Corporate Services Committee is asked to:

- (i) Endorse proposed engagement arrangements in relation to the development of a future cemeteries strategy.
- (ii) Agree to receive a future report that outlines a proposed cemeteries strategy based on the outcome of the consultation process and the key criteria identified in section 2 of this report.

Resource Implications

The Council's capital plan has an allocation of £6.7m to address cemetery capacity.

A review of fees and charges for the provision of bereavement services would be part of any future cemeteries strategy. This is to ensure that a sustainable financial model is established for contingent and future liabilities.

Legal & Risk Implications

Fife Council has a legal responsibility to provide and regulate cemeteries and make appropriate provision for bereavement services.

Changes that might impact upon burial options may be contentious and will require to be managed with care and sensitivity.

Impact Assessment

An EqIA will be carried out as part of the development of a future cemeteries' strategy.

Consultation

This report reflects and builds on feedback from the recent members' workshop on future cemetery provision. An external consultant commissioned through the Association for Public Service Excellence (APSE) has provided advice on best practice in developing a cemeteries strategy. The report includes proposals for future consultation to support development of a cemeteries strategy.

1.0 Background

- 1.1 Fife Council has a legal responsibility to provide and regulate cemeteries and make appropriate provision bereavement activity.
- 1.2 Annual statistics are recorded to monitor the use of lairs within cemeteries. In brief:
 - On average in Fife there are approx. 900 full burials each year and burial of approx. 400 sets of cremated remains.
 - Around a third of these interments require a new lair to be allocated.
 - Over the last 20 years in Fife there has been a gradual move away from burial to cremation.
- 1.3 While there is a greater general interest in cremation, the Council has a responsibility to recognise the differing ethnic minorities and religions present within Fife and to ensure proper provision to meet the specific burial needs of these and communities throughout Fife.
- 1.4 In addition to conventional burial, interest has grown in recent years in relation to 'green' burial where the interment of the deceased is marked with a tree and/or wildflower planting as opposed to a traditional headstone. In time the site may become a woodland or meadow, enhancing local ecology.

2.0 Issues & Options

- 2.1 By calculating the average lair sales over a five-year period for each cemetery in Fife, it is possible to estimate the life of the cemetery. Indicative figures for cemeteries nearing capacity have been identified at Appendix 1. This information along with details on proximity of other cemeteries and influencing factors such as details of investigations of potential sites and feasibility of land acquisition are also taken into consideration when developing options available.
- 2.2 What becomes clear from this analysis is that the cemeteries nearing capacity can in the main be divided into particular geographical areas within Fife.

- 2.3 While there is provision within Leslie Cemetery and St Drostan's Cemetery, Markinch which currently also serve Glenrothes, these sites are now within the bracket of 10 to 20 years capacity. Recognising the maturity of the 'new' town of Glenrothes and the pressures on the surrounding towns' burial provision, a solution needs identified for the whole area.
- 2.4 This premise can also be applied to the larger, more established town areas of Kirkcaldy and Dunfermline where the existing cemeteries are also in the 10 to 20-year capacity bracket and are now landlocked with no further provision identified to serve these growing communities.
- 2.5 On that basis, consultation is required to establish the most effective and efficient way of ensuring continued burial provision within these areas within the scope of the Council's commitment and resource availability.
- 2.6 The cost of providing an extension or a completely new cemetery can vary, but for the purpose of this report have been assumed to be c. £500,000, based on the cost of the most recent development at Tayport in 2013/14. Additional revenue costs will be incurred for maintenance of additional grounds and other infrastructure.
- 2.7 Reflecting these deliberations, the key criteria that should be considered in any future cemetery strategy should include:
- What level of capacity in years should any new provision offer – 25 years, 50 years, 100 years?
 - What is deemed an acceptable distance for mourners / bereaved to travel to visit the cemetery?
 - What local ethnic/religious requirements need to be considered?
 - Do the demographics of any particular geographical area require a different approach to design / provision?
- 2.8 As options are developed for future cemetery provision, consideration will also need to be given to development of a sustainable funding and operating model so that Fife Council cemeteries remain fitting places for remembrance and contemplation. Appendix 2 provides an example of options could be presented for consultation.

3.0 Approach to Consultation

- 3.1 Given the impact the proposed change of approach may have on communities an effective consultation process is key to understanding the needs of those communities and the options for addressing those needs. Likewise, effective consultation will allow proposals to be tested and evaluated, and for these to be properly explained.
- 3.2 Consultation will be arranged with Area Committees, Community Councils and other stakeholder groups, to include ethnic minority communities as well as other groups such as those interested in green burials.
- 3.3 It is envisaged the consultation will run during 2022, reporting back to Committee in due course.

4.0 Conclusion

- 4.1 There are growing pressures on the provision of cemeteries in Fife and to help address these challenges, it is proposed that Bereavement Services consult on the development of a future cemetery strategy, which will reflect the needs of local communities and is underpinned by a sustainable funding model.

List of Appendices

1. Cemetery Capacity Table
2. Options appraisal proposed for discussion during consultation.

Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973 :-

- Burial and Cremation (Scotland) Act 2016

Report Contact

Liz Murphy
Bereavement Services Manager
T: 03451 555555 Ext. 476681
E: liz.murphy@fife.gov.uk

CEMETERIES WITH CAPACITY OF LESS THAN 10 YEARS

Cemetery	Area	No. Lairs Available (31/12/2020)	Ave. Lairs Sold per Annum	Years Capacity Left	Comments
Ballingry	West	86	10	8	Some adjustments possible to create additional capacity.
Beath	West	359	33	10	
Boarhills	East	7	<1	7	
Carnbee	East	1	<1	1	
Hayfield	Central	306	29	10	
Kinghorn	Central	0	1	0	
Kingsbarns	East	1	1	1	
St Monans	East	20	4	5	
Scoonie	Central	18	5	4	
Tulliallan	West	1	3	0	Some adjustments possible to cemetery to create additional capacity. The presence of underlying rock may limit opportunity.

CEMETERIES WITH CAPACITY BETWEEN 10 AND 20 YEARS:

Cemetery	Area	No. Lairs Available (31/12/2020)	Ave. Lairs Sold per Annum	Years Capacity Left	Comment
Douglas Bank	West	128	10	12	Limited depth in a lot of lairs due to running sand
Dysart	Central	280	16	17	
Hillend	West	237	13	18	
Kilconquhar	East	26	2	13	
Largo	East	214	10	21	
Leslie	Central	242	12	20	
Pittenweem	East	44	3	14	

Future of Cemeteries in Fife: Appendix 2

The tables below show options for consideration during the consultation process.

Option 1:	Do Nothing
Benefits:	No development costs
Disadvantages/ constraints	Reduced lair capacity Capital costs Mourners will have to travel further within Fife over time as less lairs are available in their local area
Comments:	All cemetery space used by 2100. Only Cupar will have remaining lairs beyond 2064. Dunfermline area will be without lairs by 2047.

Option 2:	Reimagine Current Provision
Benefits:	Location longevity extended. Family link with cemetery continues.
Disadvantages/ constraints	Limited land availability Higher capital costs than option 1.
Comments:	Unlikely this will be an option at all sites.

Option 3:	Extend Current Provision
Benefits:	Location longevity extended. Family link with cemetery continues.
Disadvantages/ constraints	Limited land availability
Comments:	Not an option at all sites.

Option 4:	One Site Replaces Several Closed Sites
Benefits:	Economies of scale compared to option 2 Longer term solution. Serves a wider community. Several new cemeteries in each area.
Disadvantages/ constraints	Land availability Higher capital costs than option 2. Delayed provision for earlier closing sites. Increased travel time for users.

Future of Cemeteries in Fife: Appendix 2

	<p>Not suitable solution for larger town conurbations where single large provision required</p> <p>Recognition of social/societal changes and requirements i.e., eco burial, meeting religious and ethnic minority requirements essential</p>
Comments:	Ideally equidistant between several closed sites.

Option 5:	One Site for Whole Fife Area
Benefits:	<p>Maximum economies of scale.</p> <p>Longer term solution for the whole area.</p>
Disadvantages/ constraints	<p>Land availability</p> <p>Highest capital costs.</p> <p>Delayed provision for earlier closing sites.</p> <p>Increased travel time for most users.</p>
Comments:	<p>Likely to be lower capital cost than building several cemeteries.</p> <p>Uncertainty about how it would be received by users.</p>

4th November 2021

Agenda Item No. 06

Annual Health and Safety Report 2020-21

Report by: Sharon McKenzie, Head of Human Resources

Wards Affected: None

Purpose

To enable ongoing scrutiny of Health and Safety activity.

The report updates Committee on Health and Safety activity since the last update was provided to Assets & Corporate Services Sub-Committee on 29th October 2020. The report provides high level information with detail set out in supporting appendices.

Recommendations

Committee is asked to:

1. Review current performance and activity
2. Note the progress made to date regarding improving workforce practices and performance in the organisation
3. Advise on any further activity

Resource Implications

None.

Legal & Risk Implications

Health and Safety at work is about identification of risk and elimination or management of that risk through control measures. The report identifies key health and safety challenges through 2020-2021, which was the first year of the COVID-19 pandemic.

Impact Assessment

An EqIA has not been completed and is not necessary because the report does not propose a change or revision to existing policies and practices.

Consultation

This report has been shared with the Corporate Health and Safety Strategy Group

Ongoing engagement with key stakeholders will continue to be a feature of the Council's shared commitment to working together.

1.0 Background

- 1.1 This report provides an overview of the council's health and safety performance during 2020/21. With the covid pandemic this has been an unprecedented year for Fife Council and the efforts to safeguard the health and safety of employees, clients and service users across Fife have been extraordinary. This report will focus on the challenges and achievements of 2020/2021 and the ongoing impact.
- 1.2 Fife Council is committed to a positive health and safety culture and continual improvement in its health and safety performance. The pandemic did not change this focus. During this year, the Health and Safety Management Framework continued to provide a strong and clear message for Fife Council managers of the need to demonstrate behaviours which promote continuous health and safety improvement.
- 1.3 Our response to COVID-19 demonstrated how effective health and safety management supported safe working. Services reviewed risk assessments to identify control measures relating to COVID-19. This was a dynamic process with guidance from Scottish Government experts changing rapidly and service response keeping pace with new requirements.

2.0 Priorities and Continuous Improvement

- 2.1 The recent priority for Health and Safety across Fife Council has been focussed on COVID-19 and the safeguarding of our employees and those accessing council premises. As a result, some of the priorities identified in the 2019/20 Annual report have not progressed as planned.
- 2.2 During 2020-21 the importance of Health and Safety has been in the spotlight. In terms of impact, many employees went from office-based working to working at home overnight, with the associated technical and practical issues (in addition to home schooling for many employees). The Health and Social Care partnership and Education and Children's Services, in particular, were faced with maintaining continuing service provision and keeping employees and service users/pupils safe, at a time when the guidance changed rapidly.
- 2.3 Ongoing Projects

The COVID pandemic halted much of our ongoing activity and significantly impacted capacity in many service areas including the corporate HR Health, Safety and Wellbeing team. Some business as usual has been progressed despite covid priorities and we include updates on these in the remainder of this section.

2.4 Driving at Work

Driving is amongst the highest risk activity undertaken by employees. Because it is an activity many people undertake as individuals, the actual level of risk and resultant injuries which have given rise to extensive road traffic regulation, can be overlooked. Fife Council have been rolling out a program of checking driving licences through a third party provider (Licence check).

During 20/21, Services have continued to add drivers to the DAVIS system for checking driving licences. Checks have been completed for Finance and Corporate Services and Communities. HSCP are to be commended for implementing during the pandemic despite all their other challenges. HSCP have the majority complete now leaving only Education and Children's Services to be added.

2.5 Violent Marker System

The Violent Marker System, in combination with the Lone Working Solution ensure that risk is minimised when home visits or remote working is undertaken.

The Violent Marker Review Group (VMRG) did not meet for a few months but the HSW team continued to review any violent incidents and, if any were identified, a meeting would have been held. The meetings restarted (via MS Team) to review current markers. A new chair was appointed in February (Joan Lamie, Housing Manager, Kirkcaldy).

A review of the operation of the violent marker system by the VMRG was undertaken. Due to the small number of VM on the system (8), and low incidence of referrals, the frequency of the scheduled meetings was changed from weekly to monthly. This is with the caveat that the Health, Safety and Wellbeing team monitor the VMRG referrals and, if the scheduled meeting is more than 7 days away, an emergency meeting will be called.

Although the system has been operating for 5 years the VM query function available on the intranet to registered users is not being used. A project to look at automated risk flags has been re-started. It was paused until the new Lone Worker System went live and then delayed further because of covid. The Violent Marker system is an important part of the strategy to reduce workplace violence within Fife Council and we will be assisting services to refresh and promote its purpose and use.

2.6 Lone Worker Solution

In April 2020, we went live with the new system – Lone Worker Solutions (LWS). Over 2000 devices (called SOS fobs) were delivered during the first few weeks of lockdown and HSCP and Children and Families and Criminal Justice were prioritised for issue at this time. See Appendix 1

The Power BI reports from the provider have indicated a low usage. This is being discussed at the Lone Working Project Group and within the relevant services to identify the reason and increase proactive supervision and use.

2.7 Fire Safety Strategy

The Fire Safety reports describe the systematic approach to fire risk assessment and improvement. Fire safety continued to be given priority during the Pandemic although site visits had to be stopped initially. They restarted as soon as COVID safe protocols could be implemented however have subsequently been paused again in schools. The longer an activity is stopped, the greater the backlog and the longer it takes to catch up alongside business as usual.

As with all groups, the Corporate Fire Safety Management Group continued to meet on-line. This group oversees prioritised risk assessments and undertakes periodic reviews. See Appendix 2 and Appendix 3 for details of the Fire Safety Strategy, the impact of COVID-19 and significant work during 2020/21.

2.8 Manual Handling (People and Inanimate Loads)

Manual Handling training and Display Screen Equipment assessment are activities that prevent the occurrence of musculoskeletal disorders. The focus was on volunteers supporting care staff and those working at home in a temporary arrangement

With Covid19 restrictions and the move to Oracle there have been many changes in delivery of training. Risk assessment visits are now triaged so only essential face to face visits are carried out. See Appendix 4

2.9 Display Screen Equipment (DSE)

An interim process for DSE was implemented with advice to employees on working at home and DSE set up. This was communicated via many channels: FISH, the employee app, employee updates, Fife Direct and to managers and supervisors etc

Several video clips were produced to assist with setting up workstations at home.

DSE eLearning was also promoted and employees able to report any issues through First Contact which alerted their manager and the HSW Team who were able to provide advice and support.

3.0 Health and Safety Risk Management

- 3.1 In March 2020, a new risk emerged and as an organisation we quickly responded to this risk and within a short time had put in place arrangements for many employees to work safely from home, while protecting key workers in operational roles. Over the last 12 months, services have had to continuously review and reassess their working practices and implement additional controls to ensure the health, safety and wellbeing of employees and continue to deliver a safe and efficient service to our service users. While we have put new arrangements in place, we will continue to monitor the situation alongside the latest Scottish Government guidance and develop and update our management arrangements as required.
- 3.2 There were many challenges as the country adapted to the impact of the virus. There was an initial spike in demand for PPE and hand sanitiser. Procurement and

suppliers worked hard to provide supplies to frontline employees before government measures were introduced. During the year, supplies became more readily available.

3.3 Recovery and Getting Back to work

When the council was able to bring some services back to work, we prepared guidance on recovery and getting back to work. The guide was used by all service managers and supervisors in conjunction with their Directorate's Covid-19 recovery plans, before bringing any employees back to work or re-starting service processes. This included guidance for reopening of buildings.

A Due Diligence manager's checklist was used to manage initial business critical access as managers required permission from their Directorate Leadership Team to resume operations or adopt new ways of working long-term. Due Diligence forms were available to the Trade Unions. As opening buildings has now normalised this process is no longer required and has stopped.

An associated guide was available to assist managers as they reviewed working practices and confirm why they could not be undertaken at home. Additional safety considerations during this process were:

- Review of Risk Assessments
- Safe System of Work implemented
- Ensuring Risk Assessments/Safe Systems of Work available to employees using various platforms, e.g., Fife Direct / COVID Information/ Employee Information/ Keeping Safe
- Business Continuity
- Consultation with corporate colleagues: FM, Property Services, Business Support, Corporate H&S etc
- Mandatory induction
- Review of COVID compliance

Changes to working practices have included:

- Moving many employees to working from home and providing equipment to support this.
- Closing offices and reconfiguring sites to manage safe social distancing.
- Introducing additional Personal Protective Equipment (PPE), face coverings and hand sanitiser.
- Establishing new procurement and distribution processes for PPE and cleaning materials.
- Reviewing the use of shared vehicles and implementing control measures where this could not be avoided.
- Reducing the need for face-to-face contact with customers, clients, service users, pupils.
- Changing the delivery of key H&S training to online or Covid secure onsite training.
- Ensuring statutory maintenance activities continued with additional Covid controls in place.
- Putting in place new arrangements to safely manage employee occupational health surveillance.

- Reduced time at work reduces time smoking at work so one of the unanticipated benefits of more flexibility and promotion of meeting outside is that it lessens the impact of not replacing smoking shelters when they show wear.

Testing

We signed up to use the COVID-19 Employer Referral Portal to access COVID-19 testing for business-critical staff who had symptoms.

This was in place from June 2020 to February 2021 with 7-day access, with staffing resources provided by the Corporate HSW team.

Setting referrals

Working closely with colleagues in Environmental Health, the HSW team receive information on covid positive cases within a Fife Council setting. The HSW team follow up this information with managers to discuss any breaches identified and need to improve control measures. HSW have been periodically sampling practice to identify cultural issues and inform communications. This has assisted Environmental Health to manage their stretched resources and the practice continues.

COVID-19 Risk Assessments

Services produced COVID risk assessments which are available to all employees and managers.

Guidance Documents and Supporting Materials

A range of new and updated health and safety guidance documents were produced to support managers and employees to work safely. These have been subject to regular review as latest information and advice is published including:

- Face coverings/face masks
- Physical distancing
- Test and protect
- Safe homeworking
- Vehicles and COVID
- Staff at work with COVID
- Visitors
- Individual risk assessments/pregnant employees

In addition, supporting materials such as awareness posters and video clips on how to set up a home workstation were produced.

3.4 Service COVID Reports

For the 2019-2020 Annual Health and Safety Report services were asked to report on their performance including a summary with successes and areas for improvement and this approach has continued. A detailed report which focuses on the COVID response was considered by CET.

Services found the rapid changes and changing guidance challenging along with safely mobilising the workforce to point of need. Whilst this was undertaken and

represents a success – supported by improving technology - there is a legacy to work through. This is due to the immense additional workload at the time and ongoing, and suspended provision to be reviewed and recovered. Services are now seeing more of the impact on individuals, particularly as face-to-face discussion becomes possible. Impacts vary; however, services are alert to the potential for staff requiring personal support, and the consequences impacting for some time.

3.5 Learning and Development

COVID-19 has impacted on the ability of Fife Council to carry out H&S training in some areas. As can be seen in section 2.8 and Appendix 4, significant effort was put into ensuring that people moving, and handling training could proceed in a COVID safe environment. The Corporate HSW team has reviewed the training impact for corporate courses and will be working to reschedule courses or move to eLearning as appropriate.

All Services have been asked to review training and to identify actions for recovery. This will minimise risk from lapsed training. The availability of oracle lapsed training reports will assist the exercise. A temporary solution has been identified to obtain reports for certificated training services identify as high risk before the lapsed risk report is available to managers. AT&E have identified courses which have been affected by COVID and have investigated alternative methods to deliver training.

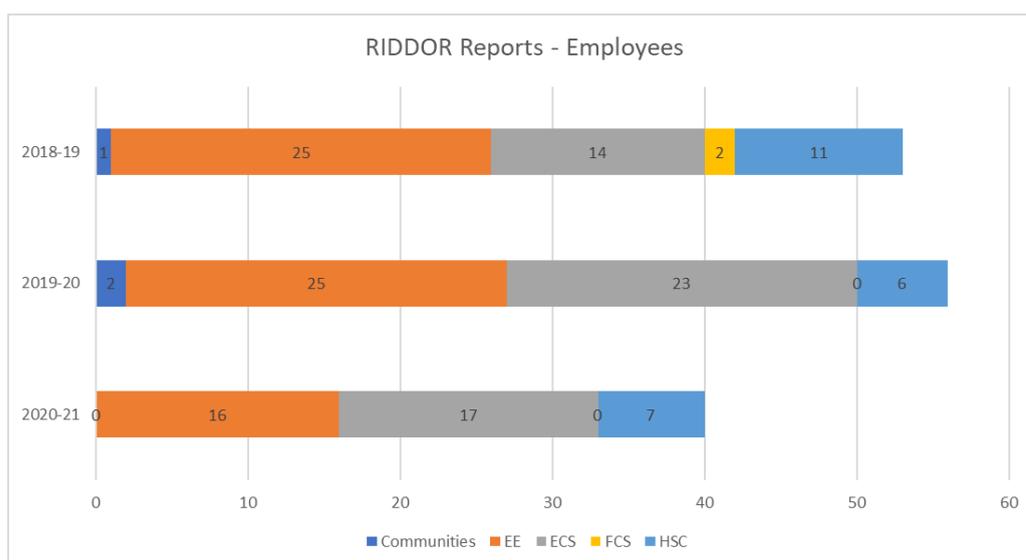
3.6 Incident Reports

Reportable accidents/incidents (employees) to the Health and Safety Executive (HSE)

Fife Council is required to report more serious accidents and incidents to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences regulations ([RIDDOR](#))¹. We report incidents to employees and members of the public. This graph relates to employees only.

The number of reports to the HSE has decreased significantly compared to the same time last year. This is to be expected due to the restrictions imposed due to COVID-19.

¹ RIDDOR is the law that requires employers, and other people in control of work premises, to report and keep records of work-related accidents: which cause death; work-related accidents which cause certain serious injuries (specified injuries); diagnosed cases of certain industrial diseases; and certain 'dangerous occurrences' (incidents with the potential to cause harm).



Detail:

From April 2020-March 2021 there were 40 injury/harm reports to the HSE. This is a reduction of 16 compared to 19/20.

- Moving and handling reduced from 12 to 4
- Workplace violence reduced from 11 to 9
- Slip Trip and fall incidents reduced from 13 to 12
- 2 relate to being hit by vehicles
- 2 relate to Hit by moving flying or falling object
- 1 “other” relating to a possible insect bite causing cellulitis

RIDDOR On Time Reporting

There was an increase in on-time reporting during 20/21 with 65% reported on time compared to 58% last year.

COVID-19 RIDDOR reports

In 2020 employers were required to submit a report to the HSE if a person at work (a worker) was diagnosed as having COVID-19 attributed to an occupational exposure to coronavirus. This is reported as a case of disease.

From April 2020 to end March 2021, 44 reports were submitted where occupational exposure was likely:

Education & Children’s Services	19
Enterprise & Environment	4
Finance & Corporate Services	1
Health & Social Care Partnership	20
Total	44

Whilst there is the potential for claims against the council, from amongst this group, the first claim was considered in some detail by a risk assessor on behalf of the council and on the basis of the information provided he recommended that the claim be rejected.

Moving and Handling Incidents

There was a significant reduction in the number of employee manual handling incidents in 20/21 down from 5.95 per 1000 employees (FTE) to 1.35. This can be partially explained by the suspension of normal working across many Services during a sizeable portion during this time.

Slips, Trips and Fall Accidents

There was a slight increase in the number of Slip, Trip and Fall Accidents per 1000 employees (FTE) from 6.17 in 19/20 to 7.32 in 20/21 There is no single incident cause within this category: slips can be a result of wet surfaces (flooring/grass), food residue, ice, and other environmental factors. In each case the incident was reviewed, and corrective action taken to prevent a recurrence, where required.

Violence, Aggression and Threat (VAT) incidents - Employees

There has been a significant reduction in the number of VAT incident recorded across all Directorates. However, this reduction reflects the closure of Schools and other work restrictions put in place due to COVID.

Number of Violence, Aggression and Threat (VAT) incidents against employees (recorded as "physical")					
Directorate	17/18	18/19	19/20	20/21	Trend
Communities	6	12	4	2	↓
Enterprise & Environment	24	19	15	10	↓
Education & Children's Services	970 (26 LTI)	1095 (29 LTI)	1398 (33 LTI)	632 (24 LTI)	↓
Finance & Corporate Services	0	0	1	0	↓
Health & Social Care	117	183	237	151	↓

Number of Violence, Aggression and Threat (VAT) incidents against employees (recorded as "verbal")					
Directorate	17/18	18/19	19/20	20/21	Trend
Communities	50	66	38	15	↓
Enterprise & Environment	55	32	53	29	↓
Education & Children's Services	275	311	345	112	↓
Finance & Corporate Services	5	4	8	4	↓
Health & Social Care	49	83	40	40	↔

Reduction of Workplace Violence

The reduction of workplace violence continues to be a key focus within Fife Council and is one of the 4 areas identified as a Health, Safety and Wellbeing priority. Education and Children's Services and the Health and Social Care Partnership record the most VAT incidents within Fife Council and are working on various actions to manage pupil behavior and training/development for staff. This has continued through the challenges faced by the services from COVID-19. See Appendix 5.

Accident Investigation

We require all specified injuries and dangerous occurrences² to have an accident investigation report completed within 4-weeks. RIDDOR on time reporting has increased from 58% to 65%.

The Health and Safety team continue to work with services to identify reasons for later reporting and ways to improve. Late reports are also reviewed by the CHSSG.

Although the target is 95% on-time reporting it must be remembered that a thorough investigation is also of major importance so appropriate follow up action can be taken, and this may exceed 4 weeks.

The Corporate team continue to engage with services if the report has not been completed on time. It should also be noted that the investigation time within Education can be affected by availability of staff over the school holiday periods.

Accident Reporting

We undertook a review of the accident reporting system in 2019 and redesigned the forms to clarify reporting requirements, condensing questions to reduce repetition, only recording information if required and reducing the information required. This included employee addresses, eliminating the need to record the same incident on different forms/systems such as Care Commission reporting requirements/review of CALM holds. These changes were implemented in 2021 and we are confident that these changes will make accident/incident reporting easier for employees without any radical changes to the look and feel of the offering. The Trade Unions were consulted on the revisions to the system.

We also reviewed the paper based HS1 and HS1 VAT forms and these have been updated to reflect the changes to the First Contact Offering

² RIDDOR is the law that requires employers, and other people in control of work premises, to report and keep records of work-related accidents which cause death; work-related accidents which cause certain serious injuries (specified injuries); diagnosed cases of certain industrial diseases; and certain 'dangerous occurrences' (incidents with the potential to cause harm). There are also special requirements for gas incidents (see 'Reportable gas incidents')

3.7 Employer's Liability Claims

Although the cost of claims is one of the Fife Council's performance indicators, this indicator is outwith the influence of the Health, Safety and Wellbeing Team. We aim to reduce the number of accidents and occupational diseases through risk management, but not the likelihood of an employee claiming, or the claim amount, given the historic nature of many claims. The increase from £986,516 last year to £1,226,057 was due to Occupational disease (mainly asbestos related) which could relate to exposure over 20+ years ago.

There has been a significant increase in the overall financial cost of claims settled in 2020/21 from £986,516 in 2019/20 to £1,226,057 in 2020/21 (awards varied from £3,866 to £409,000 for asbestos related disease). The number of claims has stayed the same. As advised in previous years, individual claims vary significantly, which is why a local trend, i.e., at council level, would be difficult to discern for any reason. As before, some claims are the result of occupational exposure many years ago and ill health effects, like exposure to asbestos, may not manifest until a considerable time period has elapsed.

Thirteen claims exceeded £20,000 and related to:

- disease – 6 (5 Asbestos related, 1 hand arm vibration)
- moving and handling - 1
- slip / trip / fall incidents – 5 and
- “other” – 1 (amputation of finger)

3.8 Health and Safety Executive Enforcement Notices

Where the Health and Safety Executive find a serious failing in the Council's management of health and safety, they can serve an Improvement or Prohibition Notice. For the most serious failings they would recommend a Prosecution to the Procurator Fiscal. In 2020/21 we did not have any Improvement Notices however we received two Notices of Contravention in September 2020:

- Notice relating to provision of training for safe lifting in HSCP – we continue to update the HSE on the action plan as the ongoing restrictions impacted the initial timescale. The Moving and Handling team have a HSCP employee seconded to them to assist with training.
- Notice relating to housing adaptations and LOLER (lifting equipment) inspections. An action plan was sent to the HSE. Work on the corrective actions continues. The HSE will be kept up to date on progress.

3.9 Corporate Health and Safety Governance

Corporate Health and Safety continue to work with all services within Fife Council. This year has seen the relationships strengthened with increased communication, consultation and sharing of information

During 2020/21 the Health, Safety and Wellbeing Team (HSW) continued to support services to refresh or develop Risk Profiles which in turn support and complement the corporate Risk Assessment process by enabling the identification, evaluation and

management of service-specific and service-wide occupational health or safety risks. The H&S risk profile allows senior managers to have an overview of risk and review their controls. An update is provided in Appendix 6.

3.10 Occupational Health

The current Occupational Health provider health surveillance programme has been operating since May 2017. We continue to work with the provider and services to continuously improve the health surveillance programme. The provision will be re-tendered during 2021-2022 for implementation April 2022.

For 20/21 a total of 1,019 appointments were attended, 190 appointments were not attended and 5 were cancelled.

COVID had a significant impact on how we maintained health surveillance over the last year. Most appointments had to be conducted by phone or video conference. Rooms in depots and buildings were set up with COVID secure measures to allow operatives to undertake these assessments safely. Where possible we maintained Health Surveillance in line with HSE guidance. Originally health surveillance appointments were being recalled after 6 months, but this was increased to annually for workers who were not identified as being at risk, to minimise service disruption.

DVLA granted extensions for some LGV medicals. These extensions have been removed and LGV medicals are now taking place face to face. This has resulted in drivers having to attend clinics out with Fife. The sudden changes to DVLA requirements have caused some difficulty with appointments and HGV medicals across the whole of the UK are at a premium. We are working with affected services and our provider to resolve this.

3.11 Stress Management Standards

In March 2021, CET agreed the following actions to strengthen the prevention and management of work-related stress. This was briefed to the Council Leadership Team: -

- Directorates will use the [stress risk assessment process](#) to develop action plans where staff request them, or where clusters of concerns are identified.
- Directorates will ensure the stress risk assessment process is used as a preventative measure when managing change, consistent with existing policy provision.

4.0 Continuing and Future Work Priorities

4.1 Priorities For 2021-22

The priorities for the next year are to continue to manage and monitor our health and safety risks. There is a continued focus and resource prioritisation on Covid, which does impact resource available to cover other areas. This includes areas delayed because of the pandemic and new systems.

We will also continue our focus on health, safety, and wellbeing, supporting our employees, customers, service users, clients, pupils, and partners as we develop new ways of working post pandemic.

4.2 Health and Safety Strategy

As advised to Scrutiny Committee in April 2021, as part of the Absence update, before the pandemic a draft Health, Safety and Wellbeing Strategy for the council had been discussed with Executive Directors. Since then, HR have now incorporated Health, Safety and Wellbeing into the refreshed Workforce Strategy. The identified priorities - Stress, MSK, Violence & Aggression and effective Management of Health & Safety have not changed. For example, the organisation level Stress Risk Assessment was refreshed to make it easier for services to use as a tool when undertaking service stress risk assessments. Work related stress is the priority as it contributes to, and in extreme cases can cause, poor mental health.

It is an appropriate focus in a post pandemic context where there will be fragile employees and a notable change agenda.

4.3 Effective Development of Systems

Over the next year, we will focus on continued management of the systems underpinning those priority areas identified earlier in the report: -

- Reduction of workplace violence, review of the Violent Marker Review Group and processes
- Driving licence checks – continued implementation of this system to include Education and Children’s Services
 - Review of driving at work documentation
- Lone working – transition to governance and ensuring full utilisation of personal safety devices
- Re-tendering the Occupational Health contract.
 - Streamlining processes, reducing the number of surveillance appointments classed as ‘not attended.’

4.3 Health and Safety Risk Management

Over the next year our continuing priority will be on those activities where we have updated on progress in the last 12 months or where the activity underpins core business: -

- Working with Services to refresh H&S risk profiles.
- Review of compliance focussing on key areas such as moving and handling, DSE, HAVS.
- Reviewing the Health and Safety Management Framework and guidance.
- Continuous review of deployment of the Fire Safety Strategy.
- Working with services to improve the uptake of moving and handling training for employees and deploying competency assessment to replace ‘refresher training.’
- Reviewing management actions to reduce violent incidents.

- Reviewing compliance with corporate procedures.
- Developing and promoting e-learning
- Recovery plans for training

5.0 Conclusions

- 5.1 This report presents information on key health and safety activities within Fife Council in an unprecedented year of challenges. During the pandemic there was significant positive work across the council to safeguard the health, safety and wellbeing of employees, pupils, and service users. We have effectively managed our occupational health and safety risks to protect the health and wellbeing of Fife Council employees and those who use our services. It has been particularly encouraging to see this during a year where we have had to work in an unusual way and introduce many new controls to address the risks from Covid-19.
- 5.2 As expected in the 20/21 year we have been significantly focussed on pandemic issues which has resulted in several health and safety areas being delayed or paused and recovery plans are being made.

List of Appendices

1. Lone Working solution
2. Fire Safety (corporate health and safety information)
3. Fire Safety (property services update)
4. Moving and Handling
5. Reduction of workplace violence
6. Corporate Health & Safety Governance

Report Contacts

Author Name	Barbara Cooper	Susan Harris
Author's Job Title	HR Manager (Health, Safety and Wellbeing)	H&S Lead Officer
Workplace	Fife House	Fife House
Telephone	08451 55 55 55 x 444241	08451 55 55 55 x 444287
Email	Barbara.cooper@fife.gov.uk	Susan.harris@fife.gov.uk

Health and Safety Annual Report 2020/21

Appendices

1. Lone Working
2. Fire Safety (Corporate Health and Safety)
3. Fire Safety (Property Services update)
4. Moving and Handling
5. Reduction of workplace violence
6. Risk profiling

Lone Working

Training

Due to COVID-19 all employee and supervisor training was provided online and eLearning.

Monitoring

The "Safe Hub platform" allows supervisors and managers to monitor, control and promote use of the device and associated services. Managers do not have access to real-time location. Lone Working Solutions (LWS) issue a Power BI dashboard to members of the Lone Working Project Group to review usage and discuss with Services.

Future work

Covid-19 played a significant part in our ability to improve and automate the current system. There have been delays in some integrations. The first integration scheduled was between LWS and Total Mobile; this integration would provide the ARC operative with even more information about the member of staff's location in the event that an alert was raised. A button on the LWS Safe Hub platform would result in the integration being triggered and the operative being allowed to see the member of staff's diary/job sheet in TM, thus pinpointing location or providing an "in transit" location (where the staff member was travelling to/from an appointment). This integration is all but complete however final parts of testing identified an anomaly between Fife's records and those held with LWS. The integration work will be picked up again as soon as a data-matching exercise is completed. A further integration is planned between Oracle Cloud and LWS so that fobs can be automatically issued to qualifying staff when they start with the council or returned when they leave. In addition, this integration will provide heightened training and awareness through eLearning and refresher training which can be monitored by managers.

We are about to embark on our first full housekeeping exercise through firstly data-matching between Oracle Cloud and the LWS Safe Hub Platform. When this has been carried out, we will then be able to commence work on the integration. There has been significant work carried out in Total Mobile integration so far and this is outlined below:

1. Full documentation is available for the integration (Solution Overview, Technical Design, Test Plan and Results, Known Error Record) - this means that we can pick up where we left off quickly after the data match.
2. The integration was previously at the stage where LWS were to test access and this had been achieved so, as said, we should be able to pick this up efficiently.

The Lone/Remote Working Group continues to meet as a forum for client feedback. When LWS is fully operational, the group will overview a further project to investigate the feasibility of a single solution to share risk information electronically from the various systems throughout the Council. This will ensure that we share relevant information to maximise the safety of council workers and elected members. This is expected to start in November 2021.

Concerns

The Power BI reports have indicated a low usage. This is being discussed at the Lone Working Project Group and within the relevant Services.

Fire Safety (Corporate Health and Safety)

COVID-19 Impact

Prior to reopening buildings, the Service Fire Risk Assessors were issued with guidance notes to review Fire Safety Risk Assessments and COVID 19 impact.

Additional guidance has been issued to corporate buildings to ensure suitable fire warden coverage with reduced staffing and changes to working practices.

Routine fire safety risk assessments were postponed in March 2020 with a partial restart in August 2020 for higher risk premises, e.g. care homes. Restrictions remained in place until April 2021 when limited number of risk assessment visits restarted. The Scottish Fire and Rescue Service audits were also postponed over the same period.

Fire Safety Risk Assessments Strategy

The Fire Safety Risk Assessment Strategy sets out a prioritised programme of initial full Fire Safety Risk Assessments (FSRA) by the Fire Safety Consultant with subsequent re-assessment over a 6-year rolling programme. The aim is to provide a clear standard of assessment in accordance with PAS 79 – Fire Risk Assessment Code of Practice. FSRA periodic reviews (usually annual) are undertaken at a local level by Service fire risk assessors with corporate support.

Planned assessments and re-assessments have been postponed with only essential visits undertaken. High risk premises, care homes and high rise blocks, have been reviewed, predominantly during lifting of restrictions. Other essential assessments completed include new children homes and nursery premises requiring Care Inspectorate registration and COVID Asymptomatic test centres.

Service trained Fire Risk Assessors have been able to undertake FSRA periodic reviews, fitting in site visits when restrictions lifted in the second half of 2020.

The Scottish Fire and Rescue Service have postponed all but essential audits. Fortunately, care homes were able to be audited when restrictions briefly lifted. Remote audit process has allowed limited audit of children homes and post fire incidents.

The restrictions have resulted in the postponement of the initial assessment of approximately 80 low risk premises and the re-assessment of 60 medium and low risk premises. To mitigate the knock on effect of the delays the Health Safety and Wellbeing operational team are providing support, undertaking overdue and planned re-assessment of medium and low risk premises over 2021. The Fire Safety Consultant will focus on the outstanding initial assessments, principally primary schools and community halls.

Overall, the ongoing COVID 19 restrictions are likely to delay the Fire Risk Assessment Programme by 12 months.

The fire risk assessment strategy will continue to be reviewed by the Corporate Fire Safety Management Group and reported to the CHSSG.

In terms of our fulfilling the statutory requirement to review risk assessments, our Service trained Fire Risk Assessors have been able to undertake FSRA periodic reviews.

Fire safety priority for the coming year will reflect the impact of COVID restrictions and focus on the catch-up programme and maintaining compliance with national standards and guidance.

Unwanted Fire Alarm Signals (UFAS)

The number of UFAS continues to be a concern. Latest statistics show a decrease in UFAS however this is likely, at least in part, due to the effect of COVID 19 restrictions and reduced building occupation. The call filtering procedure, challenging automatic calls before passing to the Fire Service, is in place across all school. UFAS statistic are now reviewed monthly and investigated by Property and Education Services Safety and Security Group.

Housing

The final report by the Scottish Government Grenfell Inquiry Fire Safety Working Group was presented to the Scottish Government in October 2020. In Scotland, the approach is to implement the recommendations of the enquiry through Building Regulations and best practice guidance, principally the practical fire safety guides for risk assessments. Fife Council have adopted and applied the latest guidance via fire safety risk assessments and through the actions of the Tower Block Review Group.

The Tower Block Review Group continues to review the latest developments and guidance from the Grenfell enquiry. In addition to the recommendations of the enquiry Housing are upgrading all high-rise residential blocks with sprinkler systems to the ground floor communal areas.

Fire Safety (Property Services update)

Fire Alarm Systems

The initial Covid lockdown restricted both design and installation for the outstanding Educational Fire Alarms on the programme. Once the Covid restrictions allowed these works were progressed as a priority, in line with Education's building access guidance. Whilst initial programme target dates were not met, works were prioritised and all but 3 are now complete. The remaining 3 are currently onsite.

Compliance

A new Fire Servicing Contract was awarded just before lockdown to local SME Scottish Security, Kirkcaldy, tying in with Council and Scottish Government aims re local employment and thriving places. The contract was won in stiff competition and replaced a large multi-national contract.

The first round of servicing visits per the agreed programme (approximately 515 properties) were progressing well when lockdown commenced. As a result of the restrictions, some engineers were furloughed, some were advised to shield, and others required to self-isolate. The remaining staff resumed inspections when they were allowed to do so, to the sites which were accessible, in line with government guidance. As buildings had been closed at short notice, there were difficulties in identifying keyholders and gaining access. We worked closely with Scottish Security adopting a partnership approach, to produce a sensible programme for both parties.

Vacant Buildings

In recognition of the risk of fire-raising Property service are implementing a range of activities in relation to known vacant buildings.

Progress to date:

- frequent and transparent (weekly or fortnightly) inspections on 75% of our portfolio with a drive for 100% over Qrt2 21/22
- enhanced physical security on 60% of the buildings.
- engagement of 3rd party specialist supplier,
- we are also working with Procurement to ensure future framework reflect the needs for managing our vacant non-domestic assets

Further Information Contact

Contact Name: Yvonne Gillespie, Service Manager (Programme Office), Property Services Bankhead Central. Telephone: 08451 55 55 55 x 446688

Email: yvonne.gillespie@fife.gov.uk

Moving and Handling Update

Manual Handling activity (People)

Covid restrictions, staffing challenges, a Notice of Contravention for HSCP and Oracle Cloud launch have meant a challenging year. 9 new on-line courses have been developed and 6 courses redeveloped to reduce face to face input (reducing Covid risk) and time away from frontline work.

Risk assessment visits are now triaged to ensure only essential visits are carried out face to face (F2F). Some load handling training continued for new starts, but most has been paused which means there will be a requirement to catch up as training becomes dated or time-limited training expires.

Training for new starts (Foundation) continued to be delivered throughout with risk reduction measures in place. This was delivered by the corporate team instead of the service trainers as they were 'operationalised'.

1st April 2020 – 31st March 2021

96 classes were delivered to HSCP and ECS - 576 places (double normal). 75% uptake. Slight increase in places for Small Child Handling Foundation.

Update training onsite competency assessments have continued with challenges in children's services, special schools, care homes and adults' services.

Mainstream ECS update redeveloped to online. Care at home 1 day update redeveloped to 2.5hr face to face class. The 4 months pause caused a backlog of staff requiring update.

Redeveloped Link Worker training for ECS. New course now blended and reduced F2F from 5 to 3 days. The development of new start training was prioritised and contributed to backlog. Link worker update now online with classroom sessions available to complement. Launched in October 2020, so the 6 months pause again resulted in back log. All Link workers should now complete the course as the 2021 update is in development.

Other training includes - fallen person training now half online and half F2F. Emergency evacuation training for ECS now online. Changes made to the Care Home F2F course. Also bus driver training, Coordinator and Outdoor education training successfully delivered.

Load handling activity (objects)

The same challenges in terms of people handling areas but met differently. Many areas have paused training and yet to restart as frontline delivery that continued through the pandemic. A new eLearning offering made available in 2020 but uptake has been very low even though all staff now have online accounts with the oracle cloud launch.

Backlogs exist across many areas. Quantification will be easier when the oracle expired training report is available. A new training aid was developed with a voiceover of the corporate presentation to allow more flexible delivery of the theory session. This has also still to be used.

There has been innovation with some trainers delivering theory sessions through MS Teams. A new competency assessment process was developed to allow on site work assessment instead of off-site updates but as yet there has been no uptake of this.

Corporate trainers supported some F2F training to go ahead and can support more along with development of new training aids covering videos of best practice, if services would find them useful and help with on-site development.

Reduction of Workplace Violence

EDUCATION and CHILDREN'S SERVICES

Reviewing the 'Management of Pupil Behavior' guidance

Members of the Relationships and Behavior (R&B) Strategy group, including trade union representatives, have volunteered to form a subgroup to work collaboratively to progress a key priority from the R&B strategy.

The priority is to specifically focus on supporting schools to develop the ethos and culture, and relationships and behavior in our schools in a way which supports consistency across all Fife schools, while allowing for schools to tailor to their specific context.

Key to successful implementation will be ensuring that schools have a mechanism for engaging staff and other key stakeholders in developing this work and planning for sustainability.

The method of achieving this will be for members of the group to work jointly on specific tasks, then share their work in order to develop a document which fulfils the objectives below.

Develop Directorate guidance for schools on how to structure, form and implement their own R&B policy.

Outline how schools can engage with their staff and other key stakeholders such as parents and pupils, to develop their R&B policy ensuring that staff feel safe and informed of and comfortable with, their own responsibilities.

Consider the current Scottish Government policy and its role in supporting our subgroup tasks, improving the ethos and culture, and relationships and behavior in Fife schools.

Reviewing the breadth and depth of training available for practitioners

We have identified the need to review the professional development opportunities for our practitioners on the topic of Violence and Aggression. We have also recognised the need to have standardised methods covering 'Universal, Additional and Intensive' approaches to training for our staff. A key priority in implementing this is to develop a training matrix which outlines the opportunities that are available for our staff to access. There is to be further consultation on this approach, and it is anticipated that this focus will follow our priority of developing and implementing our own Directorate R&B guidance. An example of this framework for intervention is outlined below.

Universal

Training offering – virtual/online, narrated PowerPoint for all staff

Engage all HTs regarding their role in health and safety, specifically regarding wellbeing of staff and pupils

Additional

School specific training for staff relevant to their context, supported by other internal services

School specific activity to support behavior management to increase staff empowerment

Intensive

Targeted activity for individual staff members and pupils (bespoke offering)

Individualised plans and approaches for pupils

Ensuring appropriate content is included in the HT induction programme, probationers, early phase teachers and newly qualified social workers sessions.

A key focus of ours has been to ensure that both our newly qualified staff and our newly promoted HT's are aware of the processes that are established to support them and their responsibilities in engaging with those. We have ensured standardised online input at probationers, early phase teachers and newly qualified social workers sessions to ensure that they are familiar with the incident reporting procedures as well as the support they should expect, during that process.

Furthermore, we have also provided an input during the HT induction programme to ensure that our school leaders are familiar with the expectations set out in the manager's guide as well as their responsibilities as part of the debrief conversation.

Continuing to profile awareness raising posters, advice for managers and all staff publications and the debrief conversation guide (Staff Intranet, SOMs)

To reinforce the agreed Directorate procedures for our schools we have used a number of platforms to continue to share and profile the appropriate publications to support our school practitioners.

- Awareness Raising Posters
- All Staff Guide
- Manager's Guide
- Debrief / Wellbeing conversation guide
- We have developed a Staff wellbeing site on FISH (to be moved to new Intranet) where all core project information, including each publication for our Improving Approaches to Violence and Aggression project are stored. This information has been discussed and shared at a number of key platforms including SOMs, LIFs and cluster chairs meetings. We have also been making use of the various staff bulletins (HT/Service Manager, All Staff, Criminal Justice, Children and Families, Childcare) to continue to raise awareness of this information and where staff can access it.

HR WORKFORCE DEVELOPMENT

The recent focus on supporting front line delivery has had an impact on CALM Training (a specific approach to manage aggressive and challenging behaviour). Neither Module 1 (Theory) or Module 2 (Physical Intervention Training) has taken place. Nevertheless, regular liaison with the services is in place to ensure that safe systems of work have continued during this period. No critical needs for training have been identified and it has

been confirmed no registrations to use CALM techniques would lapse if refresher training did not happen within the usual 12-month period.

The HR Workforce Development team are currently looking at options to move the training forward as we move through recovery. It is likely that this will be largely face to face but will be fully risk assessed and managed in accordance with local and national requirements. In the first instance, training will be targeted where the needs are the greatest.

During the last year there have been significant changes in the numbers of children and young people entering residential childcare establishments in Fife, often with multiple and complex needs. The nature and length of their stays with the Service have also been somewhat different to the traditional long-term model. The number of houses accommodating young people, and numbers of staff employed, have increased significantly.

This increase in service user need, and staff need in terms of training has required a strategic person-centred approach in dealing with behaviour that challenges, at a time where 'business as usual' has been hampered by COVID-19. Notwithstanding this, a very full training programme has been developed and is being delivered online to all new staff. This training consists of online webinars combined with very robust e-learning modules which evaluate very well. In addition, pockets of physical intervention training have taken place where the need has been greatest with all COVID guidance adhered to as much as possible in the training environment. The Service have also upskilled several staff to deliver Physical Intervention skills as we move through recovery in order to get all staff trained and/or re-accredited by the statutory date which is January 2022. The delivery of the plan is all set within a context of reducing the use of restrictive interventions and protecting children and young people, as well as the staff who support them.

CALM Associates in the Service also now have 'real-time' access to incidents involving behaviour that challenges via Assyst. This development allows for monitoring and evaluation and creates opportunities to minimise frequency and/or severity of incidents.

Foster Carers have also benefited from the online modules and webinars which provide theoretical models and strategies for managing behaviours that challenge."

HSCP

The HSCP continue to be committed to positive and proactive approaches with service users with behaviour that challenges.

During the last year there have been significant changes in areas of Adult Services in relation to some of the service users now using services. The increase in service users with multiple and complex needs has resulted in greater staff need for training in managing challenging behaviour, at a time where 'business as usual' has been hampered by COVID-19. Notwithstanding this, a very full training programme has been developed and is being delivered online to new staff and staff working with service users with specific needs. This training consists of online webinars combined with very robust e-learning modules which evaluate very well. In addition, pockets of physical intervention training have taken place where the need has been greatest with all COVID guidance adhered to as much as possible in the training environment. The Service have also upskilled staff to deliver

Physical Intervention skills as we move through recovery to get all staff trained and/or re-accredited by the statutory date which is January 2022. All training delivery is all set within a context of reducing the use of restrictive interventions and protecting service users, as well as the staff who support them.

Managers in areas where CALM training was being introduced as a relatively new model (theory only), namely Home Care Service and Older Peoples Service, have been consulted with regularly during the pandemic about their ongoing training needs in this area. Understandably, this area of training has not been a priority locally. This mirrors the national picture, hence no development of online resources for these groups. As we move through recovery, discussions will resume regarding traditional face to face training within these sectors when it is safe to do so.

CALM Associates across HSCP also now have 'real-time' access to incidents involving behaviour that challenges, via Assyst. This development allows for monitoring and evaluation and creates opportunities to minimise frequency and/or severity of incidents."

Risk Profiling

Background

Health and Safety risk profiling supports and complements the risk management and risk assessment processes by ensuring that significant health and safety risk issues are effectively identified, prioritised, managed and resourced.

Whilst H&S risk assessment has been in place for many years, risk profiling provides an additional level of overview and ensures further engagement with employees which supports a positive health and safety culture.

The risk profiling process is relevant to senior managers with specific responsibility for discharging Section 3.1 of Part 2 of the Council's Health and Safety Management Framework.

The process involves the Senior Manager / Manager responsible for the employees, engaging with employees who may be at risk whilst carrying out work activities.

The corporate team H&S Advisors are actively working within directorates to guide them and ensure that they have completed their risk profiling process.

Progress Update:

Communities - Complete

The risk profiles have been **completed** for the following: Housing Services, Halls and Centres, Community Use Schools, Community Development, Service Development and Strategy, Customer Service Delivery, Emergency Resilience, Customer Service Experience, Access and Biodiversity, Communications and Customer Insight, Community Investment, Community Planning, Community Projects, Active Communities, Outdoor Education, Lochore Meadows and Safer Communities.

Education and Children and Families

Risk Profiling within Education has been split into curriculum areas and has been **completed** for the following: Art, Science (Chemistry, Biology and Physics), PE, Drama, Home Economics, Early Years, General Primary, General Secondary, School Technician Service, Outdoor Learning, Child Practice Development Team and Support for Learners Service (SLS). Pupil Support Service (PSS) will follow the general primary or general secondary school profile depending on the setting.

Areas still to be looked at include: music, special schools, travel escorts and areas of the service that offer service wide support such as the directorate operations team, educational psychologist services and Childcare services.

Areas still to be looked at are the social work services within the directorate - Children and Families and Criminal Justice Services.

Due to COVID19 the progress has been slowed down significantly. The team are scheduling to complete this by the end of December 2021.

Enterprise and Environment

Risk profiles have been **completed** for EPES, PSOS and Bereavement Services however most business units within AT&E have **yet to complete** the risk profile exercise.

Finance and Corporate Services – Complete

Risk profiling has been **completed** for the following : Assessors, Audit and Risk Management, BTS, Business Support, Finance, Human Resources, Legal and Democratic Services, Procurement and Revenue and Commercial Services.

Health and Social Care – Complete

The risk profiles have been **completed** for the following: Older People's Residential and Day Services, Adult Services East, Adults East 1, 2 & 3, Mental Health Officer Team, Adult Support & Protection Team, Shared Lives Fife, Fife Improving Cancer Journey. Adults West 1, 2 & 3, HSC Contact Centre, Short Breaks Team, Postural Management, Self Directed Support and Occupational Therapy East and West. Older People's Services - OP Hospital Team East , OP Glenrothes, Leven St Andrews, OP Hospital Team West, and OP Cowdenbeath, Dunfermline, Kirkcaldy. Older People's Services Care at Home (Home carers are the exception to this due to COVID related absence)

Assets and Corporate Services Sub-Committee of 27 January 2022			
Title	Service(s)	Contact(s)	Comments
Review of CAT Transfer Performance	Communities	Tim Kendrick, Zahida Ramzan	
2021/22 Revenue Monitoring Projected Outturn - Enterprise & Environment Directorate	Enterprise and Environment, Finance and Corporate Services	Tracy Hirst	
2021/22 Capital Monitoring Projected Outturn - Enterprise & Environment Directorate	Enterprise and Environment, Finance and Corporate Services	Tracy Hirst	
2021/22 Revenue Monitoring Projected outturn - Finance & Corporate Services	Finance and Corporate Services	Ashleigh Allan	
2021/22 Capital Monitoring Projected Outturn - Finance & Corporate Services	Finance and Corporate Services	Ashleigh Allan	

Unallocated			
Title	Service(s)	Contact(s)	Comments
Refurbishment of property on Queensway Industrial Estate, Glenrothes	Enterprise and Environment	Ronnie Hair	
CAT Workshop and Assessment combined with Scrutiny Committee	Assets, Transportation and Environment		
Security of Vacant Property	Assets, Transportation and Environment	Gordon Strang, Alan Paul	Annual Report Due April 2022
Enterprise & Environment Directorate Section Performance Report	Enterprise and Environment	Ken Gourlay, Iain Duncan	Annual Report Due August 2022
Review of CAT Transfer Performance	Communities and Neighbourhoods Service	Tim Kendrick	Annual Report Due September/October 2022

Unallocated			
Title	Service(s)	Contact(s)	Comments
Property Asset Strategy Annual Update	Assets, Transportation and Environment	Alan Paul	Annual Report Due September/October 2022
Annual Health & Safety Report		Barbara Cooper, Susan Harris	Annual Report Due October/November 2022