

# Finance, Economy and Corporate Services Scrutiny Committee – Blended Meeting



Committee Room 2, 5th Floor, Fife House, North Street,  
Glenrothes

Thursday 5 June 2025 - 10.00 am

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## AGENDA

### Page Nos.

1. **APOLOGIES FOR ABSENCE**
2. **APPOINTMENT OF DEPUTE CONVENER**
3. **CHANGE IN MEMBERSHIP** – Committee to note that Councillor Naz Anis-Miah replaces Councillor Stefan Hoggan and Councillor Peter Gulline replaces Councillor Robin Lawson.
4. **DECLARATIONS OF INTEREST** – In terms of Section 5 of the Code of Conduct Members of the Committee are asked to declare any interest(s) in particular items on the agenda and the nature of the interest(s) at this stage.
5. **MINUTE** – Minute of Finance, Economy & Corporate Services Scrutiny Committee Meeting of 30 January 2025 3 – 5
6. **STATUTORY REPORT TO SCOTTISH PARLIAMENT ON THE NUMBER OF ASSESSORS AND AVAILABLE RESOURCES.** – Report by the Head of Revenue & Commercial Services 6 – 13
7. **ANNUAL HEALTH AND SAFETY REPORT 2024-2025** – Report by the Head of Human Resources 14 – 32
8. **ASSET & ESTATES UPDATE** – Report by the Head of Property Services 33 – 43
9. **REVIEW OF THE BUSINESS AND EFFECTIVENESS OF FIFE COUNCIL PLANNING COMMITTEES** – Joint report by the Head of Planning Services and the Head of Legal and Democratic Services 44 – 48
10. **TAY CITIES DEAL - ANNUAL REPORT** – Report by the Head Property Services 49 – 53
11. **EDINBURGH AND SOUTH EAST OF SCOTLAND CITY REGION DEAL ANNUAL REPORT 2023/24 AND UPDATE ON THE BENEFITS REALISATION PLAN FOR THE FIFE INDUSTRIAL INNOVATION INVESTMENT (I3) PROGRAMME.** – Report by the Head of Property Services 54 – 63
12. **PROGRESSING OUR USE OF ARTIFICIAL INTELLIGENCE** – Report by the Business Technology Solutions 64 – 73

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

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

Fife House  
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Glenrothes  
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29 May, 2025

If telephoning, please ask for:  
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### **BLENDED MEETING NOTICE**

This is a formal meeting of the Committee and the required standards of behaviour and discussion are the same as in a face to face meeting. Unless otherwise agreed, Standing Orders will apply to the proceedings and the terms of the Councillors' Code of Conduct will apply in the normal way

For those members who have joined the meeting remotely, if they need to leave the meeting for any reason, they should use the Meeting Chat to advise of this. If a member loses their connection during the meeting, they should make every effort to rejoin the meeting but, if this is not possible, the Committee Officer will note their absence for the remainder of the meeting. If a member must leave the meeting due to a declaration of interest, they should remain out of the meeting until invited back in by the Committee Officer.

If a member wishes to ask a question, speak on any item or move a motion or amendment, they should indicate this by raising their hand at the appropriate time and will then be invited to speak. Those joining remotely should use the "Raise hand" function in Teams.

All decisions taken during this meeting, will be done so by means of a Roll Call vote.

Where items are for noting or where there has been no dissent or contrary view expressed during any debate, either verbally or by the member indicating they wish to speak, the Convener will assume the matter has been agreed.

There will be a short break in proceedings after approximately 90 minutes.

Members joining remotely are reminded to have cameras switched on during meetings and mute microphones when not speaking. During any breaks or adjournments please switch cameras off.

**THE FIFE COUNCIL - FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY  
COMMITTEE – BLENDED MEETING**

**Committee Room 2, 5th Floor, Fife House, North Street, Glenrothes**

**30 January 2025**

**10.00 am – 11.45 am**

**PRESENT:** Councillors Allan Knox (Convener), Alistair Bain, Lynn Ballantyne-Wardlaw, Auxi Barrera, Patrick Browne, Ian Cameron, Rod Cavanagh, Stefan Hoggan, Gary Holt, Robin Lawson, James Leslie, Gordon Pryde, Alistair Suttie and Ann Verner.

**ATTENDING:** Eileen Rowand, Executive Director (Finance and Corporate Services) Craig Waddell, Service Manager - Corporate Development, Communities; Charlie Anderson, Head of Business Technology Solutions; Donna Grieve, Accountant and Jackie Johnstone, Accountant, Finance and Corporate Services; Les Robertson, Head of Revenue and Commercial Services and Caroline Macdonald, Procurement Service Manager, Derek Hamilton, Category Manager, Revenue and Commercial Services; Lindsay Thomson, Head of Legal and Democratic Services, Helena Couperwhite, Committee Services Manager and Michelle Hyslop, Committee Officer, Legal and Democratic Services.

**APOLOGY FOR  
ABSENCE:** Councillor Colin Davidson

**140. DECLARATIONS OF INTEREST**

No declarations of interest were submitted in terms of Standing Order No. 22.

**141. MINUTE**

The committee considered the minute of the Finance, Economy and Corporate Services Scrutiny committee meeting of 21 November 2024.

**Decision**

The committee agreed to approve the minute.

**142. APPROACHES TO SYSTEMS REPLACEMENT**

The committee considered a report by the Executive Director (Finance and Corporate Services) exploring the approaches and processes involved in major systems replacements. The report detailed the recent legacy replacement programme, lessons learned and improvement actions.

**Decision**

The committee: -

- (1) reviewed the approaches, processes and lessons learned from major system replacements;

- (2) noted the changes to the approach;
- (3) endorsed the need to have a continued focus on improvement;
- (4) noted that lessons-learned approaches would be embedded into the governance structures and services across the council; and
- (5) agreed that Appendix 1 of the report would be updated to include more detail on training activity and a copy of the updated Appendix would be sent to the Convener of the Cabinet Committee to report back to Cabinet members following the request agreed at the Cabinet Committee meeting on 15 August 2024 (para 269(3) of 2024 CC 144 refers).

**143. ANNUAL PROCUREMENT REPORT**

The committee considered a report by the Head of Revenue and Commercial Services providing a summary of procurement activity and its impact during the financial year 2023/2024.

**Decision**

The committee noted that the Annual Procurement Report, detailed in Appendix 1, would be published on the Fife Council website and notified to Scottish Ministers.

**144. 2024/25 REVENUE MONITORING PROJECTED OUTTURN – FINANCE AND CORPORATE SERVICES**

The committee considered a report by the Executive Director (Finance and Corporate Services) providing an update on the projected outturn financial position for 2024/25 for the Finance and Corporate Services Directorate.

**Decision**

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

**145. 2024/25 CAPITAL MONITORING PROJECTED OUTTURN – FINANCE AND CORPORATE SERVICES DIRECTORATE**

The committee considered a report by the Executive Director (Finance and Corporate Services) providing an update on the Capital Investment Plan and advised on the projected financial position for the 2024/25 financial year for the Finance and Corporate Services Directorate.

**Decision**

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

**146. 2024/25 REVENUE MONITORING PROJECTED OUTTURN – PLANNING SERVICE, BUSINESS AND EMPLOYABILITY SERVICE**

The committee considered a joint report by the Executive Director (Finance and Corporate Services) and the Executive Director (Place) providing an update on the projected outturn financial position for the 2024/25 financial year for the areas in scope of the Finance, Economy and Corporate Services Scrutiny Committee.



**Decision**

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

**147. 2024/25 CAPITAL MONITORING PROJECTED OUTTURN – BUSINESS AND EMPLOYABILITY SERVICE**

The committee considered a joint report by the Executive Director (Finance and Corporate Services) and the Executive Director (Place) providing an update on the Capital Investment Plan and advised on the projected financial position for the 2024/25 financial year for the areas in scope of the Finance, Economy and Corporate Services Scrutiny Committee.

**Decision**

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

**148. FINANCE, ECONOMY AND CORPORATE SERVICES FORWARD WORK PROGRAMME**

The committee considered a report by the Executive Director (Finance and Corporate Services) outlining a draft workplan for future meetings of this committee.

**Decision**

The committee: -

- (1) noted the current Finance, Economy and Corporate Services Scrutiny Committee Work Plan; and
- (2) agreed that a report on the Business of Fife Council Planning committees would be brought back to the Finance, Economy and Corporate Services Scrutiny committee on 5 June 2025.

5 June 2025  
Agenda Item No. 6

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## Statutory Report to Scottish Parliament on the Number of Assessors and Available Resources

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**Report by:** Les Robertson, Head of Revenue and Commercial Services and Heather Honeyman, Assessor for Fife.

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**Wards Affected:** All

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### Purpose

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The purpose of this report is to inform Scrutiny Committee that the attached report has been submitted to Scottish Parliament as per statutory requirement.

### Recommendation

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Members are requested to note the content of this report and note due to tight Scottish Parliamentary time scales that the report has already been submitted.

### Resource Implications

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The report details the resources employed by the Assessor Service in valuation for non-domestic rating purposes.

### Legal & Risk Implications

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The Non-Domestic Rates (Scotland) Act 2020 – Section 24 requires every valuation authority or joint board in Scotland to prepare and submit in a reporting year a report detailing “Number of Assessors and availability of resources”. A reporting year is 2025 and each third year thereafter.

### Impact Assessment

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An Equality Impact Assessment (EqIA) is not needed as there are no changes to existing service delivery and policy.

### Consultation

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As the Assessor is an independent function from Fife Council, the Assessor in Fife has consulted with colleagues within Fife Council and with other Assessors nationally in preparation of the submitted report.

# 1.0 Background

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## 1.1 Statutory Requirement to submit Report

- 1.1.1 As per section 24 of the Non-Domestic Rates (Scotland) Act 2020, Fife Council as the valuation authority must prepare and submit a report to the Scottish Parliament every reporting year detailing the resources available to the Assessor in Fife and any other matters relating to non-domestic rates as considered appropriate.
- 1.1.2 Officers from Fife Council and the Assessor for Fife have produced the report which is attached as appendix 1 to this report. Unfortunately, the report deadline for submission was 31<sup>st</sup> May 2025 and has been submitted to the parliament with the caveat that members of our Scrutiny Committee had not had the opportunity to review prior to submission.
- 1.1.3 If any members of the committee feel that the report needs amending, a further report will be submitted to the parliament confirming any changes.

# 2.0 Summary of Report

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## 2.1 Summary

- 2.1.1 The submitted report, which was a required because of the numerous changes following the Barclay review and subsequent changes in non-domestic rating law, confirms that the resources are sufficient to carry out the duties imposed by government in the valuation of non-domestic rates.

### 2.1.2 Current Staffing Levels

As of 1 April 2025, Fife Council's Assessor Service comprises one Assessor and three statutory Depute Assessors supported by a number of qualified. Part-qualified and administrative staff. While these numbers are deemed sufficient for the Service as it currently operates, there is an acute challenge at qualified chartered surveyor grades. The persistent difficulty in recruiting qualified professional chartered surveyors has forced a greater reliance on trainees. This reliance not only strains the limited pool of experienced chartered surveyors but also burdens them with extended training responsibilities.

### 2.1.3 Operational Challenges and increased workload

The introduction of a new two-stage appeal process in non-domestic rating (effective from 1 April 2023) has notably increased workload. Under the new system, each unagreed proposal now requires a comprehensive decision, taxing the already stretched resources. Additionally, structural changes such as "pre-agreements" with public sector authorities create extra layers of work.

A further complication arises from the annual audit of self-catering units established from the 2022–23 financial year. This process has led to unexpected high volumes of properties being shifted from the valuation roll (for non-domestic rates) to the domestic valuation list (Council Tax), triggering interdepartmental changes (e.g., waste collection, water charges) along with heightened administrative requirements. The report also highlights issues in managing civil penalties for non-compliance. Despite new powers allowing assessors to raise penalties for failures in returning or providing correct information, the initial processing (such as raising invoices within the corporate sundry debt system) and subsequent collection efforts present significant delays and low recovery rates.

#### 2.1.4 **Resource and Funding uncertainties**

Funding remains a critical concern. Although requests for additional resources to implement the Barclay Review recommendations have been submitted and partly addressed through recurrent allocations, long-term financial certainty is lacking beyond the 2025–26 financial year. This uncertainty poses risks to maintaining robust operations for non-domestic rates.

A key element of the resource challenge is the Scottish Assessors' Portal, the central online system used by all 14 Scottish Assessors. With the Portal now nearing the end of its serviceable life, the capital cost for its replacement has not been secured. Meanwhile, its ongoing operational costs are absorbed within existing budget envelopes, leaving little flexibility for future enhancements

#### 2.1.5 **Future Uncertainties and Associated Risks**

Further policy and structural reforms—such as ongoing consultations for non-domestic rating system changes and potential reforms to the Council Tax valuation framework—create additional uncertainty for long-range planning. There is also concern that necessary resourcing for appeal hearings (managed by the Local Taxation Chamber) may not keep pace with the evolving demands of revaluation processes.

### 3.0 **Conclusion**

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- 3.1 While the current number of assessors and depute assessors and associated staffing meets the immediate needs of the Fife Council Assessor Service, significant operational pressures and resource constraints loom large.
- 3.2 Recruitment challenges increased administrative burdens from new appeal procedures and audits, and uncertain long-term funding—all against the backdrop of potential policy shifts regarding both domestic and non-domestic taxation underlines the need for a constant review of funding allocation to ensure the Assessors Service can meet the obligations to maintain both valuations for non-domestic rates and Council Tax.

#### **List of Appendices**

- 1. Report to be submitted to Scottish Parliament

#### **Background Papers**

The Non-Domestic Rating (Scotland) Act 2020 (Section 24).

#### **Report Contact**

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## **Duty to Report to the Scottish Parliament on the number of Assessors and availability of resources**

### **Background**

Under Section 24 of the Non-Domestic Rates (Scotland) Act 2020, valuation joint boards established by an order under section 27(7) of the Local Government etc. (Scotland) Act 1994, and valuation authorities, from whom functions have not been delegated to such a board by virtue of section 27(8) of that Act, must in each reporting year, prepare a report to the Scottish Parliament on:

1. The number of assessors and depute assessors appointed by the board or authority holding office on 1<sup>st</sup> April in that year.
2. Whether that number is sufficient for the proper exercise of the functions of those assessors and depute assessors in relation to non-domestic rates
3. Whether the board or authority has sufficient resources for the proper exercise of its functions in relation to non-domestic rates
4. Such other matters relating to non-domestic rates as the board or authority considers appropriate

The report must be submitted to parliament by the 31<sup>st</sup> of May in the reporting year. The first reporting year is 2025 and reports are to be three yearly thereafter.

This report is submitted by the valuation authority, Fife Council, for the valuation area of Fife Council and will respond to each of the above points in order below.

#### **1. The number of assessors and depute assessors appointed by the board or authority holding office on 1<sup>st</sup> April in that year.**

At 1<sup>st</sup> April 2025, the Assessor Service for Fife Council retained one assessor and three statutory depute assessors, each appointed under section 27 (2) of the Local Government etc. (Scotland) Act 1994.

#### **2. Whether that number is sufficient for the proper exercise of the functions of those assessors and depute assessors in relation to non-domestic rates**

The number of assessors and depute assessors appointed within the Assessor Service for Fife Council is sufficient for the size of the Service. However, there are challenges recruiting and retaining adequate staff numbers below depute assessor level. Significant difficulties are being experienced recruiting qualified professional chartered surveyors which has meant that an increased number of trainees has required to be introduced. The training journey places additional burden on already

stretched chartered surveyor resource and can also be quite a lengthy process depending on the stage the trainee is at when they join the Service.

The issue with the recruitment of qualified staff within the service has resulted in increased workload and pressure on existing staff causing increased levels of stress and sickness within the service adding more pressure to workforce resource.

The two-stage appeal process in non-domestic rating, which came into force on 1 April 2023, has been a significant change for valuation staff. It is normally chartered surveyors who are involved in proposal/appeal work and the limited number of chartered surveyors together with the level of change experienced has been challenging. The administrative process involved in proposal/appeal work is more onerous also

Overall fewer proposals (first stage of the new two stage appeal system) have been received than appeals (under the old system). However, each unagreed proposal requires a full decision to be prepared which may not turn into an appeal, whereas the previous system resulted in a lot of speculative appeals which were dealt with without the necessity for a full case being prepared.

Within the new system, the Scottish Government, introduced barriers to Public Sector authorities being able to lodge appeals. This introduced further work for the Assessor and Estate Services within public authorities to ensure “pre-agreements” are put in place prior to every revaluation. Again, this draws on the limited professionally qualified staff required to reach agreements with relevant public authorities.

**3. Whether the board or authority has sufficient resources for the proper exercise of its functions in relation to non-domestic rates**

Funding requests, to implement the Barclay Review recommendations<sup>1</sup> accepted by Scottish Government<sup>2</sup>, for financial years 2019-20 up to 2025-26 were submitted to the Scottish Government by assessors. This funding allocation is usually specifically referred to in Local Government Finance circulars to Chief Executives and Directors of Finance of Local Authorities and the Chief Executive of the Convention of Scottish Local Authorities (COSLA). It is also referred to in Scottish Government updates to the Settlement and Distribution Group. It is recognised that the resource requirements for assessors, due to the legislative changes resulting from the Barclay Review, are recurring in nature. The process for identifying Barclay implementation funding was agreed by COSLA leaders in 2019 and has been reaffirmed each year since then. Decisions on funding for future years is dependent on the Fiscal Framework. Financial certainty is required for assessors beyond 2025-26. The

<sup>1</sup> [Non-domestic tax rates review: Barclay report - gov.scot](#)

<sup>2</sup> [Barclay+review+of+non-domestic+rates+-+implementation+plan.pdf](#)

Assessor for Fife Council has amended staffing levels and other resource requirements to meet legislative change resulting from the Barclay Review. Certainty of the long-term funding position for assessors is required as it is not clear how assessors funding beyond 2025-26 will be identified within the grant settlement. There is a risk to the continued successful delivery of “Barclay” without the necessary funding of assessors. Barclay funding while welcome, only represents a small proportion of overall assessor budget and the core budget has continued to be funded via the Local Government Settlement and is therefore subject to the same constraints.

It is noted that the duty to report to the Parliament is three yearly however budgets are currently only available on an annual basis and therefore any statement on the sufficiency of resource can only be for the 2025/26 Financial year.

The annual audit of self-catering units, which was introduced from financial year 2022-23, has proven to be more significant than anticipated. The process which requires owners of self-catering properties (sometimes referred to as holiday lets) to certify that they meet set criteria has to be carried out annually. The first full audit was carried out in 2023-24 and resulted in a significant number of properties transferring from the Valuation Roll (NDR) to the Valuation List (Council Tax). The main reasons for the transfers are:

- A) Owners not returning information when requested which results in the property being transferred to being a domestic dwelling and thus charged Council Tax.
- B) Owners no longer meeting the letting criteria to be a holiday let.

It should be noted that significant resources are required when properties do transfer from non-domestic to domestic insofar the change also requires other services to change such as waste collection and water charges.

Also, the number of Appeals and Civil Penalties for decisions made in this area all adds to the workload of the Assessors service and other parts of administration within the Local Authority.

Without additional resource to support the administration of this annual process there is a risk to the successful delivery of accurate 3-yearly revaluations.

The Scottish Assessors' Portal website is a single online access point for information on rating valuation, council tax valuation and Electoral Registration for the whole of Scotland. All 14 Assessors in Scotland upload information to this website and online forms can also be submitted by the public via this facility. The Portal has been in existence since 2004 and will soon require replacement. The capital cost of replacing the Portal is a resource concern for the Assessor for Fife Council as the capital funding needed for this project has not yet been secured. The ongoing revenue costs

of running the Portal are currently met by Assessors from within their existing budget envelopes and, at this point, it is unknown if any meaningful revenue budget uplift will result from a replacement Portal.

#### **4. Such other matters relating to non-domestic rates as the board or authority considers appropriate**

Consultations regarding further change to the current Non-Domestic Rating system, places further uncertainty and risk on the non-domestic rating process and consequently on assessors' staff. Future certainty would be welcomed.

The Scottish Assessors' Portal website: [Scottish Assessors – Scottish Assessors Association website](#) has been in existence since 2004 and provides a single point where the customer can access information on, for example, Council Tax Bands and Rateable Values for the whole of Scotland. It is also relied upon by Scottish Government statisticians. In the 20 years since the Portal's inception, the site has been developed and improved by assessors to include online forms, valuations, improved resilience and data security. After 20 years the Portal is nearing end of life. The costs of this replacement project are significant and cannot be met from assessors' current budgets. Every authority may be required to provide additional funding to the Assessor to meet their share of the cost of developing a replacement to the current system. No additional funding has been provided by the Scottish Government to Local Authorities despite requests to both Scottish Government and COSLA to meet the increase in costs and the costs may need to be met from already challenging budget settlements.

One of the new powers given to the Assessors was the ability to raise civil penalties to ratepayers who fail to supply information to the Assessor (or supply incorrect information).

These penalties require both Assessor and Local Authority resources to raise, bill and collect the charges. The Assessor utilises the Council's corporate sundry debt system to raise invoices. Up to the 31<sup>st</sup> of March 2025 the number and value of invoices raised and collected was as follows:

This process has just started within Fife with the Assessor raising 48 invoices with a total value of £12,000. These invoices being raised on 10<sup>th</sup> March 2025 and to date only £2,000 has been paid. The remaining £10,000 is subject to further enforcement action still to be taken. It is also noted that over a further 200 invoices are awaiting the process to be raised by the Assessor to the Sundry Debt system, but internal software issues are impacting on these being raised.

It should also be noted that there appears to be major administration issues with ratepayers still not supplying information for valuation purposes despite the



imposition of civil penalties and the very low collection rates also add to resource requirements by LAs to enforce recovery.

Reform of the Council Tax valuation system is a constant uncertainty for assessors and their staff. During February 2025 representatives from the Scottish Assessors' Association attended a Local Government, Housing and Planning Committee evidence session on possible Council Tax Reform and they have also met with Scottish Government officials on the topic. The uncertainty over the future direction of Council Tax makes future planning difficult for assessors particularly as they now deliver three yearly non- domestic revaluations and a one-year tone (valuation) date. Early notice of any policy intent will be vital in ensuring assessors are suitably funded and can make the necessary workforce changes to deliver on their statutory functions.

It is noted that that the Local Taxation Chamber are currently citing appeal hearings for cases arising out of the 2023 Revaluation. It is important that the Taxation Chamber is adequately resourced to allow Revaluation appeals to be scheduled and heard within a suitable time after receipt and where possible well before the next Revaluation comes into force.

5 June 2025

Agenda Item No. 7

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## Annual Health and Safety Report 2024/25

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**Report by:** Sharon McKenzie, Head of Human Resources

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**Wards Affected:** None

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### Purpose

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To enable ongoing scrutiny, the report provides an update on Health and Safety activity since the report to Finance, Economy and Corporate Services Sub-Committee on 29<sup>th</sup> August 2024. The report provides high level information with summary detail.

### Recommendations

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Scrutiny Committee is asked to:

- (1) Review performance and activity for the 2024 -2025 financial year
- (2) Note the progress made regarding improving workforce practices and performance in the organisation and advise on any further activity
- (3) Endorse continued focus on the priorities identified

### Resource Implications

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None

### Legal & Risk Implications

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Health and Safety at work is about identification of risk and elimination or management of that risk through control measures. The report identifies key health and safety challenges through 2024/25.

### Impact Assessment

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

### Consultation

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This report has been shared with the Council Executive Team and the Corporate Health and Safety Strategy Group, which includes Trade Union representation. Ongoing engagement with key stakeholders will continue to be a feature of the Council's shared commitment to working together.

## 1.0 Background

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- 1.1 This report provides an overview of the Council's health and safety performance during 2024/25. Fife Council is committed to a positive health and safety culture and continual improvement to safeguard the health and safety of employees, clients, and service users across Fife. This annual report focusses on the achievements and challenges during 2024/25.
- 1.2 Health and Safety has both generic provision at a corporate level and teams with specialist knowledge aligned to service delivery. The HR Health and Safety Team manages the governance of the Health and Safety function through:
- The Corporate Health and Safety Strategy Group (CHSSG)
  - Annual Report to Scrutiny Committee
  - Processes agreed by the CHSSG and deployed by Heads of Service
  - Provision of advice and guidance through the Health, Safety & Wellbeing tile on the intranet
  - Attendance and support at H&S Forums
  - First Contact queries and a range of investigations
  - Projects and improvement activity across all directorates
- 1.3 In addition, there is a Team Manager Compliance & Risk (which includes H&S) in Education and dedicated H&S posts in Environment & Building, Transportation and Facilities Management Services.
- 1.4 During the 24/25 year, the HR Health & Safety team worked with Services reviewing 9,482 recorded incidents and 3059 enquiries. The Procedures and Guidance documents were reviewed and updated where required.
- 1.5 Focus was also given to Health & Safety Induction with an Internal Audit undertaken highlighting improvements made to date and prompting associated procedures and guidance document reviews and communication across the services.
- 1.6 The Health & Safety Executive also undertook inspections across 8 properties to assess the Council's management of Asbestos Containing Materials.

## 2.0 Priorities and Continuous Improvement

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### 2.1 Driving at Work

- 2.1.1 The DAVIS system provides the Council a method of ensuring that employees driving on behalf of, or using Council vehicles have the appropriate licence to do so. Compliance checking is monitored by the HR Health and Safety Team. Over 2024/25, 9167 licence checks were undertaken. Education Services continue to operate a manual check of licences across their Directorate.

## **2.2 Violent Marker System**

- 2.2.1 The Violent Marker System (VMS), holds the addresses of individuals that may put employees at risk during home visits or remote working. This is managed by a cross-service Violent Marker Review Group (VMRG) who ensure referred incidents are considered and to ensure named individuals added to VMS are advised. Risk is minimised by adhering to instructions on the VMS and other control measures such as Lone Working procedures (including individual use of a fob) and risk assessments.
- 2.2.2 The Health and Safety team continued to review and refer incidents to the VMRG. Greater awareness raising and communication has been undertaken by Health and Safety Advisors across all Health and Safety Forums to encourage use of the VMS. Numbers of recorded addresses increased from 107 to 207 at present.
- 2.2.3 Currently, we hold information across many different IT systems and services. There are technical limitations to integrating these and data sensitivity issues that need to be fully addressed. Discussions with BTS continue to look at possible solutions in this area to automate transfer of flags from other systems to maximise information sharing.
- 2.2.3 Elected Members can use a Lone Worker fob and can also contact Legal and Democratic Services before undertaking home visits who will access relevant information on the VMS on their behalf.

## **2.3 Lone and Remote Workers**

- 2.3.1 There are 3238 Lone & Remote Working Fobs now allocated across Fife Council, 2556 used in the last year.
- 2.3.2 Fobs are issued but not always fully used. The table below highlights the increase of usage of the fobs.

<b>Year</b>	<b>No. of active fobs</b>	<b>No. of days fobs have been used</b>	<b>Avg Annual usage per active fob</b>
22/23	1553	55,400	35.7 days
23/24	2668	116,127	43.5 days
<b>24/25</b>	<b>2556</b>	<b>173,244</b>	<b>67.82</b>

Although the increased use is a step in right direction, opportunity still exists to improve fob usage across all Services/Directorates. This is highlighted by the fact that in the past 12 months there has been no active use for around 700 devices.

A total of 27,829 alerts have been raised in the past 12 months, 21,735 of these were yellow alerts in which the user will leave a short voice message with task or location specific information about their work activities.

6,024 accidental or test alerts were raised.

70 genuine red alerts were raised by fob users throughout the previous 12 months. 9 of these were escalated by the Alarm Receiving Centre, external call handlers who receive alarms from employees requesting assistance from the emergency services.

- 2.3.3 Training sessions have been provided to approximately 800 managers and employees in relevant Services over the previous 12 months. The sessions are designed to enhance user confidence and knowledge of the functionality of the fobs. Online user and manager training remains available from the provider.

## 2.4 **Fire Safety**

- 2.4.1 Fire safety continues to be managed and promoted across our premises through the Corporate Fire Safety Management Group and a prioritised fire risk assessment and annual review programme.

### 2.4.2 **Insurance Surveys**

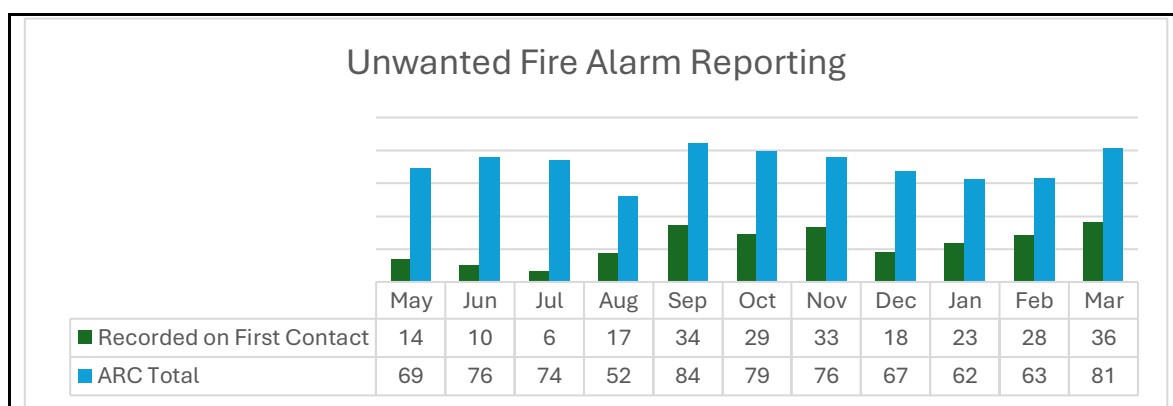
AIG carried out a Risk Improvement Survey of 3 high value premises: Kirkcaldy High School, Kirkcaldy Town House, Adam Smith Theatre. Whilst not all final reports have been issued, fire and security measures are to a high standard. Minor risk improvement recommendations were made to improve compartmentation and updates to Business Continuity and Impairment Notification procedures.

### 2.4.3 **Fire Incidents**

Up to 31<sup>st</sup> March 2025 there were 11 recorded fire incidents on Fife Council premises. Although there was some damage caused by these incidents, no-one was injured as a result. Following an increase in wilful fire raising incidents over the last few months, in the run up to the summer holidays, Police and Fire Services will be visiting Schools across Fife.

### 2.4.4 **Unwanted Fire Alarm Signals (UFAS)**

Fife Council has a legal duty to monitor and minimise UFAS across all our premises. The table below shows UFAS recorded on First Contact compared with registered figures from our Alarm Receiving Centre (ARC) provider.



2.4.5 Whilst recording is improving, continued under reporting continues to hamper efforts to reduce the impact of these incidents. The Corporate H&S team and Education Compliance teams are monitoring UFAS reporting and causes, issuing monthly reports to Services, detailing missed alarms for action and recommendations to reduce unwanted alarms.

2.4.6 As part of measures to reduce the risk from the potential delay in the Fire Service responding to fire alarms and reduce UFAS, Property Services are upgrading fire alarm panels across our premises with an additional 'confirmed' fire signal and fitting new systems with multi-sensor detection. So far, 31 high value premises fire alarm panels have been reprogrammed with a further 5 new installations. The Corporate Fire Safety Management Group continue to support Services and monitor the effectiveness of procedures.

#### 2.4.7 Housing

Swan and Memorial high rise blocks fire safety improvements are progressing with both blocks scaffolded and external wall insulation removal underway at Swan Court. Internal works upgrading compartmentation and installing an evacuation alert system have commenced to bring blocks up to the latest standards.

Housing have embarked on a programme of fire strategy reviews and passive fire protection surveys of all remaining high-rise blocks and large residential/sheltered housing complexes starting with Ravenscraig and Broomhead flats and Segal House.

### 2.5 **Manual Handling (People and Inactive Loads)**

2.5.1 Manual Handling training and Display Screen Equipment assessments are activities that prevent the occurrence of musculoskeletal disorders, which account for around 21% of working days lost and 11% of absence occurrences.

2.5.2 The Moving and Handling Team and a network of Manual Handling Trainers continue to manage and deliver mandatory training courses utilising eLearning and classroom-based learning to those staff who are involved in manual handling tasks. Sessions delivered are covered below which evidence increased training for 2024/25.

Year	2022/23		2023/24		2024/25	
Course	Places	Uptake	Places	Uptake	Places	Uptake
M&H Foundation	276	206 (75%)	534	464 (86%)	450	420 (93%)
M&H Small Children	144	101 (70%)	162	138 (85%)	171	158 (92%)
M&H Linkworker	36	36 (100%)	36	36 (100%)	52	49 (94%)
M&H Competency	54	45 (83%)	60	74 (89%)	30	28 (93%)
M&H Skills Update	78	75 (96%)	96	140 (95%)	153	139 (90%)

M&H Joint work NHS*	-	-	-	-	45	44 (97%)
SHC Essentials*	-	-	-	-	90	88 (97%)
M H Training*	-	-	-	-	-	720

\* Training where we only have partial statistics

- 2.5.3 On the whole attendance on training remains high, non-attendance has been expected with very few unexpected non-attenders. Training offerings have mostly been maintained with some additional training being delivered over core training. This has allowed the introduction of Single Handed Care Essentials Training (Single Handed Care).

### **Right Care for You (Single Handed Care)**

- 2.5.4 The biggest area of growth has been the creation and delivery of training for the Right Care for You Project (Single Handed Care). This different way to support service users without perpetrating the commonly held bias that two handlers are required to physically support a service user. In its place a risk assessment considers a single handler as a baseline without referring to unfounded 'blanket' policies, procedures or beliefs that prejudice the outcome of the risk assessment.
- 2.5.5 Considerable time and effort have been given to redesigning multiple training packages and associated resources. Collaborating with health and social care services, external training providers and NHS Fife. This training has allowed Care at Home to begin the process of reviewing the 800+ packages of care where two staff support a service user.
- 2.5.6 The most recent review to March 2025 identified:
- 66% of packages have been reviewed
  - Enabling 1133 care hours to be reinvested back into other care packages
  - Savings of £250,000 with a predicted saving of £2 million to the end of the project in March 2026
- 2.5.7 In addition to encouraging resource impacts there are other positive effects. Staff attending training will be upskilled in the completion and delivery of a more person-centred risk assessment and the safe use of new equipment and techniques used to support a service user in a single handed care package. It also has the potential to creating a more skilled, confident workforce. Service users have reported positively that the reduction in footfall is less intrusive and helps to build better more positive relationships. The next step will be to support other social care settings to make the change with positive discussions already underway with Older Peoples Residential Services.

### **Manual Handling – Inactive Objects**

- 2.5.8 Manual Handling Training is now being supported by the Moving and Handling Team, with two staff moving from the Health and Safety Team to allow a more

coherent manual handling training strategy to be developed. In addition, the development of a more user friendly training report is almost complete, which will allow more accurate quarterly information to be taken from Oracle, identifying possible areas of development and need.

- 2.5.9 The development of a Manual Handling Competency Assessment framework is reaching completion, this ties in with an existing model which has successfully been in operation for those services where they are moving and handling people. This replaces the need for staff to return to a classroom to take part in Manual Handling Update every three years and, in its place, have their competence measured in their workplace. The moving and handling team will carry out these competency assessments as well as train and support MH Trainers to deliver this within their own service areas.
- 2.5.6 Moving & Handling Linkworkers (who are in-service assessors of moving and handling providing monitoring and supervision) increased from 280 to 319. There is a managed waiting list for spaces. The Moving & Handling team increased number of participants at each session from 9 to 12. Training runs four times a year therefore those who are a priority will be allocated space in the first instance.
- 2.5.7 Linkworker update training allows Fife Council to monitor competence for those staff carrying out moving and handling risk assessment, ensure they are made aware of any relevant information e.g. learning outcomes from incidents and that they are competent to carry out on-site competency assessments for care staff. Linkworkers being out of date exposes Fife Council to the risk that a safe system of work may not be suitable and sufficient, or that a vital piece of information which could reduce the likelihood of an accident or incident is missed. Further work to improve attendance is underway.

## **2.6 Display Screen Equipment (DSE)**

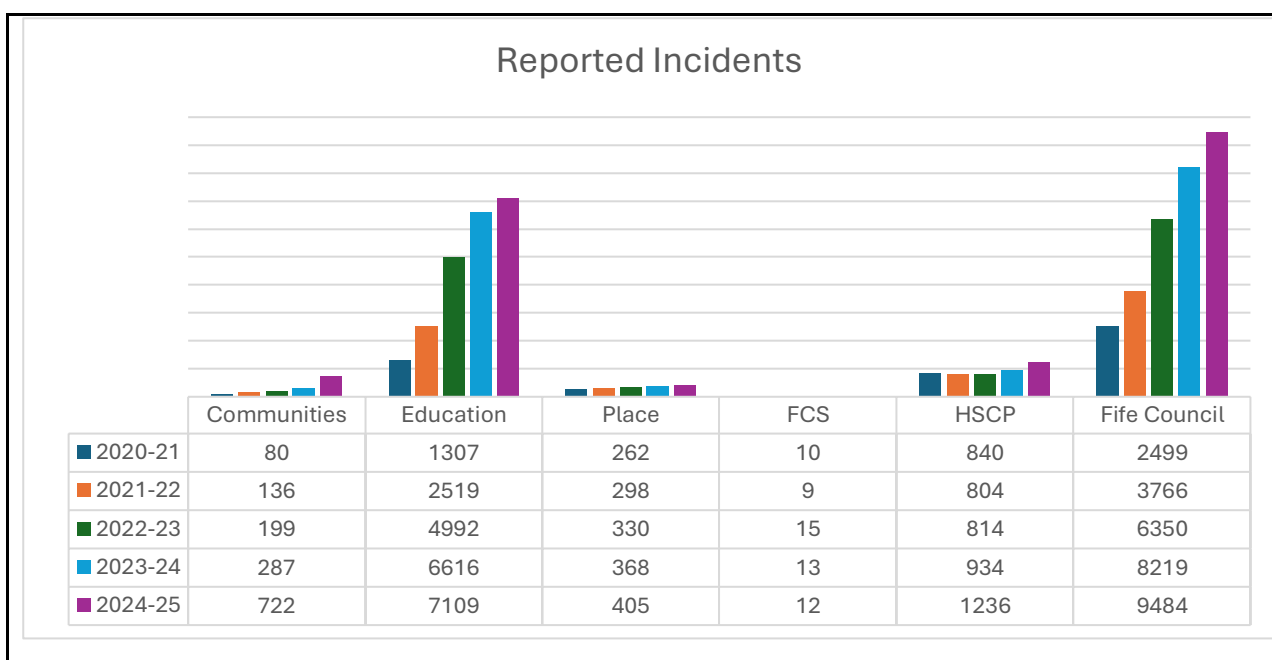
- 2.6.1 The Display Screen Equipment Regulations 1992 applies to workers who use DSE equipment for continuous periods of an hour or more. The regulations outline the requirement for ensuring that employees have the correct equipment, workstation set up and are provided with training about the risks associated and avoiding those through safe working practices.
- 2.6.2 Fife Council provide employees with online training 'Working Safely: Display Screen Equipment(DSE) and Workstation Safety' who fall into the criteria set out in the regulations.
- 2.6.3 From 1 April 2024 scrutiny of DSE applications, including ensuring appropriate homeworking set up, will be undertaken by DSE advisors within services, following detailed guidance. Managers continue to ensure that where a blended working application does not satisfy the requirements under DSE arrangements that the employee must be asked to work from their Fife Council workplace until the DSE workstation requirements are satisfied.
- 2.6.4 The Council have a network of trained DSE Assessors who can provide additional guidance, advice and support where required. This ensures that the



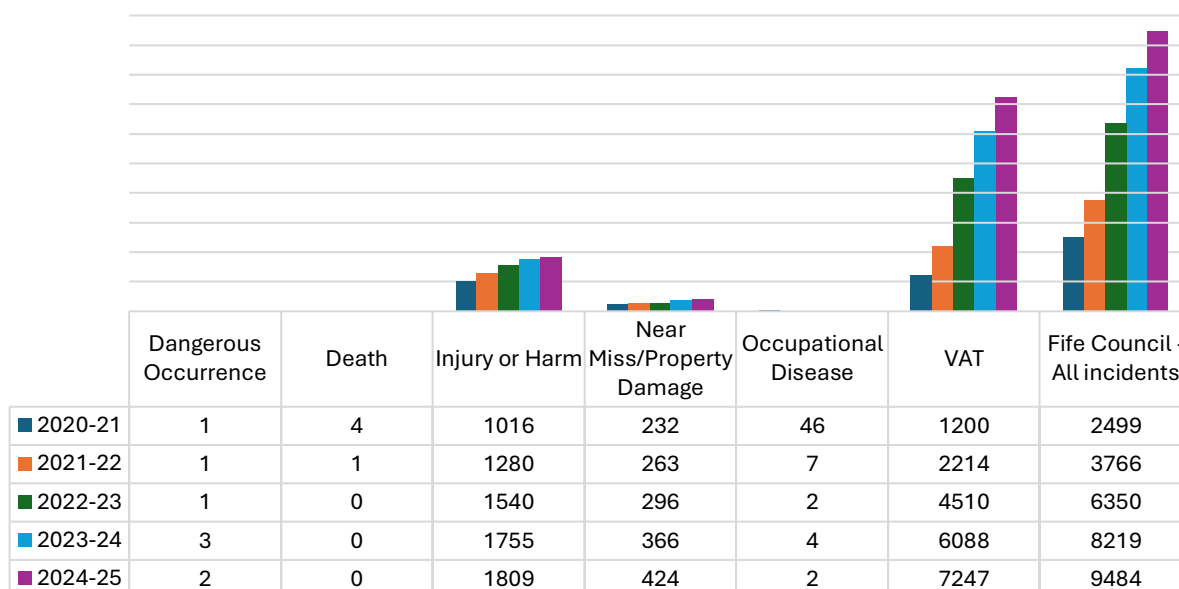
Council meet the requirements of the regulations to carry out workstation assessments.

## 3.0 Health and Safety Risk Management

- 3.1.1 Incidents reported through the First Contact incident reporting software, Assyst, are reviewed by the Health and Safety team. Incident reporting scorecards developed using Power Bi enable up to date reports for Directorates/Services to facilitate trend analysis.
- 3.1.2 There were 9484 incidents reported to Health & Safety in 24/25 which is a 15% increase in reporting.
- 3.1.3 The incidents are broken into specific categories. The main increases for 2024/25 were within Violence and Aggression or Threat 19%, Near Miss and Property Damage 16% and Injury or Harm 3%. All incidents are thoroughly investigated, and any identified learning shared where required with the aim to prevent recurrence.



## All Incidents by Category

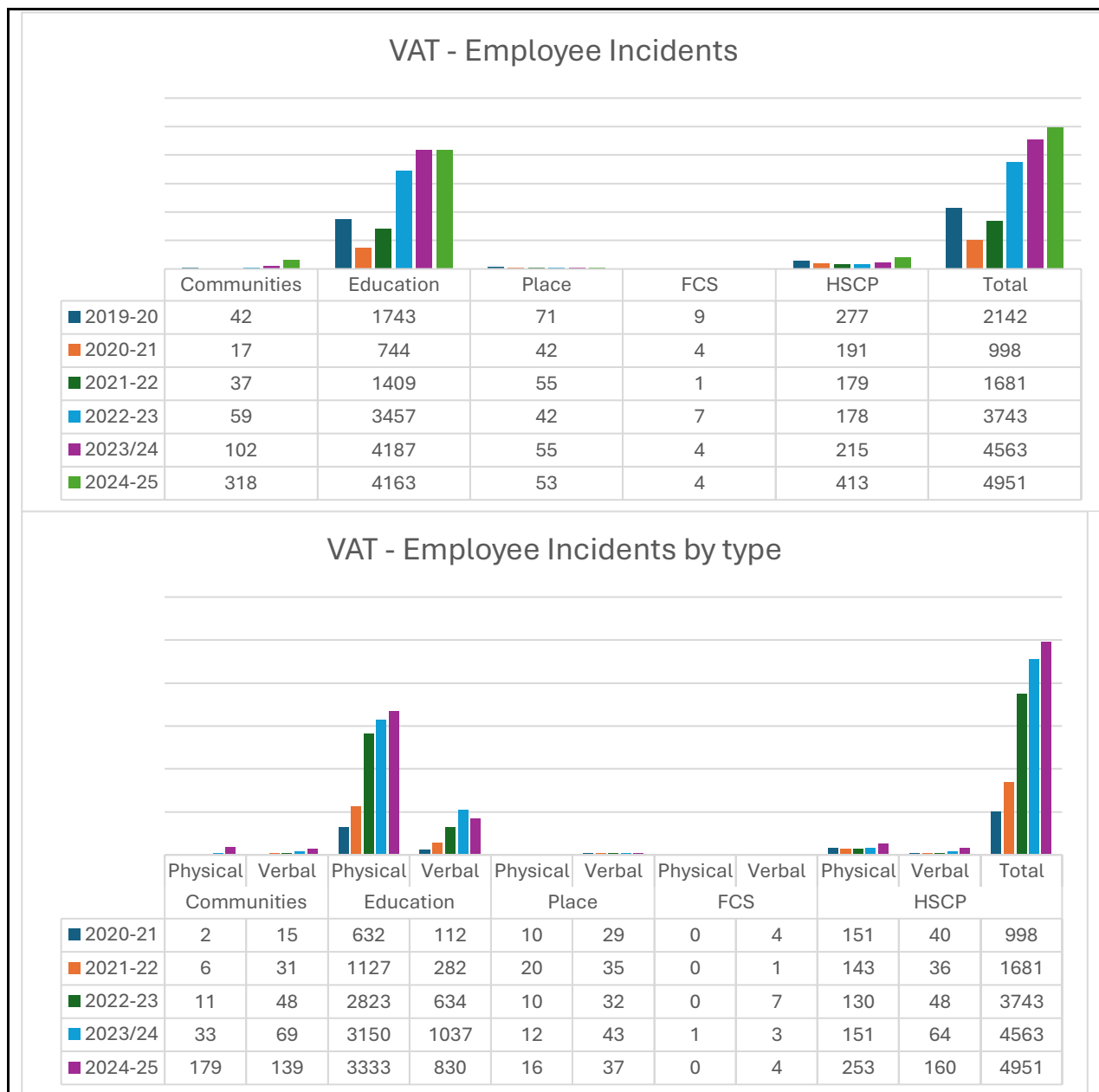


### 3.2 Violence, Aggression and Threat (VAT) – Employee Incidents

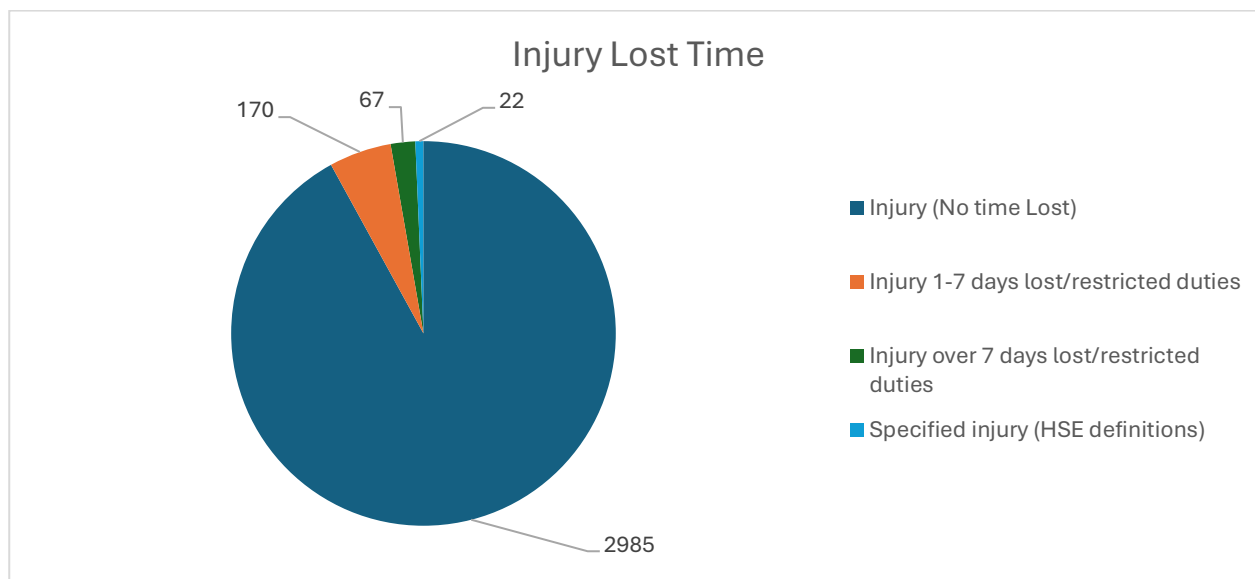
- 3.2.1 The increase in figures can partly be explained by the focus on ensuring that employees and managers are familiar with reporting such incidents. However the trajectory for such incidents continues to be on a worrying trend. In 2024/25, there was a further 19% increase in the number of VAT incidents recorded. Full reporting continues to be encouraged to help understand the full picture.
- 3.2.2 Reducing workplace violence continues to be a key focus within Fife Council and is an area identified as a Health and Safety priority. Recorded incidents experienced an increase during the year with 74% occurring within Education Service.
- 3.2.3 The Scottish Government and COSLA produced [Improving relationships and behaviour in schools: ensuring safe and consistent environments for all](#) Joint Action Plan in August 2024. The Education Relationships and Behaviour Strategy Group continue to meet regularly to review and update the action plans.
- 3.2.4 Regular reports have been provided to the Education Scrutiny Committee, the most recent report was presented in January 2025 [Agenda Pack for Education Scrutiny Committee January 2025](#). This report outlined key actions proposed to help reduce the impact of Violence and Aggression in Schools, including:
- Improve accessibility of information and communication methods
  - Offer core approaches to professional learning (Trauma Informed Practice and De-escalation)
  - Review and update policies and guidance documents
  - Enhance incident reporting processes and share data with Trade Unions
- 3.2.5 Over the past year, work with local Trade Unions has been undertaken to review existing guidance available for managers and employees across all Services.

This resulted in revised procedures for reporting, investigating, supporting employees directly and indirectly impacted by the incident.

- 3.2.6 The Corporate Health & Safety Strategy group agreed to create a sub-group, including Directorate and Trade Union representatives to continue the dialogue with the overall objective of supporting Directorates to reduce or remove risk of VAT incidents in the workplace.



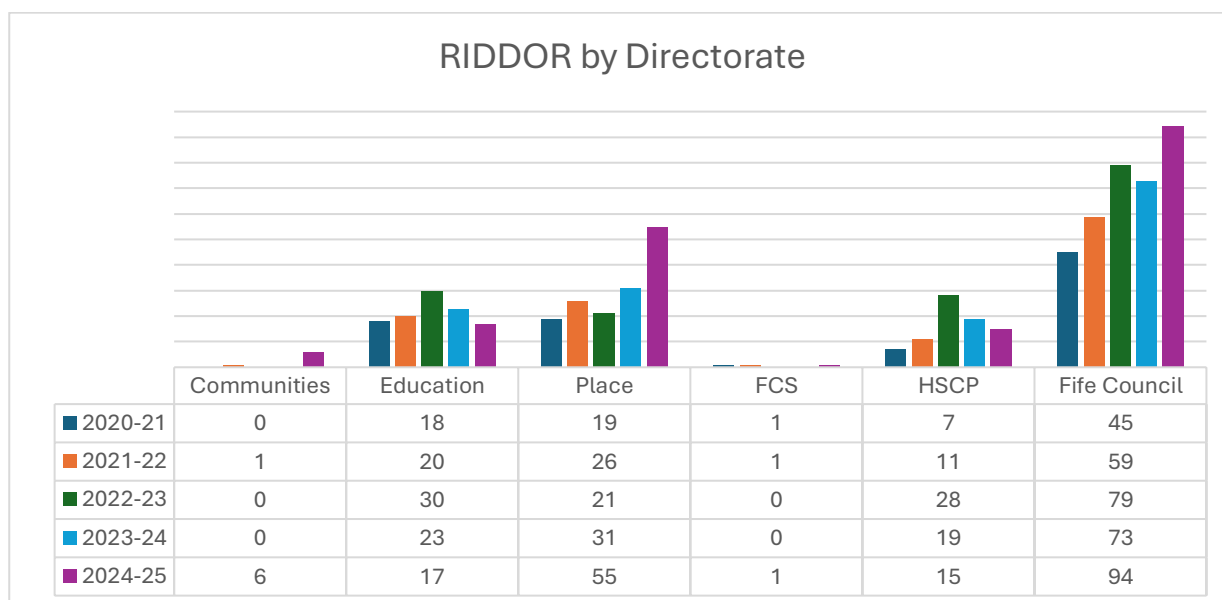
- 3.3 Not all incidents result in lost time, in total over the year 259 working days were lost. The table below provides information on the severity of incidents on Fife Council employees, specifically relating to working time lost as a consequence of the incident.



### 3.4 Reportable Incident Reports (RIDDOR)

3.4.1 Fife Council is required to report more serious accidents and incidents to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences regulations (RIDDOR)<sup>1</sup>. We report incidents to employees and members of the public.

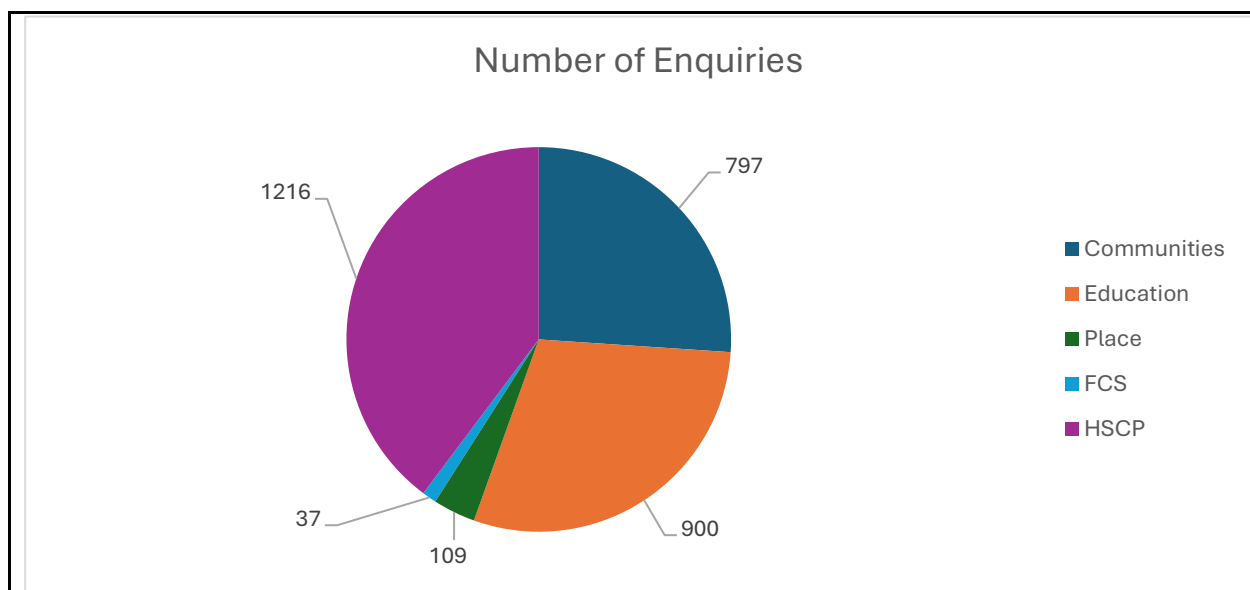
3.4.2 Between 1 April 2024 and 31 March 2025, 94 incidents were reported to the HSE. The breakdown of reportable incidents by Directorate and reason for reporting are provided in the tables below. These relate to employees only. This shows a 28% increase in incident reporting compared with 2023/24. The primary reason for the change related to a higher number of slips, trips and falls.



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

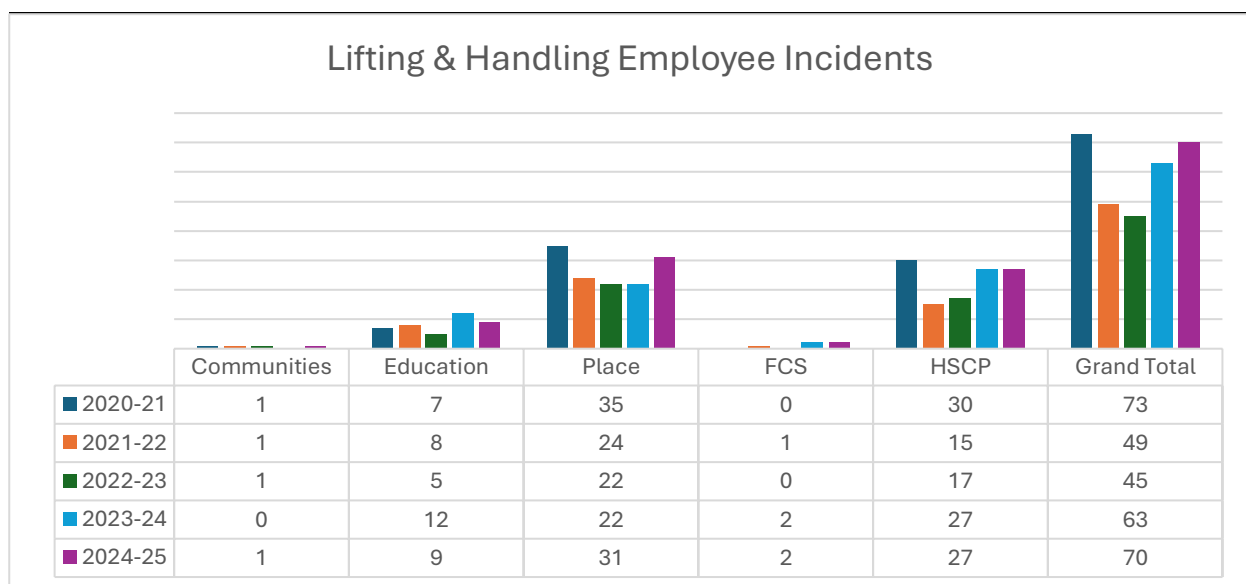
### 3.5 Health & Safety Enquiries

3.5.1 The table below shows Health and Safety (H&S) enquiries where Services have requested assistance on a H&S matter. In terms of overall volume, the corporate H&S team dealt with 9484 incidents, 3059 were assigned to H&S Advisers.



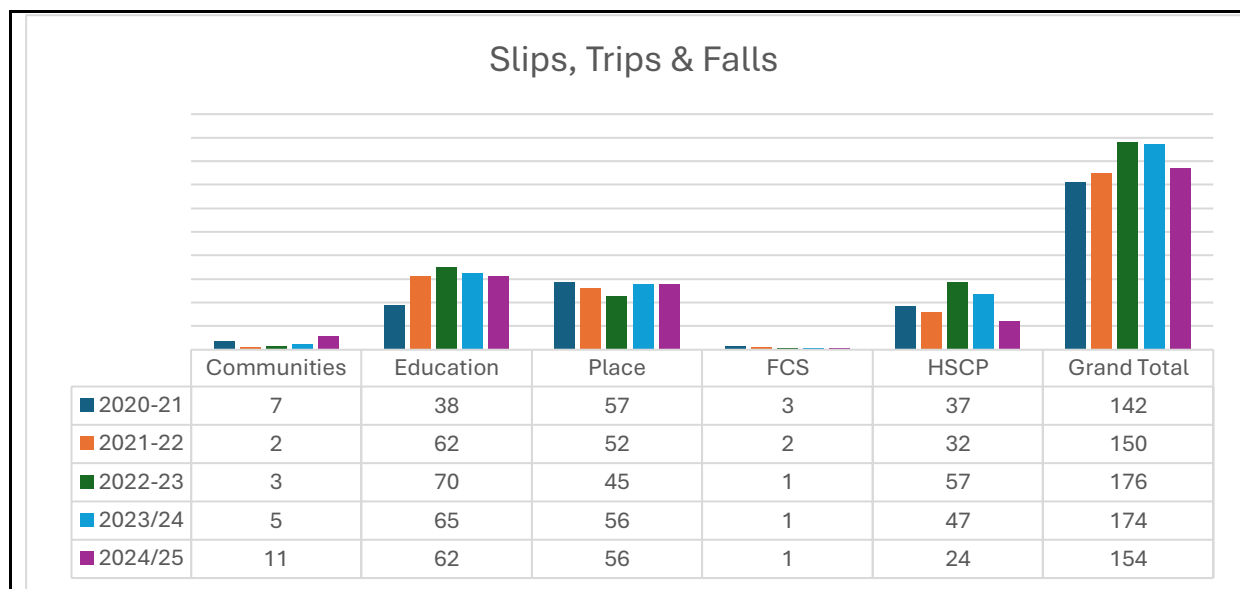
### 3.6 Lifting & Handling - Employee Incidents

3.6.1 Lifting and Handling incidents have experienced a 11% increase. Using poor techniques contributes to cumulative musculoskeletal issues, and related absences, without always being preceded by a specific incident. This highlights the importance of ensuring manual handling training is undertaken within services including initial and refresher training.



### 3.8 Slips, Trips and Falls - Employee Incidents

- 3.8.1 The table below highlights a 11% reduction in Slips, Trip or Fall incidents on the previous year. Slips can be a result of wet surfaces (flooring/grass), food residue, ice, and other environmental factors. In each case, the incident was reviewed, and corrective action taken where required to prevent a recurrence.



### 3.10 Employer's Liability Claims

- 3.10.1 Although the cost of claims is a performance indicator, it is generally out with the influence of current managers. We aim to reduce accidents and occupational diseases through risk management, but the likelihood of an employee claiming, the claim amount and the historic nature of many claims is driven by a range of other factors.
- 3.10.2 There was an increase in the cost of claim settlements in 2024/25 from £331,491 to £1.052m. As advised in previous years, individual claims vary significantly, which is why a local trend, i.e., at council level, would be difficult to discern for any reason. Some claims are the result of alleged occupational exposure many years ago and resulting ill health effects, like exposure to asbestos, may not manifest until a considerable period has elapsed.

The number of claims closed during the year increased from 26 to 58.

<b>Employers Liability Claims</b>	<b>Claims Closed 2024-25</b>
Accident - Own Premises	1
Assault	7
Council Employee	1
Defective Council Premises	2
Defective Tools / Equipment	3
Fall - Slippery Floor	2
Footway / Verge Defect	1

Highway Defect	2
Lifting / Moving Equipment	7
Needlestick	1
Noise	1
Pothole / Carriageway	1
Repetitive Work Process	2
Trip / Slip	14
Use Of Machines/Equipment.	7
Working Conditions	6
<b>Grand Total</b>	<b>58</b>

### **3.11 Health and Safety Executive Enforcement Notices**

3.11.1 Fife Council received three Notices of Contravention (a letter explaining and identifying material breaches of health and safety laws), these were related to the Bankhead Engineering Workshop, Cupar Library connected to HSE Asbestos inspections and another related to Kinghorn Primary School and occurred across three sites. The contraventions led to the following actions which were implemented to comply with the regulations.

- Bankhead Engineering Workshop -
  - Bomar Saw (used for cutting lengths of steel pipes) ensure proper use of Safety Guard,
  - Metal Working Fluids (provide lubrication and act as a coolant when working with metals) – Little awareness amongst operatives of the products and their safe usage
  - Welding Respiratory Protective Equipment (RPE) – system for inspection, suitable and sufficient storage. Ensure adequate barriers are in place to avoid arc eye (exposure to ultraviolet light) when welding is being undertaken.
  - Hydraulic Swing sheer guillotine – ensure adequate protection for users in the walkway around the equipment.

All necessary actions relating to the Engineering Workshop were undertaken

- Cupar Library-
  - Junior Library – false ceiling, two tiles had been damaged or were poorly fitted
  - Old entrance door – registered as Asbestos Containing Material (ACM) had been damaged.
  - Old Entrance door (stairs) Asbestos Insulating Board (AIB) had some flaking paint
  - First floor kitchen area – damage to AIB, which had been covered by duct tape.

Immediate remedial works necessary for Cupar Library have been completed. Programmed for further upgrade work for the Fire Evacuation route (old entrance door) is included in works programme.

- Kinghorn Primary School-

- Walkway to the boiler house is raised, however no guard rails had been fitted.

The walkway surface has been secured and barriers installed on the ramp to the boiler house

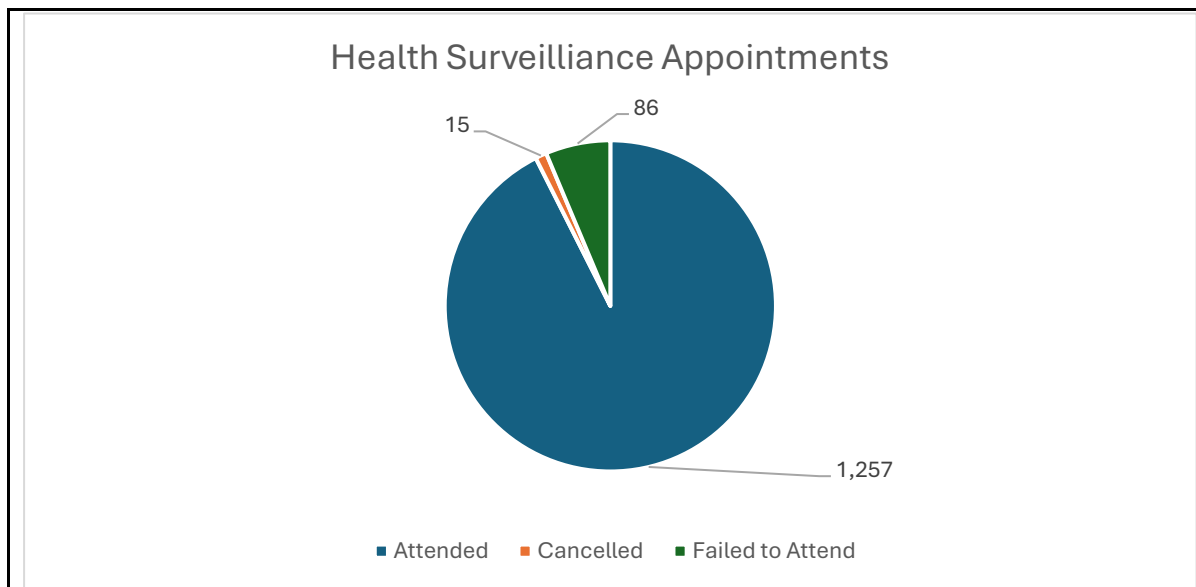
### **3.13 Health and Safety Governance**

3.13.1 The Health and Safety Team are progressing support to Directorates and Services to develop their Fife Council Health and Safety Management Framework (HSMF) responsibilities (part 1,2 and 3). This includes establishing and reviewing risk Profiles to support and complement the Council's Risk Assessment process by enabling the identification, evaluation and management of service-specific and service-wide occupational health or safety risks.

### **3.14 Health Surveillance**

3.14.1 The annual health surveillance programme continues to operate well with the existing service provider. A change in process, resulting from learnings taken from Covid, has resulted in a reduction of the number of face-to-face appointments required, and subsequently reduced down time within the Services.

3.14.2 The figures in the 2024-25 financial year showed a high number of staff failing to attend scheduled appointments. A process was developed and implemented to track these and to try and reduce the numbers of non-attendance. There was a significant reduction in the number of employees who failed to attend appointments in 2023-24 and the numbers last year have again reduced by a further 14% to 86.



### **3.15 Stress Management**



3.15.1 Stress isn't the same as pressure, which can be a positive force if managed well. Stress is an adverse reaction to excessive pressure or other types of demands which can cause physical or psychological harm leading to ill-health.

3.15.2 Fife Council are committed to managing and mitigating the psychological risk of workplace stress. Each Directorate and Service are required to complete a Stress Risk Assessment which include deployment of actions mitigating work related stress.

3.15.3 Stress Risk Assessments are a preventative tool based on the Health & Safety Executives (HSE) management standards for reducing work-related stress

- Demands – Workload, work patterns and work environment
- Control – how much control employees have over how they work
- Relationships – promoting positive working and managing unacceptable behaviour
- Support – encouragement and resources provided to employees
- Role – Clarity of job purpose
- Change – how change is managed

3.15.4 The Stress Overview Group comprising Directorate Senior Managers has a remit to review and agree corporate priorities and actions. In April 2025, the Stress Overview Group oversaw the Council's Stress Awareness Month Campaign. This annual initiative is aimed at highlighting supports available for employees to manage both work-related and personal stress. News items were published, supplemented by toolbox talks for employees who do not have regular access to online articles on work and non-work-related stress; Trauma Informed Practices and a face-to-face discussion with the Chief Executive and Mental Health First Aiders.

3.15.5 In addition the revised Supporting Wellbeing procedure was published in October 2024 which includes guidance for employees and managers on preventing both work and personal stress.

3.15.6 The average working days lost (WDL) for all employees is recorded as 14.75 WDL. Stress absences for the same period accounts for 2.62 WDL or 17%. Non-work related stress accounted for 1.77 WDL, work related accounted for 0.84 WDL.

### **3.16 Internal Audit H&S Induction**

3.16.1 As highlighted in section 1.5, Internal Audit undertook a thorough review of training provided to new employees. Several recommendations were to improve health and safety training:

- Ensure that new employee inductions are undertaken and recorded
- Identify specific Council wide Mandatory health and safety training
- Directorates and Services should identify specific mandatory health and safety training
- Completion of HSMF to include health and safety training

## **4.0 Service Reports**

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- 4.1.1 As set out in section 1.3, in addition to the corporate Health and Safety team, Environment & Building Services, Transportation and Facilities Management have dedicated health and safety resources. Much of their work aligns with corporate objectives and each play an active role in achieving those. In addition this report highlights areas of success, specific to their areas in the previous 12 months.

### **Achievements in 2025**

- Health & Safety and Wellbeing Training, including Mentally Healthy Workplace Trainers, 750 employees trained in Manual Handling techniques, Food Hygiene, Asbestos Awareness
- Full review of H&S documentation began with new risk assessments and service procedures being developed
- New signing, lighting and guarding inspection programme created to ensure compliance with the 'Safety at Street Works and Road Works' A Code of Practice
- Review of service risks carried out, with new risks created and internal controls assigned to each risk with an action plan created to move partially effective controls to fully effective controls.
- Risk Profiling is 80% complete for E&BS
- Action plan in place for Fleet Services to further review Risk Assessments and SSOW after an incident within the workshop
- Building Services have introduced a Dust Control Policy
- Replaced handheld power tools within Fleet Services with lower vibrating equipment. HAVS monitoring with Reactec to take place
- Increased communications with workforce through Toolbox Talks, Summer Summit

### **Objectives for 2025/26**

- Review and update Health and Safety Management Framework documents
- Finalise and publish Service Level Stress Risk Assessment
- Update workplace inspection service procedure and implement
- Roll out new training database for office based staff which will include mandatory eLearning to ensure compliance
- Long reach battery hedge cutters are now in place. Looking to phase out petrol mowers and replace with battery
- Dates are in place to have the mandatory training Manual Handling, Working at Height, H&S Awareness and Harness training. Complete by July 2025
- Annual Planned REHIS Food Hygiene Training Programme developed with an additional 170 staff to be trained this year
- Increase communication with workforce including new areas such as Viva Engage

## **5.0 Continuing and Future Work Priorities**

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### **5.1 Priorities For 2024-25**

- 5.1.1 The priorities for the next year are to continue to manage and monitor our health and safety risks. We will have a focus on workplace review visits and supporting Persons in Control of Buildings to audit the health and safety workplace compliance, as part of the implementation of Directorate and Service HSMF. We will also continue our focus on occupational health, safety, and other prevention activities.

### **5.2 Health and Safety Risk Management**

- 5.2.1 Due to previous resource issues within the H&S team some of the activities mentioned in last year's report have not been progressed as we intended, particularly around progression of Directorate HSMF. Recruitment work has been undertaken to increase the H&S team to its full complement. We have prioritised our attention to supporting services and ensuring compliance with our H&S requirements. Therefore, over the next year our focus will be on:

- Reviewing the implementation of the Health and Safety Management Framework within services as this is the foundation stone upon which health and safety processes and culture are built
- Reviewing compliance focussing on key areas – Workplace review visits, Persons in Control and quarterly workplace inspection completion
- Continuously reviewing deployment of the Fire Safety Strategy
- Continuing working with services to improve compliance with Health and Safety mandatory training, developing and promoting e-learning and focus on developing accurate reports and evidencing required training completed across the organisation
- Reviewing corporate procedures and compliance
- Assisting services with a review of risk profiling and ensuring they have suitable and sufficient task-based risk assessments to support identified hazards and risks
- Assisting services where required in H&S event investigation to ensure a standard approach is undertaken and learning can be shared across the organisation

### **5.3 Implementation of Stress Risk Assessments**

- 5.3.1 Work related stress remains a priority as it contributes to, and in extreme cases can cause, poor mental health. It is an appropriate focus as we have a notable change agenda which is a recognised cause of pressure to individuals and has the potential to impact service delivery.
- 5.3.2 Continued monitoring of Stress Risk Assessment actions through Stress Overview Group, Directorate and Service level H&S consultation forums.

#### **5.4 Reducing Violence, Aggression & Threat**

- 5.4.1 Reducing, with an objective to eliminate, VAT incidents against Fife Council employees will continue to be a priority for all Directorates.
- 5.4.2 The formation of the joint VAT working group, which will include representatives from each Directorate and Trade Unions, will focus on ensuring proper reporting, as well as supporting employees who suffered from such incidents.
- 5.4.3 That objective will be enhanced through the development of the Consolidation of Safety Warnings system, where adequate checks can be carried out prior to site visits, and the continued roll out of the SOS fobs programme.

## **6.0 Conclusions**

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- 6.1 This report presents information on key health and safety activities within Fife Council in another year of challenges. Occupational health and safety risks continue to be managed to protect the health and wellbeing of Fife Council employees and those who use our services.

#### **Report Contacts:**

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5 June 2025

Agenda Item No. 8

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## Asset and Estates Update

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**Report by:** Alan Paul, Head of Property Services

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**Wards Affected:** All

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### Purpose

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This report outlines key activities undertaken by the teams responsible for property acquisition, disposal, property management and strategic oversight of council assets over the course of the past year.

### Recommendation(s)

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The Committee is asked to consider the information contained in the report and appendices, noting the performance and future proposals in key areas including;

- Asset Management
- Vacant property
- Capital receipts

### Resource Implications

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There are no resource implications directly arising from this update report.

### Legal & Risk Implications

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There are no material risks or legal issues anticipated arising beyond those identified and addressed in the individual projects and programmes, with any necessary mitigating actions implemented.

### Impact Assessment

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An Equality Impact Assessment does not require to be carried out as this report does not propose any change to existing Council policies.

### Consultation

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Regular engagement with Council Services and partner organisations is carried out in line with the activities described in the annual update.

## 1.0 Background

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- 1.1 The non-Council housing assets under management number in excess 1700, with a building area just under one million sq ft and an asset value of £2.55bn (provisional 2025 figure). It is a sizeable portfolio which incurs a considerable cost to the council.
- 1.2 For context the total cross council property budget (excluding operations costs such as road repairs/gritting etc) totals circa £80m. The Property Services managed Planned Maintenance (Revenue) budget was £13.1m last year with capital budget of £3m. Another significant cost is energy, with annual expenditure exceeding £5m in 2024/25, as a consequence it is important that there is effective management of the assets and a focus on cost and floorspace reduction.
- 1.3 This report sets out some of the key activities undertaken in the last year; the objective being to drive more efficient use of our assets, whilst improving stewardship of both occupied and vacant properties. Our proactive approach includes engagement with partner organisations and Services to ensure our assets support frontline service delivery and community needs.

## 2.0 Asset Management

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- 2.1 Since the last Asset and Estates annual update report to Scrutiny Committee in August 2024, changes to reshape and improve the property estate have continued to improve utilisation including;
- 2.2 **Partner Co-locations** -Working in collaboration with community partners – in the past year we have accommodated additional staff from the NHS at Bankhead and Fife House (with reciprocal arrangements enabling some council staff to occupy space at Lynebank Hospital), with Police Scotland, Nature Scot also housed. The Forestry Commission are the latest partner organisation to occupy space having recently been allocated an area at the Halbeath depot Dunfermline. The activity sits well with the Public Sector reform ambitions and our best value obligations.
- 2.3 **Rationalisation** - The rationalisation of the corporate offices continued with;
  - The demolition of Rothesay House
  - Staff formerly in occupation of the office at 3/5 Wemyssfield have been relocated recently with the building now provisionally surplus to requirements and earmarked for disposal.
  - Feasibility work to examine the opportunities presented by County buildings Cupar is ongoing. The property has a low occupancy and closure and reuse would deliver significant revenue savings and, help to improve utilisation in retained facilities whilst also assisting the carbon reduction ambitions.

- The opening of the Dunfermline Learning Campus during the year enabled the former St Columba's and Woodmill school premises to be demolished with the cleared sites now available for development.

- 2.4 **Consolidation** - Having focussed initially on the corporate office estate, attention has turned to the operational facilities. Service engagement meetings have taken place to ensure there is awareness of the need for change and efficient use of accommodation, whilst also providing Services the opportunity to set out their future needs for improved customer service delivery.
- 2.5 **No wrong door** - The No Wrong Door approach is encouraging cross Service discussions in a number of areas including initiatives to explore the scope to utilise community facilities to house a range of council services, Children and Families, Social work alongside Community Services staff. Success is likely to provide improved access to services with improved utilisation of retained assets.
- 2.6 **Decentralisation** - In support of Community Wealth Building a short life working group was formed to identify opportunities for improving decentralisation and place responsiveness. The Kirkcaldy pilot explored the experience of community organisations and identified a series of improvements. Work is ongoing to streamline community access to property. With support from HUB, consultants are to be engaged to undertake a review of the town centre exploring opportunities for regeneration and improvement, focusing on the Mercat and key opportunities within the town centre.
- 2.7 Working with Communities colleagues an examination of halls and centres utilisation and occupation arrangements is about to get underway with preparatory work initiated. The aspiration is to improve community group engagement and ultimately enable increased asset transfer, any proposals will be the subject of Member and public consultation.
- 2.8 **Change and improvement –**
- On a smaller scale, the adoption of more online meetings via Teams highlighted a requirement for additional small call boxes for confidential meetings. A number of these facilities have been provided in Fife House and Bankhead, easing pressure on small meeting rooms.
  - The benefits of adopting a Corporate Landlord model are being explored; an approach which could result in the centralisation of all property related budgets, activity and decision making.
  - Accommodation change requests are now initiated via 1<sup>st</sup> Contact, simplifying and standardising the process.

## 3.0 Asset utilisation

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- 3.1 Previous reports have evidenced that the adoption of the home/office blended working has caused the corporate offices to remain significantly underutilised. To gain a better insight into current utilisation, an annual exercise to determine occupancy is undertaken in each of the corporate offices with workstation usage recorded over a two-week period.
- 3.2 The assessment is a manual count at periodic intervals over a two-week period. The limitations of such a count are recognised and a trial is currently taking place in conjunction to determine the suitability and accuracy of automatic measurement via sensors which capture movements in a GDPR compliant manner.
- 3.3 The 2025 measurement has not taken place however the snapshot of an area within Fife House captured as part of the digital sensor trial hasn't identified any material change to utilisation compared with 2024. Average weekly utilisation in 2024 varied between 22% and 64% (with daily attendance ranging from 15% to 81%).
- 3.4 Previous counts confirmed that office attendance is typically lower on Mondays and Fridays with a peak on Wednesday. This pattern is replicated across many organisations with a hybrid working arrangement.
- 3.5 In order to improve occupancy levels, as described above engagement continues to take place with partner organisations to explore the scope to accommodate their needs within the council accommodation.
- 3.6 Recognising the importance of adopting cross council Service perspectives rather than isolated Service views, an Asset Sustainability Group co- chaired by Executive Director Place and the Head of Property Services has been formed. The group will ensure that decisions taken reflect the anticipated future needs of the council supporting the agreed priorities and respective Service Change Plans.

## 4.0 Vacant accommodation

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- 4.1 In addition to under occupied facilities, there are a number of wholly unoccupied premises. The table below details the current vacant properties. It should be noted that the vacant property list is dynamic with regular churn, with assets removed and others added during the course of the year.



- 4.2 The list of current vacant properties is detailed in **Appendix 1** but is summarised below;

<b>Asset Status</b>	<b>April 2025</b>	<b>July 2024</b>	<b>Description</b>
Number on market and under offer	5	6	
Number on the market and available	3	1	
Not on the market awaiting demolition	1	3	Assets incapable of sale or occupation by 3 <sup>rd</sup> parties, e.g. janitors houses within school grounds.
Retain – Project development	8	10	Not occupied but retained to support Service or corporate priorities such as the Affordable Housing Programme or for Early Years Nursery Provision.
Pending - Not on market - Pre-marketing, awaiting Service decision, resolution of legal issue etc	12	10	Services may be undertaking feasibility or exploring funding in addition to the usual design, procurement and development processes. In some other instances, legal aspects require to be resolved prior to marketing.
Total number	29	30	

- 4.3 The majority of assets will not be disposed but are vacant short-term pending reuse. To improve management and security of assets whilst vacant external contractors are engaged to assess the risks and implement proportionate security measures.

## 5.0 Income receipts

- 5.1 The Estates teams activities in disposing of land and buildings reduces the running costs arising from the property portfolio, whilst the sales also generate monies for the general fund supporting the capital plan. One-off capital receipts from property disposals (excluding HRA transactions and ring-fenced receipts) over the course of the 12 months to March 2025 totalled £3.138m.
- 5.2 With the exception of the former Woodmill, St Columba's and Inverkeithing High School sites there are few high value asset disposals currently anticipated over the next 5 years, with an average annual total income of £2m profiled over the period. Whilst consolidation and closure of facilities may result in surplus assets for disposal which then generate additional receipts, the likelihood is that previous highs will not be reached.

5.3 The table below details recent, current and anticipated income from disposals

Year	Anticipated	Actual
2022/23	£9.93m	£11.27m
2023/24	£4.153m	£3.371m
2024/25	£1.287m	£3.138m
2025/26	£1.210m	N/a

Individual sales for 2024/25 are shown in **Appendix 2**, whilst **Appendix 3** provides details of the individual disposals and anticipated planned receipts in 2025/26.

5.4 It should be noted that the receipts are reduced as a consequence of agreed policies in support of council priorities, for example transfers to HRA are undertaken at 50% of market value. Similarly, the council has embraced the CAT legislation (which has largely subsumed the Council's previous approach to asset disposals to community and similar organisations) and disposes assets at less than market value in recognition of the community or other benefits arising. Likewise, the Subsidised Lease Policy affords sports clubs, community and not-for-profit organisations the opportunity to secure assets for modest outlay without the requirement to secure ownership via a CAT application.

5.5 **Revenue receipts**

The Council retains an extensive portfolio of assets which requires to be managed and are leased out to 3<sup>rd</sup> parties. In the financial year 2023/24 rental income due from leased out portfolio increased from £5.06m to £5.37m. The largest rent received arises from the ground rent for the solum of the Mercat Shopping Centre, Kirkcaldy. The deterioration of the retail market over the past decade is such that this payment represents the majority of the shopping centre operators net receipts and as a consequence is increasingly recognised as a less secure income. Should the tenant default the shopping centre ownership would revert to the Council.

## 6.0 Future priorities and challenges

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6.1 **Change Plan** - Recognising the need for further change; to improve utilisation, reduce costs, support cross service working and attainment of corporate initiatives, work on the asset sustainability workstream of the corporate Change Plan is being undertaken. This will seek to set out the future vision and anticipated needs in the medium-term.

6.2 **Corporate Landlord** - The scope to adopt a Corporate Landlord approach is also being explored to improve the efficiency of the Council's approach to management of the property estate. Corporate Landlord involves the centralisation of all property related activity, budgets, staff and decision making within a single team. This allows

Services to focus on operation delivery. The fundamental principle is that all property is treated as a corporate resource, so that decisions on the management, maintenance and funding of property assets are taken in the interests of the Council as a whole.

6.3 **Consolidation and opening hour bandwidth reductions** - The widespread adoption of blended working and resultant low utilisation described above presents an opportunity for further change. There is limited scope for large scale shrinkage of the operational office estate with the exception of County Buildings. However, there is potentially an opportunity to secure revenue savings from new ways of working and exploratory discussions are to take place with Services to establish the viability of reducing operating hours.

6.4 Possibilities that could be trialled include;

- Full day closure on a Monday or Friday of most offices, with the exception of Bankhead which fulfils a 24/7 need.
- Reduction in core opening hours; typically offices are open 7 am to 8pm if opening was restricted for example 8am to 6pm, there is potential for a reduction in costs of 30%.

Much of the arising savings would relate to reduced FM staffing, so caution will be required to minimise impacts.

6.5 In order for either of these options to come to pass, there would be a need to ensure suitable alternative locations were available to maintain delivery of the essential services with no detriment to the community served.

6.6 **Repair maintenance and compliance** - Another key challenge is stewardship and the requirement to maintain the Council's operational assets in a safe and useable condition, complying with all statutory and legislative requirements within available budgetary constraints. Of the £13.1m Corporate Planned Maintenance budget the spend profile was as follows;

- 20% spent on Compliance related Service Contracts
- 15% spent on planned revenue projects
- 65% spent on arising repairs

Reduction and rationalisation of the corporate estate will in time reduce the pressures and aid a shift towards planned rather than reactive works.

## 7.0 Conclusion

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7.1 Whilst further change and improvements are still required, it is evident that we have delivered a smaller, more integrated and modern operational property estate; provided improved working environments which support service delivery to our communities, whilst generating income and reducing running costs that would otherwise be incurred.

## **List of Appendices**

Appendix 1 - Vacant property

Appendix 2 - Capital Receipts – 2024/25

Appendix 3 - Anticipated Capital Receipts – 2025/26

## **Report Contact**

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## Vacant Property at April 2025

Committee	Property	Current Status
Cowdenbeath	Dundonald Institute, Nos. 41-43 , Main Road, Cardenden, KY5 0DJ	Pending – Service decision
Cowdenbeath	Auchterderran Centre, Woodend Road, Cardenden, KY5 0NE	Under offer
Cowdenbeath	Town House, 123 High Street, Cowdenbeath KY4 9QA	Under offer – CAT pending
Cowdenbeath	Former St Andrews Church, John Knox Road, Lochgelly, KY5 9QQ	Retain -Project development
Dunfermline	2 Halbeath Road, Dunfermline, Fife, KY12 7QX	On the market
Dunfermline	St Margaret's House, 9 St Margaret St, Dunfermline, KY12 7PE	Retain -Project development
Dunfermline	Former Local Office, Walmer Drive, Dunfermline KY12 7LH	Under offer
Dunfermline	Old Engine House, Main Street, Townhill, KY12 0HA	On the market
Glenrothes	7-11, Strathore Road, Thornton, KY1 4DU	Om market
Glenrothes	Victoria Hall, Main Street, Coaltown of Balgonie, KY7 6HS	Pending – Service decision
Glenrothes	Kinglassie Community Centre, 53 Main Street, Kinglassie KY5 0XA	Pending – Legal issue
Kirkcaldy	Dysart Centre, 43, High Street, Dysart, KY1 2UQ	Retain -Project development
Kirkcaldy	Workshop, 112a, Rosslyn Street, Kirkcaldy, KY1 3AD	Under offer
Kirkcaldy	St Clair Hall, 258, St Clair Street, Kirkcaldy, KY1 2DB	Under offer
Kirkcaldy	Former Local Office, 104 - 106 High Street, Burntisland, KY3 9AS	Under offer
Kirkcaldy	The - West Mill, Mill Street, Kirkcaldy	Retain -Project development
Kirkcaldy	Regeneration Office, 45 High Street, Dysart, KY1 2UQ	Retain -Project development
Kirkcaldy	Former Southerton Lodge Beveridge Park KY2 5LZ	Retain -Project development
Kirkcaldy	St Clair Tavern St Clair Street, KY1 3AD	Retain -Project development
Kirkcaldy	Shop, 188 High Street, Kirkcaldy, KY1 1JW	Retain -Project development
Levenmouth	Poppyview (Levenmouth) Child Care Centre (NIE), Ajax Way, Methil, KY8 3RS	Pending –Service decision
Levenmouth	Corriemar, Silverburn Park, Leven KY8 5PU	Demolish
Levenmouth	Milton of Balgonie Primary School, Main Street, Milton of Balgonie, KY7 6PX	Pending –Service decision
North East Fife	11-13 St Catherine Street Cupar KY15 4LS	On the market
North East Fife	Gateside Primary School, Gateside KY14 7SZ	Under offer
North East Fife	Communication Site, Kinraig Point Elie KY9 1AR	Pending – Lease expiry
North East Fife	Harbour masters office, Shore Gate, Crail KY10 3SU	Under offer
North East Fife	Moonzie Schoolhouse and School KY15 4NL	Pending – Legal issue
North East Fife	Rathillet Primary School, A92 Rathillet , Cupar KY15 4QG	Pending – Legal issue

**Disposals and Income Receipts 2023/24**

<b>Property</b>	<b>Actual Receipts</b>
82 High Street, Dunfermline	£52,813
Admiralty Road, Rosyth	£600,000
Former Gateside Primary School, Gateside	£108,680
Units 1-4 Mountfleurie Industrial Estate, Leven	£265,000
338 sq m at Balbirnie Walled Gardens, Balbirnie Park, Markinch	£85,000
Ground extending to 258 Sq m to the north of 13 Inch View, Kinghorn	£10,000
Crompton Road West , Glenrothes	£95,000
Ridge Way Dalgety Bay	£747,970
Fife Interchange North, Dunfermline	£1,055,000
Area of ground at Feddinch Mains, to the South of Cairnsmill Caravan Park, St Andrews	£50,000
Transactions with a value less than £10,000 (18 No.)	£59,300
<b>TOTAL CAPITAL RECEIPTS 2024-25</b>	<b>£3,138,000</b>

**Anticipated future receipts from disposals 2025-2026**

	<b>Anticipated receipt</b>
Former John Douglas Home, 081 Golfdrum Street, Dunfermline	£100,000
Former Harbourmaster's Office, Shoregate, Crail	£15,000
Former School and School House Moonzie	£80,000
Land Pittencrieff Street, Dunfermline	£50,000
Industrial unit, Rosslyn Street, Kirkcaldy	£90,000
Office Walmer Dr Dunfermline	£250,000
Office St Catherine St Cupar	£75,000
Former Library Strathore Rd Thornton	£150,000
Residential, Market St, St Andrews	£400,000
<b>PROJECTED TOTAL CAPITAL RECEIPTS 2025-26</b>	<b>£1,210,000</b>

5 June 2025

Agenda Item No. 9

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## Review of the Business and Effectiveness of Fife Council Planning Committees

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**Report by:** Pam Ewen, Head of Planning Services

Lindsay Thomson, Head of Legal and Democratic Services

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**Wards Affected:** All

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### Purpose

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This report provides information on the structure, business and operation of the two main Fife Planning Committees to enable the Scrutiny Committee to consider the effectiveness of those Committees.

### Recommendation(s)

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The Scrutiny Committee is asked to consider, comment on and scrutinise the information provided.

### Resource Implications

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There are no immediate resource implications arising from the content of this report, although any future changes to the current planning committee arrangements could have either positive or negative impacts on the resources required to support planning committees.

### Legal & Risk Implications

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None

### Impact Assessment

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An EqIA is not required because the report does not propose a change or revision to existing policies and practices. A Climate Impact Assessment has not been undertaken as this report does not propose any changes to policies or services.

### Consultation

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The Head of Legal and Democratic Services and Head of Finance have been consulted on the content of this report.



## 1.0 Background

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- 1.1 This report is placed before Finance, Economy and Corporate Services Scrutiny Committee following a request for information in relation to the business, and effectiveness of Planning Committees.
- 1.2 The purpose of this report is to provide data on the type and quantity of business of both Planning Committees which helps inform the effectiveness of those committees, in terms of the scale of reports being considered and determined.
- 1.3 Planning Committees in Fife over the years have operated through different models. The two-committee approach, based on North East area, and on the West and Central Area allows for a geographical focus. This approach was adopted by Council in June 2023 and is set out in Fife's governance framework.
- 1.4 Planning applications are reported to a Planning Committee for consideration and determination aligned with the Council's Scheme of Delegation. National targets are set in relation to the speed at which planning applications are determined. As such, it is important to ensure that planning applications are considered and determined timeously, and the level of delegation to officers as well as frequency of Planning Committees are important factors.

## 2.0 Issues and Options

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### 2.1 Fife's Planning Committees

- 2.1.1 There are four Committees in Fife which are specifically constituted to deal with planning matters:
  - North East Planning Committee, which considers and determines planning applications for developments in Wards 16-20, where that decision is not delegated to officers.
  - West and Central Planning Committee, which considers and determines planning applications for developments in Wards 1-15 & 21, where that decision is not delegated to officers.
  - The Fife Planning Committee, which considers and determines planning applications from across Fife for proposals which are categorised as National developments.
  - Fife Local Review Body, which considers applications from across Fife for the review of a decision on a planning application which was made by officers under the scheme of delegation.
- 2.1.2 These four Committees have differences in terms of their composition and frequency of meetings as well as in their remit. This report will focus on the two main Planning Committees which are charged with considering and determining planning applications within a specific geographic area, North East Planning Committee (NEPC) and West and Central Planning Committee (WCPC). Both Committees currently meet every 4 weeks.

## **2.2 Structural Differences between the Committees**

- 2.2.1 16 Members sit on each of the Committees. The substantive difference between the two Committees is that in NEPC, all of the Members of every Ward within the geographical area are members of the Planning Committee, whilst for WCPC representative Members from each Ward (reflecting the political balance of the Council) sit on the Planning Committee. This means that for NEPC the membership is the same as that of the North East Fife Area Committee.
- 2.2.2 This raises two specific matters for Members of NEPC in terms of Members participation in the decision making process:
- None of the Ward Members are able to provide support to constituents opposing or supporting a specific application and still participate in the decision-making process for that application at NEPC.
  - Where a Council project is first considered by North East Fife Area Committee, a cautious approach to that consideration is essential to avoid any impression that Members are pre-disposed to approve any subsequent planning application. This does expose those members to greater risk in terms of compliance with the Councillors Code of Conduct
- 2.2.3 Both Committees currently operate as hybrid meetings, with meetings every four weeks. In terms of their remit, each Committee is charged with considering and determining all planning applications for Major developments, and any Local applications which do not meet the requirements of the Scheme of Delegation to Officers, most commonly due to the number of representations received. Each Committee is also charged with consideration of any National development, prior to it's determination by Fife Planning Committee.

## **2.3 Volume and Level of Business Considered**

- 2.3.1 This section reviews the business conducted at each Committee by financial year from April 2019 – March 2025.
- 2.3.2 In terms of the number of applications determined, this has been slightly higher at NEPC, with the exception of 2019/20 (both were the same) and 2021/22, where the number considered at WCPC was higher. Over the two Committees there has been no significant change in the number of applications considered since 2020/21 when there was a 50% increase.

**Table 2.3.2 Number of Applications Determined by Planning Committees**

YEAR	NEPC	WCPC	TOTAL
2019/20	30	30	60
2020/21	61	35	96
2021/22	42	58	100

2022/23	53	41	94
2023/24	43	42	85
2024/25	49	46	95

- 2.3.3 Over the same period, the level of applications being considered shows a significant variation between the two Committees, with WCPC consistently dealing with a higher number and proportion of Major applications. Overall, the number of Major applications being determined has also increased over the period, particularly in the last two years.

**Table 2.3.3 Major Applications Determined by Planning Committees**

YEAR	NEPC		WCPC	
	NUMBER OF MAJORS	PROPORTION OF APPLICATIONS	NUMBER OF MAJORS	PROPORTION OF APPLICATIONS
2019/20	7	23%	8	27%
2020/21	4	7%	9	26%
2021/22	1	2%	16	28%
2022/23	6	11%	10	24%
2023/24	2	5%	15	36%
2024/25	3	6%	18	39%

## 2.4 Decisions Contrary to Officer Recommendation

- 2.4.1 The number of decisions made contrary to Officer recommendation also varies considerably between the two Committees, occurring more often at NEPC. Since April 2019, 52 decisions (19%) were made contrary to Officer recommendation at NEPC, with 51 of those applications being refused. In the same period, at WCPC 18 recommendations (7%) were overturned, with 10 of those applications being refused.
- 2.4.2 Not all of the applications which were refused were then appealed. At NEPC, of the 39 decisions to refuse contrary to recommendation that were appealed, 22 were also refused at appeal (56%). At WCPC of the 7 decisions to refuse contrary to recommendation that were appealed, 4 were also refused at appeal (57%).

- 2.4.3 An estimate of the cost to the Council of dealing with the decisions against officer recommendation at appeal over the period from 2019 -2025 indicates that this is significantly greater at NEPC (approximately £63,000) than at WCPC (approximately £20,000).

## 3.0 Conclusions

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- 3.1 NEPC and WCPC are both structurally and operationally different, providing distinct services to the geographical areas of Fife which they serve in terms of determining planning applications. The Scrutiny Committee should consider the effectiveness of the Planning Committees, and whether there are any changes that should be considered to increase effectiveness taking into consideration the information within this report.
- 3.2 In terms of Council governance, any amendments to the current governance structure surrounding the determination of Planning Committees, remit and composition, would need to be approved by Fife Council.

### Report Contact

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5 June 2025

Agenda Item No. 10

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## Tay Cities Deal Annual Report

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**Report by:** Alan Paul, Head of Property Services

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**Wards Affected:** 16-20

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### Purpose

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This report presents the fourth Annual Report on progress by the Tay Cities Region Deal.

### Recommendation(s)

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The Scrutiny Committee is asked to consider the Annual report by Tay Cities Deal, noting the progress on activity in North East Fife.

### Resource Implications

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None.

### Legal & Risk Implications

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There are no legal and risk implications from this Report.

### Impact Assessment

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An Equality Impact Assessment (EqIA) is not required as there are no changes to existing service delivery and policy.

### Consultation

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None.

## 1.0 Background

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- 1.1 The Tay Cities Region Deal was signed on 17th December 2020 by the Tay Cities Partnership and both Governments. The Deal is a combined investment of £300m from the Scottish and UK Governments over ten years to deliver benefits over the next fifteen years. The Tay Cities Region Deal will support business growth, develop innovative technologies, enhance productivity, develop skills, and create jobs. The investment is expected to leverage a further £400m and secure more than 6,000 jobs.
- 1.2 The Deal follows the Regional Economic Strategy themes of:
  - **An empowered & Inclusive Tay** - Empower and promote inclusion – by ensuring that local people have the skills they need to success in the modern workplace and growth is inclusive, with a Government investment of £30.1m.
  - **An Innovative & International Tay** - Innovate and internationalise – by developing globally recognised clusters of academic and business excellence, with a Government investment of £237.9m.
  - **Connected Tay** - Connect – by improving physical and digital infrastructure, with a Government investment of £32m.
- 1.3 Noting that only North East Fife is included within the Tay Cities Deal, with the remainder of Fife within the Edinburgh and South East Scotland City Region Deal.

## 2.0 Tay Cities Region Deal Annual Report 2023/24

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- 2.1 The Tay Cities Region Deal Annual Report was published in March 2025. Page 5 of the [Annual Report](#) shows the key achievements in the Executive Summary. The programmes and projects being delivered under the City Region Deal can be found under each of the key themes on Page 11 of the Annual Report.
- 2.2 The Annual Report includes a case study for The University of St Andrews' Eden Campus. Eden Campus has received £26.5m investment through the Tay Cities Deal. £2m is from the Scottish Government and £24.5m from the UK Government. It is part of the Innovative & International Tay theme within the Deal. (Creating 110 new, 635 construction and protecting 370 jobs. Leveraging £56.4m in additional funding). Creating a Centre of Excellence in Low Carbon and Renewable Energy innovation, the Eden Campus will see academia, industry, community and public services work together in partnership to drive economic growth. The Enterprise Hub, due to open in 2025 will support the start-up and growth of new and emerging companies focused on low carbon innovation.
- 2.3 The Annual Report highlights the D'arcy Thompson Simulator, located within the Campus, also received £300k investment from the UK Government. The University's Eden Enterprise Centre opened in 2021. (Creating 7 new jobs. Leveraging £350k in additional funding). Completed in 2022, the Stretch Dome Simulator, located with the Eden Campus at the University of St Andrews, gives scientists the ability to test their theories and generate solutions in rapid time. The Simulator is used to test research and innovation into, for example, climate change, coastal ecology, underwater acoustics, low carbon and new materials.

- 2.4 The Report showcases the Regional Skills and Employability Programme which is now in delivery. Up to £20m of City Region Deal Investment will make incremental changes to improve the currently complex and weakly-connected regional employability and skills landscape to deliver better outcomes for all, particularly those people facing significant disadvantages to securing and sustaining meaningful, high-quality employment. The projects will be delivered regionally, with opportunity for businesses and residents from North East Fife to participate.
- 2.5 Fife Council is the lead for the Digital Skills Project, known as DigiTay. DigiTay was awarded up to £1.539m of Scottish Government Investment for Tranche 1 of the project. The Tranche 2 business case which will run from 2025 – 2029 has been submitted to Scottish Government. Since the project launched in 2023, 870 people have been supported through digital skills training and 41 businesses and organisations engaged with the project to upskill their workforce (most recent figures from DigiTay Annual Report 2025). Further and Higher institutions delivered 11 new fully funded courses to those in the region that better aligns with industry need. The Third Sector challenge fund was a great success with 7 projects selected, all of which were completed successfully. The Project was also finalist at the Scottish Cyber Awards for the Public Sector Cyber Impact Award for the collaborative work they undertook with Abertay CyberQuarter.
- 2.6 Within the Culture and Tourism programme, there is a Culture and Tourism investment programme and four projects. Within the investment programme, two projects have been approved. The Outline Business Case for the Tay Adventures project was approved by the Culture & Tourism Board. There are two potential projects in North East Fife as part of Tay Adventures: to develop landing facilities at Newburgh to enable greater leisure use of the Tay and onshore facilities at St Andrews Harbour. These will be considered for approval in 2025/26.

### Next Steps

- 2.7 On the 14<sup>th</sup> March 2025 a report was presented to the Joint Committee, ([Item 5, Page 7 in the paper](#)). The report was seeking endorsement for early engagement with both Governments and to agree the reshaping of the Tay Cities Region Deal approach. The partnership has started a review of the Deal Programme. A revised Programme with a high confidence level will be developed to show what will be delivered by the end of the deal, the timetable for this work is shown in Appendix 2.

## 3.0 Conclusions

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- 3.1 The fourth Annual Report on the Tay Cities Region Deal confirms that the Deal is now progressing delivery. The University of St Andrews has completed the projects at Eden Campus to deliver its Business Case and has fully drawn down committed budget. The Campus is also delivering its net zero carbon ambitions.
- 3.2 The Business Case for the Tay Adventures projects will be progressed in 2025/6 and the Digital Skills Project will submit its Tranche 2 business case covering to 2029. These will provide further opportunities for investment and activity in North East Fife.

### List of Appendices

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- Appendix 1: Link to report [TCRD Annual Report 2024 Digital](#)

## Background Papers

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

- Tay Cities Region Deal [tay\\_cities\\_deal\\_doc\\_feb\\_8.pdf \(taycities.co.uk\)](#)

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## Appendix 2: Timetable for Reshaping the Tay Cities Deal

Partnership Led Government Led	Key Activities and Actions for the Reshaping of the Tay Cities Region Deal Programme	Deadline Date
<b>Approach</b>	Approach presented and agreed at March Management Group.	6 <sup>th</sup> March
	Partnership approach shared with both Governments.	14 <sup>th</sup> March
	Partnership Annual Conversation with both Governments ( <i>Governments have indicated that the reshaping will be on the agenda</i> ).	20 <sup>th</sup> March
	Approach and Annual Performance Report presented to Joint Committee Members for consideration and approval.	21 <sup>st</sup> March
	Guidance and supporting documentation to be shared with local authority leads and Thematic Boards by the PMO. This will include the SOC guidance/template for Strand 2.	w/c 31 <sup>st</sup> March
	Output commitments workshop with Partners (Management Group (inc. Heads of Economic Development Group Chair) and Finance Directors Group).	24 <sup>th</sup> April
<b>Strand 1A</b> (in conjunction with 1B)	The lead local authority Directors will liaise with the relevant Thematic Boards and partners to i) obtain assurance that the Programmes, Fund and Projects can be fully delivered as entered into Deal or ii) identify what proposed revisions to scope and/or commitments to the original Project are being requested.	16 <sup>th</sup> May
	Review and assessment by S95 Officer and Management Group Chair.	6 <sup>th</sup> June
	Assessment and Recommendations from Strand 1A presented in a report to Management Group and Finance Directors Group.	12 <sup>th</sup> June (date TBC)
	Joint Committee informed of progress of Strand 1A work.	20 <sup>th</sup> June
	Governments informed with outcome of Strand 1A.	23 <sup>rd</sup> June
<b>Strand 1B</b> (in conjunction with 1A)	The lead local authority Directors will liaise with the relevant Thematic Boards and partners to identify alternative Project(s). This should be in the form of a SOC.	16 <sup>th</sup> May
	Review and assessment by S95 Officer and Management Group Chair.	6 <sup>th</sup> June
	Assessment and Recommendations from Strand 1B presented in a report to Management Group and Finance Directors Group.	12 <sup>th</sup> June (date TBC)
	Joint Committee informed of progress of Strand 1B work.	20 <sup>th</sup> June
	Governments informed with outcome of Strand 1B.	23 <sup>rd</sup> June
<b>Strand 2</b>	Partners identify and submit any other alternative Project(s) within the region in the form of a SOC.	29 <sup>th</sup> August
	S95 Officer & Management Group Chair Review Proposals.	w/c 24 <sup>th</sup> October
	Report provided to Finance Directors Group ahead of Management Group.	5 <sup>th</sup> December
	Assessment and Recommendations from Strand 2 presented to Management Group.	23 <sup>rd</sup> January 2026
	Partnership engagement with Governments with outcome of Strands.	26 <sup>th</sup> January 2026
	Update to Joint Committee on outcome of reshaping work.	March (date TBC) 2026
<b>Formal Engagement with Governments to Confirm New Programme</b>	The revised Programme, and any alternative proposals identified in Strand 2, will need to seek and secure Ministerial approval. It has been indicated that this would typically take 8-12 weeks.	March 2026 – June 2026
	The Partnership will need to provide a formal submission with supporting evidence for this request. The detailed breakdown will be set out in a later version of the timetable.	
	Report to Joint Committee (potential for special Joint Committee date if Partnership are in a position to have an agreed Programme earlier).	

5 June 2025

Agenda Item No. 11

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## **Edinburgh and South East of Scotland City Region Deal Annual Report 2023/24 and update on the Benefits Realisation Plan for the Fife Industrial Innovation Investment (i3) Programme.**

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**Report by:** Alan Paul, Head of Property Services

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**Wards Affected:** 1-15, 21,22

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### **Purpose**

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This report provides the annual update on the Benefits Realisation Plan for the Fife Industrial Innovation Investment (i3) Programme, funded through the Edinburgh and South East Scotland City Region Deal. It also presents the City Region Deal Annual Report 2023/24.

### **Recommendation(s)**

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Members are requested to:

- Scrutinise the performance of the Fife i3 Programme and the Edinburgh and South East Scotland City Region Deal Annual Report 2023/24 and provide feedback.

### **Resource Implications**

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None.

### **Legal & Risk Implications**

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There are no legal and risk implications from this Report.

### **Impact Assessment**

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An Equality Impact Assessment (EqIA) is not required as there are no changes to existing service delivery and policy.

The Fairer Scotland Duty, which came into force on 1 April 2018, requires the Council to consider how it can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions. The Benefits Realisation Plan details outcomes achieved in supporting inclusive growth associated with capital investment projects funded by the Edinburgh and South East of Scotland City Region Deal.

The Heads of Finance and Legal Services have been consulted in the preparation of this report. Wider consultation is not required as this report does not propose a change to existing policies and practices.

## 1.0 Background

- 1.1 It is now almost seven years since the Edinburgh and South East Scotland (ESES) City Region Deal was signed. It continues to make excellent progress in delivering the £1.5 billion investment programme. The regional partnership consists of six local authorities, four universities, six colleges and the Regional Enterprise Council – made up of business, social enterprise and third sector representatives from across the region. Total expenditure for the year across the ESES City Region Deal amounted to £38.12 million.
- 1.2 The City Region Deal aims to deliver inclusive growth and create new economic opportunities from innovation. The City Region Deal's Integrated Employability and Skills programme, alongside improved transport, and housing provision, aims to ensure that communities and businesses across the region will benefit from the investment.
- 1.3 Tranche 3, the final tranche in the Fife i3 Programme was approved by the Edinburgh South East Scotland Joint Committee in the summer of 2024 and delivery will commence from April 2025.

### Fife i3 Programme

- 1.4 The Fife Industrial Innovation Investment (i3) Programme is a £58 million, ten-year programme delivered by Fife Council with funding support from the Edinburgh and South East of Scotland City Region Deal. The investment delivers new business premises and immediately available serviced employment land. These are located within existing business clusters in mid and south Fife, adjacent to the M90 and A92 growth corridors.
- 1.4.1 Table 1: By the end of Tranche 1 (March 2022) the Fife i3 Programme had delivered:

Projects Delivered	Description	Status
Acquisitions 2 sites	Ridge Way, Dalgety Bay (2.59 ha)	Completed
	Fife Interchange North, Dunfermline (6.77 ha)	
New Build 2 sites	Flemington Rd, Glenrothes (1,095 m2)	Completed
	Dunnikier, Kirkcaldy (762 m2)	

- 1.4.2 Table 2: The expected outputs from Tranche 2 are:

Projects to be delivered	Description	Status
Site Servicing	Fife Interchange North, Dunfermline (1.89ha)	Completed
	Lochgelly Site Servicing, Lochgelly (2ha) 3 parcels of land for sale.	Completed

	Ridge Way, Dalgety Bay (2.59ha)	Sale concluded 13 <sup>th</sup> September 2024
<b>Site Disposals</b>	Ridge Way, Dalgety Bay (2.59 ha)	Sale concluded 13 <sup>th</sup> September 2024
	Fife Interchange North, Dunfermline (1.89ha)	Sale concluded 8 <sup>th</sup> November 2024
	Lochgelly, Plot 1&2 (0.52ha)	Sale concluded 5 <sup>th</sup> December 2023
<b>New Build 7 sites</b>	West Way Business Units, Dalgety Bay (1393m2)	Completed
	Levenmouth Business Units Phase 1/Task Force (741m2)	Completed
	Fife Interchange North, Dunfermline Business Units (2300m2)	Completed
	Flemington Road, Glenrothes Business Units Refurb (685m2)	Onsite - Estimated completion October 2026
	Levenmouth Phase 2 Business Units (966m2)	Onsite – Estimated completion March 2027
	John Smith Business Park, Kirkcaldy Business Units (952m2)	Onsite 25/26
	Cowdenbeath Flexible Business accommodation (356m2)	Still being finalised

1.4.3 Table 3: The expected outputs for Tranche 3 are:

Projects to be delivered	Description	Status
<b>Site Servicing</b>	Levenmouth Business Park (5.47ha) Dunnikier Business Park (3.2ha) John Smith Business Park (2.78ha)	Onsite Q1 25/26 Onsite Q2 26/27 Onsite Q3 26/27
<b>New Build</b>	Glenrothes New Build (929m2) Kirkcaldy Refurb (80m2)	Site still being finalised

1.5 The Fife i3 Programme's approach to benefits realisation remains unchanged. Achieving increased sustainable economic growth and reducing inequalities are central to the City Region Deal's ambitions.

1.6 The innovation focus of the Fife i3 Programme offers an opportunity to support companies to work in new ways, to help them prosper and create new and better jobs. The Fife i3 Programme ensures that the objectives are met through the application process for potential tenants or purchasers to ensure these are let/sold to businesses with: an aspiration to grow (turnover and/or staff numbers); are enthusiastic about the benefits that new ways of working can bring and are committed to developing this; and will put fairness and equality at the heart of their workforce planning.

#### **Economic Benefits**

1.7. An Economic Impact Assessment (EIA) appraised the likely impact of the Fife i3 Programme on key economic indicators as part of its Business Case. The EIA uses economic data and evidence, alongside key assumptions to model the impact of the programme. The inputs and assumptions have been updated for the Tranche 3 Business Case.

1.7.1 Table 4: Overview of Expected Programme Benefits by end of Tranche 3

Programme Benefit	Tranche 3
Permanent jobs (net average p.a.)	772
Gross Construction Jobs (cumulative)	608
GVA per £1 invested	£18.91

## **1.8 Tenants' Feedback**

- 1.8.1 Many of the benefits from the Fife i3 Programme can be measured by an annual survey of the tenants of the new business units.
- 1.8.2 Table 5: This year, 21 tenants out of 26 provided feedback on the benefits realised, results as follows:

1.8.3 Table 5: Tenant Survey Results:

<b>Benefit</b>	<b>March 2025</b>	<b>March 2024</b>	<b>December 2022</b>
Floorspace completed (internal)	3991 m2	3250 sqm	1857sqm
Ha of Immediately Available Serviced Land	6.48ha	6.48ha	Zero
Rents achieved (£ per sq. ft)	Flemington, Glenrothes – £8 Dunnikier, Kirkcaldy – £8 Westway, Dalgety Bay - £8.50 Levenmouth - £7	Flemington, Glenrothes – £7.50 Dunnikier, Kirkcaldy – £8 Westway, Dalgety Bay - £8.50	Flemington, Glenrothes – £7.50 Dunnikier, Kirkcaldy – £8
Gross Development Yield	Flemington, Glenrothes – 2.61% Dunnikier, Kirkcaldy – 2.27% Westway, Dalgety Bay - 3.19% Levenmouth - TBC	Flemington, Glenrothes – 2.61% Dunnikier, Kirkcaldy – 2.27% Westway, Dalgety Bay - 3.19%	Flemington, Glenrothes – 2.61% Dunnikier, Kirkcaldy – 2.27%
Jobs created / safeguarded	119 new jobs, 32 safeguarded – total of 151	90 new jobs, 55 safeguarded – total of 144	40 new jobs, 32 safeguarded – total of 72
Private sector leverage (Capital investment by tenants fitting out the interior of their unit)	Flemington - £423K Dunnikier- £198K Westway - £490K Levenmouth - £72K	Flemington – £109K Dunnikier – £143K Westway - £52K The average investment per unit was £26k. The	Flemington – £103K Dunnikier – £51K  The average investment per unit was £17k

	The average investment per unit was £38K. The figure is the cumulative total.	figure is the cumulative total.	
Better Quality jobs	<p>20 out of 26 businesses confirmed they pay the Real Living Wage.</p> <p>19 out of 26 businesses provided average salaries - £30,900</p>	<p>15 out of 18 businesses confirmed they pay the Real Living Wage.</p> <p>9 out of 18 businesses provided average salaries – £27,600.</p>	<p>10 out of 11 businesses confirmed they pay the Real Living Wage.</p> <p>8 out of 11 businesses provided average salaries – £24,250.</p>
Innovation Active Companies	All tenants met this requirement. Businesses were referred to Business Gateway if required.	All tenants met this requirement. Businesses were referred to Business Gateway if required.	All tenants met this requirement. Businesses were referred to Business Gateway if required.



1.8.4 The tenants were asked what Community Benefits they are providing. Some of the examples they deliver include:

- Donate excess stock to Castle Furniture, Possible sponsorship of local basketball team, offer NHS discount.
- Buy shop / locally / use local contractors.
- Sponsorship to local charities, sponsor local football teams and athletes, make annual charitable donations at Christmas.

## 2.0 City Region Deal Annual Report 2023 - 2024

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2.1 Page 10 of the Annual Report lists the projects in the City Region Deal and their status. The City Region Deal has a comprehensive governance structure which is summarised in the diagram on Page 15 in the Annual Report. The latest Financial Statement is on Page 16 in the Annual Report.

### The City Region Deal – Summary of progress in Fife:

2.2.1 The Integrated Regional Employability and Skills (IRES) Programme and its cross-sector partnership seeks to evolve regional labour market policy and practice to help drive inclusive growth. The programme continues to focus on five improvement pillars targeting known areas of weakness or opportunity. It has supported over 548,000 (102,255 in Fife) people to improve their skills and gain new knowledge through training and/or education and helped 8,325 (1,931 in Fife) people secure employment. An additional £11.07m funding has been secured so far to enhance IRES activity.

2.2.2 Fife Council is the lead partner for the Intensive Family Support Service (IFSS), providing support to both families and individual clients. So far, the overall IFSS project has supported a total of 759 individuals (222 in Fife) and 384 families (104 in Fife). Key outcomes of the IFSS Fife project include:

- £98,741 in financial gains for families
- 19 individuals secured full or part-time employment
- 24 individuals entered full or part-time education
- 39 qualifications achieved
- 61 young people re-engaged in school
- 39 positive employability outcomes through work placements, volunteering, and vocational training.

2.2.3 The IFSS project is now entering its final phase, working alongside each local authority to address poverty in a way that meets their local need. In Fife, the Whole Family Wellbeing Fund has been used as match funding, allowing for an expanded provision of support for families who need it most.

2.2.4 In partnership with providers and local authorities, the IFSS project is leading a stigma awareness campaign called *Change the Story*, featuring the tagline "*Let's talk about poverty without the stigma.*" A dedicated website and various resources are being developed, including awareness posters and 12 stigma-focused training videos for staff.

These materials will be promoted across the region, with the goal of expanding their reach nationally.

## **Housing Infrastructure Fund**

- 2.2.5 Funding was obtained through the Housing Infrastructure Fund to support the delivery of strategic transport mitigation measures throughout Dunfermline, following the identification of a capital funding gap. These measures were deemed essential to support the development of 8,000 new homes, of which 2,000 affordable homes. The intervention measures are scheduled to align with the completion of the housing units. Therefore, each intervention must be completed at specific stages of housing completion to ensure adequate capacity and to maintain road safety to handle the increased impact. If the necessary infrastructure was not in place at these pre-determined triggers, restrictions on the planning permission require development to stop.
- 2.2.6 Two strategic transport mitigation measures have already been completed utilising the funding secured via the first phase HIF grant. The next two transport mitigation measures are currently at design stage and on schedule to be delivered on time.
- 2.2.7 The strategic development in Dunfermline will bring about significant transformation across the city. The initial phase 1 grant of £4.85 million is on track to be fully utilised, and preparations are underway to submit a phase 2 grant application. This funding has been vital in advancing key transport infrastructure projects and the second grant award would significantly close the capital funding gap.
- 2.2.8 Alongside the extensive transportation infrastructure, substantial new educational infrastructure is also required. However, there is no equivalent fund to support the development of educational infrastructure. Work with the development industry has identified an option that may be feasible, but there are challenging issues still to overcome. The Planning Service has engaged with the Scottish Government through their Stalled Sites programme to explore options to find funding mechanisms that can be used to fund the delivery of the necessary educational infrastructure. In the absence of the necessary education capacity being available, delivery of new housing across Dunfermline will stall.

## **Next Steps**

- 2.3.1 A report was presented to the Joint Committee on Friday 13<sup>th</sup> December, [item 5.3 in the papers](#), seeking approval for the ESES Local Innovation Action Plan. This aims to provide a joint mandate for future regional innovation activity and collaboration. A delivery plan will be developed and reflect community engagement and business support. The Plan identifies key clusters, such as the Forth Green Freeport and Edinburgh BioQuarter, as catalysts for aligning regional inclusive innovation excellence with national strategic economic development goals.
- 2.3.2 ESES City Region Deal are seeking commitment from Scottish and UK governments to work with regional partners on developing a second-generation City Region Deal. A report was presented to Joint Committee on Friday 7<sup>th</sup> March 2025, [item 6.5 in the paper](#) to get approval to start engagement and discussion with both governments and partners. The proposal details four detailed delivery programmes that align and build upon those already being implemented through the Regional Prosperity Framework Delivery Plan:
- Accelerated delivery of transformational strategic housing sites;
  - Delivering the Regional Innovation Action Plan;

- A new approach to labour market strategy and delivery around both economic inactivity and employer led future skills needs; and
- Delivery of regional transport and net zero infrastructure.

## 3.0 Conclusions

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- 3.1 This report outlines the highlights from the Edinburgh South East Scotland City Region Deal Annual Report for 2023/24, focusing on what is being delivered within Fife.
- 3.2 The report shows the benefits being measured, and the performance projected to be achieved at the end of Tranche 3.

### List of Appendices

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1. [City Region Deal AnnualReport 202324 A4 01.pdf](#)

### Background Papers

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

- The City Region Deal [esescityregiondeal-Deal-Document-signed-6-August-2018](#)
- City Region Deal Benefits Realisation Plan [5.3 Benefits Realisation Plan with appendices.pdf \(edinburgh.gov.uk\)](#)
- Fife Industrial Innovation Investment (I3) Programme Full Business Case for Tranche 1 (Pages 91 – 168)  
[Edinburgh South East Scotland City Region Deal Joint Committee 01.03.19.pdf](#)
- Fife Industrial Innovation Investment (I3) Programme Full Business Case for Tranche 2  
[2103 ESES Joint Committee Report Fife I3 Investment Programme FBC](#)
- Fife Industrial Innovation Investment (I3) Programme Full Business Case for Tranche 3  
[Public Pack ESES CRD Joint Committee 01/03/2024](#)
- Benefits Realisation Plan - Fife Industrial Innovation Investment (I3) Programme  
[FECS Scrutiny Public Agenda Pack 2023-06-15](#)
- Benefits Realisation Plan - Fife Industrial Innovation Investment (I3) Programme  
[Finance, Economy, and Corporate Services Scrutiny Committee \(18th April 2024\)](#)

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5 June 2025

Agenda Item No. 12

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## Progressing our Use of A.I.

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**Report by:** Charlie Anderson, Head of ICT

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**Wards Affected:** N/A

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### Purpose

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Scrutiny Committee and Cabinet Committee have requested a paper be brought forward on the potential opportunities, implications and plans for progression of AI in Fife Council.

The report outlines the potential benefits and risks associated with the adoption of Artificial Intelligence (AI) technologies within Fife Council. AI, in all its guises, is the single most impactful digital development offering transformative opportunities for enhancing service delivery, improving efficiencies, enriching jobs and achieving better outcomes for citizens.

### Recommendations

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The Committee is asked to

1. Note the current and potential range and significant benefits the Council can achieve through the use of AI technologies
2. Note the need for governed approaches to mitigate risk and build trust in AI
3. Note the impacts that the explosion of AI usage in the population can have on us as a public service provider.
4. Note that further investment in these technologies and, just as importantly, investment in adoption support that will be required to deliver potential benefits.
5. Note the roles of the Digital Programme, Digital Portfolio Board and CET Reform Board in agreeing, governing and reporting on progress

### Resource Implications

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At this stage the resource requirements for the future use of AI cannot be quantified. The Council has a dedicated change fund and this provides the means to fund future developments. Design, delivery and implementation of these solutions will be undertaken as part of the wider change programme within the Council.

### Legal & Risk Implications

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These are outlined in the report alongside proposed approaches to mitigation of these. Our existing processes of impact assessments and Council's Strategic Risk management will also ensure we remain alert to any unintended consequences arising as we progress AI.

## Impact Assessment

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An EqlA is not required because the report does not propose a change or revision to existing policies and practices, for example, annual reports or monitoring reports. Impact assessments will be carried out as required at an individual project or change level.

## Consultation

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This report has been discussed and agreed with the Digital Portfolio Board and consultations are on-going with HR and Trade Unions.

# 1 Background and context

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- 1.1 Artificial Intelligence (AI) is a rapidly developing branch of technology solutions which potentially provide a diverse range of opportunities for Fife Council to enhance service delivery, improve efficiencies, enrich jobs and achieve better outcomes for citizens.
- 1.2 This report outlines various use cases for AI within the Council, highlighting how AI is currently, and can continue to, drive benefits and improve service outcomes. Recent statements and announcements by the UK and Scottish Governments outline the growing contribution these technologies can make to meeting our future public services demands.
- 1.3 Alongside this, the report notes that, as with all new and potentially impactful technologies, we must balance our progress with careful consideration and management of associated risks and the report will also discuss those and how we aim to take a risk-balanced approach. This is essential to not only ensuring we continue to remain compliant with current and changing legislation in this area, but also that we implement solutions in such a way that we build trust and ensure public and workforce support moving forward.

# 2 The benefits of AI

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- 2.1 AI has the potential to transform service delivery and to also provide new models of sustainable service delivery. This offers a potential set of game-changing solutions and technologies, especially of note when considering the current backdrop of constrained and reducing resources and ever-increasing demand.
- 2.2 **Improved Customer Contact.** One of the more obvious benefits is to provide more responsive customer services and advice on a round-the-clock basis and outside of Council operating hours 24/7 Availability: AI agents provide round-the-clock service, allowing citizens to access services at their convenience. This ensures that essential services are always accessible, reducing wait times and improving overall customer satisfaction.
- 2.3 **Focus More of Our Resources on Complex Queries:** Employees can concentrate on more complex calls, improving customer satisfaction. By delegating routine and repetitive tasks to AI, staff members can dedicate their time and expertise to addressing more pressing and intricate issues, leading to more effective and efficient problem resolution.
- 2.4 **Enhanced Decision-Making:** AI-driven data and insight tools help councils make more informed decisions by providing comprehensive and accurate data analysis. This leads to better resource allocation, more targeted interventions, and overall improved service outcomes.

- 2.5 **Productivity, Cost Savings and Efficiencies:** AI technologies can help identify and also streamline operations and reduce the need for manual intervention, resulting in cost savings and productivity gains. This allows councils to allocate more funds and resources to other critical areas, ultimately enhancing the quality of services provided to citizens.
- 2.6 **Improved Transparency and Accountability:** The use of AI in decision-making processes ensures that decisions are based on objective data and established criteria and removing any human bias or variation. This transparency helps build trust with the public and ensures that resources are used effectively and equitably. It has to be stressed (and more on this later), this is on the assumption that the data used by AI is good quality and has no inherent bias in it.
- 2.7 **Enhanced Predictive Capabilities:** AI's ability to analyse large datasets and identify patterns enables councils to anticipate and address potential issues before they become significant problems. This proactive approach can lead to better outcomes and reduced costs in the long term. For Social Care this could mean predictive health monitoring to improve wellbeing and reduce the need for costlier health interventions. In Programmes such as No Wrong Door, AI-driven data analysis could be used in the prevention of crisis, rent arrears etc. In Education – this type of AI-driven insight could help with better and more targeted interventions to improve attainment, prevent disengagement, or even reduce classroom violence by analysing the patterns driving adverse behaviours.
- 2.8 **Reduced inspection activities.** AI can be trained to spot and assess patterns in sensed and gathered data (including data from cameras/images, video footage, sound and environmental monitors, health monitors) and detect potential failure points or issues with fewer and more focussed human interventions. Documented use of AI in medical scans – e.g. to highlight potential cancers before the human eye can spot them – are well-documented and advanced, but the growth in this technology – and reducing costs – are extending this potential far wider and into areas more relevant to Councils, such as roads or property maintenance and inspection.
- 2.9 **Scalability:** AI solutions can be easily scaled to meet the growing needs or variable demands of Fife. Combined with the fact that many AI solutions are operated “in the cloud”, this gives Fife the opportunity to scale demand up or down in line with population increases, seasonal/cyclical changes and or other external impacts driving demands on Council service. AI can help councils manage these changes effectively without a proportional increase in human resources.

### 3 A managed and governed approach.

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- 3.1 With significant levels of development and investment in AI globally the technology is developing rapidly, and we have to balance the significant opportunities we could deliver with the impact to workforce, services and people as a public services agency. In terms of societal impacts AI, as a group of technologies, has the same scale of potential, both for good or ill, as the development and growth of the internet.
- 3.2 This means we must proceed at the right pace and with the right governance to build trust, transparency and inclusivity into our processes as we deliver the solutions and technologies encompassed by the term AI. Any mis-step could hamper the potential adoption and benefits of AI.

- 3.3 At the extreme end of these risks, the development and ungoverned or unsound use of AI could result in actual exclusion issues or harm to citizens or regulatory and legal non-compliance which we will seek to eliminate through a managed and considered approach to AI governance.
- 3.4 As a fundamental, we will comply fully with the Principles laid out in the UK Government AI Playbook (February 2025) which are
- Principle 1: We know what AI is and what its limitations are
  - Principle 2: We use AI lawfully, ethically and responsibly
  - Principle 3: We know how to use AI securely
  - Principle 4: We have meaningful human control at the right stage
  - Principle 5: We understand how to manage the AI life cycle
  - Principle 6: We use the right tool for the job
  - Principle 7: We are open and collaborative
  - Principle 8: We work with commercial colleagues from the start (where appropriate)
  - Principle 9: We have the skills and expertise needed to implement and use AI
  - Principle 10: We use these principles alongside organisational policies and have the right assurance in place
- 3.5 AI governance will ensure we keep within these principles by:-
- Considering assurance and risk as core to our deployments of AI
  - Ensuring the data we use to construct and operate AI is well-governed
  - Ensuring that our use of AI follows existing robust impact analyses in terms of privacy, equalities, etc
  - Communicating clearly with stakeholders on our use and the purpose of AI.
  - Careful testing and phasing of changes proportionate to risk
  - Designing the right “human in the loop” controls in operation, including review of results and rapid correction as required
- 3.6 This will inevitably mean the Council further strengthening governance around data. Poor quality data – data which is incorrect, incomplete, out-dated or inherently biased data can result in badly functioning AI. The Council has recently established a short-life Data Strategy Working Group, chaired by the Head of Legal and Democratic Services and they will consider the necessary improvements in the ethical use of data and good Data Governance as part of their remit
- 3.7 In combination with good data governance it is essential to note that AI solutions will still require a degree of “human in the loop” safeguards. These “human in the loop controls” include one or more of the following ;-
- Human review of incorrect results and subsequent “retraining” of the AI solution
  - Human review of incorrect results and subsequent corrections to underlying erroneous data
  - Human intervention options built-in should the service user not wish to engage with an AI solution or where the AI has flagged it cannot provide a suitable response

- Human review of outputs flagged by AI where it has a reduced confidence in the answer – with appropriate affirmation or correction back to the AI solution as required
  - Appropriate levels of human review to cross-check and verify the AI response where there are significant risks of adverse human outcomes.
- 3.8 Within the work to develop a Digital Programme, we are setting out a path where we see an immediate or “First Horizon” in terms of opportunities with an inherently lower set of risks in relation to areas such as personal privacy, risks of harm/bias and risks of poor data.
- 3.9 These areas have a lower overall risk profile, e.g. they may be less dependent on good data and risks can be appropriately safeguarded by relatively simple “human in the loop” controls. As such, we can consider these as suitable for more rapid implementation if they deliver sufficient benefits as part of the future Digital Programme.
- 3.10 Examples of immediate “First Horizon” uses of AI include:-
- The use of AI in summarising case notes, minutes or discussions
  - The use of AI in generating digital content, such as reports, lesson plans/content, training materials.
  - Intelligent chatbot and voice-based (phone) interaction and signposting customers to information
  - Preventative action and inspection on property and infrastructure assets
  - AI-driven Data Analytics and Insight to pre-empt or predict adverse outcomes such as rent arrears, pupil disengagement etc,
  - Routine “content management” tasks such as foreign language translation, automated redaction of personal information, etc.
- 3.11 More advanced “Second Horizon” solutions are those which offer potentially greater opportunities to transform and deliver better outcomes, but also have greater potential risks, have a higher reliance on good and well-governed data and/or a greater potential for adverse impact to individuals. These will only be adopted once we have more carefully trialled and tested these solutions and have built trust and confidence in them.
- 3.12 Examples of these “Second Horizon” uses of AI could include: -
- Automation of routine assessments to free up staff to undertake more complex cases.
  - Two way conversational/empathetic customer interactions with AI, including giving professional advice and guidance
  - Use of AI to drive predictive and pre-emptive outcomes in Social Care through smart telecare solutions
  - AI agents handling customer engagements end-to-end, e.g. to undertake a booking or application on behalf of a citizen.
- 3.13 These more advanced uses of AI will only be undertaken once appropriate assurance is in place and undertaken. However, the potential for these to deliver service delivery improvements is significant. These more advanced uses of AI can relieve significant pressures on areas of public service delivery currently straining to meet demands.



## 4 Opportunities across the Council.

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- 4.1 We have recently conducted a “Digital Impact Review” as part of our future Digital Programme deliverables. The objective of this review was to look at the potential impact of emergent digital and technology opportunities at a high level across all Council activities and to help identify areas where these solutions would have the greatest impact or benefit. It’s no surprise to note that to undertake this exercise at Council scale rapidly, the review itself was enabled by AI and data analytics technologies.
- 4.2 At the time of writing, we are still analysing the outputs of the Review and this will be finalised as part of the Digital Programme Business Case following further discussions with Services and Directorates.
- 4.3 However, already there are significant areas which will look likely to form part of the overall “opportunity landscape” for AI across the Council. These are :-
- All Directorates and Services – the use of AI to greatly simplify and automate routine administrative and clerical, office-type activities.
  - All Directorates and Services – the use of chatbots and voice agents to handle and deal with simple enquiries, eventually extending into more “para-professional” advice and more complex/empathetic interactions as our adoption and confidence progresses.
  - All Directorates and Services – the use of AI to automatically generate digital content, such as reports, videos, presentations, translations from provided information.
  - All Directorates and Services – the use of AI to analyse, summarise and provide actionable insight from complex digital data and content and information – including video, written documentation, voice transcripts and other data sources.
  - Education – the use of AI to provide greater teaching capacity for individual pupil support, through the AI-generated creation of lesson plans, AI-mediation of submitted work and marking of assessments. and handling of pupil and parent enquiries. AI-driven analytics opportunities to provide greater insights into, and potentially actionable pre-emption of issues around pupil disengagement and poor or varied attainment.
  - Social Care – significant opportunities to reduce the paperwork burden on carers of creating case notes and summaries, e.g. from interview transcripts. Handling calls and providing simple guidance, signposting and advice. Providing opportunities (in combination with telecare sensors and technologies) to pre-empt or spot degrading health conditions or respond to “alert-able events” such as falls and take appropriate action to raise suitable alarms and notifications. Ultimately, this would directly support the objectives of providing safe and effective care for people in their own homes and free up scarce resources to deal with more complex requirements against a backdrop of growing demands.
  - Place and Community-based Services – the fusion of AI and “Internet of Things” technologies to inspect, manage and maintain and predict failures in assets and infrastructure, reducing reactions, emergencies costlier “reactive” interventions and improving customer satisfaction in Fife’s places.

- Corporate Services – to streamline and automate corporate, compliance and regulatory processes, to drive self-service through the use of bots and voice assistants. To automate the provision of less complex “para-professional” advice and guidance, allowing professionals to focus more attention on complex and involved cases.

- 4.4 As we have noted earlier, the progression of these solution will always be mindful of taking the right, well-governed and assured approaches outlined in the previous section.
- 4.5 It is also important that the right “adoption support” is in place to support staff to help integrate AI into what they do and get the most out of AI solutions. As well as investment in technology, it will be equally important to consider the investment in that adoption support to maximise the benefits we can achieve.
- 4.6 Technology is a tool which enables change, and it is critical that we take our workforce with us on this journey. Working with the Trades Unions and involving employees from the outset will be a key factor of our approach along with providing support which will include skills development and reskilling where required. As we move forward the use of AI will impact on the workforce particularly in relation to how jobs are designed. Technology changes will bring opportunities in relation to our Service Change Plans and People Plans.
- 4.7 In terms of timelines and progress, the initial opportunities will be finalised and time lined as part of our future Digital Programme and as part of the Programme Definition document currently being drafted and will be reviewed and updated as delivery progresses. Governance of the programme in terms of progress will be through the established Digital Portfolio Board and the CET Reform Board. The Reform Board will include future Digital Programme updates as part of regular Committee reporting on the Council’s delivery of change.

## **5 The impacts to the Council from external uses of AI**

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- 5.1 Any briefing on AI would not be complete without acknowledging that the use of AI in the wider population also has an impact on Fife Council. These “outside world” implications of the use of AI, introduce a number of particular risks, implications and considerations which various Services have to be alert to in terms of the rapid growth of AI globally.
- 5.2 A non-exhaustive list of examples include :-
- The growing use of AI to apply for Council positions
  - The growing use of AI by learners to achieve classroom tasks
  - The growing use of AI to introduce new and more sophisticated cyber risks to the Council and to Fife citizens
  - The emerging use of AI to interact with the Council itself, e.g. to create and respond to correspondence.
  - The potential use of AI to generate “activism at scale” to sway Council decision making
  - The current use of AI by citizens to seek advice and guidance in lieu of Council contact
  - The current use of AI for criminal intent, including the use of Generative AI to generate illegal or harmful digital content.
  - The use of AI to generate “deepfakes” to sway public opinion.

- The use of AI “bots” to exploit, monopolise or monetise service delivery, e.g. recent issues noted with mass “bot-bookings” of driving test slots.
  - The emerging use of AI by individuals or groups to harvest data at scale and quickly draw inferences and insights from that data.
  - The increasing use of AI in external and commercial agencies to undertake “assess and decide” functions which may impact Fife and its citizens
- 5.3 Many professional groups within the Council should actively assess the impacts and potential implications of the wider public use of AI in their service delivery objectives.
- 5.4 While this report focusses primarily on the risks and opportunities of AI adoption within and by the Council, it is important that Services consider not only their adoption of AI for growth and improvement, but also what risks, issues and impacts the growth in AI will have on them as the use of the technology grows globally.
- 5.5 It is important to note that we have already adopted or are trialling solutions with AI components, with appropriate safeguards in place, across the Council already – and these are referenced in Appendix A of this report, alongside their expected or realised areas of benefit.

## 6 Conclusion

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- 6.1 In conclusion, the adoption of AI technologies within Fife Council presents a transformative opportunity to enhance service delivery, improve efficiencies, and achieve better outcomes for citizens. By leveraging AI's capabilities, the Council can provide more responsive customer services, streamline operations, and make more informed decisions.
- 6.2 However, it is crucial to proceed with a well-governed approach to mitigate risks, build trust, and ensure compliance with legislation. The Council's commitment to responsible AI stewardship, as outlined in the February 2025 UK AI Playbook for Government, will guide the implementation of AI solutions in a way that benefits both the public and the workforce.
- 6.3 As we move forward, it is essential to invest not only in AI technologies but also in adoption support and governance to maximize the benefits and minimise risks. The Council's future Digital Programme will play a pivotal role in identifying and implementing AI opportunities across various services. The ongoing collaboration between departments and adherence to robust governance principles will ensure that AI is used effectively and ethically, ultimately harnessing this new, transformative potential to improve our services.

### Report Contact

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### List of Appendices

**Appendix A - Current and proposed AI solutions in the Council.**

## Appendix A. Current and proposed AI solutions in the Council (as at May 2025)

### 1. Enhancing Road Management with Vaisala Road AI

***Current Status: Operational for Street Furniture, looking to invest to extend use of AI and sensors in more preventative work in Roads***

Vaisala Road AI can significantly improve road management by providing comprehensive and objective analysis of street furniture, pavement and roadway conditions. This AI tool uses high-quality video data and advanced analytics to classify defects and support strategic pre-emptive programming and management. The benefits include:

- **Better Data for Better Decisions:** Accurate classification of defects supports strategic decision-making and pro-active programming of works
- **Cost and Time Efficiency:** Road condition reports are generated four times faster and at half the price of traditional methods.
- **Long-term Condition Tracking:** Supports tracking of condition deterioration over time to provide better decision-making information and forecasting.

### 2. Improving Income Collection with Mobysoft RentSense

***Current Status: Operational***

Mobysoft RentSense helps councils manage rent arrears more effectively through predictive analysis and automation. The benefits include:

- **Reduction in Rent Arrears:** Stirling Council saw a 22% reduction in gross rent arrears after adopting RentSense3.
- **Proactive Approach:** Early identification and intervention in arrears cases prevent escalation and financial stress for tenants.
- **Enhanced Staff Efficiency:** Allows staff to focus on cases that truly need attention, improving time management and prioritisation.

### 3. Streamlining Administrative Tasks with Microsoft Copilot

***Current status: Proving work completed in Digital Programme, approach being developed for deployment throughout the remainder of 2025***

Microsoft Copilot can be embedded in day-to-day council operations to support various administrative tasks. The benefits include:

- **Automating Routine Tasks:** Helps with writing minutes, action notes, preparing presentations, and writing reports
- **Improved Efficiency:** Reduces the administrative burden on staff, allowing them to focus on more meaningful tasks
- **Enhanced Communication:** Assists in responding to constituents' queries in a clear and concise manner

### Enhancing Customer Service with our AI Chatbot (Fiona) and our ICS.AI Phone AI Agent ("Fi")

***Current status: Fiona chatbot live, Proof of Concept on Fi completed and investment bid for deployment being prepared***

ICS.AI Phone AI can revolutionise council call centres by automating routine inquiries and improving overall efficiency. The benefits include:

- **Reduced Call Wait Times:** AI-driven technology addresses high call volumes and limited resources.
- **24/7 Availability:** AI agents provide round-the-clock service, allowing citizens to access services at their convenience.
- **Focus on Complex Queries:** Human advisors can concentrate on more complex calls, improving customer satisfaction.

## 5. Reducing Case Work Burden with Magic Notes

### ***Current status: Proof of Concept underway to assess value***

Magic Notes is an AI tool designed to help social workers and other frontline welfare staff reduce time spent on administrative tasks. The benefits include:

- **Time Savings:** Social workers save more than 12 hours per week on admin tasks.
- **Improved Focus on Care:** Allows social workers to spend more time on face-to-face engagement with clients.
- **Accurate and Compliant Reports:** AI-generated paperwork and case notes are structured and compliant.

## Decisions for Teams

### ***Current status : Pilot in Corporate Services through to March 2026 at which point decision will be taken on continued investment***

Decisions is an app that integrates with Microsoft Teams and is designed to improve meetings and meeting management. It encourages meeting preparation, so meetings are organised, effective, and productive. It also enables participants to suggest topics, leave comments, and upload attachments. The app helps keep meetings focused and on track using the time tracker feature and records actions, tasks, and decisions which synchronise with Microsoft Planner. It uses Generative AI to record, minute and create action plans from meetings, reducing administrative effort.

- **Enhanced Meeting Preparation:** Encourages well-organised and productive meetings.
- **Improved Agenda Management:** Allows users to create and manage meeting agendas, assign presenters, and attach relevant documents.
- **Interactive Agenda Building and preparation:** Enables participants to suggest topics, leave comments, and upload attachments for collaborative engagement.
- **Focused and On-Track Meetings:** Utilises a time tracker feature to keep meetings on schedule and focused on key objectives.
- **AI-driven Record Keeping:** Uses AI to generate meeting minutes, records actions, tasks, and decisions which synchronise with Microsoft Planner for efficient follow-up.

5 June 2025

Agenda Item No. 13

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## Finance, Economy and Corporate Services Scrutiny Committee Workplan

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

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**Wards Affected:** All

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### Purpose

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This report supports the Committee's consideration of the workplan for future meetings of the Committee.

### Recommendation(s)

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It is recommended that the Committee review the workplan and that members come forward with suggestions for areas of scrutiny.

### Resource Implications

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Committee should consider the resource implication for Council staff of any request for future reports.

### Legal & Risk Implications

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Committee should consider seeking inclusion of future items on the workplan by prioritising those which have the biggest impact and those which seek to deal with the highest level of risk.

### Impact Assessment

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None required for this paper.

### Consultation

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The purpose of the paper is to support the Committee's discussion and therefore no consultation is necessary.

## 1.0 Background

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- 1.1 Each Scrutiny Committee operates a workplan which contains items that fall under three broad headings: performance reporting, planning and improvement work. These items will often lead to reactive rather than proactive scrutiny. Discussion on the workplan agenda item will afford members the opportunity to shape, as a committee, the agenda with future items of business it wishes to review in more detail.

## 2.0 Conclusions

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- 2.1 The current workplan is included as Appendix one and should be reviewed by the committee to help inform scrutiny activity.

### List of Appendices

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1. Workplan

### Background Papers

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

None

### Report Contact

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Finance, Economy and Corporate Services Scrutiny Committee of 4 September 2025			
Title	Service(s)	Contact(s)	Comments
Smart Place Approach - City of Dunfermline	Business and Employability	Morag Millar	
Management of developer obligations update report	Planning	Mary J Stewart	
Fife Transient Visitor Levy Report	Place	Hilary Roberts	
Annual Procurement Report	Finance and Corporate Services	Caroline Macdonald	

Finance, Economy and Corporate Services Scrutiny Committee of 13 November 2025			
Title	Service(s)	Contact(s)	Comments
Attendance Management Update Report	Human Resources	Sharon McKenzie	
Bad Debts Annual Report 2024-2025	Finance and Corporate Services, Housing Services	Les Robertson, John Mills	
Finance & Corporate Services Directorate Performance Report	Finance and Corporate Services	Eileen Rowand	
Business Gateway Fife Annual Performance Report	Business and Employability	Pamela Stevenson	
Business & Employability Services Annual Report	Business and Employability	Morag Millar, Pamela Stevenson, Kirsty Martin-ep	
Attendance Management Annual Update Report	Human Resources	Sharon McKenzie	
Planning Services - Annual Service Review Report	Planning	Pam Ewen	

Finance, Economy and Corporate Services Scrutiny Committee of 22 January 2026			
Title	Service(s)	Contact(s)	Comments
Forward Work Programme			



Finance, Economy and Corporate Services Scrutiny Committee of 22 January 2026			
Title	Service(s)	Contact(s)	Comments
2025/26 Capital Monitoring Projected Outturn – Finance and Corporate Services Directorate	Finance and Corporate Services	Donna Grieve, Elaine Muir	
2025/26 Revenue Monitoring Projected Outturn – Finance and Corporate Services	Finance and Corporate Services	Donna Grieve, Elaine Muir	
2025/26 Revenue Monitoring Projected Outturn – Planning Service, Business and Employability Service	Place, Finance and Corporate Services	Jackie Johnstone, Ashleigh Allan	
2025/26 Capital Monitoring Projected Outturn – Business and Employability Service	Place, Finance and Corporate Services	Jackie Johnstone, Ashleigh Allan	

Finance, Economy and Corporate Services Scrutiny Committee of 26 March 2026			
Title	Service(s)	Contact(s)	Comments
Forward Work Programme			

Finance, Economy and Corporate Services Scrutiny Committee of 4 June 2026			
Title	Service(s)	Contact(s)	Comments
Smart Place Approach - City of Dunfermline Annual Report	Business and Employability	Morag Millar	
Tay Cities Deal Annual Report	Business and Employability	Morag Millar, Carlene Simpson	
Annual Report - Edinburgh & South East Scotland City Region Deal	Business and Employability	Morag Millar, Carlene Simpson	
Annual Health & Safety Report	Human Resources	Stevie Murray, Steven Michie	

Finance, Economy and Corporate Services Scrutiny Committee of 4 June 2026			
Title	Service(s)	Contact(s)	Comments
Assets & Estates Update	Property Services	Michael Ogorman	

Finance, Economy and Corporate Services Scrutiny Committee of 3 September 2026			
Title	Service(s)	Contact(s)	Comments
Management of Developer Obligations Annual Report	Planning	Mary J Stewart	
Planning Services - Annual Service Review Report 2023-2024	Planning	Pam Ewen	
Annual Procurement Report	Finance and Corporate Services	Caroline Macdonald	

Finance, Economy and Corporate Services Scrutiny Committee of 12 November 2026			
Title	Service(s)	Contact(s)	Comments
Bad Debts Annual Report	Finance and Corporate Services, Housing Services	Les Robertson, John Mills	
Finance & Corporate Services Directorate Performance Report	Finance and Corporate Services	Eileen Rowand	
Business Gateway Fife Annual Performance Report	Business and Employability	Pamela Stevenson	
Business & Employability Services - Annual Report	Business and Employability	Pamela Stevenson, Morag Millar, Kirsty Martin-ep	

Finance, Economy and Corporate Services Scrutiny Committee of 28 January 2027			
Title	Service(s)	Contact(s)	Comments
Annual Procurement Report	Finance and Corporate Services	Caroline Macdonald	

Finance, Economy and Corporate Services Scrutiny Committee of 28 January 2027			
Title	Service(s)	Contact(s)	Comments
2026/27 Capital Monitoring Projected Outturn – Business and Employability Service	Place, Finance and Corporate Services	Jackie Johnstone, Ashleigh Allan	
2026/27 Revenue Monitoring Projected Outturn – Planning Service, Business and Employability Service	Place, Finance and Corporate Services	Jackie Johnstone, Ashleigh Allan	
2026/27 Capital Monitoring Projected Outturn – Finance and Corporate Services Directorate	Finance and Corporate Services	Donna Grieve, Elaine Muir	
2026/27 Revenue Monitoring Projected Outturn – Finance and Corporate Services	Finance and Corporate Services	Donna Grieve, Elaine Muir	

Unallocated			
Title	Service(s)	Contact(s)	Comments
report on support and services for elected members	Finance and Corporate Services	Lindsay Thomson	