

A large, abstract geometric pattern on the left side of the page. It consists of a large blue triangle pointing right, followed by a series of smaller, light grey triangles pointing right, and a single green triangle pointing right. To the right of these is a small blue triangle pointing right, and then more light grey triangles pointing right.

Fife Council

Best Value thematic work – Asset Management

How well councils are managing assets to achieve their corporate objectives and respond to challenges around financial sustainability and climate change

September 2026

Fife Council: Best Value thematic work –
Asset management: how well councils
are managing assets to achieve their
corporate objectives and respond to
challenges around financial
sustainability and climate change |
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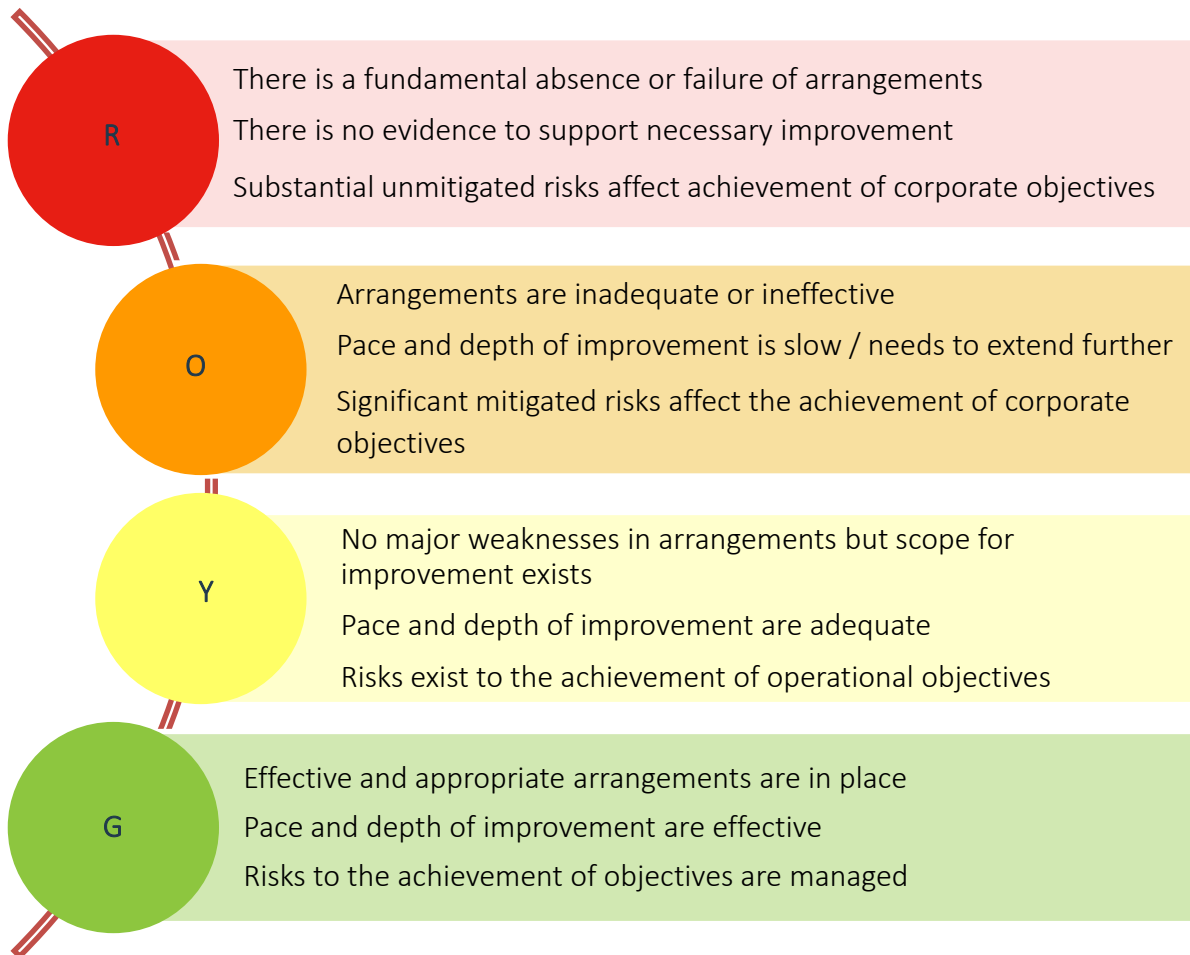
Key messages

To what extent does the council have a clear asset management strategy and plans that are affordable, align with its corporate objectives, new ways of working, the changing needs of its population, and net zero commitments?	Auditor judgement	
	Risks to the achievement of objectives are managed	
	The Council has a clear approach to asset management. Key documents which support its approach include a Property Asset Strategy, Capital Strategy and Capital Investment Plan. The Property Asset Strategy sets out the Council’s overall approach to managing and developing property assets. The Property Asset Strategy clearly aligns with the Community Planning Partnership’s Local Outcomes Improvement Plan (LOIP), Plan for Fife. This Strategy incorporates new ways of working and looks to address the changing needs of its population. A key priority within the Property Asset Strategy is to meet net zero targets. The Council considers affordability through the development of its Capital Investment Plan and application of its Capital Strategy. As part of the most recent revision of the Capital Investment Plan, the Council reassessed the available funding, resources and priorities.	

To what extent do the council's governance and accountability arrangements support effective asset management?	Auditor judgement Risks exist to the achievement of operational objectives The Council's governance and accountability arrangements support effective asset management. The Council has appropriate leadership arrangements in place. Reporting and monitoring arrangements enable adequate scrutiny and oversight of progress towards implementing its asset management plans. The Council continues to face challenges in delivering the commitments in its Capital Investment Plan. In 2025/26, the Council reported slippage of approximately £88million on its capital programme, which represents approximately a third of the annual budget. While the Council actively manages the delivery of its Capital Investment Plan, continued slippage puts pressure on overall achievement of the Council's asset plans. Y
To what extent does the council have a robust approach to working with partners and communities in managing its assets?	Auditor judgement Effective and appropriate arrangements are in place The Council has an established approach to collaborating across services and engaging with partners and communities in managing its assets. The Council has evidenced good examples of working with partners and engaging with the community in managing and developing its asset portfolio. G

Definitions

We use the following gradings to provide an overall assessment of the arrangements in place as they relate to best value. The text provides a guide to the key criteria we use in the assessment, although not all of the criteria may exist in every case.



Introduction

Asset management directly impacts how councils provide services and achieve their own corporate priorities and longer-term financial sustainability. Limited capital budgets make it challenging for councils to maintain their existing assets and estates, invest in new assets and achieve net zero targets.

The [Code of Audit Practice](#) sets out the requirements for Best Value audit work. This report covers the thematic aspect of the Best Value audit requirements. The Accounts Commission has directed auditors to report on how well councils are managing their assets. In carrying out the work, auditors have considered the following questions:

- Part 1 – To what extent does the Council have a clear asset management strategy and plans that are affordable, align with its corporate objectives, the changing needs of its population, and net zero commitments?
- Part 2 – To what extent do the Council's governance and accountability arrangements support effective asset management?
- Part 3 – To what extent does the Council have a robust approach to working with partners and communities in managing its assets?

An improvement action plan is included at Appendix 4 of this report. This sets out audit recommendations in key areas, and the Council's planned response including responsible officers and dates for implementation.

The coverage of the work is in line with the expectations for councils arrangements for the seven Best Value themes in the [Local Government in Scotland Act 2003, Best Value Statutory Guidance 2020](#).

Asset management planning

Councils' capital programmes are a necessary component of modernising services to improve outcomes for local communities. Doing this successfully requires good strategic medium- to long-term asset management and planning. The Accounts Commission's [Local government budgets 2025/26 briefing](#) reported that capital funding for 2025/26 had increased but remained lower than in 2023/24 and that investing in new buildings and assets is increasingly expensive. Councils are relying on borrowing as the main source of funding for capital projects. In 2025/26, councils intend to borrow £3.13 billion, an increase from £2.67 billion in 2024/25.

Findings and evidence relating to the Council's asset management strategic planning arrangements

Judgements	Evidence
The Council has a clear approach to asset management. The Property Asset Strategy 2023-28 clearly sets out the Council's priorities for managing and developing its assets.	Fife is a large area geographically and one of Scotland's largest local authority areas by population. Fife encompasses densely populated areas such as the City of Dunfermline, Glenrothes and Kirkcaldy in the south as well as coastal towns in the North East including St Andrews. Fife has a wide variety of assets including historic assets such as the Carnegie Library, town halls, schools, leisure centres, parks and golf courses. This creates a challenge for the Council by having to manage a large portfolio of assets over a diverse geographical location. The Council's approach to asset management is underpinned by a number of key documents including its: • Property Asset Strategy 2023-28 • Capital Strategy 2026 • Capital Investment Plan 2025-2035 An outline of the Council's asset management framework is set out at Appendix 1. The Property Asset Strategy sets out the Council's overall approach to managing and developing property assets. It identifies key challenges and actions to address those, including: • A large and ageing estate

Judgements	Evidence
	• A need for a strategic approach to the prioritisation and approval of capital investment • A need for collaboration with partners and sharing of assets • A need for building No Wrong Door¹ • A need to combat climate change The Property Asset Strategy is based upon four principles which are aligned to the overarching principles of the Council's Local Outcome Improvement Plan, Plan for Fife: 1. To have a smaller network of modern, fit-for-purpose, integrated community and operational facilities that are sustainable. 2. Continuing to invest in assets and facilities that support the delivery of the Council's policy priorities, make it easier for customers to access the services they need and add value to our communities. 3. Making it easy for customers to access the services they need and empowering staff to work more flexibly and efficiently in frontline service delivery and in support services. 4. Incorporating new ways of working and empowering communities. These principles are applied in the development and maintenance of the Council's asset portfolio.
The Council's Property Asset Strategy clearly aligns with the Council's priorities. The Property Asset Strategy incorporates new ways of working and looks to address the changing needs of its population.	The Council considers the changing needs of its population and potential demand for services within its approach to asset management. The Council's Property Asset Strategy recognises that the organisation, services and the community is changing such as through an increasingly growing older population. One example of this is Methil Care Village (Appendix 3, Case Study 2).

¹ No Wrong Door is the Council's initiative to ensure that however people reach out to the Council for help, Council services are joined up and able to support the population of Fife.

Judgements	Evidence
A key priority within the Property Asset Strategy is to meet net zero targets.	Asset optimisation to reflect new ways of working and service provision is also considered by the Council. The Council has reviewed utilisation of its office spaces and utilised data collected from surveys to inform how it can most efficiently use these spaces. The Council recognises a need to maximise the benefits from buildings to support local communities and has focused on implementing this approach throughout its estate. Examples of this in practice include: • Repurposing office space following increase in remote working (Appendix 3, Case Study 3) • Co-locating services to improve access such as at the Dundermline Learning Campus (Appendix 3, Case Study 1), Methil Care Village (Appendix 3, Case Study 2), and the Templehall Community Hub (Appendix 3, Case Study 4). Other examples include Waid Campus in Anstruther, Windmill Campus in Kirkcaldy, Duloch Campus in Dunfermline and Cowdenbeath Leisure Centre, which all aim to support the wider community. One of the Council's priority is addressing climate change. The Council recognises the importance to respond to meeting its net zero targets and as such has identified this as a priority in the Property Asset Strategy. The Council's approach to net-zero is also supported by the Climate Fife 2024 Strategy and Action Plan. Fife Council's Climate, Nature & Sustainability Team (within Planning, Climate & Sustainability Services) lead on the Council's climate strategy, Climate Fife. The Climate Fife strategy includes a vision for Fife's sustainability by 2045 as well as the key transformations that will need to be made to support this vision. The key transformations identified are in relation to how energy is used, how resilient Fife is to climate change and how the community is supported. One approach the Council has taken to addressing its net zero targets is the construction of new buildings to Passivhaus standards (see Appendix 3, Case Study 1). The

Judgements	Evidence
	Council also carries out work to incorporate energy efficiencies into existing buildings through modular units.
The Council considers affordability through the development of its Capital Investment Plan and application of its Capital Strategy.	The Council recognises that the current economic conditions in which it operates bring significant financial uncertainty and places significant pressure on the delivery of projects and use of resources contained within the Capital Investment Plan. The Capital Investment Plan sets out how the Council’s capital activity over the life of the plan will be funded. Between 2025/26 and 2034/35 the Council has planned to finance 58% of General Fund net capital expenditure and 56% of Housing Revenue Account capital expenditure through borrowing. The Council’s Capital Strategy 2026 recognises a high level of borrowing is required in the early years of the Capital Investment Plan to reflect the high level of expenditure in those years. The Council routinely considers phasing and financing of capital expenditure to ensure it can continue to operate at affordable levels of borrowing, maximise its grant levels and contain costs at a sustainable level. Controls around the level of borrowing are assessed and agreed. Significant work was undertaken by the Council in 2024/25 as part of the biennial revision of its ten-year Capital Investment Plan (2025-35). The Council reassessed overall affordability as well as available funding, resources and any changes to priorities. In revisiting the Capital Investment Plan, the Council critically reviewed the capital projects approved within the previous plan in terms of anticipated delivery dates and the impact of inflation with a view to updating this to make it more relevant to the current conditions. We reviewed the Council’s process for developing its Capital Investment Plan 2025-35 as part of our 2024/25 audit. We noted the following areas where the Council demonstrated good practice:

Judgements	Evidence
	• The Council met with members to present different options to reduce the budget gap. Discussions were held with members to gain an understanding of the type of projects that they were looking to include. Involvement from officers enabled informed project proposals to be presented to help enable members to make informed decisions. • Capital plans were categorised into critical through to desirable. Officers informed members of projects that were critical for inclusion in the Capital Investment Plan, such as those in the rolling capital programme. This enabled members to be able to prioritise the options and base decisions on the priorities for the Council. • The Council linked the Capital Investment Plan to the Revenue Budget through loan charges and tested the affordability of the capital plans. The Council was able to assess the implications of the Capital Investment Plan on the Revenue Budget which gave further context and a new perspective on the affordability of the Capital Investment Plan. Due to the revenue budget impacting on the revenue budget gap, the Council continuously reviewed and reassessed how much they would need to increase the revenue budget for loan charges. This enabled members to consider the additional implications the Capital Investment Plan would have on the population of Fife. The Council plans to adopt the same approach in the development of the next Capital Investment Plan which is due to be approved in February 2027.
The Council takes a measured approach to managing and mitigating significant building safety risks. It has appropriate processes to identify and address significant building and safety risks.	The Council's asset portfolio consists of a large and ageing estate which requires prioritisation of capital investment, as well as ongoing consideration of maintenance requirements to ensure buildings are fit for purpose. To mitigate the operational risks this presents, the Council committed £403million in its Capital Investment Plan 2025-2035 to the 'Maintain Our Assets' theme.

Judgements	Evidence
	The Council's planned maintenance programmes, statutory inspection regimes and certification processes have been designed to ensure buildings meet safety legislative requirements. Property Services manages and maintains the Council's property portfolio. This Service takes a centralised approach to monitoring compliance, ensuring buildings are safe and fit for purpose. This monitoring is informed by asset data to identify risks and remedial works required to the Council's buildings. Property Services also provides planned preventative maintenance and reactive buildings repairs. In 2024/25, Property Services reported that a total of 21,539 work requests were instructed against the Corporate Planned Maintenance Budgets (Capital and Revenue), resulting in a total spend of £16million. The Council has a clear plan for maintaining buildings and addressing significant building safety risks that it has identified in its estate through monitoring reviews. In 2023 Reinforced Autoclave Aerated Concrete (RAAC) was identified in many public sector buildings throughout the UK. When RAAC became a widespread issue, the Council undertook precautionary reviews for RAAC panels, with a formal methodology adopted and buildings assessed by priority for remedial works. The Council identified five properties with RAAC and has undertaken work to monitor and mitigate the risks associated with these. Two of the buildings identified have since been demolished and rebuilt. The Council sought the advice of structural engineers for the remaining properties with RAAC and continue to undertake annual inspections. In these annual inspections, the buildings are reviewed to identify whether there have been any structural changes in the year, which would require mitigations and remedial works to be implemented.

Governance and performance

It is essential that the council has effective governance arrangements in place to enable transparency, oversight and scrutiny of progress with implementing its capital programme and asset management strategy. This enables better-informed decision making and corrective action where needed.

Findings and evidence relating to the Council's governance arrangements and performance

Judgements	Evidence
The Council's governance and accountability arrangements support effective asset management. The Council has appropriate leadership arrangements in place. Reporting and monitoring arrangements enable adequate scrutiny and oversight of progress towards implementing its asset management plans.	The Council has appropriate leadership arrangements in place. This comprises: • The Chief Executive leads the Corporate Executive Team and holds ultimate responsibility for the operational matters to deliver Council policy, which includes asset management activities. • The Executive Director of Place supports the Chief Executive on property matters and has overall strategic and operational responsibility for the Council's property assets. • The Place Directorate is made up of services including Property Services which manages and maintains the Council's property portfolio and ensures buildings are safe, well-maintained and fit for purpose. The Head of Property Services has responsibility to manage and maintain the Council's property portfolio. • Asset Management is one of the property functions managed by the Head of Property Services. The operational responsibility of the delivery of Asset Management functions lies with the Service Manager: Assets and Estates, who reports into the Head of Property Services. • The Service Manager: Assets and Estates is supported by a small team of Asset Management professionals who assist in the creation of Property Asset Strategy and the delivery of the Property Action Plan.

Judgements	Evidence
	Reporting and monitoring arrangements enable adequate scrutiny and oversight of progress towards implementing its asset management plans. Reporting arrangements include: • Capital Investment Plan Monitoring Report – reported to Cabinet Committee • Capital Monitoring Reports – reported to each Scrutiny Committee relating to the services within each Scrutiny remit • Assets and Estates Annual Update – reported to Finance Economy & Corporate Services Scrutiny Committee and Environment, Transportation & Climate Change Scrutiny Committee • Property & Bereavement Services Annual Service Review Report – reported to Finance Economy & Corporate Services Scrutiny Committee and Environment, Transportation & Climate Change Scrutiny Committee. A Property Action Plan is in place to support delivery of the Property Asset Strategy. Delivery of the Property Action Plan managed by Property Services. While Property Services report on delivery of overall service activity to members throughout the year, no specific report is presented on delivery of the Property Action Plan. As the Property Asset Strategy is the key document to managing and developing its asset portfolio, we would encourage the Council to consider separate reporting to members on delivery of the Property Action Plan. Recommendation 1.
The Council continues to face challenges in delivering the commitments in its Capital Investment Plan.	In 2025/26, the Council reported slippage of approximately £88million on its Capital Investment Plan, which represents approximately a third of the annual budget. While the Council actively manages the delivery of its Capital Investment Plan, continued slippage puts pressure on overall achievement of the Council’s asset plans. Project slippage relates to a variety of factors including delayed spend and later project start dates.

Judgements	Evidence
	Full detail of material capital expenditure variances continues to be regularly reported to the Cabinet Committee and the relevant Scrutiny Committees. The Council takes a planned approach to addressing maintenance. This helps to reduce long-term costs. The Local Government Benchmarking Framework (LGBF) has four indicators relating to asset management. These are: • CORP-ASSET01 Operational buildings suitable for current use (%) • CORP-ASSET02 Internal floor area of operational buildings in satisfactory condition (%) • HSN03 Council dwellings meeting Scottish Housing Quality Standards (%) • HSN05A Proportion of council dwellings that are energy efficient (%) The latest LGBF report was published in May 2025 and shows performance against all 32 councils across Scotland. Fife Council has improved performance for all four indicators since 2013/14 for CORP-ASSET01, CORP-ASSET02 and HSN03 and since 2015/16 for HSN05A to date (Appendix 2). Fife Council is performing above the national and family group average for CORP-ASSET02, HSN03 and HSN05A and slightly below national and family group average for CORP-ASSET01.

Recommendations

Recommendation 1

A Property Action Plan is in place to support delivery of the Property Asset Strategy. Delivery of the Property Action Plan is managed by Property Services. While Property Services report on delivery of overall service activity to members throughout the year, no specific report is presented on delivery of the Property Action Plan. As the Property Asset Strategy is the key document to managing and developing its asset portfolio, we would encourage the Council to consider separate reporting to members on delivery of the Property Action Plan.

Partnership working and community engagement

It is essential that councils consider how they can collaborate across services and with other public and third sector organisations to manage assets. This has the potential to achieve savings, better align service provision and create opportunities for joint working. Councils should also have transparent and robust processes in place for supporting and assessing community asset transfer requests and engaging with their communities on asset management plans and priorities.

Findings and evidence relating to the Council's partnership working and community engagement arrangements

Judgements	Evidence
The Council has an established approach to collaborating across services and engaging with partners and communities in managing its assets.	The Council recognises the importance of working more collaboratively with partners and across services to improve asset utilisation. The Property Action Plan includes actions to address working collaboratively, such as through promoting joint working with public sector partners in Council offices and supporting communities through cross service community buildings. The Council works collaboratively with partner organisations. For example, it shares office space with NHS Fife, Police Scotland, the Forestry Commission, Nature Scot and Citizens Advice and Rights Fife. This has created financial efficiencies through the additional income the Council has received from partners to utilise office space. To date the financial benefits, include £1.384million of recurring revenue savings through office rationalisation and closures. The Council predicts future income from partner organisations in 2026/27 to be £0.2million and to rise to £0.3million by 2029/30 (Appendix 3, Case Study 3). The Council engaged with partners in the design and construction of assets as part of the Dunfermline Learning Campus. This project involved the replacement of two existing high schools into one building and the construction of a new Fife College building on a shared site. These assets were funded by the Council with

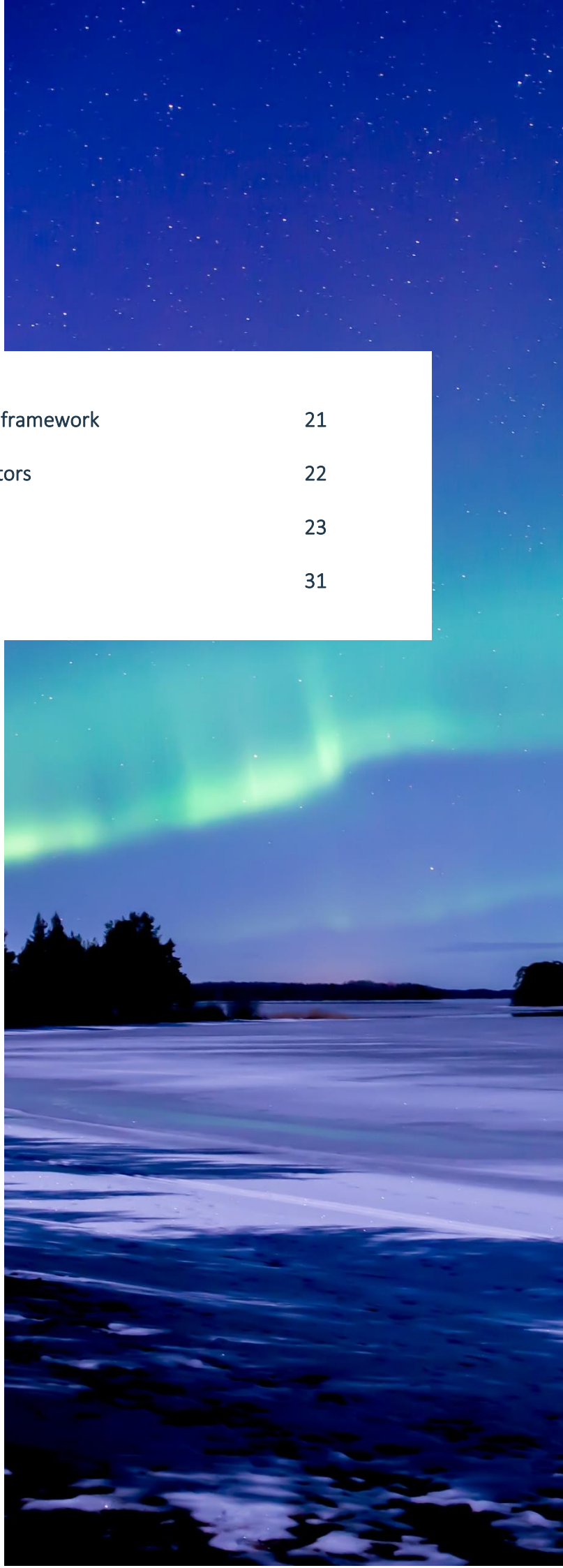
Judgements	Evidence
	support from the Scottish Government through the Learning Estate Investment Programme (LEIP) which is managed by the Scottish Futures Trust and a joint governance board oversaw development of the Campus with the aim of supporting enhanced collaboration and learning opportunities (Appendix 3, Case Study 1). This collaboration has delivered an extensive, energy efficient learning environment which has provided benefits to students and the community. The Council recognises that the number of older people in Fife will continue to increase. To support this population, the Council has worked across services to co-locate a range of community facilities within its buildings. These can provide the population of Fife with an accessible place of support in their local area. Examples include the Dundermline Learning Campus (Appendix 3, Case Study 1), Methil Care Village (Appendix 3, Case Study 2), Templehall Community Hub (Appendix 3, Case Study 4) as well as in the Waid Campus in Anstruther, Windmill Campus in Kirkcaldy, Duloch Campus in Dunfermline and Cowdenbeath Leisure Centre, which all aim to support the wider community.
The Council actively engages with the community on asset management plans.	In 2024, the Council launched a new consultation hub where the public can view all community consultation and engagement activities in one place. This includes capital projects where the public can provide feedback to help shape the Council’s asset development plans and understand the benefits and challenges for the community. This allows decision making to reflect the needs of communities. In July 2026 the Council sought the community’s view on two potential site locations for the new Inverkeithing Leisure Centre which they have committed to reviewing and analysing to inform this decision. Community engagement is widely used by the Council. Examples include the Dunfermline Learning Campus

Judgements	Evidence
	(Appendix 3, Case Study 1) and Templehall Community Hub (Appendix 3, Case Study 4) where extensive consultation was undertaken to ensure the buildings best met the needs of stakeholders. The Council consults and engages with the community on the provision of education assets through a statutory process laid out in the Schools (Consultation) (Scotland) Act 2010. The most recent example of this was presented to Cabinet Committee in May 2026 through a Statutory Consultation Report on the Proposal to close Kirkton of Largo Primary School and rezone the catchment area of Lundin Mill Primary School.
The Council has a clear and transparent approach to supporting and assessing community asset transfer requests	The Council describes a Community Asset Transfer (CAT) as “the transfer of responsibility for assets from public authorities to community organisations (COs). This can be through a lease, ownership or other management responsibility, the terms of which are contained in Part 5 of the Community Empowerment Act 2015”. The Council has a clear approach to engaging with community groups to support them to develop viable proposals to take over Council assets. In considering whether to accept a CAT application, the local community is notified of the application and responses to each application are sought. A decision report is submitted first to the Local Area Committee and then to Cabinet Committee for a final decision to be taken by members. All information including guidance, application and previous applications and decisions are available on the Council’s website and is clearly accessible to the public. The Council also publish annual reports online to show the CATs that have taken place in the year. The Council currently have two approved transfers ongoing.

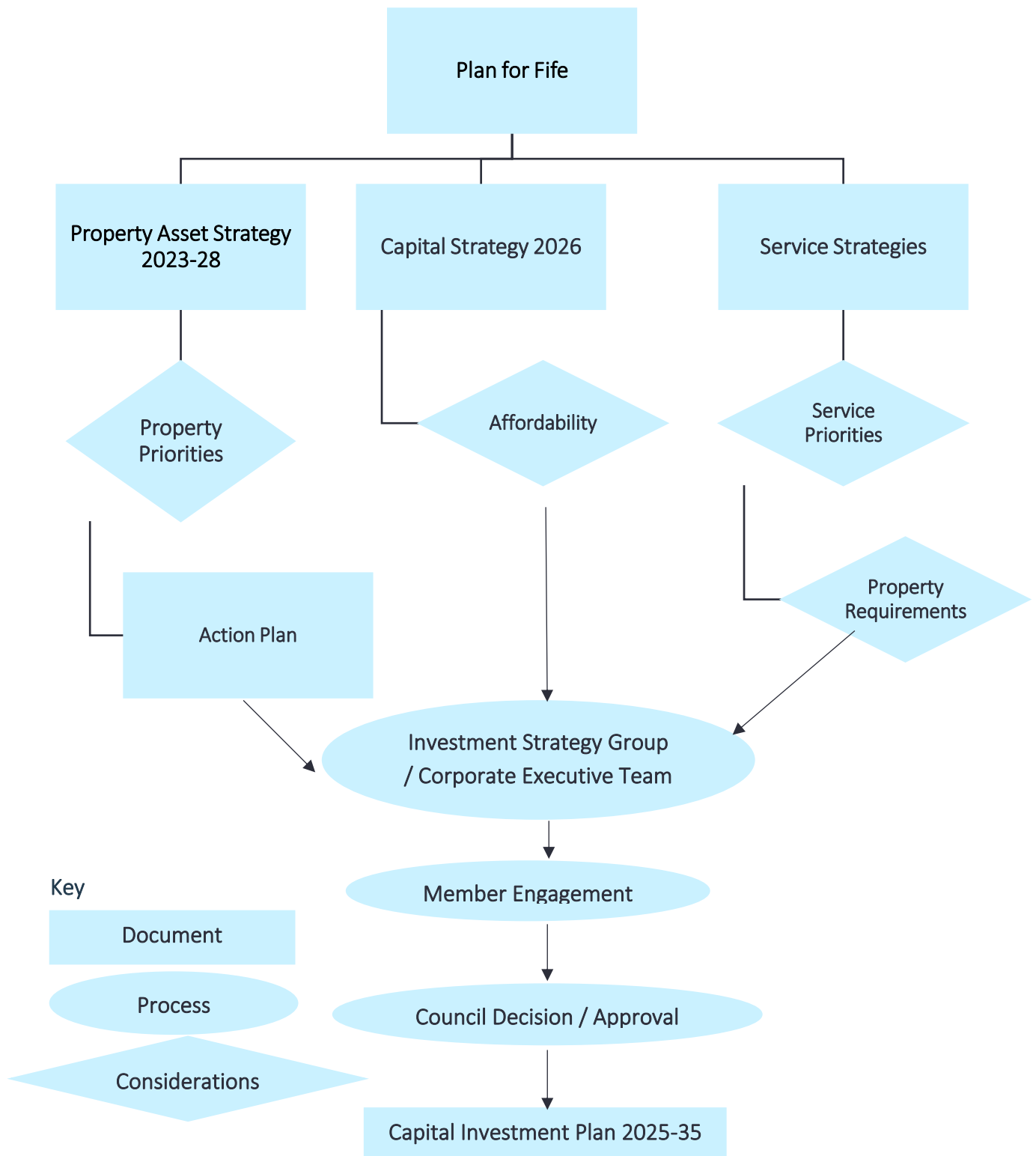
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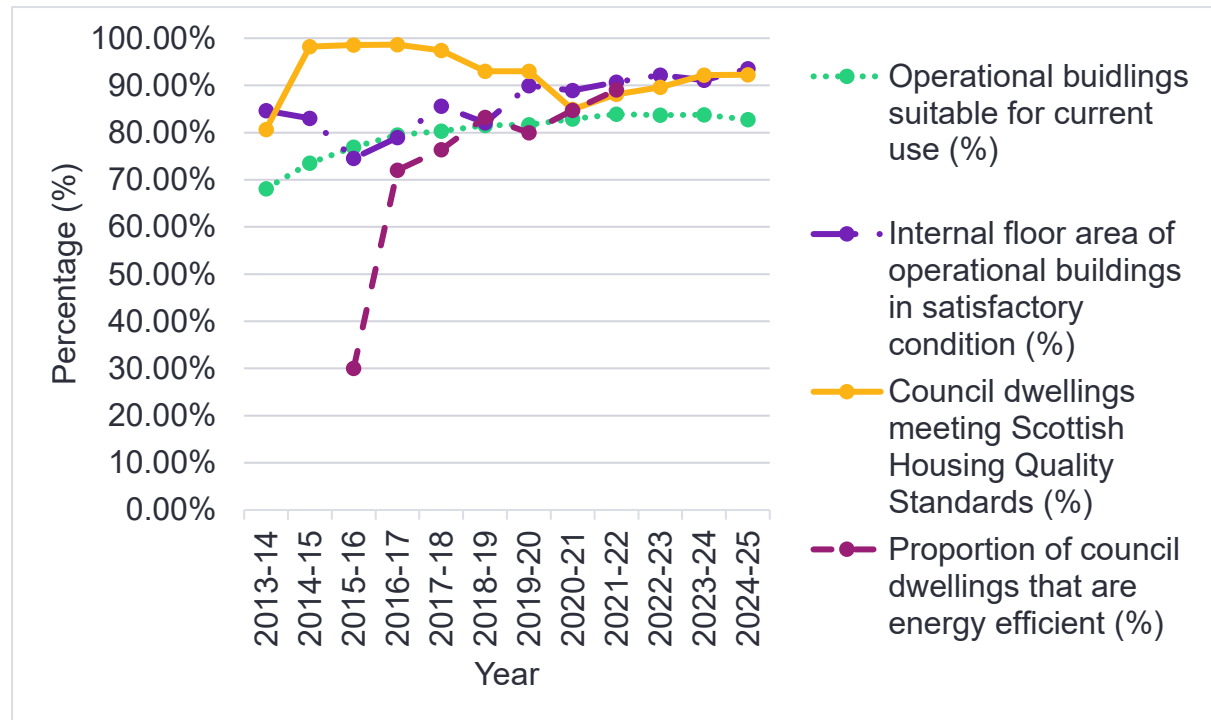
Appendix 1: Fife Council's asset management framework



Source: Fife Council Property Services Asset Management Framework

Appendix 2: Performance against LGBF indicators

Fife Council has demonstrated improvement in performance against the Local Government Benchmarking Framework (LGBF) indicators



Note: Data for the Proportion of council dwellings that are energy efficient (%) indicator has not been collected since 2021/22. Energy efficiency targets for social housing are temporarily on hold pending the development of a new standard that aligns with Scotland's net zero target.

Source: Audit Scotland Local Government Benchmarking Framework data, October 2025

Appendix 3: Case Studies²

Case study 1: Dunfermline Learning Campus (DLC)

Following a major fire at Woodmill High School, replacement of the school became an immediate priority for the Council. The Council subsequently replaced Woodmill High School along with St Columba's RC High School, which are both located in Dunfermline, into one new campus, co-locating with Fife College. The two existing high schools were both rated as Category C condition using the Scottish Government's standard assessment model.

The co-location with Fife College brought further educational benefits. Both the schools were funded by the Council with support from the Scottish Government through the Learning Estate Investment Programme (LEIP) which is managed by Scottish Futures Trust. The Fife College investment was funded by a capital grant through the Scottish Funding Council. A joint governance board oversaw development of the Campus with the aim of supporting enhanced collaboration and learning opportunities.

by the Scottish Government (Scottish Futures Trust & Scottish Funding Council) and delivered on a shared site, with the aim of supporting enhanced collaboration and learning opportunities.

Good Practice

The Council engaged with communities for involvement in the Design Process

- External consultants were appointed to collaborate with key stakeholders and they also facilitated engagement sessions with staff and pupils of both schools.
- The Headteachers and Business Managers from both schools were invited to attend design review meetings.
- Engagement sessions were held with Department Principal Teachers to discuss and agree room layouts for their faculties.
- Staff, pupils and parents were involved throughout the project, from the initial concept to detailed design. Engagement sessions and design validation workshops were run, with staff and department heads from both schools using visual aids to bring the design to life. During the delivery phase, ongoing engagement included regular newsletters to update on progress with options to submit queries, site visits, pupil ambassadors to support the transition process.

² As provided by Fife Council.

The Council designed the building with Net Zero considerations.

- The building was designed in line with a stringent set of criteria to ensure maximum comfort with minimum overall energy consumption and was constructed to Passivhaus standards.
- The school building incorporated elements to reduce overheating and maximise direct solar gains. To further enhance wellbeing and keep energy costs to a minimum, the building includes high levels of insulation, allows for natural ventilation, and maintains excellent airtightness, helping to create a better indoor air quality.
- The Campus is heated by air source heat pumps, which keep it at a constant temperature, supported by the insulation factors. The building has no requirement for gas to be used as a backup heating source, and the only gas supply is to the Science Department for Bunsen burners.
- The Council and the Dunfermline Learning Campus building contractor have invested in a Digital Twin to create a virtual representation of the DLC building which has a real-time data feed from approx. 1200 individual sensors. The data collected is being used to populate the virtual building model to assist in optimising the operation of the schools and to support making key predictions, such as the on-going need for maintenance, and the energy efficiency of the building. This Digital Twin will support the Council to make informed decisions about energy use, carbon reduction, and infrastructure development as it can offer previews of key changes by providing more information about the impact of potential decisions before they are physically undertaken.

The Council has co-located Community Facilities

- Dunfermline Learning Campus also accommodates a range of community leisure facilities which are used on weeknights and weekends. Council Services are working together to assess the possibility of increasing community access.

Working with partners

- Fife Council, Fife College and the Scottish Government and their respective agencies have worked in partnership to design and deliver the Dunfermline Learning Campus. £123million was allocated from Fife Council's budget.
- The Council needed to replace two school buildings in Dunfermline, which required significant capital investment. But rather than replacing like for like, the Council decided to use the opportunity to explore how that investment could be used differently.
- The Council undertook partnership working with Fife College with an aim to deliver a learning environment which promoted enhanced learning pathways, leading to positive destinations and improved outcomes. The Council took a collaborative approach to decision making which included joint governance boards co-chaired by the Executive Director of Education of Fife Council and the Principal of Fife College, with cross service

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representation and key individuals from Scottish Funding Council and Scottish Futures Trust.

Case Study 2: Methil Care Village

In 2023 work was completed on Methil Care Village.

The previous care home in the area had reached the end of its life and significant capital was earmarked to build a replacement. At the same time Fife needed more nursery places to meet the Scottish Government's commitment to 1,140 hours of early learning and childcare, and more specialist housing.

Rather than build a new care home, a new, intergenerational community facility was created to get more value from capital spend and transform delivery of local care services.

The care village comprises:

- 36 bedroom residential care home
- 35 sheltered housing bungalows for tenants with disabilities
- 39 place nursery annexe
- Community hub with a drop-in cafe and day service run by Royal Voluntary Service (RVS)

Good Practice

The Council collaborated across services on this project

- The Methil Care Village is an approach to Fife Council's No Wrong Door concept.
- Education & Children's Services, Fife Health and Social Care Partnership and Housing Services have collaborated to provide more services within a single site by adopting a collaborative inter-generational approach.
- The project was designed, funded and delivered by Health and Social Care Partnership (HSCP), Housing Services (using dedicated housing capital) and Education.

The Council has co-located community facilities

- Spaces in the village are designed to support intergenerational activities that benefit both older residents and young children. Other community groups use meeting facilities, for example the local Tenant and Resident Association and STAND, an early onset dementia support group – who were also consulted on dementia-friendly design for the building.

Case Study 3: Utilisation of Offices

In 2021 the Council implemented a blended model of working, supported by improvements in the available technology. This has allowed particular groups of staff to have the option of working from home for several days per week, where business functions allow.

Office spaces have also been amended, in consultation with staff, to facilitate hot desk working and collaboration activities.

A major result of moving to hybrid working is the reduction in the number of corporate offices and the creation of capacity to support co-location with partner organisations.

Good Practice

Collaboration with partners

- A reduction in the number of desks and office space required by the Council has allowed the Council to accommodate staff from other public sector bodies. Some examples of this are:
 - Fife House accommodates NHS Fife staff,
 - The Bankhead Office accommodates NHS staff and evidence storage space for Police Scotland,
 - Cupar County Buildings accommodates Police Scotland, Nature Scot and Citizens Advice and Rights Fife,
 - Brunton House accommodates Police Scotland,
 - Halbeath Depot has been used to host the Forestry Commission.

Consultation

- Creating space for public sector partners has arisen from annual desk utilisation surveys. This work identified that utilisation, even on the busiest days, is at best 70% to 75% of the corporate office capacity.
- The Council has also engaged a local company to conduct an electronic survey which has shown that major offices are mostly empty by 6pm and this has been used to support the corporate decision to reduce the opening bandwidth from Summer 2026 in several offices.
- Both data collections have been used to inform Council revenue savings options for 2026/27 and will see a pilot of reduced opening hours for staff at the Townhouse in Kirkcaldy and Brunton House in Cowdenbeath with both offices moving to close at 6pm rather than the current closure time of 8pm.

Financial efficiencies

- Hosting partner organisations reduces the running costs of the properties to Fife Council by creating income sources and supports an increase in building utilisation rates.
- Rothesay House was demolished following Cabinet approval, with staff relocated to surplus accommodation in Fife House. This one office closure saved the Council approximate revenue costs of £0.420million.
- The Council ended its lease of New City House in Dunfermline and was able to relocate staff into surplus accommodation in nearby offices. This decision has resulted in recurring budget savings of £0.965million per year.
- Since 2023 rationalisation and closures have delivered recurring revenue savings of £1.384million with future income from partner agencies predicted to total £0.200million in 2026/27 rising to £0.300million by 2029/30.

Case Study 4: Templehall Community Hub

Templehall Community Hub in Kirkcaldy has integrated the existing community centre, local office, Argos Centre and library service into one facility.

The facility opened on 27 April 2026. This is the latest example of the co-location of Council services and replaced two former buildings which were identified as having elements of RAAC construction. The new building was designed to be ultra efficient and was constructed to Passivhaus standards.

Good Practice

Colocation of services

- The new Community hub provides a range of activities for the local community and offers flexible spaces and makes it easier for people to access Council, partner and community services in one central location.
- Services available at the hub include:
 - Library
 - Customer Service Centre
 - IT and learning suite
 - Training kitchen
 - Meeting rooms
 - Games and community hall available for hire
 - Outdoor Multi Use Games Area (MUGA)
- Community groups, local organisations and residents can also hire spaces within the hub for meetings, activities and events.

Community engagement

- Extensive public consultation took place in the Templehall area of Kirkcaldy during January 2019, and robust feedback was gathered from local community groups, centre groups, focus groups, online surveys, and large-scale consultation events which informed plans.
- Community dialogue around the new facility commenced in September 2023 with four public information sessions held in the community centre. Banners, comment boxes and invitations/comment cards were distributed to five prominent community venues and remained as static displays. Local partnership groups were invited to attend and promote the events.

- The contractor delivered a newsletter competition for Primary 6 and 7 pupils at Fair Isle Primary School as part of ongoing community engagement around the new Templehall Community Hub.

Appendix 4: Improvement action plan

Title	Reporting to members on delivery of the Property Action Plan
Issue / risk	A Property Action Plan is in place to support delivery of the Property Asset Strategy. Delivery of the Property Action Plan managed by Property Services. While Property Services report on delivery of overall service activity to members throughout the year, no specific report is presented on delivery of the Property Action Plan. Risk – As the Property Asset Strategy is the key document to managing and developing its asset portfolio, there is a risk that members do not fully challenge and scrutinise delivery of the Property Asset Strategy.
Recommendation	We would encourage the Council to consider separate reporting to members on delivery of the Property Action Plan.
Agreed management action / timing	To provide an annual update report on progress against 2027 – 2037 Asset Management Plan. Responsible officer: Head of Property Services Implementation date: Autumn 2027

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Moving forward with confidence

