

Environment, Finance & Communities Scrutiny Committee

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



Tuesday, 1 February, 2022 - 10.00 a.m.

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 Environment, Finance & Communities Scrutiny Committee of 2 November 2021. 3 - 5
4. **COMMUNITY ASSET TRANSFER - REPORT OF THE SHORT-LIFE ELECTED MEMBER WORKING GROUP** – Joint Report by the Head of Communities & Neighbourhoods and the Head of Assets, Transportation and Environment 6 - 18
5. **CONTACT CENTRE UPDATE** – Report by the Head of Customer and Online Services 19 - 23
6. **CORPORATE ABSENCE AND WELLBEING UPDATE** – Report by the Head of Human Resources 24 - 33
7. **PARKS, STREETS & OPEN SPACES SAVINGS 2013-2021 - UPDATE REPORT** – Report by the Head of Assets, Transportation and Environment 34 - 39
8. **ENVIRONMENTAL HEALTH STAFFING UPDATE** – Report by the Head of Protective Services 40 - 49
9. **PRESSURES ON ROADS & TRANSPORTATION SERVICES** – Report by the Head of Assets, Transportation and Environment 50 - 53
10. **ENVIRONMENT, FINANCE & COMMUNITIES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME** 54

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

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

Fife House
North Street
Glenrothes

Fife, KY7 5LT

25 January, 2022

If telephoning, please ask for:

Elizabeth Mair, Committee Officer, Fife House

Telephone: 03451 555555, ext. 442304; email: Elizabeth.Mair@fife.gov.uk

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

**THE FIFE COUNCIL - ENVIRONMENT, FINANCE & COMMUNITIES SCRUTINY
COMMITTEE – REMOTE MEETING**

2 November 2021

10.00 a.m. – 11.30 a.m.

PRESENT: Councillors Tim Brett (Convener), Neil Crooks, John Docherty, Linda Erskine, Ian Ferguson, Derek Glen, Mick Green, Andy Heer, Carol Lindsay (substitute for Rosemary Liewald), Ross Paterson, Fay Sinclair, Darren Watt and Jan Wincott.

ATTENDING: Eileen Rowand, Executive Director, Les Robertson, Head of Revenue & Commercial Services, Caroline MacDonald, Procurement Service Manager, Stuart Fargie, Category Manager (Construction), Jacqui Laing, Category Manager, Corporate, Helen Guthrie, Accounting Technician, Finance & Corporate Services; Ken Gourlay, Head of Assets, Transportation and Environment; Robin Baird, Chief Executive Officer, Ross Fenwick, Service Manager (Compliance & Processing), Fife Resource Solutions; William Penrice, Research Team Manager, Lynn Reilly, Research Consultant, Communities and Neighbourhoods; Gordon Mole, Head of Business and Employability, Adam Dunkerley, Opportunities Fife Partnership Manager, Economy, Planning & Employability Services; Anne-Marie Cardle, HR Service Manager, Human Resources and Elizabeth Mair, Committee Officer, Legal & Democratic Services.

ALSO ATTENDING Councillor Ross Vettrano (for paragraph 66)

60. DECLARATIONS OF INTEREST

Councillor Jan Wincott declared an interest in Paragraph 66 – ‘Landfill Sites - Odour Issues’, as she was a member of the Board of Fife Resource Solutions, however, she considered that this was covered by a Specific Exclusion so she would remain and participate in the meeting.

61. MINUTE

The Committee considered the minute of meeting of the Environment, Finance & Communities Scrutiny Committee of 31 August 2021.

Arising from consideration of the minute, with reference to Paragraph 56(4) - Environmental Health, the Convener advised that he had written to the Co- Leaders of the Council but had not yet received a reply. With reference to Paragraph 58 - Community Asset Transfer, Councillor Crooks advised that the final report from the Working Group had been passed to officers and a full report would be submitted to the next meeting of the Committee.

Decision

The Committee agreed to:-

- (1) approve the minute; and
- (2) note the updates provided.

62./

62. EMPLOYABILITY ACTIVITY IN FIFE: NO ONE LEFT BEHIND PROGRESS AND NEXT STEPS

The Committee considered a report by the Head of Business and Employability providing an update from the Opportunities Fife Partnership on employability activity in Fife delivered through Employability Pathway activity, 'No One Left Behind' and Fife Council's internal delivery.

Decision

The Committee agreed to:-

- (1) note the employability pathway activity being delivered throughout Fife across the different funding strands;
- (2) recognise the direction of travel regarding employability delivery in line with emerging national frameworks; and
- (3) note the roll out of Employment Recruitment Incentives in line with the Fife Job Contract single portal approach, exploring the inclusion of additional jobs and apprenticeships within the Fife Council jobs market and those of partner organisations such as the NHS and Third Sector.

63. TACKLING POVERTY - FUNDING ANALYSIS

The Committee considered a report by the Executive Director, Communities, providing an update on the impact of anti-poverty spending.

Decision

The Committee agreed to:-

- (1) note the update information contained in the report;
- (2) note that the Tackling Poverty and Preventing Crisis Delivery Board would take forward work on data and impact; and
- (3) recommend that this work continued to be monitored by the relevant Committee of Fife Council.

64. COMMERCIALISATION PROGRAMME - PROCUREMENT TRANSFORMATION PROJECT

The Committee considered a report by the Head of Revenue and Commercial Services providing a progress report on the "Transforming Fife Council's Procurement Service" project as part of the Commercialisation Programme and wider Changing to Deliver Programme.

Decision

The Committee noted:-

- (1) that the Transforming Procurements projects outcomes identified in the original Procurement business case had now been met;
- (2) the return on investment delivered as a result of this agreed programme of change;
- (3)/

2021 EFCSC 26

- (3) the improvement in procurement skills and capabilities;
- (4) that all programmed follow on activity was now embedded and forming part of Procurement business as usual; and
- (5) that this was the final progress report as all procurement project activity had moved into business as usual and future governance would be reported through the annual Procurement report to the Policy and Co-ordination Committee or other relevant Committee of Fife Council.

65. AGENCY WORKERS AND OVERTIME

The Committee considered a report by the Head of Human Resources providing the annual update on the spend attributable to Agency Workers and Overtime and the work being undertaken to ensure the use of agency workers and overtime was appropriate and kept to a minimum.

Decision

The Committee agreed to:-

- (1) note the performance against the agreed upper limit of 0.5% of the Council's total annual staffing budget; and
- (2) recommend that this situation continued to be monitored by the relevant Committee of Fife Council.

66. LANDFILL SITES - ODOUR ISSUES

The Committee considered a report by the Head of Assets, Transportation and Environment advising of the works completed to date and the future works planned to mitigate the odour issues at Lochhead and Lower Melville Wood Landfill Sites.

Decision

The Committee agreed:-

- (1) to note the content of the report; and
- (2) that an update report be submitted in six months' time to the relevant Committee of Fife Council.

67. ENVIRONMENT, FINANCE & COMMUNITIES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME

The Committee considered the Environment, Finance and Communities Scrutiny Committee Forward Work Programme. The Convener advised that efforts would be made to deal with the unallocated reports in the programme prior to the forthcoming Local Government Election in May, 2022, by briefing note where appropriate.

Decision

The Committee noted the programme which would be updated as appropriate.

1st February 2022

Agenda Item No. 4

Community Asset Transfer – Report of the Short-life Elected Member Working Group

Report by Paul Vaughan, Head of Communities and Neighbourhoods and Ken Gourlay, Head of Assets, Transportation and Environment

Wards Affected: all

Purpose

This report presents the work of the Short-Life Working Group set up to consider the community asset transfer (CAT) process. The report builds upon the Working Group's recommendations to present proposals for improving the CAT process in Fife.

Recommendation(s)

Committee members are asked to:

- (a) Note that the working group has now concluded its findings with the preparation of the report attached as summarised at Appendix 1;
- (b) Agree that the proposals set out in Section 5 be submitted to a future meeting of Fife Council for consideration.

Resource Implications

The proposals contained in this report can be implemented within existing Fife Council budgets.

Legal & Risk Implications

The proposals contained in this report will help to ensure the Council continues to meet the statutory requirements of the Community Empowerment (Scotland) Act 2015.

Impact Assessment

An EqlA is not required as this is a report to Scrutiny Committee. Any proposed changes to policy and practice will be subject to an EqlA prior to consideration by full Council.

Consultation

Community bodies who have submitted CAT applications to Fife Council were consulted, along with Council services that help support the CAT process.

1.0 Background

- 1.1 At its meeting on 13th April 2021, the Committee was asked to consider and comment on a report by Paul Vaughan, Head of Communities and Neighbourhoods, and Ken Gourlay, Head of Assets Transportation and Environment, which provided an update on community asset transfer activity supported by Fife Council to date.
- 1.2 The Committee concluded that Fife's experience to date in supporting CAT applications would benefit from more detailed scrutiny. The Committee noted that, at the time of the report being prepared, only two of 67 initial CAT enquiries had resulted in a Fife Council asset being formally transferred to a community body. Since the initial report was produced, a further nine Fife Council assets have been formally transferred by the Council. A full list of assets transferred to date is provided at Table 1.

Table 1. CAT Transfers Completed

	Property	Applicant	Date of Transfer
1	Former Library, 3 Cocklaw St, Kelty	Kingdom Brass	1 March 2019
2	Gallatown Bowling Club, Kirkcaldy	Kirkcaldy YMCA	31 July 2019
3	Crail Community Hall	Crail Community Partnership	26 February 2021
4	St Davids Centre, Albany Park, St Andrews	NEF Community Hub	1 March 2021
5	Pinkerton Triangle, Crail	Crail Community Partnership	11 March 2021
6	Lad at Bow Butts Road, Crail	Crail Community Partnership	18 March 2021
7	Earslferry Town Hall, Main St, Earslferry	Earslferry Town Hall Limited	31 March 2021
8	Kilminning Nature Reserve, Crail	Crail Community Partnership	20 May 2021
9	East Shore Park, Coach Road, Newburgh	Newburgh Community Partnership	3 rd June 2021
10	Ore Park, Glenraig	Fife Sons of Struth Football Academy Limited	Paperwork sent to group solicitor, awaiting instruction (Sept 21 update)
11	Leng Home, Newport on Tay	Forgan Arts	20 December 2021

- 1.3 The Committee agreed that a short-life working group be established to examine the community asset transfer (CAT) process and to report back the findings to this Committee.

2.0 Short-life Working Group

- 2.1 The Working Group had the following membership: Cllrs: Neil Crooks (Chair); Rosemary Liewald; Andy Heer; Gary Guichan; Linda Erskine; David Barratt with officer support provided by Sharon Douglas and Zahida Ramzan from the Community Investment Team, Communities Directorate.
- 2.2 At the working group's first meeting on 26th, May 2021 members agreed to:
- Examine the Council's internal CAT process and legislative requirements;
 - Carry out a survey of community organisations which had submitted a Stage One CAT application;
 - Carry out interviews with a small number of community organisations who had taken part in the CAT process.

- 2.3 The survey was conducted during May and June 2021. 53 community organisations were contacted. Nine organisations that had submitted an informal Stage One application responded. Members also conducted interviews with six organisations.
- 2.4 The Working Group provided a report on its findings for consideration by Council officers at the beginning of October 2021. A summary of the Working Group's findings and recommendations is attached at Appendix 1.

3.0 Fife Council CAT Process

- 3.1 Fife Council's policy framework on community asset transfer was approved in September 2017. The policy framework sets out a number of principles: recognising that Fife Council holds its property assets as a resource to be used in the delivery of services and to support the delivery of Council and Fife Partnership outcomes; that the transfer of assets to local community organisations can play a key role in supporting and sustaining local communities and that community asset transfer may achieve better value for money and deliver more sustainable outcomes for both the Council and the wider communities it serves.
- 3.2 Since the policy framework was approved, the Council has provided a number of training sessions for community organisations, elected members and staff to learn about the CAT process and, importantly, how organisations can be supported to take ownership of Council assets.
- 3.3 The CAT process is supported by a multi-disciplinary Community Asset Transfer (CAT) Team with representation from several Council services: Communities & Neighbourhoods, Property Services, Finance & Corporate Services (Legal and Finance) and a representative from Fife Voluntary Action. The CAT Team is led by the Community Manager (Development).
- 3.4 The Council has refined its two-stage process for dealing with informal (Stage 1) CAT enquiries and formal (Stage 2) CAT applications. This two-stage process is not required in terms of the Act. However, Council officers consider that the informal Stage 1 process has benefits in helping to identify any additional advice or support an organisation might need to make the most of the opportunities the Act offers – or to identify alternative options for delivering the project. However, a community body can submit a formal CAT application under the Act at any time.
- 3.5 Council officers consider that the Stage 2 application process has been made as straightforward as possible while still meeting the requirements of the Community Empowerment (Scotland) Act, 2015 and associated guidance. The agreed process includes links to documents and guidance designed to assist the community organisation. The evaluation scoring matrix is made available to Stage 2 community organisations so that they are aware of the criteria against which their application will be scored.
- 3.6 Fife Council has established a process for supporting and assessing CAT applications in line with the requirements of the Community Empowerment (Scotland) Act 2015 and the associated guidance. Local elected members are advised by the local Community Manager of any CAT interests in their area.
- 3.7 The Council has established an officer assessment panel to evaluate and score requests in accordance with the criteria set down in the Act. The assessment panel comprises the following officers from the CAT Team: Communities and Neighbourhoods Service (four officers), Legal Services (one officer); Finance Service (one officer) and Property Services (one officer).

- 3.8 The assessment panel now has substantial experience in scoring and evaluating Stage 2 CAT applications and making recommendations on disposal to the Assets, Finance and Corporate Services Sub-Committee. A scoring and evaluation matrix was developed in order to enable applications to be evaluated systematically, fairly and transparently. The assessment panel scores CAT applications and makes a recommendation to the sub-committee to either accept or reject a request. To date, the assessment panel has recommended approval of nine Stage Two applications and refusal of two applications.
- 3.9 Section 82 (5) of the Act states that an authority must agree to a request unless there are reasonable grounds for refusing it. Reasonable grounds for refusal must be determined in the circumstances of each individual case. However, they are likely to include cases where:
- the benefits of the asset transfer request are judged to be less than the benefits of an alternative proposal;
 - agreeing to the request would restrict the relevant authority's ability to carry out its functions; or
 - failure to demonstrate the benefits or delivery of the proposal.

4.0 Feedback from Survey and Interviews

- 4.1 Issues highlighted in the survey and interviews with community organisations include the following:-
- Some of the community organisations that expressed an interest in pursuing a CAT were current users of the asset, others were not current users or occupiers of the asset but had been aware of the asset from its previous use;
 - Community organisations heard about the CAT process in a number of ways, including word of mouth, elected members, Council website and other organisations;
 - Most organisations found Fife Council information about the CAT process helpful, including the Stage 1 application process, which is designed to help organisations either proceed with their CAT submission or consider other options;
 - In terms of improving the information provided at Stage 1, organisations suggested that it would be helpful to be aware of the entire CAT process from the start, including asset related costs;
 - Reasons given for organisations not proceeding to Stage 2 included a lack of funding and the costs involved in running an asset suggesting that the CAT route would not be viable;
 - Suggested ways in which the CAT process could be improved included:
 - simplifying the Stage 2 process;
 - guidance notes setting out timescales;
 - named Council contacts for organisations seeking further information;
 - a model constitution for organisations;
 - a sample Stage 1 and Stage 2 application which might help organisations with the CAT process;
 - The length of time the CAT process takes;
 - The number of Council services involved resulting in inconsistent advice being provided to organisations and perceived barriers in relation to cost and terms and conditions for a transfer.

5.0 Proposals

- 5.1 The proposals set out in this section draw on the working group's recommendations following further consideration by Council officers.

Community group constitutions

- 5.2 The working group suggested that a template or model constitution should be provided to community organisations to enable them to meet the requirements for community asset transfer.
- 5.3 **Discussion:** It is not generally recommended that a model constitution is provided by Fife Council, as groups need to identify a model that best supports their organisation deliver its objectives. Stage 2 applicants are sent a copy of 'essential guidance for community transfer bodies' which is informed by national guidance. This sets out the requirements for community organisations in relation to constitutions, membership etc. FVA also provides advice to community organisations on any required changes to constitutions. The use of templates on their own is not generally recommended, as groups might adopt these models as part of the CAT process without fully understanding the changes being made. It is much better to work with a support organisation, such as FVA or COSS/DTAS, and make the changes that are specific to meeting the needs of the group and the proposed transfer.
- 5.4 **Proposal 1:** The CAT Team should provide further guidance on the requirements for community organisations' constitutions in relation to the community asset transfer process. This guidance should be provided at Stage 1. FVA should continue to support groups to update and adapt their existing constitutions in line with the requirements of the Act.

Funding

- 5.5 The working group suggested that a list of funders who are able to assist with community asset transfers should be introduced into the process map. The working group also noted that FVA is working with a national group looking to develop a one-stop funding portal. This presents an opportunity for Fife to take part in any pilot work.
- 5.6 **Discussion:** The Council's Community Investment Team provides funding support to community organisations and Fife Council already has a one-stop funding portal. There could also be benefits in providing a tailored list of potential funders based on previous successful community asset transfers. In practice, only a limited number of funders will assist with costs of a transfer – funders are more likely to support renovation, refurbishment or upgrade costs. Fife's involvement in a national pilot project would be welcomed. The national portal has been under discussion for a few years and the Community Investment Team has been involved in these discussions.
- 5.7 **Proposal 2.** The CAT Team should provide a link to a CAT funding page on the Community Portal to community organisations at Stage 1. The Community Investment Team will also provide a tailored list of potential funders for CAT purposes and, along with FVA, continue to engage in discussions about a one-stop funding portal and consider involvement in any pilot scheme.

Removal of Barriers

- 5.8 The working group suggested that Fife Council should do more to remove barriers in relation to the Community Empowerment Act, and improve training and understanding of this legislation. The working group also suggested that paperwork submitted by successful applicants should be shared with other applicants to help understanding and encourage completion of the applications process. It was also suggested that previous applicants should be contacted to see if they would consider re-applying once the improvements suggested in this report are implemented.
- 5.9 **Discussion:** The CAT Team regularly reviews the CAT process to identify any barriers to community organisations who wish to pursue a community asset transfer. The application process and guidance have been updated to take account of the lessons learned from the experience to date
- 5.10 A range of training has been provided for community organisations, elected members and officers, with refresher training provided for the CAT Team and locality teams. All Stage 2 applications are published online on the CAT webpage, including applications by the organisations which have been successful in their asset transfer requests.
- 5.11 There are numerous reasons why community organisations decide not to progress with a CAT application. This can include the following: alternative arrangements agreed with Fife Council (e.g., a subsidised lease or room rental); concerns about the financial and other responsibilities attached to owning or managing an asset; internal changes within a group, lack of public support for a project.)
- 5.12 **Proposal 3.** The CAT Team should make available further information on organisations, such as FVA and DTAS/COSS, that can provide support to community organisations wishing to pursue a community asset transfer. The Council should organise further training sessions for Council officers, elected members and community organisations on the provisions of the Community Empowerment (Scotland) 2015, particularly in relation to community asset transfer. All CAT applicants should be signposted to the materials available on the CAT web page and previous applicants contacted to assess whether they might be interested in making a further application.

Return of Asset Clauses

- 5.13 The working group suggested that the Council should investigate the potential reduction from ten years to five years within clauses stipulating the potential return of an asset to Fife Council if the terms of the asset transfer are not being met. The working group also suggested that the Council should investigate a perceived conflict between OSCR and FC requirements on this matter.
- 5.14 **Discussion:** There is a need for some flexibility in relation to return of asset clauses to reflect varying degrees of financial risk to the Council. A five-year condition is required by the Scottish Land Fund and this is taken into consideration by the Council as required. In the event that an applicant is a charity registered with OSCR their constitution will not allow for them to pass the asset back to the Council (in the event of failure of the project or for any other reason). It is acknowledged that in those circumstances the Council would be unable to reclaim the asset, but that it would be sold to another charitable body of similar objects in line with charity law.
- 5.15 **Proposal 4.** In terms of return of asset clauses, it is proposed that each case should continue to be assessed in its merit, considering the level of discount provided by the Council in the transfer of the asset.

Financial Implications of CAT

- 5.16 The working group noted that a CAT is a major undertaking and the whole picture needs to be put on the table, along with associated costs, risks and benefits to the clubs and general local community.
- 5.17 **Discussion:** The aim of the Stage 1 process is to ensure that community organisations understand the implications of taking on the management or ownership of an asset, and to examine any other options that may be available to them. Wherever possible, the Council provides information on the running costs of an asset. However, cost coding arrangements in the Council do not always allow for an attribution of running costs to a particular asset. For most assets, the Council does not hold information on current property condition, cost of remedial works and market valuations.
- 5.18 The Stage 2 process includes a requirement to prepare a business plan to ensure that any CAT proposals are financially sustainable. Some community organisations do seek support when completing stage 2 applications and they are advised of the process, timescales and associated paperwork required. This may lead some organisations to re-think and withdraw from the CAT route.
- 5.19 **Proposal 5.** Wherever possible, and as early as possible in the transfer process, the Council should continue to provide information on the financial aspects of owning an operating an asset, including running costs, property condition, likely costs of remedial works and market valuations.

Terms and conditions

- 5.20 The working group suggests that the terms and conditions for a transfer should be decided by the community body in conjunction with Fife Council, not the other way round.
- 5.21 **Discussion:** Terms and conditions are agreed through negotiation. It is important that Fife Council agrees terms and conditions that take full account of the value of the asset being transferred (particularly where that is by way of lease to allow for ease of management of the asset) and the discount being provided.
- 5.22 Applicants are able to include any legal terms they require in their application. In terms of the Act, the Council is then entitled to narrate its own terms and conditions when it issues the decision notice. There are mechanisms within the Act for the applicant to request a review of the terms and conditions if they do not agree with these. However, historically, the Council has negotiated directly with applicants without the requirement of using a formal procedure. As discussed above, terms and conditions are used to protect the discount. In one case the Council was still delivering a service from the asset and it required part of the asset to be leased back to the Council.
- 5.23 **Proposal 6.** When a decision notice is issued with terms and conditions, the applicant will be advised of the statutory process for requesting a formal review, which must be received within 28 days of the date of the decision notice. If the applicant would like to discuss the terms and conditions outwith the statutory process, then the Council will be happy to discuss this. However, the applicant must be made aware that this may prejudice their position in terms of requesting a formal review within the statutory timescale if the matter is not resolved informally.

Legal Fees

- 5.24 The working group noted that the charging of legal fees are a potential barrier to CAT applicants.
- 5.25 **Discussion:** Applicants are no longer required to reimburse (or contribute to) the Council's own internal legal and estates fees. However, applicants may be asked to reasonably contribute to any outlays payable to third parties (for example, Registers of Scotland). To date, the Council has borne the cost of all legal and plans reports, coal reports and property enquiry certificates. The only external charges that have been made for the registration of the standard security, associated with the clawback, of £80 and registration in the books of council and session of the clawback agreement itself - £44. Council officers consider that the organisations should be robust enough to take on these minimal costs.
- 5.26 It is advisable that applicants obtain their own asset valuation (at their own cost). This is particularly important if they are applying for grant funding and need to demonstrate the value of the asset for funding purposes. The applicant may ask the Council to obtain a joint valuation (at joint cost) either from the District Valuer or from a suitably qualified and experienced independent valuer registered with a professional body. Applicants can then add the cost of the obtaining the valuation to their funding application. An additional budget allocation would be required for the Council to bear to whole of these costs.
- 5.27 **Proposal 7.** The Council will aim to minimise additional legal and other costs to CAT applicants in line with Scottish Government guidance.

Follow-up following a successful transfer

- 5.28 The working group noted that, once an asset has been transferred, there should be early follow-up with the organisation to measure progress and offer support
- 5.29 **Discussion:** Asset transfer terms and conditions require annual reporting on progress by the community organisation. However, early follow-up with the community body would also be helpful.
- 5.30 **Proposal 8.** Either Fife Council or Fife Voluntary Action will be allocated to contact a community body following a successful asset transfer in order to assess any ongoing support needs.

Estates function

- 5.31 The working group noted that the purpose of the Estates function can sometimes appear to run contrary to the aims of community wealth building. It has been suggested that Estates appear to look for maximum income for the Council and may have a budget target to generate and a report should be requested to examine this potential contradiction.
- 5.32 **Discussion:** The asset transfer assessment process is designed to take account of the potential market value of the asset alongside the anticipated community benefit arising from the proposed transfer. Applicants determine the level of offer and submit a bid which is considered by the local assessment team at Stage 1 and the assessment panel at Stage 2.
- 5.33 The Council is obliged under legislation to obtain best consideration in its disposal of assets. However, the assessment panel evaluation process aims to ensure that any proposed disposal is undertaken with a justification that satisfies the Local Government Acts, Disposal of Land Regulations, State Aid and Best Value considerations.

- 5.34 **Proposal 9.** Further information should be made available on the CAT website page on the legal requirements placed on the Council when disposing of assets.

Third-party control issues

- 5.35 The working group stated that third-party control issues should be looked into. Questions were raised about legality of insurance costs for Fife Council buildings being passed onto organisations and Fife Council control of changes to constitutions being made a condition of transfer.
- 5.36 **Discussion:** The insurance cost issue relates to leases rather than to transfer of ownership via a community asset transfer, and is being looked into as part of wider work on leases. Constitutions must be compliant with requirements of the Community Empowerment (Scotland) Act 2015. Constitutions are reviewed for compliance when they are first received before an application can be validated. In order to avoid the Council requesting changes, applicants are advised to seek advice from FVA or COSS on the compliance of their constitution.
- 5.37 **Proposal 10:** Further information should be provided on the requirements for constitutions under the Act

6.0 Conclusions

- 6.1 This report sets out an officer response to the recommendations of the short-life elected member working group on community asset transfer. The report outlines a number of proposed changes to the Council's community asset transfer process. The proposals aim to address the issues identified by the working group in order to remove some of the barriers currently faced by community bodies wishing to pursue a community asset transfer.

Appendices:

1. Report of the Short Life Working Group on Community Asset Transfer

Report Contact:

Tim Kendrick
Community Manager (Development)
Communities
Fife House, Glenrothes

Email: tim.kendrick@fife.gov.uk

Short-Life Working Group on Community Asset Transfer

Update report by Cllrs Neil Crooks, Linda Erskine, David Barratt, Gary Guichan, Andy Heer and Rosemary Liewald

1. Summary

- 1.1 The working group's findings on the Council's internal process and summary findings from the survey and interviews are set out below. The Working Group's recommendations are largely based on the survey and interview findings. The recommendations aim to simplify further the community asset transfer journey, remove identified/perceived barriers and further enable successful applications in future years.
- 1.2 A further issue of concern has been identified, which would merit investigation. A number of organisations enter into discussions with Estates Service to renew or replace leases and those discussions fail to materialise into agreements despite several years of engagement in some cases. The Scrutiny Committee should ask for a report on lease arrangements to better understand the process, engagement and issues which are resulting in very long timescales of engagement. It is suggested this could be another barrier to organisations moving from leases to community ownership.

Working Group Recommendations

Process

1. Address any identified conflicts between OSCR and Fife Council (FC) requirements
2. Consider the benefits of FC corporate ownership of assets rather than service ownership which complicates CAT process
3. When an asset is transferred there should be an early follow up with the organisation to measure progress and offer support
4. Questions raised about return of asset clauses. Fife Council includes 10-year clauses in contracts, but the maximum should be five years. Investigate.
5. Some organisations would still want to consider a CAT transfer if the system was more user friendly, and advice consistent and understandable. Once these recommendations are accepted and implemented revisit some applicants.
6. A CAT is a major undertaking, and the wider picture needs to be put on the table along with associated costs, risks and benefits to the community groups and local community.
7. Terms of reference should be decided by the community body in conjunction with FC not the other way round.
8. The financial implications of transfer should be explained as early as possible in the process.
9. Future progress reports would benefit from dates being provided showing date of inquiry, date of next steps e.g., "agreed to alternative way of service provision", "referred to Stage 2", "awaiting formal offer". This will provide the clarity on timescales for future reporting.
10. The policy framework should be updated based on the proposals outlined in this report. The Scottish Government and Fife Council desire is for simplicity and enablement of community asset transfer. This is further supported by the updated Plan for Fife where the Council has put community wealth building front and centre.

Barriers

11. It has been suggested that the purpose of the Estates function runs contrary to community wealth building and therefore community asset transfer. Estates appear to look for maximum income for the Council and may have a budget target to generate. A report should be requested to examine this possible contradiction.
12. Legal fees. Is there a legal requirement to recover these fees from applicants as they are considered a barrier?
13. The third-party control issue needs to be evaluated. Questions raised about legality of insurance costs at Fife Council buildings being passed to organisations and Fife Council control of changes to constitutions being a condition.

Support to organisations

14. A list of potential funders for community asset transfer should be provided.
15. Accept the offer from successful CAT organisations to share their paperwork with applicants to help understanding and encourage stage completion.
16. Produce a change template for applicants whose constitution needs to be amended or created to meet application requirements.
17. Create a constitution suitable for community ownership.
18. Fife Council should improve barrier removal activity in pursuit of the Community Empowerment Act and improve training and understanding of the legislation.
19. One-stop-shop funding portal. Fife Voluntary Action are working with a national group looking to simplify funding application. This presents an opportunity for a pilot. Fife could volunteer for that pilot pro-actively.

Fife Council's Community Asset Transfer Process

In order to reach the outcome required by the Scrutiny Committee the Working Group agreed the following actions.

1. Share the current policy framework from September 2017 with the working group so we can understand the drivers of officer activity.
2. Refinements over the years were mentioned in the report to Scrutiny Committee. Share those refinements with the working group so we can understand policy delivery challenges.
3. Who is on the CAT team evaluation panel mentioned in the report? This will help understanding of process consistency.
4. Share scoring matrix with one example of evaluation outcome per Area. This will allow the working group to scrutinise application of Policy statement and refinements in action.
5. Arrange dates and times for the working group to chat to applicants to help establish understanding of the current policy with refinements approach from the applicant perspective.
6. Who were the three applicants who withdrew after being invited to submit Stage 2 applications and did they provide reasons for withdrawal that can be shared with the working group?. This will help understanding of potential barriers within process.
7. Which three organisations had Stage Two applications refused? Share details with working group.
8. Appendix 1 in the Scrutiny Committee report would benefit from dates being provided showing date of inquiry, date of next steps e.g., "agreed to alternative way of service provision", "referred to Stage 2", "awaiting formal offer". This will provide the working group with clarity on timescales of process for future reporting.
9. The report refers to committee approval of Stage 2 applications. Which Committee approved, and is reference to area committee asset plans part of the process?

Additional Information

Applicants who withdrew from Stage 2 and reasons (*action 6 above*)

Crail Community Trust – Offered and accepted a wind and watertight lease

- Culross Development Trust – No explanation provided the group for withdrawing interest in CAT.
- Guardbridge Community Development Trust – changed proposed use of asset from community centre to a Men's Shed but was not followed up with a formal application.

Applicants who were refused at Stage 2 (*action 7 above*)

- Ahmadiyya Muslim Community, Edinburgh – although a stage 2 was submitted, the constitution did not meet the CAT criteria and application was not validated (at the beginning of the formal CAT process), organisation advised but not willing to change constitution (application was not considered by Committee).
- Hyperclub – Lack of evidence provided in relation to funding of the proposal and skills and experience required to maintain and manage the asset.
- North East Fife Community Hub – lack of financial information and business plan to demonstrate long term sustainability of proposal.

Summary of Feedback from Detailed Interviews with Community Organisations

Detailed interviews were carried out with six organisations: Kingdom Brass, Kirkcaldy YMCA, Fife Voluntary Action, Lochgelly Alberts, Duffus Bowling Club and Remembrance Garden Society. Two of the organisations had been successful in their asset transfer request whilst the remaining four had submitted a stage 1 application which led to either a refusal of the application or withdrawal from the CAT process. A summary of the main points arising from the interviews is as follows:

- The process of asset transfer was slower than anticipated with stage 2 often being more time consuming and overlapping with information required at stage 1;
- A number of services are involved in the asset transfer process and advice is not always consistent between Services in relation to CAT;
- Changing an organisation's constitution to suit asset transfer requirements takes time and an outline of the requirements ahead of time would be helpful;
- A list of corporate assets as opposed to service assets would be helpful to ensure consistent advice and information;
- Paying the Council's legal fees could be perceived as a barrier to asset transfer for some organisations and there was a question as to there was a legal requirement to recover these;
- A list of funders would be helpful to organisations submitting stage 2 applications – FVA is working on a one point of reference for a funding portal, and it was suggested the Council could be involved in this pilot ;
- Fife Council could be considered as having 'third party' control over a transferred asset specifically in relation to altering a building without Council approval and passing on insurance and other costs to organisations;
- CAT ambitions can be held up by lease/renewal arrangements as they take a long time to finalise;
- Terms of reference should be decided by the community body in conjunction with FC not the other way round. FC have a history of including 10-year clauses in return of asset contracts which legally under the 2015 legislation should only be maximum of 5 years.

The Working Group suggests that a separate piece of work should be undertaken looking at lease renewal in more detail. While not directly affecting CAT there are examples of failure to agree with several bodies who could not have progressed to CAT because change of lease discussions with Estates service in some cases have gone on for years without resolution.

A CAT is a major undertaking and the whole wider picture needs to be put on the table with associated costs, risks and benefits to the clubs and general local community.

Summary of Feedback from Written Surveys

Respondents from the written surveys highlighted the following points:

- Responses to how the community organisation identified the asset varied from the organisation currently using the asset to being aware of the asset from previous use;
- Community organisations heard of the CAT process varied between Councillor contact, word of mouth, Council website and hearing about it from another organisation;
- Most organisations (6) found information about the CAT process helpful in including the stage 1 pre-enquiry form to help organisations proceed with their CAT submission;
- In terms of improving the information provided at stage 1, respondents suggested it would be helpful to be aware of the entire CAT process from the start including asset related costs;
- Five organisations submitted a stage 2 application and for those that did not, reasons given were that lack of funding and costs involved in running an asset meant the CAT route was not viable for them with another organisation eventually pursuing a lease option instead;
- Four organisations found the stage 2 application in making their case for an asset transfer;
- In terms of seeking further support around stage 2, most organisations were happy with the support provided by Council officers and the Community Ownership Support Service;
- At the time of writing this report four organisations had submitted a stage 2 application and three had withdrawn their request (for reasons mentioned above);
- In response to how the CAT process could be improved overall for other organisations, suggestions included simplifying the stage 2 process and making it less repetitive with the guidance notes setting out timescales, deadlines, named Council contacts for organisations to seek further information including contacts for getting District Valuations; a model constitution was also suggested for organisations who have to change from a charity to a SCIO for asset transfer purposes and a suggestion for a sample stage 1 and stage 2 application might help organisations who do not have development staff to complete the various stages of the CAT process.

1st February 2022

Agenda Item No. 5

Contact Centre Update

Report by: Diarmuid Cotter, Head of Customer and Online Services, Communities

Wards Affected: All

Purpose

To update on Contact Centre performance.

Recommendation(s)

Members are asked to:

1. Consider the Contact Centre performance information detailed in the report.
2. Consider if any further review work or scrutiny is required and the scope of that review.

Resource Implications

None

Legal & Risk Implications

None

Impact Assessment

An EqIA is not required because the report does not propose a change or revision to existing policies and practices.

Consultation

None required

1.0 Background

- 1.1 This report is an update on information provided in the Customer & Online Services Performance report that went to the Communities & Housing Sub-Committee on August 22nd, 2021.

2.0 Contact Centre 20/21

- 2.1 Table 1 outlines the overall answering performance of the contact centre in recent years. This is based on calls but doesn't include the approximately 156,000 community alarms calls received annually.
- 2.2 The contact centre aims for a performance of 88% of calls answered. It should be noted that this is a centre wide average and there can be variances across the various phone lines. Answering percentages in the high 90s is challenging due to the nature of contact centres.
- 2.3 Another target is 'speed to answer' on phone calls – how quickly the call is answered. With the target 88% for calls answered you would expect 65% to be answered in 20 seconds (this is referred to as 'grade of service' – GOS).

Table 1

	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
Offered	614,337	483,170	592,775	623,175	654,945	651,673
Answered	468,736	427,241	487,269	456,620	536,495	570,099
% Answered	76.3%	88.4%	82.2%	73.3%	81.9%	87.5%
Answered in 20s	131,309	245,664	242,660	192,187	261,899	333,185
% Answered in 20s	28.0%	57.5%	49.8%	42.1%	48.8%	58.4%
% Abandoned	23.7%	11.6%	17.8%	26.7%	18.1%	12.5%

- 2.4 While call answering and speed to answer are important it should be noted that the most important criteria is that customers are dealt with by well informed, professional advisors who leave customers clear as to what is to happen next.
- 2.5 Tables 1 and 2 show how performance has improved since 18/19. Answering levels were at reasonable levels across all lines in 19/20 while improving significantly in 20/21. This is evident across all of the metrics, answering %, and % answered in 20 seconds (GOS). In a normal situation the aim would be to build on this good performance.
- 2.6 However as detailed in section 3 the centre had challenges in the middle of 2021 that have had an impact on the overall figures for 2021/22 to date. The challenge of dealing with the pandemic both operationally and with regards to staffing has proved challenging.

3.0 Contact Centre Performance & Recovery

- 3.1 As we progressed through the first recovery phase in September 2020 all Contact Centre phone lines reopened. This phase was relatively short lived as we entered another lockdown in January 2021 but call volumes were manageable as not all services were working to full capacity e.g. housing repairs. Staff from the customer services centres (local offices) also helped to spread the load. Staff in the offices dealt with the Covid helpline initially and did housing repair calls.

3.2 Coming into the most recent phase of recovery in the summer of 2021 proved challenging. Members would have been aware that certain lines (mainly repairs and environment) faced long waiting times. Briefings were sent to members at this time highlighting the issues and how we were attempting to solve them. Table 2 below shows the high volumes of calls in Q1 and Q2 and the challenges around maintaining answering rates.

Table 2

Financial Year	Qtr	Offered	Answered	Answ%	GOS %	Answ Time	Community Alarms
2017/18	Q1	152,699	134,142	87.8%	57.4%	01:41	37,710
	Q2	160,599	134,705	83.9%	48.5%	02:10	40,392
	Q3	161,289	135,370	83.9%	51.4%	02:06	43,187
	Q4	180,358	132,278	73.3%	37.8%	02:57	40,146
2018/19	Q1	168,858	116,516	69.0%	39.2%	03:30	36,870
	Q2	160,749	108,839	67.7%	38.9%	03:57	40,821
	Q3	143,235	113,525	79.3%	46.4%	03:01	43,763
	Q4	150,333	117,740	78.3%	43.7%	03:10	41,610
2019/20	Q1	145,890	119,706	82.1%	47.6%	03:15	40,687
	Q2	157,327	128,643	81.8%	48.4%	03:11	38,805
	Q3	140,885	117,206	83.2%	54.3%	03:22	39,939
	Q4	148,673	121,714	81.9%	49.0%	03:39	40,406
2020/21	Q1	74,396	70,194	94.4%	78.7%	00:49	35,382
	Q2	133,922	114,579	85.6%	51.0%	03:07	40,350
	Q3	140,409	121,330	86.4%	50.6%	02:55	40,725
	Q4	134,443	121,138	90.1%	58.3%	01:59	39,642
2021/22	Q1	259,540	200,213	77.1%	22.8%	06:45	39,304
	Q2	221,251	156,950	70.9%	21.1%	06:31	45,272
	Q3	121,459	101,164	83.3%	47.3%	03:38	39,719
	Q4	12,087	10,409	86.1%	43.8%	04:08	3,854

3.3 The contact centre team continues to have responsibilities around test and protect where they undertake outbound calling on behalf of the government. Understandably there was also a backlog in areas such as housing access, housing repairs and passes & concessions which increased call volumes.

3.4 However after the difficulties and volatility of the early part of 21/22 improvement has been made. Additional resources were added to the centre due to additional funding made available by the Council. This came through short term investment money of £300,000 agreed at Policy & Co-ordination Committee in September '21 This meant both temporary and agency staff could be brought in to deal with the additional work. There was also some additional government funding.

3.5 Table 3 below outlines the call answering statistics for the most recent three quarters. These are broken into the main areas of work something we highlighted in the member's briefings as not all phonelines were affected the same way. Council Tax and Out of Hours were managing well throughout.

Table 3

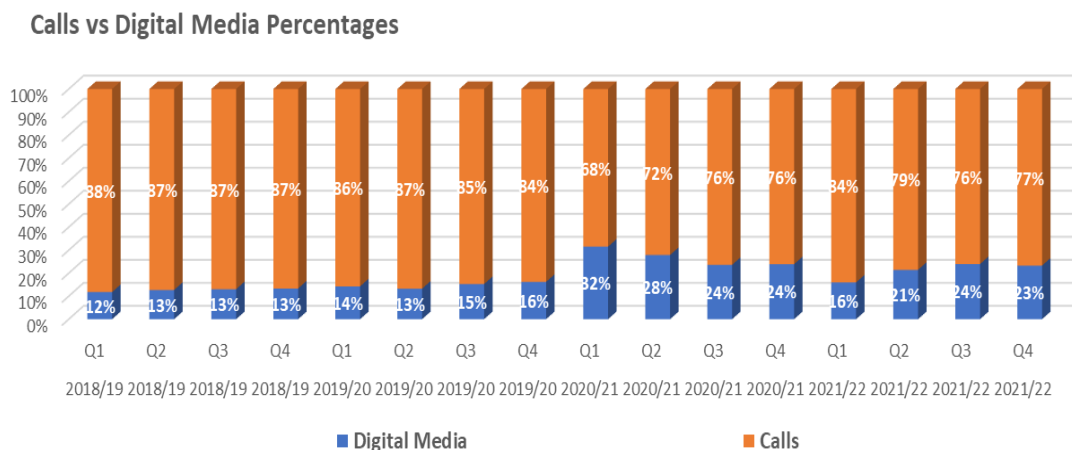
Line % calls answered	20/21	21/22 Q1	21/22 Q2	21/22 Q3
Council Tax	90%	91%	88%	90%
General	88%	73%	68%	89%
Repairs	81%	60%	64%	74%
Social Work	86%	88%	70%	76%
Out of hours	93%	93%	87%	86%

- 3.6 The general line (environment, transportation, housing advice, passes and concessions) which is the busiest in the contact centre had a difficult time initially with backlogs and increased volumes but adjustments were made to the team and resources added. Response times have continued to improve.
- 3.7 The repairs line has also improved. The team initially got help from customer service centre staff, but resource was added here as well. A new online solution has been introduced to help improve the reporting of repairs for tenants and to speed up the processing of repairs and appointments for staff. This is the most challenging area as reporting repairs is linked to the scheduling of the work.
- 3.8 While still working in a challenging environment contact centre staff have done well to respond to the ever-changing situation. They have adapted to new types of work and a new working environment, most working from home. The most recent challenges have been about staff contracting the virus or being affected by the isolation criteria so circumstances continue to be fluid.

4.0 The Future

- 4.1 Worth noting is that access to the contact centre beyond phone calls which had been increasing prior to the pandemic saw a significant change in recent quarters. Table 4 shows the move to digital solutions in comparison to calls. Digital contact (e-mails, social media, and webchat) has now come on stream fully, offering the customer a wider range of ways to contact the council.

Table 4



- 4.2 This crossover between phone calls and digital means there is now much closer working with the Online Services team, and this is something that will continue to be built on.
- 4.3 Also as the customer programme draws to a close it is important to reflect on the journey that has brought us closer to an improved customer model. We have largely achieved the aim of consolidating the many resources and teams who are handling external customer contact under Customer & Online Services while gradually improving our online offering.

5.0 Conclusion

- 5.1 These have been unprecedented times for everyone, and the Contact Centre has had to adapt due to various demands and changing circumstances. At times call answering performance has been impacted but with the addition of resources this has improved.
- 5.2 Post pandemic it is hoped that improvement will be stabilised, and we can continue to offer a quality service from the contact centre.

Report Contact:

Diarmuid Cotter
Head of Customer and Online Services
Communities Directorate
Email: Diarmuid.Cotter@fife.gov.uk

1st February 2022

Agenda Item No. 6

Corporate Absence and Wellbeing Update

Report by: Sharon McKenzie, Head of Human Resources

Wards Affected: None

Purpose

The report updates Environment, Finance and Communities Scrutiny Committee on absence and related activity since the update provided to Environment, Finance and Communities Scrutiny Committee on 13th April 2021.

Recommendation(s)

- (1) Note the update and actions and provide comment on approach since absence information was last reported to Environment, Finance and Communities Committee in April 2021.
- (2) Note the definition of wellbeing agreed by Council Executive Team (CET) in response to the identification of wellbeing as a strategic risk.

Resource Implications

Additional staffing resource has been identified to alleviate current pressures in HR. Employee wellbeing is now identified as a strategic risk and recruitment will include a temporary appointment to a Mental Health training position to support employee wellbeing and to create additional capacity to manage updates and developments related to absence, mandatory training and reporting through Oracle Cloud.

When the wellbeing programme has been reviewed, it is likely that future options will have resource implications.

Legal & Risk Implications

There are a range of risks around safe working, support and insight, the main ones being:-

- A safe work environment helps mitigate employee absence and challenge under Health and Safety legislation. This includes services being able to evidence a systematic approach to employee engagement on the known factors that cause workplace stress and taking mitigating action. Stress information has been refreshed to mitigate this risk.
- Providing an appropriate level of support and reasonable adjustments for employees mitigates legal challenge through employment and disability legislation. The latter may apply to long-covid, an emerging debilitating long-term condition. There is also a general expectation, if not a legal equalities one, that different long-term medical conditions are given equal support.
- the creation of further absence reports will enable analysis to improve knowledge and information and through this support targeted responses.

Impact Assessment

As previously indicated, the impact of the pandemic is likely to be significant and have indirect impacts on top of the direct impact of Covid. Indirect impact ranges from poor wellbeing to clinical conditions through to diagnosis and treatment delays due to pressures on the NHS. Providing support, whether for mental, physical or medical health conditions demonstrates we are a reasonable, supportive employer and should contribute to shorter health absences or feeling supported. If an employee cannot continue in work, it is important to evidence support has been offered if an employment termination decision is challenged.

Consultation

The Trade Unions are kept up to date on Corporate Absence measures during meetings with HR to discuss general health, wellbeing and attendance issues.

1.0 Background

- 1.1 In previous years we have provided context and insight on our performance as a Council, benchmarked both internally and externally and expanded on our strategies for improvement. The pandemic and parallel changes to our HR system have created both challenges and opportunity and this section of the report sets out how we have managed with those limitations in place.
 - 1.1.1 As Fife has progressed through different stages of lockdown, much of the focus within the Health, Safety and Wellbeing team has remained on covid related matters.
 - 1.1.2 Every change of guidance at national level generates a requirement to review and update available local guidance, and in some cases requires significant rewrite. This also applies to the sector specific guidance we use to inform our work. Planned developments for absence and wellbeing have therefore been progressed within this context.
- 1.2 Maintaining critical services during a pandemic has been acknowledged as very challenging and good absence management has been severely compromised by covid and the ongoing roller coaster of response interrupting recovery. Employees – including supervisors – are fatigued and this is starting to be more visible. Self-isolation and staff absences and shortages contribute to the pressure and the impact on front-line services has been evident in some areas. What has been heartening throughout has been the clear desire to support peers and staff, although the lack of capacity to do this has for some, been an additional pressure.
 - 1.2.1 Covid absence is not included in the absence Statutory Performance Indicator (SPI). Excluding furlough, there were approximately 38 thousand days where employees were given special leave as they could not attend work due to covid related reasons during the 12-month period between 1st December 2020 and 30th November 2021. This equates to an average of approximately 2 days per employee and was distributed over nearly 8 thousand occasions.
 - 1.2.2 A vacancy reduced corporate wellbeing support provision this year. Since October, activity has resumed and has included the in-house ‘flu vaccination exercise for those not covered by a national programme, re-starting Mental Health awareness training previously paused by the NHS, and promotion of wellness information and activities. A review of the wellbeing programme was planned for early 2022 but with the impact of the pandemic it has been brought forward.
 - 1.2.3 A key action for managing for health, wellbeing and minimised absence is ensuring information is available and easy to use by managers and employees. With a new HR system, the concentration of our ‘absence’ activity has therefore been on supporting the specification and testing of absence reports as they are developed in the system; and

providing feedback to contribute to report reliability and useability. This includes writing the user guide once the technical side has been addressed. With the scale of development, it has not yet been possible to undertake detailed analysis or to run service focus groups to improve engagement in the absence process. This is, however, planned.

- 1.2.4 Notwithstanding this ongoing development, supervisors have access to an increasing range of absence reports and also individual absence records for team members. 'Highlight reports' for Long-term Absence, Absence Reasons, Absence Instances, Sickness Days and Absence Details are currently available to managers for their team through self-service.
- 1.2.5 We will use the Sickness Days report for the Statutory Performance Indicator (SPI) reporting. However as this is broader than the narrower SPI definition of 'working days lost' further reports to refine the information are planned. We are seeking to have this ready for the submission of our 2021/2022 SPI submission.
- 1.2.6 The reported SPI in section 3 of this report carries a caveat as it was based on the previous year's data and Audit Scotland have been made aware of reporting constraints and the need for this.
- 1.2.7 Report development is an ongoing process and will continue where the need for additional information is identified.

2.0 Actions since March 2021

Interventions for Health and Wellbeing

- 2.1 Having Difficult Conversation training is available on-line. 10 courses have been undertaken between 1st March 2021 and 1 October 2021 with an additional 77 managers/supervisors trained, which increases the overall number trained to 962.
 - 2.1.1 CET agreed a directorate cascade model for Mental Health Awareness (MHA) training, mandatory for all supervisors and managers. NHS certified training is required to deliver MHA training and for the Mental Health First Aider role. The NHS certified training was suspended early in the pandemic as it required face-to-face delivery to ensure the best learning experience for this sensitive subject area. It was to resume from November 2021. However few services will be in a position to plan for a resumption of cascade delivery until 2022 when the impact of Omicron on current service delivery pressures is known.
 - 2.1.2 Recognising some acute pressures and unmet demand during lockdown and periods of restriction, an on-line (i.e., not certified) version of the MHA training for managers was developed. 8 sessions were run with 57 learners completing the training, which was well received. MHFA (Mental Health First Aider) training resumed in December with 12 delegates, with more courses planned for early 2022 (subject now to Omicron). Alongside this, all staff on the applicant register have been contacted to confirm interest and several are in the process of completing the steps required for course pre-approval.
 - 2.1.3 Wellbeing information continues to be highlighted through different media. It is sometimes helpful to piggyback information on national awareness days. However, given the number of days now dedicated to different medical conditions, use has to be sparing to maximise impact. Self-Care week in November was identified as an opportunity to highlight a range of support available to council staff. A plan for 2022 communications is being developed. A similar approach was taken during February and March 2021 when the very successful Spring into Wellbeing fortnight provided a range of opportunities, including sessions to support mental and physical wellbeing such as managing stress mindfully and chair Pilates. Overall, 881 attendees booked on one or more of the online sessions and 216 employees provided feedback.

Analysis of feedback indicates that 96.8% found the sessions helpful and 92.1% indicated they would use the learning from the session they attended. For example, feedback included “Great informative session with lots I can take away from it thank you”. “Great session, feel very relaxed and took away some pointers for mindful practice” and “I know I don't move enough since working from home, but this session really reinforced that and made me realise how important it is to move more, even if it is just standing up and sitting down again. The session really got me thinking and moving!”

- 2.1.4 UNISON have donated £10,000 for staff wellbeing. Support organisations we looked into earlier this year were following government guidelines to work at home where possible. We could not source a provision to deliver a series of information/support sessions directly to front-line staff so the donation will be carried forward to the 2022/23 financial year. As opportunities open up, we will look at opportunities to target front-line staff who have less ready access to technology through their work.

Strategic Focus – Preventing Stress

- 2.2 Individual Stress Risk Assessments (RA) have been used for many years following a stress related absence to identify the factors that caused the work-related stress absence and to plan actions to support a return to work. Like many other activities, a shift to pre-emptive preventative action is more cost effective and predominantly a win-win situation. In March 2021, CET confirmed a proactive approach confirming the stress RA process (for groups) will be used when managing change, where clusters of concerns are identified and where staff request them. Council Leadership Team were briefed on this requirement.
- 2.2.1 Since March a small number of stress risk assessments have been undertaken. Development work is continuing in this area to increase deployment, particularly for service level assessments. We recognise that Covid recovery work is still impacting capacity for pro-active work. Service level stress risk assessments will complement the organisation level stress risk assessment.
- 2.2.2 The Health and Safety Executive (HSE) expect an organisation to demonstrate a systematic approach to managing risk and that includes the management of work-related stress. The HSE have identified, through research, the 6 factors that that cause work related stress. Talking Points is the recommended approach to improving personal performance through regular supervisor/employee discussion where there is no other supervision model in place These factors have been identified in the Talking Points framework document under Wellbeing so discussion on performance, and the factors that will inhibit good performance, are clear, and the identification of issues and solutions, straightforward.
- 2.2.3 To demonstrate a systematic approach, there requires to be some written evidence that there is regular discussion with all staff covering the wellbeing areas, plus follow up action when required.
- 2.2.4 A ‘Stress Group’ was planned to overview how work-related stress is managed across the organisation. Senior manager representatives had been nominated by directorates, but progress was paused due to the pandemic. This group will be convened in 2022.

‘Hot Spot’ Temporary Positions to Create Sustainable Solutions

- 2.3 CET agreed a number of posts, with temporary funding, to assist directorates to review requirements to ensure good absence management practice is in place, managers are aware of wellbeing support and policy expectations and internal procedures, such as induction, will sustain this.

3.0 Performance

Statutory Performance Indicator (SPI)

- 3.1 The 2019/20 sickness absence SPI was published in February 2021. The SPI results for Fife Council for the 2019/20 year showed an increase in absence levels from 2018/2019. At Committee in March the available information i.e., iTrent rolling year information to 31 October 2020 indicated the initial impact of the pandemic was to reduce sickness absence.
- 3.1.1 It was noted that these levels would likely increase again as the duration of the pandemic extended and following a return to a new norm.
- 3.1.2 The unpublished SPI position is provided below. This includes the initial period of home working when absence across councils generally reduced.

SPI Results			
	Fife Council 2018/19 <i>Published</i>	Fife Council 2019/20 <i>Published</i>	SPI Figures Submitted for 2020/21 Unpublished
All Other Employees	13.10	13.86	11.83
Teachers	6.76	6.35	5.15
All Employees	11.58	12.06	10.21

- 3.1.3 A common set of statutory performance indicators allow comparison of the reasons behind differences. The Society of Directors of Personnel Scotland (SPDS) has been working with the Improvement Service to review and strengthen the application of SPI guidance so that calculations are the same across Scotland allowing the impact of different structures, approaches, and policies to be explored meaningfully, and superficial comparisons minimised. As indicated in 1.2.5, further reports will be developed. This will enable us to remove sickness falling on non-working days as per the SPI definition, potentially improving comparison.
- 3.1.4 Sickness absence has reduced between the 2019/20 financial year and 2020/21 financial year by an average of 1.3 working days lost per full-time equivalent.
- 3.1.5 For the majority of councils unpublished information identified a similar pattern of reduction. Information to October 2021 (Oracle Cloud) indicates absence levels are rising again. The next step is further analysis to understand the profile of sickness absence across the council from pre-pandemic periods to supplement the insight from HR Business Partners about known operational pressures.
- 3.1.6 The timing of new report availability did not dovetail with the SPI reporting timetable and so the previous figure to October 2020 was agreed by the performance lead to be Fife Council's submission for the 2020/21 financial year. Data is considered draft until published by the Improvement Service. Service and directorate information is normally available to managers through Pentana.

Benchmarking and Feedback

- 3.1.7 Benchmarking on a wide range of Absence Management related areas continues through the SPDS Absence and Wellbeing group.
A programme of peer review on SPI calculation methodology continues, with regular discourse with the Improvement Service who manage both the process and guidance. It was agreed that covid absences will be separate from SPI collection for 2020/21. SPDS have agreed some standard wellbeing questions for use in local surveys which will allow councils to build up some comparative wellbeing information over time.
- 3.1.8 One of the established sources of feedback for this is through the NHS Healthy Working Lives Health Needs Analysis questionnaire. This is a standard questionnaire and required for Healthy Working Lives accreditation but does allow limited additional information to be sought locally. We have agreed questions with UNISON to enable the Health Needs Analysis questionnaire to be used as the local follow up to the earlier UNISON wellbeing survey.
- 3.1.9 Because of the increasing interest in wellbeing, particularly in response to pandemic related issues, there have also been surveys targeted for specific purposes or groups. Whilst direct trends or comparisons may be limited because questions and measurement scales differ, these are always scrutinised as they provide useful pointers and a reflection of current mood or events. Survey information from the council's occupational health provider confirmed, from a national survey, that what employees value most is flexibility and a supportive manager.
- 3.1.10 This has been a consistent theme over different surveys over time. Occupational Health also confirmed a rise in medicals in Fife containing a work pressure element although counselling support is still returning to pre-pandemic levels.
- 3.1.11 With employee wellbeing as a new strategic risk, the approach to measurement of wellbeing will continue to be developed to inform, shape and measure the impact of specific actions, the overall position and gain insights from comparison with like organisations. The Communities and Neighbourhoods research team will lead a behavioural study in 2022 to understand the position in Fife Council to inform HR options to improve wellbeing. This research will also inform the appropriate questions for a Pulse Wellbeing survey for use by services.
- 3.1.12 Existing measures to improve wellbeing continue to be deployed, as covered in section 2.1. There are many views on wellbeing as it is a new and evolving area that affects everyone. CET agreed the working definition below which was developed following an analysis of wellbeing definitions for an employment context. The Improvement Service is considering the introduction of additional workforce indicators, including employee wellbeing, and we believe the definition will be compatible with any definition introduced by the Improvement Service, however it can be updated if required.
- 3.1.13 Wellbeing is a positive physical, social and mental state. It requires that basic needs are met, that individuals have a sense of purpose, that they feel able to achieve and thrive. It is enhanced by conditions that include supportive relationships, strong and inclusive communities, good health, financial and personal security, rewarding employment, and a healthy and attractive environment.
- 3.1.14 Fife council value all staff feeling healthy, happy and everyone having a personal responsibility for wellbeing. We appreciate our part as an employer in contributing to staff wellbeing and will aspire to address this through the following recognised key areas.
- Psychological (Mental Health & Stress)
 - Physiological (Physical Health & MSK)
 - Societal (Connections, Supervision & Consultation)
 - Fiscal (Financial Wellbeing)

National performance/Benchmarking

- 3.2 The Local Government Benchmarking Framework (LGBF) has engaged directly with the Society of Personnel and Development Scotland (SPDS) on the evolution of workforce indicators and HR have contributed to this through the SPDS Wellbeing Portfolio Group.
- 3.2.1 SPDS Wellbeing Portfolio Group supported requests from CoSLA to be involved in short life working groups on Wellbeing Policy groups linked with Scottish Government.
- 3.2.2 During the pandemic there has been a frequent schedule of CoSLA/SPDS/TU meetings, typically with wellbeing issues at their core. These meetings have included those focussing on the whole workforce, as well as those covering specific parts of the workforce, notably health and social care.
- 3.2.3 The pandemic has also seen the Scottish Government establish a Wellbeing Champions Network for Health and Social Care, alongside the linked National Wellbeing Hub and related services. Local Authorities and CoSLA are involved in these initiatives and are represented on the related Mental Health Oversight Group.
- 3.2.4 CoSLA Leaders have taken an interest in employee wellbeing during the pandemic, including the Unison Survey, One Year of Covid. Recent national developments include the NHS Recovery Plan (August 2021) that has allocated £8m for workforce wellbeing for health and social care. Progress is also now being made on the workforce wellbeing elements of the Government's Mental Health Transition and Recovery Plan, with opportunities for local government input.

Service Performance

- 3.3 The Service and Directorate target is to end the financial year with a lower Working Days Lost (WDL) average than at the start of the financial year. There was an improvement for the reported SPI period.

Directorate	Average WDL per FTE SPI breakdown by Directorate		
	2018/19	2019/20	2020/21
Communities	10.19	10.38	8.66
Education & Children's Services	8.56	8.82	7.28
Enterprise & Environment	13.70	13.97	11.47
Finance & Corporate Services	11.23	10.51	8.15
Health & Social Care	18.78	20.98	19.60
Fife Council Overall	11.58	12.06	10.21

- 3.3.1 Costs shown in the table below are sick pay costs for the financial year 2019/20.

2019/2020	JUN-19	SEP-19	DEC-19	MAR-20	Total
Education and Children's Services other staff	879,302	560,570	816,215	1,078,243	3,334,330
Education and Children's Services teaching staff	1,459,050	727,003	1,757,227	1,547,657	5,490,937
Enterprise and Environment	1,203,201	1,023,514	1,121,531	1,254,735	4,602,981
Finance & Corporate Services	290,537	265,865	340,166	225,395	1,121,963
Communities	255,256	158,270	236,304	468,971	1,118,801
Health and Social Care	1,154,280	949,304	1,072,825	1,375,231	4,551,640
HRA Housing and Neighbourhood Services	114,062	95,659	124,877	161,737	496,335
Totals	£5,355,688	£3,780,185	£5,469,145	£6,111,969	£20,716,987

3.3.2 Costs for the financial year 2020/21 are in the table below and show the early impact of the pandemic in reducing absence coming through as reduced sickness costs.

2020/2021	JUN-20	SEP-20	DEC-20	MAR-21	Total
Education and Children's Services other staff	447,932	320,190	629,621	709,507	2,107,250
Education and Children's Services teaching staff	417,171	382,377	1,012,811	697,692	2,510,051
Enterprise and Environment	768,071	603,072	1,034,217	916,771	3,322,131
Finance & Corporate Services	140,031	145,794	171,467	182,363	639,655
Communities	150,754	134,992	190,599	186,392	662,737
Health and Social Care	914,781	834,376	919,953	1,025,132	3,694,242
HRA Housing and Neighbourhood Services	34,946	50,706	73,757	107,557	266,966
Totals	£2,873,685	£2,471,507	£4,032,425	£3,825,414	£13,203,031

3.3.3 Additional costs to those shown include overtime and casual or agency workers specifically for sickness absence cover and the opportunity cost of lost work in roles that do not require temporary backfill.

3.3.4 Absence and trend information is included in the People section of Directorate Performance Reports for discussion and scrutiny.

4.0 Next Steps

4.1 The priority remains to support safe working during the Covid-19 pandemic. This will continue to impact other planned work but hopefully when we establish the new normal this will bring some stability to enable longer term planning.

4.1.1 The Healthy Working Lives (HWL) accreditation process has been delayed with the pandemic. We undertake the regular Health Needs Analysis (HNA) to support HWL accreditation and will undertake a survey early in the new year. Content has been reviewed with the Joint Trades Union Branch Secretary to balance consideration of trend information, considering the local position since the UNISON survey, maximising information key to developments for future years whilst also minimising separate surveys where possible.

4.1.2 With wellbeing now considered a strategic risk for the organisation, work has started to review current corporate provision, consider future models, and research commissioned to inform which types of option should be developed for CET consideration to mitigate the risk. The HNA will be one of the sources of information for this as will be a behavioural study led by the council's research team.

4.1.3 A council wide Stress Group will be convened in 2022 to overview the management of stress in the organisation. This will be a key element in organisations approach to Wellbeing.

5.0 Conclusions

5.1 Absence has reduced between the 2019/20 financial year and 2020/21 financial year by an average of 1.3 working days lost per full-time equivalent. For the majority of councils unpublished information identified a similar pattern of reduction.

5.1.1 The rolling 12-month information to October 2021 indicates absence levels are rising again and quite steeply. Services have had a progressive range of reports following the implementation of Oracle Cloud. Work is ongoing to ensure the new system is understood and used properly and management and HR overview information continues to be developed.

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

Barbara Cooper
HR Service Manager (Health, Safety and Wellbeing)
Fife House
Telephone: 03451 55 55 55 + 444241
Email: barbara.cooper@fife.gov.uk

February 2022

Agenda Item No. 7

Parks, Streets and Open Spaces Savings 2013 - 2021 / Update Report

Report by: Ken Gourlay, Head of Assets, Transportation and Environment

Purpose

To update Committee on the service changes made in 2021 to recover environmental standards impacted by previous savings cuts.

Recommendation(s)

Committee are asked to note the improvement in service provision and recognise that the Grounds Maintenance and Domestic Waste and Street Cleansing Services continue to work towards a consistent environmental quality standard across all areas of Fife.

Resource Implications

There are no immediate resource implications arising from this report. The report highlights the resource reduction impacts.

Legal & Risk Implications

No legal or risk implications directly from this report.

Impact Assessment

No impact assessment has been necessary.

Consultation

The Finance Service have contributed to and reviewed the content of this report.

1.0 Background

- 1.1 The Parks, Streets and Open Spaces service (PSOS) was transferred from the Communities Directorate to the Enterprise and Environment Directorate in 2016 and formed part of the Environment and Building Services merger of business units in 2017.
- 1.2 Since then, the service has undergone significant transformational change to mitigate the impacts of £5.6m of savings cuts and a 30% reduction in the frontline workforce. The challenge has been to recover the visible decline in standards of street cleanliness and green space maintenance over a number of years.
- 1.3 The last two years have seen the operating model restructured to create a dedicated Grounds Maintenance Service with the Street Cleansing Division moved to the Domestic Waste Service. A significant programme of improvement projects was also embarked upon to develop service delivery and restore environmental quality.
- 1.4 The history, challenges and recovery strategy were shared with The Environment, Finance and Communities Scrutiny Committee in April 2021. This 2022 report was requested to provide an update on progress since that time.

2.0 Grounds Maintenance Performance

- 2.1 Grounds maintenance activities returned to a business-as-usual position over 2021. Covid-19 related staff absence continued to cause low level disruption and impacts were managed.
- 2.2 The grassland management initiative began in April 2021 after Area Committees approved rewilding plans. Feedback over the summer months has for the most part been favourable. Where communities have indicated their desire to return areas to a normal grass cutting regime, the service has done so.
- 2.3 As the summer months ended, the uncut grass was harvested and transported to the aerobic digestion plant in Dunfermline for conversion to gas.
- 2.4 The new management structure has bedded in and the objectives of greater transparency, financial stability and improved operational management have been achieved.
- 2.5 New service level agreements have been agreed with clients. The introduction of new financial management processes is helping achieve full cost recovery with client commissioned works.
- 2.6 An increase of £410k in the 2021/22 grounds maintenance budget supported overtime working and the extension of seasonal labour contracts.
- 2.7 Grounds maintenance activities over the last 9 months have been focussed on the delivery of the core specification. Very few parks development schemes have been undertaken, however the service is hopeful that greater community engagement in 2022 will establish new projects to enhance local environments.

3.0 Street Cleansing Performance

- 3.1 The street cleansing division continues to struggle with the volume of weeds and litter on streets across Fife. Teams are reacting to Ward priorities but cannot maintain the required standards on set frequency schedules because of the legacy backlog.
- 3.2 The service has reorganised and is trying to work to a new quality standard, however resource pressures make it difficult to deliver a consistent level of service in all areas.
- 3.3 Other factors that contribute to the challenge include the significant reduction in herbicide use. The only effective weedkillers for a geographic area the size of Fife are glyphosate based. This is a highly potent and hazardous chemical that most Councils have stopped using. The Service has decided to do the same and a phased reduction is ongoing, however, with no suitable alternative, the weed growth is less controlled.
- 3.4 Climate change is another issue for the service, with longer, wetter, and warmer summers providing the ideal growing conditions for weeds. The plant growth is stronger than it was five to ten years ago and this increased workload adds to the legacy burden.
- 3.5 Additional street cleansing support has come from voluntary organisations such as the Fife Street Champions and also the Criminal Justice Community Payback Team. The service is actively co-ordinating area operations with these groups.
- 3.6 Working with the Council's Skills and Employability Team the service has established an Environmental Training Academy to train unemployed young people for jobs in street cleansing and waste collection. To date, 12 young people have been trained and recruited to full-time positions.
- 3.7 New dedicated verge cleaning and illegal dumping teams have been created to address these specific areas of environmental concern. Early performance and public feedback have been very positive and results on roadsides are highly visible.
- 3.8 The illegal dumping teams are also working closely with CIRECO to ensure recycling points are kept clean and free of litter and discarded waste materials.
- 3.8 An increase of £515k in the 2021/22 street cleansing budget supported overtime working, the extension of seasonal labour contracts, the supply of new bins and the hire of mechanical street sweeping equipment.
- 3.9 Street cleansing activities over the last nine months have been focussed on the delivery of four main tasks:
 1. Litter picking
 2. Bin emptying
 3. Weed removal
 4. Road channel cleaning
- 3.10 Where resources have allowed all four tasks to be completed at the same time, areas have been transformed (see Appendix 1). This is the standard the service aspires to provide in every locality; however, it can only be achieved through greater investment and an increase in frontline staff.

4.0 Improvement Programme

4.1 The improvement programme is designed to transform delivery models and align resources with demand and finance. As well as modernising the business infrastructure, many of these projects are fundamental to the effective management of frontline services.

4.2 Improvement Programme of Projects

	% Complete	
	April 2021	Jan 2022
• Service Level Agreement	70	100
• Structural Reorganisation	60	100
• Digital Back Office System	10	10
• Financial Management Infrastructure	50	100
• Annualised Hours	30	30
• Process Standardisation	50	75
• Tree Team Expansion	0	0
• Street Cleansing Route Optimisation	60	60
• Fife Wide Tree Survey Programme	10	20
• Playground Inspection Review	30	70
• Fencing Team Expansion	80	100
• Public Garden Care	50	100
• Materials Procurement	0	50
• Fleet Procurement	80	90
• Small Plant and Tool Procurement	10	100
• Grassland Management	10	100
• Private Land Management	25	50
• Ash Dieback Strategy	30	100
• Sports Pavilions Asset Review	75	100
• Training Matrix / Programme	20	40
• Hand Arm Vibration Review	50	100
• Non-Routine Work Process	80	100

5.0 Additional 'One-Off' Investment

5.1 In September 2021, midway through the financial year, 'one-off' investment packages were allocated to the Grounds Maintenance and Street Cleansing services to support legacy improvements:

- **Extension of Seasonal Worker Contracts - £100k**

Seasonal workers had their contracts extended from October to January to continue the work to remove weeds from streets.

- **Parks Maintenance – £360k**

The repair and upgrade of soft surfacing and boundary structures in playparks.

- **Sports Pavilion Works - £500k**

The repair and internal upgrade of sports pavilions.

5.2 These works are ongoing, with sports pavilion projects continuing into the summer months. This investment is enabling work to be done that would not be possible within the existing budget envelope. Increasing the annual budget allocation with this level of funding would help the service to more effectively maintain parks infrastructure and building assets, as well as recover environmental standards on streets.

6.0 Future Development

- 6.1 The street cleansing service will introduce a new digital asset management system in 2022/23. This technology will enable accurate data recording and improve work scheduling and performance management. Volumes and locations of illegal dumping and littering will be analysed, and prevention strategies developed on a site-by-site basis.
- 6.2 Housing Services are working with Street Cleansing and Grounds Maintenance to establish dedicated support teams for Council housing estates. Additional funding may be invested to accelerate the recovery of environmental standards in priority areas identified by area Housing Managers.
- 6.3 The Street Cleansing Team are trialling new mechanical sweepers with automated capacity for the removal of weeds. Early demonstrations are providing confidence that specialist machines will be a key tool in maintaining standards of street cleanliness in future.

7.0 Conclusion

- 7.1 Budgets savings and workforce reductions have compromised service performance and environmental standards. The transformation strategy and organisational changes of the last two years are now showing the green shoots of recovery.
- 7.2 The service realignment and improvement programme of projects has provided the interventions and medium-term business changes to help recover some of the environmental legacy issues.
- 7.3 Whilst the current budget allocation cannot support an increase in frontline workers, service provision has improved through more effective management and efficient deployment. Greater emphasis has been placed on quality standards and this is visible in the hot-spot problem areas that have been tackled thus far. Street cleanliness has improved where resources have allowed but the challenge going forward is to provide a consistent level of service across all areas.
- 7.4 A longer term financial strategy and additional investment will be required to absorb growth and provide a reliable and sustainable level of good service.
- 7.5 The Grounds Maintenance and Domestic Waste and Street Cleansing business units will continue to develop and optimise service provision as finance allows. The improvement journey is underway and despite exceptionally challenging times, there are positive signs and room for optimism about future delivery.

List of Appendices

Appendix 1 – Examples of New Standard of Street Cleanliness

Report Contact

John Rodigan, Senior Manager, Environment and Building Services
Tel: 03451 55 55 55, Ext No 473223 John.rodigan@fife.gov.uk

Appendix 1 – Examples of New Standard of Street Cleanliness



1 February 2022
Agenda Item No. 8

Environmental Health Staffing Update

Report by: Nigel Kerr, Head of Protective Services

Wards Affected: All Wards

Purpose

To follow up the [minute](#) of the Committee of 31st August and provide the Committee with an update on the review of staffing levels within Environmental Health and to highlight the proposed succession planning model to sustain statutory service provision longer term.

This report also responds to questions raised in the motion from [Full Council](#) on 2nd December 2021 on the impacts of Covid 19 regulation.

Recommendation(s)

The Committee is asked to:

- Note the report including the impact of the ongoing Covid 19 pandemic and current resource challenges on fulfilling the Environmental Health statutory functions.
- Note the outcome of the managing change exercise within the Environmental Health (Food & Workplace Safety Team).
- Note a potential shortfall in staff resources within the Environmental Health (Food & Workplace Safety) Team and that a further assessment is required of Environmental Health resources required to meet statutory responsibilities elsewhere in Protective Services.

Resource Implications

Environmental Health continues to experience high vacancy rates of 15 posts (14.2 FTE). In addition an analysis of FTE posts required to fulfil all statutory functions within the Environmental Health (Food & Workplace Safety) Team has identified a potential modelling based gap of 7.32 posts (unfunded) beyond the current establishment of 27.83.

Once the further assessment of Environmental Health resources has been completed, identification of budget within the Service will need to be identified for any additional posts that are potentially required unless findings of ongoing work at national level in respect of the Environmental Health profession leads to a Scotland wide funding model.

Legal & Risk Implications

It is anticipated a failure to appropriately resource and recruit may result in an inability of core staff to meet their Environmental Health statutory functions, this will be detrimental to the wider public health of Fife.

Policy & Impact Assessment

An Equality Impact Assessment is not necessary as this report does not propose changes to existing policies.

The Fairer Scotland Duty, which came into force on 1st April 2018, requires the Council to consider how it can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions. There are no negative impacts identified as part of this review as it will aim to protect and enhance health and wellbeing for all.

Consultation

The Heads of Finance and Human Resources have been consulted in the preparation of this report. This report incorporates the research and findings from further benchmarking carried out across all Scottish local authorities.

1.0 Background

- 1.1 Information on the Environmental Health functions and challenges faced by the Environmental Health Teams of Protective Services was outlined in the [Environmental Health Report](#) presented to the Environment, Finance & Communities Scrutiny Committee on 31 August 2021.
- 1.2 As requested by the Committee this report provides an update regarding the review of staffing levels within Protective Services required to fulfil the Environmental Health statutory functions.
- 1.3 Unfortunately the algorithms for calculating FTE requirements to deliver all EH statutory functions are only currently available for the Food & Workplace Safety Team and, therefore, the report focuses primarily on this area of environmental health.
- 1.4 A [Members Briefing](#) members briefing was issued in November 2021 to provide an update following the conclusion of the managing change exercise within the Environmental Health (Food & Workplace Safety) Team.
- 1.5 A motion was tabled and agreed unanimously at [Full Council](#) meeting on 2nd December 2021.

“Council notes that Environmental Health officers have been given new powers of inspection and entry in relation to the enforcement of the vaccine passport policy and related criminal offences for non-compliance. Council agrees that this additional workload is stretching an under resourced team even further. This additional work is also likely to impact on the team’s ability to carry out other compliance work, including food safety and other functions. The Environment, Finance and Communities Scrutiny Committee received a report in August on this issue including a commitment to review staffing. Council notes that the Committee will receive an update on the staffing review at its next meeting in February and agrees that the report to the Committee in February should also include an analysis of the impact of these new powers on the team’s ability to deliver its other statutory responsibilities.”

- 1.6 Covid response and recovery work, along with the added complexities created by the withdrawal from the EU continues to impact upon Environmental Health Officers and the wider team’s ability to undertake normal day to day duties including some routine activities such as programmed proactive inspections and interventions in food safety which were re-started (soft launch) in September 2021.

2.0 Environmental Health Update

- 2.1 The following sections provide Committee with an update on key statistics or changes within Protective Services from August 2021 to week ending 31st December 2021.
- 2.2 Late 2021 and early 2022 has again seen the work of Protective Services and in particular Environmental Health impacted due to the emergence of new Covid-19 variants such as Omicron. However, while response work has increased, the routine

statutory functions have not reduced as they did in the early days of the Pandemic. The resumption of routine inspection work and the loss of Public Health Compliance Officers have compounded the resource demands placed on Environmental Health.

- 2.3 Two Environmental Health Officers commenced employment in Fife Council in November within the Food & Workplace Safety Team and an additional temporary Technical Officer has been employed for one year within the Public Protection team to deal with general public health duties. However, a second EHO post will become vacant (leaving to another LA) from late February 2022 within the Private Housing Standards team; recruitment for both EHO posts will start late January 2022.
- 2.4 Protective Services continues to be heavily involved in Fife’s Public Health response to the Covid19 Pandemic with Environmental Health & Trading Standards Teams working with colleagues across Fife Council and Partner agencies. Activities continue to include:
- Responding to Covid 19 related complaints & concerns since March 2020 2181 enquiries/complaints had been received as of 31 December 2021 (76 received from August to 31st December 2021). The number of complaints/enquiries has reduced considerably in the last 5 months.
 - Advice to businesses.
 - Advice & support to colleagues.
 - Active in various local & national forums including for example the Environmental Health & Trading Standards Covid Expert Group, Scottish Government Working Groups.
 - NHS Fife’s Contact Tracers report settings that Covid positive cases have attended during their infectious period directly to the Environmental Health (Food and Workplace Safety) Team, such as hospitality, retail and workplaces. These setting referrals are then triaged with ones of concern allocated for follow up by officers from Environmental Health or Trading Standards. Where there are clusters or outbreaks Environmental Health are involved in the multiagency Problem Assessment Group (PAGs) and/or Incident Management Team (IMTs) meetings called by NHS Fife. Table 1 details figures from the period 21 September 2020 to 31 December 2021 and updates from last report to Committee (August 2021 – 31 December 2021). There has been a reduction in PAGs and no IMTs in the last 5 months – not as a result of decreased infection rates/transmission but due to prioritising these meetings for higher risk settings such as care homes and outbreaks associated with hospitality. The number of setting referrals has remained fairly constant.
 - Due to the impact of the Omicron Covid19 variant Protective Services increased its out of hours standby provision over the Christmas and New Year Period.
 - Following the introduction of the Covid Certification Scheme in October 2021, 22 proactive interventions were made to night-time economy businesses.

Table 1: Setting Figures 21/9/2020-31/12/2021 (figures in brackets shows totals for August 2021 – 31st December 2021)

Problem Assessment Group	Incident Management Team	Setting Referrals	EH/Protective Services Setting Referrals to other Services	EH Setting Referrals to Other Agencies	Total
149 (16)	111 (0)	16239 (4340)	738 (279)	1830 (238)	19067 (4873)

3.0 Environmental Health (Food & Workplace Safety)

3.1 In addition to Covid-19 related activities the following have been significant areas of activity:

- September 2021 saw the resumption of routine proactive inspections and interventions including for Food Law, in line with guidance issued by Food Standards Scotland. Unfortunately, Officers have found that not all premises maintained their standards during the pandemic and several premises have required intensive intervention and/or enforcement action due to the findings on inspection.
- October 2021 also saw the introduction of new legislation which requires food businesses to label products that they pre-pack for direct sale (PPDS). The new legislation is aimed to improve information about allergens and other ingredients in food packed in advance, before being offered to consumers. This is a substantial and complex change resulting in Officers having to spend significant amount of time with businesses on the matter during inspections and interventions.

3.2 Managing Change Exercise

3.2.1 A Managing change exercise was undertaken during the summer of 2021 within the Environmental Health (Food & Workplace Safety) Team. This was to enable the Team to be better resourced within its existing budget and allow us to be in a better position to 'grow our own' Environmental Health Staff and meet future demands on the service. This exercise was concluded on 10 September 2021.

3.2.2 The new structure utilised technical positions to support and undertake work activities within the Environmental Health (Food & Workplace Safety) Team's remit and provides more flexibility in meeting business needs. It also reintroduces a Trainee Environmental Health Officer post into the Team's structure. The Trainee Environmental Health Officer post is in addition to the Student Environmental Health Officer Placement, from the University of West of Scotland that Protective Services is currently supporting.

3.2.3 Following the completion of a managing change exercise, a series of recruitment activities is underway to fill the resultant vacant posts. The Trainee Environmental Health Officer post has been filled with an expected start date of Spring 2022; the remaining posts will be advertised between now and autumn 2022, in line with professional examination diets.

3.3 Resources Review

3.3.1 The minute of the August Committee required a review of staffing levels within Protective Services required to fulfil the Environmental Health statutory functions; as previously noted this information is only currently available for the Environmental Health (Food & Workplace Safety) Team. As of January 2022, there were 7.7 vacant permanently established posts within the Environmental Health (Food & Workplace Safety) Team, including 1.2 Environmental Health Officer posts, 0.5 Enforcement Officer (Environmental Health) posts, 1 Food Safety Officer Post, 1 Environmental Health Technician post, 1 Technical Support Officer post and 1 Graduate Trainee Environmental Health Officer Post and 2 Lead Officer posts; the latter require to be filled by experienced Environmental Health Officers or Food Safety Officers. In addition, there is also 2.5 Public Health Compliance Officer posts vacant, these posts are temporary with funding from the Scottish Government only in place up to the end of March 2022. This results in a total of 10.2 vacant posts within the Environmental Health (Food & Workplace Safety) Team.

- 3.3.2 As part of the preparation for the restart of the inspections and interventions programme following the temporary hiatus due to the Covid-19 pandemic, Food Standards Scotland required that Local Authorities determine the resources required to undertake their food law inspection and intervention programme. This requirement was set out in an email from FSS to all local authorities on 12th October 2021. As the Environmental Health (Food & Workplace Safety) Team activities cover more than food law, the resource review included all areas of the Team's statutory activities.
- 3.3.3 The resource review adapted a tool previously circulated by Scottish Food Enforcement Liaison Committee (SFELC) to cover all the Environmental Health (Food & Workplace Safety) Team's activities. The tool utilised the number of each activity per year combined with the average time taken to give an overall resource required. Food Standards Scotland via a restart workshop used Fife Council's methodology as an example that Local Authorities could consider using to determine their resource requirements.
- 3.3.4 The review found that for the Environmental Health (Food & Workplace Safety) Team to effectively carry out all their statutory activities that a staff resource of 35.15 posts was required. This compared to a current establishment of 27.83 posts, made up of 25.33 permanently established posts and temporary (until end of March 2022) 2.5 posts.
- 3.3.5 Therefore, the review identified a potential gap using this assessment model of 7.32 posts (unfunded) in relation to the current structure of 27.83 posts which includes temporary posts. In addition, there are currently 10.2 vacant posts, bringing the potential modelling-based resource gap within the Environmental Health (Food & Workplace Safety) Team to 17.52 posts.

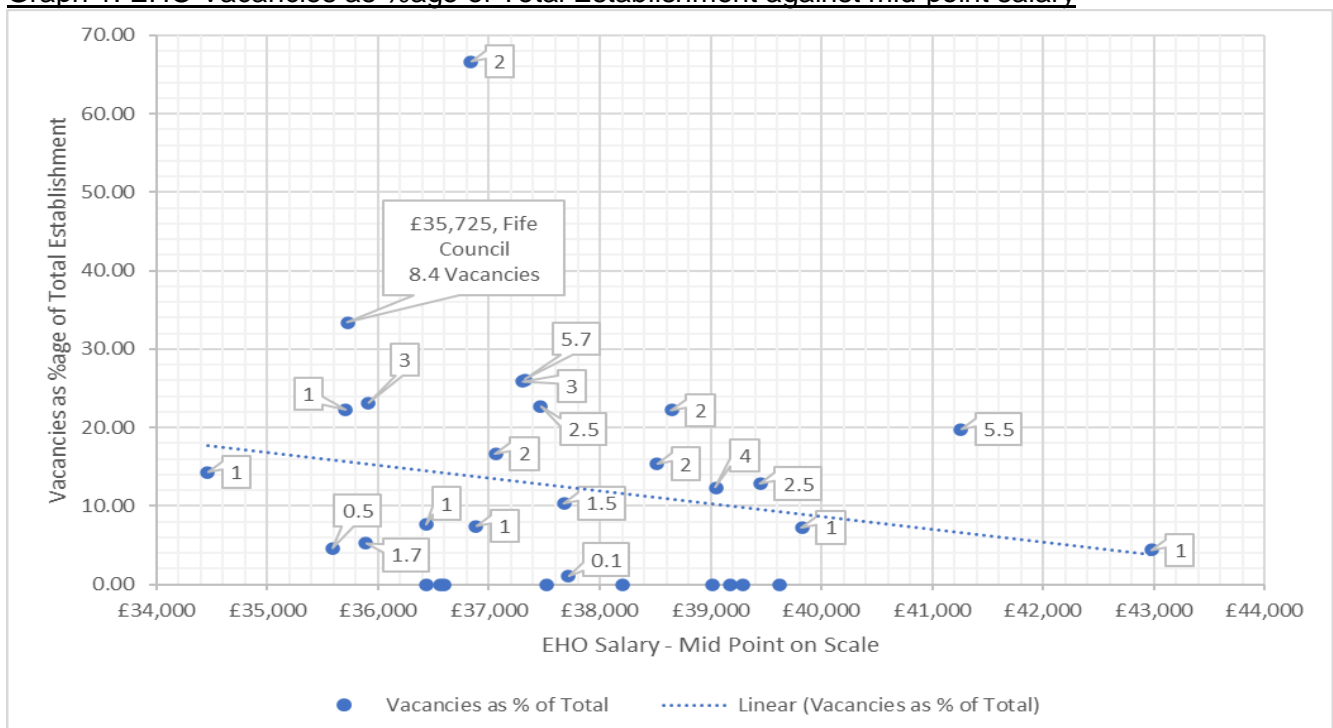
3.4 Review of Historic Establishment Numbers and Inspection Program

- 3.4.1 It is recognised that Environmental Health, like many other local authority services, has been subject to significant financial cuts and loss of resources over recent years. This resource review process also reflected on the impact of historical changes made to the structure of the Environmental Health over the past 10-15 years. This identified a reduction in posts of at least 9.36 posts associated with the current remit and activities of the Environmental Health (Food & Workplace Safety) Team. The 9.36 posts include 2.5 at Service Manager/Lead Officer levels and 6.86 at Officer level.
- 3.4.2 The number of food premises has increased over the last decade. Data available shows an increase of approximately 38 percent, with the Fife Council 2013/14 return to Food Standards Scotland (then Food Standards Agency (Scotland)) recording 3903 food hygiene premises. As of 4 January 2022, the Scottish National Database administered by Food Standards Scotland shows 5388 food premises within Fife.
- 3.4.3 In terms of the health and safety, the regulatory environment changed. Approximately, 10 years ago the requirement to have a risk-based inspection programme was removed and introduced a framework for Local Authorities to priority plan and target their health & safety interventions. However, this resulted in a loss of protection for dedicated health and safety resources for proactive interventions, with resource diverted to other areas of demand such as food law. This has been clearly demonstrated in Fife with the latest modelling indicating that the percentage split in statutory functions within this team are: Food law 81%, health & safety 2%, waste duty of care 10%, other 7%.

4.0 Issues and Options

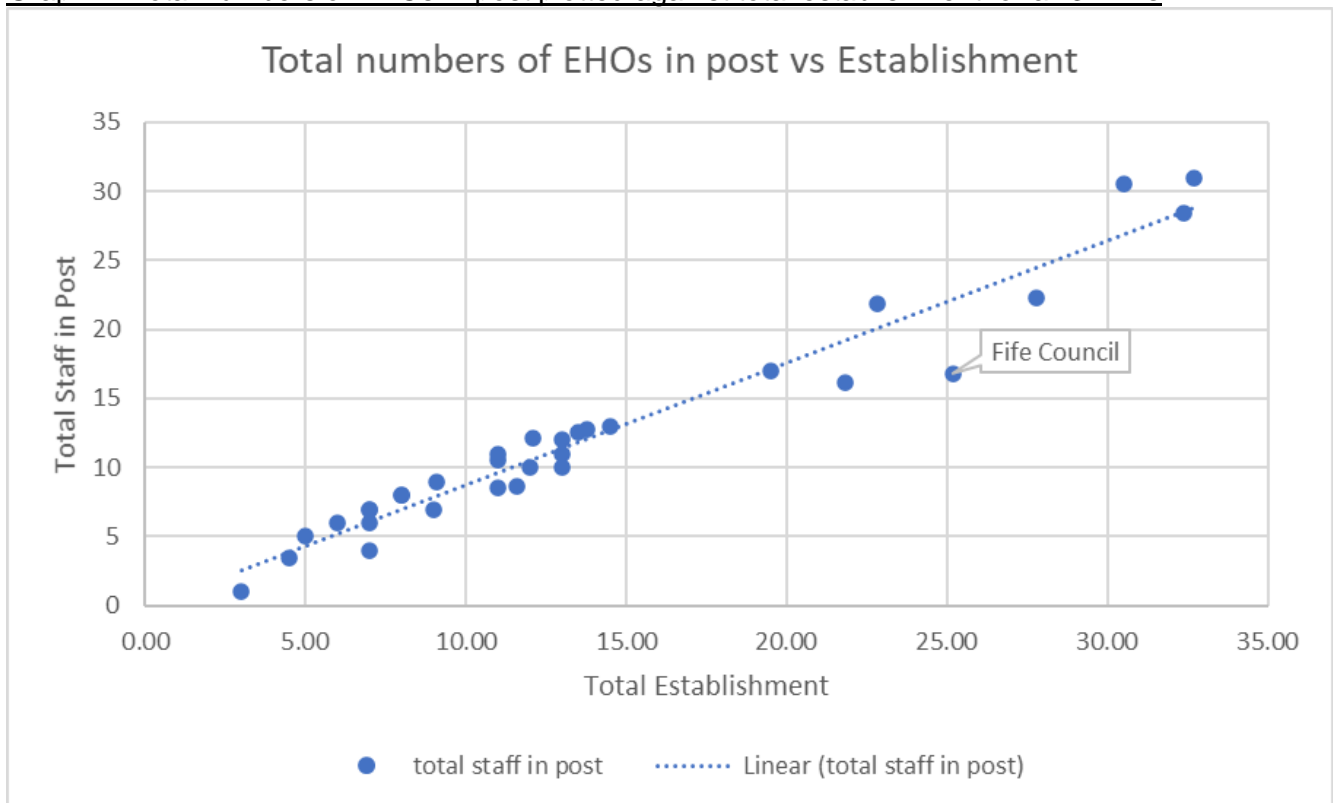
- 4.1 There are currently 15 (14.2FTE) Environmental Health vacancies across Protective Services although this will increase by 2 (retirement & leaver) in the next few months. The vacancies cover the wide variety of statutory environmental health functions undertaken by Fife Council including Environmental Health (Food & Workplace Safety), Private Housing Standards and the Public Protection Team.
- 4.2 It is important to note that Environmental Health capacity and resilience is an issue not only in Fife but across all Scottish local authorities. This issue is not new and from information shared, it is estimated that there are currently around 80 vacancies across Scottish Councils.
- 4.3 Whilst the Committee noted that the pay offered by Fife Council is lower than most other Councils surveyed (Environmental Health Officers are currently graded at FC8, £33,939 - £37,562), it does not necessarily follow that increasing pay will resolve the long-standing problems in recruiting and retaining suitably qualified workers.
- 4.4 Additional information was sought from all Scottish Councils to help determine other areas, rather than simply monetary values, which might be adding to the problem particularly around grading. Further benchmarking was undertaken across all Councils which shows that although Fife Council salary may be toward the lower end, the actual evaluation outcome, in terms of points scored, is in fact toward the upper level. Local structural and job design variations impacts on job evaluation outcomes as does the locally determined pay structures in each authority.
- 4.5 Further work was undertaken to establish whether there is a link between pay levels and vacancies across Councils. Graph 1 below shows EHO vacancies as percentage of EHO establishment plotted against mid-point EHO salary for 31 of the 32 local authorities in Scotland (data at 31st March 2021). The numbers in brackets shows the vacancies for each LA. The trend line indicates the higher the mid-point salary then there is a slight decrease in vacancies although this is not conclusive e.g. the local authority which pays second highest also has a high vacancy rate. Also 2 LAs who pay lowest rates have very few vacancies.

Graph 1: EHO Vacancies as %age of Total Establishment against mid-point salary



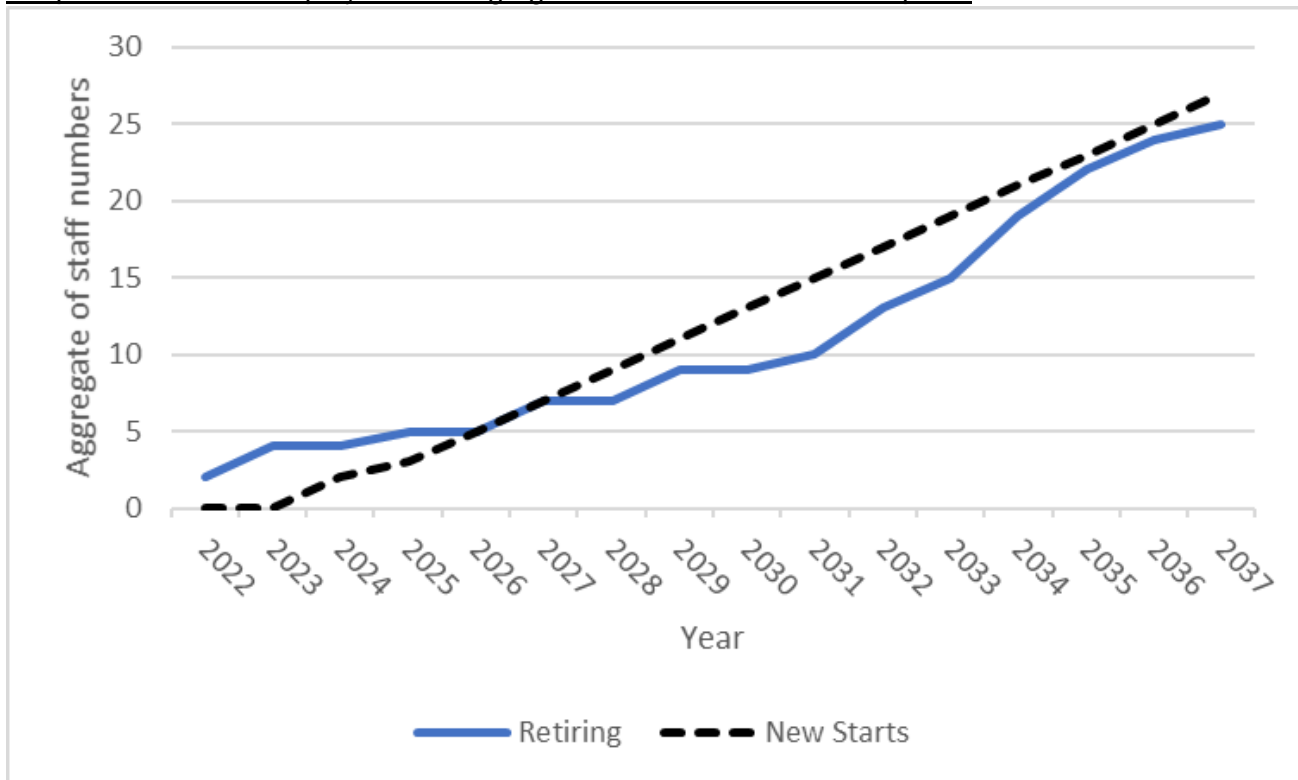
4.6 Graph 2 shows the total numbers of EHOs in post plotted against establishment for all 32 LAs in Scotland; Fife has the 5th highest number of EHOs. The trend line shows the average number of vacancies against total establishment – positions above or below this line indicates a better or worse position in terms of vacancies. Fife Council is situated well below the trend line which indicates a higher number of vacancies than the average although 2 other LAs with similar total establishment also fair poorly. One of these authorities pays the mid-range and the other pays the second highest salary based on 31 of 32 Scottish LAs. This demonstrates that pay alone does not account for EHO vacancies within a LA.

Graph 2: Total numbers of EHOs in post plotted against total establishment for all 32 LAs



4.7 The August Committee report highlighted that a significant number of the existing Environmental Health Workforce are eligible to retire within the next 5 years and an even greater number when forecast over the next 10-year period from 2019. The following graph shows predicted loss in staff from Environmental Health in Fife Council based on staff leaving at age 65. The graph also shows the number of potential new staff starting through the "Grow our Own" model. This shows a positive position from year 2028 onwards with new starts exceeding those potentially retiring. It should be noted that this graph is based on an assumed retirement age of 65 and does not account for staff leaving for other jobs etc.

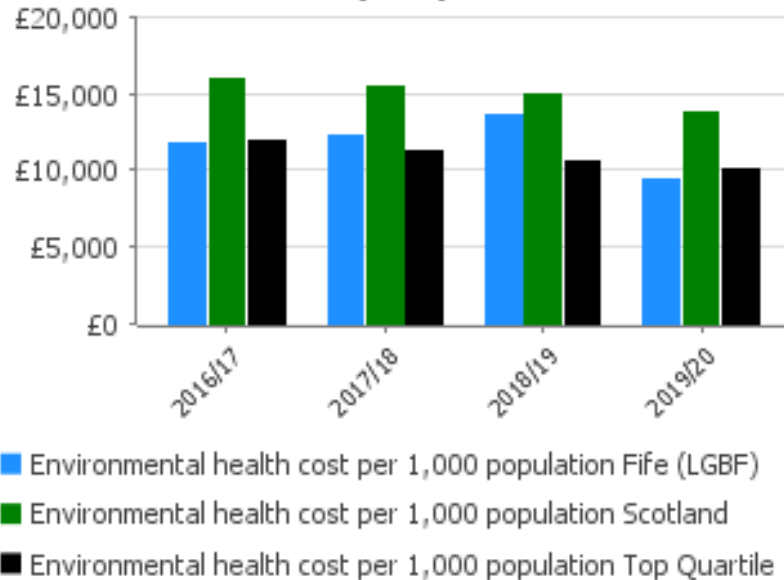
Graph 3: Predicted Employees retiring against new "Grow Our Own" posts



- 4.8 Ongoing targeted recruitment drives continue to be the main option to attract qualified EHO's to Fife in the short term. Whilst an additional two new EHOs commenced employment with the Council in November 2021 another EHO is due to leave the council at the end of February 2022. Through discussions with new staff (and those leaving), salary grades, whilst an important consideration, are generally not the overriding factor when making a decision on a future employer – personal circumstances is often the main area of focus.
- 4.9 In the medium to longer term the “Grow Our Own” model will provide a route for both young people and options for those wishing to re-train into the Environmental Health profession. The council will continue to support the University of the West of Scotland training and will provide additional training opportunities for EHOs and FSOs through the Environmental Health (Food & Workplace Safety) Team. It will also seek to utilise opportunities for other technical staff training through modern apprenticeships and Workforce Youth Investment funding. The Head of Protective Services and Head of Human Resources continue to hold regular discussions on developing structural and staffing options which could help support and develop this area.
- 4.10 The Committee requested that this report provides an update regarding the review of staffing levels within Protective Services required to fulfil the Environmental Health statutory functions. Unfortunately, the algorithms for calculating FTE requirements to deliver all Environmental Health functions are only currently available for the Environmental Health (Food & Workplace Safety) Team. An analysis has shown that there is a potential modelling gap of 7.32 posts (unfunded) in relation to the current structure of 27.83 posts which includes temporary posts.
- 4.11 Calculations will be carried out for the other Environmental Health statutory functions when the algorithms and process has been agreed – hopefully later this year.

- 4.12 In the interim, an indication of resources by LA can be assessed from the annual Local Government Benchmarking Framework returns. The graph below highlights that the cost of Environmental Health per 1000 population has decreased significantly since 2018/19 and Fife now sits within the top quartile for Scottish local authorities. These cost reductions are mainly due to an increase in vacancies within Environmental Health as detailed earlier in this report, however, increased service efficiencies have also had a positive impact on spend.

**Cost of Environmental Health per 1,000 population (£)
(LGBF)**



- 4.13 In addition, Food Standards Scotland also requested a return from all Scottish local authorities in October 2021 to identify the current establishment (and vacancies) along with identified potential deficits in FTEs as detailed in section 3.3. Food Standards Scotland intends to share the aggregated sums from each question to the Scottish Government Organisational Readiness Team. This team has been working with the Environmental Health Community in order to recommend a model to Ministers that builds and sustains required capacity of Environmental Health Officers and Food Safety Officers in the medium to long term. Food Standards Scotland has committed to assisting their work by provision of figures estimated to allow adequate capacity to conduct statutory food law functions.
- 4.14 In response to the motion which was tabled and agreed unanimously at Full Council meeting on 2nd December 2021 an analysis of the resource impacts of the Covid Vaccine Passport scheme has been carried out.
- 4.15 The Covid Vaccine Passport scheme only applies to licenced premises which meet **all** of the following 4 tests:
- Is open at hours between midnight and 05:00
 - Serves alcohol after midnight
 - Provides live or recorded music for dancing
 - Has a designated space which actively is in use, where dancing is permitted.
- 4.16 The response to the Covid pandemic is a core function and responsibility for environmental health in terms of protecting public health. In terms of the Covid Vaccine Passport scheme there are 452 premises in Fife which operate after midnight on a Friday and Saturday. Most of these premises have chosen to close by midnight since the passport scheme was introduced, or close the dance floor and provide table service which excludes them from the scheme.

- 4.17 The resource impacts of the passport scheme has been limited due to changes in operational activities within licenced premises in Fife. Only a few complaints have been received and 22 proactive interventions have been required in relation to this scheme which is minimal in comparison to the thousands of setting referrals received over the same period. However, this position will continue to be monitored particularly if the scheme is reviewed and changed by the Scottish Government.

5.0 Conclusion

- 5.1 To deal with the ongoing pressures and challenges facing staff within Environmental Health work needs to be carefully managed and prioritised to ensure that teams focus on areas of greatest public health risks.
- 5.2 Further work is required to assess resources in other areas of Environmental Health (Public Protection and Private Housing Standards Teams) required to fulfil statutory duties in these areas.
- 5.3 Covid continues to place additional burdens on staff, particularly now that food inspections have re-started and additional new legislation has been introduced in the last few months. The Covid Vaccine Passport scheme has not had a significant impact on staff resources, however, this needs to be reviewed if the scheme is extended at any point in the future.
- 5.4 In the short term targeted recruitment campaigns highlighting the benefits of working in Fife can potentially address the current vacancy challenges. The proposed “Grow Our Own” model will provide additional opportunities to train and retain staff over the medium to longer term. Grading and pay has been identified as a potential recruitment barrier, although there is no evidence to support the significance of this as lower paying councils have zero vacancies.
- 5.5 Benchmarking with other Scottish Local Authorities has shown that there is no direct correlation between Environmental Health Officer vacancies and salary grades although this will be one factor along with decisions based on personal circumstances which need to be taken into account.
- 5.6 The number of current vacant posts within Environmental Health is a risk in terms of the council being able to comply with all statutory enforcement roles. A coordinated approach is required by all local authorities (through CoSLA), working with the Society of Chief Officers of Environmental Health in Scotland, SOLACE and Scottish Government to ensure longer term sustainability of these crucial services.

Report Contacts

Nigel Kerr
Head of Protective Services
Email: nigel.kerr@fife.gov.uk

Lisa McCann
Service Manager Environmental Health (Food & Workplace Safety)
Protective Services
Email: lisa.mccann@fife.gov.uk

1st February 2022.

Agenda Item No. 9

Pressures on Roads & Transportation Services

Report by: Ken Gourlay, Head of Assets, Transportation and Environment

Wards Affected: All wards

Purpose

The purpose of this report is to provide an update on the implementation of the risk-based approach to road safety inspections and repairs, related systems and other pressures which impact on the service performance, as requested by this Committee on 13 April 2021 (2021 EFCSC17 para. 47 refers).

Recommendation(s)

It is recommended that Committee consider current performance and activity as detailed in the report.

Resource Implications

There are no additional resource implications, and the service is required to work within established staffing levels and budgets.

Legal & Risk Implications

There are no known legal or risk implications associated with this report.

Impact Assessment

An EqlA or FEAT assessment has not been completed as this report does not propose a change or revision to existing policies and practices.

Consultation

Liaison with Finance Service has been carried out in developing this report.

1.0 Background

- 1.1 Roads & Transportation Services has undergone significant changes over the years, and these are fully detailed in the report dated 13 April 2021. (2021 EFCSC17 Para.47refers)

2.0 Scrutiny Areas Requested

- 2.1 The following three areas of service delivery were identified for update:

- i) the Risk Based Road Inspection & Repair Approach
- ii) the Alloy information management system
- iii) Service Pressures

2.2 RISK BASED ROAD INSPECTION & REPAIR APPROACH

- 2.2.1 Restrictions on construction activities, including road maintenance, along with other disruptions linked to lockdowns in 2020 and 2021 hampered progress in implementing every aspect of the policy. The outstanding elements, which are predominantly in the areas of performance and policy compliance are expected to be completed this financial year.
- 2.2.2 The introduction of the risk-based approach has had the desired effect of focussing road repair teams' reactive response on higher risk defects, while rescheduling lower risk defects for more programmed repairs. This will continue to lead to an increasing proportion of high-quality 'Complete' pothole repairs and less 'make safe' repairs.
- 2.2.3 Table 1 presents a snapshot of performance taken from the Alloy system over a similar period to that reported to this committee in April 2021. Repair response targets for Priority 1 & 2 defects are shown in the table. These have been in place for many years and are unlikely to change. With the system now embedded and the first full year ending in March 2022, targets for P3 and P4 defect repairs will be developed.
- 2.2.4 The relatively large proportion of high-risk defects shown that are 'made safe' rather than completely repaired, can be partly explained due to some being present within larger pavement areas scheduled for a 'complete' P3 repair. The number of P3 defects with P2 defects nested within them is also expected to reduce over time, which will lead to a larger overall proportion of repairs to a 'complete' specification.

Table 1. Road Defect Performance: 1st September 2021 – 14th January 2022

P1 defect – 24-hour response target	
Response Performance (KPI Target 99%*)	
No of P1's identified	9
No of P1's completed	9
% Within response time*	100%
Repair Standard	
% to 'make safe' specification	100%
% to 'complete' specification	0%

P2 defect – 1-week response time	
Response Performance (KPI Target 95%**)	
No of P2's identified	2442
No of P2's completed	2197
% Within response time**	89%
Repair Standard	
% to 'make safe' specification	83%
% to 'complete' specification	17%

P3 defect – 3-month response time	
Response Performance	
No of P3's identified	721
No of P3's completed	454
% Within response time	62%
Repair Standard	
% to 'make safe' specification	0%
% to 'complete' specification	100%

P4 defect – 12-month response time	
Response Performance	
No of P4's identified	154
No of P4's completed	56
% Within response time	100%
Repair Standard	
% to 'make safe' specification	0%
% to 'complete' specification	100%

2.3 YOTTA ALLOY SYSTEM

2.3.1 In relation to the ongoing development of Yotta Alloy, the initial challenges in respect to signal availability and strength, for example in parts of East Neuk and the north Fife coastal area, have largely been overcome. Operatives have embraced the cultural change and recognised the benefits which the system has brought.

2.3.2 After early teething problems, the defect and repair information is now more up to date and much more robust than before. Feedback from the technical and inspection staff has been positive confirming that the new Alloy system is easy to navigate around and provides robust and vital information showing if deadlines are being met.

2.4 SERVICE PRESSURES

2.4.1 Whilst the initial lockdown saw the suspension of all non-essential construction works, since then we have endeavoured to deliver a full programme of works to aid both the local and Scottish construction sector during this challenging period. This financial year additional funding was received for patching, the vast majority of which has been targeted at improving the condition of the road network for this year's 150th British Golf Championship in St Andrews.

2.4.2 Over the last two years, the Service has delivered annual programmes of Carriageways, Footways, Structures, Street Lighting, Traffic Management & Road Safety infrastructure projects to the value of £23.37m. In addition to this work, major schemes have been delivered including Kirkcaldy Waterfront Ph 1, Pitreavie Roundabout Signalisation, and Lyne Burn River Restoration.

2.4.3 In February 2021, the Council approved a re-profile of capital budgets to provide funding of £4m over two years for carriageways and footways in the Area Roads Programme and an additional £5m for planned patching. In 2021-22 and 2022-23, the Carriageway budget is nearer to the estimated steady-state figure of £10m. However, from 2023-24 onwards, as things stand, the carriageway budget will reduce from £9.6m to £5m with the Footway budget reducing from £1.6m to £1.2m.

3.0 Conclusions

- 3.1 The resources and capacity within Roads & Transportation Services is at a fine balance to manage general demand and supply and during workload peaks there is a need to manage expectations and communications. The immediacy of modern customer communications and expectations continues to increase and impact on the service whilst home working and coordination of delivery programmes is an ongoing challenge
- 3.2 The implementation of the risk-based approach to road inspections and repairs combined with the implementation of the Alloy system whilst proving challenging during the pandemic period is helping to improve the management and reporting of road defects.

List of Appendices

- None

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

John Mitchell
Senior Manager, Roads & Transportation Services
Bankhead Central
e-mail: john.mitchell@fife.gov.uk

Agenda item No. 10**Environment, Finance & Communities Scrutiny Committee****Forward Work Programme as of 24/01/2022 1/1**

Unallocated			
Title	Service(s)	Contact(s)	Comments
Climate Change Update	Planning	Ross Spalding	Briefing to be issued.
Digital Progress in Local Government - Update on Fife Position	Business Technology Solutions	Charlie Anderson	Update report in 12 months - agreed at meeting 1/6/21.
Oracle Cloud/Altair Pensions System (Provisional Item)	Finance and Corporate Services	Elaine Muir	