

# People and Communities Scrutiny Committee

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



Thursday, 29 February, 2024 - 10.00 a.m.

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## AGENDA

Page Nos.

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST** – In terms of Section 5 of the Code of Conduct Members of the Committee are asked to declare any interest(s) in particular items on the agenda and the nature of the interest(s) at this stage.
3. **MINUTE** – Minute of meeting of People & Communities Scrutiny Committee of 16 November 2023. 4 – 8
4. **CHANGE OF MEMBERSHIP** – committee to note that Councillor Jonny Tepp replaces Councillor Allan Knox as a member of this scrutiny committee.
5. **POLICE SCOTLAND PERFORMANCE REPORT 2024/2024 – QUARTERS 1 AND 2** – Report by the Chief Inspector, Police Scotland, 9 – 24
6. **COMMUNITIES & NEIGHBOURHOODS ANNUAL REPORT** – Report by the Head of Communities and Neighbourhoods. 25 – 38
7. **FIFE GOLF TRUST ANNUAL REPORT** – Report by the Head of Communities and Neighbourhoods 39 – 53
8. **FIFE SPORTS AND LEISURE TRUST (FSLT)- ANNUAL REVIEW** – Report by the Head of Communities and Neighbourhoods 54 – 63
9. **ONFIFE (FIFE CULTURAL TRUST) – ANNUAL PERFORMANCE REPORT** – Report by the Head of Communities and Neighbourhoods 64 – 88
10. **FIFE COAST & COUNTRYSIDE TRUST ANNUAL PERFORMANCE REPORT** – Report by the Head of Communities and Neighbourhoods 89 – 97
11. **CAFÉ INC- SCRUTINY WORKING GROUP** – Report by the Executive Director - Communities 98 – 108
12. **FIFE COUNCIL DUTY OF CANDOUR ANNUAL REPORT 2022/23** – Report by the Principal Social Work Officer, Health and Social Care 109 – 118
13. **TEMPORARY ACCOMMODATION PRESSURES** – Report by the Head of Housing Services 119 – 123
14. **VOIDS SERVICE IMPROVEMENT** – Report by the Head of Housing Services 124 – 133
15. **UPDATE ON HOUSING FUNCTIONAL NEEDS ASSESSMENTS** – Report by the Head of Housing Services 134 – 138
16. **HOUSING REVENUE CAPITAL ACCOUNT: PROPERTY ACQUISITIONS UPDATE 2023-24** – Report by the Head of Housing Services 139 – 144

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| 17. | <b>2023-24 REVENUE BUDGET PROJECTED OUTTURN – COMMUNITIES –</b><br>Joint Report by the Executive Director - Communities and the Executive Director Finance & Corporate Services  | 145 – 150 |
| 18. | <b>2023-24 REVENUE BUDGET &amp; CAPITAL PLAN PROJECTED OUTTURN - CHILDREN &amp; FAMILIES AND CRIMINAL JUSTICE SERVICES –</b> Joint Report by the Head Children & Families & Criminal Justice and the Executive Director Finance & Corporate Services | 151 – 158 |
| 19. | <b>2023-24 REVENUE BUDGET PROJECTED OUTTURN - HEALTH &amp; SOCIAL CARE –</b> Joint Report by the Executive Director Finance & Corporate Services and the Director of Health & Social Care.   | 159 – 165 |
| 20. | <b>2023-24 CAPITAL PLAN PROJECTED OUTTURN – HEALTH &amp; SOCIAL CARE –</b> Joint Report by the Executive Director Finance & Corporate Services and the Director of Health & Social Care.   | 166 – 171 |
| 21. | <b>PEOPLE &amp; COMMUNITIES FORWARD WORK PROGRAMME –</b> Report by the Executive Director Finance & Corporate Services   | 172 – 175 |

**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.**

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Finance and Corporate Services

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Glenrothes  
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22 February, 2024

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Agendas and papers for all Committee meetings can be accessed on  
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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 - PEOPLE AND COMMUNITIES SCRUTINY COMMITTEE –  
BLENDED MEETING**

**Committee Room 2, 5<sup>th</sup> Floor, Fife House, North Street, Glenrothes**

**16 November, 2023**

**10.00 am – 12.45 pm**

**PRESENT:** Councillors Eugene Clarke (Convener), Alycia Hayes (substituting for Councillor Brian Goodall), Blair Allan, Ken Caldwell, Alex Campbell, Allan Knox, Donald Lothian, Julie MacDougall, Kathleen Leslie (substituting for Councillor Peter Gulline), Lynn Ballantyne-Wardlaw (substituting for Councillor Sam Steele), Lynn Mowatt, Bailey-Lee Robb, Ann Verner, Darren Watt and Jan Wincott.

**ATTENDING:** Michael Enston, Executive Director - Communities; Diarmuid Cotter, Head of Customer and Online Services; Paul Vaughan, Head of Communities and Neighbourhoods, Ashley Birrell, Policy Officer, Community Investment, Communities and Neighbourhoods Service; Alan Paul, Head of Property Services; John Mills, Head of Housing Services; Christine Moir, Head of Children and Families and Criminal Justice; Fiona McKay, Head of Strategic Planning, Performance and Commissioning Manager, Health and Social Care Partnership; Alison Binnie, Finance Business Partner, Helen Guthrie, Accountant, and Lesley Kenworthy, Finance Business Partner, Finance and Corporate Services and Michelle Hyslop, Committee Officer, Committee Services, Legal and Democratic Services.

**ALSO ATTENDING:** David Redpath, Chief Executive and Sarah Somerville, Business Development Manager, Citizens Advice and Rights Fife (CARF).

**APOLOGIES FOR ABSENCE:** Councillors Brian Goodall, Peter Gulline and Sam Steele.

Prior to the start of business, the Convener intimated the intention to vary the sequence of items from that on the agenda to take items 6 (para 90) and item 10 (para 91) consecutively due to the presenting officer having to leave the meeting early.

**86. DECLARATIONS OF INTEREST**

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

**87. MINUTE**

The committee considered the minute of the People and Communities Scrutiny Committee meeting of 31 August 2023.

**Decision**

The committee agreed to approve the minute.



**88. CITIZENS ADVICE & RIGHTS FIFE – PERFORMANCE REPORT**

The committee considered a report by the Head of Communities and Neighbourhoods updating members on the performance of the Citizens Advice and Rights Fife (CARF) during 2022/23.

**Decision**

The committee noted: -

- (1) the report and appendices;
- (2) the proactive approach that CARF had taken to manage the demand; and
- (3) the plans relating to increased capacity and the wider impact this had on those people accessing services.

**89. CUSTOMER & ONLINE SERVICES ANNUAL REPORT**

The committee considered a report by the Head of Customer and Online Services presenting the performance scorecard for Customer and Online Services for 2022/2034 and including the first two quarters of 2023-2024.

**Decision**

The committee noted: -

- (1) the arrangements set out in Section 1 of the report to fulfil the Council's obligation to comply with Audit Scotland's 2021 SPI Direction; and
- (2) the performance information in Section 2 of the report, which included current challenges/priorities and risks. A high-level overview of KPI's was included in Appendix 1 which covers the Local Government Benchmarking Framework (LGBF), Plan for Fife (P4F), Customer and Resources and Services operations.

**90. CHIEF SOCIAL WORK OFFICER REPORT 2022-2023**

The committee considered a report by the Head of Children and Families and Criminal Justice Services providing members with updated information in relation to the Chief Social Work Officers Report and the financial position for 2023-2024.

**Decision**

The committee noted the content of the report.

**91. 2023-24 REVENUE BUDGET & CAPITAL PLAN PROJECTED OUTTURN - CHILDREN & FAMILIES AND CRIMINAL JUSTICE SERVICES**

The committee considered a joint report by the Head of Children and Families and Criminal Justice Services and the Executive Director Finance and Corporate Services updating members on the forecasted financial position for the 2023-24 financial year, including the areas in scope of the People and Communities

## 2023 PCS 38

Scrutiny Committee in relation to Children and Families and Criminal Justice Services.

### **Decision**

The committee: -

- (1) considered and noted the current financial performance and activity detailed in the report in relation to both the revenue budget and capital plan; and
- (2) noted the projected outturn position and the relevant areas of projected over and under spend within the service.

*The meeting adjourned at 11.30am and reconvened at 11.40am.*

*Councillor Kathleen Leslie left the meeting at this stage.*

### **92. SWAN AND MEMORIAL COURT METHIL**

The committee considered a joint report by the Head of Property Services and the Head of Housing Services updating members on the recladding works carried out in 2012/2013 to improve the insulation of the multistorey blocks at Swan and Memorial Court following a request by the Cabinet Committee on 5 October 2023.

### **Decision**

The committee: -

- (1) noted the content of the report and the lessons learned; and
- (2) agreed that a further update report on the lessons learned would be considered at a future meeting of the committee in early 2024.

### **93. 2023-24 REVENUE BUDGET PROJECTED OUTTURN – COMMUNITIES**

The committee considered a joint report by the Executive Director, Finance and Corporate Services and the Executive Director, Communities providing an update on the revenue budget projected outturn position for the 2023/2024 financial year for Communities and the Housing Revenue Account (HRA) including the areas in scope of the People and Communities Scrutiny Committee.

### **Decision**

The committee considered and noted the current financial performance and activity for the 2023/24 revenue budget projected outturn as detailed in the report.

### **94. 2023-24 CAPITAL PLAN PROJECTED OUTTURN – COMMUNITIES**

The committee considered a joint report by the Executive Director, Finance and Corporate Services and the Executive Director, Communities providing an update on the Capital investment plan and advised on the projected financial position for the 2023/24 financial year.

**Decision**

The committee considered and noted the current performance and activity for the 2023/24 capital monitoring as detailed in the report.

**95. 2023-24 REVENUE BUDGET PROJECTED OUTTURN – HEALTH & SOCIAL CARE**

The committee considered a joint report by the Director of Health and Social Care and the Executive Director, Finance and Corporate Services updating members on the 2023-24 revenue budget projected out-turn for Fife Council Social Care Services for Adults and Older People.

**Decision**

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

**96. 2023-24 CAPITAL PLAN PROJECTED OUTTURN – HEALTH & SOCIAL CARE**

The committee considered a joint report by the Executive Director, Finance and Corporate Services and the Director of Health and Social Care updating members on the Health and Social Care Capital Investment Plan review and advising on the projected out-turn for the 2023-24 financial year for the People and Communities Scrutiny Committee.

**Decision**

The committee considered and noted the current performance and activity across the 2023-24 financial monitoring as detailed in the report.

**97. PEOPLE & COMMUNITIES FORWARD WORK PROGRAMME**

The committee considered a report by the Executive Director Finance and Corporate Services, asking members to consider the future workplan for the People and Communities Scrutiny Committee.

**Decision**

The committee: -

- (1) considered and noted the People and Communities Scrutiny future workplan;
- (2) agreed that an update report on Café Inc would be brought back to the next meeting in February 2024 following a request that the café inc working group required to have a further meeting prior to the report coming back to committee;
- (3) agreed that an annual report on activities of the IJB would be submitted to the committee and that annual report would replace the following items on the forward work programme - including “day care provision” and “self directed care packages”; and
- (4) noted that a further review of the forward work programme would take place and any items suggested from members would be considered for

## **2023 PCS 40**

inclusion in the updated forward work programme should it be relevant under the remit of the People and Communities Scrutiny Committee.

29 February 2024  
Agenda Item No. 5

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## **Police Scotland Performance Report Quarters 1 and 2, 2023/2024.**

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**Report by:** Chief Superintendent Derek McEwan, Police Scotland

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**Wards Affected:** All

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### **Purpose**

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To enable local elected members to have oversight of Fife Division performance.

### **Recommendation(s)**

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Members are encouraged to scrutinise the performance report for this period.

### **Resource Implications**

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N/A

### **Legal & Risk Implications**

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There are no legal or risk implications arising from this report.

### **Impact Assessment**

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The information contained in this report is public facing, which mitigates any impact.

### **Consultation**

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Information contained within this report has been abstracted from Police Scotland's Quarterly Council Area Report.

## 1.0 Background

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Performance in relation to the identified policing priorities is monitored and reviewed internally on a weekly basis. Reports are produced to allow scrutiny by the Environment, Protective Services and Community Safety Committee. This report covers the period from 1<sup>st</sup> April 2023 to December 2023

## 2.0 Issues and Options

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None.

## 3.0 Conclusions

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Data provided in this report is for information purposes to allow Board Members to conduct their scrutiny responsibilities.

### List of Appendices

1. Fife Division Performance Report – Q1 & Q2

### Background Papers

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

<https://www.scotland.police.uk/spa-media/iqtd2qgf/management-information-division-area-report-quarter-1-2021-22.pdf>

### Report Contact

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Fife Division  
Performance  
Report –  
Q1 & Q2  
2023/24



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Report for the Environment, Protective Services and Community Safety  
Committee from Police Scotland, P Division (Fife) – April 2023 to  
December 2023 (Quarter 1 & Quarter 2).

## *Our Vision*

Sustained excellence in service and protection.

## *Our Purpose*

To improve the safety and wellbeing of people, places and communities in Scotland.

## *Our Values*

Integrity, Fairness and Respect





## **INTRODUCTION**

This document provides a summary of Police Scotland, Fife Division's performance for the reporting period between 1<sup>st</sup> April 2023 and 31<sup>st</sup> December 2023 (Quarters 1 & 2).

The document is for review by local elected members at the Environment, Protective Service and Community Safety Committee.

The report aims to provide information and a brief assessment of performance, with accompanying context. Numerical comparisons are provided based upon the same reporting period for the previous year (2022).

This report references the crime groups used by territorial divisions within Police Scotland to report recorded crime statistics, these are:

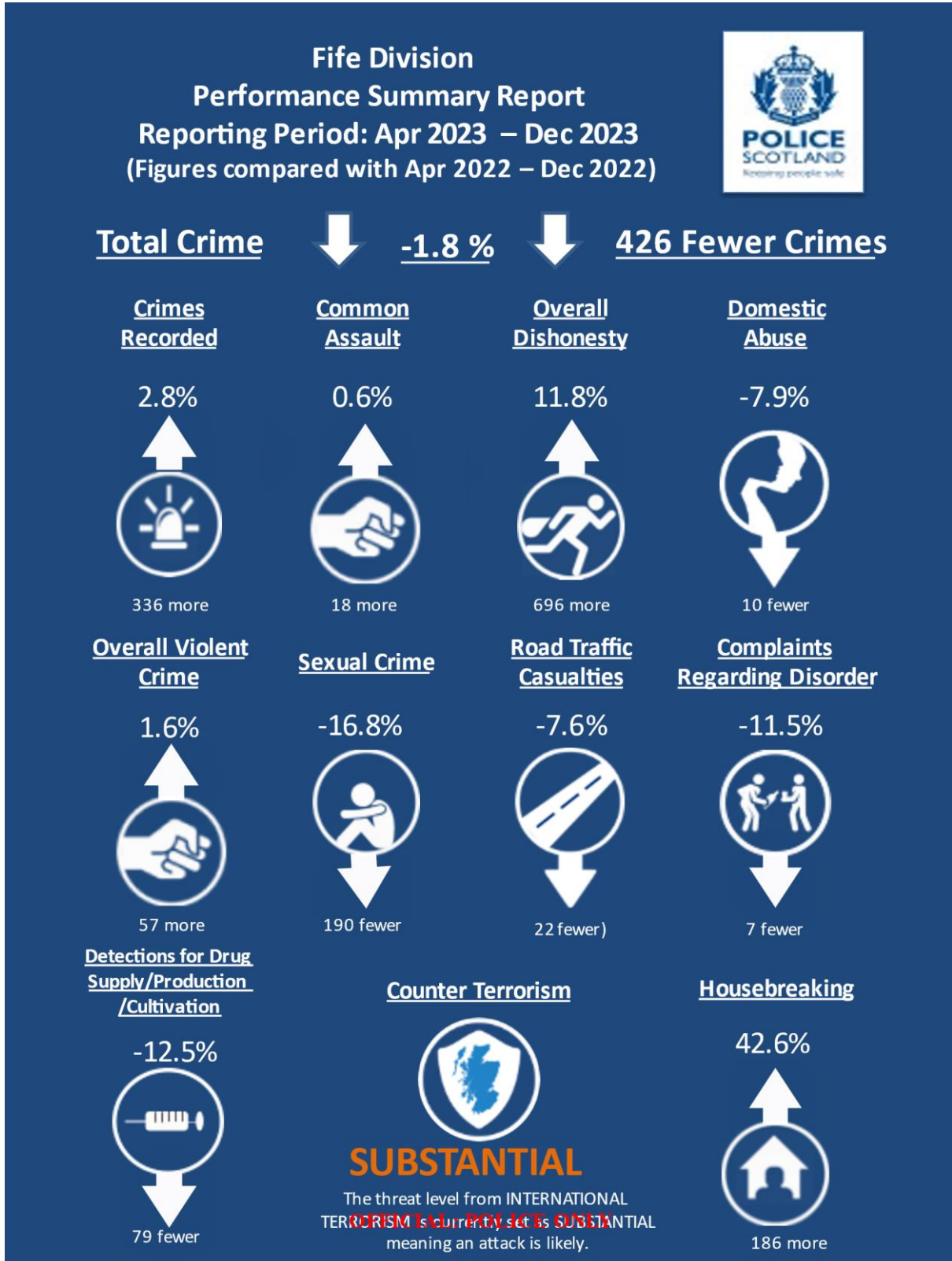
- Violence, Disorder and Antisocial Behaviour,
- Serious Organised Crime,
- Counter Terrorism and Domestic Extremism,
- Protecting People at Risk of Harm,
- Road Safety and Road Crime, and
- Acquisitive Crime.

The report will further reference Fife's own divisional priorities, which were identified by the communities of Fife, namely:

- Anti-Social Behaviour,
- Substance Misuse,
- Acquisitive Crime,
- Violent Crime,
- Road Safety,
- Protecting people at risk of harm, and
- Threats to public safety.

These divisional priorities are embedded in The Plan for Fife which strives to provide; opportunities for all, thriving places, inclusive growth and jobs and community led services. It is hoped that the report that follows will demonstrate how our policing priorities are delivering on the plan set out by the Environment, Protective Services and Community Safety Committee.

# PERFORMANCE SUMMARY DEMAND

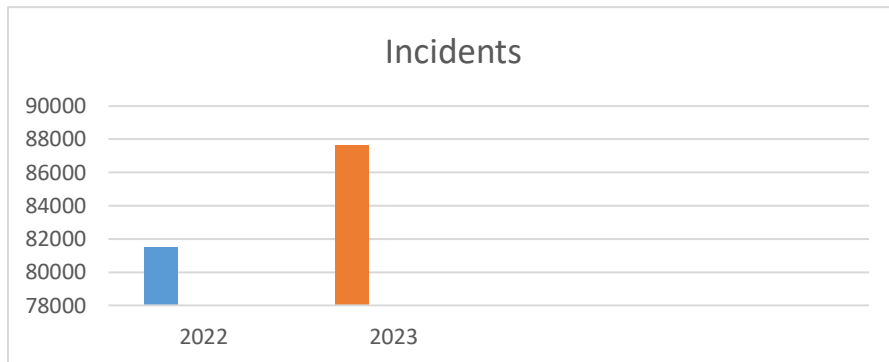


## ANALYSIS: April – December 2023

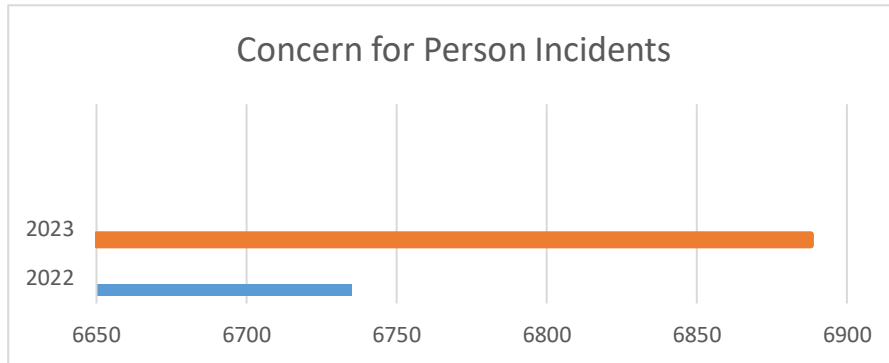
Crime	2022	2023	Incidents	2022	2023
Total Crimes & Offences	23871	23445	Total Number of Incidents	81525	87657

The graphic below highlights there was a decrease in call demand during Q's 1 and 2. There were 6132 less calls (a decrease of 7.5%). Recorded incidents are still lower than they have been compared to the 5 year average where there were 2758 less calls (3.2% decrease) and compared to the 3 year average where there were 6306 more calls (7.8% increase). It can be seen that there is a slight decrease (1.8%) in recorded crime compared to the same period in 2022.

During the reporting period there were 2991 missing person enquiries. A rise of 296 (11%) from the previous year. The Q1 & Q2 figure, however, is down on the 5 year average with 304 less incidents, a reduction of 10.2%. It is recognised that there is a steady increase year on year when comparing the figures to the 3 year average, which highlights this reporting period showing an increase of 24.9% on the 3 year average.



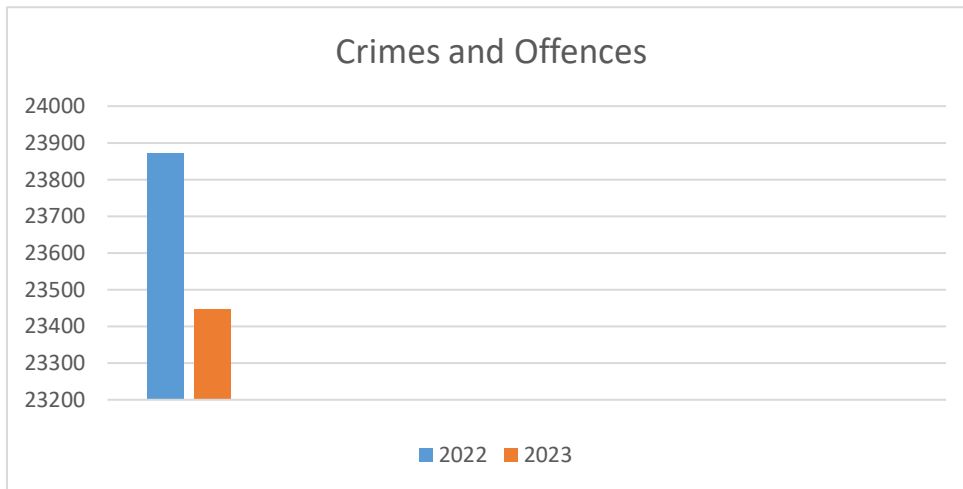
In relation to concern for person incidents, a rise in demand has been apparent for 2023/2024 year to date, however this is slowing/reducing and is now only 2.3% up on last year.



The total number of crimes and offences within the division decreased during Q's 1 and 2 by 1.8%. The decrease has been minimal. There has been a significant rise of 11.8 % in crimes of dishonesty with notable increases in thefts namely housebreaking, theft of vehicles and theft by shoplifting. As a result the overall detection rate within Fife has dropped by 10.6% but remains one of the highest detection rates in Police Scotland.

Domestic Abuse incidents that Police attend have reduced over this reporting period by 16%.

With overall recorded crime in Fife shows a 1.8% reduction.



# VIOLENCE

		Apr 22 – Dec 22	Apr 23 – Dec 23	Change	% Change
1	Total No Group1: Crimes of Violence	545	550	5 >	0.9
2	Murder	0	1	1 >	100
3	Attempted Murder	10	17	7 >	70
4	Culpable Homicide (common law)	0	0	-	-
5	Culpable Homicide (other)	0	1	1 >	100
6	Serious Assault	148	125	23 <	-15.5
7	Serious Assault detection rate	90.5	90.4	0.1 <	-0.1
8	Robbery	73	96	23 >	31.5
9	Robbery detection rate	86.3	70.8	5 >	-15.5
10	Common Assault	2937	2955	18 >	0.6
11	Common Assault detection rate	75.4	74.7	-0.7 >	-0.7

## Violent Crime



## Operation Path

Fife Division’s activity to reduce violent behaviour will be coordinated under Operation Path. Analysis provides that falling victim to physical violence in Fife is reducing.

During the reporting period there has been a reduction in serious assaults, down 15.5%, the detection rate for these crimes has reduced fractionally by -0.1%. The detection rate does remain high at 90.4% and is one of the highest detection rates in Scotland. A total of 2955 common assaults were recorded which is more than the previous year, the divisions detection rate remains stable and in is again high compared to other areas of Scotland.

Notably there has been an increase in robberies during the reporting period up from 73 to 96, the detection rate for these offences has decreased from 86.3% to 70.8 %. It can be noted that much of the increase in robberies appears to be crimes committed by, and upon, those who have underlying issues of drug addictions. This can make the investigations sometimes more challenging.

## DISORDER AND ANTI-SOCIAL BEHAVIOUR

		Apr 22 – Dec 22	Apr 23– Dec 23	Change	% Change
12	Number of complaints regarding Disorder	12221	12520	299 >	2.4
30	Vandalism & Malicious Mischief detection rate	36.9	35.5	1.4 <	-1.3
31	Fire Raising	49	51	2 >	4.1
32	Anti-Social Behaviour incidents where alcohol is reported.	60	53	7 <	-11.7

### Anti-social Behaviour / Disorder



### OPERATION PREVAIL

Operation Prevail is the action plan that underpins the division’s strategy to deal with anti-social behaviour. P Division continue to work with Safer Communities and the Youth Offender Management Group in a bid to further reduce ASB.

Complaints regarding disorder have increased from 12221 to 12520, an increase of 299 *incidents* or 2.4%. This increase is less than when compared to the 3 year average which sees a reduction of 14.4%. A small portion of this decrease will be partly driven by the change in COVID restrictions as reports of restriction breaches were recorded as anti-social behaviour/disorder.

There has been a decrease in reported vandalism and instances of malicious mischief, of 159 reports there is a slight reduction in detection rates of 1.3%

## SERIOUS ORGANISED CRIME

		Apr 22 – Dec 22	Apr 23– Dec 23	Change	% Change
25	Number of detections for drugs supply, drugs production, drugs cultivation	120	99	21 <	-17.5

### Drug Dealing / Drug Misuse



### OPERATION PROSPECT

Within Fife, there are continued efforts to tackle the illicit possession and distribution of controlled drugs. Substance misuse is intrinsically linked to other forms of criminality such as violence and acquisitive crime.

Intelligence received from members of the community, either reported to the police directly or via Crimestoppers coupled with proactive work by officers from Fife Division has resulted in 655 crimes or offences being recorded relating to drugs: both supply and possession.

Over the reporting period there was a large number of controlled drug seizures throughout the division that equated to an estimated street value of 5.7 million.

Through the use of Op Pinnacle a recovery of 3430 cannabis plants were seized with an estimated street value of approximately £2.7 million.

A seizure of Class A drugs including Cocaine, Ecstasy and Ketamine with a estimated street value of about £530k.

Also of note, 328kg of cannabis (estimated street value £3,300,000) was recovered destined for the streets of Fife.

There has been a decrease in the number of reports for supply offences submitted to the Procurator Fiscal compared to this time last year. There have been 21 fewer supply cases reported which is a reduction of 17.5%

**OFFICIAL**

	<p>The division continues to run Operation Pinnacle, this operation targets those involved in Organised Crime and who cause the most harm to the communities of Fife. This operation is specifically aimed at reducing the risks associated with “County Lines” drug dealing as well as “Cuckooing”.</p>
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# PROTECTING PEOPLE AT RISK OF HARM

		Apr 22 – Dec 22	Apr 23 – Dec 23	Change	% Change
33	Number of Sexual Crimes	1130	940	190 <	-16.8
34	Sexual Crimes detection rate	63.8	67.2	3.4 >	3.4
35	Rape detection rate	61.7	56.8	4.9 <	-5.0
35a	National Rape detection rate	51.4	51	0.4<	-0.4

## Protecting People at Risk of Harm



### PUBLIC PROTECTION UNIT

The number of sexual crimes recorded in the division during the reporting period has decreased from 1130 to 940. It is important to note that sexual crimes include both crimes against a person as well as non-contact offences.

The very nature of sexual crimes, the fact that they often take place in privacy and the need in Scottish law for corroboration make these particularly challenging to detect. The division’s performance in this area is one of the best in the country.

P Division continues to have the highest number of sexual offences and in particular Rape in Scotland when compared to the rate per 10k of population. The division also has some of the highest detection rates for Rape and other sexual crime.

Domestic Abuse offending has seen an 7.9% reduction in crimes being recorded on this time last year and an increase in detection rates to 76.7%.

It is a credit to the division that people have the confidence in the service to report these offences. Reporters know that they will be treated tactfully and with respect and that the investigation will be robust with their needs at the heart of it.

## ROAD SAFETY AND ROAD CRIME

		Apr 22 – Dec 22	Apr 23 – Dec 23	Change	% Change
36	Dangerous Driving	165	120	45 <	-27.3
37	Speeding	861	917	101 >	6.5
38	Disqualified Driving	49	49	-	-
39	Driving without a Licence	253	244	9 <	-3.6
40	Insurance	613	625	12 >	2
41	Seat Belts	185	192	7 >	3.8
42	Mobile Phone	239	177	62 <	-25.9
43	Drink/Drug Driving	327	356	29 >	8.9%

		Apr 22 – Dec 22	Apr 23 - Dec 23	Change	% Change
36	People Killed	6	11	7 >	83
37	People Seriously Injured	73	86	13 >	18
38	People Slightly Injured	209	171	38 <	-18
39	Killed/Seriously Injured (Adults)	6	11	7 >	83
40	Killed/Seriously Injured (Children)	0	0	0	-

### Road Safety and Road Crime



#### OPERATION PARAMOUNT

Jointly, fatalities and those seriously injured in road traffic collisions have increased significantly across the division however it should be noted that fatalities on their own have risen by 7 deaths. Work continues to promote road safety to all communities in Fife.

# ACQUISITIVE CRIME

		Apr 22 – Dec 22	Apr 23 – Dec 23	Victims	% Change
26	Theft by Housebreaking (including attempts)	437	623	186 >	42.6
27	Theft by Housebreaking (including attempts) detection rate	34.3	23.8	-	-10.6
28	Theft by Shoplifting	2119	2493	374 >	17.6
29	Theft by Shoplifting detection rate	57.5	47.2	-	-10.3
30	Theft of Motor Vehicles	554	743	189 >	34
31	Theft of Motor Vehicles detection rate	35.9	44.4	-	8.5

## Acquisitive Crime



### OPERATION PRINCIPLE

Overall, there was a 11.8% rise, 696 more reports, in crimes of dishonesty in Fife. This figure is at a 5 year high sitting at 6605 crimes or offences for Q1 & Q2. It is assessed that the cost of living crisis has led to a significant portion of this increase. Supporting this assessment is the 17.6% increase in theft by shoplifting. The division will continue to work with partners and the Business Resilience Centre to target harden premises in an effort to deter offenders.

Theft of motor vehicles has significantly increased by 34%. The implementation of Operation Enzone, which targets the keyless theft of high valued motor vehicles. This has had a positive effect on the detection rate of these crime types.

P division continues to have the largest rise nationally, which is an increase of 39%, but has one of the highest detection rates in Scotland for this offence.

Recognising the social inequalities faced by some areas of Fife, the division focussed resources on tackling this crime type. While ensuring that when identified those struggling to survive are signposted to support intervention.

## HATE CRIME

		Apr 22 – Dec 22	Apr 23 – Dec 23	% Change
19	Hate Crime offences detection rate	81.3%	55.4%	-25.9%

Number of Hate Crimes				
	Apr 22- Dec 22	Apr 23- Dec 23	change	% Change
Total	397	373	24 <	-6
Disability	52	57	5 >	9.6
Sexual Orientation	110	97	13 >	-11.8
Racial	218	199	19 <	-8.7
Religious	16	11	5 <	-31.3
Transgender	1	9	8 >	80

Reported hate crime in Fife has shown a decrease of 13.2% (down 44 instances) in this reporting period when compared against the previous year.

Hate crime in Fife are frequently reported by 3<sup>rd</sup> parties, these reports originate from educational establishments, community centres and equalities centres. Recognising this and that hate crime may have gone under reported in previous years, P Division’s Equalities Team refreshed the 3<sup>rd</sup> Party Reporting process in 2022. This saw training sessions delivered to over 200 people and supported the opening of 12 new 3<sup>rd</sup> party reporting centres. Fifes Hate Crime Core Group will continue to work to facilitate the sharing of information between key partners, breaking down barriers between the hard to reach groups and the Police.

On the 1<sup>st</sup> of April 2024 the new Hate Crime and Public Order (Scotland) Act goes live, which will provide equal protections for all social groups, sending the message to all that hate crime will not be tolerated. Mandatory training is currently underway to help prepare officers for the implementation of the new act. The key changes to the existing legislation are namely the consolidating of the legislation into a single act, addition of Age and Variations in Sex Characteristics, a new crime of stirring up hatred against any of the protected characteristics covered by the Act and abolition of the crime of Blasphemy.

29 February 2024

Agenda Item No. 6

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## Communities & Neighbourhoods Annual Performance Report

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

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**Wards Affected:** All

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### Purpose

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To present annual performance reports for the Communities and Neighbourhoods Service, for 2022/23.

### Recommendation(s)

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Members are asked to: -

1. Note the arrangements set out in **Section 1.0** to fulfil the Council's obligation to comply with Audit Scotland's 2021 SPI Direction.
2. Consider the performance information in **Section 2.0**, including current challenges/priorities and Risks. A high-level overview of services KPIs is attached in Appendix 1 covering 4 lenses: Local Government Benchmarking Framework (LGBF) / Plan for Fife (P4F), Customer, Resources and Service Operations.

### Resource Implications

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None

### Legal & Risk Implications

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There are legal requirements highlighted within this report, linked to a risk of regulatory intervention if the Council does not adhere to the standards and expectations set by Audit Scotland.

### 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.

### Consultation

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None required.

## 1.0 Background

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- 1.1 Audit Scotland published an update on Statutory Performance Direction in December 2021. The Council is required to report a range of information setting out:
- i. Its performance in improving local public services, provided by both (i) the council itself and (ii) by the council in conjunction with its partners and communities.
  - ii. Its progress against the desired outcomes agreed with its partners and communities.
  - iii. Its performance in comparison (i) over time and (ii) with other similar bodies including information drawn down from LGBF in particular and from other benchmarking activities.
  - iv. Its assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment.
- 1.2 Below is a Link to the Direction Statutory Performance Indicators (revised) published in December 2021: -
- [The Publication of Information \(Standards of Performance\) Direction 2021 Statutory Performance Indicators \(audit-scotland.gov.uk\)](https://www.audit-scotland.gov.uk/publication-of-information-standards-of-performance-direction-2021-statutory-performance-indicators)

## 2.0 Performance Reporting

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- 2.1 Appendices to this report are presented in the form of a balanced scorecard covering the areas of LGBF/P4F, Customer, Resources and Service Operations. A current snapshot of Service Challenges is included along with a section on Risks.

### List of Appendices

#### Appendix 1 – Communities & Neighbourhoods Performance Report

**Report Contact:** Paul Vaughan, Head of Communities & Neighbourhoods

**Email:** [paul.vaughan@fife.gov.uk](mailto:paul.vaughan@fife.gov.uk)

## COMMUNITIES AND NEIGHBOURHOODS SERVICE

### Current Challenges & Priorities

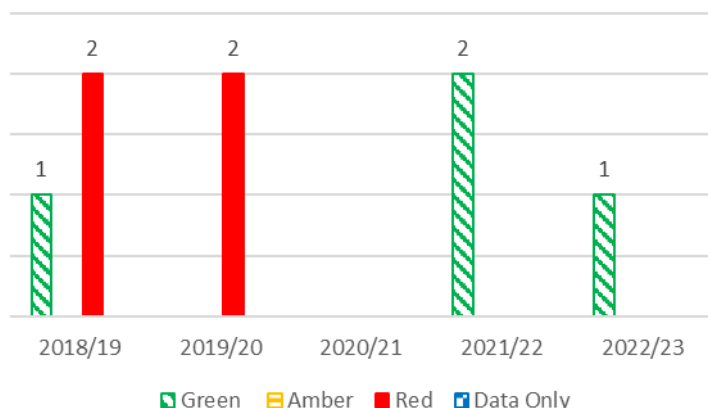
- Delivering local community planning priorities and finalising local community plans in areas including the City Plan for Dunfermline.
- Promoting and supporting multi-disciplinary working across local community planning partners.
- Managing increasing demand for services.
- Supporting the shift to No Wrong Door.
- Delivering actions with partners tackling poverty and preventing crisis within communities
- Managing the delivery of new community buildings, community building refurbishment, play parks, and nature restoration projects.
- Continuing the recovery of services from the COVID-19 Pandemic.
- Developing proposals for sustainable community facilities.
- Developing a cultural strategy for Fife and reviewing the Physical Activity and Sport Strategy.
- Delivering changes to decentralisation across the council and partners.

### RISKS/EMERGING RISKS

- Continuing recovery of bookings and usage of community facilities and reviewing income and costs.
- Working with Property Services in developing maintenance and investment requirements for community assets.
- Prioritising community services and managing changing demand for services.
- Supporting community groups to be well governed and financially sustainable to support community ownership of assets and delivery of services by community groups.
- Managing and mitigating the countryside and coastal impacts of storms and climate change.
- Meeting demands for services and support to individuals, families and communities from cost of living.
- Ongoing pressure of higher contractor and material costs.
- Adjusting service specifications to meet resources and demand.
- Managing the implementation and expanded use of the joint leisure management system between Fife Sports and Leisure Trust and Fife Council.

## KEY OUTCOMES (LGBF/P4F)

Progress against P4F outcomes



P4F	2018/19	2019/20	2020/21	2021/22	2022/23
% agreeing that they can influence decisions (Scottish Household Survey) SOA 18a	20%	18%	N/A*	26%	25%
% agreeing that they can influence decisions 20% most deprived Fife (SHS)	27%	18%	N/A*	25%	N/A+

\*Surveys not completed in this year due to pandemic  
+data not yet available

Whilst the Scottish Household Survey provides comparable data across Scotland and for other council areas, the council is preparing a report on living in Fife based on the views of residents using the Place Standard. The Place Standard is an analytical framework which has been used to provide information for the Strategic Assessments used in Community Planning. This data will provide insight into the changes across and within areas of Fife.



## CUSTOMER

PI Short Name	2019/20	2020/21	2021/22	2022/23	Q1 2023/24	Q2 2023/24
Communities and Neighbourhoods Stage 1 Complaints actioned < 5 days	71%	100%	83%	50%	75%	83%
Communities and Neighbourhoods Stage 2 Complaints actioned < 20 days	50%	DIV/0	100%	75%	0%	67%
External Funding Portal Hits	6,946	7,019	4,226	3,889	731	956
Facebook Stats – Fife Funding Community (followers)	+	330	626	1,068	1,270	1,372
Percentage of adult population volunteering – Fife (Scottish Household Survey)	21%	*N/A	27%		Not measured for Quarters	
Percentage of adult population with access to a bank account – Fife (Scottish Household Survey)	95%	*N/A	94%		Not measured for Quarters	
Percentage rating area as very good place to live (Fife residents) (Scottish Household Survey)	56%	*N/A	62%	62%	Not measured for Quarters	

+ new PIs in 2021

\*Surveys not completed in this year due to pandemic

The service receives few complaints over the course of a year with 10 Stage 1 complaints and 5 Stage 2 complaints in 2022/23.

Fife Council was recognised for its Volunteering efforts receiving the Investing in Volunteers (IiV) accreditation from Volunteer Scotland in November 2022. The council has gone on to support the Volunteer Charter. The service is working closely with Fife Voluntary Action as part of a group promoting volunteering and trying to increase volunteers and the quality of the experience for those volunteering.

## RESOURCES

Performance Indicator	2019/20	2020/21	2021/22	2022/23	Q1 2023/24	Q2 2023/24
Crowdfunder	N/A	£30,286	£30,334	£5,765	Not measured for Quarters	
Communities & Neighbourhoods – Average WDL per FTE	4.56	DIV/0	8.48	11.3	12.09	12.35
Communities & Neighbourhoods – Average Long Term WDL per FTE	2.6	DIV/0	6.65	8.77	8.96	9.15
Communities & Neighbourhoods Workforce who are Female (%)	62.90%	63.40%	63%	63.40%	Not measured for Quarters	
Communities & Neighbourhoods Workforce who are Full-time (%)	43.40%	42.60%	50.70%	49%	Not measured for Quarters	
Communities & Neighbourhoods Workforce who are Permanent Employees (%)	73.90%	75.20%	96.90%	95.40%	Not measured for Quarters	
Communities & Neighbourhoods Employees aged 24 and under (%)	11.10%	9.60%	6.80%	7.90%	Not measured for Quarters	
Communities & Neighbourhoods Employees aged 29 and under (%)	15.50%	14.50%	10.90%	11.10%	Not measured for Quarters	
Communities & Neighbourhoods Number of WYI Bids	6	1	5	5	Not measured for Quarters	
Communities & Neighbourhoods Number of WYI Programme new starts	6	1	3	8	Not measured for Quarters	
Communities & Neighbourhoods Employees aged 55 and over (%)	34.10%	35%	38.20%	37.40%	Not measured for Quarters	
Communities & Neighbourhoods Number of Voluntary Redundancies (FTEs)	1	10	1	0	Not measured for Quarters	

The Crowdfunder figure has declined this year as there were only 2 supported projects - Options In Life (£2765) and Nourish Support Hub (£3000). For every £1 pledged by Crowdfund Fife projects received an additional £5. The average crowd pledge was £39 with 86 supporters.

The service has seen an increase in working days lost and a particular increase in long-term absences. The service is working closely with HR to support employees returning to work as swiftly as possible.

The Continuing Professional Development of employees is supported through joint working with Dundee, Angus, and Perth and Kinross Councils. Workforce investment has been supported through WYI and service development. For example, in North East Fife a modern apprentice for youth work is in their first year of a 2- year contract. The area also supports community education at Dundee University and has supported a student on placement Jan- March 2023 and has 2 employees working towards their Community Education degree. Cowdenbeath has also supported an employee through the work-based route to secure a Community Education degree and has been

fortunate to retain this employee in the local team, supporting the community wealth-building agenda by training and retaining knowledge and skills within the local area.

Many teams have gone through changes and recruitment of staff. This has been at all levels and with successful internal moves creating recruitment opportunities but also leading to some issues managing the move of employees between teams. Recruitment of employees to support priority programmes has been undertaken including recruitment of employees in North East Fife focussing on poverty and inequality, mental health and building stronger community organisations, a development worker supporting volunteer development for local community fridges and focused on the concessionary travel scheme funded from the anti-poverty budget to alleviate transport access in North East Fife and a food development worker and a new team member to the social prescribing role in the Cupar ward supporting patients at the surgeries with low-level mental health issues and connecting them with local community activities. Dunfermline have recruited 2 Development Workers. Cowdenbeath recruited a new Anti-Poverty Manager in May 2022 and a new Community Manager in January 2023. In South & West Fife Community Recovery Funds were allocated to employ a Financial Development & Education Worker; a Community Education Worker (Cost of Living) and 2 x FTE Welfare Support Assistants. These posts were to assist with community recovery and cost of living.

Emergency Resilience participated in internal and external training and exercises throughout the year to raise awareness of their role and gain experience in responding to incidents. These exercises also involved other partners and services across the council.

The table below provides information on **Communities & Neighbourhoods** workforce data by Budgeted (FTE) for the current year and last 4 years.

Budgeted (FTE) April 2019	Budgeted (FTE) April 2020	Budgeted (FTE) April 2021	Budgeted (FTE) April 2022	Budgeted (FTE) April 2023	Difference in FTE 2022 23
315	330	459.54	443.23	431.96	-11.27

## SERVICE OPERATIONS

PI Short Name	2019/20	2020/21	2021/22	2022/23	Q1 2023/24	Q2 2023/24
Allotments Waiting List – Fifewide	1179	1629	1782	1960	2115	2255
Number of recorded users Community Hall and Centres – FIFE WIDE	598334	31779	514118	664817		
No of Clubs/Groups using programmes for self-programmed activities	406	185	340	226	107	113
No. of young people participating in CUS courses and classes	6,794	3,862	70,985	339,665	61,368	57,683
Number of adults participating in CUS courses and classes	1,930	1,450	26,281	207,397	41,531	52,567
CUS Number of attendances for all pools	76,136	3,375	49,498	31,907	10,887	11,182
CUS Number of attendances for indoor sport and leisure facilities excluding pools in a combined complex.	470,238	23,323	359,237	376,120	88,184	74,907
CUS Number of attendances at outdoor sport and leisure facilities	250,630	83,188	335,538	404,653	47,414	76,299
Total adults participating in adult learning	N/A	N/A	N/A	N/A	944	800
Total Number of young people aged 10-18 participating in Fife Youth work services	N/A	N/A	N/A	N/A	1,962	1,870
Total Number of attendances by 10-18 year olds in all youth work programmes	N/A	N/A	N/A	N/A	16454	14377
Total number of community groups receiving regular support (> 4 hours)	N/A	N/A	N/A	N/A	14	10
Total number of community groups receiving regular support (< 4 hours)	N/A	N/A	N/A	N/A	53	43
Total number of young people aged 10-18 volunteering in a CLD setting	N/A	N/A	N/A	N/A	3	4
Total number of adults volunteering in a CLD setting	N/A	N/A	N/A	N/A	66	73
Total number of Attendances (Community Job Clubs)	14,045	1,843	1,900	4,062	1,047	1,213
Total number of Engagements including job clubs	633	1,249	1,582	2,264	658	872
Total – % Welfare Reform Support Service – SIMD			9.80%	15.81%	44.94%	39.71%
Total – referrals to Specialised Support Services	380	453	477	492	117	115

\*N/A is due to new a review with new CLD PIs being introduced

### New CLD Metrics

From the start of 2023/24 Community Learning and Development have used the performance indicators developed by the CLD Standards Council. This will allow future benchmarking with other areas. The data in the table shows the Fife totals and area data is also available to be used for

learning and improvement purposes. This year will provide the baseline information from which we can better demonstrate the impact that the range of community activity is making.

**Allotments**

A new Allotments and Community Growing Strategy was agreed upon by Cabinet that will help address the increase in demand for allotments and the rising waiting list. Cowdenbeath Area has committed additional funding to support community growing and tree planting initiatives in the area, helping provide access to communal growing spaces.

**Area Activity and Tackling Poverty**

The performance statistics for community work summarise a large variety of projects and approaches responding to local needs and circumstances.

In North East Fife and South & West Fife, rurality presents some added challenges. North East Fife has researched Rural Poverty including hosting a Rural Poverty Conference in October 2022 and developing a Rural Poverty Action Plan 2023-2026 which will direct the work and budget for the next 3 years. The Concessionary Travel Voucher Scheme tackles transport barriers for people living in North East Fife. The concessionary bus travel vouchers are distributed to 13 NEF community groups/teams who regularly support people living in crisis. In South and West Fife close working with community groups has seen the implementation of a financial inclusion officer providing advice on banking, debt, and household financial management. Since the beginning of the outreach project with Kingdom Community Bank (KCB) in April 2023, 130 new members have signed up to the credit union (including 16 existing members who have reactivated their savings accounts). A subsidy scheme for community pantry users matches their food payment with a deposit of an equal amount into a newly opened KCB account for up to 12 weeks.

In Kirkcaldy projects helping individuals and families is also supplying valuable learning for changes across the council.

The Putting People First Test of Change (TOC) has been a collaboration between Communities and Neighbourhoods, Housing and Social Work providing more personalised support to individuals living in crisis or poverty. In addition to those supported, the team have been focussing on capturing the learning for the services and the learning has heavily influenced the No Wrong Door work. The launch of 'Safe Families' took place at the end of 2023. Funded through Community Recovery Fund, Safe Families exists to create relationships and connections, working on the principle that 'everyone deserves to belong'. By linking children, young people and families with local volunteers, Safe Families offers support, hope and belonging to people who would otherwise be facing life alone. The project will work with 30-35 families a year.

In Glenrothes, connecting people with support has also been important. Through the implementation of their Warm Spaces and approach to Cafe Inc., Glenrothes have promoted more seamless engagement in food and warmth provision with individuals and families having more and better opportunities to interact with services and opportunities offered by our team and partners. The Dunfermline Poverty Action group supported the Winter Warmer programme, the development of the Community Support Hub (to be opened in February 2024), the Multi-Faith working group and the establishing a development worker.

The impact of the cost of living continued to impact on the demand for services across all areas.

Based on a pilot project in the Kirkcaldy Area in partnership with the foodbank and the Greener Kirkcaldy Pantry - Cash 1st for Fife has been successful in securing money from the Scottish

Government to test out initiatives that have the potential to end the need for foodbanks with dignity, choice, and support.

The NE Fife Big Hoose hub was set up in August 2022 to support the distribution of household goods from The Big Hoose in Cowdenbeath and was set up in partnership with the Castle Furniture Project. It has supported over 600 families in NE Fife with most of the items going to support smaller food providers such as community fridges/larders. To support the growth in the development of the hub a joint co-ordinator post with Glenrothes was established. The co-ordinator started on 20th March 2023 and is being funded initially for 2 years through the Community Recovery Fund.

The rising number of attendees at Community Job Clubs has meant different venues being used with Dunfermline Job Clubs using Carnegie Leisure Centre and local churches.

Cowdenbeath Job Clubs were extended to offer broader support through access to welfare support staff and visiting officers from other support agencies. This has resulted in spaces where the community can drop in and speak to someone face to face, helping return services to a community setting following COVID-19. This increased level of engagement helps connect the community with other support services and opportunities in the area and build relationships with staff teams.

The Cowdenbeath area worked to reduce fuel poverty, food insecurity and to mitigate the immediate effects of the cost-of-living crises.

Partnership working is key to delivering many of the projects within local communities. In Glenrothes, local action planning groups including the Adult Learning Planning Group, Poverty Action Group, and Youth Work Networking Group, have been well attended, becoming established over the past 9 months, and are delivering local projects.

The Dunfermline Poverty Action Group members include Fife Council, CARF, FVA, Furniture Plus, Cozy Kingdom, Dunfermline Foodbank, Link Living, CAP, and Gillespie Church. The Group supports and develops action to address poverty and crisis intervention, offers financial support and emergency food provision, encourages good access to services and amenities, reduces isolation, tackles loneliness, and improves mental health and wellbeing. The Dunfermline and South and West Fife's Youth Work Network has partners including Community Development, Police Scotland, Children and Families Social Work, Housing, Educational psychologists, Clued-up and Health and Social Care partners from the Locality Plan and is supporting an increase in young people returning to Youth Clubs and Youth Projects, alongside Youth Work in Schools.

The Cowdenbeath Poverty Action Group was re-established in March 2023 to bring together partners in coordinating local poverty interventions, with a focus on preventative work. It's made up of various council services, 3<sup>rd</sup> sector organisations and elected members, collaborating and sharing knowledge and ideas to ensure services meet the needs of the community. This network helps strengthen community connections so that there is a wide network of people who provide direct support and signposting, helping extend our reach across the area with actions designed around the consultation undertaken as part of the Local Community Plan.

In South & West Fife over 35 'Energy Champions' have been trained and are offering basic energy information to community food providers in Rosyth, Kincardine and Inverkeithing. This work is ongoing, and we hope to increase the number of 'Champions' to 100 over the lifecycle of the Local Community Plan.



South and West Fife developed four 'Community Assistance Hubs': Parkgate Community Centre, Inverkeithing Civic Centre, Oakley Community Centre, and High Valleyfield Community Centre. Several partners and services are working collaboratively to provide a 'no wrong door' approach for individuals looking for advice and support with health, finance, benefits, welfare leisure, recreation, and community learning opportunities. The hubs have a staff presence from Monday to Friday as well as additional practical resources for people looking for support with the cost of living and to mitigate against food/fuel costs in winter.

The South & West Fife 'Next Steps' programme provides youth employability support for 17-24 year olds. A collaborative approach with the Community Development Team working in partnership with WEA Scotland and Fife College to achieve positive outcomes for young people. Many have achieved Level 5 qualifications in ICT, Communication, Personal Development, and a Nat 5 Silver SQA Award. The need for this course was identified after young people couldn't access provision which took place in either Kirkcaldy or Glenrothes. Transport was their main barrier to participation.

Cowdenbeath's efforts to strengthen community opportunities saw the development and delivery of inclusive holiday programme provision, which runs in local community centres and provides high-quality learning opportunities for families.

Cowdenbeath Area is supporting local people back into learning by offering Adult Learning tasters. Adult learning included tackling mental well-being, social isolation and loneliness delivered through Be Creative: Be Well, Cooking on a Budget and walk and talk groups. Courses designed to enhance personal development were also delivered including Step In and access to ABE.

### **Improving Places**

Improving places has seen communities develop their priorities, for example, Inverkeithing Neighbourhood Plan and North Queensferry Local Action Plan. Work is underway with communities in Blairhall and Aberdour to embark on similar exercises to produce plans.

Capital projects that have been delivered and are being supported include approval for the Templehall Community Hub. The design team are in the process of being appointed with a projected start on site in summer 2025. A full decant will take place for the Argos Youth Centre before this date. The other sites will be able to continue to accommodate services and activity until the new build is completed. At a recent HMLe Progress visit the quality of the community-led approach and engagement was noted as good practice. Adam Smith Theatre reopened after an £8m investment in September 2023. Feedback has been extremely positive about the design features and in particular the strengthened link with the story of Smith. The year ended with a hugely successful pantomime! In Dunfermline, the new Abbeyview Community Centre is being built and upgrading Wi-Fi and facilities within Baldridgeburn and Touch community centres is also taking place. Across Fife a programme of Synthetic Turf replacement and Play Park renewal is being agreed upon and delivered.

There has been significant investment in the Cowdenbeath Area. The planned redevelopment of Cowdenbeath Leisure Centre will see the co-location of the library into the leisure centre, strengthening the community offering. Recognising the vital role Lochore Meadows Country Park plays for leisure, education and tourism, development plans for the park were progressed to ensure it continues to deliver a high-quality experience for both locals and visitors into the future. Significant consultation and investment have seen the design and investment into a new destination

play park, alongside other improvements, securing Lochore Meadows as a key place to visit with friends, family and to come to experience quality outdoor leisure activities and community events.

The new train link to Levenmouth is nearing opening. This major piece of infrastructure investment has also triggered significant activity in terms of public realm improvement proposals in Leven town centre and neighbourhood centres such as Bishops Court Kennoway. Along with upgrade work on the promenade in Leven, it will also support the large-scale redevelopment work at Silverburn Park.

The rail link is helping revive local confidence in promoting the Levenmouth area as a place for tourism, as a result, we have seen a resurgence in the activity driven by the local tourism association - this activity has been supported through an area-committee-funded Project Manager, who has proved to be a valuable community managed resource.

Other key place-based activity includes the improvements to green space assets throughout the area, including play spaces, sports facilities, and parks, one of the notable initiatives being preparatory work being undertaken by a partnership of services and community representatives towards the celebration of the centenary of Letham Glen in 2025.

The rail investment has also helped to produce opportunities for training, alongside the development of tailored long-term maintenance solutions for the River Leven programme. Nature restoration has been promoted at Lyneburn.

High-quality partnership work led by the Police has helped to significantly reduce the incidences of ASB in the area, to a level that caused it to be recognised as an exemplary approach by other police authorities across the UK.

### **Active Communities**

The Active Communities Team have been navigating change through 2023-24 with the introduction of Outdoor Education to the team in addition to the recruitment of a new team manager.

This change has presented an opportunity to focus on improving management information systems and processes to capture all physical activity and sports activities.

The team have continued to collaboratively deliver participation activity and programmes, helping to remove barriers for those furthest away from physical activity ensuring they can reap the rewards of its health and wellbeing benefits.

The Primary School Football Programme alone has reached over 10,000 attendances with 35% being girls across 121 schools in Fife, with 10% of those schools in the most deprived areas. The programme has seen its highest transition from school to club since 2019.

The Walking Programme (Bums Off Seats) has reached 7,437 participants with 615 walks across Fife, most of whom are aged 65+ and those with Long Term Health Conditions (LTHC). The success and profile of the programme was recognised nationally by the charity, Paths for All, with one of our volunteers receiving the Health Walk Volunteer of the Year Award 2023. This success is positioning Fife well with the ambition to be a Daily Mile Kingdom in 2024.

Outdoor Education Fife has welcomed over 13,000 participants in 2023-24, with the majority being primary school-aged children, benefiting from the physical, social and environmental elements of outdoor learning. The centre is also a well-established Community Sports Hub, which is unique to Scotland in that it is a hub operating from an Outdoor Centre at the edge of a Loch.



### **Emergency Resilience and Events**

The Emergency Resilience Team responded to 30 incidents. The majority of these were minor incidents but four required the setting up of a Council incident management team. Three of these related to fires in the Levenmouth area impacting local residents and businesses and one was the avian influenza outbreak. Lessons identified from incidents have been captured and improvements made to existing resilience plans and arrangements.

A Fife Community Resilience Forum has been established and work continues to develop and increase membership of this Forum as well as community resilience groups across Fife.

2022/23 saw a return to events being held across Fife following the relaxation of COVID restrictions with a total of 376 events held. 145 of these were community events such as galas, 78 small sporting events and 62 parades. 2022 saw the successful return of The Open to St Andrews attracting 50,000 visitors daily to St Andrews over five days. With Dunfermline gaining city status, the Team co-ordinated the Royal visit to the city ensuring that it was not only successful but, by working closely with partners, safe for VIP guests and the public who wished to celebrate the Royal visit.

To support the increase in events, an additional Events Officer was appointed temporarily as well as a dedicated Project Manager acting as a Council point of contact for The Open planning arrangements.

The Council's events management process continues to be developed to support event organisers throughout the event planning process.

## Highlights 2022-23

Putting the  
**Community**  
in the Centre

**1.5 million**  
attendances  
in total

Community Use  
venues supported  
**over 11,500**  
partnership lets which  
equals **£560,000**  
investment in  
local communities



**Fifestyle**  
concession scheme  
supported learners with a  
**£25,000 investment**  
by Community Use in  
our learning & leisure  
opportunities



**32,000**  
attendances in  
our swimming  
pools



**Over 1,000**  
E-learning courses  
completed by the  
Community Use  
team

**380,000**  
attendances at  
our indoor sport  
and physical  
activities

**475,000**  
attendances at  
our outdoor sport  
and physical  
activities



**Over 26,000** visits  
to our classes,  
courses and  
facilities section  
of the website

Supported  
**over 225**  
constituted  
clubs & groups

**Over 8,000**  
followers on social  
media platforms

Supported the  
operation of 14  
Warm Spaces and  
delivered 15 Cafe  
Inc locations from  
within our  
venues

Supported weekly  
bookings on behalf of  
Grounds Maintenance  
for **70 sports clubs,**  
**150 teams,** across **57**  
pitches for a variety of  
sports and activities



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29<sup>th</sup> February 2024

Agenda Item No. 7

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## **Fife Golf Trust – Annual Performance Report**

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

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**Wards Affected:** All Wards

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### **Purpose**

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The purpose of this report is to review the performance of Fife Golf Trust (FGT) in its operation from 1st April 2022 to 31st March 2023 and to give foresight of key future plans and challenges.

### **Recommendation**

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Members are asked to note and comment on the continued development and performance of Fife Golf Trust.

### **Resource Implications**

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There are no specific resource implications.

### **Legal & Risk Implications**

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There are no legal and risk implications.

### **Impact Assessment**

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

### **Consultation**

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Fife Golf Trust's Annual Report was submitted by the auditors on 20<sup>th</sup> December 2023 and is awaiting approval by the FGT Board.

## 1.0 Background

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- 1.1 Fife Golf Trust (SC042206) is a registered charity established on 30 March 2011 to manage and operate Fife Council's seven Golf Courses. The seven courses are:
- Auchterderran Golf Course, Cardenden
  - Dora Golf Course, Cowdenbeath
  - Dunnikier Park Golf Course, Kirkcaldy
  - Glenrothes Golf Course, Glenrothes
  - Kinghorn Golf Course, Kinghorn
  - Lochore Meadows Golf Course, Lochore
  - Scoonie Golf Course, Leven
- 1.2 Fife Golf Trust (FGT) took over the operation of the courses on 1st April 2011.
- 1.3 FGT manages and operates the golf courses on behalf of Fife Council, who are their sole shareholder. We are one of the biggest public golf facilities in Scotland with more than 150,000 rounds played every year and we have approximately 2600 season ticket holders, the vast majority of which hold our 7-course 'Rover' ticket which enables unlimited play over all the courses.
- 1.4 As a registered charity, we have a strong focus on our stated charitable objectives to provide as many accessible and affordable opportunities for as many members of the general public in Fife as possible to participate in the sport of golf. We aim to have a positive impact on the lives of people in the communities that we serve and do this by presenting quality golf courses that are maintained with a strong focus on environmental stewardship.
- 1.5 Fife Golf Trust's Stated Charitable Objectives:
1. To advance public participation in the sport of golf in Fife.
  2. To provide and assist in the provision of recreational activities within Fife, with such facilities/activities being made available to the public with the objective of improving their quality of life.
  3. To provide as many accessible and affordable opportunities for as many members of the general public in Fife as possible to participate in the sport of golf
  4. To provide, establish, operate, and/or support other similar schemes and projects which further this charitable purpose
- 1.6 FGT tests all key plans and actions against these objectives, so that there is not divergence away from them, and so our activity is continuously aligned to helping the Trust achieve its charitable aims.

## 2.0 Recovering from the pandemic

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- 2.1 In the previous year (2021-2022) demand for golf was high nationally and this was no different for FGT. From April 2021 there were few restrictions on the playing of golf with it being a naturally (comparably to other sports/activities) 'covid safe' pursuit. This can be



summarised as golf being an individual outdoor sport where sharing of equipment does not happen, and it lends itself to social distancing. During 2021/22, FGT saw an increase in golf revenue of 38.4% and 34.8% vs 2019 (the last pre-covid year). Maintaining this new demand in 2022-2023 and revenue would be challenging and FGT focussed on retention of existing and recruiting new season ticket holders.

- 2.2 FGT budgeted to turn over 1% more in 2022-23 than the previous bumper year, however, golf demand decreased from record highs and FGT fell 5% short of budget but when compared to pre-pandemic years, is still a strong performance golf income was still higher than in 2019/20, the last full year before the impact of the pandemic.

## 3.0 Achievement and Performance

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### Golf Development

- 3.1 FGT's strategy in terms of golf development is to work with partners such as golf clubs to deliver programs to their communities. FGT, as part of SLA discussions, seeks to support clubs to deliver participation initiatives and will support with budget.
- 3.2 FGT delivered a program in partnership with the FC Communities Team for a group of 8 'at risk' youth over the summer holidays. 2 of the group decided to go on to receive coaching in the club program that FGT covered the cost for.
- 3.3 Junior membership has risen from 69 to 137 including 8 girls who completed a 'Girls Golf Hub'.
- 3.4 FGT successfully delivered the first 'Golf For Health' (previously named 'Golf on Prescription') program in September 2022 with a second block being planned for spring 2023. This is an R&A, Scottish Golf, NHS Fife, and St Andrews University-backed pilot where GPs 'prescribe' golf as a way of treating certain mental and physical conditions.
- 3.5 Dunnikier Park Community Golf (DPCG) is one such partner organisation that delivers various adult participation initiatives to older and dementia-friendly groups. The organisation received £10K of seed funding in 2021 and in December 2022 received £7.5k of further funding to continue to deliver facilitated participation initiatives. FGT's Business Manager is a Trustee of DPCG to act as a conduit to FGT and to assist the group to further its aims and have a positive impact in the community.
- 3.6 FGT intends to draft a Golf Development Plan for the 2023/24 season that will focus on 3 main target areas:
1. Women
  2. Juniors (under 18s)
  3. Groups of older adults
- 3.7 FGT hosts numerous charity events giving preferential green fee rates thus facilitating these charities to raise as much funds as possible. FGT also donates free 4 Ball vouchers to recognised charities enabling them to raise funds for their cause. Prior to 2022 these were not tracked. From early 2023 we will record all hosted charity events and donated prizes to form part of an annual report to the Board on charitable activities and golf development.

- 3.8 FGT has committed to implement key actions to ensure equality of women and girl's opportunities within the Trust and take positive action towards equal representation of women and girls playing golf at our venues.
- 3.9 In September 2022, FGT hosted the first 'Fife Golf Trust Community Invitational' at Dunnikier Park Golf Course in partnership with Dunnikier Park Golf Club and Dunnikier Park Community Golf. The inaugural yearly event was a great success raising over £2000 for local good causes. There was activity on both the main course and the 2019 Course (6-hole pitch and putt). The 2019 Course activity engaged local community outreach groups including those from schools and dementia-friendly organisations. The purpose of the event, in addition to raising funds for local causes, was to proactively showcase the Trust, reinforce its alignment to its charitable objectives, and strengthen its community involvement.

### **Women in Golf Charter**

- 3.10 FGT received unanimous Board approval and successfully became a signatory of the R&A Women in Golf Charter. The Charter aims to increase the number of women and girls participating in golf and to make golf more family orientated.

### **FGT Season Ticket Pricing Policy**

- 3.11 To sustain our commitment to continuous golf course improvements, environmental stewardship, and affordability, in March 2023 FGT received Board approval for the following amendments to the pricing structure for Season Tickets:
- To make under 12 years Season Tickets £1
  - To reduce 12-17 years Season Tickets from £45 to £40 (-12%)
  - To increase to the nearest round number the price of all other season tickets by less than inflation 7%
  - To protect all age and income-related concession qualifications
  - To increase the Youth category from 18-24 to 18-29 years of age
  - To disallow member guest 'sign-ons' during courtesy (club competition) times
  - To require initial proof for age-related concessions and yearly proof for income-related concessions to ensure continued entitlement.
  - To offer all Season Ticket holders access to spread payment facilities in their 2023 renewal (including to new customers)

### **Season Ticket (Membership) Numbers Synopsis 2022/23**

- 3.12 FGT season ticket numbers for 2022/23 were:

Adult Rover	1,020 (39%)
Concession Rover	1,115 (43%)
Youth Rover	76 (3%)
Junior Rover	148 (6%)
Single Course 5 day	249 (9%)

**Total: 2608**

### **Golf Course Utilisation**

- 3.13 FGT courses have varying demands for tee times. This is due to a number of factors namely course popularity/quality, population density in the locale, and time of

year/weather conditions. During the winter months Kinghorn as a links course is on average open twice as often as the inland courses due to its natural excellent drainage of sand-based soil, no shade issues of large trees maximising sunlight to melt frost and aid evaporation, and the proximity to the sea meaning it receives salt-rich air and has a higher average temperature.

- 3.14 There are 'pinch points' where demand for times exceeds capacity namely on Saturday and Sunday mornings, which is normally the highest demand for golf and other recreational activities in Scotland. The 7 Course Rover Season Ticket (FGTs main membership product) enables us to naturally disperse this demand where single course 'siloed' memberships would not.
- 3.15 'Courtesy tee times' are given to the partner golf club adjacent to all FGT courses. This is to enable them to play their competitions and is a negotiated benefit for which FGT leverages off-course services for all customers. Prior to 2022/23, clubs were not pressed to fill the times, however we have in 2022/23 implemented a strict 'use it or lose it' policy, where clubs must submit the names of their golfers 48 hours prior to the courtesy times, with available spaces being released to the general public. This has freed up approximately 30% more premium weekend morning tee times. Golfers who are club members are likely to be retained as season ticket holders of FGT and are less transient in nature. We estimate that approximately 50% of our season ticket holders are members of FGT accent/partner clubs with courtesy tee times being a critical factor.

## 2022-24 Strategic Plan

- 3.16 FGTs strategic plan was agreed by the Board in July 2022. The plan segments FGT into the following core areas
- Golf courses
  - Environment and sustainability
  - Business operations
  - Customer experience
  - Marketing and communications
  - Communities and Golf Development
  - Governance and Partnerships
- 3.17 FGT's objectives are:
- **1) Nature:** Manage a biodiverse environment which will provide valuable habitat with an ecologically sensitive approach. Within planting objectives, we aim to provide better wildlife corridors, hedgerow linking, tactical understory and succession planting with the emphasis on structural diversity.
  - **2) Maintenance:** To maintain healthy turf in a sustainable manner through low inputs of water, fertilisers and chemicals with the focus on using cultural management techniques and overseeding to develop a finer, stronger sward composition.
  - **3) Resources:** Use our resources to reduce detrimental impact on the environment aiming to achieve carbon net zero.
  - **4) Community:** Work with the local community to promote golf and the wider environment. Working closely with schools, care homes and under privileged within our society. Engage with local volunteer groups to provide assistance and generate interest in our valuable contribution to sustainability.

## Environmental Sustainability

- 3.18 The Golf Environmental Organisation (GEO) accreditation is a recognition of environmental stewardship, sustainability, ecology, climate action and community values within the golf industry.
- 3.19 Fife Golf Trust achieved GEO certification in 2017 and in 2022 achieved recertification which takes us through to 2025. FGT were the first 7 course municipal site in the world to achieve GEO certification which was a recognition of the work carried out to promote and protect our environment with strong sustainable practices.

## 4.0 Financial Performance

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- 4.1 Total Golfer income from Season Ticket Sales and "Pay as you Play" decreased by 4.3% from £1,033k to £988k which in turn was 5% less than the budgeted figure for the year. Secondary income from sponsorship and various items such as buggy hire also reduced slightly in the year. Overall generated income came in at £1,034,268. Total income from season sales came in at slightly under £740k, which was a 1.6% decrease on £752k in 2022 and 3.6% less than the budgeted figure of £768k. It should be noted that £97k of season revenue for the year has been carried forward to the 2023/24 to cover the period from 1 April to 28 May 2023. Visitor revenue reduced by 11.7% to £248k. It should also be noted that although these results represent a reduction on the golfing boom that arose post Covid-19 lockdown, the results remain significantly higher than those reported pre Covid, with golfing income for 2022-2023 almost 30% higher than that reported for the 2019-20 year.
- 4.2 Generated income (Golf and Secondary) decreased by 6% to £1,034,268. Total income received increased by 1.9% to £1,738,188 due to an increase in management fee income from Fife Council, which increased from £605,084 to £701,408. Operational expenditure excluding the effect of FRS102 pension costs increased by 5.5% to £1,675,809 - compared to budgeted expenditure of £1,738,000 for the year. Whilst stating we will always seek opportunities to deliver efficiencies in the cost base we expect modest rises going forward and believe this is essential to increase revenue and sustain gains in quality. The results for the year before accounting for pension cost adjustments of £266,000 show an operating surplus of £62,379 for the year. This outcome continues to build on the significant improvement in performance in 2022 and sets a strong platform for FGT to achieve its goals for the future.

## 5.0 Future Challenges and Plans

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### Implementation of a New CRM System and Spread Payment Facility

- 5.1 FGT are implementing a new CRM system and Spread Payment Facility. This is replacing three systems. The new system allows for spread payment plans via a standing order and payments can also be done online. The spread payments facility enables better public access to affordable golf, enabling customers to spread payments especially with the current cost of living crisis and other economic challenges.

### Partner Club SLAs

- 5.2 FGT must coexist with private clubs that run off-course facilities adjacent to Trust courses. If local clubs are unable to provide appropriate services (welcoming environment for all, food, beverage, organised competitive and social golf, changing and toilet facilities, etc) then the experience of FGT customers is compromised, and by



extension so is our value proposition. To mitigate this risk FGT had successful formal meetings with a view to creating an SLA with each partner club. Examples of areas of joint working/agreement are:

1. Courtesy competition and opens - tee time allocation
2. Joint revenue initiatives eg coffee sales
3. Golf course maintenance/course setup
4. Sponsorship sales – existing and potential
5. Course promotion
6. Golf development
7. Facilities access for visitors (pay and play)
8. Future potential joint working initiatives eg. Additional golf events with joint revenue interest.

5.3 All agreement documents are now in place and approved by both parties. They will be formally reviewed annually and as required when the need arises.

### **Governance Improvements:**

5.4 FGT has placed a high priority on governance improvements in its strategic plan. Two key governance improvement recommendations made in 2022 were to 1) Develop a Skills Matrix for Board members and 2) develop a comprehensive risk register that is a standing agenda item on our quarterly Board meetings. Both were slated for completion in Q2 of 2023.

### **Future Activities in Communities and Golf Development**

5.5 Our strategy for golf development and community outreach has always been to work with partners to improve access to golf for local communities. Some key initiatives we have committed to are:

- Phase 2 of 'Golf For Health' formally 'Golf on Prescription'.
- We will continue to work in partnership with Dunnikier Park Community Golf in the delivery of participation activity for various community groups and juniors at the 2019 Course and Kinghorn for junior coaching activity.
- We have committed to the delivery of 3 junior events at Lochore, Kinghorn and Dunnikier in partnership with the Stephen Gallagher Foundation and Fife Golf Association.
- We have supported Scoonie GC to launch a new junior coaching initiative with 15 children currently in the Scottish Golf 'Learn To Golf' program.
- We have committed to host 14 charity events across FGT courses.
- We have donated 20 4Ball vouchers to date for charitable fundraising and will continue this in 2023/24.
- We are delivering again the Fife Golf Trust Community Golf Day in partnership with Fife Golf and Dunnikier Park Community Golf and Golf Club on Friday 8<sup>th</sup> September 2023. We will deliver activity on both the main and 2019 courses with joint prizegiving afterward with all proceeds going to local good causes.
- Activating R&A golf. Golf and other development activity has been challenging due to clubs not having the desire to host or a committed volunteer workforce (2 key components). We plan to make available £500 per club to enable golf development activity within set criteria that help us meet our charitable objectives.

## **Emerging Key Project – Glenrothes Greenkeeping Facility**

- 5.6 Glenrothes Greenkeepers facility is currently a rented property within Whitehill Ind Est and work is ongoing to develop suitable new accommodation to allow for machinery storage and repair.

### **Nature Restoration Fund**

- 5.7 We are currently in the process of preparing a bid for funding through Nature Scotland to help elevate our environmental efforts. The fund is available for projects such as tree planting, habitat creation, meadow management, wildflower generation, promoting insects and pollinators amongst other important contributions. We have achieved our GEO certified status with little or no funding, so with financial assistance we hope to take it to the next level and have a very positive impact on the natural habitats which we maintain.

## **6.0 Conclusion**

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- 6.1 FGT is performing well with a positive financial performance compared to previous years. This can be put down to the strong demand for golf in Scotland and the aforementioned business and governance improvements of the Trust.
- 6.2 Trading conditions are still challenging, with competition from other providers, the cost of living crisis putting pressure on non-critical personal expenditure, and the surging cost of course maintenance consumables and machinery.
- 6.3 FGT will continue to focus on delivering its charitable objectives and implementation of its annually updated business plan.

### **List of Appendices**

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1. Appendix 1 Fife Golf Trust Golf Course Utilisation Statistics

#### **Report Contacts**

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07790 074139

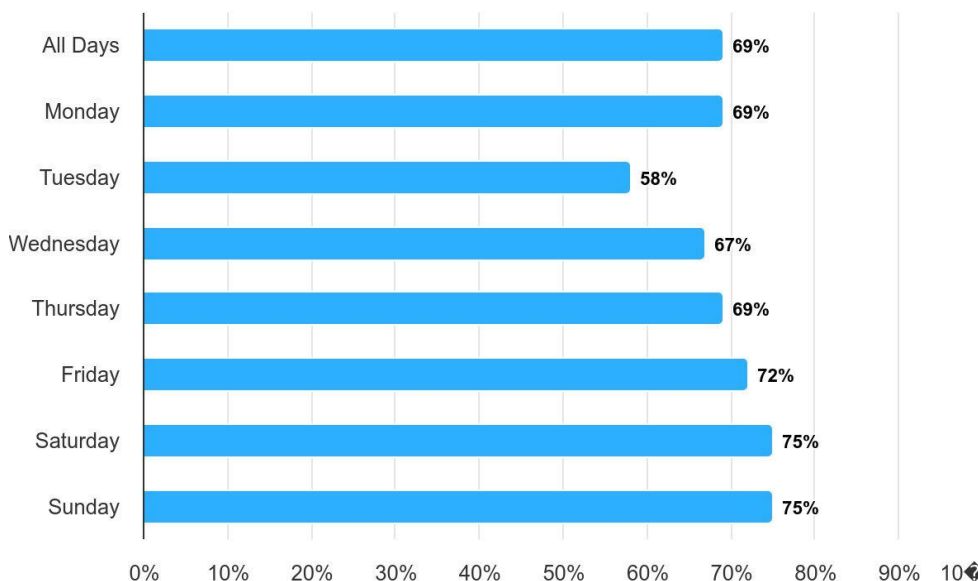
**Fife Golf Trust Course Utilization Statistics for reported year and corresponding playing season.**

Note:

These figures do not account for course closures (prevalent in winter) and for unrecorded golf (eg golfers playing out with opening hours, not prebooking or not being recorded by the Pro / Starter).

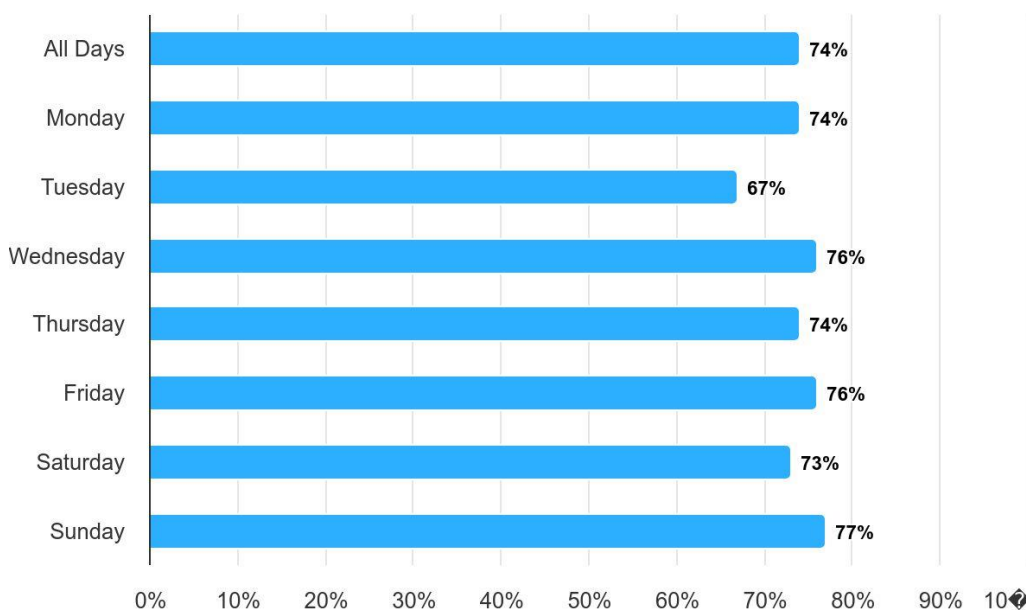
**Dunnikier Park Golf Course Tee Utilization for year 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023**

**Tee Time Usage by Day of Week**



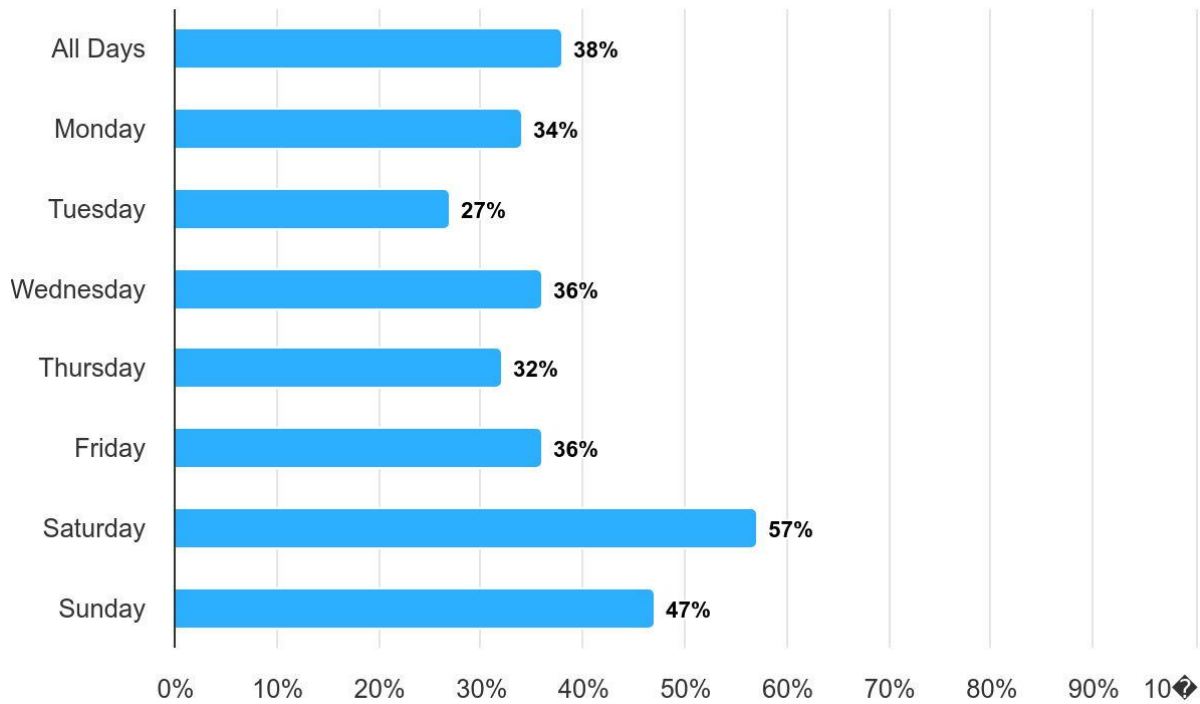
**Dunnikier Park Golf Course Tee Utilization for playing season 1<sup>st</sup> May 2022 – 30<sup>th</sup> September 2022**

**Tee Time Usage by Day of Week**



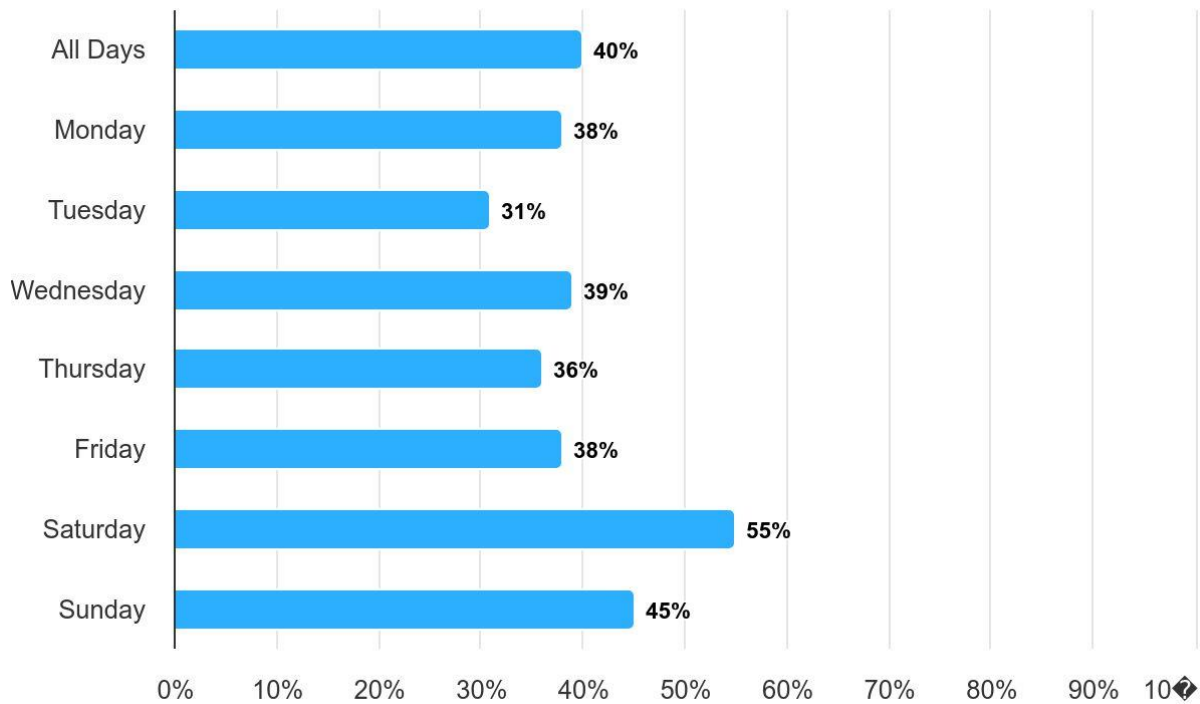
## Kinghorn Golf Course Tee Utilization for year 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023

### Tee Time Usage by Day of Week



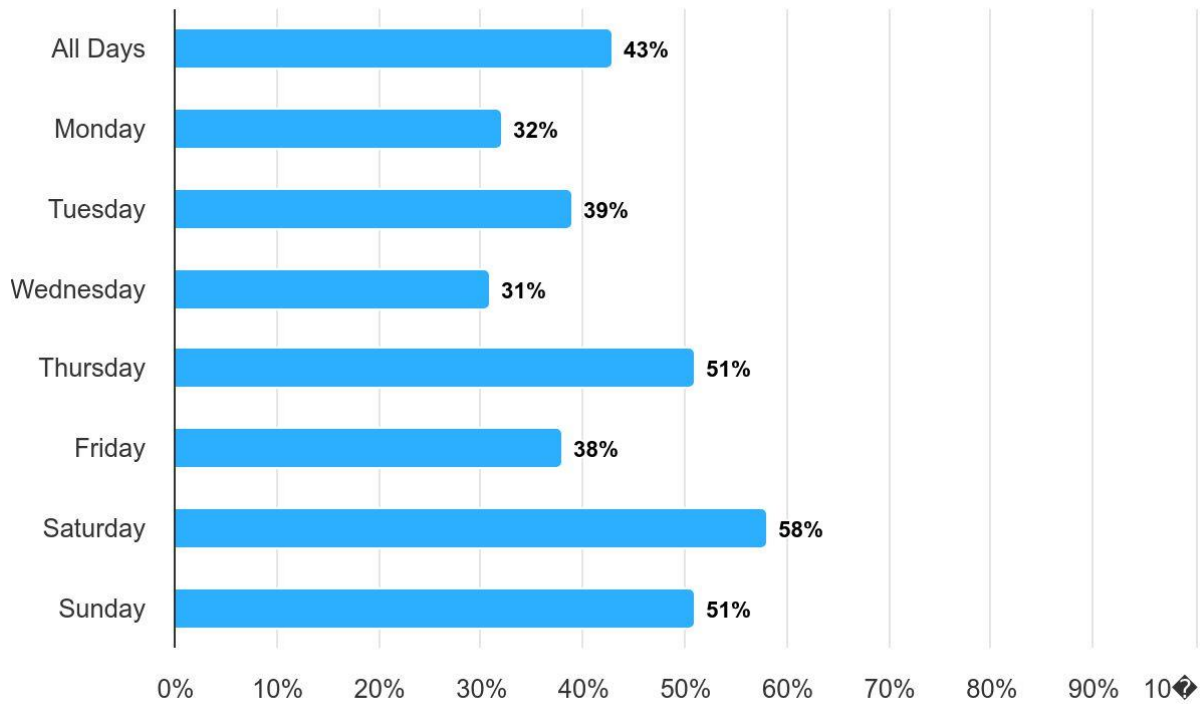
## Kinghorn Golf Course Tee Utilization for playing season 1<sup>st</sup> May 2022 – 30<sup>th</sup> September 2022

### Tee Time Usage by Day of Week



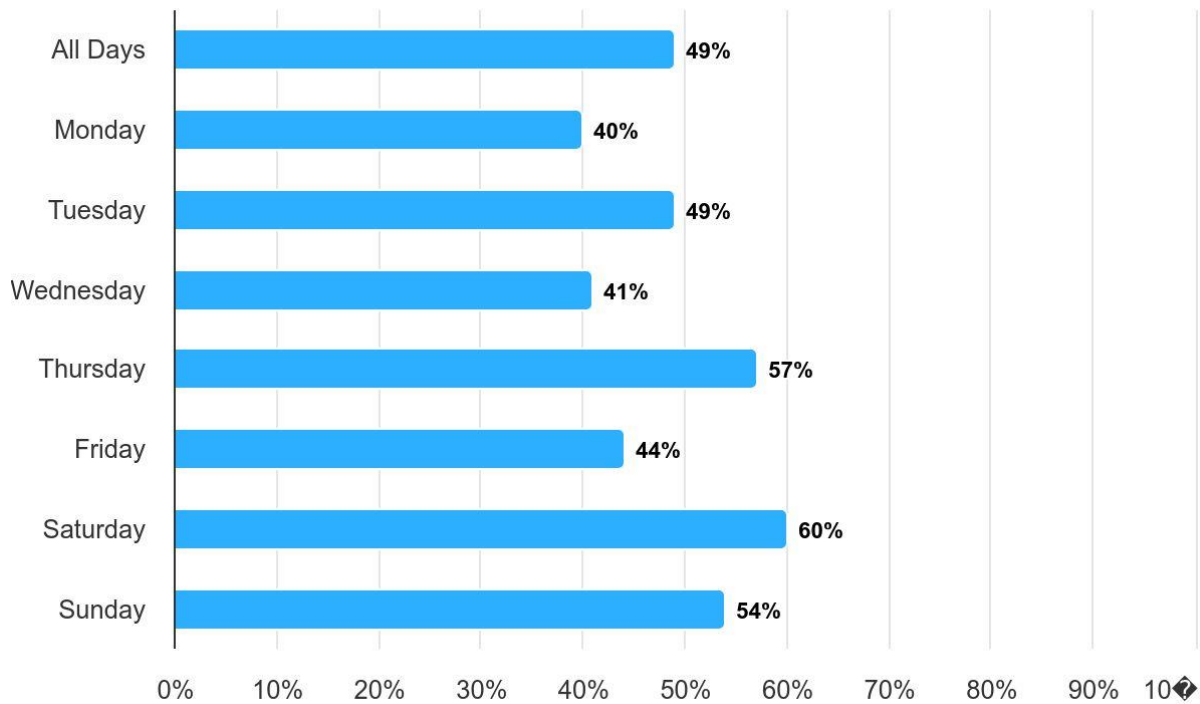
## Glenrothes Golf Course Tee Utilization for year 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023

### Tee Time Usage by Day of Week



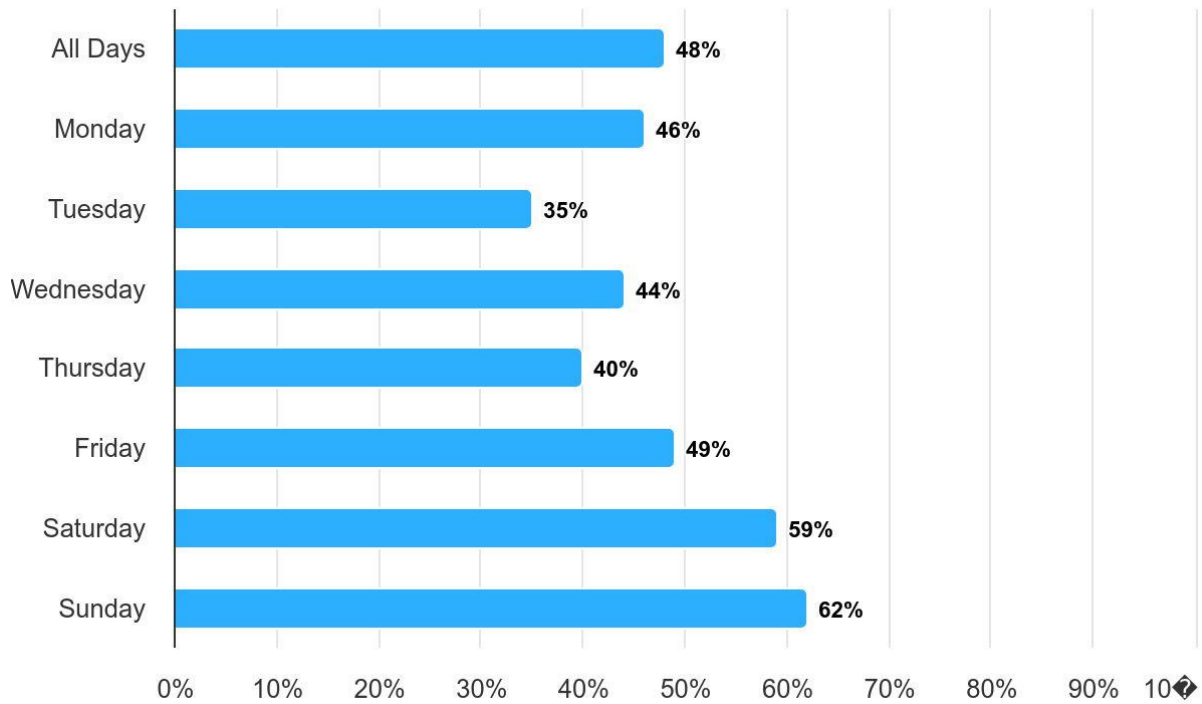
## Glenrothes Golf Course Tee Utilization for playing season 1<sup>st</sup> May 2022 – 30<sup>th</sup> September 2022

### Tee Time Usage by Day of Week



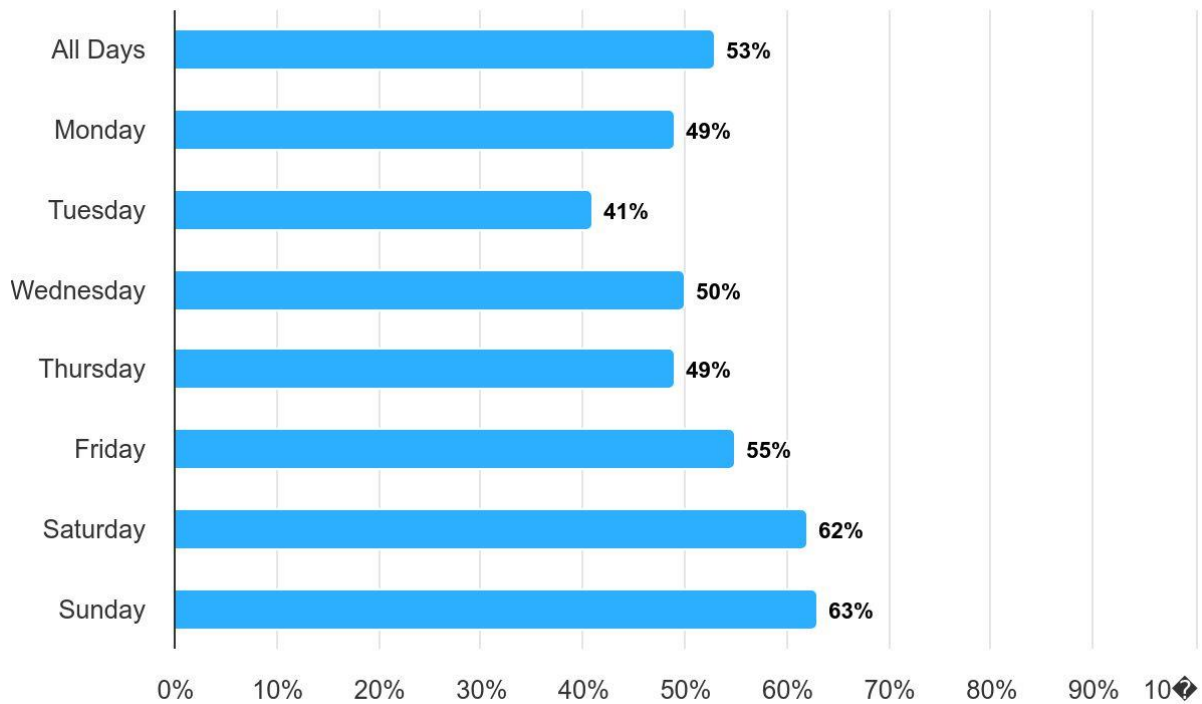
**Cowdenbeath Golf Couse Tee Utilization for year 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023**

**Tee Time Usage by Day of Week**



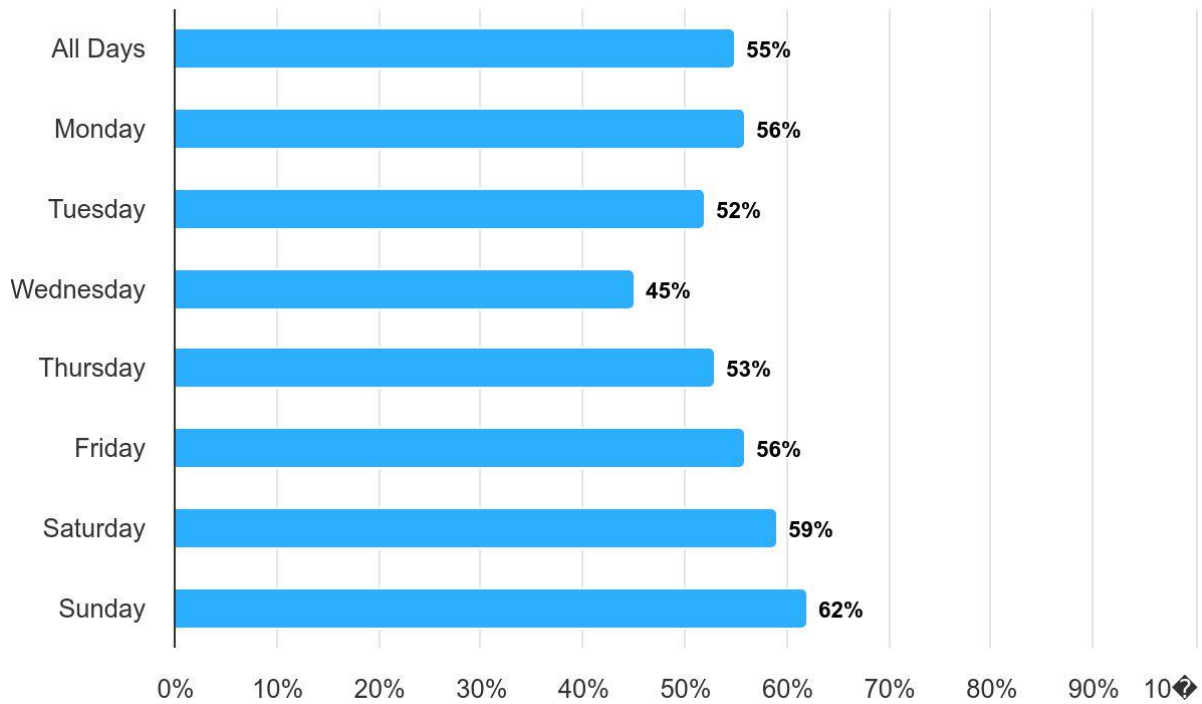
**Cowdenbeath Golf Couse Tee Utilization for playing season 1<sup>st</sup> May 2022 – 30<sup>th</sup> September 2022**

**Tee Time Usage by Day of Week**



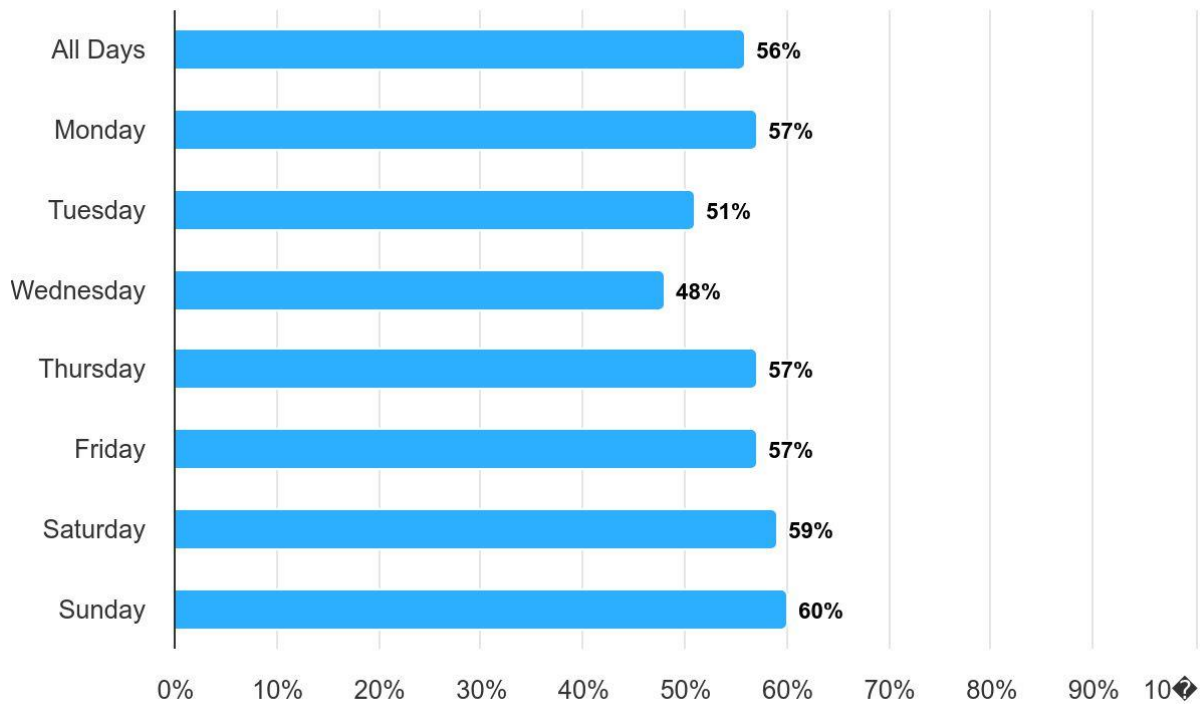
**Scoonie Golf Course Tee Utilization for year 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023**

**Tee Time Usage by Day of Week**



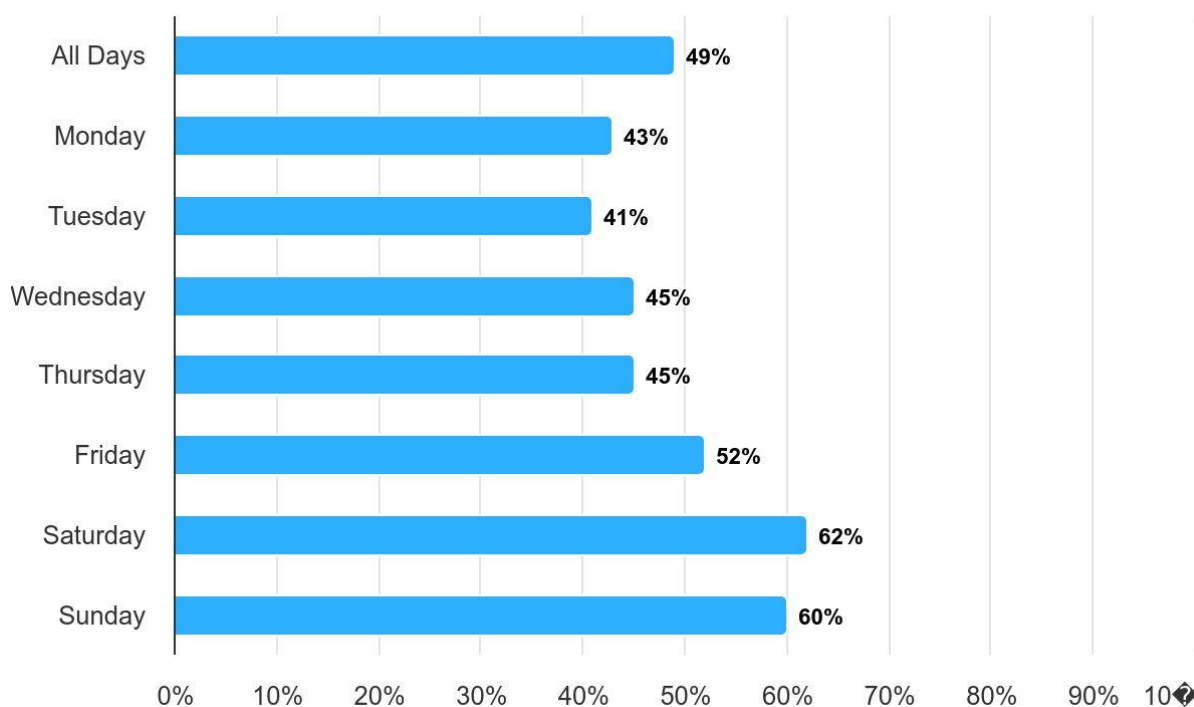
**Scoonie Golf Course Tee Utilization for playing season 1<sup>st</sup> May 2022 – 30<sup>th</sup> September 2022**

**Tee Time Usage by Day of Week**



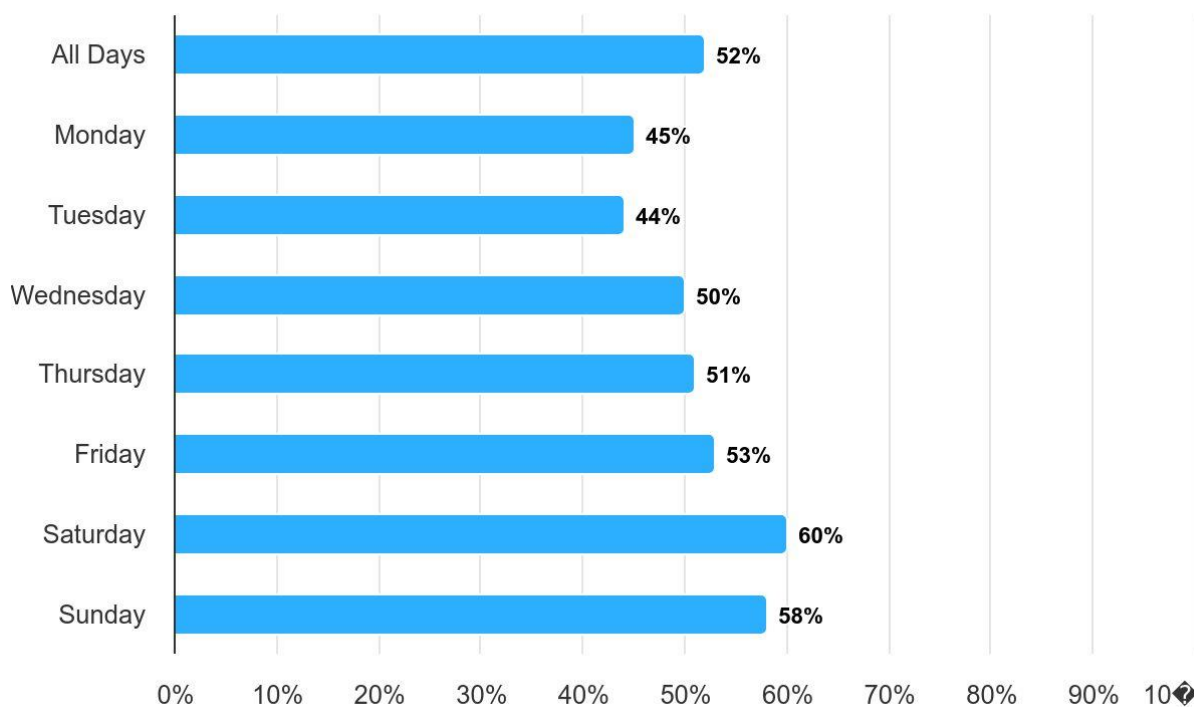
## Lochore Meadows Golf Course Tee Utilization for year 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023

### Tee Time Usage by Day of Week



## Lochore Meadows Golf Course Tee Utilization for playing season 1<sup>st</sup> May – 30<sup>th</sup> September 2022

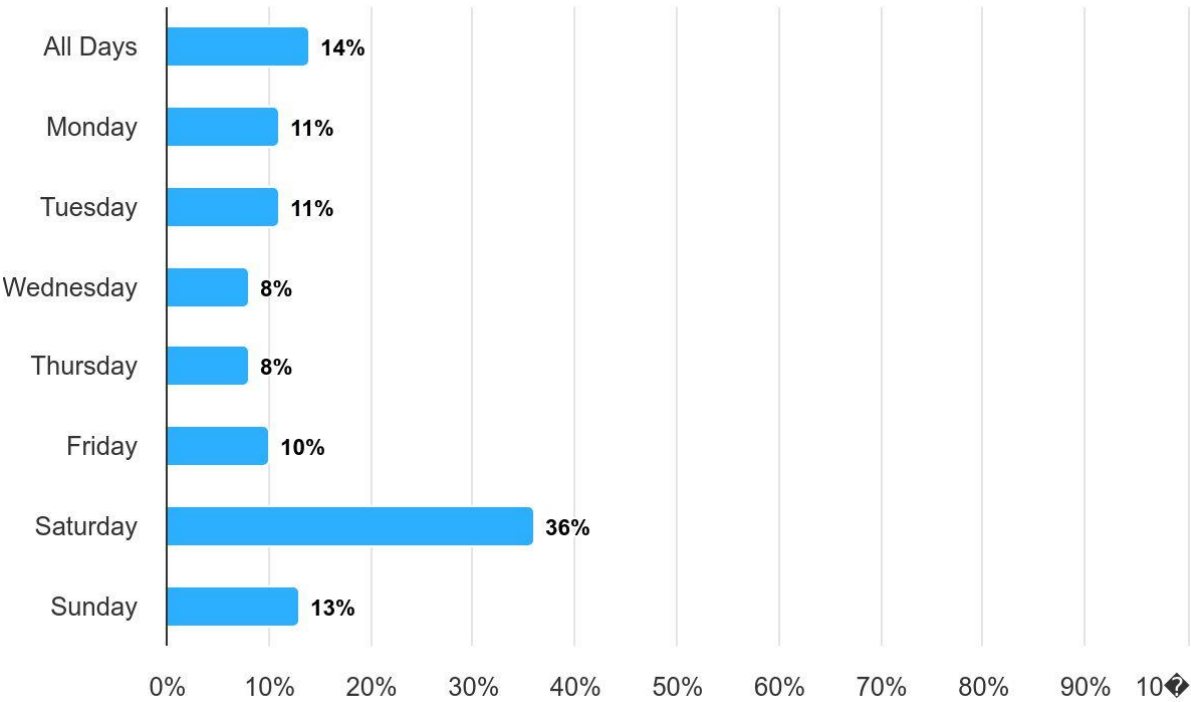
### Tee Time Usage by Day of Week





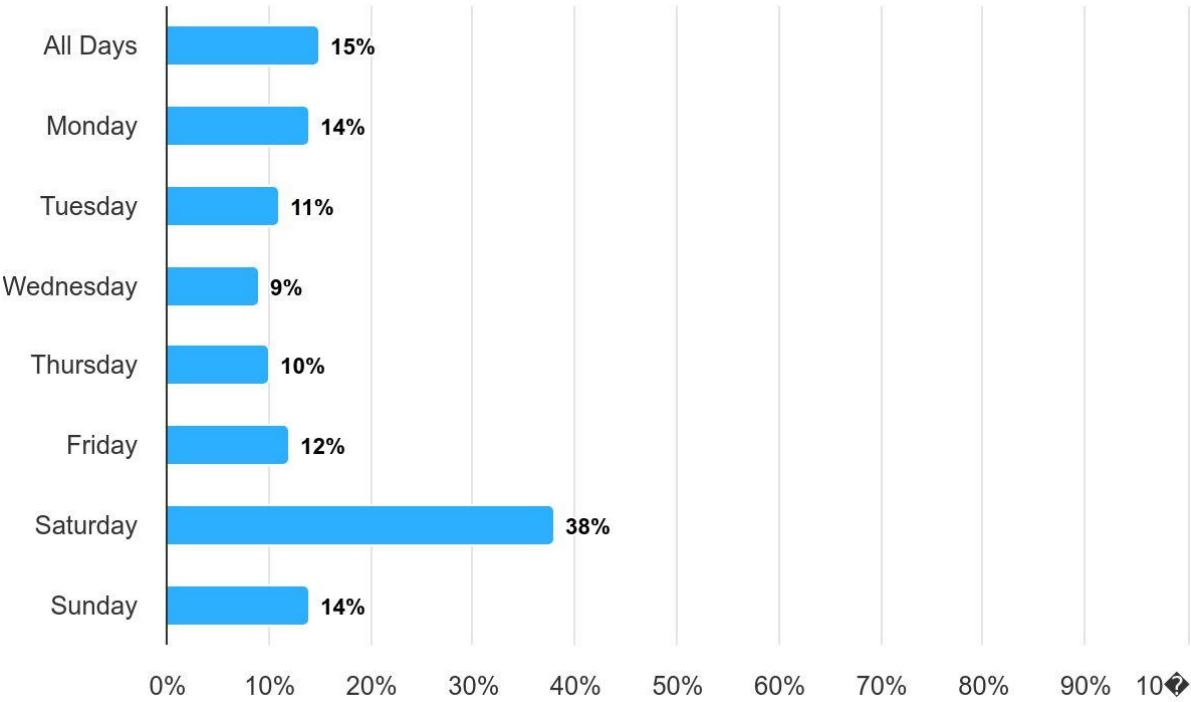
**Auchterderran Golf Course Tee Utilization for year 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023**

**Tee Time Usage by Day of Week**



**Auchterderran Golf Course Tee Utilization for playing season 1<sup>st</sup> May 2022 – 30<sup>th</sup> September 2022**

**Tee Time Usage by Day of Week**



29<sup>th</sup> February 2024

Agenda Item No. 8

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## Fife Sports and Leisure Trust (FSLT)- Annual Performance Report

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

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**Wards Affected:** All

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### Purpose

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The purpose of the report is to review the performance of Fife Sports and Leisure Trust for 2022/23, its fifteenth year of operation.

### Recommendation(s)

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Members are asked to consider and review the Fife Sports and Leisure Trust performance information.

### Resource Implications

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There are no specific resource implications.

### Legal & Risk Implications

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There are no legal and risk implications.

### Impact Assessment

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

### Consultation

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FSLT's Annual Report and Accounts for 22/23 was approved by the FSLT Board and accepted by the Council, as the sole member of FSLT at its Annual General Meeting on 13th October 2023.

## 1.0 Background

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- 1.1 FSLT commenced trading on 1<sup>st</sup> April 2008, as a company limited by guarantee, with charitable status. Fife Council is the sole member of the registered company.
- 1.2 FSLT is a non-profit distributing company which is able to retain and invest any surpluses it generates to improve the services and programmes it provides to communities across Fife. A Board of thirteen Directors govern the company and gives strategic guidance and support to the Chief Executive Officer and the Executive Management Team. The Board consists of six Partner Directors (appointed Elected Members of Fife Council) and seven independent Directors.
- 1.3 FSLT has a Services Agreement to deliver services from the fourteen facilities it manages on behalf of the Council in line with a service specification which requires FSLT to deliver its service in three key strategic areas:
  - Widening the level of participation in sports and active recreation.
  - Developing opportunities and pathways for people to take up and fulfil their potential in sport.
  - Providing good quality, adequately resourced facilities and services, which meet the needs and aspirations of the people of Fife.
- 1.4 The continued funding support from Fife Council in addition to the Core Services Fee allowed FSLT to open all of its facilities, all be it with reduced operating hours at some venues, a position not widely replicated across the Scottish Public Leisure Sector to provide the best possible recovery position for FSLT and best serve the needs of the community to allow them to become more active more often, particularly after the impact of a pandemic.

## 2.0 Review of the Year

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- 2.1 For 2022/23 the focus was on getting people active and engaged back in our centres, increasing footfall providing vital, health and wellbeing and social support that our customers need and want. The key highlights and testimonials from customers and staff are included in the FSLT 2022/23 Performance Review contained within Appendix 1 of this report.

### **Health and Wellbeing Programmes**

- 2.2 The Trust's health and wellbeing programmes have always been about supporting those with a health condition to safely engage in physical activity. The impact of the pandemic, and the adaptations made to continue to support people during those challenging times, provided useful learning about how best to serve the residents of Fife and further condition-specific specialist programmes have been developed as a result.
- 2.3 The Trust works in partnership with Fife Health and Social Care, on developing further programmes and looking to increase effectiveness by expanding the range of specialist classes provided. Along with programmes for those with a cancer diagnosis, or living with heart disease, a new programme focused on falls prevention is being developed. Physical activity is vital: it has been shown to prevent disease, lower the risk of falls, improve mental health and wellbeing, and class participation also provides important social benefits.

- 2.4 A number of key projects were delivered during the year:
- Active Move – Supporting those with a cancer diagnosis.
  - Get moving with Counterweight – a referral programme on weight management to counter the effects of diabetes.
  - Winter Wellness cafes – to provide warm social spaces in a difficult economic period and promote physical activity.

### **Increasing access to physical activity**

- 2.5 A key priority for FSLT is encouraging children and young people to get active, through positive experiences, growing their confidence and ability, and motivating them towards healthy life choices. At a time when household budgets are stretched through the cost-of-living crisis, increasing access to physical activity is hugely important if the Trust is to serve the communities of Fife well.
- 2.6 Through the school holiday periods, initiatives supported increased access such as the summer free swimming programme and Quid-a-Kid promotions, which saw over 49,000 attendances and 5,000 attendances respectively, a 24.65% increase on the previous year, with attendances improving across seven of nine venues. This provision was repeated for the October schools break and saw over 11,700 attendances for free swimming and nearly 2,000 attendances for Quid-a-Kid.
- 2.7 Fife Council provided Winter Concessionary funding to support families throughout Fife, many of whom faced tough decisions about their financial priorities. This support made it possible for children to engage in 'Splash out for Nowt', an initiative that allowed juniors, aged 17 and under, to swim for free. In the first three months of 2023, we had over 42,000 visits for this initiative.
- 2.8 During the year the Trust also launched a specially designed programme to support youngsters living in kinship, in recognition of the financial barriers they can face to accessing physical activity. The programme offered funded places to our multi-sports Active Kidz camps, as well as gym induction sessions and two months free membership to access our sport and leisure facilities. The Trust also offered free swimming lessons for a 12-month period. This targeted help was a valuable way to support children in kinship care to be active in a safe, fun and nurturing environment, and enjoy the social and health benefits that their peers experience more easily.

### **Operational Recovery and Growth**

- 2.9 To measure the recovery rate of each of the venues, and FSLT overall, FSLT used figures from the last full year of business (2019/20) as a benchmark. Overall, for the full year of 2022/23, 90% recovery rate was achieved by the end of March. FSLT achieved 2,277,379 attendances overall, a significant improvement of over 570,000 visits in relation to the previous year, with recovery rates of 96% for wetside attendances, an 82% recovery rate for dryside and 98% recovery rate for outdoor attendances.
- 2.10 The Learn to Swim programme also went from strength to strength with over 8,000 learners by the end of the year, with the inclusion of a pilot programme for FSLT to deliver the Community Use of Schools swimming programme for the first time, and ongoing work with Active Schools saw funded provision for young people in the programme for those who might not otherwise be able to participate.

- 2.11 FSLT was recognised for its delivery of the programme by being selected as a finalist in the “Provider of the Year” category by Scottish Swimming, the national governing body for the sport.
- 2.12 Work has been ongoing to develop the recovery of group fitness and the gym product, which had seen major changes in the fitness landscape since the pandemic, with more alternative exercise methods being developed at that time, in particular, with exercise at home due to the development of online classes and other outdoor fitness replacing traditional fitness classes during the pandemic restrictions. Developing an attractive fitness programme, in the competitive marketplace, FSLT has to continually review and offer new products and a new studio was developed to deliver a more social and connected way to inspire customers to improve their fitness levels.
- 2.13 A new fitness programme for teenagers was also introduced, under the “Teen Rebel” banner and in partnership with Kingdom Works, the employability project supported by Kingdom Housing Association, jobseekers over the age of 19 were given the opportunity to attend fitness classes at Michael Woods Leisure Centre for free, as well as having Kingdom Works on hand to provide advice and support.
- 2.14 Access to gyms are also really important for many people across Fife and FSLT looks for new and imaginative ways to extend its gym capacity. During the year the size of the gym provision at Cupar Leisure Centre was doubled by repurposing an under-used squash court into a permanent circuit gym to provide customers with more variety and access to new equipment for their workouts.
- 2.15 A key focus for the year was to build back Leisure Active Memberships and a good result was achieved with a recovery rate of 93%, in particular when the impact of the economy on the customer’s disposable income is considered and in particular, was impacting on the leisure membership across the fitness sector. The membership product achieved over 12,600 members, approximately 1,000 below the level at the start of the pandemic.

### **Enhancing the Customer Experience**

- 2.16 During the year a Customer Charter and Customer Evaluation Programme was developed to define FSLT’s commitment to customer service and take on feedback from customers to ensure the right services are being provided in the right way. This also includes a mystery visit programme across all of the venues.
- 2.17 Results from the Customer Satisfaction Survey reviews key business areas across categories such as staffing, catering, quality and cleanliness. Over 4,400 responses were received from customers during 22/23, with “overall satisfaction” at 86%, and “High Satisfaction” at 57%. The survey helps to highlight areas for service improvement so the FSLT can improve its standards and approach.

## **3.0 Plan 4 Fife**

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- 3.1 FSLT supports the Council's Journey towards a Fairer Fife by providing:  
**Opportunities for all**
- 3.2 Concessionary rates and free access to health and physical activities within the centres targeted to those most in need financially, such as those with long-term health conditions right through to providing support for talented athletes.

### **Thriving Places**

- 3.3 Access to facilities for a huge range of clubs and programmes targeted to provide support for those who need it and access such as respite for people with caring responsibilities who need to look after their own health and physical activity levels.

### **Inclusive Growth and Jobs**

- 3.4 Promotion of corporate packages for local businesses to promote a healthy workforce and delivery of work-based placements from schools and providing opportunities for the people of Fife to develop their skills and come and work for FSLT.

### **Community Led Services**

- 3.5 Partnerships with local organisations such as health and social care partnership and other local organisation to provide opportunities to improve essential services, with the impact of health and physical activity creating cost avoidance for other public authority partners such as social work and the NHS, which is vital to deliver the best value for public services.
- 3.6 Partnership working with Fife Council to achieve more locally based – joined-up services to deliver the same quality service to whoever provides it at the required point of use The pilot of Delivery of swimming lessons in Community Use Schools is a good example.
- 3.7 The 21-24 focused priorities for community wealth building are supported by FSLT in the following ways:

#### **Tackling poverty and preventing Crisis**

- 3.8 As well as the opportunities highlighted in this section of the report the covid recovery funding provided free access to swimming and also lessons for those most in need and centres opened up social spaces called winter wellness cafes to assist those in need due to crisis or lack of social interaction. FSLT continues to ensure that it has products and services that can be accessed by all.

#### **Leading the economic recovery**

- 3.9 Funding places and opportunities to allow young people and adults to start their career with FSLT following access to free training helps people to get work ready, enhance their prospects and employability with local employers while also tackling poverty, helps people to contribute more effectively to the local economic recovery. By being given funding to allow the trust to open all of its facilities and retain all its staff it makes a significant contribution to economic recovery overall.

## **4.0 Financial Review**

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- 4.1 In the course of a normal year, almost 80% of the Trust's funding would come from paying customers and an element of grant funding, with the remainder coming from Fife Council in the form of a fee to operate the leisure centres on the Council's behalf, fund specific Council priorities and ensure that the Trust can promote its charitable objects, in particular enabling the Trust to provide affordable access for all.
- 4.2 At the time the budget was placed before Directors in March 2022 there was a continuing challenge to assess how income would recover and at what rate, taking into account the economic conditions and the impact of inflationary pressures on our customers' disposable income.

- 4.3 We are pleased to report that the levels of income generated for the year exceeded budget expectations by over £1million, generating £8.2million, a 22% increase over the previous year's results, and overall reduced the total level of support from Fife Council to £4.1million for the year.
- 4.4 Budgets are regularly being realigned to react to changes as the Trust seeks to maximise its recovery and adapt to the changing needs of the customer in a challenging economy. It is difficult to accurately predict the path to full recovery, however, indications are that the full-year effect of income growth achieved so far has consolidated going forward and the Trust is continuing to change its offering to ensure that it can maximise attendance and income ensuring that products continue to meet expectations and its pre-pandemic targets by the end of the year. Work is ongoing throughout 23/24 on new products and a new membership offering to be launched towards the end of the financial year to maximise the income potential.
- 4.5 Average Income per visit stayed broadly in line with last year at £3.69 (2021-22 £3.70), another fantastic achievement in the current financial climate, and demonstrating the continued commitment of our customers.
- 4.6 The increased level of attendance achieved during 2022/23 reduced the Fife Council subsidy per head from £2.47 in 2021-22 to £1.85 for this year, a 25% reduction overall.

## **5.0 Future Challenges and Plans**

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- 5.1 Work was ongoing during 2022/23 to refocus the strategic direction of FSLT Board and Committees and towards the end of the year a new fourth Strategic pillar was introduced, "Develop Our People" recognising the importance of our People resource, adding to the existing pillars of: "Improving the Customer Experience", "Growing the Business" and "Making a Difference". This new pillar ensures the business has a resilient workforce and can adapt to the current recruitment challenges post -covid ensuring FSLT is seen as an employer of choice and that it has the staffing resource it needs to deliver its services.
- 5.2 As a result of this change the Committee Structure was realigned to more closely link to the four strategic pillars with new main committees as follows: People Committee, Awareness Health and Impact Committee, Service Performance Committee and the Governance and Compliance Committee. This allows for some delegated decision – making at committees, freeing up the Board Meeting to take a more strategic view of the business and the key decisions required in this vital final period to recover to pre-pandemic levels of attendances and also income and subsequently develop the business further into a sustainable business which can react to the changing environment in which it operates.
- 5.3 Towards the end of the year the Trust refreshed the 2022-25 business plan, updating the plan after a further years' experience post-covid and with the progress during 2022-23 determining the best way to proceed, grow and develop through the next two years, 2023-25.
- 5.4 The overarching vision, to make a difference by 'supporting Fife communities to become and stay active' is as important as ever. To achieve this vision, the Trust must provide a breadth of well-managed, high-quality services and develop those services to deliver what people need and want. This requires a strong financial base, commitment of staff, and support from Fife Council.



- 5.5 The focus must be on positively impacting the health and wellbeing of the people of Fife, encouraging as many as possible to participate in physical activity and sport, including those living with long term health conditions. It will be essential that resources are targeted to those who most need support and to ensure that affordability is not a barrier to participation.
- 5.6 This plan demonstrates our direction of travel towards our vision and details how the Trust can serve the people of Fife while creating a strong and successful business.
- 5.7 The focus for 23-24 using the principles of the 4DX model experience gained working in partnership with Fife Council is to fully recover pre-pandemic attendances in a “Back to 100” project and consequently seek to fully recover our income levels from 24/25 onwards as there continues to be ongoing growth required 2023/24 to achieve that goal. The 23-25 Business Plan: Moving Forward Together outlines the key areas of business pressures:
- Reduction in the management fee due to local authority funding pressures
  - The impact of the current economic climate
  - Market competition and pricing.
  - High customer expectations – changing demands from the customer looking for more services at less cost.
  - Workforce retention and staff development to ensure FSLT delivers quality services.
- 5.8 A refreshed membership model will be developed along with a number of other strategic projects to strengthen the business and react to these pressures, with key performance measures being implemented to ensure projects are delivered efficiently and effectively.

## **6.0 Performance Measures**

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- 6.1 As part of the Local Government Benchmarking framework there is a requirement to return Statutory performance Indicators under three categories:
- Number of attendances for all pools – 1,098,006
  - Number of attendances for indoor sport and leisure facilities excluding pools – 1,304,970
  - Number of attendances at outdoor facilities – 687,145
- 6.2 A breakdown of overall attendances per centre has been provided at Appendix 2 to provide context on the level of attendances achievable in normal years prior to pandemic and to demonstrate the journey of recovery to pre-pandemic attendance levels.
- 6.3 The internal Financial Benchmarking information is also provided at Appendix 3 to provide background on the level of subsidy provided by the Services Fee from Fife Council since the inception of FSLT.

## **7.0 Conclusion**

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- 7.1 The first full year of operations following the full removal of pandemic restrictions achieved almost 2.28 million attendances with recovery reaching 90% of pre-



pandemic levels of attendances, highlights of the year are included within the 22-23 performance review attached in Appendix 1.

- 7.2 The overall support from the council reduced considerably from a budgeted position of £5.3m to £4.4m as FSLT managed to avoid the impact of the economy on customer discretionary spend. average Income per visit stayed broadly in line with last year at £3.69 (2021-22 £3.70), another fantastic achievement in the current financial climate, and demonstrating the continued commitment of our customers.
- 7.3 The increased level of attendance achieved during 2022/23 reduced the Fife Council subsidy per head from £2.47 in 2021-22 to £1.85 for this year, a 25% reduction overall. primarily due to the significant growth in attendances and increased customer income.
- 7.4 The deficit funding support from the Council allowed the Trust to continue to work hard on recovering the footfall in centres and allowing the business to thrive.
- 7.5 The additional COVID recovery funding in particular provided access to centres for a number of participants for the first time with free access and new social initiatives which sought to widen the appeal of FSLT and also meet the Council objectives within the Plan 4 Fife and FSLT's charitable objective of affordable access for all.
- 7.6 FSLT continues to work closely with the Council, to agree a sustainable funding model for the Trust going forward and to explore how best the Trust and the Council can work together to jointly provide sports and leisure facilities and activities which are fit for purpose and the most efficient and effective use of local authority funding available for the provision of sports and physical activity to meet the needs of the people of Fife.
- 7.7 FSLT's 23-25 Business Plan: Moving Forward Together identifies the way forward for 23-24, and the key projects and performance measures to return the business to pre-pandemic attendance and income levels.

## List of Appendices

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1. Comparative five-year facility attendances
2. Comparative Performance Benchmarking

## Background Papers

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

- The Report and financial statements for the year ended 31<sup>st</sup> March 2023 can be viewed online at <https://www.fifeleisure-org.uk>.

## Report Contact

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**FIFE SPORTS AND LEISURE TRUST**  
**Leisure Information Management System**  
**Attendance Comparison - Venues**  
**Per Financial Year - Up To March**

Venue	18/19	19/20	20/21	21/22	22/23	Difference	%age
Beacon	147649	136276	956	64551	108304	43753	67.78%
Bowhill	64761	58133	4616	39102	44702	5600	14.32%
Carnegie	445695	460065	46483	281344	422532	141188	50.18%
Cowdenbeath	206260	202257	24414	146427	175170	28743	19.63%
Cupar	143863	134076	20711	102706	120581	17875	17.40%
Dalgety Bay	140196	160840	23249	101710	129920	28210	27.74%
Dulloch	163334	157729	15727	98976	126990	28014	28.30%
East Sands	132314	127717	12258	74635	101467	26832	35.95%
Kirkcaldy	289064	253646	35025	178294	235637	57343	32.16%
Levenmouth	98651	190175	14172	132295	201725	69430	52.48%
Lumphinnans	38062	44806	6043	24829	24367	-462	-1.86%
Michael Woods	580814	545904	80772	391745	483683	91938	23.47%
Pitreavie	39186	33626	5459	30951	38613	7662	24.76%
Waterstone Crook	28310	25663	2824	18072	23037	4965	27.47%
Outreach		2890		829	1537	708	85.40%
Community Use				19630	39114	19484	99.26%
<b>TOTAL</b>	<b>2518159</b>	<b>2533803</b>	<b>292709</b>	<b>1706096</b>	<b>2277379</b>	<b>571283</b>	<b>100.00%</b>

Fife Sports and Leisure Trust  
Annual Financial Performance Measures

Year	Expenditure*	Visits	Cost per Visit	Management Fee	Mgt Fee %	Income (Excl Mgt Fee)*	Inc per Visit	Mgt Fee Subsidy per Visit	Staff Costs	% Staff Cost	Staff Cost per Visit	Recovery Rate	Income as % of Emp Costs	New	New
														Total Subsidy (Mgt Fee +Deficit)	Total Subsidy per visit
2008-09	£8,411,513	1,822,780	£4.61	£5,632,299	60%	£3,831,875	£2.10	£3.09	£7,130,381	85%	£3.91	46%	54%		£0.00
2009-10	£9,147,282	1,564,687	£5.85	£6,078,467	62%	£3,744,092	£2.39	£3.88	£7,462,283	82%	£4.77	41%	50%		£0.00
2010-11	£9,368,314	1,891,868	£4.95	£5,546,512	55%	£4,628,036	£2.45	£2.93	£7,471,886	80%	£3.95	49%	62%		£0.00
2011-12	£10,499,609	2,039,418	£5.15	£3,905,829	41%	£5,643,665	£2.77	£1.92	£8,089,992	77%	£3.97	54%	70%		£0.00
2012-13	£10,277,000	2,114,840	£4.86	£3,395,000	35%	£6,441,000	£3.05	£1.61	£7,990,000	78%	£3.78	63%	81%		£0.00
2013-14	£11,192,185	2,433,648	£4.60	£3,163,923	30%	£7,217,772	£2.97	£1.30	£8,267,678	74%	£3.40	64%	87%		£0.00
2014-15	£11,816,817	2,609,424	£4.53	£2,733,509	25%	£8,222,037	£3.15	£1.05	£9,074,118	77%	£3.48	70%	91%		£0.00
2015-16	£11,253,305	2,673,064	£4.21	£2,706,026	24%	£8,726,228	£3.26	£1.01	£8,596,523	76%	£3.22	78%	102%		£0.00
2016-17	£11,749,432	2,692,894	£4.36	£2,343,396	21%	£8,975,290	£3.33	£0.87	£8,992,520	77%	£3.34	76%	100%	£2,559,522	£0.95
2017-18	£11,595,337	2,575,688	£4.50	£2,202,328	20%	£9,008,782	£3.50	£0.86	£9,162,841	79%	£3.56	78%	98%	£2,544,476	£0.99
2018-19	£11,707,677	2,518,159	£4.65	£2,270,290	21%	£8,634,186	£3.43	£0.90	£9,094,919	78%	£3.61	74%	95%	£3,047,924	£1.21
2019-20	£11,797,194	2,533,803	£4.66	£2,478,288	22%	£8,681,536	£3.43	£0.98	£9,261,042	79%	£3.65	74%	94%	£2,967,239	£1.17
2020-21	£9,494,519	292,709	£32.44	£5,353,288	82%	1,199,362.00	£4.10	£18.29	£8,331,323	88%	£28.46	13%	14%	£5,353,288	£18.29
2021-22	£9,666,640	1,706,096	£5.67	£4,211,152	40%	6,312,759.16	£3.70	£2.47	£9,176,463	95%	£5.38	65%	69%	£4,211,152	£2.47
2022-23 (subject to audit)	£12,355,504	2,227,379	£5.55	£4,126,480	33%	8,229,023.96	£3.69	£1.85	£9,628,449	78%	£4.32	67%	85%	£4,126,480	£1.85

\* Expenditure and Income exclude In Kind Support from Fife Council and accounting adjustment for pension costs and for 20/21 and 21/22 CJRS income and other grant income.

29 February 2024

Agenda Item No. 9

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## OnFife (Fife Cultural Trust) – Annual Performance Report

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

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**Wards Affected:** All Wards

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### Purpose

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The purpose of this report is to review the performance of OnFife in its operation from 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023.

### Recommendation

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Members are asked to note and comment on the continued development and performance of OnFife in 2022/2023.

### Resource Implications

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There are no specific resource implications.

### Legal & Risk Implications

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There are no legal and risk implications.

### Impact Assessment

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

### Consultation

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OnFife's Annual Report was approved on 6 December 2023 by the OnFife Board and accepted by Fife Council in its capacity as the sole member.

## 1.0 Background

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- 1.1 OnFife continues to deliver services and experiences which contribute to all four themes in the Plan for Fife 2017-2027. It also supports the revised Plan for Fife for 2021-2024 on community wealth building with a focus on recovering from the pandemic, working in partnership with communities and re-aligning policies and ways of working to deliver the ambitions of the plan.
- 1.2 In addition to regular meetings to discuss a range of issues, the Council reviews the performance of OnFife via quarterly meetings in which user figures, financial performance, investment programmes, health & safety and many other aspects of the business are assessed against the service specification within the services agreement which underpins the management fee paid by Fife Council to OnFife.
- 1.3 For full Background see **Appendix 1**.

## 2.0 Recovering from the pandemic

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- 2.1 Throughout the pandemic OnFife adapted and developed new ways of working to continue supporting communities and engaging with audiences. With the support of Fife Council, it weathered the worst of Covid-19 but, like the culture sector as a whole, it has faced continued challenges arising from the impact of the pandemic, such as changes in customer habits, and the cost-of-living crisis.
- 2.2 In 2022, OnFife adopted a two-year **Recovery and Renewal Strategy** to give it a clear focus on recovering from Covid-19 and rebuilding to thrive in the longer term. The overriding purpose of the strategy is **Bringing People Back** and working to create **long-term sustainability**.
- 2.3 Postponed twice due to Covid-19, the major **Jack Vettriano: The Early Years** exhibition was held to widespread acclaim and media coverage, raising the profile of Kirkcaldy Galleries and Fife as destinations to visit. Using the Net Promoter Score system, which categorises any score over 70 as excellent, the exhibition scored 84 and was awarded 4 stars by The Times art critic. 18,500 tickets were sold for the show, with many people attracted from outwith Fife, including international visitors.
- 2.4 **Ambitious plans to turn the Adam Smith Theatre (AST) into a creative and commercial hub at the heart of Kirkcaldy** culminated in a much-publicised grand reopening event on 23 September 2023. This has been achieved by the Trust working in partnership with Fife Council, which made a significant capital investment (£7.8m) to facilitate large-scale refurbishment works to the interior and fabric of the building. The key stakeholder targets for engagement are Community, Creatives and Commercial. OnFife aims to ensure the venue becomes a more sustainable facility for the community and in doing so is in a better position to continue to deliver much-needed cultural services to the people in the area and beyond in the long term. The major refurbishment enhances the potential to attract new business in the Meetings, Incentives, Conferences and Events (MICE) sector, in line with the Trust's commercial ambitions. OnFife has worked with other key commercial stakeholders within Kirkcaldy, ensuring a joined-up approach to planning which meets with the town's regeneration ambitions.
- 2.5 The **return of programming to OnFife theatres** has taken a huge step forward, meeting and often exceeding audience targets with sold-out shows. However, the

impact of the pandemic continues, with sector-wide challenges including changes in customer behaviour and staffing, particularly for experienced technical crew. OnFife re-established its Theatre Programme with the support of a robust framework, designed to enhance deals, optimise revenue, develop customer loyalty, deliver on target and ensure a joined-up retail and catering offer. The year started slowly as audience confidence was rebuilt but it finished on a high with the much-awaited return of panto following a two-year gap. In all, there were 53 shows across three venues (Carnegie Hall, Rothes Halls and Lochgelly Centre) and OnFife achieved 113% against target for sales and income. The year also saw the return of amateur companies and OnFife supported over 60 productions, events and activities from dance and drama to musical theatre and film.

- 2.6 Support from Fife Council elected members, and the Trade Unions throughout Covid-19 has been consistently strong and very much valued, with monthly meetings in place to review financial challenges and inform strategic planning.

### 3.0 Achievement and Performance

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- 3.1 See Appendix 2 and 3 **Infographic** for performance summary and Appendix 4 and 5 for **Key Performance Indicators**
- 3.2 The Trust's services are designed to support all in Fife's communities and as such sit and report within the wider strategic framework of The Plan for Fife, supporting it and reporting on performance against its key priority areas of: Thriving Places, Community-led Services, Inclusive Growth and Jobs and Opportunities for All.
- 3.3 Delivering within the fabric of Fife's seven areas, the Trust is well networked with Community Managers and currently reporting to Area Committees every six months to ensure a joined-up approach to wider service provision with a view to achieving a greater return on the investment of the public pound.

#### Thriving Places

- 3.4 Despite the ongoing challenging conditions, OnFife achieved tremendous results during 2022/23, contributing to the quality of life of those living, working and visiting Fife through imaginative creative support, events and online digital activities. Successes included exhibitions, dementia-friendly projects, the return of panto and summer holiday provision.
- 3.4.1 Exhibitions included: **Favourite Centres** and **New Flavours** (6809 visits in 2022/23, opened Feb 2023) at Kirkcaldy Galleries featuring favourites and new or rarely seen paintings from the Collection selected through visitor engagement during the Brushstrokes exhibition. There was national attention at the opening of **Unveiling the Madonna** featuring the oldest painting in the Collection; the exhibition runs until mid-2024. Family-friendly exhibitions included **Explore! Travellers and Trailblazers** at St Andrews Museum (5869 visitors) and **Art-tastic** at Dunfermline Carnegie Library & Galleries (16,334 visitors). Also, at Dunfermline Carnegie Library & Galleries, **Dunfermline and its People: 1967-68**, was a compelling photography exhibition featuring works by Joseph McKenzie, known as the father of modern Scottish photography. Finally, captivating images focused on a growing environmental crisis featured in an exhibition by an award-winning photographer and artist at Dunfermline Carnegie Library & Galleries in **Our Plastic Ocean** (5801 visitors)
- 3.4.2 The FifeSpace Community Galleries also featured eight exciting shows, including a tribute to Fife's unsung comic book heroes with **Comic Kingdom** at Dunfermline



Carnegie Library & Galleries; inspirational photographs celebrating the strength, beauty and wisdom of women over 40 in **40 over 40** at Rothes Halls; and evocative images of Fife's vanished industrial landscapes in an exhibition at Lochgelly Centre that celebrated the 80th birthday of the artist **James Marshall Dickson**.

- 3.4.3 A **rare first edition** of Robert Burns poems, saved from destruction in Victorian times, was on display in Dunfermline Carnegie Library & Galleries and is part of the renowned Murison Burns Collection that is cared for by OnFife.
- 3.4.4 As a result of a first-class cast and script and the passion and commitment of the Rothes Halls team, **Cinderella** exceeded expectations, selling over 12,800 tickets. Accessibility was fully considered, with shows including both a British Sign Language and a relaxed performance.
- 3.4.5 Thanks to further investment of approximately £1.9m from Fife Council, the experience of audiences and performers in venues has been greatly enhanced following upgrades in lighting, audio and rigging across all the theatres, which allowed the switch to energy-efficient LED lighting.
- 3.4.6 Lochgelly Centre hosted **Community Campfires**, a five-day event run by the Scottish Book Trust celebrating local people, places and events at free workshops with an author, digital storyteller, filmmaker and podcaster. Stories were gathered from across the generations, from care home residents to 65 pupils from three schools. Fifty adults and children attended a second Campfire Celebration held as part of Book Week Scotland.
- 3.4.7 OnFife worked alongside partners The Leven Programme and Levenmouth Academy to deliver the *Dandelion Unexpected Garden* as part of The Unboxed Festival, which culminated in a food and film night and harvest festival.
- 3.4.8 The Customer Engagement team, as part of targeted media work to promote events and services, produced **14 features** based on items in the Collections that achieved significant national and international coverage, all showing Fife in a positive light, increasing the region's profile and enhancing the reputation of its cultural services.

### **Community-led Services**

- 3.5 OnFife's work in providing services led by the needs of communities included tackling social isolation, extending help to refugees, community engagement, supporting Fifers through the cost-of-living crisis, collecting memories of the pandemic for an archive project and making connections with people living with dementia.
  - 3.5.1 OnFife's Creative Development team continued to raise the Trust's profile locally via a series of **OnFife Experiences** designed to increase awareness of services with elected members, with a total of 32 tours and activities offered to all 75 councillors.
  - 3.5.2 Building a diverse range of partnerships, OnFife worked with Fife Centre for Equalities, Fife's Third Sector Strategy Group, Fife Voluntary Action and Fife Council's Resettlement Co-ordinator. Outcomes included hosting and supporting the Fife Afro-Caribbean Network and a liaison with the National Galleries of Scotland to supply almost 400 Art Packs for refugees.
  - 3.5.3 The Trust refreshed its Library Strategy to ensure it was relevant following the pandemic, with its vision remaining **Libraries are Good for Life**, which highlights the important role they play in contributing to Community well-being.

- 3.5.4 To ensure services are relevant to communities, OnFife began important post-pandemic work to reach more people as well as piloting a more robust and longer-term approach to community engagement. Three community relevance projects are focused on meaningful and extensive pilots in Levenmouth, Kirkcaldy and Lochgelly. In Kirkcaldy, **Relevant: Adam Smith** had over 4,000 online interactions by the end of March 2023; **Relevant: Levenmouth** was rolled out with the CORRA Foundation, training key community members to engage with groups about the creative and cultural offer in the area; **Relevant: Lochgelly Centre** started in January 2023 and included a 'Creating a Community Vision' day with centre users and local groups.
- 3.5.5 OnFife's commitment to community engagement and relevant service provision was also underlined with work undertaken as a result of £60,000 in funding from the Scottish Library Information Council for its *Work in Progress* project. Working with Fife Council, staff are looking at how the Trust engages with and makes services relevant to three groups – **lapsed users, teenage parents and older men** - in communities around libraries in Templehall (Kirkcaldy) and Cowdenbeath.
- 3.5.6 A VIP Panto Night at Rothes Halls hosted a total of **250 guests** from three charities - **Homestart, Fife Gingerbread and Fife Young Carers**.
- 3.5.7 Work continues with Fife Council, Fife Contemporary and Greenspace Scotland on a Covid Memorial for Fife through the Remembering Together project.

### **Inclusive Growth and Jobs**

- 3.6 OnFife looks to both support the growth and career development of its own people and provide services that will help with job opportunities and contribute to Fife's creative economy.
- 3.6.1 The National Lottery Heritage Fund partnership project *Dunfermline Wellbeing Through Heritage* continued with the launch of a series of activities at Dunfermline Carnegie Library & Galleries aimed at those with low well-being or mental health issues. This included Reminiscence Sessions using the Local Studies Library resources; Time Out Thursdays mindfulness sessions and Art at the Start, which measured the impact participation in art can have on the wellbeing of very young children. Activities to support those living with dementia will also be rolled out as part of this project.
- 3.6.2 OnFife's casual workers returned as programming returned, contributing further to employment within the local economy. Approximately 88 casual posts across catering, front of house, technicians and box office were filled by 74 people.
- 3.6.3 Funding secured from Creative Scotland's Recovery Fund for Cultural Organisations is allowing OnFife to explore ways to diversify income with an external agency commissioned to audit its assets and create a framework for attracting sponsorship.

### **Opportunities for All**

- 3.7 OnFife services providing opportunities for all Fifers included book events for schools, support for people living with dementia and their carers, information for people with cancer, promoting Equality, Diversity and Inclusivity and a musical instrument library.
- 3.7.1 OnFife was able to again support people affected by cancer with the return of the **Macmillan Information Points** in Lochgelly and Leven libraries (and later the launch of a new point at Duloch Library).



- 3.7.2 Funding from the **Life Changes Trust – Creating Better Lives in Fife** allowed OnFife to create intellectually stimulating activities for people with mild to moderate symptoms of dementia, from sessions exploring local history to filmed journeys shared online.
- 3.7.3 Continuing support for those who need extra care, a play with a difference came to Carnegie Hall and showed that, with imagination, the theatre can be an exciting experience for everyone. **Frozen Light 2065** was a futuristic sensory extravaganza for audiences with Profound and Multiple Learning Disabilities (PMLD).
- 3.7.4 A dog was the star in a new initiative for Fife at Leslie Library. The dog was a **TheraPet**, helping build the confidence of children who find reading challenging, in a reading initiative managed by the charity Canine Concern Scotland Trust.
- 3.7.5 After a six-year absence, **Every Child A Library Member** (ECALM) was relaunched. This time round ECALM is focusing on increasing early years library memberships with the aim of making every 0–5-year-old a member. OnFife is working with partners to promote ECALM across Fife’s libraries.
- 3.7.6 **International Women’s Day** was marked with an exhibition in the Community Gallery at Dunfermline Carnegie Library & Galleries; an author event; an Audience with Margaret Dean, former Lord Lieutenant of Fife; shared stories about women who volunteer, and a look back in time at the Scottish Women’s Rural Institute groups in Fife.
- 3.7.7 **LGBT+ History Month** was celebrated throughout February, promoting equality and diversity within Fife’s communities, including an author event and sharing online LGBT+ History content from across the UK.
- 3.7.8 Rosyth Library had a temporary transformation in December 2022 as it changed from library to music venue for a visit from **Get It Loud In Libraries**, with two performers taking to the stage in front of an audience of over 110 people of all ages.
- 3.7.9 A new **Music Instrument Library** was launched at Jennie Lee Library in Lochgelly Centre. Fifers donated around 40 instruments to an initiative that lets people take out musical instruments in the same way they would borrow books, allowing people to try out an instrument without the expense of buying.

## 4.0 Financial Performance

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### Financial Management

- 4.1 OnFife’s ongoing efforts ensured continuity of Financial Management.
- 4.1.1 OnFife entered the financial year 2022/23 positively, having once again managed to maintain services across Fife whilst operating in a difficult financial environment with rising costs alongside post-Covid trading conditions.
- 4.1.2 Focus was placed on directing limited resources to areas of greatest priority, ensuring that it was investing in new book stock, events and product development that would enable it to re-connect in person with communities and create safe and inviting spaces.
- 4.1.3 Alongside this, focus was also on being ready to reopen the Adam Smith Theatre, and significant internal resources were aligned to working with Fife Council on the final stages of the phase 3 renovations whilst also preparing financial forecasts, operational models and programming timetables for the new venue ahead of its scheduled

opening. Where available, the Trust applied for external funding to support the vision for the new building, and during 2022/23 was successful in bringing an additional £250,000 to the overall budget that enabled the outside works to be started and completed, ensuring the amazing new venue extended to the grounds as well.

## **4.2 Return to trading and long-term impact**

4.2.1 The Jack Vettriano exhibition was a huge event for OnFife organisationally, and Kirkcaldy and Fife as a visitor attraction. The exhibition saw strong footfall throughout, from both local and international visitors and this was a huge support for the Trust's return to trading. Whilst the event was ticketed, which supported OnFife with the additional staffing costs associated with such a large exhibition, it was the increased visitors to the newly refurbished Kirkcaldy Galleries Café and the associated retail offering that placed its trading outturn for the year in a very strong position, with associated retail profit for the period reaching over £40,000 all by itself.

4.2.2 Across the estate the Trust has found new partners in trading to ensure its customer experience is positive, with new café providers, The Granary, starting at DCLG towards the end of the 22/23 year period and new local catering providers joining the Trust to ensure it can continue to offer space and options for large-scale events and conferences. It continues to work to grow its trading opportunities and invest in activities that will bring longer-term sustainability.

4.2.3 The renovation and investment in the Adam Smith Theatre is an important asset for OnFife in relation to trading aspirations and growth. It is a high-quality product that has history and connections to famous historical figures that the Trust will be seeking to use to (re)engage local customers and those from further afield who want different and interesting locations to meet, converse, create and socialise. It is developing a three-year plan for development and growth in relation to the MICE market (meetings, incentives, conferences and events) that takes into account the significant changes to this market over the past couple of years. Utilising its assets to reach this market is a core business focus for OnFife for the future.

## **4.3 Future Financial Challenges**

4.3.1 OnFife is currently operating in a difficult context; the management fee that is provided for all services in the Services Agreement no longer covers the true cost of delivering those services. Whilst it continues to generate additional income through Theatre Programming and its Trading subsidiary, this is no longer sufficient to bridge this gap and as it progresses through 2023/24, despite its continued efforts to manage expenditure, it is likely therefore that it will end the financial year in a deficit position in the region of £500,000.

4.3.2 The future savings profile for OnFife is not yet known, and constructive discussions are currently taking place with Fife Council. The Trust has been working to prepare different financial scenarios and has presented options papers in relation to service re-design and reform that focus on protecting (and enhancing) public services for our communities whilst also identifying savings options for both OnFife and Fife Council. OnFife remains committed to working collaboratively on this important area with both Fife Council and the other Trusts in Fife.

## 5.0 Future Challenges and Plans

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- 5.1 OnFife continues to strive to deliver the best services possible whilst facing increasing challenges in relation to costs of operation. It is also well-placed to work with Fife Council to address the challenges public services are facing to help to deliver services which genuinely meet the needs of communities. Its venues, particularly libraries, offer a significant opportunity for joint working with Fife Council and other partners to deliver on the service reform outcomes of a 'no wrong door' approach to services maximising co-location, co-production, and integrated service delivery opportunities, and a significant opportunity to improve community engagement and place-based working, and support greater digital inclusion and connectivity.
- 5.2 OnFife will conclude its review of its Cultural Heritage & Wellbeing service offer. Challenges include balancing the needs of local communities, attracting visitors and tourists and driving footfall with the cost of maintenance, repairs and upgrades involved in making these historic buildings and their displays accessible and fit for 21st-century audiences.
- 5.3 The provision of services that are relevant to our communities has never been greater and OnFife is committed to continuing this approach to service provision - '*nothing about us without us*' as informed by its three pilot areas of Lochgelly, Kirkcaldy and Levenmouth.
- 5.4 The pandemic has had a monumental impact on people's mental wellbeing. Given the correlation between culture and its positive impact on wellbeing, and in line with Fife Council's commitment to improving mental health and wellbeing across Fife, OnFife will develop and deliver its new approach to wellbeing. This is designed to build on the success and learning from the Dunfermline Wellbeing Through Heritage project while working closely with Fife's local area teams, NHS Fife and Fife Health & Social Care. As budgets for 2024/25 are clarified, the Trust will undertake a wider review of Service provision, utilising a raft of data inclusive of feedback, footfall, and intelligence from its new Library Management System, PatronBase, which is the ticketing software platform used to manage and run events, and its Relevance work in communities.
- 5.5 By 2024-25, OnFife hopes to be able to focus on increasing group size of customers attending the theatres, while planning for a loyalty/membership scheme designed to grow and maintain customers. It continues its work with data collection of visitors to museums so it can keep them abreast of upcoming exhibitions and is working on a campaign designed to repackage its library offer and to entice non-users to engage with the wide range of services available.
- 5.6 Within Theatres, OnFife will build on the success of its return post-Covid, endeavouring to work with the best in the entertainment industry to programme an offer that is both appealing and relevant to the people of Fife. Bringing a range of entertainment will allow it to grow audiences and customer loyalty through the programme and special offers. It will also continue to strengthen its relationships with local amateur societies who bring depth to the programme and showcase local talent. OnFife remains committed to exploring ways which widen accessibility for performances, including captioned films and British Sign Language interpretation of some shows. Likewise, it will continue to develop partnerships with companies producing new work by offering space and piloting shows that allow it to offer work that, whilst not financially viable, benefits niche audiences such as early years theatre provision.
- 5.7 Finally, ever mindful of the diminishing public purse, OnFife is exploring its commercial scope within its Theatre Programme, Meetings, Incentives, Conferences and Events

(MICE) sector offer and via the development of a new approach to sponsorship which will see it diversify its income stream by making the most of its assets.

## 6.0 Conclusion

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- 6.1 This report sets out an overview of the 2022/23 year for OnFife and how it responded to the ongoing impact of the pandemic on the organisation, its services, and activities. OnFife has continued to perform well in very challenging circumstances and has continued to innovate across the business in order to maximise efficiency and effectiveness. It has continued to adapt to ensure greater customer focus and long-term sustainability. Throughout this, OnFife has always kept sight of its purpose to provide inclusive and welcoming cultural services, activities and events that excite, inspire and improve the lives of those who participate and Fife's communities more generally.

### List of Appendices

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1. Background
2. Performance summary as infographic
3. Performance summary as text
4. KPIs and SPIs information as charts
5. KPIs and SPIs information as text

### Background Papers

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

- [Fife Cultural Trust \(OnFife\) Annual Report and Accounts 2022/23](#)
- [Fife Cultural Services Trading Limited Annual Report and Accounts 2022/23](#)

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Communities & Neighbourhoods Service  
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## Background

OnFife commenced trading on 1 October 2012. Charitable status was granted by the Office of the Scottish Charity Regulator (OSCR) and Fife Council is the sole member of the Company. A Board of thirteen Directors govern the Company and give strategic guidance and support to the Chief Executive and Executive Team. The Board is made up of four Partner Directors (appointed representatives of Fife Council) and nine Independent Directors. To ensure the Company complies with its statutory obligations, a Board of Director development programme is in place which demonstrates that Directors are conscious of their responsibilities and are keen to implement industry-recognised best practice in relation to the UK Corporate Governance Code (June 2010).

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

- 29 libraries, two mobile libraries
- 7 museums, 3 heritage venues and 2 heritage sites
- Four theatre and community venues
- Collections Centre at Bankhead, Glenrothes
- Fife's historical archives
- Maintenance and development of library services within Fife Council's six integrated customer service facilities
- Stewardship and care for the objects and archives in Fife Council's collections.

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

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



Performance summary as infographic

## Timeline

1 April 2022 – 31 March 2023

- April** 13-18 Easter Holiday craft programme
- May** 7 Exhibition by Fife Supported Programmes students at FifeSpace Gallery
- 13 Pause Not Full Stop campaign ends with Menopause Cabaret at Rothes Halls
- 17 Dunfermline Carnegie Library & Galleries (DCLG) celebrates fifth anniversary
- 23-27 Community Campfires event at Lochgelly Centre
- June** 10 Art at the Start art therapy sessions at DCLG
- 17 Jack Vettriano: The Early Years and Brushstrokes open at Kirkcaldy Galleries
- 25 Launch of Summer Reading Challenge
- July** 15 From the Bird's Mouth, Bho Bheil an Eoin exhibition opens at DCLG
- 15 Opening of Leven's Unexpected Garden (partner project)
- Aug** 22 Fife in Lockdown archive project closes – 52 people took part
- 28 Pantomime Junior Ensemble auditions
- Sept** 6 First Inoleum tour at Collections Centre
- 17 St Andrews Museum closes for renovations
- Oct** 1 OnFife's 10th anniversary
- 9-14 National Libraries Week
- 19 OnFife Experiences launched
- 23 Jack Vettriano exhibition closes
- 23 Macmillan Cancer Information Points reopen in libraries
- 31 Comic Kingdom exhibition opens at DCLG



# £381k

for projects through external funding

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## Thriving Places



**Jack Vettriano: The Early Years**  
**18,400** tickets sold



**214,000** visits across Museums & Galleries – more than double 2021/22



**15** exhibitions across Fife



**53** shows across Carnegie Hall, Rothes Halls and Lochgelly Centre achieving **£44,000** net revenue and exceeding targets by **113%**



Panto returns: Cinderella at Rothes Halls  
**12,800** tickets sold for **33 performances**, including British Sign Language and relaxed.



**33,000** visitors for Brushstrokes, curated with works from the Fife Collection to complement the Vettriano show



Amateur companies return with more than **60 productions** across the three theatres



Upgrades in lighting, audio and rigging across all theatres, including switching to energy efficient LED lighting, an investment of approximately **£1.9 million** by Fife Council.

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## Community Led Services



**3** long-term community engagement projects launched in Levenmouth, Lochgelly and Kirkcaldy, made possible by the award of more than **£240,000** from the Creative Scotland Recovery Fund for Cultural Organisations at the end of 2021/22.



**16** Warm Spaces in OnFife Libraries with **£34k** funding from Fife Council



VIP Panto night hosted **250 guests** from Homestart, Fife Gingerbread and Fife Young Carers.





## Timeline

- Nov**
  - 5 James Marshall Dickson exhibition opens at Lochgelly Centre
  - 9 Launch of Relevant: Adam Smith project
  - 17 Launch of Music Instrument Library at Jennie Lee Library
  - 19 Opening of *Dunfermline & Its People 1967-68* exhibition at DCLG
- Dec**
  - 1 Warm Spaces launched
  - 1 *Unveiling the Madonna* exhibition opens at Kirkcaldy Galleries
  - 3 Panto opens at Rothes Halls
- Jan**
  - Creating Community sessions begin at Lochgelly Centre
- Feb**
  - 4 Therapet reading sessions at Leslie Library
  - 4 *Somewhere to Stay* exhibition opens at Kirkcaldy Galleries
  - 4 Films for a Fiver start at Carnegie Hall
  - 7 Art in Warm Spaces sessions begin
  - 8 Love Our Lochgelly Community Vision Day at Lochgelly Centre
  - 11 Favourite Centres and New Flavours exhibitions open at Kirkcaldy Galleries
  - 23 World Book Day
  - 26 Joseph McKenzie exhibition opens at DCLG
- March**
  - 5 World Book Day
  - 8 International Women's Day
  - 23 Café offering returns to DCLG
  - 24 Levenmouth Community Sessions with Corra (Relevance project work)
  - 25 Our Plastics Ocean opens at DCLG



## Inclusive Growth and Jobs

**3** recruitment days in Dunfermline, St Andrews and Kirkcaldy – for library and cultural assistant posts attracted hundreds of candidates.  
**12 team members recruited across Fife.**



**33** temporary positions created for the Jack Vettriano exhibition.  
 6 went on to be offered permanent posts with 12 joining as casual team members,

**2 permanent posts recruited** (Creative Instigator and Volunteer Co-ordinator) and **2 funded by Macmillan Cancer** (Project Officer and Project Co-ordinator)



## Opportunities for All



Macmillan Cancer information and support points return to Lochgelly and Leven libraries



Book Week Scotland in libraries, schools and online, included a virtual event with **2,000** children



**115** activities events held by Young People & Families Team with **5,495** children and adults attending



Summer Reading Challenge – more than 2k children registered, **50%** more than previous year. **652** completed the challenge, an increase of **39%**



**679** Bookbug sessions, engaging with **21,700** children and adults



World Book Day in March 2023, engaging with nearly **1.9k** children in online and in-person author events. **15** libraries received a selection of World Book Day list books to give out for free.



Over **£21.5k** from Scottish Government Community Mental Health & Wellbeing to broaden social inclusion work for people with dementia, including the purchase of a 'magic' table that uses special sensory games to stimulate and engage.

**£10,000** awarded to expand Magic Moments project with RemPods, innovative pop-up reminiscence displays for people living with dementia



**SUPPORT OUR NEW MUSIC LIBRARY**

New Music Instrument Library providing **40** instruments

<b>Performance summary in text</b>	
<b>£381,000 for projects through external funding</b>	
<b>Thriving Places</b>	<b>Opportunities for All</b>
Jack Vettriano: The Early Years exhibition - total tickets sold 18,400	MacMillan Cancer information and support points returned to Lochgelly and Leven libraries
Brushstrokes exhibition – 33,000 visitors, curated with works from the Fife Collection to complement the Vettriano show	115 events held by Young People & Families Team with 5,495 children and adults attending
214,000 visits across Museums & Galleries – more than double 2021/22 total	Book Week Scotland in libraries, schools and online, included a virtual event with 2,000 children
15 exhibitions across Fife	679 Bookbug sessions, engaging with 21,700 children and adults
53 shows across Carnegie Hall, Rothes Halls and Lochgelly Centre, achieving £44,000 net revenue and exceeding targets by 113 per cent	Summer Reading Challenge returned – more than 2,000 children registered, 50 per cent more than the previous year. 652 completed the challenge, an increase of 39 per cent
Panto returns with Cinderella at Rothes Halls. 12,800 tickets sold for 33 performances, including British Sign Language and relaxed performances	World Book Day in March 2023, engaging with nearly 1,900 children in online and in-person author events. 15 libraries received a selection of World Book Day list books to give out free
Amateur companies return with more than 60 productions across the three theatres	£10,000 awarded to expand Magic Moments project with RemPods, innovative pop-up reminiscence displays for people living with dementia
Upgrades in lighting, audio and rigging across all theatres, including switching to energy-efficient LED lighting, an investment of £1.9 million by Fife Council	Over £21,500 from Scottish Government Community Mental Health & Wellbeing to broaden social inclusion work for people with dementia, including the purchase of a 'magic' table that uses special sensory games to stimulate and engage
	New Music Instrument Library, providing 40 instruments
<b>Community-led Services</b>	<b>Inclusive Growth and Jobs</b>
3 long-term community engagement projects launched in Levenmouth, Lochgelly and Kirkcaldy, made possible by the award of more than £240,000 from the Creative Scotland Recovery Fund for Cultural Organisations at the end of 2021/22	3 recruitment days in Dunfermline, St Andrews and Kirkcaldy for library and cultural assistant posts and attracted hundreds of candidates. 12 new team members recruited across Fife
16 Warm Spaces in OnFife Libraries with £34k funding from Fife Council	33 temporary positions created for the Jack Vettriano exhibition. 6 went on to be offered permanent posts with 12 joining as casual team members
VIP Panto night hosted 250 guests from Homestart, Fife Gingerbread and Fife Young Carers	2 permanent posts recruited (Creative Instigator and Volunteer Co-ordinator) and 2 funded by Macmillan Cancer (Project Officer and Project Co-ordinator)

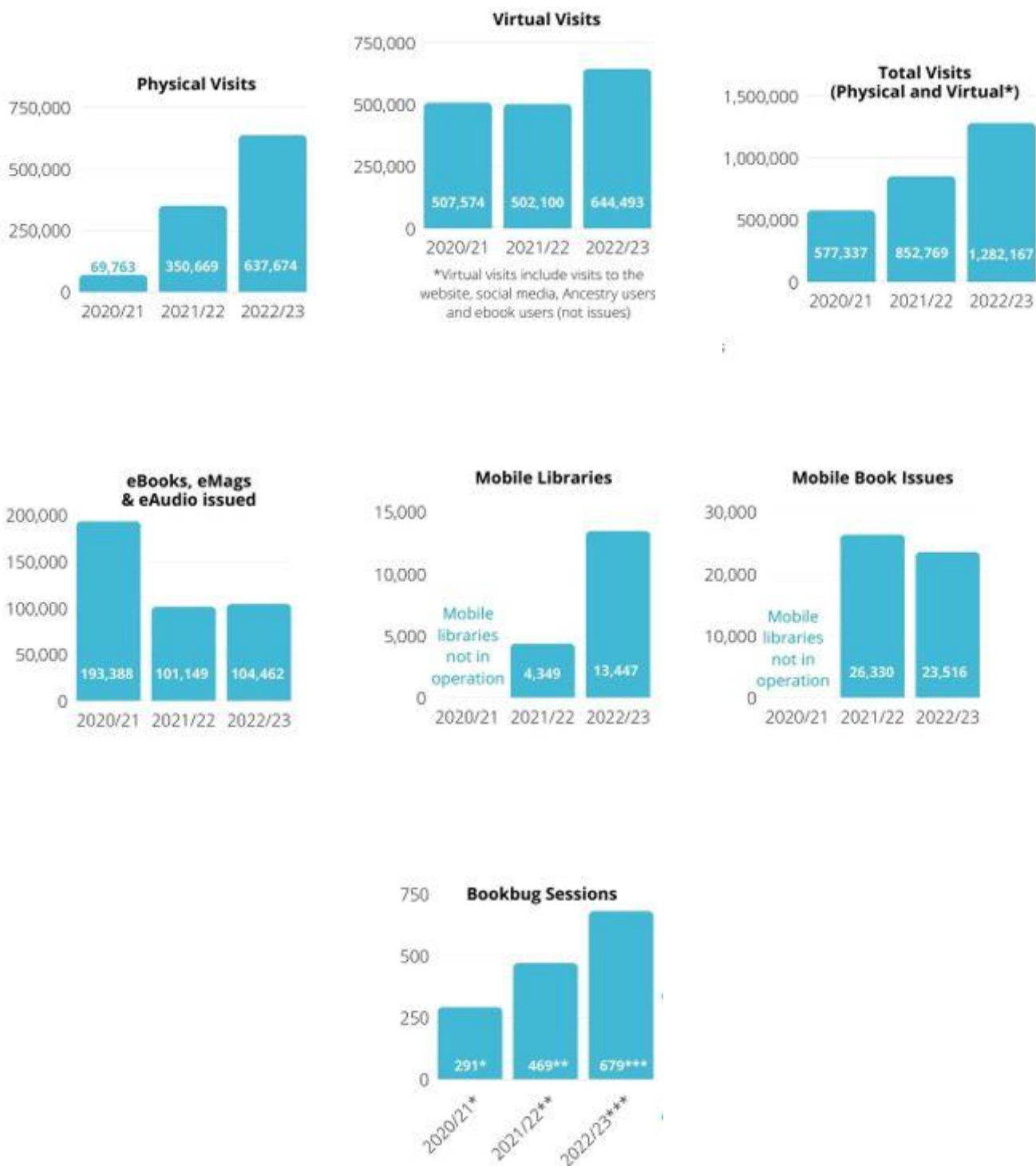


<b>Timeline of activity highlights (1 April 2022 – 31 March 2023)</b>
<u>April</u>
13-18 Easter Holiday craft programme
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9 Launch of Relevant: Adam Smith project
17 Launch of Music Instrument Library at Jennie Lee Library
19 Opening of <i>Dunfermline &amp; Its People 1967-68</i> exhibition at DCLG
<u>December</u>
1 Warm Spaces launched – eventually 16 in total
1 <i>Unveiling the Madonna</i> exhibition opens at Kirkcaldy Galleries
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8 Love Our Lochgelly Community Vision Day at Lochgelly Centre
11 <i>Favourite Centres</i> and <i>New Flavours</i> exhibitions open at Kirkcaldy Galleries
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<u>March</u>
5 World Book Day
8 International Women's Day
23 Café offering returns to DCLG
24 Levenmouth Community Sessions with Corra (Relevance project work)
25 <i>Our Plastics Ocean</i> opens at Dunfermline Carnegie Library & Galleries

## Key Performance Indicators as charts

### Libraries' Visitor Numbers



	Total Visits*	Issues	Mobiles	Mobile issues	PC use	Bookbugs
2020/21	577,337	193,388	0	0	4,925	291
2021/22	852,769	101,149	4,349	26,330	18,622	469
2022/23	1,282,167	104,462	13,447	23,516	32,446	679*

\*Includes virtual and physical visits

### Mobile Libraries

During 2021/22, the Mobile Libraries were used as part of OnFife's Covid-19 Connect and Collect scheme, through which customers could collect bags of ordered books from the vans.

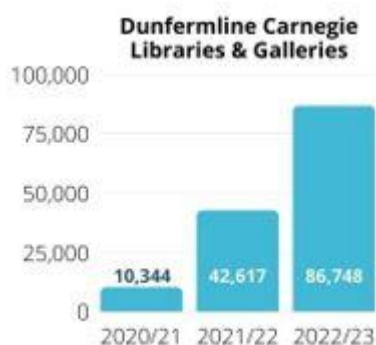
### Number of visits by Library Branch



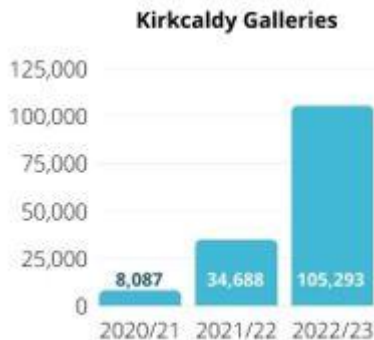
Branch	Number of visits	
	2022/23	2021/22
Aberdour	2422	1157
Auchtermuchty	3114	1252
Benarty	5778	2100
Buckhaven	4509	2897
Burntisland	13435	9449
Cadham	8366	6186
Cardenden	1677	1116
Cowdenbeath	16071	7684
Cupar	50727	34973
Dalgety Bay	19715	12800
Duloch	36151	16267
Dunfermline Carnegie Library & Galleries	86748	42617
Elie	1887	831
Inverkeithing	5656	1441
Kelty	4249	1284
Kennoway	2155	1749
Kincardine	3201	1338
Kirkcaldy Galleries	105293	34688
Ladybank	3866	2348
Leslie	3964	2173
Leven	27031	19467
Lochgelly	12427	6549
Methil	74654	55627
Mobile East Fife	8459	2136
Mobile West & Central Fife	4988	2213
Newburgh	2696	2069

Newport	5627	4421
Oakley	2644	1180
Rosyth	14893	8079
Roths Halls	38713	23810
St Andrews	28707	20823
St Monans	2284	1687
Tayport	4013	2378
Templehall	12746	9408
Valleyfield	1352	672
Waid	5425	425
Windmill	12031	5375
<b>Total</b>	<b>637674</b>	<b>350669</b>

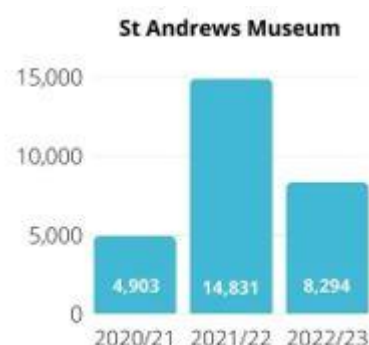
## Museums and Galleries' Visitor Numbers



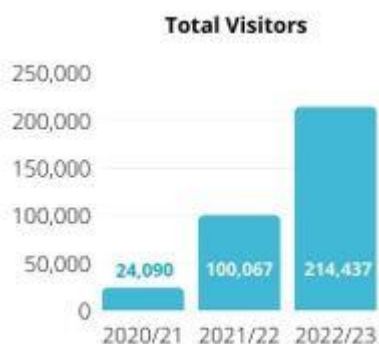
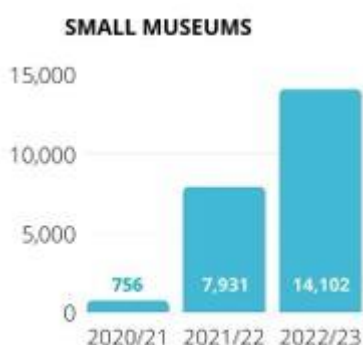
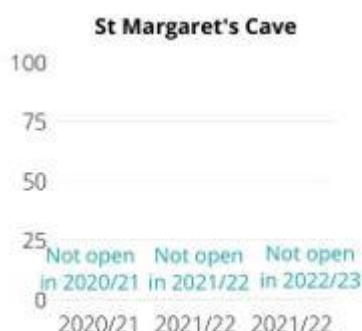
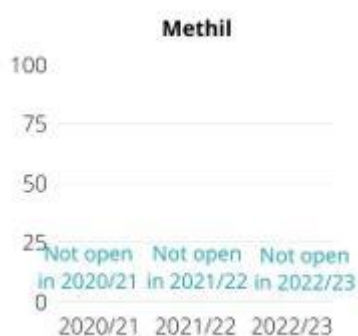
DCLG saw a rise in visitors throughout 22/23, attracting almost 50,000 for our in-house Art-tastic exhibition. This was followed by a short 4-month run of Joseph Mackenzie's 1960s photographs Dunfermline & Its People, attracting just under 30,000 visitors. We ended the year with 9,269 visitors to Our Plastic Ocean touring exhibition.



Kirkcaldy Galleries benefited from the reopening of the cafe to coincide with Jack Vettriano The Early Years, which ran for 5 months attracting just over 18,000 visitors. We combined this with our in-house Brushstrokes exhibition, so total visitor figures for that period reached almost 62,000. We also added a special exhibition exploring the conservation work on the oldest artwork in the collection, a new family-friendly Art-Space display and Somewhere To Stay art installation inspired by a Polish family's extraordinary wartime experience.



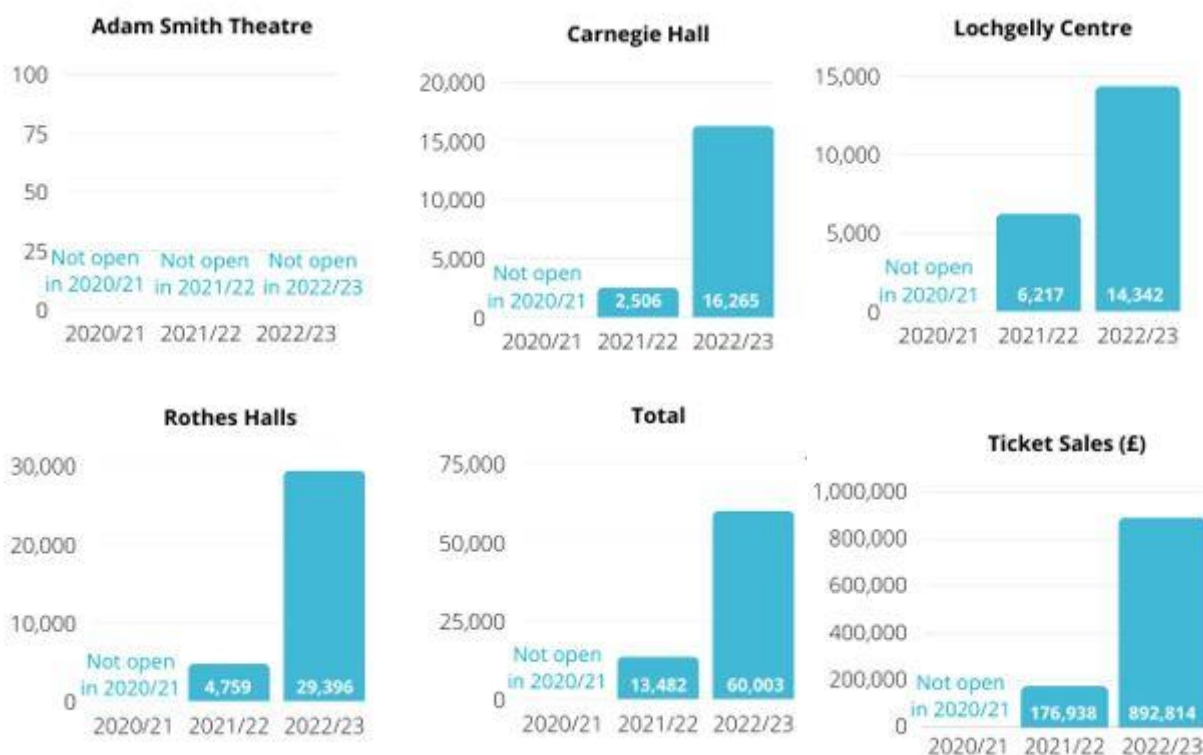
Visitor figures were much lower as the building closed Sept-May for essential repair works to the windows, cutting short the run of our inhouse exhibition Explore.



	DCL&G	KG	SAM	Methil	SMC	SMW	MAC	Small Museums	Totals
2020/21	10,344	8,087	4,903	0	0	0	0	756	24,090
2021/22	42,617	34,688	14,831	0	0	0	0	7931	100,067
2022/23	86,748	105,293	8,294	0	0	0	0	14,102	214,437

Figures are for OnFife venues only and may vary from Pentana reporting figures, which also include Scottish Fisheries, Crail and Fife Folk Museums, which are part-funded by Fife Council but not managed by OnFife.

## Theatre Attendances

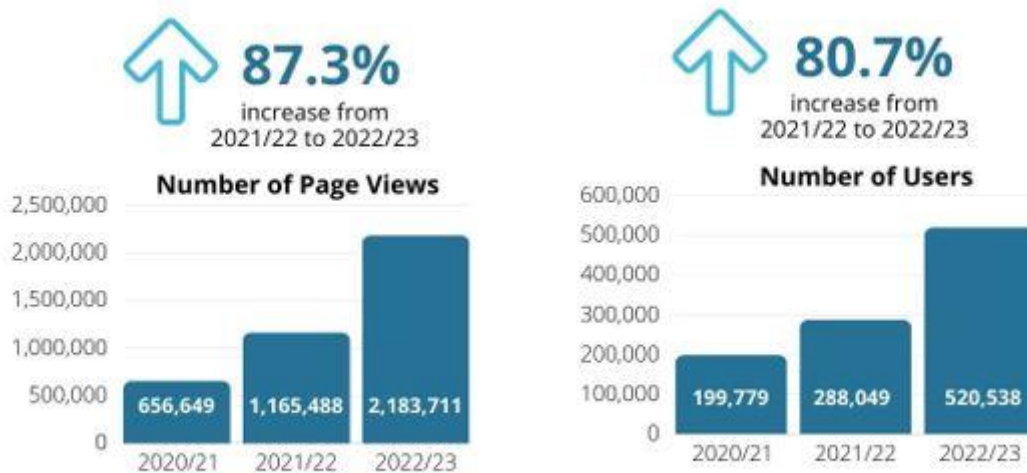


	AST	CH	LC	RH	Totals	Ticket Sales
2020/21	0	0	0	0	0	0
2021/22	0	2,506	6,217	4,759	13,482	176,938
2022/23	0	16,265	14,342	29,396	60,003	892,814

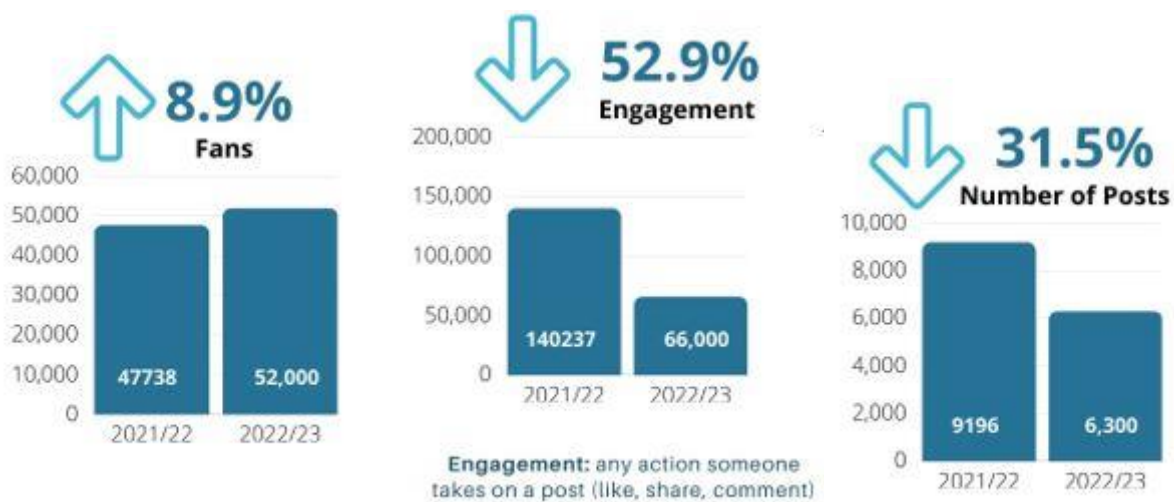
2022/23 was the first full year in theatres without any lockdowns or restrictions as a result of Covid-19. While the impact of the pandemic in terms of customer behaviour continued to be felt, along with the cost-of-living crisis hitting spending, our audiences gradually returned to enjoy the programme on offer. Ticket sales continued to increase throughout the year as we welcomed back regular customers as well as new. Amateur companies were also keen to get back on track across the board and we hosted productions in all three theatres. Adam Smith Theatre was closed during this time.



Website: OnFife.com



Social Media: Activity on OnFife's Facebook pages



With more events and activities in venues growing year on year since Covid, we have seen a healthy increase in website usage as customers are exploring what's on and booking events online.

Our number of fans across our social media pages continues to rise steadily, while the engagement and number of organic posts has decreased. This reflects our continued move to in venue engagement, in addition to an increase in paid, as opposed to organic, social media activity, as the professional theatre programme expands.



## Key Performance Indicators information as text

### Libraries visitor numbers

**Physical visits** - Figures by year for the last three years. Total for 2020/21 was 69,763, total for 2021/22 was 350,669 and total for 2022/23 was 637,674.

**Virtual visits** - Virtual visits by year over the last three years, including website, social media, Ancestry users and eBook users. 2020/21 total was 507,574, 2021/22 total was 502,100 and 2022/23 total was 644,493.

**Total visits** (physical and virtual) - Total visits to libraries, including physical and virtual, by year over the last three years. 2020/21 total was 577,337, 2021/22 total was 852,769 and 2022/23 total was 1,282,167.

**eBooks, eMags and eAudio issued** - Issues by year over last three years. 2020/21 total was 193,388, 2021/22 total was 101,149 and 2022/23 total was 104,462.

**Mobile Libraries** - Visits to Mobile Libraries by year over last three years. 2020/21 the Mobile Libraries were not in operation; 2021/22 total was 4,349 and 2022/23 total was 13,447.

**Mobile book issues** - Mobile Libraries book issues by year over last three years. 2020/21 the Mobile Libraries were not in operation, 2021/22 total was 26,330 and 2022/23 total was 23,516.

**Mobile Libraries footnote:** During 2021/22 the Mobile Libraries were used as part of OnFife's Covid-19 scheme in which customers could collect bags of pre-ordered books from the vans.

**Public-access PC usage in hours** - PC usage in hours by year over the last three years. 2020/21 total was 4,925, 2021/22 total was 18,622 and 2022/23 total was 32,446.

**Bookbug sessions** - Number of Bookbug sessions by year over the last three years. 2020/21 total was 291, 2021/22 total was 469 and 2022/23 total was 679.

Footnote to Bookbug sessions: In 2020/21 all sessions were virtual with 59,123 engagements. In 2021/22 350 were in person with 2,535 children and 2,250 adults; there were 119 virtual with 13,381 engagements. In 2022/23 there were 662 in person with 6,892 children and 6,363 adults: 17 virtual with 8,499 engagements.

### Number of visits by Library Branch

Branch	2022/23	2021/22
	Aberdour	2422
Auchtermuchty	3114	1252
Benarty	5778	2100
Buckhaven	4509	2897
Burntisland	13435	9449
Cadham	8366	6186
Cardenden	1677	1116
Cowdenbeath	16071	7684
Cupar	50727	34973
Dalgety Bay	19715	12800
Dulloch	36151	16267
Dunfermline Carnegie Library & Galleries	86748	42617
Elie	1887	831

Inverkeithing	5656	1441
Kelty	4249	1284
Kennoway	2155	1749
Kincardine	3201	1338
Kirkcaldy Galleries	105293	34688
Ladybank	3866	2348
Leslie	3964	2173
Leven	27031	19467
Lochgelly	12427	6549
Methil	74654	55627
Mobile East Fife	8459	2136
Mobile West & Central Fife	4988	2213
Newburgh	2696	2069
Newport	5627	4421
Oakley	2644	1180
Rosyth	14893	8079
Roths Halls	38713	23810
St Andrews	28707	20823
St Monans	2284	1687
Tayport	4013	2378
Templehall	12746	9408
Valleyfield	1352	672
Waid	5425	425
Windmill	12031	5375
<b>Total</b>	<b>637674</b>	<b>350669</b>

## Museums and Galleries' Visitor Numbers

**Dunfermline Carnegie Library and Galleries** - Visitor number by year for last three years. 2020/21 total was 10,344, 2021/22 total was 42,617 and 2022/23 total was 86,748.

Footnote: The venue saw a rise throughout 2022/23, with almost 50,000 to in-house created Art-tastic exhibition, almost 30,000 for Joseph Mackenzie photography exhibition and more than 9,000 to Our Plastic Ocean.

**Kirkcaldy Galleries** - Visitor numbers by year for last three years. 2020/21 total was 8,087, 2021/22 total was 34,688 and 2022/23 was 105,293.

Footnote: The Jack Vettriano exhibition attracted more than 18,000 visitors, which, when combined with our in-house Brushstrokes exhibition, took visitors for that five-month period to 62,000. There was a further exhibition on the restoration on the oldest artwork in the Collection, a new family-friendly Art-Space display and an installation inspired by a Polish family's wartime experience.

**St Andrews Museum** - Visitor numbers by year for the last three years. 2020/21 total was 4,903, 2021/22 total was 14,831 and 2022/23 total was 8,294.

Footnote: Visitor figures were much lower in 2022/23 as the building was closed from September to May for essential repair work.

**Methil Heritage Centre, St Margaret's Cave and St Monans Windmill** – no visitor figures as these venues were not open over the three years.

**Small Museums** - Visitor number by year for the last three years. 2020/21 total was 756, 2021/22 total was 7,931 and 2022/23 total was 14,102.

**Total visitors** - Total visitor numbers for Museums and Galleries by year for the last three years. The 2020/21 total was 24,090, 2021/22 total was 100,067 and 2022/23 total was 214,437.

Footnote: The figures are for OnFife venues only and may vary from Pentana reporting figures, which also include the Scottish Fisheries, Crail and Fife Folk Museums, which are part-funded by Fife Council but not managed by OnFife.

## Theatre Attendances

**Adam Smith Theatre** - no attendance figures for Adam Smith Theatre for last three years as the venue was not open.

**Carnegie Hall** - attendances by year for last three years. Not open in 2020/21, total for 2021/22 was 2,506 and total for 2022/23 was 16,265.

**Lochgelly Centre** - attendance figures by year for the last three years. Not open in 2020/21, total for 2021/22 was 6,217 and total for 2022/23 was 14,342.

**Roths Halls** - attendance figures by year for the last three years. Not open in 2020/21, total for 2021/22 was 4,759 and total for 2022/23 was 29,396.

**Totals** - total theatre attendances by year for the last three years. Not open in 2020/21, total for 2021/22 was 13,482 and total for 2022/23 was 60,003.

**Ticket sales in pounds** – total ticket sales in pounds by year for the last three years. Not open in 2020/21, total for 2021/22 was £176,938 and total for 2022/23 was £892,814.

Footnote to theatre attendances: 2022/23 was the first full year in theatres without any lockdowns or restrictions as a result of Covid-19. While the impact of the pandemic in terms of customer behaviour continued to be felt, along with the cost-of-living crisis hitting spending, our audiences gradually returned to enjoy the programme on offer. Ticket sales continued to increase throughout the year as we welcomed back regular and new customers. Amateur companies were keen to get back on track across the board and we hosted productions in all three theatres. Adam Smith Theatre was closed during this time for refurbishment.

## Website: onfife.com

**Number of page views** - by year over the last three years. 2020/21 total was 656,649, total in 2021/22 was 1,165,488 and total in 2022/23 was 2,183,711. An increase of 87.7 per cent from 2021/22 to 2022/23.

**Number of users** - by year over the last three years. Total for 202/21 was 199,779, total for 2021/22 was 288,049 and total for 2022/23 was 520,538. An increase of 80.7 per cent from 2021/22 to 2022/23.

## Social media: activity on OnFife's Facebook pages

**Fans** - number of Facebook fans by year over the last two years. Total for 2021/22 was 47,738 and total for 2022/23 was 52,000. An 8.9 per cent increase.

**Engagement** - engagement by year for the last two years. The total for 2021/22 was 140,237 and the total for 2022/23 was 66,000. A 52.9 per cent decrease. Footnote: Engagement is any action someone takes on a post (like, share, comment).

**Number of posts** - number of posts by year for the last two years. The total for 2021/22 was 9,196 and the total for 2022/23 was 6,300, a decrease of 31.5 per cent. A 31.3 per cent decrease.

Footnote to social media activity: With more events and activities in venues growing year-on-year since Covid, we have seen a healthy increase in website usage as customers are exploring what's on and booking events online. Our number of fans across social media pages continues to rise steadily, while the engagement and number of organised posts as decreased. This reflects our continued move to in-venue engagement, in addition to an increase in paid, as opposed to organic, social media activity, as the professional theatre programme expands.

29<sup>th</sup> February 2024

Agenda Item No. 10

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# Fife Coast & Countryside Trust Annual Performance Report

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

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**Wards Affected:** All

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## Purpose

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To present the annual performance report for Fife Coast and Countryside Trust (FCCT) for 2022/23.

## Recommendation(s)

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Members are asked to: - Consider and review the Fife Coast and Countryside Trust performance information.

## Resource Implications

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Increased demand on Fife's outdoors requires that further investment be considered if the benefits of high-quality accessible outdoor spaces are to be realised and Fife is to continue to provide well-managed sites to the benefit of local communities and visitors alike.

## Legal & Risk Implications

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There are risk implications highlighted in this report that pertain to the provision of service, and delivery of targets in alignment with the Council's obligation to improve local services and local outcomes whilst demonstrating best value.

## 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.

## Consultation

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None required.

# 1.0 Background

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Fife Coast and Countryside Trust (FCCT) is a charity that manages, maintains, and preserves wide areas of the countryside of Fife, promoting responsible access to our wonderful and diverse outdoor sites.

FCCT look after over 60 sites and path networks throughout Fife including the Fife Coastal Path, the Lomond Hills Regional Park, local nature reserves and other locations which are important for recreation and conservation.

## 2.0 Performance Reporting

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### 2.1 Introduction

The dramatic changes in the world in recent years necessitated a dynamic approach to planning and delivery by FCCT, and this has served us well. FCCT's strategic objectives are to consolidate our activity, diversify our funding base, and specialise in what we offer Fife. These priorities provide high-level guidance that ties together all activity carried out by FCCT.

FCCT has intentionally avoided growth as a strategic aim as our view is that growth will happen in response to demand and should not be pursued as an end or viewed as a measure of success. Despite not aiming for growth, FCCT has nevertheless grown as pressure on our services has increased, and funding for our areas of specialism has become available.

Diversification, particularly in terms of our funding, is essential to ensuring that FCCT is resilient in the face of a rapidly changing world. Beyond funding, embracing diversity in our activities supports our values of being inclusive, fair, and respectful to all.

Our drive to specialise recognises our aspiration to lead. But in leading, we are determined that we are knowledgeable, and information-led, making wise decisions in the work we do for Fife Council and the wider community of Fife.

### 2.2 What has gone well

#### 2.2.1 RTPI Planning Awards

The Fife Pilgrim Way was recognised for its outstanding engagement and partnership working at the Royal Town Planning Institute (RTPI) Awards for Planning Excellence 2022.

The 64-mile waymarked trail received a Commendation in the category for Excellence in Planning for Heritage and Culture and was the only Scottish planning project entry to receive a prize, despite competing against multi-million-pound projects across the UK.

#### 2.2.2 Loo of the Year Awards

Fife's public toilets are among the best in the UK, according to judges of the 2022 Loo of the Year Awards, the 'Washroom Oscars' held in Birmingham.

FCCT manages 15 public toilets on behalf of Fife Council and was delighted to lift the UK trophy for Public Toilets. FCCT also won the UK Market Sector Award for Beaches (Harbourmaster's House, Dysart) and were listed in the Local Authority Public Toilet Premier League. FCCT also lifted Scotland national awards for ECO-Friendly Toilets (Craigmead in the Lomond Hills), Local Authority Entries, Beaches (Harbourmaster's House), Car Parks toilets (Elie Harbour) and for Washroom Cleaner of the Year, which went to the FCCT in-house cleaning team.

#### 2.2.3 Access and Recreation Team – Getting the Message Across

Visitor numbers across FCCT sites continued to be above pre-pandemic levels. The Access and Recreation Team works hard to ensure there is effective countryside

management at sites, by sharing the Scottish Outdoor Access Code's key elements with all user groups, be they visitors, residents, or landowners.

#### **2.2.4 Countryside Warden Patrols**

Countryside Wardens carry out regular patrols of Fife's coast and countryside engaging with a wide variety of user groups including farmers and landowners, residents, walkers, dog walkers, fell runners and mountain bikers. Their engagement activities are vital to ensure that all user groups understand their responsibilities as laid down in the Scottish Outdoor Access Code.

#### **2.2.5 Fife Pilgrim Way**

Since opening in July 2019, the Fife Pilgrim Way continues to grow in popularity attracting local walkers and those from further afield. The UK's first ever Pilgrim Pastor, Duncan Weaver, took up his post on St Andrews Day 2022. His role is to encourage modern pilgrims to make their own pilgrim journeys.

#### **2.2.6 Beaches**

West Sands in St Andrews celebrated its 30<sup>th</sup> Keep Scotland Beautiful Beach Award in 2022, having won it every year since the scheme launched in 1992. Fife remains the Local Authority with the most beach awards in Scotland.

#### **2.2.7 Biodiversity Officer**

The Fife Biodiversity Partnership has been reformed after a three-year hiatus. The Fife Local Biodiversity Action Plan (LBAP) is undergoing extensive review; the updated document will support biodiversity planning across Fife for the future.

#### **2.2.8 Restoration Forth**

Restoration Forth was launched in 2022. This 3-year project aims to improve Firth of Forth water quality and habitat by re-introducing native Oyster and Seagrass populations. The first year is focused on engagement. FCCT is one of 6 Community Engagement Hubs around the Firth of Forth.

#### **2.2.9 Lyne Burn Project**

The Lyne Burn Project's first phase was to restore the burn to a more natural condition – following man-made changes – by reinstating its meanders, which has been achieved thanks to SEPA's Water Environment Fund. Over the past two years the project has engaged with around 500 adults and children, who have planted 2000 trees and 2000 bulbs. This video gives an overview of the project [The Lyne Burn Project November 2022 - YouTube](#)

#### **2.2.10 Education**

Spending time outdoors in green spaces has significant benefits to both physical and mental well-being, with an abundance of scientific studies establishing the link. This is one reason that encouraging people to make a connection with their local natural spaces is at the heart of FCCT's Mission Statement - Connecting Environment and People. This year has seen the launch of several new educational initiatives including:

##### **Branching Out**

FCCT's 'Branching Out' programme allows people who are affected by poor mental health to experience the powerful healing that accessing greenspaces and woodlands can have on their wellbeing. The programme incorporates weekly photography assignments and is underpinned by the 5 Ways to Wellbeing.

#### **2.2.11 Volunteering**

FCCT Volunteers contribute to many different projects from tree planting, invasive species removal, woodland, and grass management to litter picking. As an organisation FCCT values volunteers' contribution and this year launched a volunteer newsletter which

focuses on their contribution and gives them a chance to see what other volunteers have been involved with.

<b>Volunteer Hours 12/4/22 to 30/03/23</b>	
<i>Education (Schools, College, Universities)</i>	70
<i>Community Groups</i>	511
<i>Individuals</i>	711
<i>Corporate (Businesses)</i>	801
<b>Total</b>	<b>2093 *</b>

\*(full-time equivalent 1.11 posts)

### **2.2.12 Operations Team**

FCCT's Operations Team focuses on delivering Fife Council's SLA (Service Level Agreement), but also undertakes additional project work when opportunities arise to improve the many areas we care for. When possible, the team also delivers some goodwill activities to support Fife's communities. Further detail is available in the attached Annual Report.

### **2.2.13 Fife Outdoor Tourism Infrastructure Programme Car Park Upgrades**

During late 2022/early 2023 several Fife car parks have been upgraded as part of a project funded by Fife Outdoor Tourism Infrastructure Programme (FOTIP). After consultation with communities, landowners, and stakeholders, FCCT has introduced Parking Charge Notification (PCN) schemes to several car parks.

### **2.2.14 Toilet Upgrades**

Craigmead toilets, which won the Scotland National Award for ECO-Friendly Toilets in the Loo of the Year Awards 2022, have benefited from the installation of solar panels.

A modern new toilet block, with 24/7 access, has been installed at Elie Ruby Bay. The block of six cubicles includes a chemical toilet disposal point that's open from 10 am to noon. One unisex toilet is open overnight, all year round, and an accessible toilet is available 24/7 by using a RADAR key.

A new toilet block (single unit) with a chemical disposal point at Kinghorn Pettycur Bay.

### **2.2.15 Restoring our Rivers**

FCCT are working hard to deliver a river restoration project focused on a 2.5-mile section of the River Leven between Windygates and Leven, and a further section on one of its tributaries, the Back Burn, flowing from the Lomond Hills.

Fife Council and the Scottish Environment Protection Agency (SEPA) commissioned the projects, supported initially with funding from the Water Environment Fund (WEF) and Fife Council.

FCCT is delighted to be managing both projects from concept design through to delivery on behalf of Fife Council.

### **2.2.16 Blended Finance**

Blended finance is a powerful tool that can help us to secure funding for our projects and activities, while also leveraging additional investment from private sector sources. By combining public and private resources, we can bridge the funding gap and achieve our objectives more efficiently and effectively. This is particularly important for us as a charity, as we rely on a limited pool of supporters to fund our work.



Blended finance can help us to achieve greater sustainability in our work. By combining public and private capital, we can encourage private investors to adopt more sustainable practices, such as renewable energy or sustainable agriculture. This can help to reduce our carbon footprint and promote sustainable land use, while also creating new business opportunities for local communities.

Blended finance is an important tool that we believe will help us to achieve our vision and Mission. We look forward to exploring the opportunities that blended finance can offer us, and to working with partners in the public and private sectors to achieve our goals.

### **2.2.17 Nature Finance Fife**

This year has seen the Development team at FCCT establish Nature Finance Fife. This is a collaborative initiative that seeks to develop and deliver a pipeline of high integrity nature-based projects in Fife that when delivered, will create a healthier environment that supports wellbeing and sustains the balance between people and nature. We will do this through a blend of public, private, and philanthropic finance that drives the landscape scale changes needed to tackle both the climate and nature emergencies while simultaneously meeting the needs of communities and facilitating a just transition to a green economy.

As it stands at the end of the 2022/23 financial year, this collaboration has already brought together 3rd sector and not for profit organisations, regulators, local authority, specialist consultants, land managers, community, academia, private companies, funders, and investors keen to understand and realise the needs and aspirations of each stakeholder while focusing on aligning local business, community interests, and development opportunities.

### **2.2.18 Strategic Network Development**

FCCT's innovative approach to diversifying revenue streams and delivering benefits for nature and people has driven us to reach out to national partners and networks. In October 2022, FCCT joined the Scottish Nature Finance Pioneers, a pioneering network of organisations and individuals coming together with the aim of developing new avenues for directing investment into nature projects and creating a high-integrity nature finance market in Scotland. With a particular focus on integrity and benefit for communities, FCCT joined the sub-group of the Nature Finance Certification Alliance, presenting to Scottish Government, the Scottish Forum on Natural Capital, and investment fund managers on the need for certification of high integrity nature-based projects to ensure a just transition through nature finance markets.

FCCT has continued to play a role in the Scottish Environment Fundraisers Forum; a sub-group of Scottish Environment LINK that shares learning and knowledge in the sector and engages with the Environmental Funders Network as well as individual funders to share information and communicate the needs of the environment sector.

Closer to home, FCCT has joined the Fife Local Advisory Group (LAG) of the Scottish Government Rural Community led Fund; an organisation that channels funding into rural community led projects and feeds back to government on the priorities and needs of rural communities in Fife.

## **2.3 Key challenges/risks**

FCCT takes a dynamic approach to managing risks associated with our operations and activities. Risks are captured in a Risk Register and appropriate mitigation identified and implemented on a case-by case basis.

FCCT have spent time developing and implementing a strategy that sees the organisation building additional revenue streams around the core support provided by Fife Council. We have developed this strategy because since 2020/21 (and indeed for several years before this) FCCT have continually needed to draw on unrestricted reserves to cover the gap between operating costs and expenditure.

The organisation has been fortunate to have sufficient unrestricted funds for this to date, and these funds have an important role to play in ensuring cash-flow for large-scale projects such as establishing the Fife Pilgrim Way, river restoration projects, or replacement of key outdoor infrastructure. These funds also ensure FCCT has the resources for otherwise unfunded aspects of FCCT's business, as well as providing resilience in the face of unforeseen financial pressure.

Recent years have seen our unrestricted funds significantly depleted as pressure on FCCT's services has increased more rapidly than funding has been made available. To manage this, FCCT have at several junctures taken the decision to release funds designated to certain non-essential but important items.

Three examples of this are as follows:

1. In 2021/22 £150,000 that was designated to support the renovation of the Coastal Centre at FCCT Headquarters in Dysart was reduced to £25,000 with £125,000 allocated to reducing the operating deficit on the year. This has resulted in an extended closure for the Coastal Centre with plans for renovation put on hold.
2. £200,000 designated to support the replacement of vehicles in FCCT's fleet has been reduced with the emphasis placed instead on maintenance and repairs in favour of securing new (and possibly more efficient) vehicles. A lack of funding that can be directed at our fleet has also inhibited FCCT's ability to make a switch to electric vehicles as part of our vehicle fleet with up-front costs prohibitive.
3. In 2022/23 FCCT reduced our budget allocated to training and development by 50%. Once again, this was done to release designated funds.

A major challenge for FCCT is finding a way to halt the rapid reduction of our unrestricted fund so that the organisation can maintain a healthy level of reserves while continuing to deal with ever increasing demands on the services we provide.

## 2.4 Customers

FCCT directly and indirectly supports hundreds of thousands of people each year. Below are just some of the ways in which we make a positive difference to communities:

- Visitor numbers across our sites continued to be above pre-pandemic levels.
- Stretches of the 117-mile Fife Coastal Path are seeing increasing erosion, our team have been working with landowners and communities to find solutions to ensure the entire route can remain as intact as possible.
- As part of the Fife Pilgrim Way's promotion, FCCT delivers illustrated talks to community groups along the route.
- FCCT team and Board were among the group representing Dunfermline Heritage Partnership who welcomed King Charles to Dunfermline on his first official visit to Scotland since becoming king.
- Our monthly Eden Estuary newsletter is shared through our website and social media channels, with a growing readership now numbering around 3,000.
- Our Conservation & Engagement team hosted 44 events and delivered walks and talks to 659 participants across Fife. We also had a presence at 7 large events including the Fife Show, Scout Fest, Summer at Riverside Park, and some careers events.
- In the past two years the Lyne Burn Project has engaged with around 500 adults and children, who have planted 2000 trees and 2000 bulbs.
- Our 'Branching Out' programme allows people who are affected by poor mental health to experience the powerful healing that accessing greenspaces and woodlands can have on their wellbeing.
- Our support services team frequently support upwards of 60 individuals a day via phone call support and ask us enquiries related to the coast and countryside.

## 2.5 Service operations

FCCT's Conservation and Engagement team carried out 1,434 patrols and engaged with 3,727 individuals in person (an increase of 24% on last year). 485 old fires were cleared (an increase of more than 300% from the previous year), extinguished 25 live fires, engaged with 33 dog owners who did not have their dogs under appropriate control, and collected 429 bags of litter.

The figures below evidence the increased level of activity delivered by the FCCT over and above the requirements of our Service Level Agreement:

- FCCT are regularly active on 73 sites where the SLA stipulates activity on just 45 sites (an increase of 62%)
- 7,598 visits increased to 16,583 (an increase of 118%)
- 912 engagement patrols increased to 1,434 (Conservation and Engagement team only)
- 1,336 motor home users engaged increased 17% to 1,566.
- 429 additional bags of litter collected (Over and above regular emptying of 300+ bins and wider litter plan)
- 179 additional days of litter maintenance (over and above the already extended litter plan)
- 1000 additional days of open public toilets (above SLA requirements)

## 2.6 LGBF indicators and Plan4Fife impacts

The Fife Strategic Assessment 2020 discusses the Plan for Fife/Ambitions for Fife as one of the 4 performance frameworks and notes that not all of the indicators have consistent data, or targets set. Although FCCT doesn't currently contribute to directly reporting on

LGBF indicators, FCCTs work supports many of the Plan4Fife impacts. FCCT have a no wrong door approach at the core of our culture, responding above and beyond our SLA and placing the needs of individuals and communities first. We focus on place-based solutions driven by identifying need via community engagement, and our agility enables us to respond quickly.

Some of the Plan4Fife 'ambitions' that our work specifically supports include:

### **Opportunities for all**

**Fife has reduced levels of preventable ill health and premature mortality across all communities.** – FCCT's main directive is connecting environment & people, improving accessibility of the outdoors by maintaining paths, providing facilities such as toilets, bins, toilets, carparks etc. The government's Environment Agency puts the value of everyone sharing these immense free "natural health service" benefits by having better and more equal access to green and open spaces at £2.1 billion. The Trust's work improves accessibility and educates communities by promoting the health benefits.

### **Thriving places**

**Fife's main town centres stand out as attractive places to live, work and visit.** – FCCTs path maintenance litter picking and bin provision along with its awards for clean beaches and toilet facilities make Fife a more attractive place to live and work.

**All our communities benefit from low levels of crime and anti-social behaviour.** – FCCT's involvement with regeneration projects prioritises community engagement to support in the sustainability of deliverables. When communities are involved in the design stages, the inherent ownership this instils supports a long-term provision of community care for the outputs.

**Every community has access to high-quality outdoor, cultural and leisure opportunities.** – Some of the ways in which FCCT has supported this ambition are as follows:

- Reinvigorating the FPW
- Installation of diversionary coastal path signage
- Construction and relocation of countryside furniture
- Removal of access points
- Tree Work and removal of invasive flora
- Re-Installation of general waste bins
- Fencing and bridge repair
- Drainage repairs
- Path repairs & upgrades
- Bins
- Carparks
- Toilets

### **Inclusive Growth and Jobs**

**Fife has year-on-year increases in visitor numbers and tourism spend.** – The Trust's ongoing maintenance and improvements to the FCP including upgrading signage and responding to storm damage along with the provision of bins, toileting facilities, carpark management and beach cleaning have made Fife's coast an attractive tourism spot.

### **Community Led Services**

**Our public services are more joined up and acting 'one step sooner'.** – FCCT led on the recent storm recovery work and is often the first port of call for issues noted by the general public, our agility and responsiveness to a range of issues such as bomb threats and dead whales demonstrates our ability to act one step sooner.

**Fife's communities and individuals are more involved in local decision-making and in helping to plan and deliver local services.** – FCCT's community engagement work includes:

- the development of a volunteer tree warden network hosted within the volunteer's communities.
- SMT attend community councils to ensure information sharing and accessibility to project design phases.
- community engagement work connected to specific project deliverables such as DBIR & RT2.
- the conservation and engagement team engaged with 659 individuals in 22/23 as part of their outreach work supporting our ability to design our services in response to need identified by the communities we serve.

## 3.0 Conclusion

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- 3.1** In line with the Statutory Performance Indicator of the Local Government Act 1992, FCCT plays an important role in supporting the Local Authority to engage with, respond to, and help empower its communities, including those who require greater support through our care of Fife's outdoors as a valuable resource that is accessible to all regardless of social or economic status.
- 3.2** This report, in conjunction with the published annual report and audited accounts, provides information that demonstrates a commitment to best value through the transparent reporting of activity undertaken by FCCT on behalf of Fife Council.
- 3.3** FCCT remains committed to delivering the highest possible service with the resources available and taking an entrepreneurial approach to bridging the gap between available funding from the Local Authority and increasing demand on services. We will continue to advocate for greater investment in Fife's outdoors by the Local Authority and others and are fully convinced of the great benefits available to individuals and communities in doing so.

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29 February 2024

Agenda Item No. 11

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## Café Inc- Scrutiny Working Group

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

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**Wards Affected:** All.

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### Purpose

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This report presents improvements and changes from the scrutiny working group reviewing Café Inc - the council's holiday hunger initiative.

### Recommendation(s)

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It is recommended that committee

- (1) Note the work undertaken by the scrutiny working group
- (2) Agrees that the improvements and changes from the scrutiny working group be included by Summer 2024 into a report for Cabinet on Café Inc and the council's approach to addressing holiday hunger.

### Resource Implications

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The resource implications will be considered in the development of the next stages of Café Inc.

### Legal & Risk Implications

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There are no new legal or risk implications from this report.

### Impact Assessment

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Impact assessment will be incorporated into future changes to Café Inc.

### Consultation

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This is a report of the review undertaken by the scrutiny working Group.

## 1.0 Background

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- 1.1 Committee agreed a working group to undertake further scrutiny of the Council's Café Inc Programme at its meeting in January 2023. The working group comprised Councillors Goodall, Robb, Gulline, Verner, MacDougall, Caldwell and Clarke. The working group met on four occasions to review aspects of Café Inc and to discuss improvements and changes.
- 1.2 The working group agreed to examine the delivery model for Cafe Inc and to consider improvements and changes. The following topics were considered:
- Reviewing and delivering the aim and principles of Café Inc.
  - Addressing how we deliver a Service of equal standards across Fife.
  - Improving the quality and choice of meals served through Café Inc.
  - Improving procurement of food for Café Inc.
  - Enhancing the experience at Café Inc by providing recreational activities and additional support and information on services they may be entitled to access.
  - Evaluation and monitoring of café Inc
- 1.3 Identified improvements and changes have been collated in Appendix 1 for ease of reference.

## 2.0 Issues and Options

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### **Reviewing and delivering the aim and principles of Café Inc**

- 2.1 The original aim and principles of Café Inc were agreed in June 2019. The agreed aim was to:
- “Address issues of holiday hunger faced by young people and their families amongst various communities in Fife”.*
- 2.2 The core principles agreed in 2019 of Café Inc were:

- Universal and free at point of access for children, young people, and families.
- Based as far as possible on the provision of hot meals.
- Integrated with existing Fife Council and Voluntary Sector provision where possible and appropriate.
- Linked to at least a basic level of activity on site.
- Compliant with Health and Safety and supervision guidelines.
- Sustainable.
- Scalable.
- Branded in the same way to ensure consistency across delivery areas.

2.3 The working group reviewed the aim and the original principles. The working group's improvement to the aim should better support concentrating on the holiday hunger and the children and young people aspects of the programme:

'Supporting children, young people and their carers experiencing holiday hunger,'

2.4 In reviewing the principles of the programmes, the working group acknowledged that the following principles would be followed as a matter of good service delivery:

- Compliant with Health and Safety and supervision guidelines.
- Sustainable.
- Scalable.
- Branded in the same way to ensure consistency across delivery areas

2.5 The working group also agreed that the Cafe Inc provision should be integrated with existing Fife Council and Voluntary Sector provision where possible and appropriate.

2.6 The scrutiny working group's improvements and changes to the principles are:

- Universal and free at point of access for children and young people of school age and their carers.
- Based on school meal guidelines and an agreed selection of cold and hot meals.
- Linked where possible to holiday activity provision and to social and welfare support through the developing No Wrong Door approach.
- Allowing flexibility with local resourcing varying delivery.



- 2.7 The working group reviewed the volume and geographical distribution of Café Inc provision.
- 2.8 In 2022 just over 163,800 meals were served. At the end of Summer 2023, almost 198,300 meals had been served exceeding the previous year's total. Table 1.1 illustrates these figures shows the data for spring, Summer and October Cafe Inc for 2022 and 2023. Christmas support is not shown because of the different delivery model used during the Christmas Holidays.
- 2.9 Fife Council's Catering Service provide 94% of meals across Easter and Summer of 2023 of which 71% were cold packed lunches and 29% hot meals.

Area	2023				2022			
	Spring	Summer	October	Totals	Spring	Summer	October	Total
NEF	1,891	6,920	2,630	<b>11,441</b>	712	5,082	3,647	<b>5,794</b>
Levenmouth	6,053	21,787	6,710	<b>34,550</b>	1,069	18,685	5,765	<b>19,754</b>
Kirkcaldy	4,855	18,171	5,830	<b>28,856</b>	4,409	15,968	3,981	<b>20,377</b>
Cowdenbeath	19,138	61,554	19,360	<b>100,052</b>	6,154	35,719	11,343	<b>41,873</b>
Dunfermline	4,488	11,407	4,100	<b>19,995</b>	4,083	15,285	4,460	<b>19,368</b>
SWF	5,015	17,422	3,278	<b>25,715</b>	429	3,130	2,521	<b>3,559</b>
Glenrothes	4,336	15,231	5,240	<b>24,807</b>	1,109	12,100	3,660	<b>13,209</b>
Total	45,776	152,492	47,148	<b>245,416</b>	17,965	105,969	35,381	<b>123,934</b>

*Table 1.1 – Meal number comparison between 2022 and 2023 (Easter, Summer and October)*

- 2.10 As well as an increase in meal provision, venue numbers have also expanded. Between 2022 and 2023, 20 new venues opened their doors for Café Inc many of which were third sector organisations. In Easter of 2023, 19 of 50 venues were third sector organisations (38%) and in Summer 2023, 27 of the 68 (40%) were third sector organisations.
- 2.11 Operating a hybrid model of Council and third sector organisations has been important in the expansion of Café Inc. South and West Fife, for example, have forged strong relationships with third sector organisations in villages and with existing community food providers.

2.12 The Glenrothes provision is entirely supported by third sector organisations with most food provided by Catering within Facilities Management. In using third sector organisations and venues, Glenrothes has a venue in most areas of the town and its surrounding villages supported by organisations close to the communities and with experience and knowledge of their most vulnerable citizens.

2.13 In reviewing the distribution of provision across Fife the working group reviewed data on meal volumes, venue distribution, population and poverty. The scrutiny working group noted:

- The relationship between population and poverty figures to the provision of meals through Café Inc
- The rural impact on Café Inc provision.
- An above expected delivery of Café Inc within the Cowdenbeath Area relative to population and poverty data.
- That the majority of venues were in Fife deciles 1- 3 of the Scottish Index of Multiple Deprivation.
- That a mix of community and school venues were being used and that voluntary sector based provision had increased.
- The increase in demand over the last year and that difficulties in recruiting was causing delivery issues for Facilities Management resulting in pressures on area teams.
- Alternative approaches being used across other council areas including the provision of vouchers, targeted food support to specific families and young people, and funding voluntary sector holiday hunger support.

2.14 The working group improvements and changes are:

- Continuing consultation with areas to allow a mix of schools, and council and voluntary sector community venues to deliver Café Inc
- Reviewing the balance between venues where the council provides Café Inc and where the voluntary sector provides Café Inc with consideration that high volume areas should be the focus for council delivery and that lower and more distributed volumes should be delivered via community and voluntary sector groups
- Planning for Café Inc delivery based on a 24-month programme incorporating annual checks allowing for delivery of the programme funded from the Cafe Inc budget and additional investment from area budgets if agreed locally.
- Promoting venues where other activities are being delivered to support wider benefits along with reducing holiday hunger through access to food.

- Supporting employment and training opportunities through longer-term planning for Café Inc and helping tackle recruitment difficulties.
- Improving communication and marketing of Café Inc with better use of communication through schools, local marketing and venue identification.
- Reviewing approach to mitigating holiday hunger at Christmas Holidays.

**Improving the quality and choice of meals served through Café Inc. and improving procurement of food for Café Inc.**

2.15 The working group considered the availability for hot and cold meals.

2.16 In exploring the distribution of hot and cold meals the working group recognised that:

- The mix of hot and cold food was agreed locally with officers based on the expected demand
- Provision was dependent on the availability of production kitchen distribution across Fife, availability of suitably trained staff and volunteers, ability to deliver food to venues at the correct time, suitable serving facilities.

2.17 The working group also discussed with Facilities management the suppliers to the council including procurement from local suppliers and the production of food in local venues.

2.18 The working group's improvements and changes are:

- The procurement impact of Café Inc should support the council's community wealth building strategy and further exploration should be made of using local suppliers and producers.
- A continuation of a mix of hot and cold meals should be served with further development of training for the production and serving of food in venues and exploration of the investment requirements for equipment to allow safe production and serving of food in communities.
- The quality of food provided should conform to the quality standards for school meals and that voluntary sector organisations involved in Café inc delivery should be encouraged to work to these standards as far as possible.

- Menu planning should include the inclusion of drinks for hot, cold, sit-in and take-away delivery.
- Area budgets can be used to locally enhance menu choices.
- Staggered timing of the delivery of Café Inc in communities to be examined alongside alternative delivery approaches including mobile delivery using council vans.
- A lead officer in each area should be nominated to support coordination and delivery.

## **Evaluation and monitoring of Café Inc**

2.19 The working group considered the evaluation and monitoring of Café Inc including:

- What should the future monitoring and evaluation of Café Inc consider?
- What does the council want to know about Café Inc?
- What views are there on the approaches to evaluation for Café Inc (balance of quantitative, qualitative, impact statements)?
- What participant information would you like to know and what are views on ethical considerations of participant information?
- How might we look across other approaches for info (e.g. other surveys)?

2.20 The working group considered the available performance information including:

- Quantitative Monitoring Data – number of meals supplied (hot/cold), expenditure, staffing, and venues
- Qualitative Information – survey information including from summer 2022, Menu availability, and impact statements
- Contextual Data – provision of meals through café Inc compared to Scottish Index of Multiple Deprivation data, Child Poverty Statistics, and Population
- External Study - Evaluation of Food Provision during the School Holiday in Fife (Children in Scotland April 2020)

2.21 Information on how other local authorities were dealing with holiday hunger was also considered.

2.22 The working group recognised:

- The availability of meal provision data by venue, area and the mix of hot and cold food provided.
- The considered approach to monitoring usage by individuals
- The value placed on Café Inc by respondents to surveys
- The analytical use of the data
- The approaches being taken by other local authorities

2.23 The working group's improvements and changes are:

- Including data on food wastage from Café Inc should be considered as part of monitoring and evaluation
- Continuing the survey of those using Café Inc and exploring how more interaction at venues can be used to assist in evaluating Café Inc along with the online surveys
- Assessing unmet need in areas and the gathering of information to show gaps in provision
- Engaging with children and young people in understanding why they do or do not use Café Inc, the benefits they gain from Café Inc and the improvements they would like to see for holiday hunger and holiday provision, and what additional services should be accessible at Café Inc.

## 3.0 Conclusions

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- 3.1 The Scrutiny Working Group acknowledged the positive impact that Café Inc is having on addressing holiday hunger across communities in Fife and the work being undertaken by council officers and volunteers in supporting children, young people and their carers.
- 3.2 The Scrutiny Working Group have reviewed Cafe Inc and have developed improvements and changes they would see included in the continuous improvement of delivering Café Inc.

## List of Appendices

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1. Scrutiny Working Group – Improvements and Changes

### Background Papers

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

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# Appendix

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## Scrutiny Working Group Improvements and Changes

### Reviewing and delivering the objectives and principles of Café Inc

Café Inc aim :

Supporting children, young people and their carers experiencing holiday hunger

Café Inc Principles

- Universal and free at point of access for children and young people of school age and their carers.
- Based on school meal guidelines and an agreed selection of cold and hot meals.
- Linked where possible to holiday activity provision and to social and welfare support through the developing No Wrong Door approach.
- Cafe Inc provision should be integrated with existing Fife Council and Voluntary Sector provision where possible and appropriate
- Compliant with Health and Safety and supervision guidelines.
- Sustainable.
- Scalable.
- Branded in the same way to ensure consistency across delivery areas
- Linked where possible to holiday activity provision and to social and welfare support through the developing No Wrong Door approach.
- Allowing local resourcing to vary delivery.

### Addressing how we deliver a Service of equal standards across Fife

- Continuing consultation with areas to allow a mix of schools, and council and third sector community venues to deliver Café Inc
- Reviewing the balance between venues where the council provides Café Inc and where the voluntary sector provides Café Inc with consideration that high volume areas should be the focus for council delivery and that lower and more distributed volumes should be delivered via community and third sector groups
- Planning ahead for Café Inc delivery on a 24-month basis incorporating annual checks allowing for delivery of the programme funded from the Cafe Inc budget and additional investment from area budgets where agreed locally.
- Promoting venues where other activities were being delivered to support wider benefits along with reducing holiday hunger through access to food.
- Supporting employment and training opportunities through longer-term planning for Café Inc and helping tackle recruitment difficulties.
- Improving communication and marketing of café Inc with better use of communication through schools, local marketing and venue identification.
- Reviewing approach to mitigating holiday hunger at Christmas Holidays.

### Improving the quality and choice of meals served through Café Inc. and improving procurement of food for Café Inc.

- The procurement impact of Café Inc should support the council's community wealth building strategy and further exploration should be made of using local suppliers and producers
- A continuation of a mix of hot and cold meals should be served with further development of training for the production and serving of food in venues and exploration of the investment requirements for equipment to allow safe production and serving of food in communities.

- The quality of food provided should conform to the quality standards for school meals and that voluntary sector organisations involved in Café inc delivery should be encouraged to work to these standards as far as possible
- Menu planning should include the inclusion of drinks for hot, cold, sit-in and take-away delivery.
- Area budgets can be used to locally enhance menu choices
- Staggered timing of the delivery of Café Inc in communities to be examined alongside alternative delivery approaches including mobile delivery using council vans.
- A lead officer in each area should be nominated to support coordination and delivery.

### **Evaluation and monitoring of Café Inc**

- Including data on food wastage from Café Inc should be considered as part of monitoring and evaluation
- Continuing the survey of those using Café Inc and exploring how more interaction at venues can be used to assist in evaluating Café Inc along with the online surveys
- Assessing unmet need in areas and the gathering of information to show gaps in provision is considered
- Engaging with children and young people in understanding why they do or do not use Café Inc, the benefits they gain from Café Inc and the improvements they would like to see for holiday hunger and holiday provision, and what additional services should be accessible at Café Inc.



29 February 2024

Agenda Item No. 12

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## Fife Council Duty of Candour Annual Report 2022/23

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**Report by:** Jennifer Rezendes, Principal Social Work Officer, Health and Social Care

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**Wards Affected:** All

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### Purpose

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This report is to advise members of the Duty of Candour provisions in the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 (The Act), which came into effect on 1 April 2018. In particular, to advise of the requirement for each organisation subject to “The Act” to produce and publish an annual report detailing when and how the duty has been applied.

### Recommendation(s)

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Members are asked to consider and review the report.

### Resource Implications

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No direct workforce implications for the report, however, the Duty of Candour itself does impact on staff providing care where the Duty of Candour procedure is activated. Staff training and support is provided.

### Legal & Risk Implications

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Compliance with the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016.

### Impact Assessment

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An EqIA has not been completed and is not necessary because the implementation of Duty of Candour is a legislative requirement.

### Consultation

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Consultation has taken place with members of the Duty of Candour Working Group, the Interim Chief Social Work Officer and members of the Health and Social Care Partnership Senior Leadership Team.

## 1.0 Background

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- 1.1 As part of the Duty of Candour provisions in the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 (The Act), which came into effect on 1 April 2018, each organisation is required to produce and publish an annual report detailing when and how the duty has been applied.
- 1.2 The Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 received Royal Assent on 1 April 2016 and introduced a new organisational Duty of Candour on health, care and social work services. This duty applies to almost ten thousand organisations and took effect on 1 April 2018.
- 1.3 The Duty of Candour applies when unintended or unexpected events happen that result in death or harm, as defined in the Act. It aims to ensure the people affected understand what has happened and receive an apology and that organisations are open, honest and supportive and learn how to improve in future.

## 2.0 Issues and Options

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- 2.1 The Act requires organisations to follow a Duty of Candour procedure which includes notifying the person affected, or their family, apologising, and offering a meeting to give an account of what happened. The procedure also requires the organisation to review each incident and offer support to those affected. This will include those who deliver care services and those who receive care services, including family members.
- 2.2 Prior to the commencement of the Duty, Fife Council established a Duty of Candour Working Group, chaired by the Chief Social Work Officer to ensure actions were taken to develop compliance with the Duty of Candour procedures. The Group worked closely with representatives from NHS Fife to ensure processes within the organisations are consistent and complementary. This Group did not meet during and following Covid but has been reconstituted this year, under the chairmanship of the Principal Social Work Officer, in order to review processes to ensure they remain fit for purpose and to improve the capturing and sharing of learning from any Duty of Candour events.
- 2.3 All staff providing social work and social care services have received briefings on the Duty of candour procedure and these are now incorporated into induction processes. Identified staff are also required to complete an e-learning module.

## 3.0 Conclusions

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- 3.1 Organisations are required to publish an annual report detailing when the duty has been applied. This report will be considered by the Scottish Government, Healthcare Improvement Scotland, and the Care Inspectorate as part of their existing arrangements for reviewing the quality of health and social care delivery in Scotland.
- 3.2 The report at appendix 1 is the Annual Report for the period 1 April 2022 to 31 March 2023 for Fife Council Social Care Services.

## List of Appendices

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1. Fife Council Duty of Candour Annual Report 2022/23

### Background Papers

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

Scottish Government Duty of Candour Guidance

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# **Fife Council Social Care Services**

## **Duty of Candour Annual Report 1 April 2022 – 31 March 2023**

## Contents

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## Background

All Health and Social Care Services in Scotland have a duty of candour. This duty applies to any care services provided by the local authority, independent providers, and the NHS. The duty of candour applies when unintended or unexpected events happen that result in death or harm as defined in the Act, the people affected understand what has happened, receive an apology, and that organisations learn how to improve in future. All services provided by the local authority that relate to the care of adults, children, or those in justice services, are subject to this duty.

An important part of this duty is that an annual report is provided by Fife Council to outline how the duty of candour is implemented in our services.

## About Fife Council

Fife Council is the local authority for the Fife area of Scotland and is the third largest Scottish Council, serving a population of around 367,300. Social Work and Social Care Services are provided in the following areas:

- Adult and Older People Social Work or Social Care Services
- Children's Social Work or Social Care Services
- Criminal Justice Social Work Services
- Early Learning and Child Care Services
- Child Care Services
- Very Sheltered Housing Services

The planning of Adult and Older People's Social Work and Social Care Services and Very Sheltered Housing Services, and the policy decisions relating to these services, are the responsibility of the Fife Integration Joint Board. Under the Public Bodies (Joint Working) (Scotland) Act 2014, Fife Council have delegated Adult Social Work and Social Care services to the Health and Social Care Partnership. While services are operationally delivered by the Fife Health and Social Care Partnership, Fife Council still retains the responsibility to report on the Duty of Candour incidents that occur in delegated services.

Children's Social Work Services, Early Learning and Childcare Services and Criminal Justice Social Work Services are retained by Fife Council and delivered via the Education and Children's Services Directorate.

These services are identified collectively throughout this report as 'Fife Council Social Work and Social Care Services'. This report describes how Fife Council Social Care Services have operated the Duty of Candour during the time between 1 April 2022 and 31 March 2023.

Our aim is to provide high quality care and support for every person who uses our services.

## How many incidents happened to which the duty of candour applies?

The legislation defines a Duty of Candour incident as **an unintended or unexpected incident that results in death or harm** as defined in the Act and set out in the table below.

If we believe an event may trigger Duty of Candour, we must seek the views of a Registered Health Professional (RHP) to confirm that one of these “harms” has occurred as a result of the unexpected or unintended incident, rather than as a result of the individual’s illness or underlying condition.

Fife Council Social Work and Social Care Services have identified a number of routes for incidents which may trigger the duty of candour, including accidents reported by staff providing services, review of significant occurrences, incidents reported through Adult or Child Protection processes, complaints, or claims received by the Council.

All incidents relating to 2021/22 are now complete.

Between 1 April 2022 and 31 March 2023, there were three incidents where the duty of candour applies within Adult and Older People Social Work or Social Care Services. No other Fife Council Social Work or Social Care services reported any duty of candour incidents in this period.

Type of unexpected or unintended incident (not related to the natural course of someone’s illness or underlying condition)	Number of times this happened (between 1 April 2022 and 31 March 2023)
A person died	0
A person incurred permanent lessening of bodily, sensory, motor, physiologic or intellectual functions	0
A person’s treatment increased	3
The structure of a person’s body changed	0
A person’s life expectancy shortened	0
A person’s sensory, motor, or intellectual functions was impaired for 28 days or more	0
A person experienced pain or psychological harm for 28 days or more	0
A person needed health treatment in order to prevent them dying	0
A person needed health treatment in order to prevent other injuries as noted above	0
Total	3

In addition to following the Duty of Candour procedure, all incidents have been subject to accident reporting and investigation procedures as required by Health and Safety and other legislation.

## To what extent did Fife Council Social Work and Social Care Services follow the duty of candour procedure?

When we realised the events noted above had happened, we followed the procedure in all cases. This means we informed the people affected, apologised to them, and offered to meet with them. In each case, we reviewed what happened and shared our findings with the individual and/or their family unless the individual or family had specifically stated they did not wish to receive any further information.

Each duty of candour event is reviewed by the service to understand what happened and how we might improve the care we provide in the future. The level of the review depends on the severity of the event, the potential for learning and whether any other accident reporting or investigation procedures have been followed in addition to Duty of Candour.

Any recommendations made are considered in terms of the need to develop improvement actions to meet the recommendations. These are then shared across the relevant service(s) and implemented by local management teams.

## Information about our policies and procedures

Fife Council has developed a process map, guidance, and templates for staff to use if they become aware of an incident that triggers the duty of candour. These have been made available to all staff via the Fife Council intranet. Incidents are now logged on the Council's LAGAN system.

Our process has been shared with colleagues in NHS Fife and a generic e-mail address within the NHS Fife clinical and care governance team is used by Fife Council Social Work and Social Care Services when requesting assessment of a duty of candour event by a Registered Health Professional.

All staff providing social work and care services have received briefings on the duty of candour procedure and these are now incorporated into induction processes. Identified staff are also required to complete the e-learning module. In the year 2022/23 a total of 440 staff completed the e-learning module. All senior managers and those with responsibility for ensuring Duty of Candour incidents are flagged up, have completed the training, or will do so as they move into relevant posts.



We know that events that trigger the duty of candour can be distressing for staff as well as the people who receive care. We have support available for staff through our line management structure as well as through the employee counselling service and trade union representatives.

## What have we learned?

This is the fifth year of reporting and following the Covid 19 pandemic and the pressure that placed on service delivery across Social Work and Social Care services, we have reconstituted the Duty of Candour working group to undertake a review of the current processes and supporting training provision and the effectiveness of these and plan for improvements where necessary.

We recognise that it is still important to continue to raise awareness and ensure openness and transparency of communications when incidents happen.

Staff are continuing to review processes with the registered health professional and continuing to ensure sufficient background information is passed on to support the determination of whether an event meets the duty of candour criteria.

In Adult and Older People Social Work or Social Care Services, Older People Resources, the following improvements have been made:

Older People Resources will take the high-level learning points noted below and implement a learning plan across the service. This will include implementation of a three-minute briefing across Older People Resources as a way to share learning following any potential Duty of Candour event within the Service. Regular monitoring of this learning plan will be submitted via the Health and Social Care Partnership Quality Matters Assurance Group.

When assessing a service users' mobility and it is variable, the assessment will always focus on the highest risk. i.e., if requiring support with two staff members at certain times this should be two staff members at all times until mobility has improved.

When a fall has occurred resulting in duty of candour it is necessary to recognise the importance of positive risk taking for service users and try to determine the right level of support required that will not impact adversely on their independence. It is important to assess each time a fall occurs and maintain open communications with both the service user and their family to ensure expectations are reasonable and being met.

Recognising the importance of strengthening the process of regular reviews of medication and medical conditions e.g., macular degeneration, to ensure we are supporting service users to the best of our ability.

Ensuring prompt contact with family members following an incident allows them to contribute to decision making regarding medical support and next steps.

## Other information

This is the fifth year of the duty of candour being in operation and it has been a year of further learning, developing, and refining our processes to ensure the organisation is equipped to deal with duty of candour outcomes in line with the legislation.

As required, we have submitted this report to the Care Inspectorate, and we have also placed it on our website.

If you would like more information about this report, please contact us using the following details:

Jennifer Rezendes, Principal Social Work Officer, Fife Health and Social Care Partnership

Fife Council  
Fife House  
North Street  
Glenrothes  
KY7 5LT

29 February 2024  
Agenda Item No. 13

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## Temporary Accommodation Pressures

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**Report by:** John Mills, Head of Housing Services

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**Wards Affected:** All

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### Purpose

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This report provides the Scrutiny Committee with an update in respect of the Council's ability to meet statutory duty to homeless households and updates previous Scrutiny and Cabinet Committee reports over the last 6-8 months.

### Recommendation(s)

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It is recommended that Scrutiny Committee:

1. considers the measures taken to respond to increasing demand and notes that resources are now exhausted
2. notes that demand is expected to increase nationally and that measures are in place through the strategy to mitigate these pressures

### Resource Implications

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There are no direct resourcing impacts arising from this report with actions expected to be managed within budget and resource constraints. Ongoing Scottish Government funding is expected to be confirmed in the near future.

### Legal & Risk Implications

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The Council is exposed to significant legal and regulatory risk should there be a failure to demonstrate an active commitment to address systemic issues and barriers within the housing system. These issues have been formally identified by the Scottish Housing Regulator although still a focussed are of Assurance and Engagement as part of the Regulatory regime.

### Impact Assessment

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There is no requirement for an EQIA as this was covered within the Homelessness Strategy 2024-27 as reported to Cabinet in January and the changes proposed do not constitute a change of policy.

## Consultation

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Elected Members were engaged in the development of the Homelessness Strategy by contributing to a Workshop session in December 2023.

## 1.0 Background

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- 1.1 Previous reports have highlighted the pressures on the housing access system and profiled a range of supply, demand and other issues affecting temporary accommodation. In recent weeks, The Scottish Homelessness Monitor has predicted a rise in homelessness by a third over the next two years and research commissioned by Homes for Scotland has suggested that levels of unmet housing need across Scotland are far higher than the figures produced through local Housing Needs and Demand processes<sup>1</sup>. This suggests that pressure on housing access and homelessness systems is going to be sustained in the short – medium term.
- 1.2 In addition, the sector has worked to highlight the potential impact on housing supply due to changes in the national budget. It is suggested that any interruption or reduction in the supply of social and affordable housing supply will have a direct impact on homelessness services, affecting both the supply of temporary and permanent housing options. Further potential pressures in relation to the operation of the Private Rented Sector and other demand led pressures will also compound the pressure in coming months. These are covered later in the report.

## 2.0 Homelessness Pressures

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- 2.1 Previous reports have covered the temporary accommodation journey and expansion since January 2020. Temporary accommodation resources have effectively doubled during that time with an increase in furnished tenancies in the community, small scale hostel places, the growth of Housing First services as well as other accommodation based Test of Changes linked to the Rapid Rehousing Transition Plan. From a point of minimal use of Bed & Breakfast / Hotel type accommodation to the point of eradication, use has increased significantly. These trends are mirrored in a number of local authority areas.
- 2.2 Fife currently operates one of the largest homelessness services outwith Edinburgh and Glasgow where the situation is notably more extreme. The

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<sup>1</sup> [homelessness-monitor-scotland\\_report2024\\_v7.pdf \(crisis.org.uk\)](https://homelessness-monitor-scotland_report2024_v7.pdf)  
[homesforscotland.com/download/existing-housing-need-in-scotland/?wpdmdl=4635&refresh=65acfb449d0481705835332](https://homesforscotland.com/download/existing-housing-need-in-scotland/?wpdmdl=4635&refresh=65acfb449d0481705835332)

current profile of the temporary accommodation service, following the response to the Kirkcaldy Sheriff Court Judgement is as follows:

120 Hostel Places provided directly, and through voluntary sector providers

911 Fife Council furnished tenancies in the community

116 furnished tenancies in the community diverted from FHR partner stock

41 Woman's Aid Refuges

106 units of community based shared accommodation provision

Use of B&B / Hotel accommodation is maximised with very limited and delayed movement through temporary accommodation. There are currently over 50 households occupying temporary accommodation on a daily basis. The Council is unable to secure any additional resources through the homelessness service but will purchase rooms on a regular basis to respond to the needs of tenants who need to leave their home temporarily and permanently without accessing the homelessness service.

2.3 The ongoing efforts to increase the supply of temporary and permanent accommodation has been coupled with an increase in demand for temporary accommodation specifically. Forecasts show that homelessness presentations in 2023/24 will be broadly similar to 2022/23 but the number of households accepted as in statutory need, requiring a permanent tenancy has increased from 85% to 89% reflecting changes in homelessness legislation around intentionality and local connection as well as other factors. This, coupled with the fact that Fife Council does not routinely discharge duty to provide temporary accommodation<sup>2</sup> and will offer multiple temporary accommodation placements to households, has meant that Fife Council recorded 112 breaches of statutory duty to provide temporary accommodation at the point of need / request during 2023. Profiling these requests is ongoing but is characterised as;

- Single person households, mainly male
- Many had used and lost at least one temporary accommodation resource previously, a number exhausted all resources due to behavioural issues
- Most had been 'sofa surfing' or living transient lifestyles although relationship breakdown (with parents, partners or other friends/ family) is a strong factor. A number reported violent relationship breakdown

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<sup>2</sup> Some local authorities will discharge duty to provide temporary accommodation where a household loses an initial placement due to behaviour, conduct or other breach of occupancy rules. Any further request for accommodation is therefore not considered a breach of statutory duty. Fife will look to re-arrange alternative accommodation and not leave a household roofless.

- A very small number presented in Fife from other areas or outwith the UK
- There is evidence of people being discharged from hospital / institution into homelessness
- Profiling also suggests that a significant number presented with one or more support need. Mental health, addiction or substance misuse are features of a proportion of households highlighting potential pressures on health / social care systems.

2.4 Breaches have been reported at specific times of the year with seasonal pressures demonstrating how fragile the homelessness safety net is. There has been a particular pressure moving into 2024 with temporary accommodation resources facing similar pressures to those at the height of the pandemic. Pressures will be exacerbated in the short term due to:

- Predicted increases in evictions from the private rented sector as legislation changes on the 1<sup>st</sup> April. Ongoing review suggests that around 50 households in Fife are at immediate risk with a further 200 showing as at risk based on Fife Housing Register information. There is also likely to be a level of under-recording as past research has shown that a number of households in the private rented sector present as homeless before making a housing application
- Changes to the Policy supporting Ukrainian Displaced Persons is likely to mean more households will be unable to access Welcome or Host accommodation, creating a significant risk to housing access and homelessness systems. It is difficult to quantify the impact but the Resettlement Team will continue to make all efforts to prevent homelessness and develop services through the Resettlement Core Group
- Pressure on prisons is likely to lead to an increase in early prison releases and other measures. Arrangements are being tested throughout the country, and Fife does have experience of similar approaches in 2020 but this must be regarded as a further risk to the ability to meet statutory homelessness duties as around a third of those liberated from prison are likely to require housing / homelessness services
- Pressures on the health and hospital system are likely to be ongoing which will impact on the homelessness system. This is more likely to be related to the complexity of needs of those discharged rather than numbers.

2.5 The Homelessness Strategy set out a number of measures to address the pressures with a focus on short term housing supply and increasing options. The report also highlighted some areas for optimism on the basis of;

- increased housing supply and turnover across Fife Council and FHR partner stock in year creating more housing opportunities
- improvements in voids performance and recycling empty properties

- higher levels of allocations to statutory homelessness households balanced with housing transfers and increased property acquisitions
- measures to improve access to the private rented sector
- increasing housing options based prevention rates with a developing Housing Advice Strategy being designed to increase prevention
- creating specific initiatives with health and social care partners to focus on mental health, addictions, early intervention hospital work and community based services which will come into place over the next few months
- innovative work and partnership with Turning Point Scotland to take a 'whole systems approach' to homelessness prevention linked to the Council's developing 'No Wrong Door' approach

The Strategy will provide a focus and framework to improve short term housing supply with a specific focus on homelessness. This needs to be coupled with measures to enhance homelessness prevention activity and wider systems improvement across the housing access system, however, the fragility of the system needs to be recognised.

## 3.0 Conclusions

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- 3.1 Housing Services have worked to prepare for an increase in homelessness demand since January 2020, almost doubling resources available and working to expand further through the Homelessness Strategy. Despite these efforts, nationally recognised systemic issues, affecting a number of local authorities, mean that the ability to exercise statutory duty is fragile and capacity is pressurised on a daily basis. Failure to meet statutory duty is monitored closely and the service is constantly working to help households move through temporary accommodation to free up finite resources. There is limited further scope to extend temporary accommodation but a number of short term housing supply measures will be developed as part of the homelessness strategy. This, coupled with enhanced prevention measures aim to ease the pressure in the medium / longer term.

**John Mills**  
**Head of Housing Services**

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29<sup>th</sup> February 2024  
Agenda Item No. 14

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## Voids Service Improvement

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**Report by:** John Mills, Head of Housing Services

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**Wards Affected:** All

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### Purpose

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This report is a follow up to the 8<sup>th</sup> June and 31<sup>st</sup> August, 2023 Scrutiny Reports. There was also an Elected Member Briefing Note issued on 26<sup>th</sup> January 2024 giving a performance overview in response to discussion at Cabinet Committee on 11th January 2024.

This report provides more analysis in terms of the progress of the Voids Service Improvement Plan and projected performance improvement for discussion by the Committee.

### Recommendation(s)

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It is recommended that Scrutiny Committee:

1. considers and comments on the key performance improvement actions and progress in implementing the Voids Service Improvement Plan
2. endorses the need to focus on longer term, more complicated voids to ensure turnover is maximised.

### Resource Implications

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There are no direct resourcing impacts arising from this report with all actions proposed expected to be managed within existing budget and resource constraints. The actions proposed are intended to bring current functional overspends in 2023/24 back into line with the proposed voids budget for 2024/25.

### Legal & Risk Implications

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The Council is exposed to significant financial and regulatory risk should there be a failure to improve performance in managing empty properties but there are no direct legal implications arising from this report.

### Impact Assessment

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There is no requirement for an EQIA as the proposed voids service improvement plan does not constitute a change of policy.



## Consultation

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Staff across Housing and Building Services have been involved in the development of the Plan. There has been no consultation with tenants, customers, or other stakeholders at this stage, but this will be part of the implementation of the Plan in 2024.

## 1.0 Background

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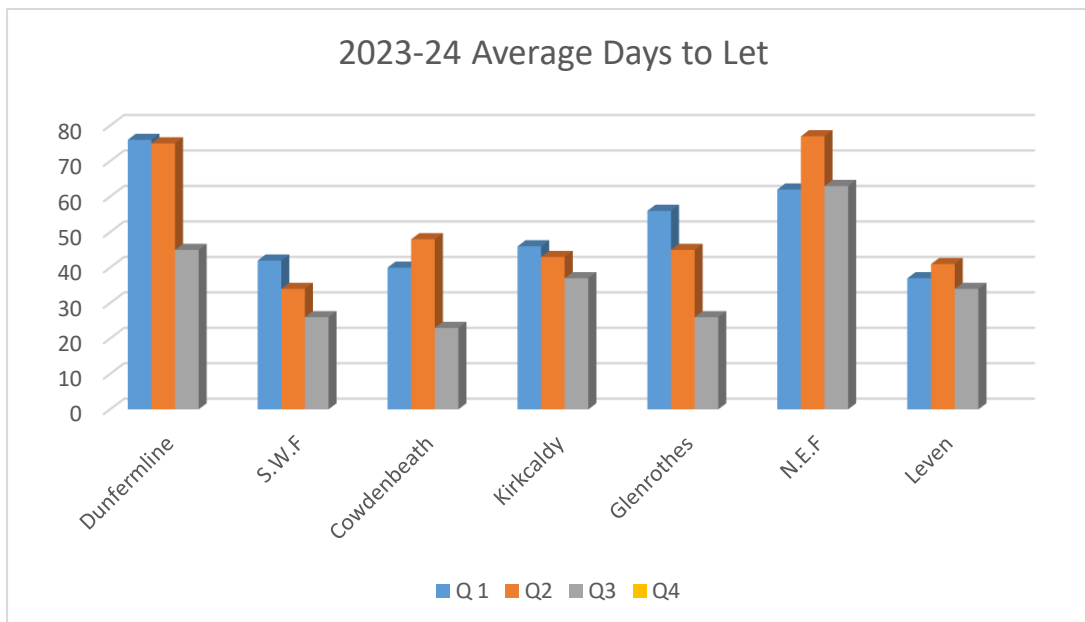
- 1.1 This report aims to provide reassurance to Committee that the focus on Voids Improvement is having a positive impact with indicators showing improved performance and outcomes. While the trajectory of improvement is positive, there is further work to do, particularly around longer-term empty properties due to significant damage, structural issues and complex repairs. There is also a focus on properties acquired from the private sector.
- 1.2 The Elected Member Briefing Note highlighted the performance improvement, giving some indication of the trajectory by focussing on work commissioning and letting voids. The previous reports highlighted that Fife's voids budget and performance issues were comparable with other social rented sector landlords. At this time it is not possible to benchmark with other local authorities but ongoing work with Scotland's Housing Network should make this possible over the next few months.
- 1.3 The following gives a visual demonstration of the improvement generated in year, and the platform created to move forward constructively in partnership.

### Void Rent Loss 2023/24

Quarter 1	£642k	1.94%
Quarter 2	£576k	1.78%
Quarter 3	£413k	1.27%
Cumulative to date	£1.61M	1.66%

Void Rent Loss is the most appropriate business measure underpinning the management of empty homes. This represents the total loss to the Housing Revenue Account as a direct result of properties that are not generating income and is measurable linked to other performance metrics (such as predicted turnover and average days to let). The aim is to get below 1% by the end of 2024/25.

- 1.4 The Graph below provides an Area breakdown of the average time to relet homes. This shows general improvement with different areas affected by a range of factors. North East Fife is disproportionately affected by harder to let retirement housing while other areas are affected by other issues which skew the indicator, however, it is anticipated that most areas will be achieving 30 days or less for most properties by the end of the reporting year. This is considerable improvement from the 58 days baseline at the start of the year. This is also positive progress towards a target of 21 days average days to let.



## 2.0 Service Improvement Plan Focus

- 2.1 The focus on Service Improvement has been driven by both services to ensure properties and made available as quickly as possible, with consistent compliance to the Council's Relet Standard and within budget. The Service Improvement Plan has been updated and Appended to the report with performance improvement largely achieved by;
- Building Services rationalising the number of staff involved in commissioning and co-ordinating voids works as well as reviewing resourcing and process arrangements.
  - A partnership focus on component replacement linked to the implementation of the Relet Standard and cost / quality control measures.
  - A clear focus on letting voids with each area team working to minimise all letting voids and reporting weekly to a Sprint Group. This is monitored as part of a comprehensive monthly quality assurance framework.
  - Minimising the time properties are empty due to meter or utility related issues as part of a preferred partnership arrangement with Utilita – this has also helped to provide some fuel poverty benefits too.
  - Maximising the efficiency of clean and clear contracts with a view to a re-procurement exercise by May to allow all options to be considered. This has provided positive results although recent changes to requirements for the disposal of POP waste present major performance and budget challenges.
- 2.2 There is further work to do with a focus on properties requiring project management or specialist input due to structural or significant issues. These properties tend to be out of management for extended periods and feasibility work required to assess whether these could be brought back into use more quickly due to the range of practical arrangements required. Over the last year, a number of properties in this category are due to flooding / fire damage, structural defect or damage as well as issues with fabric of buildings.

2.3 It should also be recognised that properties may also be, or appear to be, empty or unused where the following apply:

- Legal processes to recover possession of a property are ongoing (Abandonment or other legal processes). This also includes tenants that refuse to end tenancies and not living in them as their principle home, leading to complex and protracted legal processes.
- Decants have been arranged but tenancies cannot be reallocated immediately for a number of tenancy related reasons.
- People are in hospital, long term care, prison or other institutional setting but tenancies are not terminated therefore appearing vacant / unused.

This can lead to a public or general perception that properties are not being managed effectively or efficiently although there are limited landlord powers to expedite the process.

There is also work still required to improve the joint operation of mainstream and temporary tenancies following the major exercise to normalise tenancies during 2023 and recognising the ongoing relationship linked to 'flipping' temporary tenancies to secure homes and replacement of statutory temporary accommodation or other specific needs.

A Working Group involving Voluntary Sector Partners is also due to conclude work to retain or non-commercially recycle re-usable items, furnishings etc. in the short term. This work has highlighted a number of issues but will come to a conclusion by spring.

2.4 Voids Management performance and improvement has also been linked to the Homelessness Strategy 2024-27 to ensure there is a commitment to maximise the use of all properties and help customers move into settled homes as quickly as possible. On this basis, service improvement continues to be linked to the principles of:

- Homes are available quickly, on a planned basis enabling customers to plan transitions.
- Where component replacement is required, there is more opportunity to involve new customers in the process and create more ownership of their new home.
- Replacing universal approaches, replacing this with more personalised, targeted support.
- Improve recycling of safe and useable furnishings and items within homes delivering benefits to customers and the environment.

## 3.0 Conclusions

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3.1 Service Managers within Housing and Building Services are confident the Service Improvement Plan can deliver top quartile performance. The application of 4DX methodology within Building Services has reduced time and spend on empty properties, with the Housing Sprint approach building real accountability into management of letting voids. Further focus is required from a whole systems perspective highlighting specific areas of improvement and a mix of early actions and strategic objectives to deliver sustainable improvement.

**John Mills**  
**Head of Housing Services**

**List of Appendices: Appendix 1 – Voids Service Improvement Plan (Updated)**

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	Lead	Timescale	Risk	Intended Outcome	Links / Dependencies	Status / Progress
Establish a Voids Co ordination Team within Housing Access Service						
Revised Lead Officer Structure to be established with a tenancy management and repairs focus	GS	Dec 22	H	Focus for Voids Service Improvement	Hsg Services Staff Structure	Complete
Develop and implement Quality Assurance Processes	DF	Dec 22	M	Embed learning and improvement to Service improvement Ensure Policy and Process compliance	CX Monitoring and Reporting Tools	Complete and Framework in place
Ensure monthly Area Void Management Meetings are effective	BP	Mar 23	H	Ensure end to end process accountability for performance		Area Meetings happening regularly. 4DX style meetings held by Building Services and a Sprint held weekly by Housing Services
Embed Quality Assurance, Training and Support approach across the service to ensure policy and process compliance	BP/LL	Ongoing	H	Ensure policy, process and practice compliance to achieve standards	Area Partnership Framework	Housing and Building Services Voids Governance Group has an assurance framework
Carry out a review of Voids Process to reduce handoffs and handovers						
Harmonise temporary accommodation and mainstream void management processes	GS	Dec 23	H	Maximise efficiency to match new ways of RRTP working	Hsg Services Staff Structure, Works commissioning and system improvements	Not Started

Carry out a review of Voids Management Roles and Responsibilities with a focus on the key stages	GS	Sept 23	M	Improved customer journey and outcomes for new tenants Clear lines of accountability in managing empty homes	4 Task Groups to focus on key process areas	Not Started- link to Housing Options Officer Evaluation
Carry out research to enhance the efficiency of work commissioning processes	GS	Jun 23	M	Ensure components are only replaced when needed Enhance tenant choices Reduce void times	Interim instruction in place via Building Services and agreed by Housing	To be reviewed
Examine potential integrations with Building Services to enhance commissioning arrangements	DA	Sept 23	M	Ensure the best possible use of technology to minimise empty properties and improve customer experience	Comis Replacement project has restarted	Link to corporate change programme, Service Change Planning and Place development
Develop and implement a monthly Voids Budget Monitor						
Voids Management Budget Monitor to be presented to HME Monthly	GS/EL	Immediate	M	Maintain accountability for Void Rent Loss and Budget spend	Budget Monitoring cycle	Financial monitoring has been enhanced with real time reporting
Enhance Voids Contract Management Arrangements (Orbis)						
Ensure monthly contract management meetings promote accountability within the Voids process	BP	Ongoing	H	Maintain contractor performance and accountability	CX and Orbis Reporting	Meetings are happening regularly based on jointly agreed performance framework. Performance improvements have been generated – review linked to POP disposal in February. New contract

						procurement to be in place by May
Enhance regular monitoring and compliance checks	BP	Ongoing	M	Ensure standards via Team checks on works orders and completions	Need to develop an enhanced quality assurance mechanism	High value voids are reviewed and reported to Voids Governance Group to generate improvements
Establish budget monitor	BP/EL	Ongoing	M	Maintain contractor performance and accountability	CX and Orbis Reporting	Complete
Enhance Utility Maintenance and Management Arrangements						
Research the potential to establish a default Utility Supplier for mainstream and temporary tenancies	GS	April 23	H	Reduce time spent dealing with utility issues Generate the best service for Fife Develop a relationship to generate benefits for tenants and housing customers	Focus on mainstream voids and mature to temporary accommodation Potential to generate fuel poverty benefits for tenants	Agreement signed in April and subject to ongoing review. Looking to develop a similar preferred partner arrangement for temporary accommodation voids
Establish a dedicated staffing resource to manage Utility disputes and complex issues	GS	Sept 23	M	Deferred pending Preferred supplier arrangement	Test arrangements with Utilita and develop as required	Deferred – not required at this time.
Develop, enhance and refine the Partnership with Utilita to maximise benefits to customers and as part of the Service Improvement Plan	BP/LL	Dec 23	M	Enhanced service performance Fuel Poverty benefits to customers Improved management of temporary accommodation and other dedicated resources	Partnership Agreement to be signed	Ongoing
Develop a 2023 Tenant in First Process to minimise repairs / component replacement during voids						

Establish a Partnership Service Development Group to enable process change	LL	Nov 22	M	Ensure consistency and continuity of voids process Develop service improvement recommendations and implement Enhance the partnership approach to voids management and improvement	None – representation to focus on Housing Services initially and develop partnerships at Area Level	Service Development Group in place – focus on pre-exit and improving voids standard
Review and revise Component Replacement within Voids to improve efficiency of voids	GS/AB	Mar 22	H	Minimise void relet time Enhance customer engagement in component replacement Reduce voids budget spend on standardised components	SHQS / EESH works still to be completed – link to component replacement programme Accountable timescales and process within BS	Specific Asset Management focus on component replacement works linked to Capital Investment Planning
Examine the use of technology within the Voids Process	DA	Dec 23	M	Ensure the best possible use of technology to minimise empty properties and improve customer experience	SDG Sub Group to be established	Not Started
Review and implement a Revised Relet Checklist / Standard (approved by Committee)	GS/AB	Dec 23	H	Sub Group to review Relet Standard and make recommendations to Committee for any changes	Review pending	Focus on retaining re-useable items within the property. Applying existing relet policy and focussing on communication with customers.
Enhance Tenancy Normalisation / Conversion Process to increase 0 day Voids						
Re-develop Pre-Exit Checklists and process with a focus on Voids Pathways	BP/LL TA Mgmt	Dec 23	H	Review Group to establish potential process improvements of a Voids Co-ordination Unit	Lessons learned from Pandemic and Kdy Sheriff Court Judgement	Completed by SDG



Enhance pre-exit processes to divert the property to temp prior to CoT	BP/LL	Oct 23	H	Ensure the best use of stock across mainstream and temporary accommodation	Staffing / Resourcing issues	SDG prioritising activities
Establish Voids Co-ordination processes to manage mainstream and temp tenancies	BP/LL TA Mgmt	Dec 23	H	Review Group to establish potential process improvements of a Voids Co-ordination Unit	Lessons learned from Pandemic and Kdy Sheriff Court Judgement	Not started – focus on performance improvement within existing structures. Building Services have made significant changes to reduce and streamline the number of staff involved in works commissioning and co-ordination.
Review and revise tenancy management processes to minimise voids						
Focus on Decants, Tenants with Bail Conditions	JMcV/CAB	Apr 23	M	Ensure the efficient management of specific housing circumstances Manage overlap between voids and tenancy management processes	None	Complete
Enhance Key Management processes	BP / LL	Sept 23	M	Sub Group to review processes and make recommendations for any changes	None	Not Started

29<sup>th</sup> February 2024

Agenda Item No. 15

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## Update on Housing Functional Needs Assessments

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**Report by:** John Mills, Head of Housing Services

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**Wards Affected:** All Wards

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### Purpose

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The purpose of this report is to provide a progress report to Members in relation to the processing of Housing Functional Needs Assessments. These assessments are part of the Fife Housing Register application which is used by partners to allocate social housing.

### Recommendation(s)

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It is recommended that -

- (1) Members consider the progress made in relation to dealing with the backlog of Housing Functional Needs Assessment
- (2) Members note the progress in reviewing the Housing OT service and the proposed shape of revised service delivery in relation to this.

### Resource Implications

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Proposals for improvement can be met within the current HRA revenue budget for the service. There are no additional resourcing requirements as a result of the report's recommendations.

### Legal & Risk Implications

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There are no legal risks in relation to this. However, there is a reputational risk to the Council and FHR Partners if the waiting time for assessment is not maintained within the published standard of 28 days.

### Impact Assessment

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An Impact Assessment summary is attached to the report.

### Consultation

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As part of the review of the Housing OT service consultation has been undertaken with key staff within Fife Council Housing Service, across Fife Housing Register Partners and Trade Union colleagues.

# 1.0 Background

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- 1.1 As part of the Fife Housing Register assessment process, the Housing Functional Need Assessment is submitted by housing applicants where the applicant has identified that there is a medical situation that may affect their housing application. Since 2002, these assessments have been carried out by a small team of Housing Occupational Therapists. The purpose of these assessments is to apply additional points to reflect this medical need but also to guide the allocation of a property that reflects the medical needs articulated.
- 1.2 In 2021 there was a review of the medical assessment process and the Housing Functional Need Assessment was brought in. There has been significant staffing absences within the Housing OT Team which has led to the build-up of a backlog of applications for assessment. It should also be noted that the number of Housing Functional Need Assessments submitted have increased significantly over time, particularly since the pandemic.
- 1.3 In the report submitted to the Scrutiny Committee in November 2023, the contingency plans to clear the backlog were outlined. This included putting in place additional resources in the form of the Occupational Therapy Support Team and closer working with colleagues in Community OT teams to ensure a more joined up assessment.
- 1.4 This report will update members on the progress made to reduce the backlog and how we are improving the process.

# 2.0 Progress Update

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- 2.1 In August 2023, a total of 1394 new assessments were waiting to be completed, with the oldest assessment dated the 12<sup>th</sup> October 2022. On the 19<sup>th</sup> of January 2024, there were 254 new assessments awaiting processing. At the start of February there are 107 new assessments awaiting processing. At the start of February, we are processing assessments with the date of the 10<sup>th</sup> of January. This is within the published target time of 4 weeks to process.

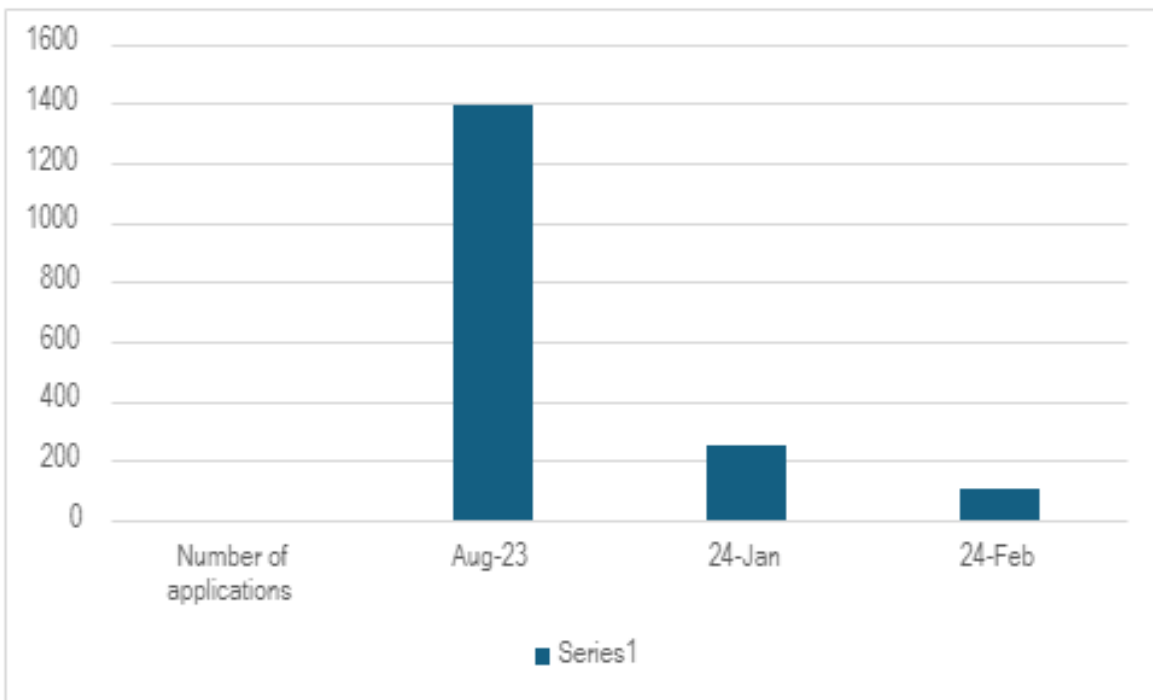
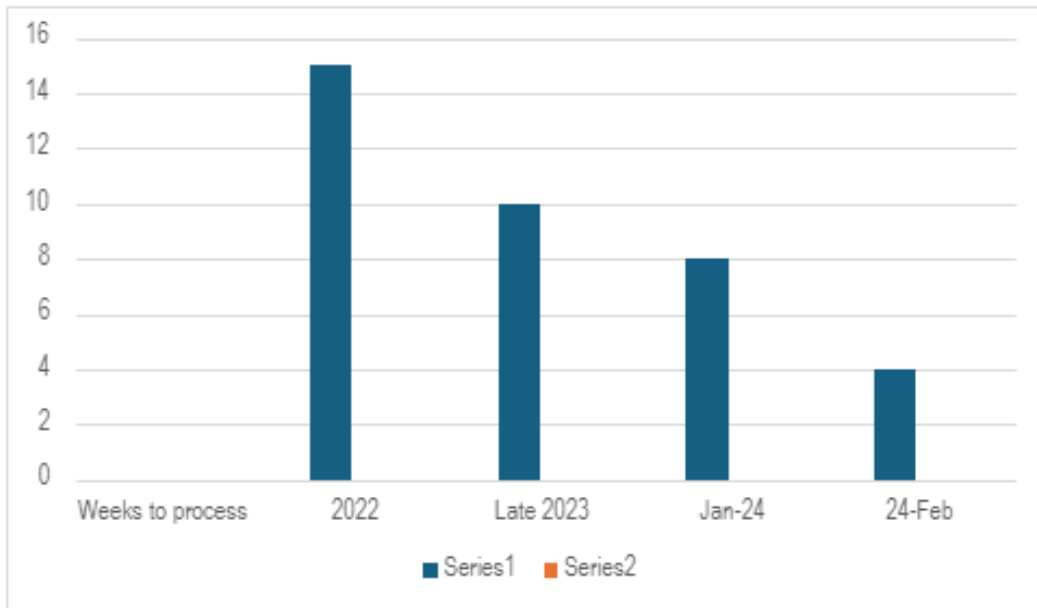


Figure 1 Assessment backlog

2.2 The waiting time for assessment has reduced significantly during this time. The table below tracks the progress in relation to this. The average number of forms assessed per week is 127 forms under the current work arrangements.



**Figure 2 Assessment time in weeks**

- 2.3 The staffing group has increased from 5 Occupational Therapist's (OT) and 1 Occupational Therapy Assistant (OTA) in August 23, to 4OT's and 5 OTA's. New recruits were appointed with a diversified skill set. Utilising the experience of everyone has allowed for quicker assessments, whilst not compromising on quality of outcomes.
- 2.4 Whilst absence within the OTs reduced us to 1.5 FTE OTs Fife Wide and negatively impacted on assessment times, this has been pulled back through robust training and supervision of the OTA's.
- 2.5 Through closer working with the Health and Social Care Partnership, there is access to assessment and support already completed by Community Occupational Therapists this has resulted in an improved customer journey and more joined up assessments for individuals. This improved quality of assessments, notes and recommendations should reduce VOID times and ease the allocation process which has yet to be measured.
- 2.6 A review has been undertaken of the Housing Functional Needs Assessment process by a group of key stakeholders. This is now being used to develop models of how the service could be delivered in the future. The current interim arrangements that are in place have delivered significant process and performance improvements and this will be considered in developing new models of service delivery. The revised model will need to fit in with the wider changes in the Housing Access system.
- 2.7 New models of service delivery will continue to build on a focus to build on partnership working with the Health and Social Care Partnership. There will be a focus on a Prevention Led approach, and consider advice, services and adaptations to enable individuals to remain living as independently as possible in their own home for as long as possible.

- 2.8 A test of change via the Kirkcaldy Independent Living Hub will see integrated workstreams between Housing and Health and Social Care staff, working together to support the local community in the way they require it with a focus on advice giving, early intervention and more streamlined customer journeys.
- 2.9 The review of the Housing Functional Needs assessment is part of a wider review of the Housing Access pathways within Fife.

## 3.0 Conclusions

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- 3.1 Significant progress has been made in clearing the backlog of the Housing Functional Needs Assessments. This has been combined with an improved, more joined up assessment process.
- 3.2 The review of the whole system in relation to Housing Functional Needs Assessments should ensure a longer-term transformation of this area of work and pave the way for further changes within the Housing Access system.

**John Mills**  
**Head of Housing Services**

## List of Appendices

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1. Equality Impact Assessment

### Background Papers

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

Bulleted list

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# Equality Impact Assessment Summary Report

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**Which Committee report does this IA relate to (specify meeting date)?**

**People & Communities Scrutiny Committee 29<sup>th</sup> February**

**What are the main impacts on equality?**

**At present applicants who require a Housing Functional Needs Assessment are waiting longer than the required target time.**

**This group could include Older People and those with a long term health condition.**

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

**The Contingency Plan outlined within the report will improve the time frames in which we process Housing Functional Needs Assessment. The longer-term review of the function will ensure a much more person centred, smoother assessment process.**

**Overall these measures should improve the situation for individuals with Protected Characteristics.**

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

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

Paul Short, Service Manager, paul.short@fife.gov.uk

29<sup>th</sup> February 2024

Agenda Item No. 16

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## Housing Revenue Capital Account: Property Acquisitions Update 2023-24

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**Report by:** John Mills, Head of Housing Services

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**Wards Affected:** All

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### Purpose

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This report seeks to provide an update on the acquisition of properties for the period 1 April 2023 to 31<sup>st</sup> January 2024.

### Recommendations

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Members are asked to note:

- Purchases made during the current financial year 2023-24.
- That Housing, Estates and Legal Services continue to acquire properties in line with the current Property Acquisitions policy.
- That an increase, of 50 properties, to the current budgeted number of 100 acquisitions for 2024-25 onwards was agreed by Cabinet Committee on 11<sup>th</sup> January 2024 to meet increasing housing need and demand through homelessness revising the proposed number to 150 properties for 2024-25.

### Resource Implications

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In the current HRA capital plan, there is an expenditure budget £16.5m across 2023-26. This was based on an average cost per unit of £110k, including all purchase and refurbishment costs, which would result in the purchase of 150 properties across 2023-26.

It is estimated that future acquisitions will be acquired and refurbished at an average of £125k per unit. To purchase 150 per year in line with the current policy, an investment of £18.750m is required.

Any additional capital investment required for property acquisitions will need to be approved as part of a future capital plan. It is currently proposed that a full Capital Plan Review will be taken to Cabinet Committee in early 2024-25.

Subsidy is received from the Scottish Government for each property acquisition purchased on the Open Market at £40k per unit. An agreement was made with the Scottish Government that £50k would be received for the first 50 properties purchased in 2023-24. At this stage, there is no agreement in place for 2024-25 onwards regarding the grant per unit or number of property acquisitions.

In July 2023 the Scottish Government announced the availability of at least £60million to support a National Acquisition Plan to increase the supply of social housing and reduce temporary accommodation use. This was intended to promote/endorse the increased use of grant allocations (Resource Planning Assumptions RPA) to acquire existing properties on the open market. This is not additional funding. It is ringfenced funding from RPA allocations. The RPA is the sum of money allocated annually to fund the delivery of affordable housing programmes including Open Market transactions (referred to within Fife Council as Acquisitions).

## **Legal & Risk Implications**

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The affordability of the £16.5m budget allocation was fully tested in the HRA 2022 Business Plan.

It should be noted that there is a potential risk to the affordability of proposed future HRA investment into 150 acquisitions per annum. This risk is being tested as part of the 2023 HRA business plan.

Affordable housing grant to support property acquisitions is not guaranteed as grant is allocated annually and the Scottish Government will only award funding to new projects including property acquisitions once the level of committed funding for that year is known.

## **Impact Assessment**

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Equality Impact Assessment Summary Form attached at Appendix A.

## **Consultation**

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Consultation has been carried out with Elected Members, Housing Area colleagues, Building Services partners, Property, Legal and Finance partners on individual purchases and the practice and process in place.

## **1.0 Introduction**

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1.1 The Council agreed the current Property Acquisitions Policy in September 2020. The Policy is designed to assist the Statutory Housing Authority in Fife to acquire specific housing properties, working to a series of 5 criteria to increase the overall HRA housing stock available for social rent. The criteria are:

1. Resolve a Homeless Situation / Prevent Homelessness, including accelerating the reduction of children in temporary accommodation.
2. To help meet housing need where there are significant pressures and limited opportunities to build new homes.



3. To facilitate Estate Action or Regeneration Schemes.
4. To facilitate New Build Schemes.
5. To meet specific housing needs.

1.2 Members should note that the property acquisitions activity by the council does not constitute an addition to the overall provision of new affordable houses in Fife, but it does add to the overall number of council houses available for letting through the council's housing allocations policy and supports the strategy to tackle homelessness.

## **2.0 Number of Properties Acquired for the period 2023/24**

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- 2.1 For financial year 2023-24 an assumed number 100 purchases was set. In the current capital plan, there is £16.5m available for property acquisitions across 2023-26.
- 2.2 As of 31 January 2024 a total of 61 properties have been purchased. This includes various property types e.g., 3 x 4 bedroom houses, 7 bungalows across Fife. Flats purchased include 1,2 and 3 bedroom properties.
- 2.3 These 61 properties will cost a total of £7.400m to purchase and refurbish, resulting in an average cost per unit of £121k. This leaves £9.100m remaining for future purchases from the existing budget £16.5m. Based on increasing material costs and the current property market, it is expected that the cost per property going forward will be an average £125k to purchase and refurbish, meaning that the current remaining budget will fund a further 73 properties. The figures quoted are excluding any grant subsidy from Scottish Government.
- 2.4 The team continue to proactively engage with developers, sellers, and estate agents to identify opportunities to purchase suitable properties which address need and represent best value for the council.

It is recognised that it is essential that all housing opportunities are maximised to meet the increasing demand from current waiting lists and homeless presentations.

## **3.0 Practice & Process**

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- 3.1 In 2021 a review of the process for acquiring properties and bringing them up to standard for mainstream housing stock was carried out.
- 3.2 An integrated team, resourced by Housing and Building Services officers was established to manage properties throughout the process, from viewing, acquisition through any refurbishment required to the point of release to area staff for allocation. This revised way of working produced efficiencies in the process and more robust management of delivery of properties to the domestic housing stock.
- 3.3 However, it was recognised in 2023 that, an issue relating to the sampling and testing of potential asbestos containing materials had impacted on timescales for two particular properties. Work to the properties at 6 Couston Road, Dalgety Bay and 21 Forth View, Dalgety Bay, were unacceptably delayed. It took 7 months to complete all works to 6 Couston Road. The property has since been allocated and the new tenant took up residence in November 2023. Works to the property at 21 Forth View started in May 2023 and completed in December 2023. The new tenant moved in that month.

- 3.4 A thorough partnership review of the process was undertaken to identify causes for the delays. Whilst both properties did require extensive works including a combination of rewires, new kitchen, replacement bathroom and heating, the main delay occurred at the asbestos stage of the process.
- 3.5 A lessons learned approach has been adopted by the partnership and the tracking of properties throughout the process has been strengthened. Building Services colleagues have introduced clear priority coding for acquisitions and, in particular, for the sampling of asbestos. They have also engaged with the external testing contractor to reinforce timescales and reporting of results. In addition, internal weekly operational meetings of the integrated team are now held to closely monitor and progress properties. Appropriate managers attend the weekly meetings.

## **4.0 Property Acquisitions Progress**

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- 4.1 Housing Services will continue to purchase properties within available HRA capital budget to meet operational requirements. However, the current heightened pressure on the supply of housing options both in terms of Fife Housing Register lists and homeless applications will continue to increase.
- 4.2 This was discussed at Cabinet Committee on 11 January 2024. It was agreed that, as part of the Homelessness Strategy 2024-27, provision would be made for the additional acquisition of 50 properties from the private sector each year for the next 3 years. This is to meet identifiable needs within those households currently assessed as homeless and in priority need. This also recognises some provision to help prevent homelessness by purchasing properties with sitting tenants in certain circumstances.
- 4.3 As noted in para 2.3 it is estimated that future acquisitions will be acquired and refurbished at an average of £125K per unit. In order to purchase 150 per year in line with the current policy, an investment of £18.750m per annum is required. As this exceeds the level of budget within the current capital plan a proposal for additional investment will be required as part of the Capital Investment Plan due to be presented to Cabinet in early 2024-25. The affordability of future investment will require testing as part of the 2023 HRA Business Plan.

## **5.0 Conclusions**

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- 5.1 It is essential that all opportunities are utilised to increase the stock of available properties, including the increased purchase of properties in line with the current Property Acquisitions Policy.
- 5.2 Improvements made to the process and practices within the integrated acquisitions team will support the continued supply of properties coming into stock across Fife.
- 5.3 The current HRA Capital Investment Plan includes £16.5m for the purpose of Property Acquisitions of which, £7.400m will be used within 23-24 to purchase 61 properties. This leaves £9.100m for use in future years which will fund a total of 73 properties at an average cost of £125k per unit. An annual budget of £18.750m is required in future years to meet the assumed number of 150 acquisitions per annum. The affordability of future investment will require testing as part of the 2023 HRA Business Plan.

## List of Appendices

1. Equality Assessment Summary Form

## Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973: Property Acquisitions Policy (as amended in September 2020)

**John Mills**  
**Head of Housing Services**

## Report Contact

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## Appendix 1 – Equality Impact Assessment Summary Form

<p><b>Which Committee report does this IA relate to (specify meeting date)?</b></p> <p>People &amp; Communities Scrutiny Committee 29 February 2024</p>
<p><b>What are the main impacts on equality?</b></p> <p>There is a positive overall impact from the continuing purchase of properties. The aim is to add to existing housing stock and to address needs demand and increasing pressure from homeless applications.</p>
<p><b>What are the main recommendations to enhance or mitigate the impacts identified?</b></p> <p>N/A.</p>
<p><b>If there are no equality impacts on any of the protected characteristics, please explain.</b></p> <p>N/A.</p>
<p><b>Further information is available from: Name / position / contact details:</b></p> <p>John Mills, Head of Housing Services</p>

29<sup>th</sup> February 2024

Agenda Item No. 17

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## 2023-24 Revenue Budget Projected Outturn – Communities

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

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**Wards Affected:** All

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### Purpose

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The purpose of this report is to give members an update on the projected outturn position for the 2023/24 financial year for Communities & the Housing Revenue Account (HRA) which are areas in scope of the People & Communities Scrutiny Committee

### Recommendation(s)

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Committee is asked to consider the current financial performance and activity for the 2023/24 Projected Outturn as detailed in this report.

### Resource Implications

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None.

### Legal & Risk Implications

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There are no direct legal implications arising from this report.

### Impact Assessment

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

### Consultation

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None.

## 1.0 Background

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- 1.1 The purpose of this report is to advise Members of the projected outturn for Communities and the HRA for the 2023-24 Revenue Budget, and to highlight the major variances as at December 2023. This is the second monitoring report to the Scrutiny Committee for the 2023-24 financial year.
- 1.2 The preparation of the 2023-24 Revenue Budget focussed on applying service underspends, budget realignment and vacancy factors to close the budget gap, and as such no specific savings proposals were approved by the Council as part of the Revenue Budget. There is therefore no requirement to include a Savings Tracker as part of financial reporting for the 2023-24 financial year.

## 2.0 Projected Outturn

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- 2.1 Based on current information for the areas falling under the scope of this Committee, of a net expenditure budget of £89.194m the position across all areas is a projected expenditure of £92.572m resulting in a projected net overspend of £3.378m (3.79%).
- 2.2 A summary of the 2023-24 projected out-turn is detailed in Appendices 1 & 2. This shows projected expenditure against budget across the service headings within the Directorate. There may be some minor rounding differences contained within the appendices, but these are immaterial values that do not impact on the overall financial position. The following paragraphs provide a brief explanation of the main areas where there are significant variances (+/-£0.250m) to budgets.

## 3.0 Major Variances

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*Communities & Neighbourhoods: - Projected Overspend £3.322m, movement of £0.137m*

- 3.1 A legacy from the pandemic continues to impact on level of demand and income received for some services. This includes Fife Sports and Leisure Trust and Fife Cultural Trust which is projecting a total deficit £0.886m. Council officers continue to review the areas where the level of income received has been impacted by the pandemic and both Trusts continue to receive temporary financial support from the Council. Also impacted is Community Use and Halls and Centres where is an under-recovery of income of £0.962m. Work is underway as part of the Community Use Plan for increased marketing and consultation with communities to ensure they are offering what communities want and that there are no barriers preventing the community from accessing these services.
- 3.2 There is a vacancy management target of 5% built into service staffing budgets. There have not been sufficient vacancies in year to meet this target resulting in an overspend of £0.351m across the service. In addition to this there are also unachieved historical savings of £0.470m across the service.
- 3.3 There are overspends on Premises costs across Communities & Neighbourhoods totalling £0.285m which relate spending on maintenance, repairs and equipment costs as well as Non-Domestic Rates and Waste Collection.
- 3.4 The remaining overspend largely relates to small overspends across supplies and services which includes overspends of £0.110 on materials & equipment and £0.050m on printing costs.

*General Fund Housing & Neighbourhoods: - Projected Overspend £0.082m, movement of (£0.263m)*

- 3.5 The movement of (£0.263m) mainly relates to Homelessness. Availability of Homelessness Prevention Funding has reduced the pressure on the level overspend projected in year for B&B and Hotel accommodation. There has been a high demand for Homelessness Accommodation in year which has resulted in other homelessness properties being fully occupied necessitating the use of B&Bs and Hotel accommodation.

*Housing Revenue Account: - Net Withdrawal from Balances £1.616m, movement (£0.289)*

*Repairs & Maintenance – Projected Overspend £5.386m, movement (£1.903m)*

- 3.6 Responsive Repairs is projected to overspend by £3.347m, as a result of continued high inflation and material cost increases.
- 3.7 The movement of £1.903m mainly relates to Change of Tenancy (COTs) which now projected to overspend by £2.854m. Although projected to overspend, which is a result of both a high volume of COTs in year and continued high inflation and material price increases, there have been several process improvements made by the service in year which has reduced to total cost projected.
- 3.8 The above overspends are partially offset by underspends on Gas Servicing & Repairs of £0.722m and Planned Maintenance £0.592m. The reduction in gas servicing costs is due to a revision of the prices charged for gas servicing from building services and the revised projection on planned maintenance reflects the level of work contracted for this financial year.
- 3.9 Investment into a fencing pilot and increased funding into estates management works contributes to £0.545m of the overspend. This is funded by a withdrawal from balances.

*Cost of Borrowing – Underspend (£2.580m), movement (£2.580m)*

- 3.10 The projected cost of borrowing is reviewed routinely in year based on current borrowing requirements. The revised projection has now reduced by £2.580m in year.

*Revenue Contribution (Including CFCR) – Underachievement (£2.330m), movement £4.346m*

- 3.11 The projected CFCR for the year has improved due to the reduced projections for Repairs & Maintenance and Cost of Borrowing. Despite this there is still an underachievement of CFCR due to the remaining overspends across the HRA. The result is a lower than planned contribution to the HRA Capital Programme. There will be an impact on the Capital Plan and the funding required to support the HRA Capital Programme as a result of the reduced CFCR.

*Voids – Overspend £0.065m, movement (£0.371m)*

- 3.12 The movement in Voids is a result of the changes both Housing & Building Services have built into the Change of Tenancy process to reduce the length of time properties are empty during a COT.

*Other Expenditure – Overspend £1.527m, movement (£0.039m)*

- 3.13 The remaining overspend and movement of £0.909m mainly relates to Hostels Expenditure. Hostels income is not sufficient to cover operating costs, the Homelessness service is working on delivery models which will look to reduce and or eliminate the hostels overspend. This includes measures proposed in the Fife's Homelessness Reduction Plan 2023/25 presented to Cabinet on 5th October 2023.

- 3.14 Disability Adaptations is projected to overspend by £0.211m. This increased spend is funded by a withdrawal from balances and will allow for an increased volume of adaptations in year to reduce current waiting list times.
- 3.15 There is an overspend of £0.190m relating to increased utility costs. The remaining £0.217m includes a number of small over & underspends across Other Expenditure including staff turnover, cost of equipment and other works.
- 3.16 There are also projected overspends of £0.190m as a result of increase utility costs.  
*Net Withdrawal from Balances £1.616m, movement (£0.289m)*
- 3.17 The net withdrawal from balances includes the investment into fencing and estates of £0.545m and adaptations of £0.211m. The movement of £0.289m relates to a reduction in the withdrawal needed for Disability Adaptations which was previously projected to be £0.500m, the revised projection has been adjusted based on the level of work estimated to complete in year. The remaining £0.859m relates to contributions into balances at the end of 2022-23. This will be withdrawn in 2023-24 to assist with maintaining the level of CFCR required.

## 4.0 Conclusions

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- 4.1 The total 2023/24 net revenue budget for areas falling under the scope of this Committee is £89.194m. The projected level of expenditure is £92.572m resulting in a projected overspend of £3.378m (3.79%).
- 4.2 There is a net withdrawal from HRA balance of £1.616m as detailed in paragraph 3.16.

### List of Appendices

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1. Projected Outturn 2023/24 – Communities Directorate
2. Projected Outturn 2023/24 – Housing Revenue Account

### Background Papers

None

### Report Contact

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BUDGET MONITORING REPORT SUMMARY PEOPLE AND COMMUNITIES					Appendix 1	
COMMUNITIES	CURRENT BUDGET 2023-24	FORECAST 2023-24	VARIANCE	VARIANCE	PREVIOUS REPORTED VARIANCE	MOVEMENT FROM PREVIOUS REPORTED VARIANCE
	£m	£m	£m	%		£m
<b>TOTAL COST OF SERVICES</b>	<b>111.636</b>	<b>115.014</b>	<b>3.378</b>	<b>3.03%</b>	<b>3.569</b>	<b>(0.191)</b>
LESS: CORPORATELY MANAGED ITEMS	22.442	22.442	0.000	0.00%	0.000	0.000
<b>SERVICE MANAGED NET BUDGET</b>	<b>89.194</b>	<b>92.572</b>	<b>3.378</b>	<b>3.79%</b>	<b>3.569</b>	<b>(0.191)</b>
<b>ANALYSIS OF SERVICE MANAGED BUDGET</b>						
COMMUNITIES & NEIGHBOURHOODS	56.393	59.716	3.322	5.89%	3.185	0.137
GFH - HOUSING & NEIGHBOURHOOD SERVICES	15.530	15.612	0.082	0.53%	0.345	(0.263)
COMMUNITIES EXECUTIVE DIRECTOR	0.227	0.265	0.038	16.90%	(0.008)	0.046
CUSTOMER & ONLINE SERVICES	17.044	16.979	(0.064)	-0.38%	0.047	(0.111)
	<b>89.194</b>	<b>92.572</b>	<b>3.378</b>	<b>3.79%</b>	<b>3.569</b>	<b>(0.191)</b>
<b>SUBJECTIVE GROUPING</b>						
	CURRENT BUDGET 2023-24	FORECAST 2023-24	VARIANCE	VARIANCE	PREVIOUS REPORTED VARIANCE	MOVEMENT FROM PREVIOUS REPORTED VARIANCE
	£m	£m	£m	%	£m	£m
<b>SERVICE MANAGED NET BUDGET</b>	<b>89.194</b>	<b>92.572</b>	<b>3.378</b>	<b>3.79%</b>	<b>3.569</b>	<b>(0.191)</b>
<b>INCOME</b>	<b>(25.332)</b>	<b>(28.386)</b>	<b>(3.054)</b>	<b>12.05%</b>	<b>(3.020)</b>	<b>(0.034)</b>
<b>EXPENDITURE</b>						
EMPLOYEE COSTS	44.881	44.982	0.101	0.23%	0.517	(0.416)
PREMISES RELATED EXPENDITURE	13.996	17.389	3.393	24.24%	3.153	0.240
TRANSPORT RELATED EXPENDITURE	0.497	0.567	0.070	14.06%	0.093	(0.023)
SUPPLIES & SERVICES	16.685	17.892	1.207	7.24%	0.863	0.344
THIRD PARTY PAYMENTS	35.294	36.878	1.585	4.49%	1.959	(0.374)
TRANSFER PAYMENTS	0.263	0.294	0.031	11.72%	0.024	0.007
SUPPORT SERVICES CHARGES	2.911	2.956	0.045	1.55%	(0.021)	0.066
	<b>114.527</b>	<b>120.958</b>	<b>6.432</b>	<b>5.62%</b>	<b>6.588</b>	<b>(0.156)</b>
TOTAL	<b>89.194</b>	<b>92.572</b>	<b>3.378</b>	<b>3.79%</b>	<b>3.569</b>	<b>(0.191)</b>

HOUSING REVENUE ACCOUNT (HRA) 2023-24					Appendix 2 MOVEMENT FROM	
	CURRENT BUDGET 2023-24 £m	FORECAST 2023-24 £m	VARIANCE £m	VARIANCE %	PREVIOUS REPORTED VARIANCE £m	PREVIOUS REPORTED VARIANCE £m
Budgeted Expenditure						
Repairs & Maintenance	40.377	45.763	5.386	13.34%	7.290	(1.903)
Supervision & Management	21.464	21.023	(0.442)	-2.06%	(0.581)	0.140
Funding Investment:						
Cost of Borrowing	32.859	30.279	(2.580)	-7.85%	0.000	(2.580)
Revenue Contribution (including CFCR)	27.328	24.997	(2.330)	-8.53%	(6.676)	4.346
	122.028	122.062	0.034	0.03%	0.033	0.002
Voids	2.610	2.675	0.065	2.48%	0.435	(0.371)
Housing Support Costs	(0.474)	(0.474)	0.000	0.00%	0.000	0.000
Garden Care Scheme	0.449	0.448	(0.001)	-0.32%	(0.002)	0.000
Bad or Doubtful Debts	3.150	2.925	(0.225)	-7.14%	0.000	(0.225)
Other Expenditure	11.629	13.156	1.527	13.13%	1.566	(0.039)
COVID Expenditure	0.000	(0.000)	(0.000)	0.00%	(0.000)	0.000
	139.392	140.792	1.399	1.00%	2.032	(0.633)
Financed By:						
Dwelling Rents (Gross)	(132.249)	(131.942)	0.308	-0.23%	0.000	0.308
Non Dwelling Rents (Gross)	(3.589)	(3.545)	0.044	-1.22%	0.000	0.044
Hostels - Accommodation Charges	(2.202)	(2.267)	(0.065)	2.93%	(0.031)	(0.034)
Other Income	(1.352)	(1.422)	(0.070)	5.21%	(0.097)	0.027
	(139.392)	(139.176)	0.216	-0.16%	(0.128)	0.344
<b>Contribution From / (To) Balances</b>	<b>0.000</b>	<b>1.616</b>	<b>1.616</b>	<b>0.00%</b>	<b>1.904</b>	<b>(0.289)</b>

29<sup>th</sup> February 2024  
Agenda Item No. 18

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## 2023-24 Revenue Budget & Capital Plan Projected Outturn - Children & Families and Criminal Justice Services

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**Report by:** Christine Moir, Head of Children and Families and Criminal Justice Services  
and Eileen Rowand, Executive Director Finance & Corporate Services

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**Wards Affected:** All

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### Purpose

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The purpose of this report is to provide members with an update on the forecast financial position for the 2023-24 financial year, for the areas in scope of the People & Communities Scrutiny Committee in relation to Children & Families and Criminal Justice Services.

### Recommendation(s)

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Members are asked to:

- a. consider the current financial performance and activity as detailed in this report in relation to both the revenue budget and capital plan;
- b. note the projected outturn position and the relevant areas of projected over and under spend within the service.

### Resource Implications

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The Service is committed to managing the spend within the overall level of resource available and in continuing to promote the aims of the Children and Families Strategy in terms of addressing the balance of care.

### Legal & Risk Implications

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There are no direct legal implications arising from this report.

### Impact Assessment

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

### Consultation

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None

## 1.0 Background

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- 1.1 The purpose of this report is to advise Members of the projected outturn for the Children & Families and Criminal Justice Services, for the 2023-24 Revenue Budget and Capital Plan, and to highlight the major variances as at December 2023. This is the third monitoring report to the Scrutiny Committee for the 2023-24 financial year.
- 1.2 The preparation of the 2023-24 Revenue Budget focussed on applying service underspends, budget realignment and vacancy factors to close the budget gap, and as such no specific savings proposals were approved by the Council as part of the Revenue Budget. There is therefore no requirement to include a Savings Tracker as part of financial reporting for the 2023-24 financial year. In addition, the application of service underspends also recognised that the position with service budgets could fluctuate, however, rather than the service carry this risk it was determined that this should be managed as a corporate Council risk. In relation to Children and Families budget this approach is applicable to placement numbers.

## 2.0 Revenue Budget - Projected Outturn

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- 2.1 **Projected Outturn – Children and Families and Criminal Justice Services**
- 2.2 The projected overspend for this financial year, for Children & Families and Criminal Justice Services is £2.240m. A summary of the 2023-24 projected outturn is detailed in Appendix 1. This shows projected expenditure against budget across the service headings within the Service. It should be noted that the balances are extracted from the ledger system and are shown as rounded thousands. This may mean that there are some rounding differences contained within the appendices, but these are immaterial values that do not impact on the overall financial position. The following paragraphs provide a brief explanation of the main areas where there are significant variances (+/-£0.250m) to budgets.

## 3.0 Revenue Budget - Major Variances

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- 3.1 **Children & Families / Criminal Justice :- projected outturn - £ 2.240m overspend, movement £ 1.181m**
- 3.2 The position for the service reflects a projected overspend for Children and Families / Criminal Justice Service. This reflects the service's Belonging to Fife Strategy which has sought to address the balance of care and support children to remain safely at home rather than in purchased care arrangements.
- 3.3 The projected overspend in purchased placements of £3.868m is mainly due to an increase in the number of secure and high cost residential placements. Whilst the overall number of placements is remaining fairly static, and is still low in comparison to other authorities and the historic levels of placement in Fife, the mix of placement types has changed recently with more high cost placements being required to meet the needs of young people. The table below gives an

overview of the movement in placement numbers over time, and demonstrates the impact of the Children and Families Strategy / Belonging to Fife in shifting the balance of care.

Purchased Placements Trend 2018-19 to Dec 2023							
	2018-19	2019-20	2020-21	2021-22	2022-23	August 2023	Dec 2023
Total Placements	374	310	216	174	142	127	131
Split :							
Residential	133	84	42	18	13	26	31
Purchased Foster	241	226	174	156	129	101	100

- 3.4 Also included in the projection is the anticipated cost associated with the new foster and kinship rates agreed nationally. This will create an estimated pressure of £1.590m on Children and Families budget as the additional cost will be in excess of the advised Scottish Government funding. This figure will be updated when carer arrangements have been reviewed and the actual financial impact has been identified.
- 3.5 Within Continuing Care a projected overspend of £0.469m is included, due to spend being in excess of Scottish Government funding; and overspends in relation to direct payments for children affected by disability of £0.630m and respite care of £0.655m reflect the increased demand for these services.
- 3.6 Within the service's internal residential service there is a projected overspend of £0.880m due to additional staffing and property costs across these provisions to provide cover and meet Care Inspectorate requirements.
- 3.7 Projected underspends are included across the service mainly due to lead in times for the implementation of plans and recruitment under the whole family wellbeing funding of £1.281m, and underspends due to recruitment lead in times and turnover on staffing of £1.694m, reflecting 89fte vacant posts. Due to recruitment issues within the sector the service has a recurring high number of vacancies, which means that staff in post require to support a higher number of children and families to provide cover.
- 3.8 In addition to the above, underspends are also included in in-house foster care of £1.309m and kinship care of £0.547m due to the shifting balance of care. Finally in terms of underspends the projection includes an underspend on supported lodgings of £0.377m due to the costs and funding of supporting unaccompanied asylum seeker children, and £0.796m which relates to funding required to fund permanent posts once temporary funding ends in 2024-25.
- 3.9 The movement since the last monitoring report of £1.181m is mainly due to the financial impact of additional high cost purchased placements of £2.203m offset by an increase in anticipated underspend in employee costs of £0.546m due to ongoing vacancies, and on external funding of £0.449m.

## 4.0 Capital Plan – Projected Outturn

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- 4.1 **Children & Families / Criminal Justice :- projected outturn - £ 0.614m**
- 4.2 The Capital Plan Review approved by the Council on 22<sup>nd</sup> June 2023 includes a new major project for Children and Families Service under the Looked After Children heading, which is the replacement of the current Glenmar children's house to provide suitable accommodation to support children with complex care needs. The indicative timeline for the project as included in Appendix 2 is 2025-26. However, a suitable property has been identified for this service and has been purchased. The projected outturn of £0.571m included in Appendix 3 reflects this and is therefore an advancement of spend on the project.
- 4.3 In terms of the other project included within the current year monitoring report at Appendix 3 this relates to the rolling programme of improvements in the current children's houses. There is a projected spend of £0.048m, relating to smaller projects required to improve and maintain the Council's existing residential house provision. Needs are assessed and prioritised to ensure the budget is deployed effectively, taking account of the current economic climate, supply of construction materials and the ability to deliver projects timeously.
- 4.4 The monitoring of the impact of any additional costs, impact on timescales and associated risks with capital projects is an ongoing process, with the known impact on timing of delivery of projects being built into the Plan as part of the rephasing exercise. The overall scale of any additional costs or further delays will be kept under review and reported in future reports.

## 5.0 Conclusions

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- 5.1 The projected outturn for Children & Families and Criminal Justice Services Revenue Budget for 2023-24 is a projected overspend of £2.240m.
- 5.2 The Capital Plan for the Service for 2023-24 is projected to spend on budget, with a projected outturn of £0.619m.

### List of Appendices

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1. Children & Families and Criminal Justice Services Revenue Monitor 2023-24
2. Children & Families and Criminal Justice Services Capital Plan 2023-24 – Major Projects
3. Children & Families and Criminal Justice Services Capital Plan 2023-24 – Current Year Monitoring Report

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BUDGET MONITORING REPORT SUMMARY					Appendix 1	
PEOPLE AND COMMUNITIES SCRUTINY COMMITTEE						
CHILDREN & FAMILIES/CRIMINAL JUSTICE						
	£m	£m	£m		£m	£m
<b>SERVICE MANAGED NET BUDGET</b>	<b>70.477</b>	<b>72.717</b>	<b>2.240</b>	<b>3.18%</b>	<b>1.059</b>	<b>1.181</b>
<b>ANALYSIS OF SERVICE MANAGED BUDGET</b>						
CHILDREN & FAMILIES/CJS	70.477	72.717	2.240	3.18%	1.059	1.181

SUBJECTIVE GROUPING						
	£m	£m	£m	%		
<b>SERVICE MANAGED NET BUDGET</b>	<b>70.477</b>	<b>72.717</b>	<b>2.240</b>	<b>3.18%</b>	<b>1.059</b>	<b>1.181</b>
<b>INCOME</b>	<b>(10.103)</b>	<b>(11.886)</b>	<b>(1.783)</b>	<b>17.64%</b>	<b>(1.295)</b>	<b>(0.487)</b>
<b>EXPENDITURE</b>						
EMPLOYEE COSTS	42.939	40.057	(2.882)	-6.71%	(0.634)	(2.248)
PREMISES RELATED EXPENDITURE	0.487	1.150	0.663	136.25%	0.639	0.024
TRANSPORT RELATED EXPENDITURE	1.688	1.902	0.213	12.64%	0.120	0.093
SUPPLIES & SERVICES	3.880	3.207	(0.674)	-17.36%	(2.419)	1.746
THIRD PARTY PAYMENTS	26.543	33.524	6.981	26.30%	4.590	2.391
TRANSFER PAYMENTS	5.042	4.742	(0.301)	-5.96%	0.058	(0.359)
SUPPORT SERVICES CHARGES	0.001	0.022	0.021	3322.07%	(0.001)	0.022
	<b>80.580</b>	<b>84.602</b>	<b>4.022</b>	<b>4.99%</b>	<b>2.354</b>	<b>1.668</b>
<b>TOTAL</b>	<b>70.477</b>	<b>72.717</b>	<b>2.240</b>	<b>3.18%</b>	<b>1.059</b>	<b>1.181</b>



Project	Theme	Original Approved Budget £m	Current Project Budget £m	Total Projected Outturn £m	Variance £m	Variance %	Current Project Status	Expected Project Completion Date
Reprovision Glenmar Childrens Home		2.525	2.525	2.525	-	0.00%	Future Project	2025-26
<b>Total Major Projects over £1.000m</b>		<b>2.525</b>	<b>2.525</b>	<b>2.525</b>	<b>-</b>	<b>0.00%</b>		
<b>Total Major Projects</b>		<b>2.525</b>	<b>2.525</b>	<b>2.525</b>	<b>-</b>	<b>0.00%</b>		

Expenditure	Current Budget £m	Actual to Date £m	Projected Outturn £m	Projected Variance £m	Projected Outturn as % of Plan
Looked After Children Homes Reprovision	0.100	0.571	0.571	0.471	571%
Looked After Children	0.150	0.043	0.048	(0.102)	32%
<b>TOTAL EXPENDITURE</b>	<b>0.250</b>	<b>0.614</b>	<b>0.619</b>	<b>0.369</b>	<b>248%</b>

Income	Current Budget £m	Actual to Date £m	Projected Outturn £m	Projected Variance £m	Projected Outturn as % of Plan
Looked After Children Homes Reprovision	-	-	-	-	0%
Looked After Children	-	-	-	-	0%
<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

29 February 2024  
Agenda Item No. 19

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## 2023-24 Revenue Budget Projected Out-turn – Health & Social Care

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**Report by:** Nicky Connor, Director of Health and Social Care  
Eileen Rowand, Executive Director, Finance & Corporate Services

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**Wards Affected:** All

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### Purpose

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The purpose of this report is to give members an update on the 2023-24 projected out-turn at December 2023 and the movement from August 2023 for Fife Council Social Care Services for Adults and Older People.

### Recommendation(s)

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

### Resource Implications

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None

### Legal & Risk Implications

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The Service requires to manage the risk to individual clients and the community in Fife whilst undertaking its statutory duties within the budget approved by the Council for 2023-24.

### Impact Assessment

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

### Consultation

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None

## 1.0 Background

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- 1.1 The purpose of this report is to advise Members of the projected outturn for the Health & Social Care Service, for the 2023-24 Revenue Budget, and to highlight the major variances as at December 2023 at Section 3 of the report. This is the third monitoring report to the Scrutiny Committee for the 2023-24 financial year.
- 1.2 Section 4 of the report summarises the progress on delivery of approved budget savings and provides an explanation of any variances to the delivery of the savings target.

## 2.0 IJB Budget

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- 2.1 The Health & Social Care Partnership (H&SCP) consists of parts of NHS, Social Care for Adults and Older People and an element of Fife Council Housing, specifically adaptations to houses. It does not include any social care expenditure incurred through Education & Children's Services. The budget is managed by the Integration Joint Board (IJB).
  - 2.1.1 The IJB budget was approved on 31 March 2023. The cost to deliver services at existing levels required more funding than was currently available from both partner organisations and therefore a £21m package of savings plan to close the funding gap was presented and approved at that meeting. Additional allocations are awarded in year through Health budget allocations and the current budget for 2023-24 as at December is £680.939m.
  - 2.1.2 There is no available funding from Scottish Government for Covid-19 expenditure in 2023-24. Costs will be funded by existing Budgets.
  - 2.1.3 Reserves totalling £37.719m are held by Fife Council on behalf of the IJB, of which £16.225m is ear-marked for specific use. Of the £21.494m, commitments of £2.726m have been brought forward from 2022/23. The IJB approved the earmarking of £10m of reserves in anticipation of delays in delivering cashable savings in 2023-24, £4m of reserves has been drawn down by the Council in December 2023 to offset the delay in achieving the savings related to Digital Sensor Technology and Single-Handed Care.
- 2.2 IJB Integration Scheme
  - 2.2.1 To reflect the partnership working between the NHS and Fife Council through the Health & Social Care Partnership, an agreement has been reached on how any overspends should be shared between the partners. This is known as the risk share agreement. Following the review in 21-22 the new share is Fife Council funds 38% and NHS funds 62% of any overall H&SCP overspend, regardless of where the overspend is incurred.

- 2.2.2 The H&SC Partnership is managed by the Integration Joint Board (IJB). Included in the budget was the recognition that resources would transfer as more care is moved from a hospital setting to a home or homely setting. The budget and projected outturn includes projected income from NHS of £10.880m for this transfer of resources.
- 2.2.3 Expenditure of £1.567m on adaptations to houses by Fife Council Housing Services is included in the overall budget for IJB. Housing is anticipating a small overspend which will be funded by IJB balances and will be used to clear the waiting list of jobs. Housing expenditure is reported to the Community and Housing Services Committee and is therefore outwith the scope of this report.
- 2.2.4 Part of the budget within Fife Council Social Care is excluded from the overall budget managed by IJB. The excluded element is the Contracts team, who manage the commissioning of services. The budget for this area is £1.764m. As this is not part of the budget managed by IJB, 100% of any over- or under-spend is funded by Fife Council.

## 3.0 Major Variances for Social Care

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- 3.1 The budget allocated to Fife Council for Social Care for Adults and Older People is £215.881m which includes the budget for Contracts Team of £1.764m.
- 3.1.1 The projected underspend for Social Care for Adults and Older People within Fife Council is (£2.451m) or -1.14% of the net service managed budget which, is a reduction of (£1.744m) from the projected August underspend position. A summary is detailed in Appendix 1.
- 3.2 **Integrated Complex and Critical Care** has a projected underspend of (£6.532m), movement of (£4.266m). The main variances and reasons for movement are detailed as follows:
- 3.2.1 Adults Placements – overspend £1.880m, movement (£2.288m)
- £0.700m of the overspend relates to the increase in the National Care Home Contract Rate. The rest of the overspend relates to a greater number of adult packages having been commissioned than the budget available. The service closely monitors the commissioning of these packages and reduces packages where possible.
- The movement is due to Reserve funding of £3m drawn down to offset the delay in achieving the £3m Digital Sensor Technology saving, which was agreed by the IJB in March 2023. The scale of this transformational change requires a business plan to be developed, approved and delivery of the change. This is offset partly by an increase in packages.

### 3.2.2 Adults Supported Living – underspend (£4.282m), movement (£0.068m)

Within Community Support Services - vacancies are being held whilst the future design of the service is established. This is resulting in an underspend on staffing of (£2.198m). The Project at Deeford also has vacancies (£0.826m) and there is a projected underspend in vacancies of (£1.282m) within the group homes.

The movement is due to recruitment difficulties. The service is currently reviewing the skills mix / responsibilities across roles with a view to creating a new role to try and attract more candidates.

### 3.2.3 Adults Fife Wide – underspend (£2.690m), movement (£0.875m)

This underspend is due to budget being allocated for placements for named individuals that are yet to commence as they are currently in hospital.

The movement is due to the individuals being discharged from hospital later than expected.

### 3.2.4 Social Care Fieldwork Teams – underspend (£1.440m), movement (£1.035m)

This underspend is mainly due to staffing as a result of delays in recruiting (£1.507m). Respite and Day care phasing uptake is less than previously projected by (£0.181m). This is partially offset by overspends in transport for taxis to college and day care provision of £0.433m.

The movement is due to the phasing of respite taken during this financial year.

## 3.3 **Integrated Community Care Services** has a projected overspend of £2.828m, movement £0.051m. The main variances and reasons for movement are detailed as follows:

### 3.3.1 Care at Home – overspend £1.454m, movement £0.243m

This is mainly due to an overspend on Self Directed Support Payments £1.4m (where a service user is provided with funding to employ a personal carer) due to more packages being commissioned than budgeted. Work is already underway to review this position. There is also an overspend of £1.6m in Care at Home packages due to waiting lists reducing from both Hospital Discharge and in the Community. £0.336m overspend on Travel expenses which is similar to last year's position, the Service is looking at travel and what is most cost effective where mileage claims are substantial. £0.291m overspend on Meals on Wheels and an overspend on Community Alarms of £0.295m.

This is offset by vacancies in Internal Homecare (£2.6m)

The movement is due to drawing down funding from reserves of £1m to offset the delay in achieving the £1m saving for Single Handed Care which is not being met this year, mainly due to the scale of this transformational change and a Business Cases had to be developed. This is offset by the commissioning of additional Care at Home packages.

3.3.2 Older People Residential & Daycare – overspend £2.173, movement £0.401m

The main variance is due to projected costs for Agency across Care Homes of £2.3m and £1.034m on Catering and Cleaning charges. This cost is partially offset by vacancies (£1.3m). Work is ongoing comparing agency requirements across comparable Care Homes and identifying reasons why costs are different e.g. access to relief staff.

The Daycare services saving of £0.500m is currently being met through vacancies within the Service.

The movement is due to an increase in projected agency costs and higher than expected pay award on the Catering and Cleaning recharge.

3.3.3 Older People Nursing & Residential – underspend (£0.920m), movement (£0.406m)

There is a projected overspend in expenditure due to increased demand for Assessment beds and Long-Term Care beds when compared to the previous year.

This is being offset by projected additional Financial Assessment Income from the team working through a backlog.

The movement is due to the projected additional Income from the Financial Assessments Team.

3.4 **Integrated Professional & Business Enabling** has an overspend of £1.252m, movement £2.332m

The main variance is due to shortfall in the pay award of £2.4m partly offset by the pay award allocated to all vacancies and a small underspend on Carers Act due to delays in projects commencing.

The movement is due to the shortfall on the pay award.

## 4.0 Progress on Budget Savings

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- 4.1 This section details revenue budget savings for Social Care for Adults and Older People, detailing achievements against the current year approved budget savings as at March.

- 4.2 New savings of £7.587m were approved by the IJB for 2023-24. Previously unmet savings of £2.594m are required to be made in 2023-24 to balance the budget. The service expects £5.661m (56% of target) to be achieved out of the total savings of £10.181m. This leaves unachieved savings of £4.520m. As mentioned in point 2.1.3 above, £4m of reserves has been allocated to the new 2023-24 savings.

## 5.0 Conclusions

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- 5.1 The projected outturn for Social Care for Adults and Older People for the 2023-24 financial year as at December 2023 is an underspend of (£2.451m), which will be transferred to IJB reserves at the end of the Financial year.

### List of Appendices

Appendix 1: Social Care – Revenue Budget 2023-24

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BUDGET MONITORING REPORT SUMMARY					Appendix 1	
PEOPLE AND COMMUNITIES						
HEALTH AND SOCIAL CARE						
	£m	£m	£m		£m	£m
<b>TOTAL COST OF SERVICES</b>	<b>233.490</b>	<b>232.039</b>	<b>(1.451)</b>	<b>-0.62%</b>	<b>(0.707)</b>	<b>(0.744)</b>
LESS: CORPORATELY MANAGED ITEMS	17.609	17.609	0.000	0.00%	0.000	0.000
<b>SERVICE MANAGED NET BUDGET</b>	<b>215.881</b>	<b>214.430</b>	<b>(1.451)</b>	<b>-0.67%</b>	<b>(0.707)</b>	<b>(0.744)</b>
<b>ANALYSIS OF SERVICE MANAGED BUDGET</b>						
INTEGRATED COMMUNITY CARE SERVICES	114.531	117.359	2.828	2.47%	2.777	0.051
INTEGRATED COMPLEX AND CRITICAL SERVICES	116.291	109.759	(6.532)	-5.62%	(2.266)	(4.266)
H&SC PROFESSIONAL AND BUSINESS ENABLING	(16.705)	(15.452)	1.252	-7.50%	(1.080)	2.332
FC CONTRACTS	1.764	1.765	0.001	0.03%	(0.138)	0.139
<b>HEALTH AND SOCIAL CARE</b>	<b>215.881</b>	<b>213.430</b>	<b>(2.451)</b>	<b>-1.14%</b>	<b>(0.707)</b>	<b>(1.744)</b>
<b>CONTRIBUTION TO IJB</b>			<b>2.451</b>		<b>0.707</b>	<b>1.744</b>
<b>SUBJECTIVE GROUPING</b>						
	<b>CURRENT BUDGET 2023-24</b>	<b>FORECAST 2023-24</b>	<b>VARIANCE</b>	<b>VARIANCE</b>	<b>PREVIOUS REPORTED VARIANCE</b>	<b>MOVEMENT FROM PREVIOUS REPORTED VARIANCE</b>
	£m	£m	£m	%	£m	£m
<b>SERVICE MANAGED NET BUDGET</b>	<b>215.881</b>	<b>214.430</b>	<b>(1.451)</b>	<b>-0.67%</b>	<b>(0.707)</b>	<b>(0.744)</b>
<b>INCOME</b>	<b>(114.576)</b>	<b>(116.983)</b>	<b>(2.407)</b>	<b>2.10%</b>	<b>(0.074)</b>	<b>(2.333)</b>
<b>EXPENDITURE</b>						
EMPLOYEE COSTS	110.072	104.002	(6.070)	-5.51%	(7.253)	1.182
PREMISES RELATED EXPENDITURE	4.442	4.803	0.360	8.11%	0.168	0.192
TRANSPORT RELATED EXPENDITURE	2.940	3.578	0.638	21.70%	0.670	(0.032)
SUPPLIES & SERVICES	12.407	12.007	(0.400)	-3.22%	(0.400)	0.000
THIRD PARTY PAYMENTS	189.858	194.099	4.241	2.23%	5.024	(0.783)
TRANSFER PAYMENTS	10.727	11.912	1.186	11.05%	1.159	0.026
SUPPORT SERVICES CHARGES	0.012	0.013	0.002	13.12%	(0.002)	0.003
	<b>330.457</b>	<b>330.413</b>	<b>(0.044)</b>	<b>-0.01%</b>	<b>(0.633)</b>	<b>0.589</b>
<b>HEALTH AND SOCIAL CARE</b>	<b>215.881</b>	<b>213.430</b>	<b>(2.451)</b>	<b>-1.14%</b>	<b>(0.707)</b>	<b>(1.744)</b>

29 February 2024

Agenda Item No. 20

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## 2023-24 Capital Plan Projected Outturn – Health & Social Care

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**Report by:** Eileen Rowand, Executive Director, Finance and Corporate Services  
Nicky Connor, Director of Health and Social Care

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**Wards Affected:** All

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### Purpose

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The purpose of this report is to provide an update on the Health and Social Care Capital Investment Plan and advise on the projected out-turn for the 2023-24 financial year for People and Communities Scrutiny Committee.

### Recommendation(s)

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The Committee is asked to consider the current performance and activity across the 2023-24 Financial Monitoring as detailed in this report.

### Resource Implications

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None.

### Legal & Risk Implications

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None.

### Impact Assessment

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

### Consultation

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None.

## 1.0 Background

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- 1.1 Based on current information, this report summarises the projected capital outturn as at 31 December 2023 for the areas falling under the scope of this Committee. Total expenditure is expected to be £2.430m, representing 105% of the approved capital programme for 2023/24.
- 1.2 Appendix 1 shows an analysis of specific projects in the current capital investment plan which have a budget greater than £1m and analyses total project cost rather than only in year spend.
- 1.3 Appendix 2 details the forecast expenditure against budget for each project.
- 1.4 Care Homes – Background information  
Methil Site - Intergenerational Care Village consisting of a 36-bed care home with adjoining 39 place nursery and cafe. The site includes a mix of 35 extra care and specific needs housing bungalows.  
  
Cupar Site – 24 bed care home and 12, 1-bed flats for adults with support needs and adults and older people’s day service facilities.  
  
Anstruther Site – 24 bed care home and 12, 1- and 2-bedroom extra care housing flats, including an older people’s day service facility and café.
- 1.5 Respite Provision Broad Street - £2m has been allocated over 2024 to 2026 to build a suitable property as an alternative to the current Respite provision at Broad Street on the site of the former Forward Centre. This project is in its infancy and requires to be linked in with the existing plans to use the site as a core and cluster model of residential apartments for Adult’s who require care and support.

## 2.0 Issues, Achievements & Financial Performance

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### 2.1 Key Issues / Risks

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

### 2.2 Major Projects – Potential Risks and Actions

- 2.2.1 Across the Capital Investment Plan there continues to be risk that both the timing and the costs of projects are adversely affected by the current economic climate. Throughout the programme, issues are continuing to be identified in relation to the supply of construction materials, the consequences of which have been considered and reflected in the Capital Investment Plan review which was approved by Fife Council on 22 June 2023. Monitoring of the impact of any additional costs on projects still in their infancy will continue and any significant impact on timescales and associated risks will be reported to this committee. Where appropriate, any known impact on timing of delivery of projects has been built in to the rephased plan and the overall scale of any additional costs or further delays will be considered as part of the review of the Capital Investment Plan.

2.2.2 COVID-19 restrictions have eased, however, there remains a risk that new variants emerge which could impact on project delivery in future years. These potential risks cover all aspects of the capital plan including both General Fund and the HRA.

### **2.3 Progress/Achievements**

2.3.1 Methil Site – operational from July 23, waiting on final billing.

2.3.2 Cupar Site – the Tender Report for main construction works is expected February 2024, this will provide us with an updated cost schedule. Early enabling works including removal of soil contamination and electrical sub-station works commenced on site in November 2023. Full construction is anticipated to start on site by March 2024 with completion by September 2025.

2.3.3 Anstruther Site – A meeting has been held with the Care Inspectorate to review the Care Home design and room arrangement. A Fire Engineer has been appointed to develop the Fire Strategy. The Mechanical and Electrical review experienced a 16-week delay impacting the preparation of stage 2 design documents. The Planning application submission is now scheduled for February 2024. Construction is expected to commence by May 2025 with completion by Oct 2026.

2.3.4 Glenrothes Respite Provision - Project brief being developed

### **2.4 Financial Performance – 2023-24 Provisional Outturn**

2.4.1 Appendix 2 provides a summary of the provisional outturn for each project for the financial year 2023-24.

2.4.2 There is no capital income budget for 2023-24 for the areas under the scope of this committee.

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

2.4.4 There are no significant variances (+/- £0.500m).

## **3.0 Conclusions**

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3.1 The total 2023-24 approved programme for the areas in scope of the Health & Social Care Scrutiny Committee is £2.317m. The level of projected expenditure is £2.430m, with a small overspend of £0.113m projected on the Care Homes.

3.2 The management of capital resources require us to look across financial years, as well as within individual years. The current year performance is only a snapshot of the existing plan, and the Directorate will adjust expenditure levels within future years of the plan to accommodate the advancement or slippage of projects.

## **List of Appendices**

1. Total Cost Monitor
2. Capital Monitoring Report

## **Report Contact**

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FIFE COUNCIL  
 PEOPLE & COMMUNITIES SCRUTINY COMMITTEE  
 HEALTH & SOCIAL CARE  
 CAPITAL INVESTMENT PLAN 2023-33  
 TOTAL COST MONITOR - MAJOR CAPITAL PROJECTS

Project	Service	Original Approved Budget £m	Current Project Budget £m	Total Projected Outturn £m	Variance £m	Variance %	Current Project Status	Expected Project Completion Date
Methil Care Home	Opportunities for All	6.620	8.023	8.023	0.000	0%	Current Project	2023-24
Cupar Care Home	Opportunities for All	5.580	8.774	8.774	0.000	0%	Current Project	2025-26
Anstruther Care Home	Opportunities for All	6.145	11.197	11.197	0.000	0%	Feasibility	2026-27
<b>Total Major Projects over £5.000m</b>		<b>18.345</b>	<b>27.995</b>	<b>27.995</b>	<b>0.000</b>	<b>0%</b>		
Glenrothes Respite Provision	Opportunities for All		2.000	2.000	0.000	0%	Feasibility	2026-27
<b>Total Major Projects over £1.000m</b>		<b>-</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>	<b>0%</b>		
<b>Total Major Projects</b>		<b>18.345</b>	<b>29.995</b>	<b>29.995</b>	<b>0.000</b>	<b>0%</b>		

FIFE COUNCIL  
PEOPLE & COMMUNITIES SCRUTINY COMMITTEE  
HEALTH & SOCIAL CARE  
CAPITAL INVESTMENT PLAN 2023-33  
MONITORING REPORT 2023-24

Appendix 2

Expenditure	Current Budget £m	Actual to Date £m	Projected Outturn £m	Projected Variance £m	Projected Outturn as % of Plan
Capital Minor Works	0.077	-	-	-0.077	0%
Adult Services (Resources)	0.150	(0.003)	0.125	-0.025	83%
Older People's Residential/Day Care	0.172	0.028	0.103	-0.069	60%
Re-Provision Of Care For Older People	1.619	1.393	1.902	0.283	117%
Telehealth Care	0.300	-	0.300	0.000	100%
<b>TOTAL EXPENDITURE</b>	<b>2.317</b>	<b>1.418</b>	<b>2.430</b>	<b>0.113</b>	<b>105%</b>

29 February 2024

Agenda Item No. 21

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## People & Communities Scrutiny Committee Workplan

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**Report by:** Eileen Rowand, Executive Director Finance & 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 which 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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<b>People and Communities Scrutiny Committee of 25 April 2024</b>			
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>	<b>Comments</b>
Fife Corporate Parenting Board	Education and Children's Services	Fiona Balloch	
Fife Violence Against Women Partnership Update			
Adult Protection Annual Report	Health and Social Care	Christine Moir	
Chief Social Work Annual Report	Health and Social Care	Fiona Mckay, Christine Moir	
Social Work Annual Performance Report	Education and Children's Services	Christine Moir	

<b>People and Communities Scrutiny Committee of 27 June 2024</b>			
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>	<b>Comments</b>
Scottish Fire and Rescue Service Local Plan 12 Months Performance Report	Scottish Fire & Rescue Service		
Fife Community Safety Partnership Update	Communities and Neighbourhoods Service	Patricia Spacey	

<b>Unallocated</b>			
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>	<b>Comments</b>
Armed Forces Covenant Report	Legal & Democratic Services	Lindsay Thomson	
Children's Services Inspection Update	Education and Children's Services	Jackie Funnell, Christine Moir	
Child Protection Annual Report	Education and Children's Services	Christine Moir	
Annual Performance Report - Health & Social Care (IJB)	Health and Social Care	Fiona Mckay	

<b>Unallocated</b>			
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>	<b>Comments</b>
Equality & Diversity Outcomes Report		Zahida Ramzan	
Swan and Memorial Court - Lessons learned	Property Services, Housing Services	Alan Paul, John Mills	