

APPENDIX C9

Review of stations which present serious sustainability issues - GLENDALE

1.0 Introduction

This report provides an analysis of Glendale's role related performance based on statistics gathered over the 36 month Sustainability Review period extending from 1st April 2006 to 31st March 2009. The report also examines unit activity for the period 1st June 2005 to 31st March 2009 following Glendale's designation as a community response unit (CRU) assigned with a community fire safety (CFS) education role.

1.1 Background

In performing an analysis of information appertaining to Glendale, as much relevant data relating to the unit area as possible has been considered. As such, information gathered has included: unit personnel employed (including potential recruitment pool) and CFS activity. Data from the 2001 census provides the baseline demographic information for the study with subsequent reports and local intelligence being considered as appropriate.

Figure 1 illustrates the census output area associated with the Glendale highlighted in green. The traditional area associated with Glendale in which it is desirable that risk reduction initiatives be undertaken, including the completion of home fire safety checks (HFSC) is indicated by the red boundary line. In June 2005 the unit was designated a CRU and assigned a CFS role delivering community safety information and education. It was the intention that Glendale would perform CFS HFSC within this area in support of the service's Risk Reduction Strategy.



Figure 1 - Census output areas associated with Glendale

2.0 Establishment history

To ensure an appropriate resource is available, the service requires potential employees or existing personnel to be readily available to attend their unit area to undertake CFS activities. Personnel are therefore required to live and/or work within close proximity of their unit area.

Glendale currently has no unit members, a situation which has existed since 1st June 2005 when the unit took on its CRU CFS role.

3.0 Demographic profile

In order for a station to be able to contribute to reducing community risk sufficient personnel must be available to form an appropriate station establishment. To explore the sustainability of a station, an analysis of the total population resident in the census output area containing the station and those census output areas sufficiently close to allow a rapid response to the station was drawn from 2001 census information.

While this analysis may not represent the definitive number of residents available to the service it serves as a good indicator from which further investigation can commence.

The Glendale unit is located in output area 60QT000318.

Table 1 shows the community age profile of the census output areas associated with Glendale.

Table 1 - Community age profile per output area from census - 2001

Output area	No. of under 18s	No. of 18-29 yrs	No. of 30-44 yrs	No. of 45-65 yrs	No. of over 65s	Total residents	Area sq/km
60QT000318	21	5	12	28	13	79	40.02
60QT000319	10	3	13	29	10	65	9.10
60QT000320	11	8	9	50	25	103	20.64
60QT001352	3	5	6	23	15	52	6.19
	45	21	40	130	63	299	75.96

NB - Consideration has to be given to the time that has elapsed between the collection of census 2001 data and that of the present.

From further information contained in the census output area sub-categories, it can be assumed that all residents recorded in the 'number of under 18s' sub-category 10 to 17, will now be of age for consideration as potential recruits, provided they still reside in the Glendale area. Conversely all residents recorded in the 'number of 45 to 65' sub-category can be broken down further to show those aged 60-64, will no longer be considered as potential recruits. Taking these figures into account, a maximum of three additional people may be available.

4.0 Travel to work

Table 2 drawn from 2001 census information, identifies the distance travelled to place of work or study for the above output areas.

Table 2 – Distance travelled to place of work or study from census - 2001

	ALL PEOPLE	Not currently working or studying	Works or studies mainly at or from home	Less than 2km	2km - less than 5km	5km - less than 10km	10 km - less than 20km	20km - less than 40km	40km and over	No fixed place of work or study	Working or studying outside the UK	Working at offshore installation
60QT000318	79	36	6	8	3	1	3	17	0	5	0	0
60QT000319	65	27	3	5	2	7	0	12	2	6	1	0
60QT000320	103	51	12	6	5	11	0	8	5	5	0	0
60QT001352	52	30	4	4	3	1	0	3	2	5	0	0

Using 2001 census information **Table 3** identifies the cumulative population analysis for Glendale.

Table 3 – Cumulative population analysis

Glendale population details	No	Running total
Total resident population (census 2001)	299	299
Residents under the age of 18	45	254
Residents over the age of 65	63	191
Residents already in the unit	0	191
Residents remaining		191

This theoretical ‘residents remaining’ figure does not consider that some of the population will not be suitable or willing to be employed as a CRU/CFS member and as such the potential number of possible recruits may be lower.

5.0 Conclusions

Following Glendale's designation as a CRU with a CFS education role on 1st June 2005, in August of 2005 all eleven unit members resigned. As such there has historically not been a resource in Glendale able to contribute towards the CFS HFSC performance targets.

All CFS HFSC in Glendale are currently being effectively carried out by the dedicated Skye and Lochalsh based community safety advocate (CSA).

Demographic Profile:

- Information from the latest population census suggests that, within the output areas nearest the station 191 people (or 194 if incorporating those who would now be over 18, using updated figures) are in the employment age group and could be suitable and available for CFS activity (this does not identify that some will not be eligible for employment)

Unit Members:

- Extensive efforts have been made by operations command and district managers to recruit new members to the unit. This has been performed through a station specific sustainability action plan developed by operations command working in conjunction with the local community to facilitate performance improvements
- Operations command and district managers have undertaken publicity work on a number of occasions over the past three years through adverts in the Western Isles Free Press in 2006 and 2007 and more recently in April 2008 in an attempt to recruit new members. Each recruitment campaign has been unable to attract applications as such no suitable recruits have been identified
- Operations command and district managers met with the community council in November 2007 to discuss recruitment issues

6.0 Recommendations

- **The Glendale unit currently has no members and the local community is unable to support the unit at Glendale. As such the Board accept the position and provide the appropriate level of CFS support utilising the wider resources of the service**
- **All current requests and future requirement for HFSC and CFS activities will be performed by personnel from Broadford station supported by the dedicated Skye and Lochalsh based CSA**
- **The CRM department will continue to review the risk associated with Glendale as part of the ongoing Risk Review process**

APPENDIX C10

Review of stations which present serious sustainability issues - HAMNAVOE

1.0 Introduction

This report provides an analysis of Hamnavoe's role related performance based on statistics gathered over the 36 month Sustainability Review period extending from 1st April 2006 to 31st March 2009. The report also examines unit activity for the period 1st June 2005 to 31st March 2009 following Hamnavoe's designation as a community response unit (CRM) assigned with a community fire safety (CFS) education role.

1.1 Background

In performing an analysis of information appertaining to Hamnavoe, as much relevant data relating to the unit area as possible has been considered. As such, information gathered has included: station personnel employed (including potential recruitment pool) and CFS activity. Data from the 2001 census provides the baseline demographic information for the study with subsequent reports and local intelligence being considered as appropriate.

Figure 1 illustrates the census output areas associated with the Hamnavoe highlighted in green. The traditional area associated with Hamnavoe in which it is desirable that risk reduction initiatives be undertaken, including the completion of home fire safety checks (HFSC) is indicated by the red boundary line. In June 2005 the unit was designated a CRU and assigned a CFS role delivering community safety information and education. It was the intention that Hamnavoe would perform CFS HFSC within this area in support of the service's Risk Reduction Strategy.

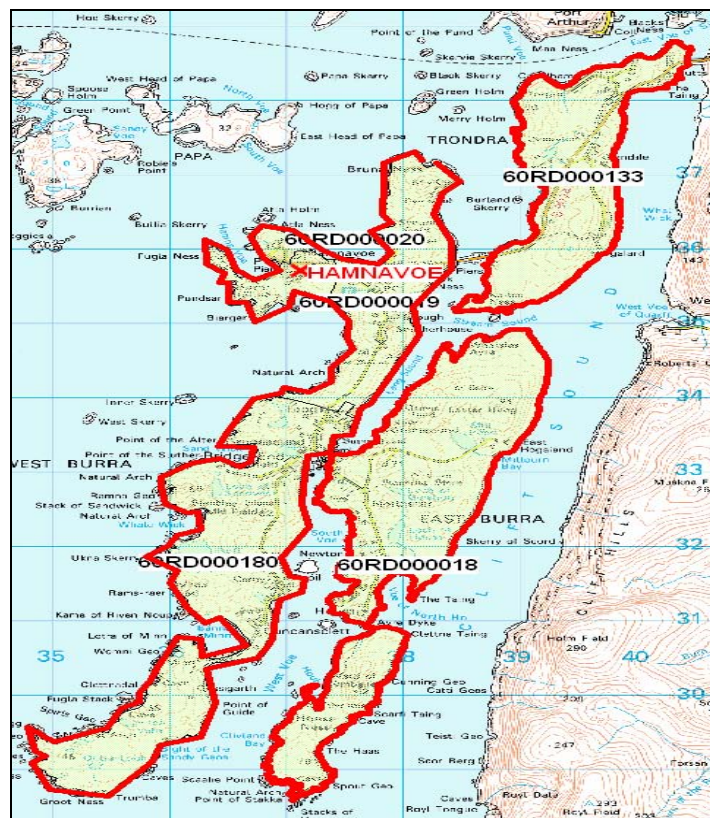


Figure 1 - Census output areas associated with Hamnavoe

2.0 Summary of information.

To date, eight Sustainability Review reports have been created extending over a 36 month period. The results from each have been widely circulated to operations command and district offices. **Table 1** presents a cumulative summary of the information supplied.

Table 1 - CFS activity – home fire safety checks (HFSC) performed

	Target for year	Total performed
2006 – 2007	24 visits	0 visits
2007 – 2008	14 visits	0 visits
2008 – 2009	7 visits	0 visits

3.0 Establishment history

To ensure an appropriate resource is available, the service requires potential employees or existing personnel to be readily available to attend their unit area and undertake CFS activities. Personnel are therefore required to live and/or work within close proximity of their unit area.

The current establishment for Hamnavoe is one. The graph below identifies the establishment history from June 2005 to March 2009.

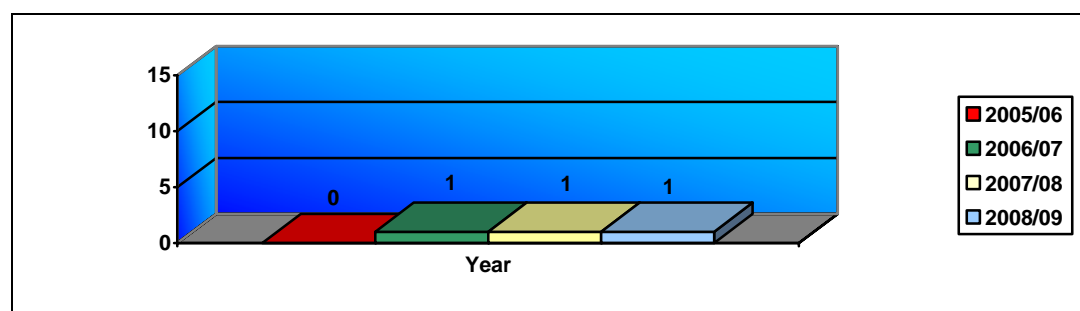


Figure 2 - Establishment history 1st June 2005 to 31st March 2009

4.0 Demographic profile

In order for a unit to be able to contribute to reducing community risk sufficient personnel must be available to form an appropriate unit establishment. To explore the sustainability of the unit, an analysis of the total population resident in Hamnavoe was drawn from 2001 census information.

While this analysis may not represent the definitive number of residents available to the service it serves as a good indicator from which further investigation can commence.

The Hamnavoe unit is located in output area 60RD000140.

Table 2 shows the community age profile of the census output areas associated with Hamnavoe.

Table 2 – Community age profile per output area form census - 2001

Output area	No. of under 18s	No. of 18-29 yrs	No. of 30-44 yrs	No. of 45-65 yrs	No. of over 65s	Total residents	Area sq/km
60RD000018	15	5	20	16	10	66	4.94
60RD000019	26	16	22	25	25	114	1.95
60RD000020	39	29	40	44	31	183	0.16
60RD000133	38	17	33	39	6	133	2.74
60RD000140	24	11	20	45	37	137	0.49
60RD000141	19	26	14	33	0	92	0.02
60RD000180	59	38	50	71	40	258	16.90
	220	142	199	273	149	983	27.19

NB - Consideration has to be given to the time that has elapsed between the collection of census 2001 data and that of the present.

From further information contained in the census output area sub-categories, it can be assumed that all residents recorded in the 'number of under 18s' sub-category 10 to 17, will now be of age for consideration as potential recruits, provided they still reside in the Hamnavoe area. Conversely all residents recorded in the 'number of 45 to 65' sub-category can be broken down further to show those aged 60-64, will no longer be considered as potential recruits. Taking these figures into account, a maximum of 61 additional people may be available.

Using 2001 census information **Table 3** identifies the cumulative population analysis for Hamnavoe.

Table 3 – Cumulative population analysis

Hamnavoe population details	No	Running total
Total resident population (census 2001)	983	983
Residents under the age of 18	220	763
Residents over the age of 65	149	614
Residents already in the unit	1	613
Residents remaining		613

5.0 Conclusions

For the Sustainability Review period 1st April 2006 to 31st March 2009, the analysis of Hamnavoe unit is identified below:

- Hamnavoe unit only has one member and to date no contribution towards the CFS HFSC performance targets has been made
- All CFS HFSC on Hamnavoe are currently being carried out by the dedicated Shetland district based community safety advocate (CSA)

Demographic Profile:

- Information from the latest population census suggests that, within the output areas nearest the station 614 people are in the employment age group; with one resident already employed by the service, this would suggest that 613 people (or 674 if incorporating those who would now be over 18, using updated figures) could be suitable and available for CFS activity (this does not identify that some will not be eligible for employment)
- Theoretically the Hamnavoe community could sustain a CRU/CFS unit based on the figure of 613 people. However the unit only has had one member since 2006 and subsequent attempts to recruit at least one more member to the unit have failed to attract applications from the local community to become members

6.0 Recommendations

- **The Hamnavoe unit should be allocated a twelve month period in which to recruit at least one other unit member and demonstrate that they can effectively deliver CFS information and education**
- **It is hoped, that with the commitment of the existing person and the support of the community and the service, the sustainability issues can be resolved within the twelve months**
- **Following this period should the unit not be able to demonstrate an appropriate level of performance then the Board accept the position and provide the appropriate level of CFS support utilising the wider resources of the service. Therefore the board should no longer support the provision of a CFS CRU unit at Hamnavoe**
- **The CRM department will continue to review the risk associated with Hamnavoe as part of the ongoing Risk Review process**

APPENDIX C11

Review of stations which present serious sustainability issues - STRATHCONON

1.0 Introduction

This report provides an analysis of Strathconon's role related performance based on statistics gathered over the 36 month Sustainability Review period extending from 1st April 2006 to 31st March 2009. The report also examines unit activity for the period 1st June 2005 to 31st March 2009 following Strathconon's designation as a community response unit (CRU) assigned with a community fire safety (CFS) education role.

1.1 Background

In performing an analysis of information appertaining to Strathconon, as much relevant data relating to the unit area as possible has been considered. As such information gathered has included: station personnel employed (including potential recruitment pool) and CFS activity. Data from the 2001 census provides the baseline demographic information for the study with subsequent reports and local intelligence being considered as appropriate.

Figure 1 illustrates the census output areas associated with the Strathconon highlighted in green. The traditional area associated with Strathconon in which it is desirable that risk reduction initiatives be undertaken (including the completion of home fire safety checks (HFSC) is indicated by the red boundary line. In June 2005 the unit was designated a CRU and assigned a CFS role delivering community safety information and education. It was the intention that Strathconon would perform CFS HFSC within this area in support of the service's Risk Reduction Strategy.

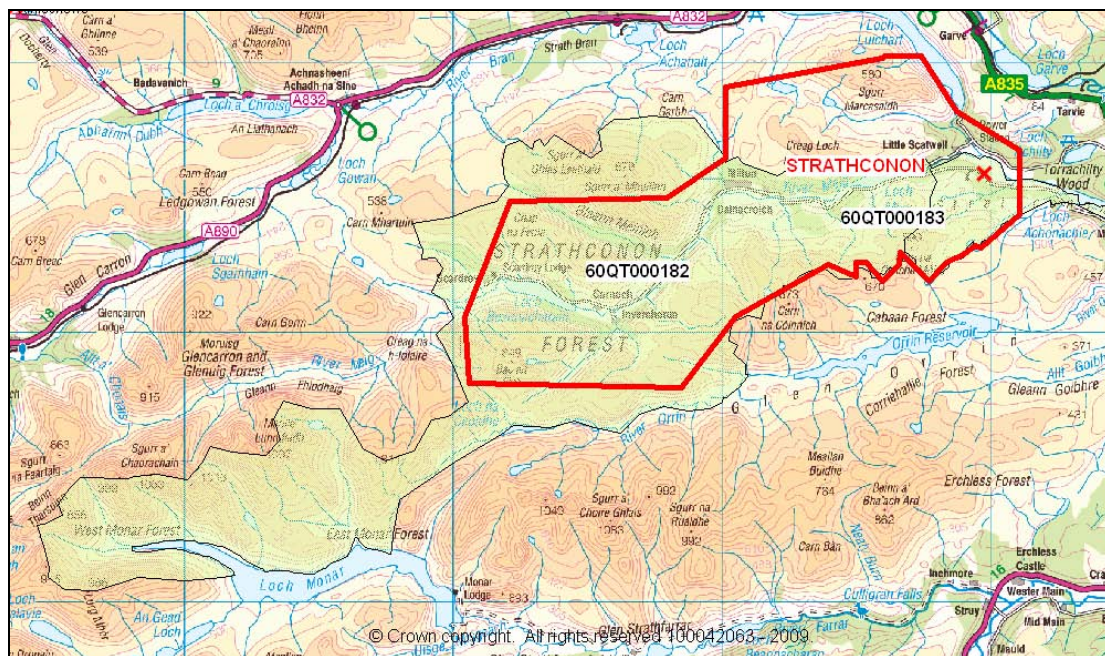


Figure 1 - Census output areas associated with Strathconon

2.0 Summary of information.

To date, eight Sustainability Review reports have been created extending over a 36 month period. The results from each have been widely circulated to operations command and district offices. **Table 1** presents a cumulative summary of the information supplied.

Table 1 - CFS activity – home fire safety checks (HFSC) performed

	Target for year	Total performed
2006 – 2007	24 visits	0 visits
2007 – 2008	4 visits	6 visits
2008 – 2009	5 visits	3 visits

3.0 Establishment history

To ensure an appropriate response, the service requires potential employees or existing personnel to attend their unit area to undertake CFS activities. Personnel are therefore required to live and/or work within close proximity of their unit area.

The establishment for Strathconon as at 31st March 2009 was two, and consisted of two firefighters. **Figure 2** below identifies the establishment history from 1st June 2005 to 31st March 2009. However, since June 2009 the unit establishment has been one following the resignation of one member, to date this has not changed.

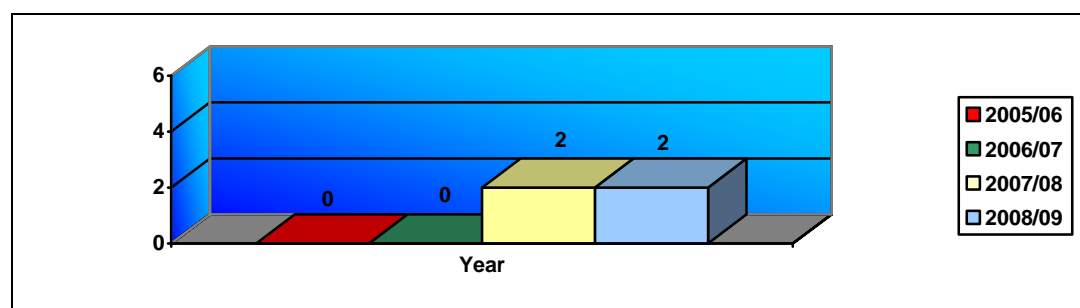


Figure 2 - Establishment history 1st June 2005 to 31st March 2009

4.0 Demographic profile

In order for a unit to be able to contribute to reducing community risk sufficient personnel must be available to form an appropriate unit establishment. To explore the sustainability of the unit, an analysis of the total population resident in Strathconon was drawn from 2001 census information.

While this analysis may not represent the definitive number of residents available to the service it serves as a good indicator from which further investigation can commence.

The Strathconon unit is located in Output area 60QT000183.

Table 2 shows the community age profile of the census output areas associated with Strathconon.

Table 2 – Community age profile per output area from census 2001

Output area	No. of under 18s	No. of 18-29 yrs	No. of 30-44 yrs	No. of 45-65 yrs	No. of over 65s	Total residents	Area sq/km
60QT000182	9	9	13	23	19	73	99.28
60QT000183	37	19	29	52	10	147	19.18
	46	28	42	75	29	220	118.46

NB - Consideration has to be given to the time that has elapsed between the collection of census 2001 data and that of the present.

From further information contained in the census output area sub-categories, it can be assumed that all residents recorded in the ‘number of under 18s’ sub-category 10 to 17, will now be of age for consideration as potential recruits, provided they still reside in the Strathconon area. Conversely all residents recorded in the ‘number of 45 to 65’ sub-category can be broken down further to show those aged 60-64, will no longer be considered as potential recruits. Taking these figures into account, a maximum of 5 additional people may be available.

Using 2001 census information **Table 3** identifies the cumulative population analysis for Strathconon.

Table 3 – Cumulative population analysis

Strathconon population details	No	Running total
Total resident population (census 2001)	220	220
Residents under the age of 18	46	174
Residents over the age of 65	29	145
Residents already in the unit	1	144
Residents remaining		144

This theoretical ‘residents remaining’ figure does not consider that some of the population will not be suitable or willing to be employed as a firefighter and as such the potential number of possible recruits may be lower.

5.0 Conclusions

For the Sustainability Review period 1st April 2006 to 31st March 2009, the analysis of Strathconon unit is identified below:

- Following the adoption of their new role on 1st June 2005, all previous members of Strathconon unit resigned. Therefore, for the period 1st June 2005 to 31st March 2007, Strathconon unit did not have any unit members and therefore did not meet any of the target performance standards
- However from April 2007, two unit members were employed to carry out CFS HFSC. The target number of visits was exceeded in 2007/08 by two visits (six visits - target four). However the following year 2008/09 the unit only completed 60% (three visits - target five)
- In June 2009 one member of the unit resigned, therefore the unit is now no longer able to perform a CFS role and perform HFSC. The remaining member of the unit is a whole time firefighter employed on a CRU CFS contract.

Demographic Profile:

- Information from the latest population census suggests that, within the output areas nearest the station 145 people are in the employment age group; with one person already employed by the service, this would suggest that 144 (or 149 if incorporating those who would now be over 18, utilising updated figures) and could be suitable and available for CFS activity should this be required (this does not identify that some will not be employable)

Unit Members:

- Theoretically Strathconon community could sustain a CRU/CFS unit based on the figure of 144 people; however this is dependant on support from the existing unit member and the local community. This has been recorded in the unit specific sustainability action plan which identifies that the remaining unit member, in conjunction with the district managers, will attempt to identify potential recruits within the community

6.0 Recommendations

- **The Strathconon unit should be allocated a twelve month period in which to recruit at least one other unit member and demonstrate that they can effectively deliver CFS information and education**
- **It is hoped, that with the commitment of the existing person and the support of the community and the service, the sustainability issues can be resolved within the twelve months**
- **Following this period should the unit not be able to demonstrate an appropriate level of performance then the Board accept the position and provide the appropriate level of CFS support utilising the wider resources of the service. Therefore the board should no longer support the provision of a CFS CRU unit at Strathconon**
- **The CRM department will continue to review the risk associated with Strathconon as part of the ongoing Risk Review process**

APPENDIX C12

Review of stations which present serious sustainability issues - STRUAN

1.0 Introduction

This report provides an analysis of Struan's role related performance based on statistics gathered over the 36 month Sustainability Review period extending from 1st April 2006 to 31st March 2009. The report also examines unit activity for the period 1st June 2005 to 31st March 2009 following Struan's designation as a community response unit (CRU) assigned with a community fire safety (CFS) education role.

1.1 Background

In performing an analysis of information appertaining to Struan, as much relevant data relating to the unit area as possible has been considered. As such information gathered has included: station personnel employed (including potential recruitment pool) and CFS activity. Data from the 2001 census provides the baseline demographic information for the study with subsequent reports and local intelligence being considered as appropriate.

Figure 1 illustrates the census output areas associated with the Struan highlighted in green. The traditional area associated with Struan in which it is desirable that risk reduction initiatives be undertaken, including the completion of home fire safety checks (HFSC) is indicated by the red boundary line. In June 2005 the unit was designated a CRU and assigned a CFS role delivering community safety information and education. It was the intention that Struan would perform CFS HFSC within this area in support of the service's Risk Reduction Strategy.

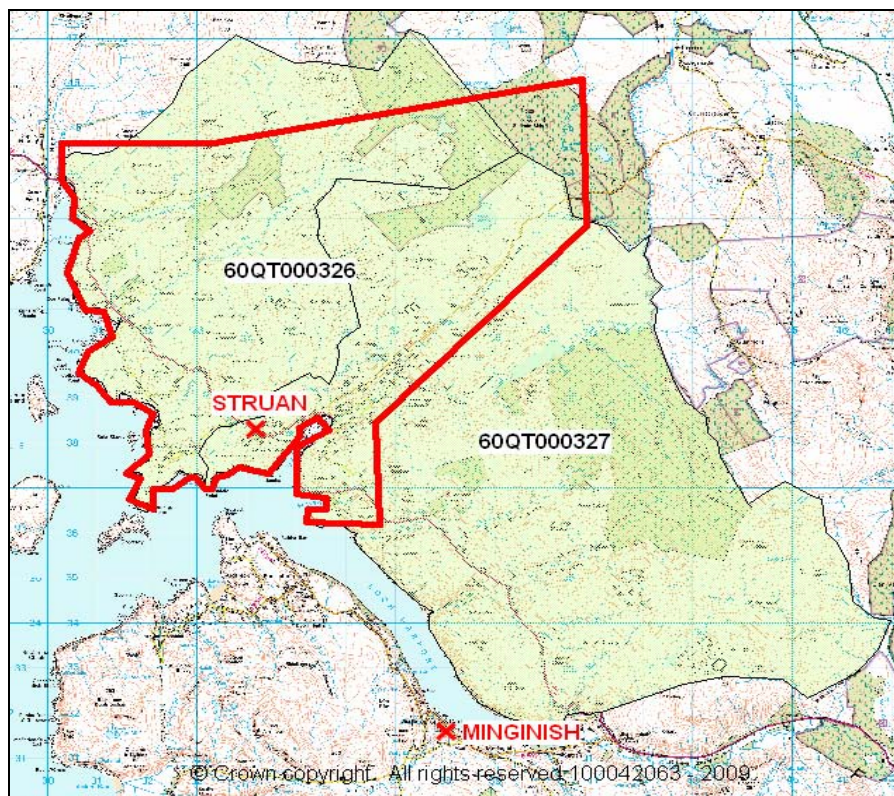


Figure 1 - Census output areas associated with Struan

2.0 Summary of information.

To date, eight Sustainability Review reports have been created extending over a 36 month period. The results from each have been widely circulated to operations command and district offices. **Table 1** presents a cumulative summary of the information supplied.

Table 1 - CFS activity – home fire safety checks (HFSC) performed

	Target for year	Total performed
2006 – 2007	24 visits	0 visits
2007 – 2008	6 visits	2 visits
2008 – 2009	3 visits	11 visits

3.0 Establishment history

To ensure an appropriate response, the service requires potential employees or existing personnel to attend their unit area to undertake CFS activities. Personnel are therefore required to live and/or work within close proximity of their unit area.

The establishment for Struan at 31st March 2009 was 1 firefighter. **Figure 2** below identifies the establishment history from 1st June 2005 to 31st March 2009. Prior to June 2005, the unit had an establishment of nine, however this decreased to one in September 2005 following their designation as a CRU assigned with a CFS education role. To date, this situation has not changed.

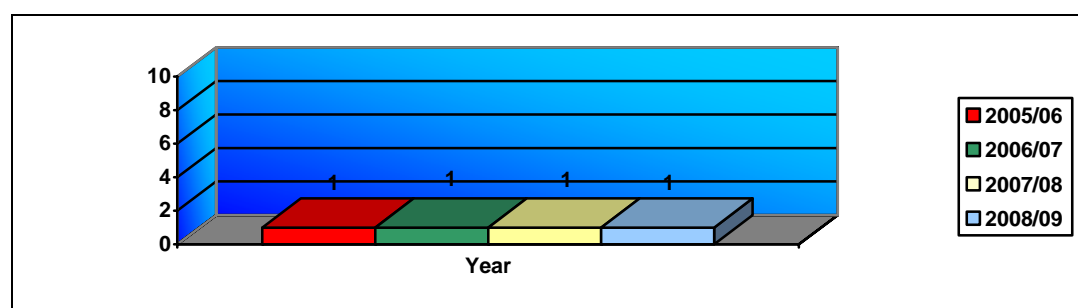


Figure 2 - Establishment history 1st June 2005 to 31st March 2009

4.0 Demographic profile

In order for a unit to be able to contribute to reducing community risk sufficient personnel must be available to form an appropriate unit establishment. To explore the sustainability of the unit, an analysis of the total population resident in Struan was drawn from 2001 census information.

While this analysis may not represent the definitive number of persons available to the service it serves as a good indicator from which further investigation can commence.

The Struan unit is located in output area 60QT000327.

Table 2 shows the community age profile of the census output areas associated with Struan.

Table 2 – Community age profile per output area from census - 2001

Output area	No. of under 18s	No. of 18-29 yrs	No. of 30-44 yrs	No. of 45-65 yrs	No. of over 65s	Total residents	Area sq/km
60QT000326	41	7	43	53	31	175	46.56
60QT000327	35	12	20	45	18	130	91.72
	76	19	63	98	49	305	138.27

NB - Consideration has to be given to the time that has elapsed between the collection of census 2001 data and that of the present.

From further information contained in the census output area sub-categories, it can be assumed that all residents recorded in the ‘number of under 18s’ sub-category 10 to 17, will now be of age for consideration as potential recruits, provided they still reside in the Struan area. Conversely all residents recorded in the ‘number of 45 to 65’ sub-category can be broken down further to show those aged 60-64, will no longer be considered as potential recruits. Taking these figures into account, a maximum of 24 additional people may be available.

Using 2001 census information **Table 3** identifies the cumulative population analysis for Struan.

Table 3 – Cumulative population analysis

Struan population details	No	Running total
Total resident population (census 2001)	305	305
Residents under the age of 18	76	229
Residents over the age of 65	49	180
Residents already in the unit	1	179
Residents remaining		179

This theoretical ‘residents remaining’ figure does not consider that some of the population will not be suitable or willing to be employed as a CRU member and as such the potential number of possible recruits may be lower.

5.0 Conclusions

For the Sustainability Review period 1st April 2006 to 31st March 2009, the analysis of Struan unit is identified below. However, when Struan was designated as a CRU with a CFS education role on 1st June 2005, five of the seven unit members resigned. This figure decreased to one in September 2005 and to date, this situation has not changed.

All CFS HFSC in Struan presently have been performed by the remaining unit member, working in conjunction with the dedicated Skye and Lochalsh based Community Safety Advocate (CSA).

Demographic Profile:

- Information from the latest population census suggests that, within the output areas nearest the station 180 people are in the employment age group; with one person already employed by the service, this would suggest that 179 people (or 203 if incorporating those who would now be over 18, using updated figures) could be suitable and available for CFS activity (this does not identify that some will not be employable)

Unit Members:

- Theoretically Struan community could sustain a CRU/CFS unit based on the figure of 180 people; however this is dependant on support from the existing unit member and the local community. This has been recorded in the unit specific sustainability action plan which identifies that the remaining unit member, in conjunction with the district managers, will attempt to identify potential recruits within the community
- Extensive efforts have been made by station personnel and district managers to recruit new members to the unit. Recruitment has more recently been highlighted in a station specific action plan developed by operations command working in conjunction with station personnel, aimed at facilitating performance improvements
- In a positive attempt to recruit appropriate residents, operations command and district managers attended a community council meeting in November 2007 and presented an overview of the sustainability review and the current situation regarding station establishment. On two occasions district managers have advertised in the Western Isles Free Press, the most recent being early 2008. These campaigns have failed to generated requests for application packs from the community to ensure the long-term sustainability of the unit. To date recruitment is still proving difficult which has resulted in station establishment remaining at one

6.0 Recommendations

- **The Struan unit should be allocated a twelve month period in which to recruit at least one other unit member and demonstrate that they can effectively deliver CFS information and education**
- **It is hoped, that with the commitment of the existing person and the support of the community and the service, the sustainability issues can be resolved within the twelve months**
- **Following this period should the unit not be able to demonstrate an appropriate level of performance then the Board accept the position and provide the appropriate level of CFS support utilising the wider resources of the service. Therefore the board should no longer support the provision of a CFS CRU unit at Struan**
- **The CRM department will continue to review risk associated with Struan as part of the ongoing Risk Review process**