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



Thursday, 21st January, 2021 - 10.00 a.m.

1.

2.

3.

4.

5.

6.

7.

8.

# <u>AGENDA</u>

#### **APOLOGIES FOR ABSENCE DECLARATIONS OF INTEREST** – In terms of Section 5 of the Code of Conduct, members of the Committee are asked to declare any interest in particular items on the agenda and the nature of the interest(s) at this stage. MINUTE - Minute of meeting of Community and Housing Services 3 - 8Sub-Committee of 24th November, 2020 **REVIEW OF HOUSING SERVICES ANTISOCIAL BEHAVIOUR POLICY –** 9 - 29Report by the Head of Housing Services **TRUST ANNUAL REPORTS** – Report by the Head of Communities and 30 - 32 Neighbourhoods Fife Coast and Countryside Trust Annual Review 2019-20 (a) 33 - 46 Fife Cultural Trust Annual Review 2019-20 (b) 47 - 64Fife Golf Trust Annual Review 2019-20 (c) 65 – 71 (d) Fife Sports and Leisure Trust Annual Review 2019-20 72 – 97 2020/21 CAPITAL MONITORING – Joint report by the Executive Director, 98 - 104 Finance and Corporate Services and the Executive Director, Communities 2020/21 REVENUE MONITORING – Joint report by the Executive Director, 105 - 119Finance and Corporate Services and the Executive Director, Communities COMMUNITY AND HOUSING SERVICES SUB-COMMITTEE FORWARD 120 - 122WORK PROGRAMME

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.

Morag Ferguson Head of Legal and Democratic Services Finance and Corporate Services

Fife House North Street Glenrothes Fife, KY7 5LT

14th January, 2021

Page Nos.

Please contact: Wendy MacGregor, Committee Officer, Fife House Email: <u>Wendy.MacGregor@fife.gov.uk</u>

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

# THE FIFE COUNCIL - COMMUNITY & HOUSING SERVICES SUB-COMMITTEE – REMOTE MEETING

#### 24th November, 2020

#### 10.00 a.m. - - 12.30 p.m.

- **PRESENT:** Councillors, Judy Hamilton (Convener), Lesley Backhouse, Ken Caldwell, Alistair Cameron, Neil Crooks, Linda Erskine, Julie Ford, Fiona Grant, Helen Law, Alice McGarry, Graham Ritchie, David J Ross and Darren Watt.
- ATTENDING: Michael Enston, Executive Director (Communities), Paul Vaughan, Head of Communities and Neighbourhoods Service, Sarah Johnston, Access Officer, Laura Mackean, Policy Officer - Community Investment Team, Andy Maclellan, Team Manager (Community Projects), and Andrew Stokes, Programme Manager (Communities), Communities and Neighbourhoods Service; John Mills, Head of Housing, Mark Mccall, Service Manager (Safer Communities), Gavin Smith, Service Manager – Housing Access and Homelessness, Helen Wilkie, Service Manager-Housing Condition and Supply and Craig Brown Lead Officer – Affordable Housing and Regeneration, Housing Services and Wendy MacGregor, Committee Officer, Legal and Democratic Services.
- ALSO IN ATTENDANCE David Redpath and Sarah Somerville Citizens Advice and Rights Fife (for para. 195 only); Kirsty Keay, Director of Corporate and Commercial Development, Fife Cultural Trust (for para. 194 only) and Bill Campbell, Fife Federation of Tenants and Residents Association.

**APOLOGY FOR** Councillor Donald Lothian. **ABSENCE:** 

### 185. DECLARATIONS OF INTEREST

Councillor Neil Crooks declared an interest in the business on the agenda being a Fife Council tenant in Ravenscraig Flats, Kirkcaldy (for para. 190 only) and Councillor Lesley Backhouse declared an interest in the business on the agenda being a trustee on the Board of the Fife Cultural Trust (for para. 194 only).

### **186. MEMBERSHIP OF COMMITTEE**

On behalf of the Community and Housing Services Sub-Committee the Convener welcomed Councillor Julie Ford to the meeting and thanked Councillor Alistair Suttie for his contribution during his time as a member on the Sub-Committee.

### **Decision**/

### **Decision**

The Sub-Committee noted that Councillor Julie Ford had replaced Councillor Alistair Suttie as a member of the Community and Housing Services Sub-Committee.

### 187. MINUTE

The Sub-Committee considered the minute of the meeting of the Community and Housing Services Sub-Committee of 3rd September, 2020.

### **Decision**

The Sub-Committee approved the minute.

### 188. STRATEGIC HOUSING INVESTMENT PLAN - 2021 - 26

The Sub-Committee considered a report by the Head of Housing Services seeking authority for the submission of Fife's Strategic Housing Investment Plan 2021/22 - 2025/26 to the Scottish Government. The plan would be revised and updated annually for a rolling 5-year period.

### **Decision**

The Sub-Committee authorised:-

- (1) the Strategic Housing Investment Plan 2021/22 2025/26 based on the priorities and principles outlined in the report; and
- (2) the Head of Housing Services, in consultation with the Sub-Committee Convener and Vice-Convener to amend / substitute projects within the Strategic Housing Investment Plan, if required.

### 189. RAPID REHOUSING TRANSITION PLAN(RRTP) 2021/22 UPDATE AND PRIORITIES FOR 2021/22

The Sub-Committee considered a report by the Head of Housing Services providing members with an update on progress in taking forward the Fife Rapid Rehousing Transition Plan (RRTP). The report highlighted the funding position for the RRTP and sought approval to continue to develop the strategic programme and the specific projects agreed through the RRTP Project Board.

The report also highlighted specific measures taken to anticipate and respond to the significant housing and homelessness challenges presented by the Covid-19 pandemic and relates this to the transformational change programme to support homelessness service provision in Fife.

# Decision/

# **Decision**

The Sub-Committee considered and agreed the Rapid Rehousing Transition Plan priorities for 2021/22, as outlined in section 3 of the report.

Councillors Fiona Grant and Darren Watt joined the meeting during consideration of this item.

# 190. ENHANCING TOWER BLOCK CONCIERGE SERVICES

The Sub-Committee considered a report by the Head of Housing Services providing members with an update of the progress made since Committee approval in February 2019 to enhance the current concierge services across Tower Blocks in Fife, following the Grenfell tragedy in London 2017.

# **Decision**

The Sub-Committee:-

- approved the proposed Delivery Model, as outlined in sections 2 and 3 of the report;
- (2) noted the revised timescales for delivery of the enhanced concierge service; and
- (3) noted that a separate members' briefing would be circulated by December 2020, following the publication of Part 1 of the Grenfell Enquiry and next steps and would include an update on the work of the Tower Block Review Group.

# 191. FREE SCHOOL MEALS - OCTOBER 2020 TO APRIL 2021

The Sub-Committee considered a report by the Executive Director (Communities) proposing that Fife Council make direct cash payments to children registered for benefits-related Free School Meals during school holiday periods and during term time for children registered for benefits-related Free School Meals, who were unable to attend school due to coronavirus (COVID-19), between October 2020 and April 2021.

# **Decision**

The Sub-Committee:-

- (1) noted the funding allocation from the Scottish Government and the proposal for direct cash payments; and
- (2) approved the use of direct cash payments during term time to support children who were unable to attend school due to isolation.

192./

# 192. FORMALISING MANAGEMENT OF COMMUNITY HALLS AND CENTRES

The Sub-Committee considered a report by the Head of Communities and Neighbourhoods Service seeking agreement of a framework for consultation and engagement on the future management of community halls and centres, for those community facilities in Fife which operated with voluntary management committees in situ i.e. they were not directly operated and managed by Fife Council or had a formal lease in place. The report also sought agreement from members to progress consultation to address the former Fife Regional Council facilities, which retained income and set fees/charges.

### **Decision**

The Sub-Committee:-

- (1) noted the position as set out in the report; and
- (2) agreed to consult on the proposed changes, as outlined in the report, with Voluntary Management Committees and Committees in former Fife Regional Council facilities.

### 193. MANAGEMENT RULES FOR PARKS AND OPEN SPACES

The Sub-Committee considered a joint report by the Head of Assets, Transportation and Environment and the Head of Communities and Neighbourhoods Service seeking approval to implement new management rules for Parks and Open Spaces, following expiry of the previous rules in October 2020.

### **Decision**

The Sub-Committee:-

- approved the Draft Management Rules for Parks and Open Spaces, as detailed in Appendix 2 to the report, with an additional responsibility that all cyclists should give consideration to the speed at which they travelled with respect to other park users;
- (2) agreed that further legal advice would be sought to clarify the consequences of the failure to comply with the Management Rules in relation to anti social behaviour; and
- (3) agreed that the Management Rules would be subject to public consultation.

### **194.** ADAM SMITH THEATRE REDEVELOPMENT PROJECT

The Sub-Committee considered a report by the Head of Communities and Neighbourhoods Service providing members with an update on the project progress for the refurbishment, re-purposing and diversification of the auditorium, cafe/public space, Beveridge Suite and improved access within Adam Smith Theatre, which was managed on behalf of Fife Council by Fife Cultural Trust.

# Decision/

# **Decision**

The Sub-Committee:-

- (1) noted the contents of the report; and
- (2) agreed to the funding contribution from Fife Council towards the project, as detailed in the report.

### 195. CITIZENS ADVICE AND RIGHTS FIFE - PERFORMANCE REPORT

The Sub-Committee considered a report by the Head of Communities and Neighbourhoods Service providing information on the performance of Citizens Advice and Rights Fife (CARF) during 2019/20.

### **Decision**

The Sub-Committee:-

- (1) noted the details of the report and the performance and development of the organisation to date;
- (2) recognised the work undertaken to support vulnerable individuals through the current Corona virus pandemic; and
- (3) recognised the impact and challenges the service faced as a result of the pandemic.

### 196. COMMUNITIES DIRECTORATE SECTION/SERVICE PERFORMANCE REPORTS

The Sub-Committee considered a report by the Executive Director (Communities) presenting the performance scorecard for Communities and Neighbourhoods and Housing and Community Safety for 2019/20.

# **Decision**

The Sub-Committee:

- considered the Communities and Neighbourhoods and Housing and Community Safety performance information as detailed in Appendices 1 and 2, to the report;
- (2) considered whether any further review or scrutiny work was required and the scope of that review;
- (3) noted the arrangements set out in section 1 of the report, to fulfil Fife Council's obligation to comply with Audit Scotland's 2018 SPI Direction;
- (4) noted the information regarding the workforce profile, as detailed in Appendix 3 to the report; and
- (5)/

(5) noted the information regarding workforce data, as detailed in Appendix 4 to the report.

### 197. COMMUNITY AND HOUSING SERVICES SUB-COMMITTEE FORWARD WORK PROGRAMME

# **Decision**

The Sub-Committee noted the current Forward Work Programme for the Community and Housing Services Sub-Committee.

21<sup>st</sup> January , 2021 Agenda Item No. 4



# **Review of Housing Services Antisocial Behaviour Policy**

Report by: John Mills, Head of Housing Services

Wards Affected: All

#### Purpose

The report seeks committee approval for a revised housing policy on tackling antisocial behaviour and to provide members with recommendations for a change in how we tackle antisocial behaviour, designed to improve the quality of service provided

#### Recommendation(s)

The Community and Housing Services Sub-Committee is asked to:

- Consider and approve the Housing Services Antisocial Behaviour policy for 2020-2022 in consultation with Tenants and Residents Groups
- Comment on and support proposed changes to the first point of contact response to antisocial behaviour complaints and case management of more complex cases
- Agree to the proposed increased resources required to implement the improved response to complaints of ASB

#### **Resource Implications**

In order to fully implement the recommendations, additional resources are required to address low level antisocial behaviour complaints at an early stage, prevent escalation and provide support to those people affected by the behaviour. It is proposed to invest an additional £320,000 in operational staff which will place a pressure on the Housing Revenue Account subject to approval at Council budget meeting on 25<sup>th</sup> February

#### Legal & Risk Implications

There is a risk of regulatory intervention should the Council not adhere to standards and expectations as set by the Scottish Housing regulatory framework. The Covid-19 situation may impact on the Council's ability to implement steps which involve face to face contact with customers

#### Impact Assessment

An EQiA and summary form have been completed - the summary form is attached to this report.

# Consultation

The report outlines consultation requirements set within the housing regulatory framework. Consultation has been undertaken with elected members through a series of workshops held throughout November, with community safety partners, and with staff engaged in the delivery of front-line services. Consultation will be undertaken with Fife Tenants and Residents Groups throughout the early part of 2021

# 1.0 Background

- 1.1 The current definition of antisocial behaviour (ASB) as defined in the Antisocial Behaviour etc, (Scotland) Act 2004 states a person engages in antisocial behaviour if they:
  - (a) act in a manner that causes or is likely to cause alarm or distress; or
  - (b) pursues a course of conduct that causes or is likely to cause alarm or distress, to at least one person who is not of the same household as them and "antisocial behaviour" shall be construed accordingly.

In the Act, unless the context otherwise requires-

- "conduct" includes speech;
- a course of conduct must involve conduct on at least two occasions.
- 1.2 The Antisocial Behaviour, etc (Scotland) Act 2004 introduced a requirement for all Local Authorities and Police Authorities in Scotland to jointly prepare and publish an ASB strategy. The last ASB strategy published in Fife was in 2015 covering the period 2015 2020 and formed part of the Community Safety Strategy overseen by the Community Safety Partnership. In addition to this, Fife Council Housing Services developed an ASB Policy (2017-2020) which sets out the services commitment to tackling ASB where Council tenants are involved.
- 1.3 The ASB strategy and Housing Services Policy came to an end in March 2020. This report presents the revised Housing Services Policy (Appendix A) which covers activity relevant to tackling antisocial behaviour in our role as a social landlord.
- 1.4 Further work is ongoing within the Community Safety Partnership to review the ASB Strategy as an integral part of the Community Safety Partnership delivery plan. This will address ASB within its wider context, covering activity undertaken primarily by Fife Council, Police Scotland and Scottish Fire and Rescue Service.

# 2.0 Current Position

- 2.1 The changing nature of antisocial behaviour over recent years has caused many local authorities to rethink their policies and strategies to incorporate the wider issues of community safety as a whole, with recognition being given to the importance of the whole systems or public health approach.
- 2.2 The impact of proactive prevention cannot be understated, if we are to identify different means of providing appropriate and meaningful support to those within our communities who require it. The prevalence of complexities such as substance misuse, poor mental health, poverty and inequality combine to exacerbate issues such as antisocial behaviour.

- 2.3 It is important to understand that antisocial behaviour sits within the broader context of delivering safer communities and that this work in turn within the broader context of enabling communities to be inclusive, empowered and resilient and safe, which recognises the influence of the broader economic, social and physical environment
- 2.4 Community safety has a key role to play in creating conditions in which communities want and feel able to participate in local decision-making. Addressing what is often considered to be 'low level anti-social behaviour', will promote confidence within communities to engage with partner agencies and, as this confidence and trust grows, encourage them to participate in addressing other issues.
- 2.5 Consultation and feedback from both elected members and customers have identified the following areas for potential improvements:
  - There is some confusion over who elected members and customers should contact to report ASB.
    - There are a number of officers involved in dealing with ASB and although robust referral mechanisms are in place to progress complaints, customers have intimated that a single point of contact would provide them with support and reassurance that their complaint is being progressed
  - There are a number of ways for customers to make complaints or enquiries regarding ASB which creates a degree of confusion as to who is responsible for owning the complaint
    - a) in person at a local office front counter, a local Police station, at a meeting or visit with support workers/agencies;
    - b) by phone via the contact centre, their Housing Management Officer (HMO), Police Scotland, through support workers;
    - c) by email to their HMO or directly to Safer Communities Team if they have had previous dealings;
    - o d) via the Fife Council website and by using the online reporting form
  - The entire antisocial behaviour process is not specified in timescales which is a frustration for those suffering from ASB. Whilst timescales are determined by the nature, regularity and gravity of the behaviour, it is unclear to customers when they should expect a resolution.
    - Definitive timescales cannot be developed; however, opportunity exists to manage customer expectations through increased and improved dialogue, clarity around what can and cannot be done, improved access to support services and support to gather evidence on the customers behalf. Indicative timescales have been incorporated into the Policy for transparency
  - Customers are frustrated at the time it takes to pursue legal action to resolve complaints
    - The ASB policy must provide clarity around the issue of proportionality in the context of taking legal actions to resolve complaints of ASB. Criminality and/or breaches of tenancy agreements does not guarantee that a court will support an application for an ASBO or eviction and this must be transparent to those affected by the behaviour

# 3.0 Aim of Review

3.1 The review is necessary to ensure that Fife Council Housing policy and procedures provide transparency for our customers and the opportunity to resolve matters at the earliest opportunity. To achieve this, the policy will provide additional clarity around

- what is and is not antisocial behaviour,
- the remedies which are available,
- the standard of proof which is required for legal action.
- 3.2 The review is also necessary to ensure operational responses provide a single point of contact for customers which will be retained through to conclusion with appropriate feedback at key stages throughout the process. This will be achieved through
  - a clear reporting structure/guidance for customers
  - feedback to customer and accountability from the first point of contact
  - transparency around timescales
  - a clear guide which identifies all available options which can be explored, some in conjunction with other community safety partners/agencies (such as Police Scotland, Scottish Fire and Rescue Service, NHS/Public Health, Fife Alcohol and Drugs Partnership etc)
  - a review of frontline service resources across Housing and Safer Communities.
- 3.3 The review aims to address the disconnect between performance and public perception around how the Council deals with ASB. Despite a number of areas of the Councils approach identified as in need of improvement, over 99% of antisocial behaviour cases are concluded within locally agreed timescales.

# 4.0 Proposals

- 4.1 Fife's Antisocial Behaviour Policy (appendix1) clarifies the position relating to what Fife Council Housing Service will do to tackle ASB within our communities. A number of amendments have been made to the policy in response to the changing nature of ASB and to respond to feedback from our communities including:
  - Increased levels of communication with customers
  - Reduced timescales for initial contact with customers
  - Changed processes to reduce bureaucracy
  - Revised arrangements for tackling hate crime
  - Increased clarity on when legal action may be taken
  - Increased clarity on position in respect of the misuse of drugs
  - Increased clarity of what will not be dealt with under ASB policy:
    - Normal domestic/household noise including use of domestic appliances
    - Banging doors
    - Children playing
    - Social media disputes
    - o Smell of drugs from property
    - Parking or boundary disputes
    - Lifestyle clashes
    - Breach of Covid regulations
    - Times when people receive visitors (unless causing noise issues)

- The requirement to consider mediation or support especially where issues are of nuisance value as opposed to antisocial.
- 4.2 The ASB policy requires to be a more visible policy document and accessible to those affected by ASB. Consistency of approach is critical to ensuring expectations are managed effectively and to provide the framework for setting thresholds for a) taking legal action where appropriate and b) officers taking decisions not to progress cases where evidence confirms that behaviour is of a minor nature.
- 4.3 Operational services will be redesigned to reflect the change in policy and respond to feedback from customers and elected members
- 4.4 Service delivery will be redesigned to ensure:
  - A single point of contact embedded within our local communities through Safer Communities staff working directly with Housing Management Officers. A Safer Communities Officer will be the identified case manager and will be responsible for customer contact and feedback from start to conclusion, providing the customer with reduced bureaucracy and improved communications. Decision making, access to support services, collaboration with other services and organisations e.g. Police Scotland and accountability for progress will remain with the single point of contact Additionally the single point of contact will be based locally to ensure effective links with relevant local service providers and work directly with local Housing staff to contribute to effective place management
  - Improved evidence gathering customer and elected member feedback suggests there are opportunities to improve the way we gather evidence from and on behalf of our customers. Whilst there is an online offering to report ASB at first point of contact, current practice leaves the onus on those people affected to continue to report through incident diaries. Creating an online reporting tool will reduce the burden on the person experiencing ASB, improve the customer experience and ensure reports are received by officers in a more timely manner
  - A Noise App has recently been piloted and will be extended to customers reporting issues with noise nuisance. Accessible for free, user friendly and admissible in court as evidence the Noise App will support those affected to gather evidence in real time
  - The use of professional witnesses has been a key factor in gathering sufficient evidence to support high level ASB cases being escalated to court actions. It is intended to extend this service to customers experiencing ASB at an earlier stage with the intention of intervening before the behaviour escalates. The majority of ASB happens outwith traditional office working hours and our services will be designed to reflect that. Evening and weekend access to officers already exists and it is proposed to extend this offering to a 24/7 service
  - Increased engagement with community councils, Tenants' and Residents groups - this review supports the Scottish Government's National Performance Framework and Local Housing Strategy Guidance (2019) in terms of the importance given to placemaking in the context of antisocial behaviour. The need to engage with all communities is key to ensuring that we develop strategies and policies that are both clear and fair. Engagement at a local level and through Area Committees will also provide detailed information on the extent of ASB in each area
  - Support is available for those in need support will be provided to customers experiencing ASB through the single point of contact, enhanced reporting tools, access to mediation and victim support services and a professional witness

service where appropriate. Additionally, the single point of contact will work with the alleged perpetrator of the ASB to identify any potential support which would mitigate the behaviours. It is evident from existing ASB cases that a high volume of those responsible for ASB have complex needs which would benefit from appropriate interventions. Access routes to support services are in place and will be critical to delivering a sustainable solution for those involved

• Action is taken quickly and effectively when required - where evidence exists that serious ASB is taking place and engagement with those responsible has not been effective, legal action will be taken. Agreement is in place to enhance the legal support to expedite cases which require legal interventions. Consideration will be given to the most appropriate legal option dependent on the unique circumstances of each case.

# 5.0 Conclusions

- 5.1 The report has outlined the regulatory reasons to update the policy and procedures in respect of antisocial behaviour in Fife. Not only is this necessary to ensure that members and customers are provided an improved level of service, but that the local authority can continue to meet its responsibilities in terms of the requirements set by the Scottish Housing Regulator as well as the requirements set out in section 1. of the Antisocial Behaviour etc (Scotland) Act 2014
- 5.2 The report highlights opportunities to improve the policy and processes involved in tackling antisocial behaviour and to provide transparency and accountability in its implementation.

### John Mills Head of Housing Services

# **List of Appendices**

- 1. Antisocial Behaviour Policy 2020-22
- 2. FCSP community safety vision.

# **Background Papers**

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

- Antisocial Behaviour etc (Scotland) Act 2004
- Developing a Community Safety Narrative for Scotland (2019)
- National Performance Framework
- Local Housing Strategy guidance 2019.

# **Report Contact**

Mark McCall Service Manager – Housing Estates and Safer Communities Rothesay House Glenrothes Telephone: 08451 55 55 55 446 932 Email - mark.mccall@fife.gov.uk





I Π 

Π 

in a

The information contained within this publication can be made available in any language, large print, Braille, audio CD/tape and British Sign Language interpretation on request by calling 03451 55 55 00. Calls cost between 3p to 7p per minute from a UK landline, mobile rates may vary.

> هذه المعلومات تتعلق بفايف خدمات إسكان مجلس البلدية. لطلب ترجمة هذه المعلومات يرجى الاتصال بالرقم التالي 03451 55 55 77. تكلفة المكالمات من 3 إلى 7 بنسات للدقيقة من الخطوط الأرضية في المملكة المتحدة, تكلفة المكالمات من الهواتف الجوالة تختلف.

ফাইফ কাউন্সিল হাউজিং সার্ভিসের ব্যাপারে এসব তথ্য। এ তথ্যের অনুবাদ চাইলে দয়া করে 03451 55 55 99 এ নাম্বারে টেলিফোন করুন। কলের জন্য প্রতিমিনিটে ৩ থেকে ৭পি চার্জ করা হবে, মোবাইলের রেট ভিন্ন হতে পারে।

這些訊息說明快富市議會的房屋服務。如欲索取中 文翻譯,請致電 03451 55 55 88 提出要求。以英 國固定座機打這個號碼的收費為每分鐘3至7便士, 以手機打則收費不等。

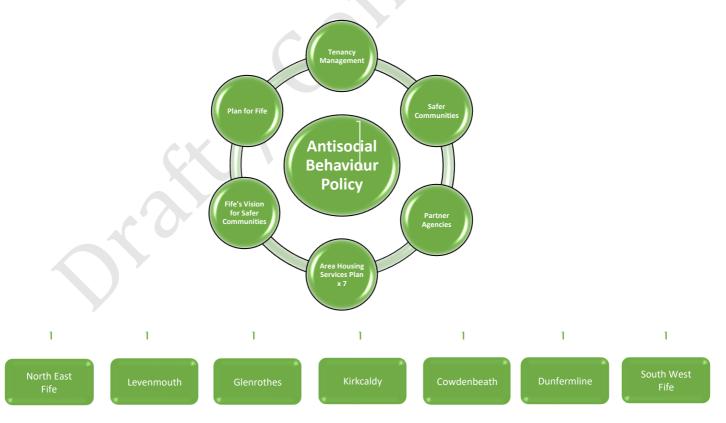
Są to informacje na temat działu usług mieszkaniowych przy władzach lokalnych Fife. Aby zamówić tłumaczenie tych informacji, prosimy zadzwonić pod numer 03451 55 55 44. Koszt połączenia wynosi 3-7p za minutę z brytyjskich telefonów stacjonarnych, koszty połączeń z telefonów komórkowych mogą być różne.

می تریفائف کونسل با دستگ مردس سے متعلق ہے۔ اس تحریر کے تربیحے کی درخواست کرنے کے لیے براہ کرم 66 55 55 03451 پر فون کریں۔ برطانو کی لینڈ لائن سے کال کے نرخ 5 تا7 بنس میں ،مو بائل کے زرخ مختلف ہو کتے ہیں۔

# Contents

- 1. Scope of policy
- 2. Introduction
- 3. Definitions
- 4. Glossary
- 5. What is antisocial behaviour?
- 6. What is not antisocial behaviour
- 7. Prevention and intervention
- 8. Procedures and timescales
- 9. Comments or complaints
- 10. Our commitment

# **1.Scope of Policy**



# 2.Introduction

Fife Council recognises that antisocial behaviour is not acceptable and that it can have a significant impact on the quality of life of individuals, families and the community as a whole. We are committed to tackling antisocial behaviour in our neighbourhoods and identifying the causes of such behaviour.

This policy sets out the approach for managing antisocial behaviour in Fife and supports the aims of the following strategic plans which contain reference to antisocial behaviour:

- The **Plan for Fife** in delivering improvements against the key outcome "all of our communities benefit from low levels of crime and antisocial behaviour"
- Fife's Vision for Creating Safer Communities, which states that "a safe community is . . . one where people can go about their daily activities in an environment without fear, risk, harm or injury".

Fife Council is committed to working in partnership with other agencies to focus on early intervention and prevention of antisocial behaviour. This focus means that we recognise the need to take action at an early stage by:

- supporting people in changing their behaviours and reducing risk
- working closely with individuals and communities to help them find solutions to local problems
- offering tenancy assistance to encourage tenancy sustainment.

We aim to provide a firm and fair approach to tenants (including their family members and visitors) who do not comply fully with the terms of their tenancy agreement, so that all residents can enjoy their homes free from antisocial behaviour.

This policy recognises Fife Council's responsibilities as a landlord however, as the majority of Fife's estates are multi-tenure, the policy also takes cognisance of partnership working and responding to antisocial behaviour caused by private tenants, home-owners and individuals in the wider community.

This policy has been written in consultation with frontline staff, key stakeholders, Fife Tenant Forum, representative board members of the Fife Federation of Tenants and Residents Association, Glenrothes Area Residents Federation and North Fife Tenants and Residents Association.

# **3.Definitions**

The Antisocial Behaviour etc (Scotland) Act 2004 Section 143 states that a person engages in antisocial behaviour if he/she:

- o acts in a manner that causes or is likely to cause alarm or distress, or
- pursues a course of conduct that causes or is likely to cause alarm or distress, to at least one person who is not of the same household.

The Act also states that:

- o 'conduct' includes speech, and
- o 'a course of conduct' must involve conduct on at least two occasions.

# 4.Glossary

An explanation of some of the terms used in this document:

Acceptable Behaviour Agreement (ABA) - a written agreement between an individual engaging in antisocial behaviour and relevant partners working to prevent antisocial behaviour (for example, the police, local authority or Registered Social Landlord).

**Antisocial Behaviour Notice (ASBN)** – a notice issued by a Local Authority to a private landlord regarding the antisocial behaviour of their tenant.

Antisocial Behaviour Order (ASBO) – an order granted by a court to stop a person from behaving in certain ways or doing certain things. An ASBO usually lasts for about 2 years.

**Eviction** - a secure tenant can only be evicted from their tenancy by way of a court decree. A landlord must provide evidence that there are grounds for eviction (i.e. a breach of the tenancy agreement) to obtain such an order.

**Fixed Penalty Notice (FPN)** – a fine that can be issued by the local authority in respect of antisocial behaviour, dog fouling, flytipping and littering.

**Interim Antisocial Behaviour Order (Interim ASBO)** – a temporary order granted by a court to deal with issues quickly. The court will then consider all the facts and make a final decision which may result in an antisocial behaviour order being granted.

**Mediation** – Mediation provides a forum where people can speak to each other in an impartial, non-judgemental way and come to a mutually agreed solution.

**Scottish Secure Tenancy (SST)** – a tenant with a Scottish Secure Tenancy has the right to live in their home for as long as they wish, provided they do not breach the conditions of their tenancy agreement.

**Short Scottish Secure Tenancy (SSST)** – a short term or probationary tenancy agreement given to tenants by the local authority or registered social landlord. Landlords will be able to grant a short SST to a new or existing tenant if there has been antisocial behaviour within the previous 3 years.

**Support Services** – other services or organisations who provide support to those who are either responsible for antisocial behaviour or who experience it.

**Tenancy Assistance** – Fife Council provide a free Tenancy Assistance Service, which can be given at any time throughout the life of the tenancy. It can assist with all tenancy related matters, such as understanding the tenancy agreement, household income, managing tenancy mail, advice on home and living standards, and additional needs.

# 5. What is antisocial behaviour?

Fife Council recognises that behaviour which is unacceptable to some will cause no offence to many others. However, the legal definition of antisocial behaviour forms the basis of our efforts to manage it. Every antisocial behaviour investigation carried out by Fife Council will take into account the unique circumstances of each individual case.

We have split antisocial behaviour into three categories - extreme (A), serious (B) and minor (C) - and the following table provides some examples of the kind of behaviour within each category, along with some explanations:

Category	Туре	Behaviour	
A	Extreme	Physical violence; threats of violence; aggressive behaviour causing fear and alarm; charges or convictions under the Misuse of Drugs Act 1971 (i); hate incidents (ii).	
В	Serious	Verbal abuse; frequent/ongoing serious disturbances such as loud music, parties, shouting & swearing; behaviour associated with drug dealing (iii).	
С	Minor	Occasional noise or infrequent disturbances; family disputes affecting neighbours; deliberate household/domestic noise (iv).	

- i. Specifically, those offences relating to chapter 28 schedule 4)1a, 4)1b, 4)2b, 4)3b and 5)3 of said Act which occur within, or in the vicinity of, a Fife Council tenancy.
- A hate incident is any incident, which is not a crime, which is perceived by the victim or any other person, as motivated by prejudice or hate on the basis of characteristics protected under the Equalities Act 2010 (i.e. age; disability; gender reassignment; marriage or civil partnership; pregnancy or maternity; race; religion or belief; sex; sexual orientation)
- iii. Examples include, steady stream of noisy visitors; scenes of drugs misuse such as drugs paraphernalia, householder/visitors under the influence and causing fear/alarm etc
- iv. Deliberate noise where tenant has been made aware of issues but continues regardless. Such issues normally to be addressed via mediation at an early stage.

# 6.What is <u>not</u> antisocial behaviour?

There are certain circumstances where Fife Council or our partner agencies have no recourse to take any action. This policy makes clear that the following types of behaviours are not regarded as antisocial:

- everyday living noises (including use of domestic appliances and children playing)
- social media disputes
- smell of drugs from property
- parking or boundary disputes
- lifestyle clashes
- times when other people receive visitors (unless causing noise issues).

Fife Council appreciates that the issues mentioned above, among others, can result in disputes between neighbours. In these circumstances, and where these issues come to the attention of the Safer Communities Team, we will signpost to an external support agency, such as Fife Community Mediation.

# 7. Prevention and early intervention

With a focus on prevention and early intervention, we will do the following:

- Provide advice and information at the point of allocation regarding antisocial behaviour
- Detail the consequences of antisocial behaviour within our tenancy agreement and tenancy handbooks
- Provide updates on our commitment to reduce antisocial behaviour on the Fife
   Council website and newsletters
- Attend at local community events to raise awareness and provide information
- Arrange a follow up visit to all new tenants to offer tenancy assistance on all tenancy related matters, including antisocial behaviour
- Offer tenancy assistance to all existing tenants to support our key objective of tenancy sustainment
- Make referrals to external support services where appropriate, including mediation
- Share relevant information and work in partnership with local elected members and community safety partners
- Utilise evidence to inform operational deployments
- Aim to adopt and influence features and innovations within our properties which help prevent antisocial behaviour
- Work in conjunction with other partners as we understand that antisocial behaviour is not just the responsibility of any single agency or organisation.

# 8. Procedures and timescales

Where antisocial behaviour is reported to Fife Council, the Safer Communities Team will be responsible for investigating the complaint and taking any action deemed to be appropriate in the circumstances.

In order to provide a framework for investigation this policy adopts the following timescales in respect of each category of antisocial behaviour:

Category	Туре	Target timescale: Initial contact	Target timescale: Resolution
Α	Extreme	1 working day	365 Days (or 52 Weeks)
В	Serious	2 working days	182 Days (or 26 Weeks)
С	Minor	3 working days	56 Days (or 8 Weeks)

Our target timescale for resolution has been set following consultation with our tenants and the Scottish Housing Regulator. Resolution in this case means that Fife Council has taken all appropriate action available to investigate and address the allegation/s of antisocial behaviour, however we acknowledge this may mean that the case is not resolved to the full satisfaction of the complainant At the point of resolution the outcome of the investigation, and any actions taken, will be communicated to the complainant and perpetrator of the alleged anti-social behaviour.

If we receive an anonymous complaint, we will endeavour to investigate as thoroughly as possible. However, without being able to discuss the exact nature of the issues with those involved, we may have insufficient information to take the complaint to a satisfactory outcome.

We recognise that disputes may arise between Council tenants and other tenures. While we will work closely with private and registered social landlords, they are responsible for their own tenants and will have their own procedures and policies in place to address their tenants' behaviour.

# 9. How to make a comment or complaint

You can make a complaint or comment about our antisocial behaviour policy or procedures in any of the following ways:

- Go online at www.fifedirect.org.uk/commentsandcomplaints
- Phone our general enquiries line: 03451 55 00 00 (8am-8pm Monday to Friday)
- BT Text Direct for the Deaf: 18001 01592 55 11 91
- Visit us at any Council office and speak to a member of staff
- Fill in our comments and complaints form at the end of this leaflet and hand it in or post it to us, you don't need a stamp
- Write to us at: Freepost RTBZ-BBJT-BBYC, Comments and Complaints, Fife Council, Fife House, Glenrothes, KY7 5LT
- If you are deaf and have registered for the Council's SMS text service, please send your correspondence to the number given when you registered.

It is easier for us to resolve complaints if you make them quickly and directly to the service concerned, so please talk to a member of our staff at the service you are complaining about. Then they can try to resolve any problems on the spot.

If you are contacting us, please tell us:

- Your full name and address
- As much detail as you can
- What has gone wrong or right
- If something has gone wrong, how you want us to resolve the matter.

24

# **10. Our Commitment**

We will

- ensure that policies and procedures are in place to manage antisocial behaviour in Fife's communities;
- utilise our antisocial behaviour policies and procedures to full effect where necessary and appropriate;
- monitor, review and update antisocial behaviour policies and procedures to ensure they comply with relevant legislation, emerging trends in antisocial behaviour and reflect feedback received from all sources;
- provide appropriate training and support to staff who deal with antisocial behaviour and the encouragement to develop the necessary personal and professional skills to provide an appropriate response to antisocial behaviour complaints;
- treat all reports of antisocial behaviour in confidence and will not disclose information to third parties or other organisations without consent (the only exceptions to this will be in cases where there is a legal or statutory duty to do so, or where the passing of relevant information is essential to carrying out Fife Council's duties and complies with GDPR);
- participate in discussions with community safety partners and will maintain data sharing protocols with its partner agencies in order to facilitate ongoing multi-agency practices such as mapping of antisocial behaviour hotspots and the analysis of trends to target the allocation of resources;
- engage with local communities to identify where we can make appropriate changes to our policies and procedures about antisocial behaviour
- ensure that no individual in contact with our service in relation to antisocial behaviour is discriminated against on grounds of those characteristics as described within the Equalities Act 2010.

11

A Safe Community is: Strong 27 Cohesive Albrant Aparticipatory Alveable And one where people can go about their daily achivities in an

environment without fear, risk ANTI-POVERTY harm or injury.









ana communities to help make Fife a safe place for everyone our most vunerable

### Equality Impact Assessment Summary Report

(to be attached as an Appendix to the committee report or for consideration by any other partnership forum, board or advisory group as appropriate)

Which Committee report does this IA relate to (specify meeting date)? Community and Housing Services Sub Committee

21<sup>st</sup> January 2021

### What are the main impacts on equality?

- •Increasing the visibility of the policy among all stakeholders, especially Tenants and Residents will promote a clarity around expectations and timescales and ensure a consistency of approach for all.
- •Providing access to support services, at the earliest opportunity will improve outcomes for all those experiencing and perpetrating antisocial behaviour . This support will help improve the health and wellbeing outcomes of individuals as well as work to support safer communities for all.

# In relation to a strategic decision, how will inequalities of outcome caused by economic disadvantage be reduced?

Work to reduce antisocial behaviour sits firmly within the wider context of delivering safer communities and this work in turn within the broader context of enabling communities to be inclusive, empowered and resilient and safe, recognising the influence of the broader economic, social and physical environment.

Reducing the prevalence of asb in a local community can encourage businesses to move into the area and in turn improve the local economy. Also, the impact of experiencing asb on an individual's health and wellbeing can result in them being unable to work, resolving issues at an early stage, providing support will help mitigate these long term impacts.

What are the main recommendations to enhance or mitigate the impacts identified?

Providing a single point of contact will help enhance the impacts noted above by:

• Providing a consistent means of communication

•Allowing the opportunity for relationships to form being staff and those

involved in asb. Evidence shows building trusted relationships is fundamental to encouraging individuals to access support.

If there are no equality impacts on any of the protected characteristics, please explain.

Further information is available from: Name / position / contact details:

Mark McCall Service Manager – Housing Estates and Safer Communities <u>Mark.mccall@fife.gov.uk</u> One of the following statements must be included in the "Impact Assessment" section of any committee report. Attach as an appendix the completed EqIA Summary form to the report – not required for option (a).

(a) An EqIA has not been completed and is not necessary for the following reasons: (please write in brief description)

(b)The general duties section of the impact assessment and the summary form has been completed – the summary form is attached to the report.

(c)An EqIA and summary form have been completed – the summary form is attached to the report.

21st January, 2021

Agenda Item No. 5

# **Trust Annual Reports**

Report by: Paul Vaughan, Head of Communities and Neighbourhoods

Wards Affected: All Wards

### Purpose

The purpose of the following reports is to review the performance of the four Leisure, Culture and Sports Trusts in Fife (Fife Cultural Trust (ONFife), Fife Sports and Leisure Trust, Fife Coast and Countryside Trust and Fife Golf Trust) operations from 1st April 2019 to 31st March 2020.

### Recommendation(s)

Members are asked to consider and comment on the performance of the four Trusts during 2019/2020 and note work that is currently underway responding to the impact of Covid-19 and as part of the reform agenda for the Council.

### **Resource Implications**

There are no specific resource implications.

### Legal & Risk Implications

There are no legal and risk implications.

#### Impact Assessment

An equality (EqIA) Impact Assessment is not required as this is a retrospective report on the performance of the four Trusts.

The Trusts' Annual reports were previously approved by their respective Boards and accepted by the Council in its capacity as the sole member.

# 1.0 Background

- 1.1 Each of the Trusts was established by Fife Council as an arms-length external organisation (ALEO) in order to deliver a range of services in line with the aims and objectives set out in their respective services agreement with Fife Council. Fife Coast and Countryside Trust was initially established in 2001, with further responsibilities and staff being transferred to it in 2008. Fife Sports and Leisure Trust was established in 2008, Fife Golf Trust in 2011 and Fife Cultural Trust in 2012.
- 1.2 All four Trusts are Council owned, with Fife Council as their sole member. A Board of Directors governs each Trust and gives strategic guidance and support to the Chief Executive and Executive Management Team. The Trust Boards are appointed by the Council and are made up of partner directors (appointed from Elected Members or Council Officers) and independent Directors (any person other than an Elected Member, Officer or employee of the Council). To ensure the company complies with its statutory obligations, a development programme is in place to ensure that Directors understand their responsibilities and are able to implement industry recognised best practice in relation to the UK Corporate Governance Code (June 2010).
- 1.3 While the reports cover the operational year 2019-2020, comment needs to be made regarding the impact on service delivery of the Trusts by the Covid-19 pandemic. Since February 2020, all the Trusts have been impacted by the pandemic and the restrictions in place to date. For Fife Cultural Trust and Fife Sports and Leisure Trust there have been closure of venues and changes in service delivery that have severely impacted on customers' ability to use sports centres, libraries, museums and theatres and on income generation through 2020. The Fife Golf Trust was also impacted with closures in the spring of 2020 but benefitted from relaxed restrictions from the Summer allowing outdoor exercise including golf to be delivered. Fife Coast and Countryside Trust found a large increase in demand for its services as more people used the Summer to visit the coast and countryside. This brought complications in managing the larger number of visitors across many coastal and countryside destinations.
- 1.4 Throughout the pandemic the Council has worked closely with the Trusts to address financial and operating impacts brought about by the pandemic. This has included early payment of management fees, providing additional advice and guidance around human resources and financial management and working to deliver joint programmes within safe practice guidelines.

1.5 The Policy and Co-ordination Committee meetings of 27th August, 2020, and 8<sup>th</sup> October agreed a series of reform priorities including Community Facilities and Leisure with the goal of responding to financial challenges and ensuring that our facilities and services are better used, financially sustainable and provide a more joined up customer access and experience. Since then, work has been progressing with the Working Group of the Community and Housing Sub-Committee.

# 2.0 Conclusions

- 2.1 Fife Council Officers monitor and assess performance and service delivery at quarterly performance review meetings with the Trusts.
- 2.2 This report gives Elected Members the opportunity to assess and comment on the performance of each Trust based on a range of performance criteria for 2019/20.
- 2.3 The four arms-length external organisations (ALEOs) deliver a range of leisure, sports and cultural services on behalf of Fife Council. Each of the Trusts has been affected by the restrictions in service delivery brought about by Covid-19 and by changes in the use of services. Fife Council is working with all the Trusts to address the sustainability of the services provided by the Trusts and the impacts of the pandemic.

# **List of Appendices**

- (a). Fife Coast and Countryside Trust Annual Review 2019-20
- (b) Fife Cultural Trust Annual Review 2019-20
- (c) Fife Golf Trust Annual Review 2019-20
- (d) Fife Sports and Leisure Trust Annual Review 2019-20

#### **Background Papers**

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

# **Report Contact**

Paul Vaughan Head of Communities and Neighbourhoods Rothesay House Glenrothes Telephone: 03451 555 555 Ext 441241 Email: <u>paul.vaughan@fife.gov.uk</u>



21st January, 2021 Agenda Item No. 5 (a)

# Fife Coast & Countryside Trust - Annual Review

### Report by: Paul Vaughan, Head of Communities & Neighbourhoods

Wards Affected: All Wards

#### **Purpose of Report**

The purpose of this report is to monitor and review the activities and performance of the Fife Coast and Countryside Trust (FCCT) for 2019/2020.

#### Recommendation

Members are asked to consider and comment on the continued development and performance of the Fife Coast & Countryside Trust in 2019/2020.

#### **Resource Implications**

There are no specific resource implications.

#### Legal & Risk Implications

There are no specific legal and/or risk implications.

#### **Impact Assessment**

An Equalities Impact Assessment is not required as this is a retrospective annual review of the performance of the Fife Coast and Countryside Trust.

### Consultation

The Annual Report 2019/2020 was considered and approved by the Board of the Fife Coast & Countryside Trust on 18<sup>th</sup> September 2020.

# **1.0 Background Information**

- 1.1 The Fife Coast & Countryside Trust was registered as a Company Limited by Guarantee with charitable status in March 2001. Fife Council is the sole member of the company. FCCT was initially responsible for the marketing and promotion of the Fife Coastal Path (FCP). However, in June 2009, after a successful two-year pilot, FCCT also took on responsibility for Countryside Rangers and maintenance of both the Lomond Hills Regional Park (East) and FCP.
- 1.2 FCCT now manages and maintains more than 50 coast and countryside sites for the Council, including most of Fife's Local Nature Reserves (LNRs), various access routes and core paths (including FCP), as well as routes and facilities within the Lomond Hills Regional Park (East). FCCT's key objectives include providing recreational facilities and activities available to members of the public, promoting and improving access to the countryside, developing and supporting access to the

countryside, biodiversity and wildlife. This is complemented by advancing education, environmental protection, heritage and culture, citizenship and community development. Providing leadership on countryside matters and opportunities for recreation is central to what FCCT stand for either it be on the Coastal Path or the Pilgrim Way, in the Lomond Hills or one of Fifes beaches on behalf of a community of users; human, wildlife and plant.

- 1.3 FCCT operates with a Board of fourteen Directors. It meets quarterly and is responsible for the strategic direction and overall management of the Trust. The day-to-day business is managed by the Chief Executive and supported by the Board via two sub-groups: the HR and Remuneration and Audit and Finance Sub-Groups.
- 1.4 FCCT's performance is formally reviewed with the Council on a quarterly basis. Various aspects of the business are assessed against the Services Agreement, including visitor usage, quality assurance, operational activity, financial performance, investment programmes, and health and safety. Use is also made of a range of performance indicators to monitor service quality.

# 2.0 Performance Indicators 2019/2020

- 2.1 As mentioned in para. 1.4, a range of indicators are monitored and assessed at the quarterly performance review meetings with FCCT. These allow for remedial action to be discussed and agreed if an improvement in performance is required.
- 2.2 Key Performance Indicators (KPIs) are used to reflect the delivery of the service in line with the Council's service specification. This includes use of data, such as Harbour Master House (HMH) visitor centre visits/surveys, the cumulative number of volunteer days, Quality Assurance Awards, and visitor statistics for attractions, such as Lomond Hills Regional Park, the Coastal Path and inland areas. The KPIs also include social media and website statistics. (Appendix 1 KPIs 19/20)

# 3.0 Achievements in 2019/2020

3.1 FCCT pursued its core objectives with purpose and direction, despite financial challenges, significant adjustments to the organisational structure and latterly operating through the COVID pandemic. FCCT is an organisation built around a team of individuals dedicated to Fife's communities and its natural environment. Key achievements are considered under three themes "coastal" "countryside" and "engagement with human communities".

# 3.2 **Priority Theme - Coastal.**

FCCT have a central role in maintaining 117 miles of Fifes coastal path. The Kingdom is adorned with 14 award winning beaches and countless secluded bays enhancing access to it all. The coastal zone attracts local communities and beyond with many hundreds of thousands of tourists travelling to Fife each year, contributing significantly to the economy of Fife. FCCT works hard to ensure that a visit to Fife's coast is a memorable one for all the right reasons. Key projects and activities delivering over the last year.

**3.2.1 West Sands Dune Restoration.** "New Dunes for Old Trees" project uses discarded Christmas Trees to tackle sand dune erosion at West Sands, St Andrews. This year more than 2000 trees were donated, 3 times the number

donated in the previous year. More than fifty volunteers worked on the project moving the trees to fill craters of erosion in the dunes. The trees help prevent further erosion as well as benefiting the sand dunes, it also keeps some trees from going to landfill. In January the trees were covered with sand by a team from the St Andrews Links Trust. Volunteers then planted up the bare sand with dune grasses. Then project was featured on BBC television and radio. This year marks the 10-year anniversary of the dune restoration activities at the West Sands. The project is now recognised as the largest sand dune restoration project in Scotland. Since 2010, 1.8km of dune has been restored, involving over 1500 individual volunteers

- **3.2.2 West Sands and SALT**, this has been the second and final year of a pilot project delivered in partnership with the St Andrews Links Trust (Salt). As part of the project, FCCT staff provide 7-day cover from the West Sands Ranger Base which serves as the first port of call for visitors to West Sands and organising volunteer activities such as Beach Clean Group. These groups have contributed significantly to the quality of the public experience at the West Sands. Through this partnership, FCCT and SALT have helped deliver numerous important environmental projects and organised hundreds of volunteer hours. Agreement to expand and extend the programme by two years has been reached.
- **3.2.3 Events included** Total of 46 Events on West Sands. 39 Volunteers events: 24 Beach Cleans, 1 Litter Pick, 8 General Invasive Species Clearance, 5 Dune Restoration: (includes Grass Planting, Christmas Trees, Invasive Species Removal), 1 Hedge Planting, with approx. 273 Attendees including local community and corporate groups. 7 Visitor Events in Summer Holidays: Rock pooling, Sea Watch, Strandline Search, World Ranger Day, with the most successful charged event being the Treasure Hunt on 15<sup>th</sup> August 2019.
- **3.2.4 Educational Visits.** 6 visits throughout the year. Age range from Primary School to University. 7<sup>th</sup>- 11<sup>th</sup> October 2019 joined by a residential volunteer currently in RAF, looking at moving into Conservation when military service ends. Drumoig Wildlife Forum Talk. FCCT staff gave presentations on their work to local wildlife group. FCCT Staff delivered Butterfly ID workshop to SALT greenkeeping staff.
- **3.2.5 500m of hedging planted on Castle Course.** A mix of Hawthorn, Blackthorn and Holly. Native species that when grown, will provide a brilliant habitat for invertebrates and animals that feed on them as well as berries for birds. It also acts as a corridor for small terrestrial mammals providing food and shelter from strong winds from across the golf course and the coast. Butterfly Bank on Castle Course. Created to provide habitat for local butterfly species and other nectar feeding invertebrates. A 50m long, 6m wide bank created near Castle Golf Course.
- **3.2.6** Outdoor All Abilities Accessible Telescope Installed at the Eden Centre. A new outdoor accessible telescope has been installed at the Eden Estuary Nature Reserve, Eden Centre, Guardbridge. The telescope is accessible to children, wheelchair users and indeed everyone else, and it allows all users to come and appreciate the wonders of the Eden Estuary and its wildlife. The telescope installation marks the 40<sup>th</sup> Anniversary of the founding of the nature reserve and commemorates the passing of some of the reserve's 'Founding Fathers' in recent years. The telescope was funded by several organisations including Fife Council, FCCT, St Andrews University, BASC and the Fife Biodiversity Partnership as well as individual donors.
- **3.2.7 Eden Estuary LNR** Second phase of Saltmarsh regeneration project commenced, part of a unique joined up partnership between St Andrews University, SALT and FCCT to improve coastal flooding resilience around the St Andrews and Eden estuary shoreline. Linking 'Building with Nature' and community engagement principles over 10km of coastline. SNH and EU Partners Coastal Site managers and policy drivers site visit to look at innovative and co-ordinated approach at St Andrews

**3.2.8 The Challenges of Plastic Pollution.** Each year trillions of nurdles (small lentil shaped pieces of plastic approximately 5mm or less in size) - are produced by the plastic industry. which can be ingested by animals and which inevitably get into the human food chain. The coastline along the Inner Forth Estuary is particularly severely affected, with millions of nurdles being washed up on the Fife side around the Queensferry Crossing and Forth Rail and Road Bridges. FCCT has been working in partnership with organisations such as Fidra (environmental charity working to reduce plastic waste and chemical pollution in our seas) - to tackle this problem on Fife's beaches and in the wider environment. Working with Fidra, FCCT Ranger's & Volunteer Coordinator have involved local schools in activities to highlight the impact that plastic pollution is having globally. Two nurdle hunts were carried out in conjunction with North Queensferry Crommunity Council and members of the public. FCCT are engaging with North Queensferry Primary School, to plan projects relating to plastic pollution once COVID-19 restrictions are lifted.

### 3.2.9 Maintenance Team Activities

- In September 2019, FCCT renewed the access ramp at East Sands, St Andrews a popular resource for both locals and visitors. This project was funded by the St Andrews Common Good Fund. Critical infrastructure projects are funded through FCCT's Service Level Agreement with Fife Council.
- Car barriers were installed at Kingsbarns Beach to ensure ready access to life saving equipment and information panels were erected. A new handrail was also installed to improve access to the beach.
- As part of the work to address the large number of 'Freedom Campers' at Kingsbarns, FCCT, in consultation with stakeholder have agreed to designate 8 overnight parking spaces for motorhomes, install new signage and construct new toilet facilities. Once these changes have been made, motorhomes will be requested to pay a fee for overnight parking. These works have been funded by FCCT from unrestricted funding to test the possibility of generating revenue to cover maintenance at specific sites. This investment will be carefully monitored in the coming months and reported on in next year's Annual Report.
- Working in partnership with Fife Cultural Trust, new steps and an interpretation panel were installed at the St Monans Windmill, along with a new protype interpretation panel on the Fife Coastal Path. FCCT will gauge reaction to this new interpretive panel and feedback will be used to guide future work to update signage along the full length of the coast.

# 3.3 **Priority Theme-Countryside.**

FCCT are responsible for multiple inland sites including the 25 miles Lomond Hills Regional Park, Birnie and Gaddon Loch, Coul Den and Dalbeath Marsh to name but a few. The opening of the Fife Pilgrim Way has introduced walkers to some of these in-land beauty spots and highlighted parts of Fife that were previously less well known

**3.3.2** Fife Pilgrim Way –The 64-mile Fife Pilgrim Way route was officially opened to the public on Friday 5th July 2019. The launch events were attended by partner organisations, funders, landowners and volunteers, whose input had made the route possible. Since opening it has been very well received by communities and visitors alike. Pre Covid-19 lockdown FCCT were seeing an upward trend in numbers and anecdotal evidence of an increase in walkers through the towns and countryside. The eye-catching brand and compelling narrative of the FPW has attracted a great deal of media coverage locally, nationally, and in Europe. Launching the route has coincided with the resurgence in pilgrim routes across

Britain and Europe. Businesses have seen an increase in footfall and sales with the Business Partnership Scheme growing in demand. The maps are now entering their second edition as the first batch has almost sold out completely. *The Fife Pilgrim Way: In the Footsteps of Monks, Miners and Martyrs* is in bookshops across the country Developing and delivering the FPW has been a huge team effort from FCCT, its partners and volunteers. The FPW is a huge asset for the people of Fife and FCCT are committed to working with communities and businesses along the way in developing the route, its offering and realizing its full potential. Going forward the route is expected to attract 140,000 domestic and international users, rising to 200,000 after four years, while bringing additional tourism to less visited parts of inland Fife

**3.3.3 Maintenance Works. FCCT** Maintenance Team refurbished the stone wall at Birnie and Gaddon Lochs, this unique skill has been learned while on an FCCT Access all Areas course, delivered by Scottish Drystone Walling Association.

### 3.4 **Priority Theme- Communities.**

Working with communities across Fife is an integral part of the work of FCCT. From engaging with Community Councils to speaking to members of the public on Fife's beaches or hills. FCCT recognize the coast and countryside is for everyone. A flavour of the community engagement activities FCCT teams have been involved in and plans for the future are outlined below

- 3.4.1 Motorhome Consultation. In response to pressing concerns expressed by community groups in Fife and in consultation with Fife Council, FCCT compiled an options paper to review the pressures arising from the increasing trend of motorhomes use at sites across Fife. The term 'Freedom Camping' relates to discrete informal parking with a motorhome overnight at non-designated camp sites as historically advocated by the Campervan & Motor Home Professional Association (CAMPA). With ever increasing numbers of motorhome users opting to use car parks and other locations for overnight stays in Fife, signs of tension are now growing as 'Freedom Camping' has become unsustainable in some areas. In turn, this is placing operational and environmental pressure on visitor attractions originally designed for daytime recreational use only. In response, FCCT have put together an options paper to identify ways to safely and sustainably operate Unregulated Public Car Parks within the current legislative framework. This must be done while meeting the realistic expectations for all users, communities, landowners, land managers, Fife Council, and other stakeholders in relation to freedom camping. The report identifies alternative options for future operations and recommendations in relation to freedom camping. It also highlights the consequences if the status quo remains and nothing is done. The safe provision for motorhomes as the numbers grow is not just a challenge unique to Fife, but something that impacts the whole of the UK. As such FCCT have received enquiries, comment and feedback from the Scottish Government, other Scottish Local Authorities, charities, publicly funded organizations and many private individuals. It is anticipated FCCT in partnership with Fife council will be launching some pilot schemes that make provisions for motor homes in an environmental and financial sustainable manner while also looking at the opportunities that visiting motorhomes bring to communities.
- **3.4.2 Volunteering.** FCCT is supported by a wonderful group of committed volunteers who annually contribute thousands of volunteer hours to keeping Fife beautiful. Volunteering opportunities include practical conservation projects, including tree planting, beach cleans, litter picks, path condition surveys, habitat management, invasive species removal, wildlife recording and many other tasks each of which help keep Fife's open spaces in the best possible condition for people who live in

the 'Kingdom' and many thousands who visit annually. Volunteers are made up of 3 distinct groups, **Community Groups**, **Corporate Groups**, and **Individual Volunteers.** 

- **Community Groups.** Fife is blessed with many strong and active community groups doing great things. FCCT works hard at supporting these groups in practical ways. From coordinating and communicating about events to providing the kit needed for groups to carry out litter picks and contribute in various ways across the length and breadth of Fife.
- **Corporate Groups.** FCCT engage Corporate Groups who provide volunteer support. Approx. 20 groups supported FCCT in 2019 accumulating in 690 volunteer hours. Many businesses chose to become involved in volunteering as a team building activities, part of their corporate social responsibility activities or to make a positive contribution to the communities their business is based in.
- **Individual Volunteers** are a fantastic asset to FCCT. In 2019 they contributed 3382 hours of their time to take care of the many sites managed by FCCT. Each one brings with them enthusiasm, a unique skill set, and a willingness to learn new skills and become advocates for FCCT.
- **3.4.3 Partnership working with SRUC-** In September 2019, FCCT staff began a collaborative project in partnership with Scotland's Rural College (SRUC) Elmwood Campus to help deliver six of modules on the HNC Wildlife and Conservation Management. The students commented on the positive learning experience drawn from practical conservation professionals. It is hoped that the collaboration will continue for academic year 2020/21, this would provide the Countryside Rangers with the opportunity to further develop their teaching materials and take up SRUC's offer of Continuing Professional Development Teaching Qualifications.
- **3.4.4 Rural Tourism Infrastructure Fund (RTIF).** FCCT's expression of interest, on behalf of Fife Council, was successful in securing £5,000 to be matched with £5,000 from the Crown Estate to deliver a design options appraisal that will form the basis for a stage 2 bid to the Rural Tourism Infrastructure Fund (RTIF). This development phase will look at linking a series of strategic sites across Fife addressing issues of visitor pressure whilst maximizing the associated benefits to communities and the visitor experience. The anticipated cost to provide sustained improvements is approx. £1.2 m. The Stage 2 application will see proposals to improve facilities such as overnight parking, toilet provision, waste disposal, electric bike charging, environmental improvements, signage, and interpretation. FCCT bid for circa £600,000 of investment to tackle these important issues whilst creating a network of individual sites unified through design and functionality. A match funding business case bid has been submitted for match funding of £650K within Fife Council's 2021-31 capital plan.
- **3.4.5 Crown Estate Funding.** FCCT was successful in securing £102,500 from the Crown Estate allocation to Fife Council to deliver a suite of projects that will directly benefit people and the environment along the Fife coast. Projects include:
  - £57,500 of improvements at Wormit Bay to; repair the damaged sea wall, resurface, and re-organize the badly potholed parking area and some planting work.
  - £5,000 to match fund the £5,000 RTIF money to deliver the design options appraisal for the Stage 2 application to the RTIF.
  - Elie Ruby Bay £20,000 to improve facilities, including surface to car park and signage.

- **3.4.6 Giant Hogweed.** In 2019 FCCT employed a multi-discipline approach to giant hogweed treatment on the River Eden. Since 2014 FCCT have worked in partnership with Fife Council and SNH to fund the attempts to remove this highly invasive, toxic species which FCCT believe will be removed through a proactive approach to monitor and act when required. A sum of £10,000 has been received from the Crown Estates Funding to continue tackling Hogweed on the upper reaches of the River Eden.
- **3.4.7** Business Partnership Scheme. In the aftermath of COVID-19, FCCT have taken the decision to support local businesses, by offering a year's free membership of the Trust's Business Tourism Partnership Scheme (BTPS), firstly to businesses who had enrolled in the scheme previously. This will commence at the end of their current membership year. For tourism related business, who had not been members of the scheme previously, FCCT would like to offer businesses the opportunity to enroll in the scheme. This offer will be limited to no more than 300 business.

## 4.0 Financial Performance 2018/2019

4.1 The net assets of the FCCT were recorded on 31<sup>st</sup> March 2020 as £1,486,193. The surplus for the year is detailed in the Statement of Financial Activities available on page 40 of the Annual Report (see weblink in background papers below). It should be noted that the actuarial gain of £540,000 on FCCT's pension liability this year had the effect of turning the deficit to a surplus for the year, without this adjustment, the deficit for the year would have been £164,096.

## 5.0 Future Challenges, Developments & Opportunities

- 5.1 FCCT faces the challenge of balancing increased public pressure on outdoor facilities, significant developments in the field of environmental conservation, outdoor access, and education with a challenging funding landscape. FCCT appreciate the support of Fife Council and the stability offered in the agreed and modest reduction in service fee over a three-year period (currently year two of three).
- 5.2 FCCT have begun the work of identifying innovative solutions to address the challenges above and are almost ready to offer these as part of a discussion around the revision to our Service Level Agreement with Fife Council. Early indications are that by revising long-standing schedules and staffing structures, greater service delivery can be achieved along with either financial savings or modest increases in cost. Two such examples include a revision to the litter and toilet management plan that for an annual increase of around £15,000 will offer communities across Fife more than 1,000 additional days of open facilities each year. The second example is drawn from a redesign of FCCT's Communities and Engagement Team who are responsible for much of FCCT's on-the-ground environmental conservation, education and access management. The redesign of this team sees FCCT strengthening their leadership role in these essential areas while providing clear service benefits to users, stakeholders and support for Fife Councils Green Infrastructure Projects.
- 5.3 FCCT is committed to working in close partnership with Fife Council, Fife Cultural Trust, Fife Sports and Leisure Trust, and Fife Golf Trust to explore the most effective delivery of services considering ongoing financial constraints.

- 5.4 FCCT continues to focus on offering a range of services which are directly linked to the Plan for Fife. FCCT contributes to the four key priorities of creating opportunities for all, thriving places, inclusive growth and jobs, and contributing to the development of community led services.
- 5.5 The pandemic faced by all in 2020 demonstrated to FCCT the clear value of the outdoors to all sectors of society in Fife. It also however demonstrated the great need to invest in the supporting infrastructure of the Coast and Countryside. Even so, FCCT continue to pursue their vision of augmenting Fife Council support with other sources of income. FCCT goal is to embed the financial model where Fife Council funds are added to by project funding, philanthropic contribution, and revenues generated by FCCT own activities. In many ways, 2020 has proved a greater challenge for those already employing this model as all but Government funding has evaporated. Despite this, the ambition to diversify remains all be it with some additional safeguards.
- 5.6 Towards the end of 2019, FCCT produced a succinct vison (**Appendix 2**). In this document FCCT defined the *"audacious goal"* as being *"... to transform the lives of everyone who lives in and visits Fife through time in the extraordinary natural environment"*. The irony is that post Covid-19, the natural environment will be remembered for the role it played in communities to remain active and healthy.

# 6.0 Conclusions

- 6.1 Throughout the year, FCCT continued to deliver on its vision to make sure the outdoors remains a valuable place to ensure a broader spectrum of the communities of Fife are enriched by the natural world that surrounds them. FCCT team, Board, and volunteers have been committed, creative, resourceful and motivated to achieve their strategic objectives and deliver against the requirements of the council's services agreement.
- 6.2 FCCT has been nimble in adjusting to the ever-changing conditions brought about by Covid-19 and has not required to draw on additional resources from Fife Council whilst managing the increased uplift of community interest in outdoor assets managed by FCCT on behalf of Fife Council.

## List of Appendices

- 1. KPIs 19/20
- 2. FCCT vision statement

## **Background Papers**

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

 Fife Coast & Countryside Trust: Directors' Annual Report and Financial Statements for the year-ended 31<sup>st</sup> March 2020

https://d1ssu070pg2v9i.cloudfront.net/pex/fcct/2019/09/06110433/Annual-Report-2019-.pdf • Freedom Camping - Options Paper on Motorhome Use in Fife - Consultation Draft

https://d1ssu070pg2v9i.cloudfront.net/pex/fcct/2020/01/07105859/Freedom-Camping-Options-Paper-on-Motorhome-Use-in-Fife.pdf

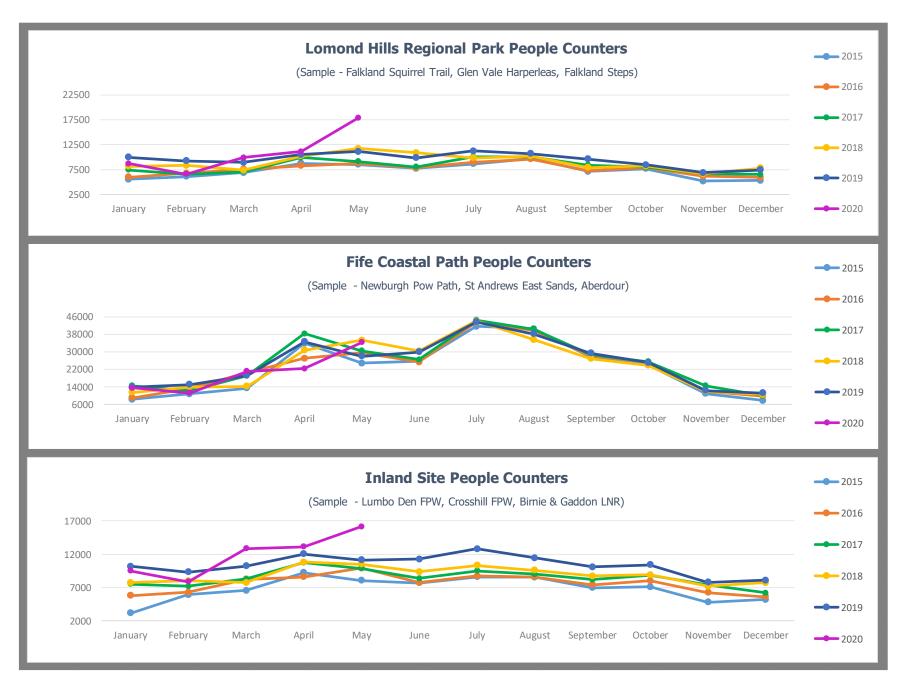
### **Report Contacts**

Andy MacLellan Community Projects Team Manager Communities & Neighbourhoods Service Email - <u>andy.maclellan@fife.gov.uk</u>

Jeremy Harris CEO- Fife Coast & Countryside Trust Email -Jeremy.Harris@fifecountryside.co.uk



1



43





## **Our Audacious Goal**

To be the organisation that brings the value of the outdoors to all in Fife. Our aim is to transform the lives of everyone who lives in and visits Fife through time in the extraordinary natural environment which we have preserved.

To have three alternative sources of funding equal to or greater than the contribution from Fife Council.

#### 5 Year Focus Areas Coastal Path & Pilgrim Way

Lomond Hills Regional Park St Andrews including East, West & Castle Sands Estuaries & beaches Camper van management Harbourmaster's House, Pitcairn & other operational bases Diversify revenues Leven Project Largo Pier Lyne Burn

## WHY

We recognise the importance of natural places and our obligation to preserve them for their own sake and their benefits to society.

We believe : That access to nature provides essential benefits; That the outdoors is for all; That understanding through education leads to appreciation which in turn leads to care.

## HOW

Through a robust and efficient organisation gathered around a shared vision.

Through practical action rooted in local communities.

By delivering well defined progress measured against clear performance indicators.

By recognising the clear constraints of our local context and developing truly sustainable futures for Fife.

### WHAT

We will provide excellent ways for everyone to get into and enjoy Fife's exceptional outdoors.

We will be an exemplary model of outdoor leisure and learning provision, conservation management, and environmental education.

We will build partnerships with like-minded organisations <u>that deliver</u> innovative funding for Fife's environment

## WHO

We serve our patrons and the whole community of Fife; human and other, residents and visitors.

We know the value of volunteering and will grow our network of volunteers.

We work with government both national and local, businesses, schools, and charities to bring lasting benefits to Fife.



## **Future Options**

Dysart Sailor's Walk Land-use management Agricultural partnerships Commercial ventures Private sector engagement National and international links

Version 1.6 - 30 September 2020



21<sup>st</sup> January, 2021 Agenda Item No. 5 (b)

## **OnFife (Fife Cultural Trust) - Annual Review**

## Report by: Paul Vaughan, Head of Communities & Neighbourhoods

### Wards Affected: All Wards

#### **Purpose of Report**

The purpose of this report is to review the performance of OnFife in its operation from 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020.

#### Recommendation

Members are asked to note and comment on the continued development and performance of OnFife in 2019/2020.

### **Resource Implications**

There are no specific resource implications.

### Legal and Risk Implications

There are no legal and risk implications.

#### Impact Assessment

An equality (EqIA) Impact Assessment is not required as this is a retrospective annual update report on the performance of OnFife.

### Consultation

OnFife's annual report was approved on 9<sup>th</sup> December 2020 by the OnFife Board and accepted by the Council in its capacity as the sole member.

## 1.0 Impact of Covid-19

- 1.1 When measures to combat the spread of Covid-19 were implemented at the end of 2019/20 it demanded a rapid response from OnFife. After consultation with Fife Council, all services Libraries, Theatres, Museums & Galleries, Archive & Collections Centre, Retail Outlets, MAC, Mobile Libraries and Cafes were suspended effective from 19 March 2020.
- 1.2 Faced with an operating landscape never before experienced, OnFife within days was investigating and implementing alternatives that would provide services and support communities. ShineOnFife, a new digital programme, was created as team members, now working at home, quickly adapted to serve up new and exciting content across online platforms. OnFifeCares was also established as a non-digital phone programme designed to support more vulnerable and digitally disconnected customers to see who needed support and regular contact.
- 1.3 One of the key impacts for the Trust was an overnight loss of *all* generated income. Already managing a budget shortfall, the Trust took immediate measures to centralise budgets and restrict all but the most essential spending. Nineteen team members in the trading subsidiary and 64 casual staff were furloughed, with the Trust topping up the 80% of wages provided through the national Coronavirus Job Retention Scheme so that staff received full pay.
- 1.4 By necessity, the pandemic created a new way of operating not only for OnFife but the for the entire cultural sector. This has brought both challenge and opportunity and will continue to impact on the shape of services and the organisation henceforth. (see **5**. **Future Challenges and Plans**).

## 2.0 Background

- 2.1 OnFife continues to deliver services and experiences which contribute to all four themes in the Plan for Fife 2017-2027.
- 2.2 In addition to regular meetings to discuss a range of issues, the Council reviews the performance of OnFife via quarterly meetings in which user figures, financial performance, investment programmes, health & safety and many other aspects of the business are assessed against the service specification within the services agreement which underpins the management fee paid by Fife Council to OnFife.
- 2.3 For full Background see Appendix 2.

## 3.0 Performance Overview for 2019/20

## 3.1 Thriving Places

### 3.1.1 VisitScotland 5 Star visitor status retained

The VisitScotland award is a positive development for tourism in Dunfermline and Fife and Dunfermline Carnegie Library & Galleries (DCL&G) was further boosted when it

had double success at the UK-wide Association of Heritage Interpretation (AHI) Discover Heritage Awards, where it won the Museums category and the overall AHI Award for Excellence. Cultural tourism brings huge economic benefits to an area, and Fife's museums, galleries, theatres and libraries are a key part of this offer as seen by the 1.6 million visitors attending the Trust's venues.

#### 3.1.2 Leading and supporting capital investment.

In partnership with Fife Council, OnFife progressed proposals for a potential £3 million capital investment to transform the Adam Smith Theatre into a cultural hub to support economic regeneration of Kirkcaldy. Covid-19 brought the proposals to a temporary halt, although work has now started on the refurbishment of the auditorium and funding has been secured (November 2020) for phase two of the project which will see the creation of a new Design Suite to support and develop creatives in Fife and the refurbishment of the Beveridge Suite to support greater community use.

#### 3.1.3 Increasing funding opportunities

OnFife continues to maximise all opportunities to increase income and thereby fund a broad range of creative activities for communities. During 2019/20 it generated more income through an expansion in trading operations including catering, venue hire and the introduction of innovative developments, such as the Cryptic Kingdom Escape Room at Rothes Halls. There was also greater emphasis on fundraising and private sponsorship with more than £300,000 obtained through successful grant applications, including from the Esmee Fairbairn Foundation, Scottish Enterprise, Creative Scotland and the Public Library Improvement Fund, and sponsorship from Shell UK.

## **3.2 Community-Led Services**

#### 3.2.1 Customer feedback

An average of 4.6 out of 5 was recorded in feedback relating to OnFife shows and events from customer surveys, with venues scoring 4.4 out of 5.

#### 3.2.2 **Putting people at the heart of libraries**

In 2019/20 OnFife undertook an ambitious research project, Walking in the Shoes of Our Customers, to assess all branches from the perspective of various customer 'personas' e.g. someone with a disability, a young parent or someone with dementia. The findings are helping shape how services are developed as part of the strategy to build a sustainable future for libraries in Fife.

#### 3.2.3 Total Library Service visits increased to 1,882,166

Combined physical and virtual visits to libraries increased by 15%, which included a 56% rise in issues to the eBook, eMagazine and eAudiobook service illustrating the demand for convenient online services (Appendix 3).

#### 3.2.4 Combating social isolation

Groove ON discos used music to stimulate, engage and help combat social isolation for people living with dementia and their carers. Many care homes in Fife also bring residents along to these regular get-togethers at Rothes Halls. The Libraries Home Delivery service also plays a part in tackling isolation. During 2019/20, the service delivered books to 109 individuals at home, making sure readers can continue to read even when they are no longer able to visit the libraries while the regular social contact provides a lifeline to otherwise isolated people, contributing to healthier communities.

### 3.2.5 Raising the roof and connecting with communities

OnFife Libraries review in 2018/19 aimed to reposition Libraries in the heart of communities and open the doors for imaginative new activities. The Loud in Libraries initiative gave a real flavour of what's to come in the modern Library. This gig raised the rafters in Rosyth Library, held as part of the Scottish Library and Information Council's Get It Loud in Libraries programme, with band Sacred Paws performing a family-friendly, alcohol-free gig.

### 3.2.6 Improving health and wellbeing

OnFife supports the health and wellbeing of people of all ages in Fife's communities both through its own activities and in partnership with other bodies. Activities this year have included:

- Macmillan Cancer Partnership Having been granted £240,000 to deliver Macmillan Cancer information and support from four libraries across Fife and to support information points in two hospitals, OnFife Libraries progressed the project by opening drop-in points at Jennie Lee Library, Lochgelly, in 2019, closely followed by a second venue at Leven Library. This project was put on hold with the outbreak of Covid-19.
- **Pause not Full Stop** OnFife Libraries was awarded £25,000 by Carnegie UK's Engaging Library project for Pause not Full Stop, a project to help to break down taboos and normalise conversations around the menopause.
- Walk ON events boosting physical and mental health Six Walk ON groups enjoyed a busy year of conversation, companionship and exercise with 2,269 attendances at over 185 sessions, a 90% increase in attendances.
- Hearing Aid Batteries distribution Working with NHS Fife, libraries helped dispense hearing aid batteries to NHS patients. This service has seen over 7,700 packs of batteries being distributed from libraries across Fife.

## 3.3 Inclusive Growth and Jobs

### 3.3.1 **Development of future generations**

OnFife works to engage and inspire children and young people across Fife, recognising that attainment levels, literacy and aspirations are key to enabling young people to realise their potential by adopting a universal early-intervention approach designed to reach a wide spectrum of the population. Activities this year included:

- **Big Book Brain Quiz** Now in its 12<sup>th</sup> year, the Big Book Brains Quiz saw more than 4,200 P6 pupils from 168 classes take part, reading more than 19,000 books between them. Over more than a decade, the Big Book Brains Quiz has reached over 24,000 children.
- **Books and film** Using emotionally powerful films adapted from great books is a compelling way to engage children with reading. Exploring themes of empathy and understanding through fiction, the library service offered special screenings of The Boy in the Striped Pajamas, War Horse and Wonder. This year's events attracted an audience of over 800 pupils and teachers and provided a successful addition to the schools programme.
- Literacy and language development with Bookbug Bookbug sessions, which are about sharing stories, songs and rhymes with babies and young children, have

many benefits, including supporting children's language development, learning and social skills. More than 1,200 sessions were held for more than 26,578 children and adults.

- **Code Clubs** these clubs introduce young people to coding in a way that is fun and engaging, laying the foundational knowledge in coding skills that can be developed in future careers. During 2019/20, 25 Code Clubs (8–12-week blocks) were held across 10 libraries, with 178 sessions reaching 147 children.
- **Music industry experience** secondary school pupils had an opportunity to gain hands-on experience of the music industry as part of the Dark Days Skills Initiative which saw them work with recording studio Substation, where they learned the technical aspects of recording and went on to record their own works.
- Banter and a blether at Book Week Scotland Book Week Scotland is one of the highlights of the library year and this year's theme, *Blether*, inspired great chat among young readers who were encouraged to discover new stories and share their favourites. With a great selection of writers, films, poets and illustrators on offer at 18 events for all ages, there was a lot to blether about.
- 64,000 books in reading challenge Improving literacy contributes to higher levels of attainment. The ever-popular Summer Reading Challenge saw OnFife Libraries welcome more than 5,200 Challenge readers – including more than 500 new members. Around 50% of the children completed the challenge, reading 64,000 books in just nine weeks.

### 3.3.2 Improving inclusion with Children's University pilot

Supporting educational attainment and inclusion, ONFife Libraries secured £32,500 from the Public Libraries Improvement Fund to make membership of Children's University Scotland available to all children through the library network. Acting as a pilot for all of Scotland, the funding will cover passports, activities, staff training and changes in IT platforms and processes. Work is under way to get everything in place for a trial in Kirkcaldy libraries this summer.

### 3.3.3 Skills through volunteering

As well as being a powerful way of growing skills and confidence and improving job prospects, research shows that volunteering can have a positive effect on health and wellbeing. Throughout the year more than 180 volunteers supported the work across the Trust in 15 venues, working more than 5,700 hours with an equivalent value of  $\pounds45,000$ .

## 3.4 Opportunities for All

### 3.4.1 Reaching new audiences

OnFife has worked hard during 2019/20 to increase our relevance and reach across communities to attract new audiences and enhance existing ones:

- Community connections with mining banners In the autumn of 2019, there was a rare opportunity to see a collection of mining banners, many of them dating from the 1984/85 miners' strike, when they were unrolled to be photographed. Many former miners came along to Dunfermline Carnegie Library & Galleries and shared memories and their knowledge about the banners.
- **Mining a rich seam of Fife's heritage** Fife's mining history is a rich seam and in November 2019 OnFife brought together more than 100 delegates from

local heritage associations and experts at a community Mining Conference and networking day at the Adam Smith Theatre. The day considered what mining meant to Fife and how it shaped people's lives. An *Archive Explored* event, the conference featured archives, photographs, and memorabilia.

• A Marvel-lous Film Festival The red carpet was rolled out for Avengers: Endgame at the finale of a Marvel-lous Film Festival Event in September 2019. Visitors donned their favourite costumes to watch a choice of five films over two days and take part in a Family Day. Activities included a games arcade, arts and crafts, face painting, stalls with comics and work from graphic artists.

### 3.4.2 Equality, Diversity and Inclusivity

ONFife supports equality across its programming with this year's offer including events as diverse as Groove On Discos for people living with dementia to British Sign Language Bookbug sessions for families with deaf children. Others which aid OnFife's EDI commitment included:

- **Opportunities for all** The library network provides services either free or at low cost, and 80% of these services are provided free at the point of access. Theatres also offer concessionary pricing.
- **A Fairer Fife** OnFife provided support to organise the Fife Pride 2019 event to raise awareness and support for the LGBT community.
- **Panto for all** Accessible performances are a priority, with specific British Sign Language performances and relaxed performances for those with autism or dementia. VIP performance supports local charities such as The Cottage and Fife Young Carers with 280 children, young people and their families and carers attending.
- Early years support for families with deaf children Bookbug sessions use singing, rhyme and storytelling to help language development. In 2019/20 sessions were held in British Sign Language, Gaelic and Scots and Bookbug on the Bus on the Mobile Libraries.
- Help for people living with dementia Moments in Time sessions, for people living with dementia, are now available at Kirkcaldy Galleries, Rothes Halls and Methil Library. Sessions can be delivered in community settings, such as care homes or day care centres, so physical access is not a barrier to participation. A range of funding has enabled OnFife to develop and expand its programme of events for those living with dementia and their carers, reaching 1,134 people.

## 4.0 Financial Performance

- 4.1 As a charity, OnFife operates in a challenging environment, balancing the delivery of high-quality public services most of which are delivered free of charge. As part of the three-year management fee arrangements, the agreed savings with Fife Council for 2019-20 were £261,000 (3.4% of the management fee). The organisation continues to review services and look for ways to improve the customer experience, grow, develop, and innovate, as well as deliver efficiencies wherever possible, with a focus on ensuring long-term financial sustainability. This approach is now informed by the impact of Covid and a strategy developed to 2022 to deliver an organisation which is fit for purpose within the new operating and financial context.
- 4.2 OnFife continues to maximise all opportunities to increase income and during 2019-20 the organisation was responsible for generating 35.6% of its own income

(£4,337,870 out of an annual turnover of £12,186,851). This was achieved through an expansion in trading operations including catering, venue hire, and ticketed events and activities, as well as the introduction of innovative developments, such as the Cryptic Kingdom Escape Room at Rothes Halls, and a greater emphasis on fundraising and private sponsorship.

- 4.3 COVID-19 had a negative impact on all services, particularly income generation and trading, at the end of the financial year. OnFife continues to engage with its customers and audiences through digital means and takes every opportunity to generate income, while still delivering services, in this unprecedented environment.
- 4.4 A full financial statement is available, and a link is provided to the Fife Cultural Trust (OnFife) Annual Report and Accounts 2019/20 in Background Papers at the end of this report. The financial statements show that, over the course of 2019/20, Fife Cultural Trust (the Charity and Trading arm) had a combined turnover of £12,186,851; however, the costs of running the charity and pension liabilities meant the end of year position was a deficit of £776,166 (compared to -£28,548 in 2019).

## **5.0 Future Challenges and Plans**

- 5.1 With Covid-19 continuing to dominate all operations, the ongoing growth and development of OnFife is more essential than ever so the organisation can continue to recover effectively.
- 5.2 Ongoing impact from Covid-19 response in 2020:
  - Within days of lockdown a new OnFife LibrarYAY Facebook site was created to interact with children and families no longer able to come into libraries. By the end of November, it had a following of 2,244 members, had made more than 1,400 posts and achieved nearly 7,000 reactions with more than 600 comments. During lockdown more than 2600 calls were made to library members who were over 70, with follow-up calls continuing to those who wanted to keep hearing from the Trust. Activity was also increased across all the Trust's online media platforms. See Appendix 2 for most recent highlights.
  - When services and buildings began to reopen, it was carefully controlled and in line with five key measures the Trust judged to be critical to safeguard the wellbeing of customers, communities and team members. These key measures continue to be availability of staff; building modifications; procedures and training; appropriate safety measures, and government restrictions. In July, Fife was one of the first local authority areas to reopen libraries (Connect & Collect then limited browsing) followed in August by museums and galleries. In all, the Trust was able to safely reopen 25 of 29 library branches, the largest number of any local authority area, and all museums and galleries.
  - With growing uncertainty in the sector, OnFife, to create clarity for customers, local performing groups and professional groups, took a leading decision to postpone theatre programming until spring 2021, which then become the consensus for the sector. A decision was delayed for pantomime at the Adam Smith Theatre, which accounts for around a third of the Trust's income from theatre tickets, but it also had to be postponed, though it was heartening that the majority of early bookers chose to defer their tickets to 2021.

- 5.3 Fife Council has been supportive during recent difficult circumstances where the Trust's ability to trade and generate income has been detrimentally impacted. OnFife has also, where possible, accessed funds to help to cover core costs, including funding from the Corona Virus Job Retention Scheme to support furloughing the very small number of staff eligible, including trading team members and, at the outset, some of the Trust's casual staff.
- 5.4 OnFife continues to work with Fife Council to put in place a management fee that will cover the full costs of future service delivery and ensure the longer-term sustainability of the organisation. In the meantime, it continues to do all it can to minimise costs, maximise efficiencies, and operate as efficiently and effectively as possible, whilst working with the Council on the future shape of the organisation and its service delivery model.
- 5.5 During 2019/20 OnFife laid the groundwork for a new data-based approach to audience development that will in time see it develop new audiences, increase customer loyalty and increase theatre revenue. The first stage of this work focused on collating and analysing data to learn more about the Trust's theatre business and customers. Alongside this it piloted a new demand-based pricing structure for the 2019 Pantomime. From these results, a new bespoke 2-3 year plan was developed, which follows sectoral best practice guides. 2020 got off to a strong start following impressive results with the launch of the 2020 pantomime and immediate positive results from the loyalty engagement campaigns in the Spring 2020 season. However, all preparation for further changes to pricing and marketing were placed on hold in March following lockdown and the impact of Covid-19 on programming.
- 5.6 Ongoing investment in leadership skills in the organisation, and skills development generally, has ensured it has been ready to rise to the challenges of Covid-19 and the future planning work needed now to lead it through a period of significant uncertainty. The Board of OnFife continues to provide strong strategic leadership, financial stewardship and scrutiny, working closely with the senior leadership team.
- 5.7 OnFife has transformed its product digitally in a way that will in future increase accessibility and support ongoing service innovation. The organisation is developing a new Digital Strategy, which will review all digital communications (how it connects internally and with audiences and customers) and IT infrastructure, allowing it to make wiser investment choices based on strategic priorities.
- 5.8 Moving into 2020, OnFife had strong ambitions in relation to expanding operations in the Meetings, Incentive, Conference and Events (MICE) industry, seeking to capitalise on existing assets in relation to meeting rooms, conferencing facilities, audio-visual and technical support for events and unique spaces available for rental. A two-year business plan, with associated MICE sales post, has been established with funding support for growth agreed by Fife Council. While COVID-19 and associated public health measures forced the Trust to place these plans on hold, they will be revisited in 2021/22 and the Trust is now starting that process with Fife Council as part of longerterm planning.
- 5.9 The OnFife Board has now approved the strategic direction set out within a new business strategy, Shape up to Shine On, which informs a 24-month change programme for the organisation that will ensure its long-term sustainability.

## 6.0 Conclusion

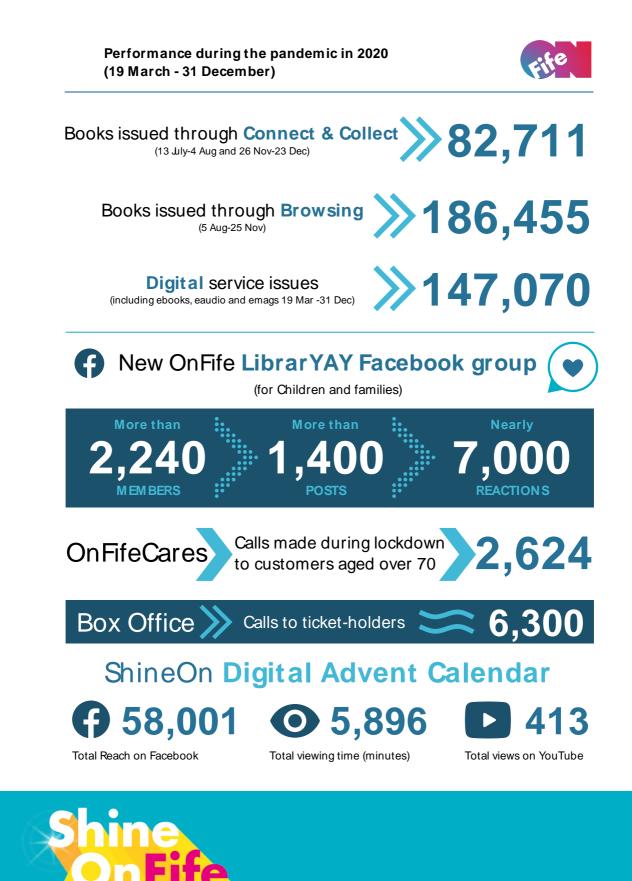
6.1 This report sets out an overview of the 2019/20 year for OnFife as well as providing an update on how Covid-19 has impacted the organisation, its services and activities, and how it has risen to that challenge. The Trust has continued to perform well and, in particular, has continued to innovate across the business in order to maximise efficiency and effectiveness, match costs to income more closely, and to ensure greater customer focus and long-term sustainability. Throughout this, OnFife has never lost sight of its over-riding aim of opening doors to inspiration by providing inclusive and welcoming cultural services, activities and events that excite, inspire and, above all, improve the lives of those who participate, families and communities.

#### **Background Papers**

The following papers were relied on in the preparation of this report:

- Fife Cultural Trust (ONFife) Annual Report and Accounts 2019/20 <u>https://onfife.com/sites/default/files/FCT%20Accounts%202020.pdf</u>
- Fife Cultural Services Trading Limited Annual Report and Accounts 2019/20 https://onfife.com/sites/default/files/FCSTL%20Accounts%202020.pdf

### Appendix 1



## Appendix 2

## Background

OnFife commenced trading on 1 October 2012. Charitable status was granted by the Office of the Scottish Charity Regulator (OSCR) and Fife Council is the sole member of the Company.

A Board of thirteen Directors govern the Company and give strategic guidance and support to the Chief Executive and Executive Team. The Board is made up of four Partner Directors (appointed representatives of Fife Council) and nine Independent Directors. To ensure the Company complies with its statutory obligations, a Board of Director development programme is in place which demonstrates that Directors are conscious of their responsibilities and are keen to implement industry recognised best practice in relation to the UK Corporate Governance Code (June 2010).

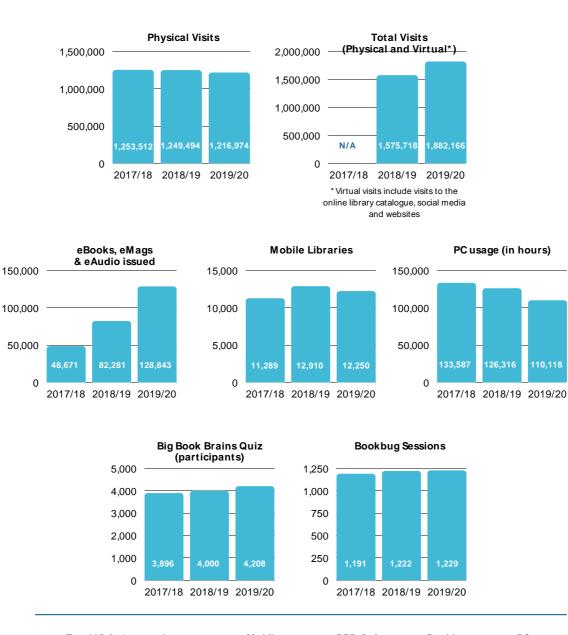
OnFife is a non-profit distributing organisation (NPDO) and can retain and invest any surplus it generates to help improve the facilities and services it provides to communities across Fife. OnFife manages, operates and delivers the following services on behalf of Fife Council:

- 29 libraries, two mobile libraries and library services to primary schools
- 12 museum and heritage venues, including the MAC Mobile Museum
- Four theatre and community venues
- Collections Centre at Bankhead, Glenrothes
- Fife's historical archives
- Fife's Cultural Consortium
- Maintenance and development of library services within Fife Council's six integrated customer service facilities
- Stewardship and care for the objects and archives in Fife Council's collections.

OnFife's main aim is to deliver cultural activity with the purpose of enriching lives in Fife. This is intrinsically linked to the aims and objectives set out in the services agreement with Fife Council, which requires OnFife to deliver in four key strategic areas:

- To provide, or assist in the provision of cultural facilities and to organise cultural activities, with such facilities and activities being made available to members of the public at large with the object of improving their quality of life
- To provide accessible and affordable opportunities for all members of the public in Fife to participate in cultural activities and access the cultural facilities
- To advance education and learning particularly as it relates to cultural activities
- To advance citizenship and community development through cultural activities, via the provision of services (including those entrusted to it by the Council), which contribute to advancing well-being including:
  - a) the operation, management and development of facilities for the delivery of cultural activities including arrangements to facilitate access to facilities by those on lower incomes or with special needs and to encourage wider participation in cultural activities
  - b) the development and delivery of cultural activities and events directed towards wider participation in such activities

c) the delivery of services focused on social renewal and the needs of young people.



Libraries'	Visitor	Numbers
------------	---------	---------

Total Visits\* elssues Mobiles **BBB** Quiz PCuse Bookbugs 2017/18 48,671 11,289 3,896 133,587 N/A 1,191 2018/19 82,281 12,910 4,000 1,222 126,316 1,575,718 2019/20 1,882,166 128,843 12,250 4,208 1,229 110,118 \* Includes virtual and physical visits

Physical visits to libraries decreased by 2.6% in 2019/20 compared with 2018/19, in part due to a change to opening hours and the early impact of Covid but there was a 56% rise in issues to our eBook, eMagazine and eAudiobook service illustrating the demand for convenient online service.



Total figures are for visitors to all Heritage sites, Museums and integrated venues with heritage displays including Buckhaven, Burntisland, Laing, Newburgh and Newport. Visits overall decreased by 7% compared to last year, in part due to the early impact of Covid.

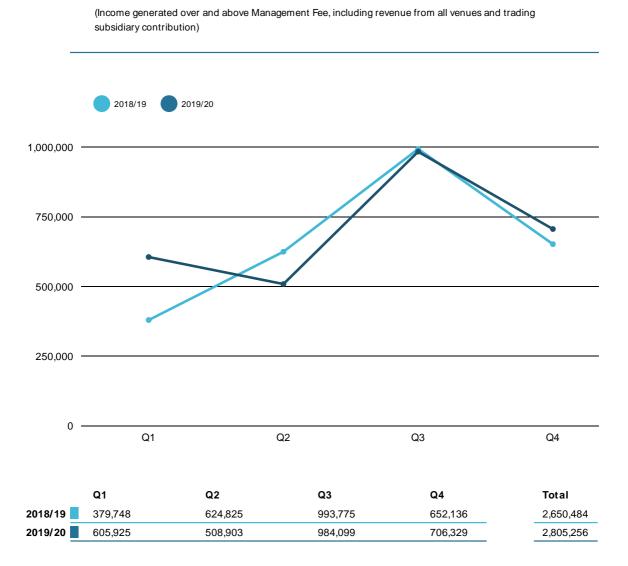
Other factors affecting numbers were that MAC's tour did not start till June and at St Andrews Museum scaffolding surrounded the building until October.

#### **Museums and Galleries' Visitor Numbers**

#### **Theatres Attendances**



2019/20 saw a stabilising of the theatre programme across all four venues with Carnegie Hall returning from a dip in 2018/19. Overall the number of **attendances** has **reduced slightly**, in line with fewer performances, but still achieving **increased ticket income**.



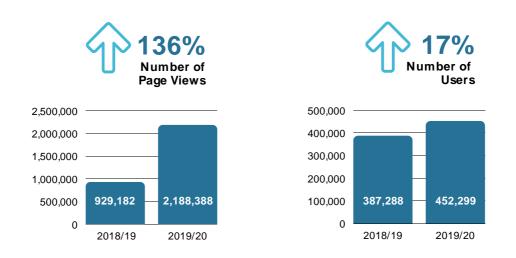
#### Income Generated: comparison 2018/19 and 2019/20

62

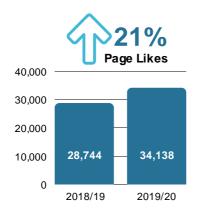
#### **Customer Satisfaction**

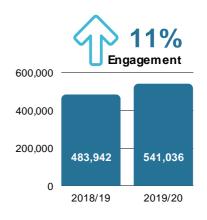
(Based on 3,314 responses to post-event surveys throughout the year)





Social Media: Activity on OnFife's eight main Facebook pages





**Engagement:** any action someone takes on a post (like, share, comment)



21<sup>st</sup> January, 2021 Agenda Item No. 5 (c)

## **Fife Golf Trust - Annual Review**

#### Report by: Paul Vaughan, Head of Communities and Neighbourhoods

#### Wards Affected: All

#### **Purpose of Report**

The purpose of this report is to review the performance of the Fife Golf Trust (FGT) during its seventh year of operation, 2019/2020.

#### Background

Members are asked to consider and comment on the performance of the Fife Golf Trust during 2019/2020.

#### **Resource Implications**

There are no specific resource implications.

#### Legal & Risk Implications

There are no legal and risk implications.

#### Impact Assessments

An Equalities Impact Assessment has not been completed as this is a retrospective annual update report on the performance of Fife Golf Trust.

#### Consultation

The Fife Golf Trust Annual Report 2019/2020 was formally agreed on 10<sup>th</sup> November 2020 by the Board and accepted by Fife Council in its capacity as sole member of the company.

## **1.0 Background Information**

- 1.1 Fife Golf Trust (FGT) commenced trading on 1<sup>st</sup> April 2011. Charitable status was granted by the Office of the Scottish Charity Regulator (OSCR) on 30<sup>th</sup> March 2011 and Fife Council is the sole member of the company.
- 1.2 A Board of seven Directors governs the company and provides strategic guidance and support to the Chief Executive. The Board is made up of four Partner Directors (appointed by the Council) and three Independent Directors. The day-to-day business is managed by the Chief Executive and supported by the Board via subgroups, as required, focused on key business areas, e.g. finance and season ticket pricing. The Chief Executive also has regular 1:1s with the Board Chair.

- 1.3 FGT operates five 18-hole and two 9-hole golf courses on behalf of Fife Council, which are managed by a small management team which receives 'in kind' business support from the Council for ICT, Health & Safety, Human Resources and Communications. FGT has four key charitable objectives which are:
  - To advance public participation in golf;
  - To provide recreational facilities and organise activities with the object of improving participants' quality of life;
  - To provide accessible and affordable opportunities to the public to participate in golf;
  - To develop other schemes and projects which further enhance the company's charitable status.
- 1.4 Throughout the financial year 2019/20, FGT has continued to deliver services in line with its business plan with a vision for 'growing the game' sitting at its heart; tackling the barriers to golf participation. The business plan has three interlinked strategic objectives that underpin a long-term vision: Golf Development, Course Development and Business & Marketing Development. It also supports key outcomes in the Plan for Fife, such as getting more people, more active, more often. FGT also has a unique opportunity to work closely with the community since "off course" facilities are operated by golf clubs.
- 1.5 FGT's performance is formally reviewed by the Council on a quarterly basis. User figures, financial performance, investment programmes, health & safety and various other aspects of the business are assessed against the services agreement and use is made of a range of performance indicators to monitor service quality

## 2.0 Performance Indicators 2019/2020

- 2.1 Season ticket and visitor sales measures provide performance information for key business areas. This provides up-to-date data for consideration at each quarterly review meeting and a profile of performance over the previous seven years. Appendix 1 provides key comparative financial and sales measures for the nine-year period since FGT was established.
- 2.2 Key Performance Indicators (KPIs) are used to monitor and evaluate service quality, user and financial information. FGT increased generated golfer revenues by 1%, as season ticket and visitor income increased from £766,321 to £767,716. This fell short of the £805,000 targeted within the Business Plan as wet weather from June 2019 and Covid-19 concerns impacted negatively on golfer revenues during the latter part of the financial year.

## 3.0 Key Achievements 2019/2020

### 3.1 Financial Summary

3.1.1 Generated income (golf and secondary) increased from £811,040 in 2018/19 to £817,857 in 2019/20, an increase of 1 %.

- 3.1.2 Excluding pensions adjustment, operational losses were reduced from £33,693 to £9,553, which was slightly ahead of the projected loss of £16,562.
- 3.1.3 Losses have been steadily reducing (from approx. 62k in 16/17 to under 10k in 19/20) as FGT implemented a range of measures to increase revenues and find efficiencies that minimised the impact on revenues although it is recognised by the Board that this has been a challenging remit given the difficult business environment within Scottish golf. Prior to the onset of Covid-19 lockdown measures FGT had prepared a budget that forecast a 17k surplus for 20/21.

This is against a backdrop from The Scottish Golf Union statement in late 2019 that golf club membership levels throughout Scotland have fallen from 209,000 in 2014 to 180,000 in 2018 – a fall of 14 %.

### 3.2 Golfing Income

- 3.2.1 Total golfer income from season ticket sales and "Pay as you Play" increased from £766,321 to £767,716. This fell short of the £805,000 target set in the 2019-20 Business Plan.
- 3.2.2. Season ticket sales totalled 2,586 a 2 % fall against the previous year. Total income from season ticket sales did, however, increase by nearly 17k to £604,945, as a further 5 % increase in sales of the seven course "Rover" ticket helped push up season ticket revenues.
- 3.2.3 Junior season ticket holder take up fell 28 % against 18/19, dropping from 116 to 84. The national picture from Scottish Golf has highlighted significant declines in junior participation. Without significant investment in a golf development strategy, with affordable coaching, club hire and practice facilities in place, FGT recognises that it will be a challenge to reverse the trend. Although the opening of the 6-hole pitch and putt course at Dunnikier Golf Course should give FGT a platform for reversing this trend.
- 3.2.4 "Pay as you play" (PAYP) revenue fell by 9 % to £162,771 from £178,305. This decline was due largely to wet weather from June onwards. The FGT Board is also conscious that a lack of resources to deliver an effective marketing strategy and a limited social media presence make it difficult to increase PAYP income.
- 3.2.5 **Appendix 1-** KPIs 2011 to 2019/20 provides a management fee profile against the generated income levels over last eight years

### 3.3 **Operational Expenditure**

3.3.1. Operational expenditure fell 2% to £1,401,042 – largely due to labour cost savings, as Golf Professionals replaced Starter positions and an in-house machinery maintenance model substantially reduced repair/servicing costs. Most of the other cost areas were below, or largely in line with, the budget. While FGT constantly seeks opportunities to deliver efficiencies in the cost base, modest rises are to be expected going forward and this is essential to increase revenue and sustain gains in quality

### 3.4 Environmental Management

3.4.1 There were various service improvements during 2019/20. Following Golf Environment Organisation (GEO) Certified accreditation in March 2017, FGT is

continuing to work towards improving the sustainable management and environmental quality of its courses. This includes work to enhance biodiversity, and address waste, energy use, pollution and climate change. The Trust has worked on several initiatives, some of them in partnership with local organisations and community groups. It has:

- Brought woodlands at Dunnikier Golf Course into management through thinning operations in partnership with Fife Council and with a grant from Woodlands in and Around Towns;
- Completed the creation of a 645m wildlife corridor on the northern boundary of Kinghorn Golf Course in partnership with Fife and Kinross Bat Group and with a tree donation from Woodland Trust Scotland;
- Continued to manage species-rich grassland at several courses, including Fife's Buzzing meadows at Dunnikier Golf Course;
- Used upcycled products for bunker creation;
- Liaised with Resource Efficient Solutions on improving green waste management and recycling.
- 3.4.2 Golf course quality has been independently assessed by the Sport Turf Research Institute (STRI). The STRI are highly regarded as leading agronomists in the golf industry and provide advice to the R&A on Open Championship courses. For the past eight years they have taken measurements on surface conditions at all FGT courses. The greens, for example, are tested for firmness, smoothness, trueness and organic matter content. Last year's assessment visits continued to highlight steady improvements in fine turf (greens) conditions.

#### 3.5 **Capital Investment**

- 3.5.1 Continued investment in golf courses is crucial for the sustainability of the golf course operation and provides customers with quality, "value for money" golf opportunities.
- 3.5.2 There was no capital investment allocated to FGT courses in the councils 2019 2029 capital plan. Nevertheless, FGT worked creatively within existing revenue budget to fund improvements. New course signage was introduced at Kinghorn Golf club in a joint project with the local club at a cost of 6k and a 10k refurbishment of the starter facilities to accommodate a small Golf Pro shop agreed in partnership with FC.
- 3.5.3 Work on a six hole "pitch 'n putt" practice facility (the 2019 course) at Dunnikier Park started in Winter 2018 and was formally opened in summer 2019. This facility is aimed at all current and potential golfers juniors, beginners, the "time pressed", the practisers and those with health challenges for whom 18 holes of golf is challenging. Support funding was provided by Kirkcaldy area committee (£20k), Dunnikier Park Golf Club (£5k), Kirkcaldy Sports Council (£500) and Scottish Golf (£600). This investment is in line with Scottish Golf's strategic focus on "Golf Sixes".

#### 3.6 Charitable Causes

3.6.1 Wherever practical, FGT supports charitable causes. In the previous financial year, the Trust hosted a golf day in aid of the Maggie's Centre in Fife, for which over £9,000 was raised. The Trust also hosted a charity fund raiser organised by a local company that raised approximately for nine local charities. It also gifted 28 free 4-

ball vouchers for raffles in support of local/national charities and junior sports teams.

## 4 Future Challenges and Developments

- 4.1 The councils 2021-31 Capital Investment Plan is the primary means for securing further investment. A key priority is the need to secure investment to construct a FGT Depot Hub as the owners of the current leased facility will be redeveloping the site for housing and have requested FGT to vacate the facility. A new FGT Depot will allow the business to centralise its maintenance support & distribute resources efficiently to each of the 7 FGT operated courses as required.
- 4.2 FGT made an operational loss (excluding pensions adjustment) of £9,553 in 2019/2020. This was slightly ahead of expectations and, whilst generated revenue was up only 1 %, and below target this was offset by operating expenditure efficiencies.
- 4.3 FGT reached agreement with Fife Council in autumn 2018 for a three-year management fee arrangement that came into effect on 1<sup>st</sup> April 2019. Clarity on a three-year funding arrangement had allowed FGT to set a budget for 20/21 in March that projected an operational surplus of £17,000.
- 4.4 After the initial COVID lockdown that saw all golf courses and clubhouses closed from 22<sup>nd</sup> March. Fife Council asked FGT to produce a revised budget and cash flow forecast in April 2020. Clearly COVID-19 pandemic will present an ongoing challenge for the golf business with many unknowns for 2021. However, the increased interest and attraction of outdoor leisure pursuits because of the pandemic has produced a mini boom for the golf industry. In April FGT forecast an operating loss of 145k for 20/21 however this has been revised down after Q2 to a 50k loss after better than forecast golfer generated revenues, effective cost control measures and unanticipated revenues from the Government Job Retention scheme and Business Support Grants of £26,533.
- 4.5 The local golf clubs are key stakeholders for FGT as at most venues they provide the off-course club house facilities. Most of the local clubs are reporting increases in membership numbers. The support provided to FGT by many club committee members and volunteers has been critical in ensuring FGT and the insitu clubs have emerged in a stronger position than many envisaged.
- 4.6 FGT's ability to meet the financial challenges ahead will be closely linked to future investment and its effectiveness in terms of revenues and its cost base. With FGT focusing limited resources on priority course maintenance and looking, wherever possible, to reduce and constrain other cost areas, there is always a risk that customer service will be compromised, and revenues fall.
- 4.7 Investment in a golf development and marketing strategy would support FGT to develop its product and to reach out to a wider customer base. The opportunity to merge with FSLT in 2021/22 will hopefully help facilitate this aspiration. Both organisations will be able to share resources to maximise the opportunities to attract additional customers and offer better value to the existing customer base. It would also provide additional opportunities to promote health and wellbeing by raising awareness of the benefits of golf participation in terms of both physical activity and mental health. FGT will continue to work with the Council, health agencies, golf clubs, other trusts and communities to deliver on this agenda, including work with key target groups, such as juniors, girls and women, as resources permit.

4.8 FGT along with FSLT are involved in a review covering the reform of Sport and Leisure in Fife will be undertaken by the end of 2020 and will result in closer partnership working, provide a more sustainable financial model and utilise the funding resources more effectively for the people of Fife.

## 5.0 Conclusion

- 5.1 Throughout 2019/20, FGT has continued to focus on its three strategic priorities, namely:
  - Golf Development;
  - Course Development;
  - Business and Marketing Development;

However, delivering on the core aim of 'growing the game' will require investment in programmes to widen and increase participation by key target groups, underpinned by a focused business and marketing strategy.

- 5.2 With a small, dedicated team with finite resources, FGT has built on the progress from previous years and has increased generated income whilst reducing operational expenditure, thereby reducing operational losses.
- 5.3 Partnership working between the Council, FGT and local golf clubs to improve oncourse and off-course facilities/services has helped to deliver affordable access to quality golf courses. The challenge will be to maintain this approach in the face of reducing resources over the few years and beyond. To ensure this progress is maintained, careful consideration will need to be given as to how the trust remains sustainable over the next five years.

### List of Appendices

1. Key Business comparison 2010-2019

### Background Papers

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

• Fife Golf Trust, Report & Accounts, Year Ended 31<sup>st</sup> March 2019

### **Report Contacts**

Andy MacLellan Community Projects Team Manager Communities & Neighbourhoods Service Email - <u>andy.maclellan@fife.gov.uk</u>

Alistair MacGregor CEO- Fife Golf Trust E-mail- Alistair.Macgregor@Fife.gov.uk Appendix 1-FGT Key Business Financial comparison 2010/11 to 2018/19

		FGT		NOTES		
	FIFE COUNCIL	2018/19		-		-
	2010/11					-
			2018/19 v 10/11			
SEASONS (£s)	£371,278	£604,945	63%			
TOTAL SEASONS (Vol)	2538	2586	2%			
AV PRICE EXC JUNIORS	£154	£240	56%			
SEASON SALES by CATEGORY					 	
ADULT Seasons	1216	1154	-5%			
CONCESSIONARY	1151	1348	17%			
JUNIOR	171	84	-51%			
7 COURSE ROVER SEASON SALES (£)	£69,135	£497,197	619%			
VISITOR (PAYP) income	£245,959	£162,771	-34%			
TOTAL Golf income	£617,237	£767,716	24%			
Secondary Income	£4,800	£50,141	945%			
Total Generated Income	£622,037	£817,857	31%			
Management Fee (Mgt Fee)	£750,000	£567,084	-24%	(FC Est 08/09 report)		
				£682,227 - 11/12		
Mgt Fee as % of Income	57%	41%	-16%			
				2019 value		
Expenditure	£1,315,923	£1,401,042	6%	£1,700,001		
		(-18% ) - real terms				
Positive						
Negative					 	



#### 21<sup>st</sup> January, 2021

Agenda Item No. 5 (d)

## Fife Sports and Leisure Trust (FSLT) - Annual Review

### Report by: Paul Vaughan, Head of Communities & Neighbourhoods

#### Wards Affected: All

#### Purpose of Report

The purpose of this report is to review the performance of the Fife Sports and Leisure Trust (FSLT) in its tenth year of operation, 2019/2020.

#### Recommendation

Members are asked to note and comment on the continued development and performance of FSLT in 2019/2020.

#### **Resource Implications**

There are no specific resource implications.

#### Legal and Risk Implications

There are no legal and risk implications.

#### Impact Assessment

An Equality Impact Assessment is not required as this is a retrospective annual update report on the performance of FSLT.

#### Consultation

FSLT's annual report for 2019/20 was approved on 22<sup>nd</sup> October 2020 by the FSLT Board and accepted by the Council in its capacity as the sole member of the Company at its Annual General Meeting on the above date.

## 1.0 Background

1.1 FSLT commenced trading on 1<sup>st</sup> April 2008. Charitable status was granted by the Office of the Scottish Charity Regulator (OSCR) on 28<sup>th</sup> March 2008 and Fife Council is the sole member of the Company.

- 1.2 FSLT is a non-profit distributing organisation (NPDO) and is able to retain and invest any surplus it generates to help improve the services and programmes it provides to communities across Fife. A Board of thirteen Directors govern the Company and give strategic guidance and support to the Chief Executive and Executive Management team. The Board is made up of six Partner Directors (appointed representatives of Fife Council) and seven Independent Directors.
- 1.3 FSLT has a Service Agreement with Fife Council to deliver services from the sport and leisure facilities it manages and operates on behalf of the council. Its current Corporate Strategy 2017/20 focuses on three inter-linked Mission Statements which are "Growing the Business, Improving the Customer Experience and Making a Difference". (Appendix 4.) Strategically, FSLT has an important role to play in delivering key outcomes of the Plan for Fife, particularly helping more people to become more active and focusing resources on attracting target groups, including young people and older adults.
- 1.4 FSLT's mission is intrinsically linked to the aims and objectives set out in the Service Agreement with Fife Council, which requires FSLT to deliver in three key strategic areas:
  - Widening the level of participation in sports and active recreation;
  - Developing opportunities and pathways for people to take up and fulfil their potential in sport;
  - Providing good quality, adequately resourced facilities and services, which meet the needs and aspirations of Fife residents and visitors to the area.
- 1.5 Quarterly performance review meetings take place with FSLT representatives, and a range of indicators are used to measure the performance of the Company with regards to the activities and services provided. These include measuring performance against the three strategic themes within the FSLT Corporate Strategy. The quarterly performance review meetings assess different business functions and, if necessary, take appropriate measures to rectify this in order to improve performance against the indicators for further review.

#### 2.0 A Review of the Year

- 2.1 The year saw the introduction of initiatives designed to widen access to services, increase levels of income, contain operating costs and focus on a journey of continuous improvement to meet the expectations of customers.
- 2.2 Making a positive difference to local communities remained a priority for FSLT, with the Operational and Health and Wellbeing Teams each continuing to contribute to national and local strategies. Work was also undertaken to promote community health and physical activity. Initiatives were developed to support older adults and people living with long term health conditions, and FSLT remained committed to engaging with children and young people to promote a life-long interest in physical activity.
- 2.3 FSLT supported Fife Council to deliver Plan for Fife outcomes. Initiatives included:

- Providing career awareness opportunities for young people to attend lifeguard training courses and obtain work experience in sport and leisure centres;
- Supporting economic growth as a purchaser of supplies and services from local companies;
- Providing volunteering opportunities;
- Giving unemployed people the opportunity to keep active at a reduced cost;
- Providing discounted access to facilities and services for local businesses to encourage their workforce to remain healthy and reduce sickness absence;
- Adopting corporate social responsibility as a means of giving something back to the communities of Fife.
- 2.4 Building on the work of previous years, FSLT enjoyed strong working relationships with partner organisations to deliver programmes and services in sport and leisure centres across Fife, including Fife College, Disability Fife, Maggie's Centre, Breast Cancer Care, Fife Health and Social Care Partnership, Queen Margaret University, Fife Criminal Justice Services, Scottish Swimming, Link Living and Macmillan Cancer.
- 2.5 At a national level FSLT continued its membership with Community Leisure UK (formerly SPORTA) who specialise in representing charities and social enterprises delivering public leisure and cultural services across England, Scotland and Wales. As a member of Community Leisure UK, FSLT is committed to helping to achieve the principles of best value and the sharing of knowledge, expertise and best practice.
- 2.6 Challenges during the year included:
  - Increased competition from the private sector;
  - A service redesign to reduce 58 operational hours across 6 venues and
  - A full closure of all venues from the 18<sup>th</sup> March 2020 due to Covid-19, resulting 13 days loss of operational capacity and income

#### 3.0 Results at a Glance

- was the ninth consecutive year that this group has increased. There were over 2.5 million visits to sport and leisure facilities, which was an increase on 2018/19 of 0.62%. There was an increase in attendances at four sport and leisure facilities including Carnegie (3.2%), Dalgety Bay (14.7%), Levenmouth (92.8%), Lumphinnans (17.8%).
- In 2018/19 Fife Council funded capital expenditure at Levenmouth Swimming Pool and Sports Centre and Dalgety Bay Leisure Centre at a cost of £1.65m. The benefits derived from the investment has allowed for more opportunities for local people to become more active, attract new customers while supporting social interaction and rewarding loyalty for existing users. This investment has

supported an increase in usage for both venues, with 19/20 reflecting the full year impact of this investment.

- There were over 775,000 Leisure Active Membership Scheme attendances, this is an increase of 2.9% from the previous years
- The numbers in thee Learn to Swim Scheme increased by 7.81%, the scheme was awarded the SwiMark Plus standard the highest possible evaluation given by Scottish Swimming, the national governing body.
- Outdoor activities increased by 4.31%, with the attendance the highest recorded in our 12 years. The improvement in attendances relates to synthetic turf pitches.
- Over 60s attendances increased by 4.09 % which
- Attendances at Active Options 2 classes (FSLT's referral-based programme for people living with long term conditions) decreased by -1.08%, however we were on course to have a record-breaking year before COVID-19 with attendance up by 4.25%. An average of 99 health classes are delivered per week to over 40,000 annually users.
- 3 Star Visit Scotland awards were achieved at Cupar Sport and Leisure Centre, East Sands Leisure Centre and The Beacon Leisure Centre.

#### 4.0 FSLT Contribution to the Plan for Fife

4.1 The Plan for Fife aims to bring about real improvements for the people of Fife. FSLT's contribution during the year to the delivery of the plan included the following.

#### 4.2 **Priority Theme – Opportunities for All**

- 4.2.1 FSLT contributions:
  - Support to enable affordable and flexible childcare to be delivered from two leisure facilities;
  - 30% concessionary rate offered to over 60s not in work, or individuals and families living on a means-tested benefit;
  - Several pre-school programmes;
  - Physical activity programmes for with mental health problems;
  - A 'Day-Time Active' gym and swim membership package for people on job seekers allowance or employment support allowance;
  - Support for young people to obtain work place experience and raise awareness of career opportunities;
  - Outreach health classes in disadvantaged areas throughout Fife

- Health classes and social cafes in community settings to reduce social isolation among older people;
- Activity classes to enable people to manage their long-term health conditions and improve their quality of life.
- Quid-a-kid during holiday periods for swimming and racquet sports is offered to school aged children
- Quid-a-kid racquet sports offered at weekends for school aged children

#### 4.3 **Priority Theme – Thriving Place**

- 4.3.1 FSLT contributions:
  - Access to FSLT facilities for over 350 sports clubs;
  - Partnership with Fife Council's Social Work Service to provide physical activity sessions for offenders during community pay-back orders;
  - Investment in gyms to keep them attractive for all users;
  - Programmes to support individuals and their families living with dementia;
  - Training opportunities for staff on how to support customers with dementia.

#### 4.4 **Priority Theme – Inclusive Growth and Jobs**

- 4.4.1 FSLT contributions:
  - Corporate Leisure Active membership packages to promote a healthy workforce and reduce sickness absence;
  - Daytime Leisure Active membership scheme to encourage people to return to the workplace;
  - Leisure facilities promoted as tourist destinations;
  - Work opportunities for young people;
  - Courses provided for people to gain their National Pool Lifeguard Qualification and future employment as a pool lifeguard
  - Workplace experience for young people in secondary schools
  - Work placements for student nurses and physiotherapists within the Health and Wellbeing Team.

#### 4.5 **Priority Theme – Community Led Services**

- 4.5.1 FSLT's contributions:
  - Investment in a leisure information management booking system to ensure that customers find it easy to do business with FSLT;
  - Partnerships with national and local organisations to deliver improved and essential services, e.g., Health and Social Care Partnership
  - Staff investment through a structured learning and development programme;
  - Online resources to market and promote FSLT services.

#### 5.0 Capital Investment

- 5.1 The enhancement works completed in recent years to Levenmounth Swimming Pool & Sports Centre (LSP&SC) and Dalgety Bay Sports & leisure Centre (DBS&LC) have delivered positive results by increasing usage levels of LSP&SC by 93% to 190,175 visits and DB&SLC by 15% to 160,840 visits. The benefits derived from the investment in a number of facilities have included opportunities for more people to become more active, while providing enhanced facilities for existing users.
- 5.2 The integration of an Early Years Day Care facility opened within Cowdenbeath Leisure Centre which is operated by the Council's Education and Children's Services continues to demonstrate the integration of complimentary services is beneficial to the wider community. Feasibility work is completed for further investment of £1.6 million (agreed in the 2017-27 council capital plan) to enhance the sports hall, integrate community space, library and improve the health & fitness and gym facilities. However, an additional funding request of approx. £2 m will be required within the 2021-31 council capital plan to deliver on the aspiration to integrate complimentary services, such as the library service, within the facility to realise revenue savings.
- 5.3 The long-awaited works to Carnegie Leisure Centre training pool have been agreed with scheduled works due to commence in 20/21 to improve the pool environment for recreational and performance swimming training.
- 5.4 Going forward there will be continued unavoidable capital spend pressure & investment required across the portfolio of Fife Council's sport, leisure & cultural facilities. A long-term funding strategy will be required to ensure that facilities remain fit for purpose and continue to provide an inclusive environment for physical activity, sport and leisure. An investment of circa £5 m will be required in the 2021-31 council capital plan to ensure facilities such as Beacon Leisure Centre & Bowhill Swimming Pool remain fit for purpose otherwise there is a risk to the sustainability of the portfolio of leisure

#### 6.0 Financial Review

6.1 The results for the year to 31<sup>st</sup> March 2020 show an overall gain of £2,653,394 however after removal of the actuarial adjustment for pensions the results show a deficit of £1,831,606 for the year. Excluding the full impact of accounting for retirement benefits, the operating deficit for FSLT was £489,000 which although worse than the original budget for the year of £278,000, when the impact of the pandemic is taken into consideration is a very positive result. The underrecovery of income with the centre closures on 18<sup>th</sup> March, and a slowdown in visits prior to this period amounted to £678,000. This was offset by savings within the redesign of services programme being accelerated and other reductions in expenditure to contain the deficit to £489,000. Taking this deficit into account the reserves position reduced to £330,261 below the policy level

of £750,000, however this is a reasonable position given the impact of Covid-19 and the underwriting of the financial position for the 12-month period beyond the date of signing of the accounts.

6.2 Excluding in kind support, Fife Council provides approximately 22% of the Trust's funding, to operate its leisure centres, and fund specific Council priorities and ensure that the Trust can promote its charitable objects, enabling the Trust to provide affordable access for all. Across Scotland this is at the lower end in percentage terms of funding provided by local authorities to their ALEOS in the leisure sector. The majority of the remaining funding comes directly from customers, with a minor element from grant funding partners with shared goals in promoting the health and wellbeing of people in Fife. This invaluable funding enables the Trust to work with target groups to create sustainable activity programmes for the future. The trust also secured approximately £96,000 in funding by accessing the Government's Coronavirus Job Retention Scheme to allow the Trust to provide furlough payments to employees when the centres closed.

#### 7.0 Financial Future

- 7.1 The 2020/21 Budget approved by Directors in March 2020 identified a deficit of £301,000 for the year, prior to the impact of Covid-19 being identified and dialogue was ongoing with Fife Council to identify measures to agree a sustainable budget going forward. This budget was approved before the impact of Covid-19.
- 7.2 Budgets are regularly being realigned to react to changes in the impact of the pandemic, however the first half of this year has seen centres closed in line with Government guidelines with re-opening on a phased basis from mid-September onwards. This has had a significant impact on generated income and will continue to do so for a considerable period until restrictions are lifted and public confidence continues to grow allowing the Trust to the return of the previous levels of income generation, which likely to take in the regions of 2 years to recover.
- 7.3 Discussions are ongoing with Fife Council, the sole member, which has agreed initial top-up support of £2m in addition to the agreed services fee for the year, with a further commitment to review the funding of the Trust and support the cash flow of the Trust during the recovery period. The Trust has managed to access funding through the Job Retention scheme, one of the few Government Coronavirus funding schemes accessible to it which will generate funding in the region of £2m. A further funding scheme has recently been announced by Scottish Government for loss of income during Covid-19 which will be provided to local authorities to allocate, and local authority ALEOs will be able to bid for funding from the scheme.
- 7.4 Over this challenging period we are working closely with our sole member, Fife Council, to agree a sustainable funding model for the Trust going forward and to explore how best the Trust and Fife Council can work together to joint provide

sports and leisure facilities and activities and support the health and wellbeing of the people of Fife.

#### 8.0 Future Challenges and Plans

- 8.1 The Covid-19 pandemic will result in FSLT having to review its business model in order to continue to deliver public services on behalf of Fife Council. This will be a very challenging time for the organisation and will require a substantial amount of forward planning to counter the loss of public confidence and an initial reduction in opening hours of facilities. FSLT will require to focus on a recovery plan that will outline how the organisation will gradually generate the levels of income achieved pre Covid-19, as restriction. There remains a commitment to focus on efficiency, business improvement, value for money and performance management, including rationalising and eliminating underutilisation wherever possible and by taking a more commercial approach to achieving sources of new income.
- 8.2 The challenge for a business like FSLT will always be achieving and maintaining a balance between delivering on social responsibility and providing services that are commercially viable. FSLT has a strong foundation to build on and, as the leading provider of sport, leisure and physical activity services in Fife, a key priority will be to ensure that activities and programmes are made accessible, affordable and customer-focused and delivered through the effective use of investment and resources whilst maximising the benefit of not-for-profit distributing status.
- 8.3 Capital investment will remain a key priority across the portfolio of sport and leisure centres and a long-term funding package will need to be in place to deliver on this to ensure the facilities remain fit for purpose and provide an inclusive environment for sport and leisure.
- 8.4 At a national level, FSLT will work with other Scottish Trusts to strengthen links between NHS Scotland, community planning partners, charities and health and social care partnerships. As an organisation which is committed to improving the health of the nation, FSLT will promote and raise awareness of the links between inactivity and physical activity and mental health and wellbeing across every community in Fife.
- 8.5 FSLT is working closely with Fife Council to establish a sustainable model for the Trust going forward and a soft opening programme has been agreed for implementation during 2020/21. A review covering the reform of Sport and Leisure in Fife will be undertaken by the end of 2020 and will result in closer partnership working, provide a more sustainable financial model and utilise the funding resources more effectively for the people of Fife.

#### 9.0 Performance Measures

- 9.1 Statutory Performance Indicators (SPIs) are required to be returned by Councils as part of the Local Government Benchmarking Framework. The SPI for sport and leisure use for benchmarking purposes reviews attendances under three indicator categories. NB Statistics are based on facilities closing prior to the end of the financial year in mid-March 2020 due to COVID-19
  - <u>Number of attendances for all pools</u> has remained static however have increased from 1,184,298 recorded visits in 2018/2019 to 1,186,161 in 2019/2020.
  - <u>Number of attendances for indoor sport and leisure facilities excluding pools</u> in a combined complex has reduced from 1,637,961 recorded in 2018/2019 to 1,605,428 in 2019/2020.
  - <u>Number of attendances at outdoor sports facilities</u>- Has increased from 508,945 recorded visits in 2018/2019 to 539,218 in 2019/2020

The figures include attendances at facilities managed by FSLT and Community Use Schools managed by Fife Council'.

9.2 The report contains a list of appendices which form an assessment of FSLT's performance throughout the year.

#### **10.0 Conclusions**

- 10.1 Throughout the year, FSLT continued to focus on its strategic priorities and once again balanced its service and business operations to meet its social objectives by providing community and centre-based social inclusion programmes. Delivering high quality customer service was important in the context of the challenging financial climate within which FSLT operates.
- 10.2 The year was not without its challenges and brought about several risks to FSLT's ability to generate levels of income commensurate with its long-term vision. The increase in private competition and saturation of the marketplace required a stronger emphasis on the planning of services to customers and changes to the way in which programmes and activities are designed and promoted.
- 10.3 COVID-19 impacted the end of the 2019/20 financial year with the closure of all 14 facilities this not only has had a financial impact but also a limit on FSLT on what activities can be offered on re-opening due to the restrictions on social distancing.
- 10.4 FSLT contributed to the Plan for Fife in all the priority themes.

#### List of Appendices

- 1. Comparative five-year target group attendances with commentary on 2019/20 compared to the previous year.
- 2. Comparative five-year facility attendances with commentary on 2019/20 compared to the previous year.
- 3. Comparative key performance indicators since the 2008/09 financial year.
- 4. Health and Wellbeing Programmes delivered on an area basis during 2019/20
- 5. FSLT Performance Review 2019/20

#### **Background Papers**

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

• Report and financial statement for the year ended 31<sup>st</sup> March 2019 can be viewed on line at <u>https://www.fifeleisure.org.uk/about-us/annual-report-and-accounts-2018-19/</u>

#### **Report Contacts:**

Andy MacLellan Community Projects Team Manager Communities & Neighbourhoods Service Email - <u>andy.maclellan@fife.gov.uk</u>

Emma Walker CEO- Fife Sports & Leisure Trust Email -Emma.Walker-sl@fifeleisure.org.uk

10

#### Comparative Five-Year Facility Attendances with Commentary on 2019/20 compared to 2018/19

Category	15/16	16/17	17/18	18/19	19/20	Difference	%age	Comments
								In 2019/20 there were over 2.5 million visits to sport and leisure facilities, which was an increase on
								2018/19 of 0.62%. There was an increase in attendances at four sport and leisure facilities including
Overall Attendances	2673064	2692894	2575688	2518159	2533803	15644	0.62%	Carnegie (3.2%), Dalgety Bay (14.7%), Levenmouth (92.8%), Lumphinnans (17.8%).
								Over 1.1 million attendances were recorded for wet side activities, a slight increase of 1.17%. This is
								driven by 6720 customers in the learn to swim programme, the highest ever recorded at the end of
								March 2020. Throughout the year, 9 learn to swim programmes on average had an 88% occupancy rate
Wetside	1057214	1095516	1081974	1097153	1110025	12872	1.17%	and overall 7.81% growth on the previous year.
								A slight reduction in dry side by -0.80%, without the impact of COVID-19 we were on course for a 4%
								increase. In 2018/19 we had a particularly poor performance due to an extended period of good
								weather we had through the summer of 2018, so improvement was expected through the same period
Dryside	1352319	1314548	1231301	1144352	1135190	-9162	-0.80%	this year.
								Outdoor activities increased by 4.31%, with the attendance the highest recorded in our 12 years. The
								improvement attendances relates to astro pitches for the following reasons, to improve attendances we
								introduced a new weekend rate to encourage customers to use the astro pitches. The first full year of
								operation of the indoor football arena at Michael Woods and increase in attendance in 6 out of 8 venues
Outdoor	263531	282830	262413	276654	288588	11934	4.31%	that have astro pitches.
*Miscellaneous								
Under 18s	830070	873455			869166			As per overall attendance
18 - 60 Age Group	1710551	1680315	1565540	1510242	1507726	-2516		As per overall attendance
								Over 60s attendances increased by 4.09 % which was the ninth consecutive year that this group has
Over 60s	132443	139124	143279	150740	156911	6171	4.09%	increased.
								There were over 775,000 Leisure Active Membership Scheme (LAMS) attendances, an increase of
								2.9% from the previous years. It should be noted that in the month February 2020, FSLT recorded the
Leisure Active	833391	781806	727184	753584	775475	21891	2.90%	highest level of live members with over 14,000 recorded.
								An area of concern would be the drop off of the Active Concessions by -8.87%, one reason for this is
								ongoing tightening up of issuing of the concession to customers. However, moving into 20/21 there
	00004	440007	440007	440004	100007	10007		needs to be a further review of the concession scheme and further market intelligence built up around
Concessions	96261	116967	112327	116634	106337	-10297	-8.83%	this customer base.

\*From 15/16 - Miscellaneous attributed to Wetside or Dryside

#### Comparative Five-Year Facility Attendances with Commentary on 2019/20 compared to 2018/19

Venue	15/16	16/17	17/18	18/19	19/20	Difference	%age	Comments
Beacon	154424	156512	147501	147649	136276	-11373	-7.70%	A gradual reduction in swimming attendances - swim lessons showing even figures from previous year.
Bowhill	19002	46355	56668	64761	58133	-6628	-10.23%	Reduced operating hours in January, a sharp decrease from Jan - March pre Covid. Main concerns gym and STP.
Carnegie	497610	505034	453798	445695	460065	14370	3.22%	Recovery and rebuild of service from local competitor (pure Gym) outreach support to Local School (woodmill) after fire
Cowdenbeath	232306	224318	217599	206260	202257	-4003	-1.94%	Before COVID-19 were on course to achieve attendance before 18/19
Cupar	138659	150189	133823	143863	134076	-9787	-6.80%	Reduced operating hours, reduced club bookings for the STP. Covid, - 13 days less operating hours.
								In 2019/20 Fife Council committed funding to enable development opportunities to take place at Dalgety Bay Leisure
								Centre. The project at Dalgety Bay involved the reconfiguration of the facility to include extending the gym, creating a high-
								quality general-purpose studio and providing a new dedicated fitness/aerobics studio to maximise the public usable space
Dalgety Bay	177124				160840	20644	14.73%	which would offer additional classes and increase the capacity of the gym.
Duloch	183908		177145	163334	157729	-5605	-3.43%	Before COVID-19 were on course to achieve attendance before 18/19
East Sands	123630	130484	130244	132314	127717	-4597	-3.47%	Before COVID-19 were on course to achieve attendance before 18/19
								Kirkcaldy Leisure Centre (-12.25%) figures dropped in 2019/20 in two main areas leisure active attendances and swimming
								attendances. Swimming club attendances were affected due to error of recording the figures in 2018/19. The figures were
								imputed too high and there was a further reduction in swimming attendances following the reduction in training pool opening
Kirkcaldy	284430	297522	293648	289064	253646	-35418	-12.25%	hours.
								In 2019/20 Fife Council committed funding to enable development opportunities to take place at Levenmouth The project at
								Levenmouth extended the existing gym to include additional equipment and the construction of a new fitness studio to better
Levenmouth	183429	159682	174025	98651	190175	91524	92.78%	develop a balanced fitness programme for group activities.
Lumphinnans	8867	38517	33888	38062	44806	6744	17.72%	Positive increase in club bookings within this venue.
Michael Woods	590972	565234	542303	580814	545904	-34910	-6.01%	Main drop in LA Gym attendances. Athletics track reduced numbers due to maintenance, this is now resolved.
								Pitreavie Athletics Centre (-14.19%) experienced the biggest percentage drop in 19/20, this in the main is due to the loss of
								all Run Jump Throw instructors. Throughout the year we have worked with Scottish Athletics to find instructors or work with
Pitreavie	43630	40066	40141	39186	33626	-5560	-14.19%	clubs, this remains ongoing.
Waterstone Crook	35073	31769	26566	28310	25663	-2647	-9.35%	A reduction in regular block bookings for both Sports hall & Squash.
Outreach					2890	2890	100.00%	
								It should be noted that although the final position for usage was down at ten sport and leisure facilities, prior to COVID-19
								seven of these venues were on course to increase attendances. With this in mind, overall attendances before COVID-19
TOTAL	2673064	2692894	2575688	2518159	2533803	15644	0.62%	were on course to be 5% higher than last year.

#### Performance Benchmarking 2008 -2020

			Cost					Mgt Fee					Income as
			per	Management	Mgt	Income (Excl	Inc per	Subsidy per		% Staff	Staff Cost	Recovery	% of Emp
Year	Expenditure*	Visits	Visit	Fee	Fee %	Mgt Fee)*	Visit	Visit	Staff Costs	Cost	per Visit	Rate	Costs
2008-09	£8,411,513	1,822,780	£4.61	£5,632,299	60%	£3,831,875	£2.10	£3.09	£7,130,381	85%	£3.91	46%	54%
2009-10	£9,147,282	1,564,687	£5.85	£6,078,467	62%	£3,744,092	£2.39	£3.88	£7,462,283	82%	£4.77	41%	50%
2010-11	£9,368,314	1,891,868	£4.95	£5,546,512	55%	£4,628,036	£2.45	£2.93	£7,471,886	80%	£3.95	49%	62%
2011-12	£10,499,609	2,039,418	£5.15	£3,905,829	41%	£5,643,665	£2.77	£1.92	£8,089,992	77%	£3.97	54%	70%
2012-13	£10,277,000	2,114,840	£4.86	£3,395,000	35%	£6,441,000	£3.05	£1.61	£7,990,000	78%	£3.78	63%	81%
2013-14	£11,192,185	2,433,648	£4.60	£3,163,923	30%	£7,217,772	£2.97	£1.30	£8,267,678	74%	£3.40	64%	87%
2014-15	£11,816,817	2,609,424	£4.53	£2,733,509	25%	£8,222,037	£3.15	£1.05	£9,074,118	77%	£3.48	70%	91%
2015-16	£11,253,305	2,673,064	£4.21	£2,706,026	24%	£8,726,228	£3.26	£1.01	£8,596,523	76%	£3.22	78%	102%
2016-17	£11,749,432	2,692,894	£4.36	£2,343,396	21%	£8,975,290	£3.33	£0.87	£8,992,520	77%	£3.34	76%	100%
2017-18	£11,595,337	2,575,688	£4.50	£2,202,328	20%	£9,008,782	£3.50	£0.86	£9,162,841	79%	£3.56	78%	98%
2018-19	£11,707,677	2,518,159	£4.65	£2,270,290	21%	£8,634,186	£3.43	£0.90	£9,094,919	78%	£3.61	74%	95%
2019-20	£11,797,194	2,533,803	£4.66	£2,478,288	22%	£8,681,536	£3.43	£0.98	£9,261,042	79%	£3.65	74%	94%

\* Expenditure and Income exclude In Kind Support from Fife Council and accounting adjustment for pension costs

#### Health and Wellbeing Programmes Delivered on an Area Basis

#### Glenrothes

- 18 health classes delivered weekly at Michael Woods Sports and Leisure Centre
- 5 of the health classes at Michael Woods Sports and Leisure Centre were dementia friendly sessions
- 1 Back Pain session delivered weekly at Michael Woods Sports and Leisure Centre
- 1 Move More session delivered weekly at Michael Woods Sports and Leisure Centre, specifically for people with a cancer diagnosis
- 1 Forever Young at Michael Woods Sports and Leisure Centre (older adults) activity session delivered weekly
- 1 Lets get Moving with Counterweight education and physical activity session delivered weekly at the Michael Woods Sports and Leisure Centre.
- Working in partnership with Fife HSCP Cardiac Rehabilitation Services, Michael Woods Sports and Leisure Centre was the venue for sessions to be delivered for people who have had a cardiac event or surgery
- Working in partnership with the Paediatric Physiotherapy service, physiotherapists accompanied children into the pool at Michael Woods Sports and Leisure Centre on a weekly basis

#### North East Fife

- 14 health classes delivered weekly at sport and leisure centres
- Working in partnership with St Andrews University, two health classes within their venue were delivered by a member of FSLT's Health and Wellbeing team
- Working in partnership with Fife HSCP Cardiac Rehabilitation Services, Cupar Sports Centre was the venue for sessions to be delivered for people in North-East Fife who have had a cardiac event or surgery

#### Levenmouth

- 5 health classes were delivered weekly at Levenmouth Swimming Pool and Sports Centre
- Move More Fife activity sessions were delivered when there was a demand in the area

#### Cowdenbeath

- 5 health classes were delivered weekly at Cowdenbeath Leisure Centre
- 1 health class was delivered as an outreach session at Lochgelly Town Hall

1

• 1 social café was held weekly at Cowdenbeath Leisure Centre. Participants from the health classes including those with dementia attended the session.

#### Dunfermline

- 12 health classes were delivered weekly at Carnegie Leisure Centre
- 1 Move More Fife session were delivered weekly at Carnegie Leisure Centre
- 12 health classes were delivered weekly at Duloch Leisure Centre
- 2 Gentle Movement sessions (part of Move More) delivered weekly by volunteers at Duloch Leisure Centre
- 3 Lets get Moving with Counterweight sessions were delivered weekly at Carnegie Leisure Centre.
- In partnership with Fife HSC Cardiac Rehabilitation Services, a cardiac rehab class was delivered by a Cardiac Nurse, a Cardiac Instructor and a member of FSLT's gym team
- 1 Back Pain session was delivered weekly at Carnegie Leisure Centre
- 1 social café was held monthly at Duloch Leisure Centre. Participants from the health programme including those with dementia and care home residents attended the session.
- 1 Forever Young (older adults) activity sessions were delivered weekly at Carnegie Leisure Centre

#### Kirkcaldy

- 8 health classes were delivered weekly at Kirkcaldy Leisure Centre
- 1 Move More Fife class was delivered weekly at Kirkcaldy Leisure Centre
- 5 health classes were delivered at Templehall Community Centre as part of FSLT's Outreach programme
- In partnership with Maggie's Fife, physical activity and talk sessions were delivered as part of a "Where Now" programme
- Physical activity talk session delivered at Victoria Hospital as part of the Intensive care Syndrome: Promoting Independence and Return to Employment (InS:PIRE)

#### **South West Fife**

- 8 health classes were delivered weekly in community settings
- 2 health classes were delivered at Oakley Community Centre as part of the Outreach programme

86

2





# Review of Performance 2019/20

fifeleisure.org.uk

@FifeLeisure f ♥ ☑ ႙႙



## Message from the chair

I have pleasure in presenting the Annual Report and Accounts of Fife Sports and Leisure Trust for the year 2019/2020. This annual review demonstrates the significant impact the trust has delivered to local communities and gives me the opportunity to thank staff for all their hard work and commitment to achieving the strategic objectives of the organisation.

This review of necessity reflects the consequences of the COVID-19 lockdown, which saw the closure of all trust facilities in March. However, despite this, there were considerable highlights and achievements throughout the period, which should be celebrated. The trust continued its consistent growth in overall attendances with strong results in key areas such as over 60s, outdoor activities and Learn to Swim participation.

Efforts by staff to meet the challenges of increased competition by the private sector, balanced with the requirement to deliver necessary budget-saving measures should be commended. It is thanks to their professionalism that the trust continues to make a difference to local communities, with innovative, affordable sports and leisure opportunities that widen access to the health and wellbeing benefits of physical activity.

Now more than ever, it is critical that the communities of Fife have access to, and the support of, high-quality sports and leisure facilities operated by appropriately qualified staff as we continue to face the challenges of a national public health crisis. We will continue to work positively to promote the importance of community leisure and work with partners such as Fife Council, NHS Fife and Fife Health and Social Care Partnerships to champion the value of the trust to local communities and I look forward to working with all of our partners, directors and staff in enabling the trust to meet the many and considerable challenges which we face in the coming months.

In closing, I would like to thank my fellow directors, our new chief executive, Emma Walker, her predecessor Ed Watson, the executive team and all members of staff for their support and contributions in what can only be described as a very difficult and challenging time for the trust and its customers.

**Ritchie Campbell** Chairman

## Message from the chief executive

I have long been aware of Fife Sports and Leisure Trust and admired its innovative programmes and performance achievements which have seen it measured as one of the best performing leisure trusts in Scotland, and, I am very proud to have been appointed as chief executive, taking over from Ed Watson who was instrumental in the organisation's success since its launch.

Taking over the helm during the Coronavirus pandemic, with closed facilities and staff either working from home or furloughed, undoubtedly has had an impact on my role - however, thanks to the support of the trust's team, I have been very pleased with our response and hard work to engage with customers, supporting all ages and abilities through the challenges of lockdown to promote the benefits of physical activity.

The performance highlights covered in this review, demonstrate the trust's achievements in delivering a host of innovative initiatives such as dementia-friendly facilities, community-based programmes and increased engagement with local businesses. In addition, the period saw investment in a gym refurbishment programme to ensure customers continued to enjoy the highest-guality facilities, supported by expertise gym staff, And, our low-cost membership programme, Leisure Active, saw an increase in membership and attendance levels.

Our focus now is on reinforcing and rebuilding the business in order to support its long-term sustainability - to do this, and we are actively engaging with partners and national bodies, such as Community Leisure UK, to promote and demonstrate the value of the trust to local communities. In particular, the trust plays a vital role in supporting those living with long-term health conditions and experiencing the effects of health deprivation, by helping to alleviate the pressure on front line service providers, delivering real health and economic benefits to the wider community.

Emma Walker Chief Executive



## What we do

Founded in 2008, the Trust regards itself as the region's leading sports, health and physical activity provider delivering opportunities for people from all walks of life to become more active.

The Trust is responsible for the management of 14 facilities on behalf of Fife Council and as part of the organisation's ongoing commitment to making a difference, it self-funds a wellbeing programme delivered by its Health and Physical Activity team. The team deliver a range of specially-designed initiatives for people living with long-term conditions in partnership with a growing number of organisations.

## **Our Mission**

- -> Growing the Business
- Improving the Customer Experience
- Making a Difference

## Our Organisational Values

- Mutual Respect
- Ownership and Responsibility
- + Customer Focus
- -> Continuous Improvement
- Accessibility

Making a difference by delivering opportunities for people in Fife to become active.

## Introduction

This brochure presents an insight into the work of Fife Sports and Leisure Trust (the Trust) and the services which were provided to the communities of Fife during 2019/20. Despite the scale of the financial challenges facing the organisation, affordable programmes and activities were made available to all and delivered through the effective use of investment and resources. The breadth of delivery as outlined in this brochure demonstrates the growing impact that the Trust has in Fife and the commitment to provide opportunities for people to participate in sport, health and wellbeing activities.

- Beacon Leisure Centre Lammerslaws Road Burntisland, KY3 9BS
- Cowdenbeath Leisure Centre 7 Pit Road Cowdenbeath, KY4 9NN
- Duloch Leisure Centre
   Nightingale Place
   Dunfermline, KY11 8LW
- Levenmouth Swimming Pool and Sports Centre Promenade Leven, KY8 4PA
- Pitreavie Athletics Centre Queensferry Road
- Dunfermline, KY11 8PP

Waterstone Crook Sports Centre Kirk Brae Newport on Tay, DD6 8HY



**Bowhill Swimming Pool** Carnegie Leisure Centre 141 Station Road, Bowhill Pilmuir Street Lochgelly, KY5 0BW Dunfermline, KY12 0QE Cupar Sports Centre **Dalgety Bay Sports and Leisure Centre** Carslogie Road Harbour Drive Dalgety Bay, KY11 9NA Cupar, KY15 4HY East Sands Leisure Centre **Kirkcaldy Leisure Centre** St Mary Street Esplanade St Andrews, KY16 8LH Kirkcaldy, KY1 1HR Lumphinnans Sports Hub Michael Woods Sports and 31 Gagarin Way Leisure Centre Lumphinnans, KY4 9HW Viewfield Road Glenrothes, KY6 2RB

#### Review of the Year

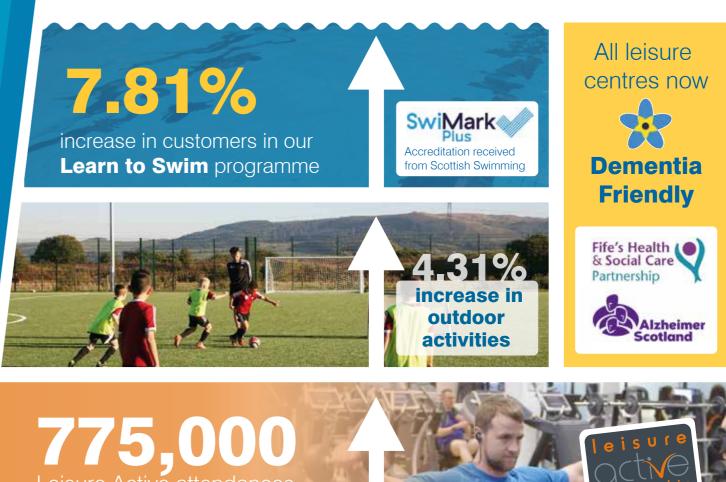
- There were over 2.5 million visits to sport and leisure facilities, an increase on 2018/19 of 0.62%. There was an increase in attendances at four sport and leisure facilities including Carnegie (3.2%), Dalgety Bay (14.7%), Levenmouth (92.8%), Lumphinnans (17.8%).
- In 2018/19 Fife Council funded capital expenditure at Levenmouth Swimming Pool and Sports Centre and Dalgety Bay Leisure Centre at a cost of £1.65m. The benefits derived from the investment has allowed for more opportunities for local people to become more active, attract new customers while supporting social interaction and rewarding loyalty for existing users. This investment has supported an increase in usage for both venues, with 19/20 reflecting the full-year impact of this investment.
- The numbers in the Learn to Swim scheme increased by 7.81%, the scheme was awarded the SwiMark Plus standard – the highest possible evaluation given by Scottish Swimming, the national governing body
- Outdoor activities increased by 4.31%, with the attendance the highest recorded in our 12 years. The improvement in attendances relates to synthetic turf pitches.
- Over 60s attendances increased by 4.09 % which was the ninth consecutive year that this group has increased.
- 3 Star Visit Scotland awards were achieved at Cupar Sport and Leisure Centre, East Sands Leisure Centre and The Beacon Leisure Centre. 4 Star Visit Scotland award was achieved by Lumphinannans Sports Hub.
- 49 planned activities delivered within the Human Resources Action Plan
- 56 Learning and Development activities delivered within the Learning and Development Programme
- Quid-a-Kid initiatives were delivered thanks to a £100k investment from Fife Council
- Pay and Play classes for a range of activities were delivered at each facility
- Affordable and accessible opportunities for children and young people to take part in sport and active recreation delivered, eg, summer free swimming and Quid-a-Kid
- 100 swimming instructors attended CPD

#### **Leisure Active**

- Total live members: 12,963, an increase of 9% over the previous 12 months
- There were over 775,000 Leisure Active membership scheme attendances, this is an increase of 2.9% from previous years

#### Gym

- Refurbishment of Kirkcaldy Leisure Centre and Michael Woods Sports & Leisure Centre took place in December 2019 ensuring our gyms provide the best possible experience for our gym users
- The gym teams within Carnegie, Michael Woods and Kirkcaldy were restructured to ensure a sustainable model of delivery for the future



Leisure Active attendances an increase of 2.9% from 18/19



## £1.65m

dalgety bay sports & leisure centre

invested thanks to support from Fife Council

levenmouth swimming pool & sports centre

## **Over 60s**

attendances increased by 4.09% for the 9th consecutive year



## 2,500,000 visits to sport and leisure centre facilities

## (elle-v-Kle

Splash out for Nowt - Free Swimming and Quid-a-Kid; Swimming, Racquet Sports and Football were delivered thanks to a £100k investment from Fife Council

#### Review of the Year

#### Health & wellbeing

- · A programme of health and physical activity classes delivered to promote the benefits of physical activity and active lifestyles
- All centres dementia friendly
- Attendances at Active Options 2 classes (the Trust referral-based programme for people living with long-term conditions) decreased by -1.08%, however we were on course to have a recordbreaking year before COVID-19 with attendance up by 4.25%.
- 99 weekly health classes were delivered with annual attendances in excess of 40,000
- 23 volunteers recruited to support the Health and Wellbeing Team
- A pilot to triage Active Options referrals by phone call was introduced and proven very successful
- A further £22.5K funding received from Fife Health & Social Care Partnership to allow us to support people living with dementia access physical activity
- Social cafés were continued and ran monthly at Duloch and weekly at Cowdenbeath.
- Monthly physical activity sessions were delivered at three Link Living social cafés in Torryburn and Rosyth
- The Trust's Fife Health and Wellbeing Fund continued to receive donations from the local community. One of our self-employed instructors completed a charity event within Carnegie and donated over £1k to our fund
- Napier University completed a three-year research project using the Active Options programme, looking at the experiences of people attending an exercise referral scheme. A report will be published in 20/21
- A new partnership with Fife Health & Social Care Partnership was formed as part of the East of Scotland Type 2 Diabetes Early Adopter Funding. Lets get Moving with Counterweight is a referral weight management programme consisting of education and physical activity to support people lose weight. This programme commenced in October 2019 and will run for two years
- Physical activity opportunities for people suffering from dementia were delivered

#### **Group Fitness**

- An extensive Group Fitness programme was delivered throughout 12 of our 14 sites
- An informal customer consultation took place at Carnegie and Michael Woods to find out the preferences of group fitness participants to help develop a timetable that meets their needs. Timetable improvements were made in October 2019

#### **Sponsorship Programme**

 Introduction of a sponsorship programme to give companies the opportunity to be associated with, and contribute to, our facilities and programmes as part of their Corporate Social Responsibility





92



**APRIL 2019** 

#### PERSONAL LOSS RAISES THOUSANDS FOR MOTOR NEURONE DISEASE CHARITY

Turning personal loss into a fundraising challenge has helped one of our fitness instructors, Gennaro Barbato, (27) cope with the sudden death of his mother. Gennaro set out to raise funds for MND Scotland following the loss of his mother Cheryl Barbato (54) of Kirkcaldy, following her own struggle with motor neurone disease.

A busy and active person, Cheryl was married to Franco and had two children, Genaro and Daniella. Cheryl was diagnosed with MND in August 2018 and died soon after in December 2018, Genaro was determined her loss would not be in vain and that others could benefit from research and support offered by MND Scotland.

He said: "My mother benefited from MND Scotland following her diagnosis, and our family, had tremendous support too. I decided to take on a fundraising challenge by cycling from London to Paris, hoping to raise £1,600. Within 24 hours I had achieved my target. I then increased my target to £10,000. So far I've raised £9,000 and am confident I can reach my goal so that others affected can get the support they need. I'd like to thank everyone who has helped, I know my mum would have been so grateful for everyone's generosity."

In support, Michael Woods Leisure Centre, Glenrothes held a fundraising taster fitness class event with all proceeds going to Gennaro's total for MND Scotland.

lain McWhirter, Head of Fundraising at MND Scotland, said: "I'd like to thank Genaro for taking on this challenge. This is an incredible amount to have raised, and will go towards helping us provide support to people affected by MND across Scotland, and fund vital research into a cure. We wouldn't be able to do any of this if it wasn't for people like Genaro raising awareness and funds."



Fife's lead body in disability sport since 1977



**JUNE 2019** 

#### NEW FUNDRAISING INITIATIVE TO BENEFIT LOCAL COMMUNITIES

Our health and wellbeing team held a launch event on Saturday, 6th April with participants of the health programme, volunteers, local businesses and other stakeholders. Over 120 people attended getting the fundraising off to a flying start with  $\pounds1,600$  raised.

Since our launch in 2008 as a trust, we have delivered a self-funded health and wellbeing programme that supports people living with long-term health conditions such as cancer, dementia, diabetes, COPD and cardiac incidents.

Our health and wellbeing team deliver 95 classes a week with 3,000 participants per month experiencing the health and wellbeing benefits from getting active, as well as meeting others who are living with similar conditions to their own.

Leading on Fife Health and Wellbeing Fund, Fiona Prendergast, wellbeing and programming manager for Fife Sports and Leisure Trust, said: "Every time someone chooses to visit one of our centres or take out a membership programme, they are already making a difference by choosing us over a private gym. And now, with the launch of our dedicated fundraising initiative, we're asking people to help us support the delivery of our health and wellbeing programme and people in Fife living with long-term health conditions.

"Participant of the health and wellbeing programme have really embraced the idea of a fund and some have already donated which we really appreciate, the money we raise will go directly to support the health and wellbeing programme delivered in our centres and community-based venues by purchasing equipment, supporting specialist instructor training or helping to secure additional instructors." MAY 2019



#### FIFE'S LEADING SPORTS AND LEISURE PROVIDER STRENGTHENS PARTNERSHIP

We launched a membership scheme in partnership with Disability Sport Fife (DSF).

Our low-cost scheme, Leisure Active, will now offer participants who attend DSF sessions the chance to take advantage of a Diamond or Platinum membership. As well as offering unlimited access to our facilities Fife-wide, DSF weekly sessions will become more affordable.

This development is part of an ongoing partnership between us and DSF to assist participants with disabilities to access, enjoy and benefit from engagement in physical activity.

Rebecca Suiter, Leisure Active sales and membership manager for Fife Sports and Leisure Trust, said: "DSF provides fantastic support for local participants with disabilities and we are very happy to be widening access to our programmes and facilities by offering the benefits of Leisure Active.

"The trust is keen to continue to identify innovative ways of partnership working with DSF to enable participants with disabilities to access our facilities and engage regularly in physical activity including sport."

Richard Brickley, MBE, chair of Disability Sport Fife said: "DSF members benefit enormously from the relationship they enjoy with Fife Sports and Leisure Trust management team and facility operators. Access to excellent facilities and skilled and enthusiastic staff have helped to develop this unique partnership. Being able to access Leisure Active will not only cut costs significantly but open up new and exciting opportunities to DSF members."

#### A HOT OFFER TO COOL DOWN

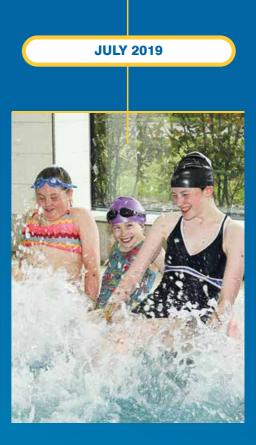
As the temperature rose, Fife's youngsters were given an unbeatable offer to cool down with free swimming across the region. We made available our Splash-out-for-Nowt scheme thanks to extra funding from Fife Council. The offer gave juniors, aged 17 and under, the opportunity to swim for free in the school summer holidays, Monday to Friday 9.00am to 1.00pm.

We also offered Quid-a-Kid Swimming, Monday to Friday from 1.00pm to 5.00pm, with Quid-a-Kid Racquet Sports and Quid-a-Kid Football, weekdays from 10.00am to 5.00pm and weekends from 9.00am to 5.00pm.

The family-popular schemes are designed to get more young people active more of the time. In addition, we ran a range of kids' camps and programmes to keep youngsters active during the holidays – participants enjoyed a range of sports in and out of the water.

Ed Watson, Chief Executive of Fife Sports and Leisure Trust, said: "We are very pleased to be able to maintain these initiatives which are at the heart of the organisation's drive to engage more young people and to encourage a lifelong interest in staying active. We would encourage as many young people and families to visit our facilities to experience the programmes and facilities on offer."

Cllr Judy Hamilton, Convener of the Council's Community & Housing Services Committee added: "We're pleased to be supporting this very worthwhile initiative. Financial pressures on families are often felt more during the school holidays. Free and discounted activities like these are a great way for children and young people to get out and be active."





**AUGUST 2019** 

#### FIFE'S RISING SPORT STARS GET TRAINING BOOST

For a second year, we teamed up with Active Schools and supported Fife Sports Stars, helping 12 young people from across Fife selected to participate in a unique programme to develop their talents and inspire others to compete in sports.

The move saw us offer the young athletes free access to our gyms followed by a discounted Leisure Active – our low-cost membership programme – junior membership as well as free goodie bags.

Fife Sports Stars is designed to work closely with some to the region's most accomplished secondary school pupils aged 13-18, competing in sport locally, regionally or internationally. The participants specialise in a range of sports including athletics, swimming, tennis, ice hockey, motor racing, Tae Kwon-do, fencing and Kuk Sool Won.

Rebecca Suiter, sales and membership manager for Fife Sports and Leisure Trust, said: "The trust is committed to delivering affordable and quality facilities to help people of all ages and abilities to get active. We have a number of initiatives and programmes to encourage young people to access trust facilities so that they can foster a lifelong love of staying active.

Casey Fitzpatrick, Active Schools Co-ordinator, said: "We are excited to be working with Fife Sports and Leisure Trust for a second year and to be able to provide the athletes with access to an excellent range of facilities that will support their training and preparation for competing.



**OCTOBER 2019** 

#### SPORTS HUB SCORES FOUR STAR

Our dedicated sports hub in Lumphinnans received a four star grading following a Visit Scotland inspection which praised the facility's excellent condition.

Lumphinnans Sports Hub provides state-of-the-art, full-size 3G synthetic turf pitch and gives improved facilities for local players as well as a home for the Fife Football Performance Academy.

Following the Visit Scotland inspection the facility had its four star rating confirmed for a second year. The review classed the facility as 'excellent' for Hospitality and Friendliness, 'Service and Efficiency' and toilets were 'exceptional', in addition, staff's 'can do' attitude was praised.

Allan Reid, area leisure manager from Fife Sports and Leisure Trust said: "We are very pleased our four star rating has been awarded again, we scored 82 per cent, only a few points away from scoring five stars, taking us from 'excellent' to 'outstanding' – this gives us something to aim towards. We are committed to delivering quality facilities which allow people, of all abilities and ages, to access sports and leisure opportunities so they can benefit from the health and wellbeing benefits of physical activity."

The purpose-built sports hub benefits from flood lighting, a dedicated car park and a community club house offering modern changing facilities. As well as being a vital resource for clubs and talented young sports performers, Lumphinnans Sports Hub is an important venue for the local community for general pitch hire.

SEPTEMBER 2019



#### NATIONAL SWIMMING PROGRAMME ATTRACTS RECORD NUMBER OF FIFERS

We celebrated the success of the Learn to Swim programme designed by Scottish Swimming, the national governing body for swimming, as nearly 6,500 adults and youngsters took advantage of the programme delivered in trust facilities across the region.

The Learn to Swim programme offers people of all ages, from babies to older adults, to get in the water and progress seamlessly through class levels, either building confidence, becoming a competent swimmer, progressing onto club level or learning new disciplines like water polo or Rookie Lifeguard training.

Lee Cunningham, aquatics co-ordinator for Fife Sports and Leisure Trust, said: "It's a great result that since its launch, the Learn to Swim programme has seen a 10 per cent increase in participants – it demonstrates that the programme offers a host of benefits to participants.

"Since its launch two years ago, the programme has improved for all levels, and, we are able to offer reduced class sizes and a clearer pathway through levels with detailed feedback on how learners participants are progressing. Parents enrolling children into the programme also benefit from easier registration and payment methods which should make getting their child involved in the programme much more convenient."

Scott Urquhart, sports and physical activity team manager for Fife Sports and Leisure Trust, added: "Scottish Swimming's national programme offers the trust a great opportunity to engage even more people in swimming – it is a fantastic form of physical activity for all ages, and, the offer of free recreational swimming for young people is a real boost to get more people more active more of the time."

#### MICHAEL WOODS LEISURE CENTRE GYM SET FOR REFURBISHMENT

We announced the refurbishment of the gym at Michael Woods Sports and Leisure Centre delivering more for gym-goers.

We shared with customers that works would see the installation of upgraded gym equipment and new floor, as well as improved layout, interior decoration and new signage.

The refurbishment works started in December 2019 and were completed within the estimated two-week period. Staff at the centre provided customers with details of alternative workout space in the centre as well as other trust sites during the gym closure.

Stuart Bizzarri, gym manager for Fife Sports and Leisure Trust, said: "Michael Woods Sports and Leisure Centre gym is hugely popular and the trust is delighted to be investing in works to upgrade and improve the gym further for the benefit of our customers.

"The gym will see new equipment from both Technogym and Origin fitness offering more variety and options for our gym customers, and, there will be improved free weights layout and equipment with upgraded racks and platforms.

"As a charitable trust, we are dedicated to getting more people more active more of the time, and, we are hugely grateful to our customers who choose to use our facilities over those of a private provider as this allows us to reinvest back into the health and wellbeing of the local community."





#### **DECEMBER 2019**

### THE LEGACY OF DUNFERMLINE BADMINTON STAR RUSSELL HOGG CONTINUES

The legacy of Dunfermline badminton star Russell Hogg continued to have an impact thanks to the Russell Hogg Trust.

We were delighted once again to host the annual badminton charity event at Carnegie Leisure Centre which saw 1,000 for Disability Sport Scotland (SDS).

36 players took part with junior, senior and para participants on the day. The Russell Hogg Trust was honoured to have current Scottish Open men's doubles winners Adam Hall and Alex Dunn team up with junior internationalists.

Prize winners at the event in category one were Adam Hal and Callum Atterbury (winners) and Alex Dunn and Isaac Weir (runners up).

Julie Hogg, Russell's widow, established the trust to support athletes, said: "It was a unique event having able-bodied players competing alongside para players - it was so much fun for everyone involved and having that little bit of competition in there gave it an edge."

Two SDS athletes received a £500 bursary to help cover travel costs, competition entries, new equipment, etc. for the 2020 season.



FEBRUARY 2020

#### MARATHON CHALLENGE SUCCESS FOR LOCAL CHARITABLE TRUST

Personal trainer and group fitness instructor, Jamie McDonough, completed an indoor marathon at Carnegie Leisure Centre on the treadmill within our centre's gym.

Jamie doubled his fundraising target and raised £2000 by completing his marathon challenge in three hours and 35 mins. Jamie was joined by our Leisure Active members, Keith Campbell, who cycled 26 miles on a stationary bike and Ross Morrison who completed 7 miles on the treadmill, 18 miles on a stationary bike and a one mile swim in the centre's pool.

Half of the funds raised went towards Fife Sports and Leisure Trust's own fundraising initiative, Fife Health and Wellbeing Fund, with the remainder going to Cash for Kid

As the operator of 14 sports and leisure facilities across Fife, we already invests all profits made back into its centres and programmes for the benefit of local communities – the Fife Health and Wellbeing Fund supports this by raising funds for our self-funded health and wellbeing programme that supports people living with long-term health conditions such as cancer, dementia, diabetes, COPD and cardiac incidents.

Jamie's fundraising efforts added to the generosity of other trust supporters and participants of the health and wellbeing programme who raised £1,800 helped purchase additional equipment for the health and wellbeing classes.

Jamie McDonough, health and group fitness instructor with Fife Sports and Leisure Trust, said: "I help deliver the health and wellbeing programme and support a range of people who are living with long-term health conditions who have benefited from participating in the health classes. **JANUARY 2020** 



#### CHARITABLE TRUST RECOGNISED FOR ITS SWIMMING PROGRAMME

We were delighted to announce we were recognised for the quality and delivery of our swimming programme with a national accreditation.

We were awarded the SwiMark Plus standard – the highest possible evaluation given by Scottish Swimming, the national governing body.

SwiMark Plus means that we have been recognised as a swimming provider that has excelled at providing quality swimming lessons, a clear pathway from toddler and adult classes through to club swimming, adhering to safe practices with teachers who are licensed – with education programmes in place for instructors – as well as encouraging lifelong participation in a lifesaving skill.

Lee Cunningham, aquatics manager for Fife Sports and Leisure Trust, said: "The trust was SwiMark accredited and we are really proud to have reached the highest level of accreditation with the SwiMark Plus award. Ultimately, it means our customers, and parents looking to enrol their children in a swimming programme, can engage in the trust's swimming programme knowing that it is a quality provider and has met the highest national standards.

"The trust's Learn to Swim programme continues to go from strength to strength, with record numbers of participants, attracting over 6,500 adults and youngsters to classes across Fife.

#### NATIONAL DIET AND HEALTHY WEIGHT INITIATIVE LAUNCHED IN FIFE

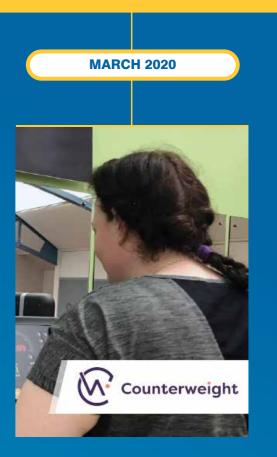
Fife become one of the first areas in Scotland to implement a Scottish Government initiative which saw £42 million invested nationally over five years to expand weight management interventions and support a new approach to diet and healthy weight.

Fife Sports and Leisure Trust, in partnership with Fife Health and Social Care Partnership, were chosen to deliver the intervention programme Get Moving with Counterweight.

The funding allocated is part of the trust's collaboration with the East of Scotland: Prevention and Remission of Type 2 Diabetes Programme and follows publication of the Scottish Government's Framework for the Prevention, Early Detection and Early Intervention of Type 2 Diabetes in July 2018.

Fiona Prendergast, wellbeing and programming manager for Fife Sports and Leisure Trust, said: "The launch of this national initiative is very welcome. We have a well-established reputation in delivering award-winning health programmes and the Counterweight programme complements our programmes that support people living with long-term health conditions.

"Participants in Counterweight are referred by their GP and take part in sessions over a 12-week period which will allow for regular weigh-ins and supported, instructor-led physical activity opportunities. Our other health programmes have shown that participants who increase their physical activity experience the associated health and wellbeing benefits of getting more active, as well as moral support from people experiencing similar health conditions."



## Conclusion

The reporting year of 2019/20 was one where we have worked extremely hard to encourage people to participate in sport, health and wellbeing activities. With challenges from competition from the private sector and a climate of financial pressures, the Trust provided the communities of Fife with a vast and varied programme of services aimed at encouraging people to adopt healthy lifestyles by becoming more active more often.

There was progress to deliver the strategic priorities and desired outcomes of the Corporate Strategy 2017/20 and this clearly demonstrated the impact the Trust is making across the region. Attendances were up by 0.62% in comparison to previous years, this would have been greater if we hadn't had to close our facilities on the 18th March 2020 due to COVID-19.

As a local charitable trust, we are very aware that people who chose to use our facilities are invested in an organisation which has the wellbeing of local communities at its core, and, by continuing to perform well, we were able to invest surpluses back into facilities and programmes to the benefit of so many people.







Fife Sports and Leisure Trust Head Office, Music Institute, East Port, Dunfermline, Fife, KY12 7JA

21 January, 2021 Agenda Item No. 6

## 2020/21 Capital Monitoring

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services

Michael Enston, Executive Director, Communities Directorate

Wards Affected: All

#### Purpose

The purpose of this report is to provide an update on the Capital Investment Plan and advise on the projected financial position for the 2020/21 financial year.

#### Recommendation(s)

Committee is asked to consider the current performance and activity across the 2020/21 Financial Monitoring as detailed in this report.

#### **Resource Implications**

None.

#### Legal & Risk Implications

None.

#### **Impact Assessment**

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

#### Consultation

None.

## 1.0 Background

- 1.1 Based on current information, this report summarises the projected capital outturn for the areas falling under the scope of this Committee for 2020/21. At this stage it is forecast that expenditure will be £71.138m, representing 96% of the approved capital programme for 2020/21.
- 1.2 Appendix 1 shows an analysis of specific projects in the current capital investment plan which have a budget greater than £1m and analyses total project cost rather than only in year spend.
- 1.3 Appendix 2 details the forecast expenditure against budget for each project. A brief explanation of any significant forecast variances is provided at section 3 within this report.

### 2.0 Governance

- 2.1 On 21 June 2016 the Executive Committee approved revised governance and scrutiny arrangements for major capital projects. At that meeting the Committee agreed an enhanced level of reporting on capital projects through the quarterly capital expenditure monitoring report.
- 2.2 Major projects are defined as projects with a value of £5m and over. Projects with a value of less than £5m may also be subject to enhanced governance and scrutiny arrangements where there may be greater risk of overspend against budget, a risk of overrun on timescales or where expected benefits may not be delivered. The Investment Strategy Group is currently working to identify these projects as part of a review of the Capital Plan. Elected members will also be able to suggest when a particular project should be scrutinised in more detail.

### 3.0 Issues, Achievements & Financial Performance

#### Key Issues / Risks

3.1 Appendix 1 details the total cost forecast position for all capital projects within the areas under the scope of the Committee with an overall value of £1m and over. The key risks associated with the major projects are noted below.

#### Major Projects – Potential Risks and Actions

3.2 Due to the impact of Covid-19, on site construction work has been on hold since 23 March 2020, construction work has commenced again in accordance with Phase 3 of the Scottish Government's Route Map, however, it is likely that Covid-19 will impact on project costs and will extend all project delivery dates as contractors will require to make adjustments to working arrangements to accommodate new requirements, such as social distancing. Monitoring of the impact of these additional measures and timescales is ongoing and it is likely that the overall scale of these additional costs will be clearer in the coming months.

#### Financial Performance – 2020/21 Projected Outturn

- 3.3 Appendix 2 provides a summary of the projected outturn for each project for the financial year 2020/21. The appendix shows a projected outturn of £71.138m against a Capital Investment plan of £74.054m, a spending level of 96%.
- 3.4 The reasons for significant variances (+/-£0.500m) are detailed below.

3.5 Slippage is the term used to describe projects that are expected to spend less than the budget allocation in a particular year due to a delay in timing on the delivery of the project. This is not uncommon in the capital programme and the reasons for this can be wide and varied. Advancement is the term used to describe projects that are expected to spend more than the budget allocation in a particular year due to an acceleration of the budget from future years.

#### **Significant Variances**

#### Regeneration / Estates Action: - Slippage (£3.150m)

3.6 Due to the initial lockdown as a result of COVID-19 and on-going social distancing measures a number of projects planned to begin in this financial year have been delayed. The HRA is working closely with Building and Property Services to schedule start dates for the delayed projects and projects will begin in 2020-21 wherever possible.

#### Component Replacement: - Slippage (£0.658m)

3.7 The HRA is working closely with Building and Property Services to ensure that essential works such as Component Replacement are still delivered. The slippage of (£0.658m) represents a reduction in cost relating to Professional Fees charged from other services as a result of delays at the start of the year due to COVID-19. An element of this reduction in cost has been incurred on the HRA Revenue as part of the HRA's package of support to Building & Property Services.

#### Specific Needs / Sheltered Housing: -Advancement £0.741m

3.8 The advancement of £0.741m relates to the Property Acquisitions programme which has been progressing well in year and is on track to deliver to proposed purchase of 100 properties in year. The advancement of £0.741 is offset by increased subsidy in year which is shown in the income section of appendix 2.

Structural Works (Specialist): -Slippage (£0.970m)

3.9 As detailed in para 3.6 there have been delays to a number of projects beginning in year as a result of COVID-19. All essential works are continuing, and all other projects will proceed as soon as possible.

Affordable Housing: -Advancement £3.187m

3.10 Despite delays due to COVID-19, the Affordable Housing programme is projecting an in year advancement of £3.187m which is mainly due to an opportunity which became available in year to purchase an additional 28 properties in Ladybank. This has allowed the HRA to continue to deliver plans to meet their Phase 3 Housing Target and deliver homes in an area of high demand.

Major Projects: -Slippage (£0.843m)

3.11 As detailed in para 3.6 there have been delays to a number of projects beginning in year as a result of COVID-19. All essential works are continuing, and all other projects will proceed as soon as possible.

## 4.0 Conclusions

- 4.1 The total 2020/21 approved programme for the areas in scope of the Community & Housing Services Committee is £74.054m. The projected level of expenditure is £71.138m, which represents 96% of the total programme, resulting in slippage of £2.916m.
- 4.2 The management of capital resources require us to look across financial years, as well as within individual years. The current year performance is only a snapshot of the existing plan and the Directorate will adjust expenditure levels within future years of the plan to accommodate the advancement or slippage of projects.

#### List of Appendices

- 1. Total Cost Monitor
- 2. Capital Monitoring Report by Service

#### **Background Papers**

None

#### **Report Contact**

Lesley Kenworthy Finance Business Partner Finance Service Fife House North Street Glenrothes

 Telephone:
 03451 55 55 55 (Ext. 442621)

 Email:
 lesley.kenworthy@fife.gov.uk

#### FIFE COUNCIL COMMUNITY AND HOUSING SERVICES SUB COMMITTEE CAPITAL INVESTMENT PLAN 2020-29 TOTAL COST MONITOR - MAJOR CAPITAL PROJECTS

	Total Project	Total Projected				Expected Project
	Budget	Outturn	Variance	Variance	<b>Current Project</b>	Completion
Theme	£m	£m	£m	%	Status	Date
Thriving Places	5.350	5.350	-			2025-26
Thriving Places	5.510	5.510	-	0.00%	Current Project	2023-24
Housing Revenue Account	280.344	280.344	-	0.00%	Current Project	2022-23
	5.350	5.350	-	0.00%		
	4 507	4 507		0.00%	Ourse of Duciest	0000.00
<u> </u>			-			2022-23
<u> </u>			-			2023-24
Thriving Places	2.000	2.000	-	0.00%	Current Project	2022-23
Thriving Places	4.997	4.997	-	0.00%	Current Project	2022-23
Thriving Places	1.000	1.000	-	0.00%	Feasibility	2024-25
Thriving Places	1.500	1.500	-	0.00%	Current Project	2022-23
	13.209	13.209	-	0.00%		
	18 550	18 559		0 00%		
	Thriving Places Thriving Places Housing Revenue Account Thriving Places	HemeBudget £mTheme£mThriving Places5.350Thriving Places5.510Housing Revenue Account280.344Housing Revenue Account280.344Thriving Places5.350Thriving Places1.527Thriving Places2.185Thriving Places2.000Thriving Places4.997Thriving Places1.000	Total Project Budget fmProjected Outturn 	Total Project Budget CutturnProjected OutturnVariance £mTheme£m£m£mThriving Places5.3505.350-Thriving Places5.5105.510-Housing Revenue Account280.344280.344-Housing Revenue Account280.344280.344-Thriving Places1.527Thriving Places1.5271.527-Thriving Places2.1852.185-Thriving Places2.0002.000-Thriving Places1.5071.507-Thriving Places1.5001.000-Thriving Places1.5001.000-Thriving Places1.5001.000-Thriving Places1.5001.500-Thriving Places1.5001.500-	Total Project Budget Theme         Projected Budget fm         Projected Outturn fm         Variance fm           Theme         fm         fm	Total Project BudgetProjected OutturnVariance £mVariance £mCurrent Project StatusTheme£m£m£m%StatusThriving Places5.3505.3500.00%Current ProjectThriving Places5.5105.5100.00%Current ProjectHousing Revenue Account280.344280.3440.00%Current ProjectHousing Revenue Account280.344280.3440.00%Current ProjectThriving Places1.5270.00%Current ProjectThriving Places1.5271.5270.00%Current ProjectThriving Places2.1852.1850.00%Current ProjectThriving Places2.0002.0000.00%Current ProjectThriving Places1.5271.5270.00%Current ProjectThriving Places1.5002.0000.00%Current ProjectThriving Places1.5001.0000.00%Current ProjectThriving Places1.3001.0000.00%Current ProjectThriving Places1.5001.5000.00%Current ProjectThriving Places1.5001.5000.00%Current ProjectThriving Places1.5001.5000.00%Current ProjectThriving Places1.5001.5000.00%Current ProjectThriving Places1.5001.5000.00%Current ProjectThriving Places1.5001.5000.00%Current ProjectTh

#### FIFE COUNCIL COMMUNITY AND HOUSING SERVICES SUB COMMITTEE CAPITAL INVESTMENT PLAN 2020-29 MONITORING REPORT

	Current	Actual	Projected	Projected	Projected
	Budget	to Date	Outturn	Variance	Outturn as
Expenditure	£m	£m	£m	£m	% of Plan
COMMUNITY FACILITIES PROGRAMME	0.238	0.105	0.188	(0.050)	79%
COUNTRYSIDE PROGRAMME	0.381	0.039	0.181	(0.200)	48%
LIBRARIES, MUSEUMS, GALLERIES & THEATRES	0.697	0.037	0.458	(0.239)	66%
MAJOR PARKS PROGRAMME	0.065	0.003	0.003	(0.062)	4%
ALLOTMENTS PROGRAMME	0.040	0.024	0.040	-	100%
PARKS DEVELOPMENT PROJECTS	0.583	0.058	0.556	(0.027)	95%
FUTURE OF LEISURE	0.903	(0.132)	0.903	-	100%
SPORTS & GOLF PROGRAMME	0.091	0.005	0.046	(0.045)	50%
IMPROVING HEALTH THROUGH LEISURE & SPORT	0.748	0.055	0.489	(0.259)	65%
AREA COMMUNITY FACILITIES	0.130	0.026	0.026	(0.104)	20%
AREA CAPITAL INVESTMENT	0.177	0.075	0.180	0.003	102%
SPORT AND LEISURE FACILITIES	1.487	0.036	1.697	0.210	114%
TOTAL AREA COMMUNITY & CORPORATE DEVELOPMENT	5.540	0.333	4.767	(0.773)	86%
TRAVELLING PEOPLE SITES	0.036	0.066	0.036	-	100%
DISABILITY ADAPTATIONS	2.400	0.750	2.400	-	100%
TOTAL GENERAL FUND HOUSING	2.436	0.816	2.436	-	100%
MINOR WORKS	0.550	0.035	0.450	(0.100)	82%
POLICY OPTIONS	3.275	0.108	2.925	(0.350)	89%
REGENERATION/ESTATES ACTION	4.300	0.090	1.150	(3.150)	27%
COMPONENT REPLACEMENT	23.122	5.719	22.464	(0.658)	97%
SPECIFIC NEEDS/SHELTERED HOUSING	10.950	2.410	11.691	0.741	107%
STRUCTURAL WORKS (SPECIALIST)	1.940	0.075	0.970	(0.970)	50%
AFFORDABLE HOUSING	20.661	4.115	23.848	3.187	115%
MAJOR PROJECTS	1.280	-	0.437	(0.843)	34%
				. ,	
TOTAL HOUSING REVENUE ACCOUNT	66.078	12.552	63.935	(2.143)	97%
TOTAL EXPENDITURE	74.054	13.701	71.138	(2.916)	96%

#### FIFE COUNCIL COMMUNITY AND HOUSING SERVICES SUB COMMITTEE CAPITAL INVESTMENT PLAN 2020-29 MONITORING REPORT

-	Current Budget	Actual to Date	Projected Outturn	Projected Variance	Projected Outturn as
Income	£m	£m	£m	£m	% of Plan
COUNTRYSIDE PROGRAMME	-	(0.008)	(0.008)	(0.008)	0%
LIBRARIES, MUSEUMS, GALLERIES & THEATRES	-	0.300	-	-	0%
PARKS DEVELOPMENT PROJECTS	(0.668)	(0.200)	(0.588)	0.081	88%
IMPROVING HEALTH THROUGH LEISURE & SPORT	(0.152)	(0.008)	(0.161)	(0.010)	106%
AREA CAPITAL INVESTMENT	(0.137)	(0.017)	(0.139)	(0.002)	102%
TOTAL AREA COMMUNITY & CORPORATE DEVELOPMENT	(0.956)	0.068	(0.896)	0.060	94%
ON LENDING	(0.093)	(0.093)	(0.093)	-	100%
TOTAL GENERAL FUND HOUSING	(0.093)	(0.093)	(0.093)	-	100%
SPECIFIC NEEDS/SHELTERED HOUSING	(1.785)	(0.200)	(4.000)	(2.215)	224%
AFFORDABLE HOUSING	(8.231)	(2.806)	(8.250)	(0.019)	100%
TOTAL HOUSING REVENUE ACCOUNT	(10.016)	(3.006)	(12.250)	(2.234)	122%
TOTAL INCOME	(11.066)	(3.031)	(13.240)	(2.174)	120%



21st January, 2021 Agenda Item No. 7

## 2020/21 Revenue Monitoring

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services Michael Enston, Executive Director, Communities

Wards Affected: All

#### Purpose

The purpose of this report is to give members an update on the projected outturn position for the 2020/21 financial year for the areas in scope of the Community & Housing Services Sub Committee.

#### Recommendations

Committee is asked to consider the current financial performance and activity as detailed in this report.

#### **Resource Implications**

None.

#### Legal & Risk Implications

There are no direct legal implications arising from this report.

#### **Impact Assessment**

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

#### Consultation

None.

#### 1.0 Background

The report summarises the Projected outturn position for 2020/21, taking into account the actual expenditure incurred, and provides a forecast and an explanation of the main budget variances at section 3.

## 2.0 Projected Outturn

- 2.1 Based on current information for the areas falling under the scope of this Committee, of a net expenditure budget of £62.877m the position across all areas is a projected expenditure of £71.023m resulting in a projected net overspend of £8.146m (15.32%), movement (£1.255m).
- 2.2 A summary of the 2020-21 projected out-turn is detailed in Appendices 1-8. This shows projected expenditure against budget across the service headings within the Directorate. There may be some minor rounding differences contained within the appendices, but these are immaterial values that do not impact on the overall financial position. The following paragraphs provide a brief explanation of the main areas where there are significant variances (+/-£0.250m) to budgets.
- 2.3 The estimated financial impact of the COVID-19 pandemic has been reported to Policy and Co-ordination Committee previously. This report highlights the projected costs of COVID-19 in relation to Communities & Housing Services, and the mitigation available to the Directorate to absorb some of these costs. An additional column has been included in the appendices attached to highlight the projected impact of COVID-19 costs on services.
- 2.4 The Policy and Co-ordination Committee on 23rd January instructed Services to contain expenditure within the approved budget provision and noted that Executive Directors were actively considering the corrective action that required to be taken to eliminate overspends in their area of responsibility. Actions being considered by the Directorate include avoiding non-essential expenditure, delaying projects or recruitment into the new financial year.

## 3.0 Major Variances

Executive Director: - Projected Overspend £0.272m, movement nil

3.1 There is a projected overspend of £0.272m within Executive Director which fully relate to additional costs as a result of COVID-19. This includes a projected additional cost of £0.109m relating to IT costs and support from the Business Technology Support Service (BTS) as a result of the large number of staff now working from home. There has also been an increased demand for Personal Protective Equipment (PPE) which has resulted in a projected overspend of £0.163m. These costs are for the Communities Directorate as a whole (Excluding the HRA) and the Directorate will work to mitigate these costs where possible.

Criminal Justice: - Projected Underspend (£0.077m), movement (£0.320m)

3.2 The movement of (£0.320m) is due to (£0.098m) staffing as a result of staff turnover leading to vacancies, (£0.096m) mileage from reduced travel as a result of Covid-19 restrictions and (£0.126m) Third party payments due to transferring provision of the externally provided Male Mentoring Service in-house within the current CJS staffing budget.

Communities & Neighbourhood Services: - Projected Overspend £6.799m, movement (£0.805m)

- 3.3 Of the total overspend, £6.711m relates to the impact of COVID-19. Each of the Council's Trusts are likely to suffer loss of income, each to varying degrees and this is estimated to be in the region of £4.290m as they have been unable to operate and generate income. Funding mechanisms are being investigated and we are working closely with these organisations in order to support them. Community Use is forecasting a reduction in income of £1.567m and Halls and Centres are anticipating a reduction of £0.743m in income due to closures as a result of COVID-19. There are in year savings of £0.306m which will be further delayed as a result of COVID-19.
- 3.4 In addition, there are non-COVID-19 related overspends of £0.360m relating to savings which have not been achieved in previous years and given the current circumstances it is unlikely that they will be achieved in 2020-21.
- 3.5 The movement of £0.805m is due to a reduction in support required for Fife Sport & Leisure Trust due to an improved projection mainly as a result of reduced expenditure and job retention scheme funding offsetting further loss of income.

#### Customer & Online Services – Projected Overspend £1.023m, movement (£0.316m)

- 3.6 Of the total overspend, £0.434m relates to the impact of COVID-19, movement (£0.003m). Income generated through the booking of weddings has improved slightly but is still low and is now projected to underachieve by £0.208m in year. An increased spend on overtime has also continued due to contact centre staff working additional hours to maintain service levels and welfare fund staff working additional hours to process an increased number of claims. The projection for additional overtime across the service is £0.226m. The movement in registration income and overtime costs mitigate each other giving an overall movement of (£0.003m).
- 3.7 There are unachieved savings of £0.473m included within the projected overspend. This is due to a delay in Customer Service Delivery savings of £0.273m in the current year and £0.200m from previous years. Work is continuing with the Customer Programme to deliver these savings.
- 3.8 There is also an estimated overspend of £0.362m across Revenue Services, movement (£0.113m). The majority of this relates to reduced income. The introduction of Universal Credit has reduced the level of work being carried out for the DWP and has in turn reduced the level of funding received. This could have a significant impact on future years outturn so will require a review to determine the impact on future years. The movement of £0.113m relates to staffing vacancies which have not been filled in year.
- 3.9 The remaining movement relates to staffing vacancies across the service which have not been filled in year.

Housing Revenue Account: - Breakeven Position

Repairs & Maintenance – Variance (£5.358m) underspend, movement (£11.235m)

3.10 Repairs & Maintenance is currently projecting to underspend by £5.358m in the year, movement (£11.235m). An adjustment has been made to reduce the value associated with technical accounting solutions for cost sharing between the HRA and

Building Services. The intention is to review the cost sharing with the HRA towards the end of the financial year when both the pressures and all available funding options are clear and a fair and equitable arrangement can be agreed. The principle of cost sharing is still part of the agreed strategy to deal with the financial consequences of the pandemic, however, further consideration is required in relation to the quantum. The movement of (£11.235m) is reflective of this change in approach. The underspend of £5.358m against Repairs & Maintenance is mainly due to a reduced number of repairs being carried out during the lockdown period at the beginning of the financial year.

Cost of Borrowing – Variance (£0.683m) underspend, movement (0.158m)

3.11 The estimated for cost of borrowing can vary from the time the budget is set at the start of the financial year. The underspend of (£0.683m) and movement of (£0.158m) reflects the latest projection of the cost of borrowing.

*Revenue Contribution (Including CFCR) – Variance £6.845m overspend, movement £14.644m* 

3.12 The planned Revenue Contribution (including CFCR) is currently expected to overachieve by £6.845m, movement £14.644m. The movement is mainly as a result of the changes detailed in paragraphs 3.10 and 3.15. The overachievement of CFCR of £6.486m is mainly due to reduced spend in the earlier part of the year as a result of lockdown and is likely to change once the level of cost sharing between the general fund and the HRA is agreed toward the end of the financial year.

Voids – Variance £0.525m Overspend, movement £0.265m

3.13 Despite an improvement in the VOIDS performance in previous years, the lockdown at the start of the financial year meant that a number of VOIDS were delayed. The movement £0.265m is a result of properties remaining empty for longer periods of time than originally anticipated due to social distancing measures put in place as a result of COVID-19.

Bad or Doubtful Debts - Variance (£0.800m) underspend, movement nil

3.14 Bad Debts are estimated to underspend by £0.800m in year which is a result of the Hardship Fund and the COVID-19 fund, both totalling £1.000m, being put in place to provide targeted support to tenants facing hardship as a result of the Universal Credit roll out and/or the impact of COVID-19.

Other Expenditure – Variance £0.373m Overspend, movement (£3.466m)

3.15 As detailed in paragraph 3.10 there have been changes made in the way the cost sharing agreement between the HRA and Building Services have been reflected in the financial reporting. This has resulted in the movement of (£3.466m) within Other Expenditure. The remaining projected overspend of £0.373m reflects smaller overspends across Travellers Sites, Sheltered Housing and Hostels mainly relating to increased cleaning costs & VOIDS costs as a result of the impact of COVID-19.

Dwelling Rents – Variance (£0.760m) Overachievement of Income, movement (£0.142m)

3.16 The HRA is expected to overachieve on their income target for Dwelling Rents by £0.760m which is mainly due to a number of additional new Affordable Housing properties and properties purchased through the acquisition policy becoming available to rent at the end of 2019-20.

# 4.0 Progress on Budget Savings

- 4.1 Appendix 9 provides details of revenue budget savings for the areas falling under the scope of the Community & Housing Services Committee, detailing achievements against the current year approved budget savings as at March 2021. The format of the appendix may be refined further for future reports. The appendix details:
  - the 3 year budget period for which the savings were approved
  - the title of each saving
  - the savings target relevant to the current financial year
  - the value of saving forecast as deliverable for the financial year
  - a Red/Amber/Green Status for each saving
  - details of any substitute savings
- 4.2 All savings have been categorised using a Red/Amber/Green status and these are described as follows:

Green – No issues and saving is on track to be delivered Amber – There are minor issues or minor reduction in the value of saving, or delivery of the saving is delayed Red – Major issues should be addressed before any saving can be realised

- 4.3 Where a saving is no longer deliverable in the current year it is expected that substitute savings are identified to ensure that costs remain within budget overall. Where this is the case, the original saving will be categorised green and a substitute saving will be identified and will also be categorised as green. If no substitute has been identified the original saving will then be categorised as red.
- 4.4 The areas in scope for the Committee have a significant level of savings to manage within the financial year 2020/21. Overall, the savings to be delivered are £1.319m. Whilst the delivery of savings is becoming more challenging, the relevant areas are looking to minimise the financial impact of any amber or red savings by determining mitigating actions as soon as possible. Across all areas, no savings have been identified as Red status, with £0.679m identified as being Amber status.
- 4.5The full year saving amounts are detailed along with annual forecast information detailed in appendix 9. The following paragraph provide a brief explanation of areas where there are variations at Service level (+/-£0.250m) between the Service savings target and the projected saving being delivered within the current financial year.
- 4.6Customer and Online Services As detailed in para 3.7 both Customer Service and Online Service, and the Customer Programme are continuing work on a number of projects to fully achieve the savings in future years.

# **5.0 Conclusions**

5.1 Based on current information for the areas falling under the scope of this Committee, of a net expenditure budget of £62.877m the position across all areas is a projected expenditure of £71.023m resulting in a projected net overspend of £8.146m (15.32%), movement (£1.255m).

### **List of Appendices**

- 1. Projected Outturn 2020/21 Summary
- 2. Projected Outturn 2020/21 Communities Executive Director
- 3. Projected Outturn 2020/21 Customer & Online Services
- 4. Projected Outturn 2020/21 Criminal Justice
- 5. Projected Outturn 2020/21 Culture
- 6. Projected Outturn 2020/21 Communities & Neighbourhoods
- 7. Projected Outturn 2020/21 General Fund Housing
- 8. Projected Outturn 2020/21 Housing Revenue Account
- 9. Approved 2020/21 Savings Tracker

### **Background Papers**

None

#### **Report Contact**

Lesley Kenworthy Finance Business Partner Finance Service Fife House North Street Glenrothes

Telephone:03451 55 55 55 (Ext. 442621)Email:lesley.kenworthy@fife.gov.uk

BUDGET MONITORING REPORT SUMM 2020-21	IARY							Appendix 1
COMMUNITY AND HOUSING SERVICE	CURRENT BUDGET 2020-21 £m	NON-COVID PROJECTION 2020-21 £m	COVID PROJECTION 2020-21 £m	FORECAST 2020-21 £m	FORECAST VARIANCE £m	FORECAST VARIANCE %	PREVIOUS REPORTED VARIANCE £m	MOVEMENT FROM PREVIOUS REPORTED VARIANCE £m
TOTAL COST OF SERVICE	82.901	83.648	7.399	91.047	8.146	9.83%	9.401	(1.255)
LESS: CORPORATELY MANAGED ITEMS	20.023	20.023	0.000	20.023	0.000	0.00%	0.000	0.000
SERVICE MANAGED NET BUDGET	62.877	63.625	7.399	71.023	8.146	<b>12.96%</b>	9.401	(1.255)
ANALYSIS OF SERVICE MANAGED BUDGET								
COMMUNITES EXECUTIVE DIRECTOR	0.204	0.204	0.272	0.476	0.272	133.12%	0.272	0.000
CRIMINAL JUSTICE	0.092	0.015	0.000	0.015	(0.077)	<b>-84.21%</b>	0.242	(0.320)
COMMUNITES & NEIGHBOURHOODS	31.124	31.484	5.378	36.862	5.738	18.44%	6.543	(0.805)
CUSTOMER & ONLINE SERVICES	12.619	13.209	0.434	13.643	1.023	8.11%	1.339	(0.316)
CULTURE	8.925	8.925	1.061	9.986	1.061	<b>11.89%</b>	1.061	0.000
GENERAL FUND HOUSING	9.913	9.789	0.253	10.042	0.129	1.30%	(0.057)	0.186
COMMUNITY AND HOUSING	62.877	63.625	7.399	71.023	8.146	12.96%	9.401	(1.255)

BUDGET MONITORING REPORT SUMMA 2020-21	ARY							Appendix 2
COMMUNITES EXECUTIVE DIRECTOR	CURRENT BUDGET 2020-21 £m	NON-COVID PROJECTION 2020-21 £m	COVID PROJECTION 2020-21 £m	FORECAST 2020-21 £m	FORECAST VARIANCE £m	FORECAST VARIANCE %	PREVIOUS REPORTED VARIANCE £m	MOVEMENT FROM PREVIOUS REPORTED VARIANCE £m
TOTAL COST OF SERVICE	0.226	0.226	0.272	0.498	0.272	120.17%	0.272	0.000
LESS: CORPORATELY MANAGED ITEMS	0.022	0.022	0.000	0.022	0.000	0.00%	0.000	0.000
SERVICE MANAGED NET BUDGET	0.204	0.204	0.272	0.476	0.272	133.12%	0.272	0.000
ANALYSIS OF SERVICE MANAGED BUDGET COMMUNITES EXECUTIVE DIRECTOR	0.204	0.204	0.272	0.476	0.272	133.12%	0.272	0.000
COMMUNITES EXECUTIVE DIRECTOR	0.204	0.204	0.272	0.476	0.272	133.12%	0.272	0.000

BUDGET MONITORING REPORT SUMM 2020-21 CUSTOMER & ONLINE SERVICES	IARY							Appendix 3
SERVICE	CURRENT BUDGET 2020-21 £m	NON-COVID PROJECTION 2020-21 £m	COVID PROJECTION 2020-21 £m	FORECAST 2020-21 £m	FORECAST VARIANCE £m	FORECAST VARIANCE %	PREVIOUS REPORTED VARIANCE £m	
TOTAL COST OF SERVICE	14.593	15.182	0.434	15.617	1.023	7.01%	1.339	(0.316)
LESS: CORPORATELY MANAGED ITEMS	1.974 12.619	1.974 13.209	0.000 0.434	1.974 13.643	0.000 1.023	0.00% 8.11%	0.000 1.339	0.000 (0.316)
ANALYSIS OF SERVICE MANAGED BUDGET								
CUSTOMER SERVICE DELIVERY	3.141	3.614	0.419	4.033	0.892	28.41%	0.904	(0.011)
REVENUES	2.765	3.125	0.001	3.126	0.362	13.08%	0.475	(0.113)
SCOTTISH WELFARE FUND	4.800	4.731	0.014	4.745	(0.056)	-1.16%	0.005	(0.061)
CUSTOMER SERVICE EXPERIENCE	0.635	0.582	0.000	0.582	(0.053)	-8.39%	(0.044)	(0.009)
CUSTOMER & ONLINE SERVICES MGT	0.156	0.114	0.000	0.114	(0.042)	-27.07%	0.000	(0.042)
FIFE GOV UK WEB TEAM	0.179	0.179	0.000	0.179	0.000	0.00%	0.000	0.000
COMMS & CUST INSIGHT	0.942	0.862	0.000	0.862	(0.079)	-8.44%	0.000	(0.079)
CUSTOMER & ONLINE SERVICES	12.619	13.209	0.434	13.643	1.023	8.11%	1.339	(0.316)

BUDGET MONITORING REPORT SUMMA 2020-21	RY							Appendix 4
CRIMINAL JUSTICE SERVICE	CURRENT BUDGET 2020-21 £m	NON-COVID PROJECTION 2020-21 £m	COVID PROJECTION 2020-21 £m	FORECAST 2020-21 £m	FORECAST VARIANCE £m	FORECAST VARIANCE %	PREVIOUS REPORTED VARIANCE £m	MOVEMENT FROM PREVIOUS REPORTED VARIANCE £m
TOTAL COST OF SERVICE	0.971	0.893	0.000	0.893	(0.077)	-7.97%	0.242	(0.320)
LESS: CORPORATELY MANAGED ITEMS	0.879	0.879	0.000	0.879	0.000	0.00%	0.000	0.000
SERVICE MANAGED NET BUDGET	0.092	0.015	0.000	0.015	(0.077)	-84.21%	0.242	(0.320)
ANALYSIS OF SERVICE MANAGED BUDGET CRIMINAL JUSTICE CRIMINAL JUSTICE	0.092 <b>0.092</b>	0.015 <mark>0.015</mark>	0.000 <b>0.000</b>	0.015 <mark>0.015</mark>	(0.077) <b>(0.077)</b>	-84.21% -84.21%	0.242 <b>0.242</b>	(0.320) <b>(0.320)</b>

BUDGET MONITORING REPORT SUMM 2020-21	ARY							Appendix 5
CULTURE SERVICE	CURRENT BUDGET 2020-21 £m	NON-COVID PROJECTION 2020-21 £m	COVID PROJECTION 2020-21 £m	FORECAST 2020-21 £m	FORECAST VARIANCE £m	FORECAST VARIANCE %	PREVIOUS REPORTED VARIANCE £m	MOVEMENT FROM PREVIOUS REPORTED VARIANCE £m
TOTAL COST OF SERVICE	9.804	9.804	1.061	10.865	1.061	10.82%	1.061	0.000
LESS: CORPORATELY MANAGED ITEMS	0.879	0.879	0.000	0.879	0.000	0.00%	0.000	0.000
SERVICE MANAGED NET BUDGET	8.925	8.925	1.061	9.986	1.061	11.89%	1.061	0.000
ANALYSIS OF SERVICE MANAGED BUDGET								
THEATRES	0.282	0.282	0.000	0.282	0.000	0.00%	0.000	0.000
LIBRARIES	8.533	8.533	1.061	9.594	1.061	12.43%	1.061	0.000
MUSEUMS & ART GALLERIES	0.091	0.091	0.000	0.091	0.000	0.00%	0.000	0.000
CULTURAL PARTNERSHIPS	0.019	0.019	0.000	0.019	0.000	0.00%	0.000	0.000
CULTURE	8.925	8.925	1.061	9.986	1.061	11.89%	1.061	0.000

BUDGET MONITORING REPORT SUMMARY 2020-21 COMMUNITES & NEIGHBOURHOODS								Appendix 6
SERVICE	CURRENT BUDGET 2020-21 £m	NON-COVID PROJECTION 2020-21 £m	COVID PROJECTION 2020-21 £m	FORECAST 2020-21 £m	FORECAST VARIANCE £m	FORECAST VARIANCE %	PREVIOUS REPORTED VARIANCE £m	MOVEMENT FROM PREVIOUS REPORTED VARIANCE £m
TOTAL COST OF SERVICE	43.070	43.430	5.378	48.809	5.738	13.32%	6.543	(0.805)
LESS: CORPORATELY MANAGED ITEMS	11.947	11.947	0.000	11.947	0.000	0.00%	0.000	0.000
SERVICE MANAGED NET BUDGET	31.124	31.484	5.378	36.862	5.738	18.44%	6.543	(0.805)
ANALYSIS OF SERVICE MANAGED BUDGET								
COMMUNITY LEARNING&DEV (CLD)	4.909	4.909	0.000	4.909	0.000	0.00%	0.000	0.000
	3.271	3.271	0.743	4.014	0.743	22.71%	0.743	0.000
ADULT EDUCATION	1.286	1.286	0.000	1.286	0.000	0.00%	0.000	0.000
COMMUNITY USE OF SCHOOLS	2.000	2.215	1.697	3.912	1.912	95.58%	1.912	0.000
YOUTH WORK	0.889	0.889	0.000	0.889	0.000	0.00%	0.000	0.000
AREA LOCALITY	1.855	1.855	0.000	1.855	0.000	0.00%	0.000	0.000
LOCAL COMMUNITY PLANNING	1.379	1.379	0.000	1.379	0.000	0.00%	0.000	0.000
COUNTRYSIDE OPERATIONS	2.471	2.471	0.000	2.471	0.000	0.00%	0.000	0.000
GOLF OPERATIONS	0.586	0.586	0.090	0.676	0.090	15.36%	0.118	(0.028)
SPORTS DEVELOPMENT	0.586	0.586	0.000	0.586	0.000	0.00%	0.000	0.000
SPORTS OPERATIONS	4.450	4.450	3.108	7.558	3.108	<b>69.85%</b>	3.920	(0.812)
LEISURE & CULTURAL MANAGEMENT	0.017	0.017	0.000	0.017	0.000	0.00%	0.000	0.000
COMMUNITY & CORPORATE DEVELOPMENT MGT	0.564	0.709	(0.260)	0.449	(0.115)	<b>-20.34%</b>	(0.150)	0.035
COMMUNITY PLANNING	0.761	0.761	0.000	0.761	0.000	0.00%	0.000	0.000
PRIORITIES & INITIATIVES	2.331	2.331	0.000	2.331	0.000	0.00%	0.000	0.000
JOINT INITIATIVES	0.016	0.016	0.000	0.016	0.000	0.00%	0.000	0.000
SOCIAL INCLUSION PARTNERSHIP	1.209	1.209	0.000	1.209	0.000	0.00%	0.000	0.000
OUTDOOR EDUCATION	0.454	0.454	0.000	0.454	0.000	0.00%	0.000	0.000
CHANGE & IMPROVEMENT	2.090	2.090	0.000	2.090	0.000	0.00%	0.000	0.000
COMMUNITES & NEIGHBOURHOODS	31.124	31.484	5.378	36.862	5.738	18.44%	6.543	(0.805)

BUDGET MONITORING REPORT SUMM 2020-21 GENERAL FUND HOUSING	IARY							Appendix 7
SERVICE	CURRENT BUDGET 2020-21 £m	NON-COVID PROJECTION 2020-21 £m	COVID PROJECTION 2020-21 £m	FORECAST 2020-21 £m	FORECAST VARIANCE £m	FORECAST VARIANCE %	PREVIOUS REPORTED VARIANCE £m	MOVEMENT FROM PREVIOUS REPORTED VARIANCE £m
TOTAL COST OF SERVICE	11.998	11.873	0.253	12.126	0.129	1.07%	(0.057)	0.186
LESS: CORPORATELY MANAGED ITEMS	2.084	2.084	0.000	2.084	0.000	0.00%	0.000	0.000
SERVICE MANAGED NET BUDGET	9.913	9.789	0.253	10.042	0.129	1.30%	(0.057)	0.186
ANALYSIS OF SERVICE MANAGED BUDGET								
PRIVATE HOUSING INVESTMENT	0.922	0.946	0.000	0.946	0.025	2.66%	0.004	0.021
OTHER HOUSING INITIATIVES	0.463	0.430	0.000	0.430	(0.033)	-7.14%	(0.034)	0.001
SAFER COMMUNITIES	2.675	2.626	0.100	2.726	0.051	<b>1.90%</b>	0.046	0.005
AFFORDABLE HOUSING	0.000	0.000	0.000	0.000	0.000	0.00%	0.000	0.000
MANAGEMENT & SUPPORT	1.111	1.099	0.000	1.099	(0.012)	-1.11%	(0.013)	0.000
HOMELESSNESS	3.638	3.677	0.180	3.857	0.219	6.02%	0.000	0.219
PRIVATE LANDLORDS & HMO	(0.050)	(0.102)	(0.027)	(0.129)	(0.079)	159.35%	(0.034)	(0.045)
HOUSING SUPPORT SERVICES	1.155	1.114	0.000	1.114	(0.041)	-3.53%	(0.026)	(0.014)
GENERAL FUND HOUSING	9.913	9.789	0.253	10.042	0.129	1.30%	(0.057)	0.186

BUDGET MONITORING REPORT SUMM 2020-21	MARY							Appendix 8
HOUSING REVENUE ACCOUNT	CURRENT BUDGET 2020-21 £m	NON-COVID PROJECTION 2020-21 £m	COVID PROJECTION 2020-21 £m	FORECAST 2020-21 £m	FORECAST VARIANCE £m	FORECAST VARIANCE %	PREVIOUS REPORTED VARIANCE £m	MOVEMENT FROM PREVIOUS REPORTED VARIANCE £m
EXPENDITURE								
REPAIRS & MAINTENANCE	34.866	34.866	(5.358)	29.508	(5.358)	-15.37%	5.877	(11.235)
SUPERVISION & MANAGEMENT	15.970	16.059	(0.185)	15.874	(0.096)	-0.60%	(0.162)	0.065
COST OF BORROWING	27.067	26.384	0.000	26.384	(0.683)	-2.52%	(0.525)	(0.158)
REVENUE CONTRIBUTION (INCL CFCR)	32.419	34.296	4.969	39.266	6.846	21.12%	(7.798)	14.644
VOIDS	2.102	2.059	0.568	2.627	0.525	24.97%	0.260	0.265
HOUSING SUPPORT COSTS	(0.362)	(0.362)	(0.045)	(0.407)	(0.045)	12.45%	(0.052)	0.007
GARDEN CARE SCHEME	0.376	0.376	0.000	0.376	0.000	0.00%	0.000	0.000
BAD OR DOUBTFUL DEBTS	2.984	2.184	0.000	2.184	(0.800)	-26.81%	(0.800)	0.000
OTHER EXPENDITURE	9.668	9.990	0.051	10.041	0.373	3.86%	3.839	(3.466)
TOTAL EXPENDITURE	125.090	125.852	0.000	125.852	0.762	0.61%	0.640	0.122
FINANCED BY								
DWELLING RENTS (GROSS)	(117.973)	(118.733)	0.000	(118.733)	(0.760)	0.64%	(0.618)	(0.142)
NON DWELLING RENTS (GROSS)	(3.458)	(3.484)	0.000	(3.484)	(0.026)	0.75%	(0.026)	0.000
HOSTELS ACCOMMODATION CHARGES	(2.266)	(2.269)	0.000	(2.269)	(0.003)	0.13%	(0.003)	0.000
OTHER INCOME	(1.393)	(1.366)	0.000	(1.366)	0.027	-1.95%	0.007	0.020
TOTAL INCOME	(125.090)	(125.852)	0.000	(125.852)	(0.762)	0.61%	(0.640)	(0.122)
HOUSING REVENUE ACCOUNT	0.000	0.000	0.000	0.000	0.000	0.00%	(0.000)	0.000

#### TRACKING APPROVED 2020-21 SAVINGS COMMUNITIES OCTOBER 2020

Area	Approved Budget Year	Title of Savings Proposal	Savings Target £m	Overall Forecast £m	(Under) / Over £m	Rag Status
Customer Service Improvement	2018-21	1819-C-12 Unified approach to Customer Contact.	0.250	0.127	(0.123)	Amber
Customer Service Improvement	2018-21	1819-C-13 Digital Transformation.	0.100	0.000	(0.100)	Amber
Customer Service Improvement	2018-21	1819-C-14 Automate some assess and decide functions.	0.050	0.000	(0.050)	Amber
Housing Services - General Fund Housing	2020-23	2021-C-02 - Private Sector Housing - Adaptations.	0.100	0.000	(0.100)	Amber
Communities & Neighbourhoods	2018-21	1819-C-04 Move to the use of Participatory Budgeting for allocating local non- recurring grants approach and other local budgets to better target scarce area resources.	0.134	0.134	0.00	Green
Communities & Neighbourhoods	2018-21	1819-C-05 New models of adult education.	0.050	0.050	0.00	Green
Communities & Neighbourhoods	2018-21	1819-C-07 Review of Voluntary Sector Service Level Agreements.	0.110	0.110	0.00	Green
Communities & Neighbourhoods	2018-21	1819-C-08 Develop the market (including dog warden/pest control).	0.020	0.020	0.00	Green
Communities & Neighbourhoods	2019-22	1920-C-003 - Reduction in Management Fee: Trusts.	0.094	0.094	0.00	Green
Communities & Neighbourhoods	2019-22	1920-C-004 - Improve use of BI and Performance.	0.040	0.040	0.00	Green
Communities & Neighbourhoods	2019-22	1920-C-009 - Review of options to consolidate community safety functions.	0.150	0.150	0.00	Green
Communities & Neighbourhoods	2020-23	2021-C-05 - Active Communities review.	0.040	0.040	0.00	Amber
Communities & Neighbourhoods	2020-23	2021-C-07 - Equalities and Diversity.	0.050	0.050	0.00	Green
Corporate Development	2018-21	1819-C-18 Service re-design.	0.050	0.050	0.00	Green
Customer Service Improvement	2018-21	1819-C-15 Review communications and marketing model and expenditure.	0.030	0.030	0.00	Green
Housing Services - General Fund Housing	2019-22	1920-C-013 - GFHA / Rapid Rehousing Transition Plan -Homelessness temporary accommodation remodelling.	0.208	0.208	0.00	Green
Housing Services - General Fund Housing	2020-23	2021-C-01 - Housing and Safer Communities.	0.100	0.100	0.00	Green
Housing Services - General Fund Housing	2020-23	2021-C-03 - Commissioned Housing Support Services (non-Public Social Partnership).	0.090	0.090	0.00	Green
Housing Services - General Fund Housing	2020-23	2021-C-04 - Customer Programme – Online Housing Information, Advice & guidance.	0.026	0.026	0.00	Green
Grand Total		,-	1.998		(0.679)	

Rag Status Key:-

Green - No issues and saving is on track to be delivered

Amber - There are minor issues or minor reduction in the value of saving, or delivery of the saving is delayed

Red - Major issues should be addressed before any saving can be realised

	Sumr	nary	
Rag Status	Savings Target £m	Overall Forecast £m	(Under)/ Over £m
Green	1.152	1.152	0.000
Amber	0.846	0.167	0.679
Red	0.000	0.000	0.000
Total	1.998	1.319	0.679

Appendix 9

## Community & Housing Services Sub-Committee

Community & Housing Services Sub-Committee of 18th March, 2021							
Title	Service(s)	Contact(s)	Comments				
Minute of meeting of 21.01.21							
Forward Work Programme							

Community & Housing Services Sub-Committee of 20th May, 2021							
Title	Service(s)	Contact(s)	Comments				
Minute of meeting of 18.03.21							
Forward Work Progamme							

Unallocated				
Title	Service(s)	Contact(s)	Comments	
Cowdenbeath Leisure Centre (LC) - Integration and Improvement of Provision	Communities and Neighbourhoods Service	Andy Maclellan	Andy MacLellan to advise if report required at later date.	
Final Play Space Strategy	Communities and Neighbourhoods Service	Andy Maclellan, Kevin Okane	24.11.20 - considering an alternative approach to include additional consultation before final report presented to committee, reschedule for late 2021	
Community Assets and Services: Prices and Concessions	Communities and Neighbourhoods Service	Samantha Pairman, Daryl Keddie- cu, Andrew Stokes	deferred from Nov 2020 meeting - meeting in 2021 tbc	
Abbeyview Community Hub	Communities and Neighbourhoods Service		Andy Maclellan to advise if report required at later date.	
New Build Affordable Housing; Phase 3 Update & Proposed Phase 4 (2022-32) Principles		Helen Wilkie	Phase 3 - information via briefing note Phase 4 - covered through workshop, tbc	
Housing Acquisitions Policy - 2019/20 Update	Housing Services	Helen Wilkie	To be discussed at P & C Oct/Nov 2020 before coming to Committee	

Unallocated					
Title	Service(s)	Contact(s)	Comments		
Trust Management & Governance	Communities and Neighbourhoods Service	Tim Kendrick	progress report(s), as appropriate, on detailed proposals as they were developed		
Lochore Meadows Phase 2 Proposals - Golf	Communities and Neighbourhoods Service	Andy Maclellan	Remitted from Policy & Co- ordination Committee (previously Executive Committee business). Date not yet confirmed (as at 09.08.18).		
Thriving Places (Plan for Fife)	Communities, Enterprise and Environment	Michael Enston, Keith Winter	Agreed at C&HSC meeting of 24.05.18 - submission date to be advised; report to Fife Partnership w/c 6/8		
Gypsy Traveller Co-operation Policy Review	Housing Services	Paul Short	Agreed at C&HSC meeting of 24.05.18 - submission date to be advised - Report due Nov 2020 DEFER TO 2021 - tbc		
St Andrews Skateboard Park (Pipelands)	Communities and Neighbourhoods Service	Andy Maclellan	13.08.20 - on hold due to covid-19		
Community Development Finance Institution (CDFI) Progress Report - Year 2	Communities and Neighbourhoods Service	Sharon Douglas	Annual progress report (year 3) - contract will need reviewed/extended. Report previously considered 08.11.18.		
Strathkinnes Cycle Path	Communities and Neighbourhoods Service	Andy Maclellan, Alan Bisset	Expected June 2021.		
Rockgelly	Communities and Neighbourhoods Service	Andy Maclellan	Date to be advised.		
Greenspace Strategy	Communities and Neighbourhoods Service	Tim Kendrick, Kevin Okane	Date to be advised.		
Public Consultation - Fife Local Policing Plan 2020 - 2023			Superintendent (Operations), Police Scotland, Fife Division dated 26.11.19 to advise.		

Unallocated				
Title	Service(s)	Contact(s)	Comments	
Garden Fencing Policy	Housing Services	John Mills	Delayed due to Covid 19 - reschedule Spring 2021 DEFER TO 2021	
Lock-up Improvement Programme - Progress Report	Housing Services	John Mills	Report expected Nov 2020 DEFER TO 2021 – tbc	
Tenant Incentive Scheme		Gavin Smith	Date of Committee tbc - deferred to 2021	
HRA Consultative Budget 2021-22 and Rent Increase/HRA Medium Term Financial Strategy		Vania Kennedy	Presented to P & C Nov 2020	