

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

Tuesday, 24th November, 2020 - 10.00 am

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 in particular items on the agenda and the nature of the interest(s) at this stage.
3. **MEMBERSHIP OF COMMITTEE –**

Members are asked to note that Councillor Julie Ford has replaced Councillor Alistair Suttie as a member of the Community and Housing Services Sub-Committee.
4. **MINUTE OF THE MEETING OF COMMUNITY AND HOUSING SERVICES SUB-COMMITTEE OF 3RD SEPTEMBER, 2020** 3 – 6
5. **STRATEGIC HOUSING INVESTMENT PLAN - 2021 - 2026** - Report by the Head of Housing Services 7 – 43
6. **RAPID REHOUSING TRANSITION PLAN (RRTP) 2020/21 UPDATE AND PRIORITIES FOR 2021/22** - Report by the Head of Housing Services 44 – 49
7. **ENHANCING TOWER BLOCK CONCIERGE SERVICES** - Report by the Head of Housing Services 50 – 54
8. **FREE SCHOOL MEALS – OCTOBER 2020 TO APRIL 2021** - Report by the Executive Director - Communities 55 – 58
9. **FORMALISING MANAGEMENT OF COMMUNITY HALLS AND CENTRES** - Report by the Head of Communities and Neighbourhoods 59 – 75
10. **MANAGEMENT RULES FOR PARKS AND OPEN SPACES** – Joint report by the Head of Communities and Neighbourhoods and the Head of Assets, Transportation and Environment. 76 – 81
11. **ADAM SMITH THEATRE REDEVELOPMENT PROJECT** - Report by the Head of Communities and Neighbourhoods 82 – 102
12. **CITIZENS ADVICE AND RIGHTS FIFE - PERFORMANCE REPORT** - Report by the Head of Communities & Neighbourhoods 103 – 119
13. **COMMUNITIES DIRECTORATE SECTION/SERVICE PERFORMANCE REPORTS** - Report by the Executive Director - Communities 120 – 153
- 14./

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

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12th November, 2020

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**THE FIFE COUNCIL - COMMUNITY AND HOUSING SERVICES COMMITTEE –
REMOTE MEETING**

3rd September, 2020

10.00 a.m. – 12.25 p.m.

PRESENT: Councillors Judy Hamilton, Lesley Backhouse, Ken Caldwell, Alistair Cameron, Neil Crooks, Linda Erskine, Fiona Grant, Helen Law, Donald Lothian, Alice McGarry, David J Ross, Alistair Suttie, and Darren Watt.

ATTENDING: Michael Enston, Executive Director - Communities; John Mills, Head of Housing Services, Vania Kennedy, Service Manager - Income Poverty and Private Housing, Gordon Binnie, Housing Manager - Area Housing Management, Housing Services; Diarmuid Cotter, Head of Customer and Online Services; Emma Richards, Accountant, Finance; and Wendy Macgregor, Committee Officer, Legal & Democratic Services.

ALSO IN ATTENDANCE: Bill Campbell, Fife Federation of Tenants and Residents Association.

Prior to the start of the meeting, the Convener extended condolences on behalf of the Committee, to the families of Alan Bisset and Jane Shevlin, who had sadly passed away. Alan Bisset, was a well respected and helpful employee of Fife Council and had worked with communities, Councillors and Officers on the delivery of many projects over the years. Jane Shevlin was a dedicated tutor in the Adult Basic Education Service and was committed and caring to all her learners. Both Alan and Jane would be greatly missed.

173. DECLARATIONS OF INTEREST

No declarations of interest were made in terms of Standing Order No. 7.1.

174. CHANGE OF MEMBERSHIP

The Committee were asked to note that Councillor David J Ross had replaced Councillor Richard Watt as a member of the Community and Housing Services Sub-Committee. The Convener on behalf of the Committee, welcomed David J Ross to the meeting.

Decision

The Committee noted that Councillor David J Ross had replaced Councillor Richard Watt as a member of the Community and Housing Services Sub-Committee.

175. MINUTE OF MEETING OF COMMUNITY AND HOUSING SERVICES COMMITTEE OF 13TH FEBRUARY, 2020.

The Committee considered the minute of the meeting of the Community and Housing Services Committee of 13th February, 2020.

Decision/

Decision

The Committee agreed to approve the minute.

176. FIFE TENANT SCRUTINY PANEL - SATISFACTION WITH REPAIRS

The Committee considered a joint report by the Head of Housing Services, Head of Assets, Transportation and Environment and the Head of Customer and Online Services, providing a summary of the findings of the Fife Tenant Scrutiny Panel exercise on Satisfaction with housing repairs.

Decision

The Committee:-

1. noted the findings of the panel; and
2. agreed to the amended recommendation to read - "that Housing Services, Building Services and Customer and Online Services should implement the actions resulting from the recommendations made by the panel and should consider the implications of the outcome."

177. HOUSING REGULATORY REQUIREMENTS AND 'PATHWAY TO IMPROVMENT' 2019-22

The Committee considered a report by the Head of Housing, which provided members with recommendations for submission of the Annual Assurance Statement to the Scottish Housing Regulator, based on regulatory guidance issued in 2019, and the outcomes of the annual update of the 'Pathway to Improvement' 2019-22.

Decision

The Committee:-

1. noted the performance in year one of the Pathway to Improvement for 2019-22, as detailed in Section 5.0, Appendix 2 of the report;
2. agreed the draft Annual Assurance Statement 2020 based on the compliance position at March 2020, as detailed in Section 6.0, Appendix 1 of the report; subject to the agreed amendments; and
3. agreed to submit the final draft Annual Assurance Statement 2020 to the Scottish Housing Regulator by the deadline of 31st October, 2020.

178. LOCAL HOUSING STRATEGY (LHS) 2020-2022

The Committee considered a report by the Head of Housing, seeking approval of the Local Housing Strategy 2020-2022, provided as a two-year interim statement to meet the requirements of Scottish Government guidance, leading to the development of a five-year Local Housing Strategy from 2022-2027.

Decision/

Decision

The Committee:

1. agreed to the recommendation from Fife Housing Partnership to endorse the Local Housing Strategy 2020-2022 as the lead strategic housing plan for Fife, subject to the agreed amendments; and
2. noted that a further 5 year Local Housing Strategy 2022-2027 would be presented to a future meeting of the Community and Housing Sub-Committee for consideration.

179. MAYVIEW FLATS, ANSTRUTHER (INQUIRY) - REVIEW/CONSULTATION

The Committee considered a report by the Head of Housing, providing members with the findings from the independent research report 'Review of Housing Management Policy & Approach: Mayview Flats', which was requested by the North East Area Committee in March 2019 following the decision to demolish the 44 flats at Mayview, Anstruther. The Committee was asked to consider the wider implications for Fife Council's housing management approach to housing neighbourhoods under stress.

Decision

The Committee:

1. noted the content of the report;
2. noted the verbal input from the meeting of the North East Fife Area Committee held on 2nd September, 2020: and
3. agreed that the learning points identified should inform development of the new Local Housing Strategy and housing management practice.

180. CUSTOMER AND ONLINE SERVICES PERFORMANCE REPORT

The Committee considered a report by the Head of Customer and Online Services, which presented the performance scorecard for the Customer and Online Services for 2019/20.

Decision

The Committee noted:-

1. the Customer and Online Services performance information detailed in Appendix 1 of the report;
2. the arrangements set out in section 1 of the report, to fulfil the Council's obligation to comply with Audit Scotland's 2018 SPI Direction;
- 3./

3. the information regarding the Directorate's workforce profile; and
4. the Annual Workforce Report data for Customer and Online Services.

181. 2019/20 CAPITAL MONITORING

The Committee considered a joint report from the Executive Director, Finance and Corporate Services and the Executive Director, Communities, providing an update on the Capital Investment Plan and advising members of the provisional financial position for the 2019/20 financial year.

Decision

The Committee noted the current performance and activity across the 2019/20 Financial Monitoring as detailed in the report.

182. 2019/20 REVENUE MONITORING

The Committee considered a joint report by the Executive Director, Finance and Corporate Services and the Executive Director, Communities, providing members with an update on the provisional outturn position for the 2019/20 financial year for the areas within the scope of the Community and Housing Services Sub Committee.

Decision

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

183. DECISIONS TAKEN UNDER DELEGATED AUTHORITY

The Committee considered a report by the Head of Legal and Democratic Services, advising members of the decisions taken by officers, acting under delegated authority, within the remit of the Community and Housing Services Sub Committee.

Decision

The Committee noted the report.

184. COMMUNITY AND HOUSING SERVICES FORWARD WORK PROGRAMME

Decision

The Committee noted the work programme.

24th November, 2020
Agenda Item No. 5

Strategic Housing Investment Plan 2021 – 2026

Report by: John Mills, Head of Housing Services

Wards Affected: All

Purpose

This report is to seek authority for the submission of Fife's Strategic Housing Investment Plan (SHIP) 2021/22 – 2025/26 to the Scottish Government. The plan is revised and updated annually for a rolling 5-year period.

Recommendations

Members are asked to:

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

Resource Implications

The Council has already approved £114m of borrowing to support Phase 3 of the Affordable Housing Programme to 2022. Funding is dependent on meeting Housing Revenue Account Business Plan assumptions, especially around rent setting and rent collection.

The Fife Housing Association Alliance (FHAA) has access to private finance to assist in the delivery of the programme.

The Scottish Government has provided Resource Planning Assumptions on grant availability to 2021/22 and has advised that a similar assumption should be made years 2022/23 – 2025/26.

Legal & Risk Implications

Development risks and other constraints for projects have been assessed and considered in the prioritisation of projects.

Funding risks include the need to maintain the HRA Business Plan rent assumptions over the life of the SHIP and effective management of the consequences of Welfare Reform, particularly Universal Credit.

During October 2020, the Scottish Government announced £2.8 billion in Affordable Housing Investment over the period 2021-26 to support Local Authorities and Housing Associations to build new houses. The long-term impacts of the COVID-19 pandemic are yet to be quantified, but costs of construction increase, this will have an impact on the units to be delivered.

Policy & Impact Assessment

The general duties section of the Equalities Impact Assessment has been completed. No negative impacts have been identified and there will be some positive impacts as the new housing will be designed to ensure that people with physical and mobility difficulties will be able to access. The new housing will also be built to a high standard of energy efficiency in accordance with building regulations.

The summary EqlA form is attached to the report.

Consultation

Consultation has been carried out in respect of the SHIP with:

- Scottish Government,
- Fife Housing Association Alliance,
- Specific Needs Housing Team,
- Education Services,
- Economy, Planning & Employability Services,
- Property and Building Services,
- Financial Services,
- Scottish Water.

An open information session was not possible due to the COVID-19 social distancing requirements. A virtual workshop was carried out on Wednesday 18th November 2020, Fife Councillors, Fife Tenants Forum and Fife Federation of Tenants and Residents Associations were invited and sent a copy of the SHIP prior to the workshop.

1.0 Background

- 1.1 The SHIP, which is submitted annually, covers a 5-year period, in this case April 2021 to March 2026, and sets out how investment in affordable housing should be directed over the next 5 years to achieve the outcomes set out in the Local Housing Strategy (LHS).
- 1.2 Fife Council, FHAA & Fife Housing Group conduct a joint working exercise to ensure the successful planning and development of the SHIP each year.
- 1.3 Phase 3 of the Affordable Housing Programme (2017-22) was approved by the Council in December 2016 with committed initial funding of £40m from the HRA and set a target of 3,500 affordable homes across Fife. Further funding for phase 3 was approved by the Council in March 2019 which committed a total of £114m for Fife Council to provide 1,500 new affordable homes between 2017 and 2022. Fife Housing Association Alliance has committed to providing 2,000 new affordable

homes during the same period.

- 1.4 In view of the COVID impact on Local Authorities and Housing Associations, the draft SHIP is to be submitted to the Scottish Government by the 18th December 2020 revised deadline.

2.0 Delivery Outcomes of the SHIP

- 2.1 The SHIP is a bid proposal to the Scottish Government for funding through the Affordable Housing Supply Programme (AHSP). The SHIP includes an average over provision of 28% across the 5-year period in line with the Scottish Governments guidance and is to allow for projects slipping out of the programme. Members should note this means that projects listed in the SHIP are not at this stage guaranteed to go ahead.
- 2.2 The SHIP identifies 3,859 potential units between 2021 – 2026. Currently funding levels are suggested at £184.135m through the AHSP and £5.5 through Second Homes Council Tax (2HCT) monies totalling £189.635m for Fife. This level of funding currently suggests a delivery of 2,998 units through the AHSP and 2HCT.
- 2.3 It is considered that the proposed level of potential projects puts Fife in a strong position to ensure spend of its own allocation. It also prepares us to take advantage of any additional funding that may arise from elsewhere across the AHSP nationally if there is slippage of draw-down of housing subsidy by other Local Authorities.
- 2.4 Fife’s projects within the SHIP have the potential to deliver 3,859 affordable units over the 5-year SHIP period. This exceeds the need identified through the combined TAYplan and SESplan HNDAs by 889 units and it exceeds the proposed Affordable Housing Supply Target (AHST) by 2,179 units. A further 150 units are estimated to be delivered through Open Market Shared Equity, taking the potential total to 4,009 units between 2021/22 – 2025/26. Fife Council has the potential to deliver 1,914 properties through the proposed SHIP. This would require Scottish Government subsidy of around £109m which is in line with that currently identified / proposed.
- 2.5 The breakdown of delivery between different tenures and types of housing in the SHIP is shown in table 1 below:

Table 1: Tenure Breakdown of Units proposed in SHIP

	General Needs	Specific Needs*	Total
Social Rented (FC, FHAA & FHG)	2,425	945	3,553 (92% of total)
Mid-Market Rent (MMR)	260	46	306 (8% of total)
Total	2,685 (70% total)	991 (30% total)	3,859 (100%)

*This section includes all specific needs including wheelchair units

- 2.6 The SHIP demonstrates the council's commitment to provide 30% of the properties as Specific Needs (with 5% of the overall units as wheelchair housing) and most of the programme as social rented units, with 8% identified for mid-market rent. To maximise the grant levels, we will recommend a higher level of MMR of 13% in future programmes, as this also meets the needs identified in the Housing Need and Demand Assessment. MMR will be delivered by our Housing Association Partners.
- 2.7 Our strategic partnership agreement with the Fife Housing Association Alliance runs to 2022. The Council will continue to work with the members of the FHAA to deliver the housing association component of the SHIP during this period. These associations are currently reviewing their business plans to confirm their capacity to respond, in terms of both financial and development capacity, to the expected increase in the programme. The strategic partnership will be formally reviewed and potentially extended to 2025.

3.0 Conclusions

- 3.1 Fife's SHIP 2021/22 – 2025/26 sets out the investment priorities for affordable housing over a 5-year period to achieve the housing outcomes set within Fife's LHS and shows the possibility to deliver 3,859 units, thus ensuring that Fife has a robust delivery plan to meet housing needs in line with LHS priorities.

List of Appendices

1. Appendix 1 – Fife Strategic Housing Investment Plan 2021/22– 2025/26
2. Appendix 2 - Fife Strategic Housing Investment Plan Projects 2021/22 - 2025/26
(<https://online.fifedirect.org.uk/publications/index.cfm?fuseaction=publication.p&pubid=C4E804E8-155D-C010-11B69D7671B0434A>)
3. Appendix 3 – EqIA Summary Form

Report Contact

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Strategic Housing Investment Plan 2021/22 – 2025/26



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FOREWORD

I am pleased to present Fife Strategic Housing Investment Plan 2021/22 – 2025/26 on behalf of Fife Housing Partnership, the core purpose of which is to set out investment priorities in affordable housing to achieve the outcomes set out in the Local Housing Strategy (LHS).

The Strategic Housing Investment Plan (SHIP) reinforces the importance of Fife’s Local Housing Strategy priorities, outcomes and milestones and is the key document for targeting investment at a local level. As a plan it continues to evolve, to reflect the context in which we operate and contributes to the Fife Housing Partnership’s commitment to Affordable Housing development in Fife.

In the Plan, we focus on the delivery of Council Housing by Fife Council and Social Rented Housing by Fife Housing Association Alliance with some mixed tenure affordable housing to make the best use of available funding and meeting community need over the next 5 years.

In bringing forward this ambitious programme, we are demonstrating a strong partnership approach across Fife Council the Fife Housing Association Alliance, the Scottish Government and private developers. The strength of partnership working is that we are agile and flexible enough to make changes to the programme, should additional resources and related opportunity become available, whilst maintaining an absolute focus on delivery

I remain absolutely committed to meeting housing needs of people of Fife. The Strategic Housing Investment Plan details a mix of potential development projects, providing Fife with a realistic and practical plan to deliver against our investment priorities.

I thank all our partners for their continued commitment to this hugely ambitious programme. I am delighted to commend it to you.



Cllr Judy Hamilton

Chair of the Fife Housing Partnership

SECTION ONE: INTRODUCTION, PURPOSE AND SUMMARY

Introduction

- 1.1 Fife Housing Partnership (FHP) has developed the Strategic Housing Investment Plan (SHIP) for 2021/22 - 2025/26 to set out how investment in affordable housing should be directed to achieve the outcomes set out in the two-year Local Housing Strategy (LHS) 2020-2022. A revised LHS is expected to be put in place from 2022 which will inform future revisions of the SHIP.
- 1.2 The partnership has established a robust strategic planning framework through the LHS, 'Fifeplan' Local Development Plan and the SHIP, which directly support delivery of housing outcomes within the 'Plan for Fife' local outcome improvement plan.

Purpose

- 1.3 The SHIP is a working tool produced each year to support longer-term strategic planning. It provides a practical plan detailing how LHS investment priorities can be delivered, forms the basis for more detailed programme planning and provides a focus for partnership working. The SHIP is used by the Scottish Government to inform the allocation of resources from a national to a local level.

Summary

- 1.4 The combined TAYplan and SESplan Housing Needs and Demand Assessment (HNDA) concludes that there is a requirement for an additional affordable supply of 594 affordable homes per annum over 12 years – a total of 2,970 over the five-year period of the SHIP.
- 1.5 The 2021/22 – 2025/26 SHIP shows the potential to deliver 3,859 affordable homes equating to around 771 units per annum. A further 150 units are estimated through other Scottish Government affordable housing options, taking the total to 4,009 units, an average of around 801 units per annum.

SECTION TWO – STRATEGY AND CONSULTATION

Local Housing Strategy (LHS)

- 2.1 Fife’s Local Housing Strategy 2020-22 was approved by the Fife Housing Partnership on the 27th August 2020. A revised five-year Local Housing Strategy is expected to be in place by 2022, informed by updated housing need and demand assessments for the Edinburgh and Dundee city regions. A key role of the LHS will be to support recovery from the Covid-19 emergency, particularly to mitigate any increase in homelessness in Fife.
- 2.2 The high-level aim of the current LHS is ‘to provide housing choices for people in Fife’. Table 1 shows the eight leading housing priorities that have been agreed:

Table 1 – LHS Priorities

1. Prevention of homelessness	5. New housing supply
2. Access to housing	6. Private sector housing condition
3. Healthy heating and poverty	7. Place making and communities
4. Housing, health and social care	8. Home energy

- 2.3 The Fife Housing Partnership has carefully considered the priorities for affordable housing delivery by type and tenure. Prioritising investment is dependent upon on a range of factors including relative need, land availability and development constraints. The approach has evolved through close working between regional and local partners, particularly through strong relationships with the development sector. The priorities of the LHS are translated into the SHIP scoring matrix (see Appendix 1) which considers these factors.

Strategic links

- 2.4 The figure below indicates the relationship between the SHIP and key strategic planning frameworks such as the LHS, ‘FIFEplan’ Local Development Plan and the ten-year ‘Plan4Fife’ Local Outcome Improvement Plan agreed in 2017.



Plan4Fife

- 2.5 The Plan 4 Fife 2017-2027 through the 'Thriving Places' theme identifies the challenge of a rapidly changing population with around 20,000 new homes needed over ten years. In striving for fairness and improved equality, the plan sets out a commitment to deliver a 'Phase 3' affordable housing programme of 3,500 affordable homes by May 2022.

Development Plan

- 2.6 The FIFEplan was adopted in September 2017 to replace Fife's three Local Plans. It complements and supports the Plan for Fife in supporting the Council's aims of providing more high-quality affordable homes to build on the success of the programme to deliver 2,700 affordable homes from 2012 to 2017. The FIFEplan's 'Policy 2: Homes' shows how housing development, including affordable housing, will be supported into the future to meet strategic housing land requirements and to provide a continuous five-year housing land supply.

Consultation

- 2.7 The Fife Housing Partnership has delegated responsibility on behalf of Fife Council for progressing work to address housing need, demand and conditions across all tenures. The partnership has been operational since 2002, successfully delivering three Fife LHSs and now implementing the fourth two-year strategy for recovery from the Covid-19 emergency.
- 2.8 The range of interests represented within the partnership are Fife Council, NHS Fife, the Scottish Government, the Fife Housing Association Alliance, Scottish Association of Landlords, Fife Tenants' Forum and Scottish Land and Estates. The delivery groups supporting the partnership include representatives from statutory and third sector organisations.
- 2.9 Fife Council's Housing Services, the Scottish Government and the Fife Housing Association Alliance have co-ordinated affordable housing consultations on behalf of the Fife Housing Partnership and led in the development of the annual SHIP updates.

Equalities

- 2.10 An equalities impact assessment has been conducted to inform proposals in the SHIP and no negative impacts have been identified. The delivery of new housing is expected to deliver positive impacts for people with protected characteristics under the Equalities Act 2010, for example in providing specialist housing for older people or people with a physical disability.
- 2.11 Another positive impact will be that the affordability of the new housing provided will benefit people on low / limited incomes. This ties in with the Child Poverty (Scotland) Act 2017 Local Child Poverty Action Report which aims to reduce housing costs for families in Scotland. New housing will be targeted to reduce the number of children in situations of homelessness, offering stability and contributing to improved health, educational and social outcomes.

SECTION THREE: IDENTIFYING AND MEETING HOUSING NEED

Housing Need

- 3.1 Two separate housing need and demand assessments (HNDAs) were carried out to inform the current LHS and SHIP, both following the methodology set within Scottish Government guidance:
- TAYplan HNDA – assesses housing need and demand for North East Fife, Angus, Dundee and Perth and Kinross, this being concluded in February 2014 when the Scottish Government confirmed it a ‘robust and credible’ assessment. Work is underway to update the HNDA for the Dundee city region authorities by the end of 2021.
 - SESplan HNDA – assesses housing need and demand for Central and West Fife, Edinburgh, the Lothians and Scottish Borders, this being concluded in March 2015 when the Scottish Government confirmed it a ‘robust and credible’ assessment. Work is underway to update the HNDA for the Edinburgh city region authorities by the end of 2021.
- 3.2 The current HNDAs estimate total housing need through a count of the number of homeless households, concealed households, overcrowded households, households requiring adaptations, households requiring specialist forms of housing and households living in poor quality housing.
- 3.3 The methodology assumes that a proportion of those households will be able to afford to resolve their housing needs based on a comparison of local household incomes against housing costs. After netting off these households, a combined total of **19,361 households** in Fife were assessed as being in housing need through the HNDAs. These households will require some form of housing assistance, although not necessarily through the provision of a new home.
- 3.4 The TAYplan and SESplan authorities also calculated the amount of new housing required annually over 20 years based on scenarios for Fife’s households, economy and housing affordability. Figures are produced by category of affordable housing (social rented and below market rented housing) and market housing (private rented and market purchase). The combined HNDAs show a requirement for 1,146 homes in Fife per annum based on an assumption of steady economic improvement, a breakdown is shown in table 2 overleaf:

Table 2: Annual Housing Need and Demand 2018-2030

Affordable Housing

Area	Social Rented	Below Market Rent	Total
TAYplan	92	35	127
SESplan	376	91	467
Fife	468	126	594

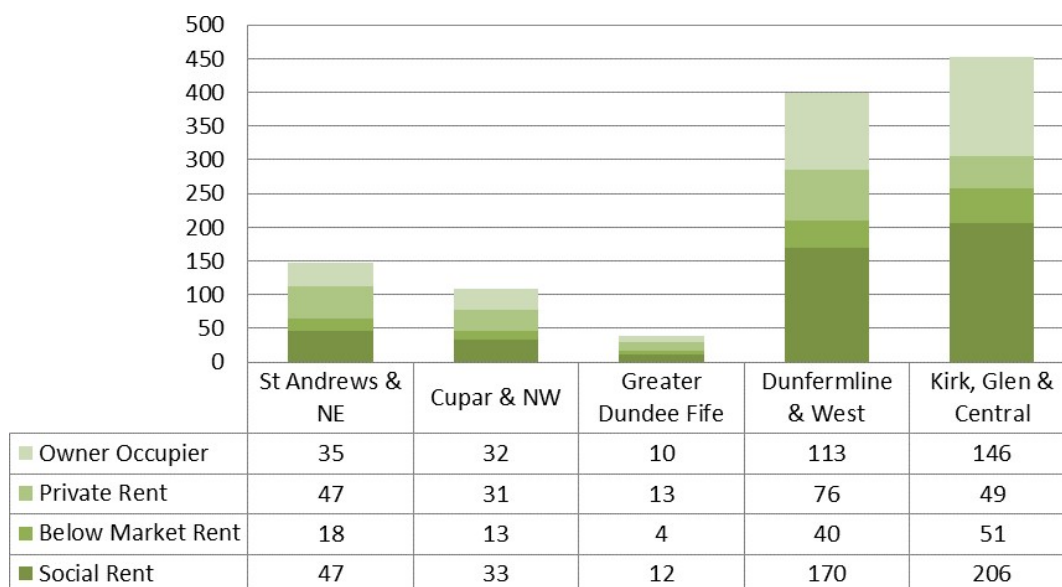
Market Housing

Area	Private Rented	Owner Occupied	Total
TAYplan	91	77	168
SESplan	125	259	384
Fife	216	336	552

Source: TAYplan HNSA (2014) and SESplan HNSA (2015) / Averaged across years

- 3.5 The scenarios for steady economic improvement will require to be retested through the updated HNDAs, particularly to consider the economic impacts of Covid-19. However, the current HNDAs assess a need for 594 affordable homes per annum from 2018-30 (468 social rented plus 126 Below Market Rented homes). The demand for market housing is assessed at 552 homes per annum from 2018-30. The combined total housing demand is assessed as 1,146 per annum.
- 3.6 The combined HNDAs thus indicate a requirement for 52% affordable / 48% market housing. This compares to a requirement of 32% affordable / 68% market housing shown in previous assessments, indicating an increasing need for affordable housing as a proportion of global housing need and demand.
- 3.7 The combined HNDAs show how the annual housing requirement is distributed by tenure across the four housing market areas (5 including greater Dundee) see table 3 overleaf:

Table 3: Annual Housing Requirement by HMA / Estimates from Combined HNDAs (2018-2030)

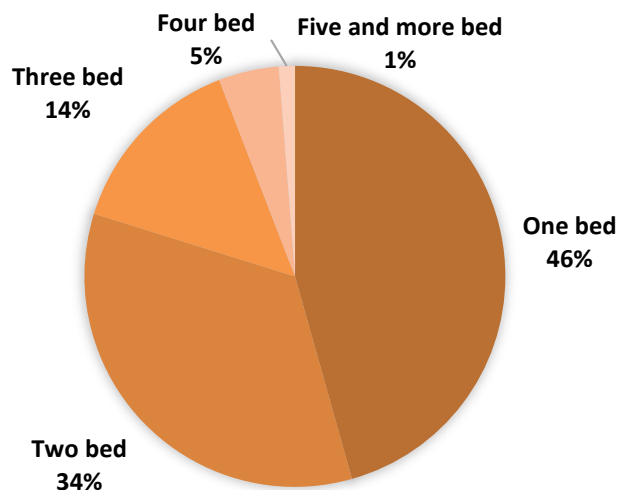


Source: TAYplan Housing Need and Demand Assessment (2014) and SESplan Housing Need and Demand Assessment (2015) / Based on assumptions of steady economic growth and including analysis for Fife's proportion of the Greater Dundee HMA

- The Kirkcaldy, Glenrothes & Central Fife HMA requires the highest number of new homes each year, this being 452 homes per annum or 39% of the overall requirement for Fife;
- The combined TAYplan HMAs (Cupar & North-West Fife, St Andrews & North-East Fife and Greater Dundee Fife) require 26% of Fife's overall annual housing requirement which is greater than the 20% of households located within area suggesting a higher-level of housing pressure within these areas;
- The Kirkcaldy, Glenrothes & Central Fife HMA requires the highest number of social rented homes at 206 (44%) social rented homes each year and the Dunfermline & West Fife HMA 170 (36%) social rented homes each year;
- Demand for additional private rented homes is highest in the Dunfermline & West Fife HMA (76 per annum), although pressure of demand is most acute in the St Andrews & North-East Fife HMA which requires 22% of all new private rented homes each year;
- While the Kirkcaldy, Glenrothes & Central Fife HMA and the Dunfermline & West Fife HMA demonstrate need for the highest number of below market rented homes each year, proportionally the combined TAYplan HMAs (Cupar & North-West Fife, St Andrews & North-East Fife and Greater Dundee Fife) require 27% of provision, compared to the 20% of households in area.

3.8 Household projections show that Fife’s average household size is reducing; the proportion of single adult and single parent households is increasing against a reducing proportion of family households containing three or more adults, or two or more adults with children. This has been resulting in a general requirement for smaller-sized homes, a trend identified within previous LHSs. This can be evidenced through the bedroom entitlement for applicants on the Fife Housing Register with around 80% of 12,166 households requiring one- or two-bedroom homes, table 4 below shows a breakdown of applicants:

Table 4 Fife Housing Register Applicants by Bedroom Entitlement



Source: Fife Housing Register 2020 / Applicants by bedroom entitlement

3.9 The continuing need for accessible housing shown through the HNDAs led to a revised target of 30% specific needs homes to be included in the LHS, for delivery through the SHIP and affordable housing programmes after 2017. This target will continue to be delivered through the Local Housing Strategy 2020-22.

Housing Supply Target

3.10 The outputs of the HNDAs do not automatically translate into housing supply targets as a broader range of factors are considered in determining the level of new housing required. The respective TAYplan and SESplan authorities in 2015 provided housing supply targets for 2018-30:

- The TAYplan authorities agreed a housing supply target of 295 homes per annum in the Cupar and NW and St Andrews and NE Housing Market Areas to fully meet the global HNDA outputs, 74 homes per annum (25%) being provided as affordable housing.

The SESplan authorities agreed a housing supply target of 868 homes per annum in the Glenrothes, Kirkcaldy and Central and Dunfermline and West Housing Market Areas, 262 homes per annum (30%) being provided as affordable housing.

- 3.11 A summary of the proposed affordable housing supply targets for Fife is shown in table 5 below. These targets will be reviewed following the update of the respective HNDAs for the Dundee and Edinburgh city regions:

Table 5: Affordable Housing Supply Targets / Per Annum 2018-30

	Proposed Affordable Housing Supply Target / Per Annum
TAYplan	74
SESplan	262
Total	336

Source: TAYplan and SESplan

Future Delivery

- 3.12 The LHS 2020-22 has outlined priorities for affordable housing tenure by Housing Market Area through the TAYplan and SESplan HNDAs, as detailed in section 3.7 above (approximately 87% social rent and 13% below market rent).
- 3.13 The high proportion of social rented properties currently reflected within the SHIP (see table 6 below) is indicative as every site will be subject to further design work and refinement. It may not always be possible to deliver the exact housing mix and tenure currently specified, until full consideration of project viability, land availability, funding, etc. has been given. The need identified in the Greater Dundee area has been incorporated within the St Andrews & NE area.

Table 6: Tenure Mix of Proposed AHSP Funded SHIP Developments

Housing Market Area	Social Rented Units		MMR Units		Total in HMA
	FC	RSL	FC	RSL	
Fife Wide	250	0	0	0	250
Kdy, Glenrothes & Central	654	505	0	91	1250
Dunfermline and West	570	677	0	126	1373
St Andrews & NE	290	357	0	54	701
Cupar & NW	150	100	0	35	285
Totals	1914	1639	0	306	3859

- 3.14 The projects selected for inclusion in the SHIP show what could be delivered in Fife over the next 5 years. Their inclusion is a result of the assessment of housing need within the area and consideration of the deliverability of the projects. There is an over provision of around 25% included to prepare for any slippage in the programme and to take advantage of any additional funding that may be available.
- 3.15 The LHS has identified a need for 87% social rented housing and 13% below market rent. The projects within the SHIP propose 92% for social rent and 8% for MMR, reflecting both the Scottish Government's and Fife Council's priority for social rented housing.
- 3.16 Whilst the projects within the SHIP provide a target for meeting housing need, further analysis is required to agree the exact housing mix for size and tenure. This will be based on information from the combined HNDAs, analysis of housing lists, and consultation with the Housing Associations, the Health & Social Care Partnership, the Specific Needs Team and other groups as appropriate, ensuring the best strategic and local solutions to Fife's housing needs.

Wheelchair Accessible Target

- 3.17 Fife Council's target is to achieve 30% specific needs housing through the SHIP, normally provided through amenity and wheelchair units, although this can also include larger family houses with a specific need catered for on the ground floor. It is estimated that the projects within the SHIP will provide 30% of the properties to meet specific needs. Fife Council has set an aspiration to build 5% of their new council homes as wheelchair properties and 5% as larger family homes with 4 or more bedrooms. It is recognised that compliance with these targets will not be possible on all projects, particularly where there is an environmental or viability issue.

Rapid Rehousing Transition Plan

- 3.18 Fife's first Rapid Rehousing Transition Plan (RRTP) was agreed in December 2018 in collaboration with a range of local partners across the Council, Health, RSLs and voluntary sector partners through the Housing Support and Homelessness Public Social Partnership. The Plan is housing led but is also embedded within Fife's Health and Social Care strategic planning framework.
- 3.19 The RRTP was positively evaluated by Scottish Government as the basis for positive transformational change affecting one of the largest homelessness populations and services across the country. The RRTP sets out a range of actions to improve outcomes for households that are homeless or potentially homeless with a view to establishing default rapid rehousing by;
- Increasing focus on prevention and early intervention.
 - Establishing Housing First in accordance with the national model and enabling Rapid Rehousing approaches for households in temporary accommodation.
 - Remodeling and re-configuring temporary accommodation to provide more supportive accommodation options and a re- distribution of options.
 - Enabling access to a wider range of housing and accommodation options based around more person-centered customer journeys.
 - Improving access to services as part of a no wrong door approach.

- Improving housing support and outreach services for the most vulnerable customers to promote tenancy sustainment across the sectors.
- 3.20 The Plan is based on promoting a rapid re-housing approach as a default position, however, improvements in services will rely on cross- government and sector commitment to;
- Long term investment in new affordable housing supply beyond 2021.
 - Improve standards, security and affordability within the private rented sector where this is an appropriate housing option.
 - Improve outcomes for households in all forms of poverty, exclusion and disadvantage.
 - Respond to the needs of those households adversely affected by welfare reform, economic austerity and other forms of financial hardship.
 - Close the gap for households with complex and challenging support and care needs that fall between housing support and wider statutory service provision.
- 3.21 Work to refresh the plan is commencing in 2020 due to national and local concerns around the impact of Covid-19 on levels of homelessness.

SECTION FOUR: PRIORITISING PROJECTS

- 4.1 The core purpose of the SHIP is to set out investment priorities in affordable housing provisions over a 5-year period to achieve the outcomes set out in the LHS.
- 4.2 Representatives from Housing Services and the Fife Housing Association Alliance reviewed the scoring matrix used for the previous SHIP. The scoring matrix reflects the priorities of the LHS 2020 – 2022. The Scottish Government has previously recognised that the on-going use of the scoring matrix has enhanced the SHIP process.
- 4.3 A summary of the full scoring matrix is provided in table 7. Appendix 1 provides a more detailed overview of the matrix.

Table 7: Scoring Matrix Overview

Item	Score Range
Housing Need	10-100
Development Timescales	10-160
Strategic Fit	10 – 50
Minimum to maximum points range	30-310

- 4.4 All the projects in the SHIP have been scored under this system and were given a HIGH or MEDIUM priority, depending on the scoring.
- 4.5 The ability to take advantage of any investment opportunities arising from slippage elsewhere is part of managing the programme. This has been successful in the past and provides some flexibility. It is important to note that the prioritisation reflects the current position of the status of projects for the SHIP. Projects will continue to be progressed and their priority will be reviewed on an ongoing basis.

SECTION FIVE: AVAILABLE RESOURCES

5.1 The optimal management of available resources is essential for maximising the delivery of affordable housing. The main funding resources and delivery mechanisms now available in Fife are as follows:

- Affordable Housing Supply Programme (AHSP)
- Second Homes Council Tax (2HCT)
- Affordable Housing Requirement – Private Developers
- Private finance through the Fife Housing Association Alliance (FHAA)
- Prudential borrowing through Fife Council
- Fife Council and Housing Association Land
- Housing Infrastructure Fund

Affordable Housing Supply Programme

5.2 The Scottish Government has confirmed that the latest known Resource Planning Assumption (£36.827) should be used as a basis for the SHIP which gives some level of certainty to Fife Council on the expected level of grant. (as per the More Homes Division Guidance note 2020/02) Further information on RPA levels post March 2021 will be provided as soon as they are known. The assumed RPAs are detailed in table 8 below;

Table 8: Resource Planning Assumptions

Year	RPA (£m)
2021/22	£36.827
2022/23	£36.827
2023/24	£36.827
2024/25	£36.827
2025/26	£36.827
Total	£184.135

5.3 The Scottish Government has recommended that a substantial over provision (at least 25%) should be planned on top of this to allow for additional capacity. This will be required to ensure the Council and partners can spend the base allocation and allow advantage to be taken of any additional funding should it become available. This SHIP provides an average over provision of 28% across the 5-year period.

5.4 The Council can claim a flat rate benchmark of £59,000 per unit, to qualify for this the homes must meet Section 7, Silver Level, of the 2011 Building Regulations in respect of Energy for Space Heating. The Council will also be looking to maximise grant subsidies and where applicable will seek to request above benchmark grant, this will usually

be on non-standard or specific needs projects. Full details on increased grant subsidy levels and project cost information will be included at tender approval stage of each individual project. The Council will be looking to request approximately £20,000 above the benchmark grant.

- 5.5 In addition, it is estimated that around 150 passports for Open Market Shared Equity (OMSE) will be delivered over the next 5 years.

Second Homes Council Tax (2HCT)

- 5.6 Funding received from 2HCT has been committed to affordable housing projects to further enhance Scottish Government funding programmes. Since this was introduced in 2005/06, £20.1m has been collected, with a further estimated £1.1m expected to be generated each year from 2020/21 – 2025/26. Much of this has been and will continue to be allocated to support affordable housing projects.
- 5.7 The use of 2HCT monies has assisted the affordable housing programme in allowing more projects to be developed and brought forward than would otherwise have been possible, limiting the need for Scottish Government grant, front funding and allowing future commitment by the Fife Housing Association Alliance.

Table 9 below shows what 2HCT has been collected and how it has contributed to the provision of affordable housing in Fife;

Table 9 – Second Homes Council Tax

	Tax Raised	Tax Spent	Units Assisted
Pre 2018/19	£17.498m	£13.147m	1,028
2018/19	£1.342m	£0.930m	109
2019/20	£1.289m	£0.900m	146

There is £5m 2HCT unspent and this will be carried on into future years, much of this has already been allocated to specific projects but cannot be drawn down fully until all Scottish Government grant has been claimed on the project. The SHIP Tables also assume a 2HCT contribution of £1.1m over the five-year timeframe totaling £5.5m. This allows AHSP monies to go further and therefore more projects to be included. In 2018, the Council decided to allocate future 2HCT to council social rented projects.

The estimated number of units that could be delivered based on the AHSP and 2HCT funding available is shown in table 10 overleaf:

Table 10: Units Deliverable through Funding Available

	Funding Available RPAs & 2HCT*	Benchmark Grant Per Unit**	Units Deliverable	% of total units
FC SR	£75.343	£59,000	1277	43%
RSL SR	£97.272	£72,000	1351	45%
MMR	£17.020	£46,000	370	12%***
Totals	£189.635	-	2998	100%

*Based on a proportionate split of the funding (60% – RSLs; 40% – FC)

**Based on 3-person equivalent for RSLs as detailed in the MHDG 2020/02

***Target of 13% used as per LHS identified need, ref 3.15

Affordable Housing Requirement – Private Developers

- 5.8 Developer Contributions are negotiated on Affordable Housing Policy sites where an on-site provision is not required / practical. These accumulated funds can be spent in the same Local Housing Strategy Area or Housing Market Area in which they are collected. Once agreed through the planning application process, the requirement for a commuted sum is set within the Section 75 Agreement. Fife Council can allocate funds once Developer Contributions are received.
- 5.9 Table 11 below shows what Commuted Sums have been collected and how they have contributed to the provision of affordable housing in Fife;

Table 11 – Commuted Sums

	Sums Raised	Sums Spent	Units Assisted
Pre 2018/19	£1.973m	£0.699m	461
2018/19	£0.044m	£0.009m	49
2019/20	£0.029m	£0.19m	109

There is £1.148m in Commuted Sums unspent and this will be carried on into future years. Most of this has been allocated to specific projects. Monies received through Developer Contributions will continue to be allocated and approved by Fife Council and the Scottish Government. Commuted sums are not included in funding assumptions due to not being able to predict how much may be available in future years.

- 5.10 The Affordable Housing Supplementary Planning Guidance requires that housing sites should contribute the relevant number of affordable units based on the local percentage and site threshold. In Fife, the preference and first priority is to provide social rented units in conjunction with a Registered Social Landlord or the Council. It continues to be recognised that engagement with the private sector to deliver affordable housing is necessary. Fife Council and the FHAA have successfully delivered projects with private developer partners

and discussions will continue with developers who hold sites in areas of housing need.

Private Finance through the Housing Associations

- 5.11 In 2019 Kingdom Housing Association, lead developer within the Fife Housing Association Alliance (FHAA), drew down the second and final tranche of a private placement fund of £85m. The private placement is in addition to other new funding for Kingdom HA. Fife Housing Group, a key partner alongside Ore Valley HA and Glen HA within the FHAA, has also secured a significant new level of private investment this year. Taking account of the Private Finance that can be secured by our other key partners including Local Authority and Scottish Government grant, this leverages well more than £200 million for the local economy through the FHAA.

Prudential Borrowing through Fife Council's Housing Revenue Account (HRA)

- 5.12 Fife Council has a total investment of £144m to commit to SHIP projects through the HRA budget. Along with a resource of £40m, an additional £74m was approved in the capital investment paper in March 2019. Sufficient funding is in place to deliver SHIP projects, despite the impacts of Covid-19.
- 5.13 A further review of the HRA Business Plan has been undertaken in 2020 to inform HRA budget discussions for 2022/22. This will include consideration of the proposed additional capital funding for the delivery of affordable housing which will be reported to Committee by March 2021.

Fife Council and Housing Association Land

- 5.14 Fife Council land has contributed greatly towards the delivery of new affordable housing in previous years, largely from the Housing Revenue Account and at Residual Land Value (RLV). This has helped substantially in the delivery of affordable housing. Fife Council continues to support the investment programme through the supply of sites both on the Housing Revenue Account and the Council's General Account. Housing Associations also maximise use of land in their ownership to deliver affordable housing. Many of the more deliverable sites have now been utilised for affordable housing but efforts continue to look for solutions to overcome any constraints.

Housing Infrastructure Fund

- 5.15 The Housing Infrastructure Fund loan offer was issued in March 2019 and provided a loan of £5.998m to the developer to fund infrastructure works to the Kingslaw Strategic Development Area in Kirkcaldy. The full loan amount has been drawn down against this project.

At present there are no other projects in Fife which has either sought or been approved for HIF funding.

SECTION SIX: REQUIRED RESOURCES / DELIVERY OUTCOMES

- 6.1 It is important that the SHIP provides a robust framework for prioritising projects so that the funding is utilised efficiently and in the areas of need.
- 6.2 Fife's projects within the SHIP have the potential to complete 3,859 affordable units over the 5-year SHIP period. This exceeds the need identified through the combined TAYplan and SESplan HNDAs by 889 units and it exceeds the proposed Affordable Housing Supply Target (AHST) by 2,179 units. A further 150 units are estimated to be delivered through OMSE, taking the potential total to 4,009 units between 2021/22 – 2025/26. The breakdown showing the grant required and units provided by both Fife Council and the FHAA is shown in table 12 & 13 below;

Table 12 – Breakdown of FC and FHAA SHIP Projects

Completion Year	FC Units	FHAA Units	Total Units
2021/22	126	337	463
2022/23	490	628	1118
2023/24	502	257	759
2024/25	461	382	843
2025/26	335	341	676
Totals	1914	1945	3859

Table 13 – Breakdown of FC & FHAA Grant Required

Year	FC Grant Required	FHAA Grant Required	Total Grant Required
2021/22	£23.056m	£29.662m	£52.718m
2022/23	£26.790m	£26.199m	£52.989m
2023/24	£22.338m	£24.416m	£46.754m
2024/25	£22.315m	£18.231m	£40.546m
2025/26	£15.384m	£27.477m	£42.861m
Totals	£109.883m	£125.985m	£235.868

- 6.3 It should also be noted that the SHIP contains an average 28% over-provision which prepares for any slippage that may occur. The final output is therefore likely to be less than the number of units proposed. The over-provision also allows any further investment to be utilised.
- 6.4 If we assume no more than the grant detailed in the RPAs will be available, it is estimated that Fife Council will require around £142m to provide the 1277* units (see table 8) which is £2m under the resource available of £144m through the HRA Business Plan. Should all 1914 Fife Council units within the SHIP tables be developed (therefore assuming grant is awarded for all projects), this would mean a cost of around £213m to Fife Council, £69m over that identified for new affordable housing through the HRA Business Plan. The FHAA Private Finance capacity, following the recent private placement funding secured by Kingdom Housing Association (ref s.5.11) is enough to deliver on all the FHAA projects in the SHIP.
- 6.5 Table 14 shows the anticipated shortfall in meeting the housing need identified through the combined HNDAs within the HMAs in Fife, based on what is deliverable through the SHIP through the Resource Planning Assumptions.

Table 14: Potential to Meet Housing Need through SHIP Projects

HMA	Need HNDA	To be delivered	Shortfall against HNDA**	% need met
Kirkcaldy, Glenrothes & Central	1285	1250	-35	97%
Dunfermline & West	1050	1371	+321	131%
St Andrews and NE	325	701	+376	216%
Cupar & NW	230	285	+55	124%

**These figures do not include the 250 Fife Wide units

- 6.6 The number of units potentially deliverable through the SHIP exceeds, in 3 of the 4 HMA's both the requirement based on housing need and the Affordable Housing Supply Target. Please note that the need identified in the Greater Dundee area has been incorporated within the St Andrews & NE area.

*Based on the average new build cost of **£170k per unit**.

SECTION SEVEN: LAND RESOURCES

Development Constraints

- 7.1 Sites listed in the SHIP have been assessed for priority. Some of the points allocated to each project reflect constraints and this is reflected in the relative scoring.
- 7.2 There are various development constraints that could affect new build delivery. These include:
- Planning issues
 - Availability of land
 - Education capacity issues
 - Drainage embargos
 - Unknown ground conditions
 - Title complications
 - Little control over private developer timescales on mixed tenure developments
- 7.3 The following services are consulted to identify and eliminate development constraints:
- Economy, Planning & Employability Services
 - Assets, Transportation & Environment Services
 - Housing Services
 - Legal Services
 - Education Services
 - Scottish Water
 - Fife Housing Association Alliance
- Consultation also takes place with Parks, Streets and Open Spaces Services to highlight green space requirements.
 - The Affordable Housing Board, charged with delivering the Council's Affordable Housing target, is aware of the shortfall in capacity for school places and GP practices. The board is tied into work to develop capacity through Health & Social Care and City Deal.
 - There is no commuted sum requirement from Education Services on affordable housing developments provided by Housing Associations and Fife Council. As these payments are not eligible for grant funding there is no facility to provide any commuted sums toward education provision. However, where a proposed development would create a critical infrastructure capacity issue, particularly in terms of the primary school estate, contributions may still be required.

Other Public Sector Land

7.4 The Fife Housing Partnership continues to be interested in opportunities to deliver housing on surplus land owned by other public sector agencies such as:

- National Health Service,
- Ministry of Defence,
- Scottish Enterprise Fife
- Forestry Commission.

Open Market Land Sales

7.5 In keeping with the Fairer Fife Plan, the Council is continuing to undertake a systematic examination of the 7 administrative areas, looking for potential land. Fife Council has appointed dedicated member of staff to identify Council owned land and investigate the potential for this to be developed as affordable housing.

7.6 Fife Council and the Housing Associations are continually seeking discussions with private developers and landowners regarding the development of their sites for affordable housing.

SECTION EIGHT: DELIVERY VEHICLES

Developer Arrangements

- 8.1 The Council will continue to work with the members of the Fife Housing Association Alliance (FHAA), comprising of Kingdom, Glen, Ore Valley Housing Associations and the Fife Housing Group (FHG) to deliver the housing association component of the SHIP. Following a review of their business plans, to determine their capacity to respond in both financial and development capacity, the Council recently signed a preferred developer agreement with FHAA for the delivery of 2000 units within the Council's 3500 affordable homes target. Flexibility remains with this arrangement, if issues arise in delivery by the FHAA this will be kept under review through regular programme meetings.
- 8.2 As such, all the Housing Association projects within this SHIP are promoted by FHAA partners which brings the following benefits:
- Access to a demonstrated track record in affordable housing development experience, ensuring projects are delivered on time and within budget
 - Knowledge transfer and sharing between the participating organisations
 - Access to a streamlined developed process, procedures and standards, optimising delivery
 - The potential to further develop the partnership arrangements through joint working and joint projects
 - Achieving wider benefits through training and apprenticeships.

Contracting with Private Developers

- 8.3 Due mainly to scarce land resources, it continues to be recognised that engagement with the private sector to deliver affordable housing is necessary. Fife Council and the FHAA have successfully delivered projects with private developer partners and discussions are continuing with developers who hold sites in areas of housing need for both 100% Affordable Housing & Affordable Housing Policy / Section 75 sites.

Development Opportunities

- 8.4 Following on from the impact of the COVID-19 pandemic, Ministers and Scottish Government Officials held discussions with construction sector representative bodies around possible routes for the government to support house builders during this time. As such member organisations were advised to contact the More Homes Division to discuss potential sales of land or homes (partially completed or completed) to local authorities or RSL's. In Fife 2 such opportunities were put forward, before progressing the Council and RSL needed to consider:
- If the opportunity was in the right place and of the right type to be considered a priority for the ASHP
 - To establish, looking at other current opportunities, if they take

- priority over current proposed projects
- Whether Fife Council or RSL wish to explore the opportunity in more detail.

Kingdom have successfully completed the 'off the shelf' purchase of the 4 units from a private developer in Markinch, these are MMR units and have now allocated.

Fife Council remains in negotiations with the developer regarding the development opportunity that was brought forward.

Open Market Transactions

- 8.5 Fife Council successfully achieved its target of acquiring 25 properties from the open market in 2019/2020. Fife Council intends to enhance its current investment in the acquisition of privately-owned properties to bring them into social rented use, the number being acquired increased from 25 to 50 per year.

It is Fife Councils intention to increase this number even further, potentially to 100 per year over the term of this SHIP, pending committee approval.

This intention is closely linked to the Fife Rapid Rehousing Transition Plan to increase the flow of statutory homeless households from temporary to permanent accommodation.

Fife Council have also expanded this project to benefit tenants who are overcrowded / under-occupying properties.

SECTION NINE: CONCLUSIONS

Conclusions

- 9.1 The SHIP sets out the investment priorities for affordable housing over the next 5 years (2021/22 – 2025/26) and how it will achieve the outcomes set out in the LHS and meet the demand as identified in the HNDA. The SHIP details projects which have the potential to deliver 3,859 units throughout the 5-year period which would meet a range of identified housing needs. In addition to this, there are a further 150 (OMSE) units out with the AHSP expected to be delivered within this timescale.
- 9.2 Prioritisation of projects has been carried out to ensure the resources are carefully allocated and details of the scoring methodology are provided along with details of current project priorities. This provides a snapshot in time which will be subject to change as projects are developed. The over provision detailed within the programme has been provided to take account of potential slippage from the proposed programme. It also prepares us to take advantage of any additional funding opportunities that may arise from elsewhere across the AHSP Nationally.
- 9.3 The Council and the housing associations, alongside private developers will continue to work within the current funding environment and deliver units in a more innovative way while still seeking to meet the spectrum of housing needs. This will be based on what is deliverable for organisations.

SECTION TEN: CONTACT

If you require further information about the SHIP, please contact:

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Appendix 1 - SHIP Scoring Matrix

OVERVIEW

The scoring and prioritisation will be completed by Housing Services for all projects in the SHIP. This will be done in consultation with the Fife Housing Association Alliance, LHS Priority 4 Group and Housing Plus Project Board. The scoring matrix is based on the following;

Scoring Matrix Overview

Item	Score Range
Housing Need	10 - 100
Development Deliverability	10 –160
Strategic Fit	10 - 50
Minimum to maximum points range	30 - 310

The priorities in the SHIP are expected to change to reflect updated scores when projects circumstances change. For example, the development status may increase from 10 to 70 points once a planning application has received approval. The scores and priority of projects will be reviewed on an ongoing basis.

HOUSING NEED

The Housing Need points are separated into 2 categories.

Firstly, housing need points are awarded based on the annual affordable housing requirement across the 5 Housing Market Areas, as identified through the combined HNDAs (2018-2030)

Housing Market Area Need

HMA	Annual Aff Hsg Need	Points
Kirkcaldy, Glenrothes & Central	257	50
Dunfermline & West	210	40
St Andrews & North East	65	30
Cupar & North West	46	20
Greater Dundee	16	10
Fife Total	594	

Secondly, housing need points are awarded based on Fife’s Housing Needs and Demands Assessment (HNDA), ranked on numerical need in the 10 LHS areas to reflect higher points where there is higher need.

LHS Area 10 Year Need (2017-2027)

LHS Area	% of need met	Points
1. St Andrews	2%	50
2. Glenrothes	17%	45
2. Dunfermline & Coast	17%	45
2. Kirkcaldy	17%	45
5. Largo & East Neuk	18%	30
6. Cowdenbeath	22%	25
6. Levenmouth	22%	25
8. Cupar & Howe of Fife	24%	15
9. Tay Coast	25%	10
10. West Fife Villages	80%	0

DEVELOPMENT DELIVERABILITY

The emphasis on deliverability needs to be strong and the Programme must contain sites that can be delivered within required timescales. The Development Deliverability points are separated into 2 categories.

Firstly, points are awarded based on the current development status of a project in terms of land ownership and progress through the planning system to reflect the deliverability of a project. Points under this category are awarded when each stage has been met.

Land Ownership and Planning Progress

Development Status	Points
Land Acquired	50
Planning Permission Granted (Full)	30
Delivery Timescale Agreed through Section 75 Agreements (Affordable Housing Policy sites)	10
Minimum to maximum points range	10 to 90

Secondly, each project is allocated a RAG status in terms of development deliverability. Further details on each category are detailed in the following table:

RAG Categories

Category	Reason	Points
Green	Confidence the project can proceed within required timescale as indicated in the SHIP (planning permission granted & no significant issues)	70
Amber	Confidence the project will start, but there is some risk it may develop later than planned, or that unknown costs may jeopardise its development as planned in the required timescale as indicated in the SHIP (no planning permission & no significant issues)	30
Red	Several factors cause more than 50% uncertainty over the project being delivered within the required timescale as indicated in the SHIP (no planning permission and significant issues)	10

STRATEGIC FIT

Points are awarded to projects that have been prioritised as having a strategic importance by the Council e.g. project contributes to town centre regeneration, projects forms part of care village approach, site is a prominent landmark; project is part of a Strategic Development Area; project is located within a Housing Regeneration or Estate Management Area

Wider Council Objectives

Strategic Importance	Points
Projects with wider council objectives	20

Points are awarded where a project meets additional Local Housing Strategy priorities as well as meeting identified housing need. Examples include specialist projects that meet strategic needs and address specialist equality issues such as hospital re-provisioning, new homeless centre and refuge accommodation. These points are awarded by the SHIP working group based on the LHS Priority 4 Group and Housing Plus Project Board or RRTP Programme Board of projects based on a low, medium or high priority.

Equalities Priorities

Development Status	Reason	Points
High	There is an urgent need for this project to meet identified high priority specialist needs because a high demand for clients has been identified.	30
Medium	The project would be of benefit in meeting specialist needs and is a medium priority because some clients need has been identified.	20
Low	The project would be of benefit in meeting specialist needs, but this is a low priority because no client need has been identified	10

Equality Impact Assessment Summary Report

<p>Which Committee report does this IA relate to (specify meeting date)? Strategic Housing investment Plan 2021/22 – 2025/26 Communities & Housing Committee Tuesday 24th November 2020</p>
<p>What are the main impacts on equality? There are no negative impacts on equality. There will be access to new Affordable Housing and subsequent Housing from chain of lets for those with protected characteristics.</p>
<p>In relation to a strategic decision, how will inequalities of outcome caused by economic disadvantage be reduced?</p>
<p>What are the main recommendations to enhance or mitigate the impacts identified? The main recommendation is to ensure the appropriate mix of housing for those in need is included in new build developments and that these are allocated appropriately.</p>
<p>If there are no equality impacts on any of the protected characteristics, please explain. There will be access to new Affordable Housing and subsequent Housing from chain of lets for those with protected characteristics</p>
<p>Further information is available from: Name / position / contact details: Craig Brown Lead Officer Affordable Housing & Regeneration Tel: 03451 55 55 55 ext 490116 Email: Craig.Brown@fife.gov.uk</p>

Rapid Rehousing Transition Plan (RRTP) 2020/21 Update & Priorities for 2021/22

Report by: John Mills, Head of Housing Services

Wards Affected: All

Purpose

This report provides Members with a progress update in taking forward the Fife RRTP. The report highlights the funding position for RRTPs and seeks approval to continue to develop the strategic programme and the specific projects agreed through the RRTP Project Board. The report also highlights specific measures taken to anticipate and respond to the significant housing and homelessness challenges presented by the Covid-19 pandemic and relates this to the transformational change programme to support homelessness service provision in Fife.

Recommendation(s)

It is recommended that Committee:

- Consider and agree the RRTP Priorities for 2021/22 as outlined in Section 3 of this report.

Resource Implications

Scottish Government has made resources available to support the development of RRTPs and this was announced in-year and paid through the General Revenue Grant (GRG) mechanism. This money is intended to assist local authorities transform homelessness services, but most Councils have found it difficult to commission new services in the first year of 2019/20. Homelessness Services are also supported by additional national funding to support the operation of temporary accommodation services.

Legal & Risk Implications

The implementation of the actions contained within the report are currently under scrutiny by the Scottish Housing Regulator as part of Fife's Engagement Plan. Actions to implement rapid rehousing will have the support of the Scottish Government. Changes to accelerate housing allocation or apply flexibility within allocations practice may be subject of legal challenge although the risk is considered to be low.

Impact Assessment

An EqIA was completed as part of the RRTP development process and continues to be relevant as the actions have a positive impact in the context of the Fairer Fife recommendations and Plan for Fife Ambitions.

Consultation

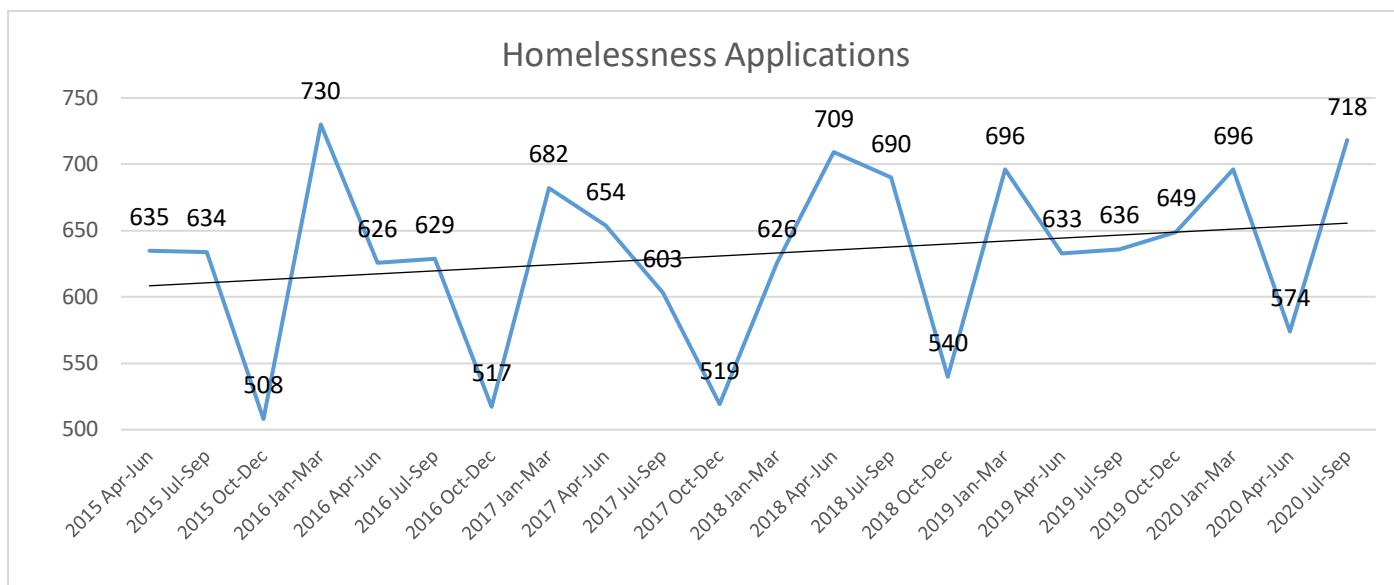
There are no specific consultation requirements arising directly from this Report as this does not constitute a change to the Council's Housing Allocations or Homelessness Policies.

1.0 Background

- 1.1 The Community and Housing Services Committee approved Fife's Rapid Rehousing Transition Plan in February 2019. This has subsequently been evaluated and up-dated in consultation with Scottish Government and given a positive status. The RRTP set out the resource requirement to achieve transformational change over an initial 5-year period and provided an action plan outlining the requirement to re-design resources, services and processes.
- 1.2 Following discussions between Scottish Government and CoSLA, Fife was allocated £524,000 for 2019/20 based on a formulaic approach to funding distribution and, for most local authorities, it did not match RRTP resourcing requirements. Following a period of review, in September 2019, Fife's RRTP Programme Board agreed the development of 5 specific projects as tests of change. The funding position for 2020/21 is a further £536,000. Proposals were made to the RRTP Programme Board in September 2020 to recommend and endorse the use of this resource. The delay was to allow for a period of reflection on the emergency changes implemented to respond to the Covid-19 outbreak.
- 1.3 Before submitting the RRTP, Fife's housing access and homelessness partnerships had initiated a programme of change focussed on homelessness prevention. The programme of change to achieve '*rapid rehousing by default*' is significant and extends beyond RRTP Projects to achieve the transformation required.

2.0 Issues and Options

- 2.1 In 2018/19, Fife reported a 10% increase in annual homelessness presentations and material changes within annual trends which has placed particular pressures on homelessness services. The quarterly profile is set out below to demonstrate the pressure on finite statutory services:



The increase in homelessness is affected by a range of factors which include changes within the housing system and a general lack of supply, but also wider systemic changes around welfare reform, economic environment and a range of health and social care issues. An internal research report predicts a potential 50% increase in annual homelessness presentations due to Covid-19.

2.2 The increase in demand is creating a 'backlog of need' with around 1,400 households awaiting a permanent home in February, 2020 and around 200 households waiting for over a year. With the impact of 6 months of Covid-19 there is now over 1,600 households awaiting a permanent allocation at the end of September 2020.

Prior to the outbreak of Covid-19, measures were being taken to respond to increasing demand by increasing temporary accommodation and improving outcomes through a partnership response to housing allocations and other support services. The declaration of 'lockdown' conditions on the 23rd March 2020 was expected to have a disproportionate impact on people who are homeless or potentially homeless and a number of measures were taken to provide support to vulnerable households:

- The assembly of a bank of 'Covid-19' temporary accommodation resources. These include Fife Council and FHR Partner properties, as well as private sector resources.
- The creation of 6 additional refuges managed by Woman's Aid
- Extended use of temporary accommodation to support vulnerable households
- Suspension of the Housing Allocations Policy in compliance with Government directives around movement managed by an interim team
- Re-configuration of homelessness assessment, temporary accommodation management and housing support services to business-critical service provision
- Enhancing support to enable movement and set up new homes
- Maintaining vital support services provided through Fife's PSP arrangements.

These changes were not specifically planned or programmed as part of the RRTP transformation programme but provides confirmation of the ability to reconfigure and redevelop services quickly which will provide a platform to take the RRTP forward in 2020/21.

There is no doubt that lockdown had a significant and damaging impact on the operation of housing operations and, particularly, the housing access system creating a loss of opportunity for many. This service response has now moved onto a focus on recovery and renewal of services. On the 16th September, the Housing Access Recovery Plan was agreed and this re-focussed housing allocations activity to implement a transfer led approach. This aims to increase turnover and create more housing opportunities for tenants in need with the resultant vacancies being directed to meet the needs of applicants in the statutory and other priority needs groups. This approach will be implemented until the 31st March, 2021 to support access systems recovery and make the best use of housing stock available.

3.0 Homelessness Strategic Programme – RRTP Update

3.1 While the priority is to continue to meet statutory duties and improve outcomes for homeless households, work will continue to deliver the transformational change actions set out within the RRTP. In 2019/20 progress has been made in delivering the RRTP which has meant that;

- A Project Manager and two Housing Professionals have been employed to drive RRTP priorities across the Service and Partnerships. Other staffing resources have also been re-focussed to support change.
- 24 scatter flats will have been converted to permanent tenancies to reduce transitions for homeless households between April 2020 and September 2020
- 371 starter / tenancy sustainment packs have been provided to homeless households moving into new tenancies to improve the transition from temporary accommodation and make new tenancies more sustainable
- 55 starter / tenancy sustainment packs or removal arrangements have been provided to tenants moving into new tenancies throughout the lockdown period to help households transfer to new properties and generate turnover available for vulnerable households

The RRTP Programme Board are mindful that the approval of the RRTP in February 2019 was subject to the requirement for specific Committee approval for any changes to Council Policy. This includes the implementation of specific approaches, particularly interventions in the private rented sector, and housing with support approaches including Housing First. The RRTP Programme Board are therefore recommending a series of priority projects with an early focus on establishing 'Test of Changes' to;

- Introduce an innovative approach to improve access to, and prevent homelessness from, the Private Rented Sector
- Provide a small number of Housing First Tenancies in partnership with one of the Housing First National Framework providers, the Health and Social Care Partnership and local partners.

- Reconfigure temporary accommodation enabling households to remain (in appropriate circumstances) by converting temporary accommodation to secure tenancies.
- Increase the range and scope of preventative, early intervention services and improve homelessness / housing options case management
- Enable the development of different models of supported temporary accommodation
- Improve throughflow from temporary accommodation and implement other options to provide practical assistance to households in need through the FHR Partnership
- Create a fund to generate and support innovation and new collaborative prevention services
- Working with specialist partners to increase the focus on Homelessness Prevention through Franklin Covey's Sprint Approach with the view to implementing a full 4DX as part of the Council's Reform Agenda.

3.2 In addition to RRTP Funding, the Housing Support and Homelessness Public Social Partnership (PSP) has created a Transformation Fund to enable the consortium to focus on strategic investment priorities. The PSP Governance Group have agreed to;

- commission a new Assertive Outreach Service, linked to a different model of temporary accommodation, to focus on homelessness households that experience repeat / revolving door homelessness
- develop an academy approach to develop a robust approach to Trauma Informed Practice across the PSP and partnership services

Further development of the PSP contribution and approach will be linked to a formal review of the PSP which will complete in November 2020. In advance of the Review, it was evident there are areas of the RRTP that would benefit from commissioning services with an established track record of delivering specialist services, specifically Housing First services. The RRTP Programme Board met on 9th March, 2020 and approved an approach to commission external services with a view to growing capacity within PSP Partners throughout the duration of the Plan. Officers have been working within the Housing First Connect Programme and learning from experience of the Pathfinder authorities to identify potential providers and procurement work is ongoing at this time. Officers are now working with Rock Trust, to procure an established Housing First approach for youths, initially piloted in partnership a West Lothian RSL with a proven track record of 87% tenancy sustainment.

4.0 Conclusions

4.1 There are strong indications that, prior to the pandemic, outcomes for homeless families were improving. This is positive given the current homelessness environment and the range of pressures on homelessness services and temporary accommodation specifically. The report shows that the focus on the development of the RRTP throughout the last six months has created an environment to support change, and projects are progressing to improve outcomes for those that are homeless and potentially homeless. The establishment of crisis management conditions necessitated rapid mobilisation and re-construction of services to protect vulnerable people, demonstrating Fife's ability to anticipate and respond swiftly to an emerging situation and this momentum needs to be maintained to support the strategic agenda.

John Mills
Head of Housing Services

List of Appendices

None

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24th November, 2020

Agenda Item No. 7

Enhancing Tower Block Concierge Services

Report by: John Mills, Head of Housing Services

Wards Affected: All

Purpose

This report provides members with an update of the progress made since Committee approval in February 2019 to enhance the current concierge services across Tower Blocks in Fife, following the Grenfell tragedy in London in June 2017.

A separate Members' Briefing is currently being produced following the publication of Part 1 of the Grenfell Enquiry and next steps, as well as an update on the work of our Tower Block Review Group. The Briefing will be circulated by December 2020.

Recommendation(s)

Members are asked to:

1. Approve the proposed Delivery Model as outlined in Sections 2 and 3 of this report.
2. Note the revised timescales for delivery of the enhanced concierge service.

Resource Implications

To support the delivery of the preferred In-House delivery model, Housing Services, HR and Trade Union colleagues have for some months been in discussion about the need for an integrated job profile for Concierge and Caretaking staff. A formal proposal is being made to the Joint-Trade Union Secretary by March 2021. To support the revised service, the HRA will invest an additional £480,000 subject to agreement as part of the proposed HRA Budget 2021/22 at the Full Council budget meeting on 25th February 2021.

Legal & Risk Implications

There are no legal implications arising from this report. An initial safety risk assessment was completed on the option to enhance concierge services to Tower Blocks is positive in lowering specific risk from unauthorised entry to the Tower Blocks.

Impact Assessment

An EqlA Checklist is not required because the report does not propose a change or revision to existing policy

Consultation

There has been consultation with the Council's Tower Block Review Group, Tower Block Tenant and Residents Associations (TRA's) and Fife Tenants' Forum to move forward with implementations of the concierge service in 2021/2022. There is a commitment to ongoing discussion as we work through the detail of the implementation of the Delivery Model in 2021.

1.0 Background

- 1.1 The Council gave commitment in the aftermath of the Grenfell tragedy to examine and bring forward options to enhance the current management standard applied to the Council's 12 Tower Blocks.

Option 1 of the Enhancing Tower Block Concierge Services report was approved by Committee in February 2019 to implement an overnight concierge service in high-rise blocks between 8pm – 8am, Monday to Sunday. The Committee also agreed that subject to consultation with tenants and residents, that this service should be delivered in-house by Fife Council.

- 1.2 In order to facilitate this option, Housing Services was asked to:

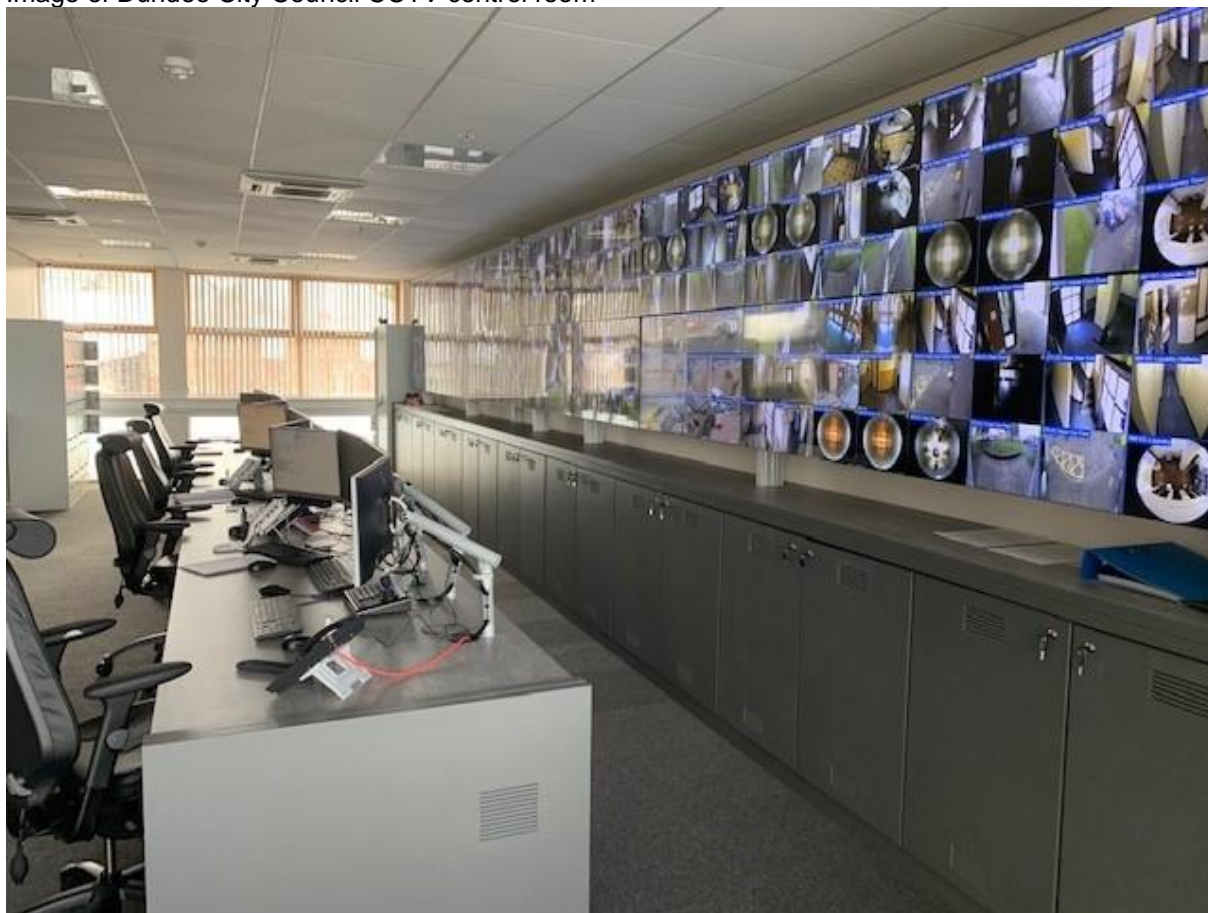
- TUPE existing contractor staff at Broomhead Drive, Dunfermline over to Housing Services
- Increase staffing levels to a minimum of 15 FTE's at an approximate cost of £470,160
- Examine an option for the provision of a Tenants Lounge at Ravenscraig, Kirkcaldy.
- Take two properties out of management to create appropriate caretakers' offices at Forth View and Park View
- Install IT equipment at Ravenscraig, Forth View and Park View
- Upgrade CCTV to mobile connected CCTV, allowing remote access across sites

2.0 Progress and Proposed Delivery Model

- 2.1 Consultation has taken place with other Local Housing Providers to look at examples of good practice in concierge services. Throughout this consultation, it was identified that there would be value of incorporating the caretaking staff into scope of this review and future proofing the service through the development of a CCTV control room approach to concierge services.

- 2.2 A full review is being undertaken of the Caretaker and Concierge Service as part of the Housing Services commitment to improve estate management services and create a consistent Fife Wide approach. Removing the need for external service providers at Broomhead to create a single Fife Council staff group and development of generic role profiles to enhance the quality of service within tower blocks, and the surrounding environment are central to this approach
- 2.3 The installation of an integrated security software management system of CCTV cameras, and a 24/7 safety and alarm control room will further increase the safety of tenants/owners in all the high-rise blocks. This will be monitored from a single location in Halbeath. The control room will be a single point of contact for all tower block residents supported by staff patrols throughout the day and night. The control room will be based on a similar model in operation at Dundee City Council.

Image of Dundee City Council CCTV control room



- 2.4 CCTV and door entry systems will be installed in all blocks and can be monitored from the control room which will provide an enhanced service to tenants. Whilst the current systems within Swan Court and Memorial Court in Methil record the traffic of who is coming in and out of the block, the systems within Forth View, Kirkcaldy and Ravenscraig, Kirkcaldy only store how many people are within the block
- 2.5 IPCCTV kit has been procured which will provide the increased level of functionality to deliver secure monitoring arrangements and door entry controls. Ravenscraig will act as a test site for this with roll out to other blocks thereafter.

- 2.6 By developing the control room there will be no requirement to remove two properties from management to create appropriate caretaker's offices at Forth View and Park View, Kirkcaldy.

3.0 Future Development

- 3.1 From the initial proposal it was recognised that there would be a lack of management and supervision overnight for the concierge staff and therefore it is proposed that a Lead Officer and Senior Concierge will be employed to mitigate this. The associated costs will be met within the agreed budget. In addition, the Service, working with HR and Trade Unions colleagues will complete a managing change exercise with the current Safer Communities Lead Officers to ensure that contingency and resilience is provided to cover holidays and sickness.
- 3.2 Engagement has taken place and letters have been sent to all caretaking and concierge staff members, however further consultation will take place with staff and trade unions regarding proposed changes through a formal managing change exercise. The Senior Concierge and Lead Officer posts will create opportunities for staff career progression.
- 3.3 Engagement with tenants and residents has been impacted by public health issues with traditional consultation methods not being possible. There has been written consultation undertaken and online discussions with Fife Tenants Forum. Additional consultation will be ongoing throughout this process as opportunity allows.
- 3.4 Halbeath Depot has been identified as a suitable location for the CCTV control room and the co-location of Safer Communities and Caretaking and Concierge staff will improve working relationships and enhance the management of estates.
- 3.5 The provision of a CCTV control room will allow for potential future development of other Council Services being able to utilise a central facility by making better use of the security technologies already in place thus giving a more strategic, integrated and Fife wide response.
- 3.6 Activity and progress is being monitored through a multi-disciplinary project board of Officers which provides governance around risk management and delivery of the various components of the required work. Timescales are monitored through the project board and provisional dates of mid 2021 are projected for full implementation.

4.0 Conclusions

- 4.1 Initial proposals agreed at committee in February 2019 have been developed to further improve safety of tower blocks and quality of service to tenants and residents. The revised delivery model has changed from being a static physical presence in tower blocks to a more dynamic solution based around the use of CCTV. This will improve the value of the resource commitment and ensure a consistent high-quality service across all tower blocks whilst providing a framework for future improvements through technology

- 4.2 Delays to implementation have been inevitable due to public health issues and associated supplier availability. However, progress has been made through identification of improved CCTV solution, identification and development of a preferred site for a CCTV control room and progress towards a single Fife Council staff group being made to date

John Mills
Head of Housing Services

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24th November 2020

Agenda Item No. 8

Free School Meals – October 2020 to April 2021

Report by: Michael Enston, Executive Director (Communities)

Wards Affected: All Fife wards

Purpose

This report proposes that Fife Council make direct cash payments to children registered for benefits-related Free School Meals during school holiday periods and during term time for children registered for benefits-related Free School Meals who are unable to attend school due to the coronavirus (COVID-19) between October 2020 and April 2021.

Recommendation(s)

The Committee is asked to:-

1. note the funding allocation from Scottish Government and the proposal for direct cash payments; and
2. approve the use of direct cash payments during term time to support children who are unable to attend school due to isolation.

Resource Implications

Local authorities will receive £6.95m from through the Scottish Government to continue to provide free school meals and to tackle food insecurity through the winter breaks, with future funding of £3.05m confirmed to extend support over Easter. Fife's allocation is still to be confirmed. Local authorities will also be given flexibility to use £20m to support people in their communities. Fife's allocation is £1.355m.

Legal & Risk Implications

There are no direct legal implications arising from this report.

Impact Assessment

An EqIA has not been completed.

There has been continuing dialogue with community food providers in shaping and coordinating the response to food insecurity during the pandemic.

1.0 Background

- 1.1 Since the beginning of the crisis, Fife Council has worked quickly to ensure food is available for vulnerable communities. Part of this was delivering a direct cash payment of £11.50 per child per week to parents/guardians of children who are registered for benefits-related Free School Meals. This was then extended by the Council to cover the Summer holidays and provided approximately 11,400 families with financial support to help feed their children. With the schools returning in August, the payment has stopped, and Free School Meals are now available again in schools.
- 1.2 On 20 October 2020, the Scottish Government announced a further £30 million package of funding to local authorities to support people facing financial hardship as a result of coronavirus (COVID-19). As well as specific provision for free school meal payments, councils will also be given flexibility to use £20m, previously held in reserve for the Scottish Welfare Fund, to support people.
- 1.3 In terms of the funding for free school meals, we won't know Fife's allocation until the grant letter confirming allocations is received. From the £20m for supporting people in our communities, we have confirmation that Fife will receive £1.355m funding allocation.
- 1.4 In addition to holiday provision, consideration has also been given to support for children who are registered for free school meals and are unable to attend school due to coronavirus (COVID-19). This report proposes an approach that aims to address this.

2.0 Direct payment during school holidays

- 2.1 This report recommends making a direct cash payment to children registered for benefits-related Free School Meals during school holiday periods between now and Easter 2021. The school holidays for this academic year are provided below:
 - Christmas – Wednesday 23 December 2020 to Tuesday 5 January 2021
 - February break – Wednesday 17 February (In-Service) and Thursday 18 to Friday 19 February 2021
 - Easter – Monday 29 March to Friday 9 April 2021
- 2.2 The cost to the Council for FSM payments is approximately £0.122m per week. This is based on a payment of £11.50 per child per week. Based on the school holidays outlined above, the total estimated cost of providing payments over the Christmas, February and Easter holidays would be £0.563m. The allocation for Fife and any specific grant conditions will be known by the end of November. Based on previous

distribution the cost for the above holidays will be funded. It may also be possible to use funding to support the provision made in the recent October school holiday.

Holiday food provision - Café Inc

- 2.3 During the October holidays, Fife Council provided food for children and families using the £0.400m budget for Holiday Provision. Due to coronavirus (COVID-19) restrictions, Café Inc was unable to operate as it had done during 2019. However, local area teams were given the flexibility to adapt their Café Inc models to fit the needs of their areas and work collaboratively with the community food projects that they had been working with to provide emergency food support throughout lockdown. The cost of provision during the October holidays was estimated at £0.100m.
- 2.4 The approach taken by each area was different but based on the principles of Café Inc. In most areas, activity packs were offered alongside meals, and virtual cookery sessions were also offered as a way of keeping up engagement while complying with physical distancing restrictions.
- 2.5 Given each area took a different approach, we don't have an overall figure for the number of meals distributed for the whole of Fife. However, from initial reports, over 18,700 meals (including lunch bags and hot meals) were provided during the October holidays.
- 2.6 What has become clear from the experience of the organisations working to address food insecurity (including Fife Council colleagues) is the need for wraparound support. Whilst there is a requirement to address the immediate need for emergency food, we should also look to provide a more holistic approach for people accessing community food provision by providing them with other means of support, such as income maximisation, money and debt advice, fuel top-ups, etc. Activities are also key to delivery as they draw people to the service and keep them engaged, as well as helping to build relationships with families and foster community spirit. In addition to direct payments, the intention would be to retain elements of the Café Inc approach to support this aim. Support will be different in each area and will build on existing local arrangements and provision.

3.0 Direct payment during term time

- 3.1 In the event of a local outbreak of coronavirus (COVID-19), a school or several schools may close temporarily to help control transmission. There are also circumstances where schools don't have to close, but where classes must isolate because of coronavirus (COVID-19) and therefore miss out on provision of a free school meal.
- 3.2 During the first school term from August to October, 2,100 children were off school due to the requirement for them to self-isolate. Information on which of these children were free school meal entitled would need to be gathered from the relevant schools, but from statistics gathered by the Scottish Government, on average 20% of children in Fife are registered for free school meals.

- 3.3 Currently, when a child is sent home due to a coronavirus (COVID-19) incident at school, they are unable to receive free school meals. Families can use the COVID Community Helpline if they are struggling with food whilst their child is off school and can be referred for an emergency grocery pack if required and signposted to the community food provision available in their area, which may offer a home delivery service for families who are unable to leave their homes due to isolation. Local Area Teams are able to assist families with supermarket gift cards in some circumstances.
- 3.4 In order to set up this service, processes will need to be put in place with our software supplier for making the payments as well as internally between the Assessments Team in the Customer & Online Services Service and with schools. Timescales for putting this in place has been estimated as two-weeks.
- 3.5 It is difficult to model the likely cost of this over the coming months but on the basis of experience to date the financial risk is manageable. For example, had this approach been in place for the recent autumn term, the cost would have been approximately £10,000. If the sub-committee agrees this approach, funding can be provided from the £1.355m allocation for supporting people in our communities. The approach would need to be revisited if circumstances change.

4.0 Conclusions

- 4.1 The proposals in this report will supplement existing support. An important lesson from our provision before and during the October holidays is the importance of additional support for extra food, help with meal planning, cookery classes, money advice and activities. As part of planning for Christmas for example the area teams will look at supporting families that need direct support as well as provision more generally.

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24th November, 2020

Agenda Item No. 9

Formalising Management of Community Halls & Centres

Report by: Paul Vaughan, Head of Communities & Neighbourhoods

Wards Affected: All

Purpose

The purpose of this report is to;

1. agree a framework for consultation and engagement on the future management of community halls and centres, for those community facilities in Fife which operate with voluntary management committees (VMCs) in situ i.e. they are not directly operated and managed by Fife Council or have a formal lease in place.
2. agree to consultation progressing to address the former Fife Regional Council facilities which retain income and set fees/charges.

Recommendation(s)

It is recommended the committee:

1. approves to consult on the proposed changes in this report with Voluntary Management Committees and committees in former Fife Regional Council facilities; and
2. notes the position as set out in the report.

Resource Implications

The consultation and engagement process will be progressed via Community Managers and area teams, supported by other Council Services as required.

Support will be required to Voluntary Management Committees (VMCs) along with legal support for organisations to pursue a change of legal status to become incorporated.

Legal & Risk Implications

There are both legal and significant risk implications should we not progress with regularising our position with these groups. To continue to allow unincorporated associations (under Scots law not recognised as having legal personality) to assume liabilities for Fife Council buildings, poses significant reputational risk to the Council. As part of the consultation process, Voluntary Management Committees will be advised to seek Independent legal advice in relation to the Council's proposals.

Impact Assessment

It is proposed to conduct individual impact assessments for the voluntary management committee facilities should this report be approved.

Consultation

If approved, local groups/management committees will be engaged with via Community Managers and Area Teams, to provide support and guidance through the transition and implementation period. It is proposed to begin the consultation process in January, with the process anticipated to be concluded in March. Given the current restrictions due to the pandemic, the consultation process is likely to be predominately online. However, we will also explore other methods to ensure no groups are excluded, or unable to participate.

1.0 Background

1.1 Fife Council has a large and ageing estate of halls and centres, the legacy of former district and regional councils. There are also a range of different operating models which results in a lack of clarity around the respective roles, responsibilities and liabilities. This places the Council at some considerable risk, particularly in relation to compliance, health & safety and legal obligations. The operating arrangements can be summarised as:

- Directly managed and operated facilities (by Fife Council)
- Leased facilities (formal signed leases with Estates Services)
- Voluntary Management Committee operated facilities (no formal lease/operating arrangements)
- Former Fife Regional Council facilities (those which retain income and set fees/charges)

This report and the consultation process aims to address the future management and operating arrangements of the latter two from above; Voluntary Management Committee facilities (VMCs) and former Fife Regional Council facilities (FRCs).

1.2 In February, following the Community and Housing Services Committee, a workshop was held with Area Conveners which reviewed analysis work undertaken on community halls & centres. This focused on the culmination of an exercise which captured data on usage, attendances, activities and utilisation, across all halls & centres. Area Packs were developed and provided to the respective Area Convener, which contained the relevant information and data. It was agreed as follow-up actions to this session, that further detailed discussions would be held with Area Committees, and this would have been arranged, however this was impacted by the current Coronavirus pandemic. These discussions are now scheduled with Area Committees. There was however a consensus that these legacy issues require to be addressed.

2.0 Voluntary Management Committee Facilities

2.1 There are 23 community facilities across Fife, operating on models which have evolved from former District Council arrangements. VMCs operate all aspects of these facilities

including opening and closing, bookings, cleaning etc, however there is no lease in place to set out the responsibilities of both parties. Fife Council remains responsible for the maintenance of these facilities and, as in many Council buildings, there is significant backlog maintenance/repair liabilities, which presents budget implications for the Council.

- 2.2 These VMCs are in receipt of annual recurring grants to assist with maintenance, insurance and staffing costs (see Appendix 1). Management Committees of these centres operate as if a lease with Fife Council is in place, however as confirmed by Estates Services, no legal relationship between Fife Council and these Management Committees exists. Therefore, they are deemed as “Voluntary Management Committees” (VMCs). This places the Council at risk and liability should any incidents occur, brought sharply into focus by the current Covid-19 crisis, and the need to now address this legacy issue.

In September 2016, as part of the ‘*Sustainable Community Facilities*’ reports presented at Area Committees, we intended to address these issues. However, not all Area Committees approved to the proposals within the reports, and VMCs did not agree to regularise and sign any leases. This position is no longer sustainable, places the Council at considerable risk, further exacerbated by the Coronavirus pandemic, and urgently requires to be addressed.

- 2.3 These facilities have the following characteristics:
- Management Committee run with no Fife Council staff in place
 - In receipt of annual recurring grant to assist with maintenance, insurance and staffing costs
 - Recurring grants based on historical information and have not kept up with inflation
 - No leases in place which mean groups are unable to access external funding to support facility costs or future re-development/improvement work
 - Major expenditure falls to Fife Council with no budget in place to meet this as a result of lack of clarity on legal status
 - Unclear whether Management Committees are fulfilling their responsibilities for Health and Safety and compliance checks i.e. Risk Assessments, Water Testing etc. This has become significantly more important due to the Covid-19 crisis. Due to the lack of a formal lease agreement, any liability would in any case rest with Fife Council, as the landlord

The list of facilities in this category is provided in Appendix 1.

3.0 Former Fife Regional Council Facilities

- 3.1 There are 12 former Fife Regional Council community facilities which retain income from centre activities and lets, however have no responsibility for operating costs. Over time, this has resulted in significant reserves being accrued (in April 2017 this was over £720k). There remains an outstanding and previously agreed savings target of £94k, predicated on changing the funding arrangements between the Council and Management Committees of community centres.

- 3.2 In order to make the previously agreed saving it is proposed that the Council consults on changing the role of these committees to become Advisory Committees, which would have the aims & objectives as set out below, they would retain their reserves, however would be expected to utilise them for community benefit and purpose.

AIMS:

The aim of the Advisory Group will be to provide a strong community voice in the development of centre programmes and activities and to act as a bridge between the community and Fife Council.

OBJECTIVES:

- Representing community interests in the design and delivery of centre programmes and activities.
- Consulting with communities to ensure that local needs are being met.
- Identifying local community strengths and expertise which can be built upon for the benefit of the wider community.
- Working with Fife Council and with other local community and voluntary organisations in a common effort to address identified need and to strengthen the local community.
- Involving local people in improving community cohesion and wellbeing in the area in which the centre is based.
- Promoting the activities of the centre and identifying any gaps which can be filled through partnership working.
- Raising funds and receiving contributions where appropriate to finance activities which the Advisory Group would seek to promote.
- Fostering a community spirit for the achievement of these purposes.

A draft of an Advisory Group Constitution is provided in Appendix 5.

- 3.3 From April 2021 the new online Leisure Management System starts a phased implementation. There will be benefit for the management of these halls and centres and for local people who use these facilities through being able to search, book and pay online for a range of physical activity, sport, leisure and learning opportunities across the council and Fife Sports and Leisure Trust. The incorporation of these venues into the new system will be greatly simplified through standardised charges in line with the rest of Fife Council directly managed centres. The new Leisure Management System is a replacement of the current LIMS system which operates for community use facilities (this was due to be implemented from July 2020 however was significantly impacted by Covid-19). The new solution will provide data and business intelligence with regards to usage, attendances, capacity, income etc, enabling the Council to ensure we are meeting the needs of our local communities, on a demand led basis. The Council's contractors and supplier of the new solution, Xn Leisure, received a reported increase in online bookings of over 40% (and up to 70% in some of their facilities) from other clients as a result of implementing the new system. This evidence suggests once implemented, the online solution is anticipated to increase attendances and participation rates, across our estate of community facilities.

- 3.4 The Management Committees of these facilities have the following characteristics:
- Former sub-committees of Fife Education Committee – no current formal status
 - Involved in managing the facilities and have their own bank account
 - Retain income from activities and lets and in some centres for minibus hires
 - No responsibility for operating costs – Fife Council pay staffing, rates and utilities and in most cases, all building costs
 - Management Committees set charges – often at extremely low rates impacting on the financial viability and usage of other Council facilities in the vicinity

The list of facilities in this category is provided in Appendix 2.

4.0 Recommendations & Proposed Operating Arrangements

- 4.1 There is a requirement to develop a strategic view of the operation of Fife Council owned community facilities. This stems not only from the significant financial challenges, but the need to clarify roles and responsibilities, and manage and mitigate risks to Fife Council.
- 4.2 The consultation proposes that formal leases are prepared with the main responsibilities listed (but not limited to) those highlighted in Appendix 3. If VMCs are unable to agree or meet these conditions, in order to regularise management and lease arrangements, options will be considered as part of the consultation with Area Committees on community facilities and could include direct management by the council, community asset transfer or sale.
- 4.3 The option to move to fully repairing and insuring leases is in line with subsidised leases policy approved at Assets and Corporate Services Committee in October 2019. However, this will take time to implement across the full portfolio of halls and centres with lease arrangements due the nature of the existing leases and restrictions on when they can be reviewed and/or renewed with new heads of terms. The level of subsidy will be determined by the level of activity and access that is provided by each facility through a community benefit statement.
- 4.4 This proposal is not without its challenges, not least of all the requirement to ensure that individual members of VMCs are not exposed to unlimited liability due to a lack of organisational legal status. Many of the occupying VMCs are unincorporated associations which under Scots law are not recognised as having legal personality. This would mean VMC members would have unlimited liability for any lease or legally binding contract. A background paper/link is provided for more information and as a useful source of reference.
- 4.5 In order to achieve this, a process of discussion, negotiation and support to VMCs would be required from community development teams, along with the necessary legal support for organisations who wish to pursue a change of legal status to become incorporated. This would have a cost to the local VMCs which may be prohibitive for some and a barrier for others. It is therefore proposed that the Council will consult on what support VMCs would require and this could include e.g. support with legal costs. We will also seek to engage the support and experience of Fife Voluntary Action to work with a core group of officers to progress this.

5.0 Conclusions

- 5.1 Fundamentally this report sets out a framework to enter into consultation with identified community groups to address legacy issues and to provide community led approaches to facilities while managing risk and achieving previously agreed savings. Moving forward with the consultation will allow the Council to discuss options and support with community groups.
- 5.2 The framework will consult on removing existing anomalies and differences in operating procedures across Halls and Centres. If approved, the consultation and engagement with the identified committees will be led by Community Managers and area teams, and will take place between January and March 2021, with a subsequent report back to this Committee.

List of Appendices:

- Appendix 1 - VMC operated community facilities
- Appendix 2 - Former FRC community facilities
- Appendix 3 - Management Committee Responsibilities
- Appendix 4 - Voluntary or unincorporated association
- Appendix 5 - Draft Advisory Group Constitution

Background papers:

Executive Committee 23rd June 2015 – Report on Halls & Centres:

<http://fish.fife/fish/uploadfiles/Publications/NOA%20ExecCom%20230615.pdf> Pages 102-106

OSCR – Conversion into a SCIO, application form and guidance notes:

<file:///C:/Users/astokes/Downloads/2016-10-24-conversion-into-a-scio.pdf>

OSCR – Legal Forms Factsheet:

[file:///C:/Users/astokes/Downloads/legal-forms-factsheet%20\(1\).pdf](file:///C:/Users/astokes/Downloads/legal-forms-factsheet%20(1).pdf)

Report Contact:

Andrew Stokes
Programme Manager
Communities & Neighbourhoods
Email: Andrew.stokes@fife.gov.uk Tel: 490002

Appendix 1 – VMC operated community facilities

Area	Facility	Annual Recurring Grants
South West Fife	Kincardine Community Centre (grant to Kincardine Community Association)	£30,536
	Comrie Community Centre	£2,628
Cowdenbeath	Dundonald Centre	£6,680
Glenrothes	Victoria Hall Coaltown of Balgonie	£2,086
	Village Institute Milton of Balgonie (grant to Milton of Balgonie Village Institute)	£1,997
	Woodside Community Centre	
	Thornton Old Men's Club (grant to Thornton Pensioners Welfare)	£1,176
	Thornton Public Hall	£3,086
	Cadham Neighbourhood Centre	£6,382
	Markinch Town Hall	£4,155
	Star of Markinch Village Hall	£2,816
Kirkcaldy	Kinghorn Community Centre	£4,318
	Young Hall Burntisland (Common Good)	£3,024
	Chapel Neighbourhood Centre	£5,430
	Raeburn Centre	£1,453
	Dysart Centre	£1,999
	Dysart Community Hall	£4,639
	Overton Centre	£2,118
Levenmouth	Coaltown of Wemyss Institute	£2,334
	Rosie McDuff Hall	
	Methilhill OAPs Hall	
	Greig Institute Windygates	£4,166
	Memorial Park Centre Methil	£2,810
	Total Annual Recurring Grants:	£94,283

Appendix 2 – Former FRC Community Facilities

Area	Facility
South West Fife	Blairhall High Valleyfield Oakley
City of Dunfermline	Abbeyview Tryst Centre
Cowdenbeath	Bowhill Centre Corrie Centre Benarty Centre
Glenrothes	None
Kirkcaldy	Templehall Community Centre (currently set fees/charges, but does not retain income)
Levenmouth	Methil Community Centre Buckhaven Community Education Centre The Centre Leven Sandybrae Centre Sailors Rest
North East Fife	None

Appendix 3 - Management Committee Responsibilities

Management Framework

- Constitution
- Leases
- Service Level Agreements
- Business Planning
- Governance
- Office Bearers
- Code of Conduct
- Policies and Procedures

Operations

- Licensing
- Fault Reporting and Repair
- Insurance
- Income
- Expenditure
- Banking
- Stock Ordering
- Security

Voluntary or unincorporated association

A voluntary or unincorporated association is a group of people who have decided to work together to accomplish a common agreed non-commercial purpose, such as a club, society, local group or community association.

A voluntary association is the simplest form of legal structure and is often appropriate for small scale activities which do not involve leasing premises or employing staff.

This structure is not regulated by an external regulator or subject to specific legislation, although some case law does exist. If it is charitable it will be subject to charity law and regulated by OSCR.

If you are considering this structure and are planning to apply for charitable status, why not consider setting up as a Scottish Charitable Incorporated Organisation? This is a corporate body which provides limited liability for its members and is suitable for organisations that want to become charities, but do not want or need the complex structure of company law.

Advantages

- Little/no set up costs, least bureaucratic.
- Relatively cheap and easy to run.
- No formal registration requirements unless a charity, which will be accountable to OSCR.
- No detailed statutory procedures to be followed in relation to members' meetings, etc.
- No requirement to notify any public register of the people serving on the management committee, unless a charity.
- No annual return to file with any public register, unless a charity.
- Can be a less intimidating structure for those considering whether to join as members or stand for election to the management committee.

Disadvantages

- Does not have a separate legal personality so ownership of assets lies with individuals acting on its behalf, usually office bearers/management committee.
- Leases/formal contracts have to be entered into in names of office bearers. This can cause technical difficulties where there are changes in the people holding these offices.
- Legal proceedings cannot be taken by the organisation but only by individuals representing it. Similarly, legal proceedings would be taken out against individuals rather than the organisation.
- Management committee could be personally liable for debts if the organisation were unable to meet its debts and liabilities out of its own resources.
- Because it is a more informal structure, may be seen as "less professional" in the eyes of potential funders.

No annual return to file with any public register, unless a charity.
Can be a less intimidating structure for those considering whether to join as members or stand for election to the management committee.

SCIO

A Scottish Charitable Incorporated Organisation is a legal structure which has been purpose built for the voluntary sector in Scotland. It provides limited liability and a separate legal identity to organisations that want to become charities but do not want or need the complex structure of company law. This means that even the smallest charity can access the benefits of incorporation – including limited liability and legal capacity.

It is only available to charities with a principal office in Scotland and is regulated by OSCR and subject to the Charities and Trustee Investment Act (Scotland) 2005.

Two tier or single tier?

There are two structures available for the SCIO, two tier and single tier.

The two tier structure is similar to that of a voluntary association and a company limited by guarantee where it is the membership of the organisation that appoint trustees and have decision making powers.

The single tier structure is similar to a trust in that the trustees appoint new trustees and don't have to answer to a wider body.

Both structures require at least two members (in the single tier SCIO the members and the Trustees are the same people) and must have at least three trustees.

Advantages

- Provides the key benefits of becoming a company, such as a defined legal entity and limited liability whilst removing some of the associated burdens.
- Can hold property, enter into leases and other contracts, employ people, etc, in its own name.
- Less administration – no requirement to notify any regulator about appointments or resignations of board members.
- Unlike company law, where the volume of legislation and case law can be overwhelming, the law relating to SCIOs is self-contained and very manageable.
- It provides creditor protection and reassurance for those entering into contracts.
- Only needs to be registered with OSCR, unlike a charitable company, which also needs to register with Companies House.
- Is subject to the same accounting thresholds as unincorporated charities, so may not have to produce fully accrued accounts.
- Generally regarded by funding bodies and public agencies as a more 'stable' structure than a voluntary association.
-

Disadvantages

- Existence is dependent upon charitable status. Loss of charitable status would mean that the SCIO would cease to exist.
- Some changes must be notified to OSCR, and some require prior consent, eg change of name or charitable purposes.
- Members are subject to some of the same duties as charity trustees, specifically, they must act in the interests of the SCIO, and seek, in good faith, to ensure the SCIO acts in a manner which is consistent with its charitable purposes.
- There is a duty to keep and supply a register of charity trustees and members (if an organisation has a lot of fluidity in its membership eg a Student Union, a SCIO may not be the most appropriate legal form).
- Cannot convert or amalgamate with non-SCIO, though assets can be transferred to a non-SCIO charitable organisation.

XXXXX COMMUNITY CENTRE

1.0 NAME

- 1.1 The name of the Advisory Group shall be the XXXX Community Centre Advisory Group (referred to later as the 'Advisory Group').

2.0 AIM

- 2.1 The aim of the Advisory Group will be to provide a strong community voice in the development of centre programmes and activities and to act as a bridge between the community and Fife Council.

3.0 OBJECTIVES

- 3.1 The Advisory Group will fulfil this aim by:
- Representing community interests in the design and delivery of centre programmes and activities.
 - Consulting with communities to ensure that local needs are being met.
 - Identifying local community strengths and expertise which can be built upon for the benefit of the wider community.
 - Working with Fife Council and with other local community and voluntary organisations in a common effort to address identified need and to strengthen the local community.
 - Involving local people in improving community cohesion and wellbeing in the area in which the centre is based.
 - Promoting the activities of the centre and identifying any gaps which can be filled through partnership working.
 - Raising funds and receiving contributions where appropriate to finance activities which the Advisory Group would seek to promote.
 - Fostering a community spirit for the achievement of these purposes.

4.0 MEMBERSHIP

- 4.1 Election to membership will be at the Annual General Meeting. Outwith the AGM the Advisory Group will have the power to co-opt members.
- 4.2 Membership of the Advisory Group will be open to all regardless of the gender, age, nationality, religious belief, physical ability, ethnic background, sexual orientation or political belief (including political party membership).
- 4.3 Membership of the Advisory Group shall be open by election to any local resident over the age of 16 from the Cowdenbeath Community Council area who is interested in helping the group to achieve its aim and objectives. Where appropriate a youth sub group will be set up to advise on issues of importance to young people. The sub-group will report to the Advisory Group.

- 4.4 Centre user groups will be encouraged to nominate 1 representative (up to a maximum of 6 user groups) for election to the Advisory Group.
- 4.5 Every member shall have one vote at general meetings. Where voting on an issue is tied the casting vote will be held by the Chairperson.
- 4.6 The Advisory Group shall have the power to refuse membership to an applicant where it is considered that such membership would be detrimental to the aims, purposes or activities of the group. The individual concerned shall be entitled to be heard at a meeting of the Advisory Group before any decision is made. There shall be a right of appeal to Fife Council. (Community Manager for the Cowdenbeath area)
- 4.7 Termination of Membership.
- Any member of the Advisory Group including centre user group representatives may resign his/her membership by giving the secretary written notice to that effect.
 - The Advisory Group may, by resolution passed at a meeting thereof, terminate or suspend the membership of any member, if in its opinion his/her conduct is prejudicial to the interests, aim and objectives of the Advisory Group, provided that the individual member or representative of the user group shall have the right to be heard at a general meeting before the final decision is made. There shall be a right of appeal to Fife Council. (Community Manager for the Cowdenbeath area)
- 5.0 ADVISORY GROUP MANAGEMENT AND OPERATION
- 5.1 The Advisory Group shall contain not less than three members and not more than twelve members (inclusive of user group representatives) elected at the Advisory Group's Annual General Meeting.
- 5.2 The officers of the Advisory Group shall be:
- Chairperson
 - Secretary
 - Treasurer
- and such other officers the group shall deem necessary to fulfil its objectives.
- 5.3 General Meetings of the Advisory Group shall be held at least three times a year with an AGM held between April and June.
- 5.4 At least three Advisory Group members including an office bearer must be present for a General Meeting to take place.
- 5.5 Voting at General Meetings shall be by show of hands on a majority basis. If there is a tied vote then the chairperson shall have a second vote.
- 5.6 The Advisory Group shall have the power to set up sub-groups and working groups as deemed necessary. Reports should be provided at General Meetings.
- 5.7 Representatives from Fife Council involved in the management of the centre and/or delivery of services from the centre shall attend meetings of the Advisory Group however, at the discretion of the Chairperson, such officers could be asked to attend the meeting at a later time should the Advisory Group wish to discuss any matters in private.

5.8 Any Fife Council representatives or local elected members attending meetings of the Advisory Group shall be in an ex-officio capacity and therefore unable to vote or hold an Office Bearer role.

6.0 POWERS

6.1 The Advisory Group shall have the power to delegate any of its responsibilities and duties to standing sub-committees or ad hoc working groups appointed by, and responsible to, the Advisory Group.

6.2 The Advisory Group will have the power to co-opt up to 3 individuals with specific expertise and/or skills which could be of assistance to the Group. These co-opted members will not have the power to vote at any committee meeting and will remain members of the Group until the next AGM when they will stand down. Such individuals shall be eligible to be co-opted for another year.

6.3 The Advisory Group shall take such steps as may be deemed appropriate for the purpose of raising funds for the centre or centre activities. A maximum of 4 free lets per annum will be available for fund raising purposes.

6.4 The Advisory Group shall have the power to set aside funds not immediately required.

6.5 The Advisory Group shall have the power to accept grants, donations, gifts, legacies and endowments of all kinds, either absolutely or conditionally or in trust.

6.6 The Advisory Group may make donations for any purpose that falls within the remit of its aim and objectives.

6.7 The Advisory Group shall have the power to take action which may be incidental or conducive to the furtherance of any of the Advisory Group objectives.

7.0 FINANCE

7.1 Any money raised or obtained by the Advisory Group shall be used only for activities associated with the aim and objectives of the group.

7.2 Any bank accounts opened for the group shall be in the name of the Advisory Group (see 1.1.).

7.3 Any cheque issued shall be signed by at least two of any three nominated signatures. Where online banking is used a 2 stage electronic authorisation process shall be required.

7.4 Finance should be a standing item on all General and AGM meetings and it is the responsibility of the Treasurer and other office bearers to ensure that the Advisory Group operates within its budget.

7.5 The financial records of the Advisory Group shall be the subject of an independent examination by an appropriate financial examiner. Any cost should be met by the Advisory Group.

7.6 The Advisory Group's financial year will be from 1 April to 31 March.

8.0 GENERAL ADVISORY GROUP MEETINGS

8.1 The Advisory Group shall meet at least 4 times each year, including an AGM but excluding a general public meeting.

8.2 At least three Advisory Group members including an office bearer must be present for the General Meeting to take place.

- 8.3 The Advisory Group shall be accountable to the members at all times.
- 8.4 All meetings must be minuted and copies available to any interested party on request.
- 8.5 All Advisory Group members shall be given at least seven days notice of a meeting.

9.0 GENERAL PUBLIC MEETING

- 9.1 The Advisory Group shall call at least one general public meeting each year. The purpose of this meeting is to generate local interest in centre activity, to promote the work of the Advisory Group and to seek ideas for a refresh and development of the centre programme and activity to meet the group's objectives. Where appropriate this could be combined with an AGM.
- 9.2 The chair of the Advisory Group shall normally chair these meetings.
- 9.3 Administrative support such as photocopying or producing posters to market General Public Meetings shall be provided by Fife Council.
- 9.4 At least fourteen days notice of such a meeting must be given and advertised within the centre and in at least five other public places. Where appropriate, local press and other media e.g. area facebook sites should also be used.

10.0 ANNUAL GENERAL MEETING

- 10.1 The Advisory Group shall hold an Annual General Meeting (AGM) between April and June each year.
- 10.2 Advisory Group members and centre user group representatives shall be notified personally giving at least 14 days notice of the AGM. Notice of the AGM shall also be posted in the Community Centre and other public places. Other appropriate means of informing the local community should be considered.
- 10.3 The business of the AGM shall include:
- Receiving a report from the Chairperson of the Advisory Group's activities over the year.
 - Receiving a report and presentation of the last financial year's accounts from the Treasurer.
 - Electing a new Advisory Group, Chairperson and office bearers.
 - Any other matter as may be appropriate providing that these are provided in writing to the secretary 7 days before the AGM.
- 10.4 The Advisory Group shall elect office bearers from within its number at the first meeting following the AGM if not elected at the AGM.
- 10.5 The quorum for the AGM shall be at least eight persons of which no more than four shall be Advisory Group members.

11.0 EXTRAORDINARY GENERAL MEETING

- 11.1 An extraordinary general meeting will be convened by the Advisory Group within 21 days on the request of 12 individuals from the Advisory Group and/or centre user group representatives in writing to the secretary.

11.2 At all EGMs the quorum shall be a least eight persons of which no more than four shall be Advisory Group members. A minimum of 6 representatives of those requesting the EGM must be present.

12.0 DISSOLUTION

12.1 The group may be wound up at anytime if agreed by two thirds of those Advisory Group members present and voting at any general meeting. Any assets shall be returned to funders, if they require it, or shall be distributed at the request of the Advisory Group to named centre user groups or groups in the wider community with similar aims and objectives to the Advisory Group. No assets shall be paid or distributed to members of the Advisory Group.

13.0 AMENDMENTS TO THE CONSTITUTION

13.1 Any proposal to amend this constitution must be submitted to the secretary of the Advisory Group 21 days before the date of the AGM or Extraordinary General Meeting at which it is to be considered. Any such amendments will require the approval of two thirds of its full membership or 12 reps of centre user groups present and voting.

13.2 Any changes to the constitution must not conflict with the aims and objectives of Fife Council. All changes to the constitution must be submitted in writing to Fife Council for ratification / approval before any amendments can be made.

14.0 ADOPTION OF THE CONSTITUTION

14.1 This constitution was adopted by the members present at the AGM held on

Signed:

Chair –

Secretary –

Treasurer –

Member -

24th November, 2020
Agenda Item No. 10

Management Rules for Parks and Open Spaces

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

Wards Affected: All

Purpose

The purpose of the report is to seeks approval to implement new Management Rules for parks and open spaces following expiry of the previous rules in October 2020.

Recommendation(s)

Members are asked to approve the attached Draft Management Rules for Parks & Open Spaces for the purpose of carrying out a public consultation exercise.

Resource Implications

The Management Rules when approved will require to be displayed at the sites to which they will apply utilising notice boards. Depending on the size of the park or open space more than one notice displaying the Rules may be required. It will be the responsibility of Communities and Neighbourhoods Service to commission this and decide where these Rules will be displayed within Fife.

Legal & Risk Implications

In terms of Section 112 of the Civic Government (Scotland) Act 1982, Fife Council are permitted to make Management Rules to regulate the use of land and the conduct of the public while on any land which is owns, occupies or manages.

Policy & Impact Assessment

An Integrated Impact Assessment Checklist has been completed for these proposals. This concluded that the proposals are unlikely to have an adverse impact on any particular individuals protected under Equalities legislation.

Consultation

Fife Access Forum and all Community Councils will be consulted after this committee meeting. It will also be necessary to undertake wider public consultation. This will take the form of an advertisement in local press, as required by the legislation.

1.0 Background

- 1.1 The Management Rules were last reviewed on the 24 August 2010 and the current rules expired on 4th October 2020. This has given the Council the opportunity to review the rules in relation to the use of parks and open space and update them to make them more relevant for current usage requirements. It is also necessary to ensure that the Rules can be displayed at the sites to which they apply in a readable and accessible format. Management Rules can only be enforced if they are on public display at the entrance to the land to which they relate.
- 1.2 A copy of current Rules are shown in appendix one.

2.0 Issues and Options

- 2.1 The Management Rules required to be renewed and have been updated to emphasise increased personal responsibility and to draw upon guidance available elsewhere, in particular the Scottish Outdoor Access Code. A copy of the proposed management rules are shown in appendix two.
- 2.2. The main changes to the rules are:-

All users must:
No.9 Comply with the Air Navigation Order 2016 regulations when operating recreational drones or remote controlled model aircraft.
No.10 Give way to Pedestrians.

All users must not:
No.10 Drop litter or dump any material within the park or open space.
No.11 Intentionally release sky lanterns or balloons within any park or open space.
No.12 Lead, ride, train or exercise a horse in a manner which falls short of the responsibilities in the Scottish Outdoor Access Code.
- 2.3 The Management Rules will be available for the community to access via on-site notice boards and on-line on the Councils' FISH page.

3.0 Conclusions

- 3.1 If the Committee approve the terms of the attached Management Rules then they will be the subject of public consultation. If necessary, the draft rules will be revised following the public consultation exercise, if there are any significant changes or objections a further paper will be submitted to Committee for final approval, otherwise the proposed changes to the rules will be adopted.

List of Appendices

Appendix 1: Original Rules
Appendix 2: Revised Rules

Report Contact

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Access Officer
County Buildings Cupar

Telephone: 08451 55 55 55; Ext. 440618 or Email: sarah.johnston@fife.gov.uk

Management Rules Parks and Open Spaces

Fife Council in exercise of the powers contained in Sections 112-118 of the Civic Government (Scotland) Act 1982 and having regard to the terms of the Land Reform (Scotland) Act 2003, hereby make the following management rules which will apply to public parks and open spaces under the Council's control. Public parks and open spaces shall include parks, greenspaces, play areas, woodlands, rivers, ponds, streams, cliffs, bridleways and cycleways.

If the Council has reasonable grounds for believing that a person has broken a rule or is about to break a rule, they may require that person to leave the area or exclude them from entering in future. Any person who fails to leave, or having been excluded from the area re-enters or attempts to re-enter, shall be guilty of an offence and liable to a fine.

ALL USERS OF PARKS OR OPEN SPACES MUST:

1. Enter and leave by the duly appointed gateways or other entrances.
2. Leave at closing time or when requested to do so by a Council employee.
3. Conduct themselves in a manner that will not interfere with the safety or enjoyment of others.
4. Obey all authorised instructions displayed by the Council or intimated verbally by its employees.
5. Where applicable pay any relevant permit fee in advance of any activity authorised by the Council.
6. Produce any written permission required by these Rules if requested to do so by a Council employee.
7. Keep any dog brought into a park or open space under proper control or on a short lead and ensure that all dog waste is collected and removed.
8. Comply with the terms of the Scottish Outdoor Access Code.

ALL USERS OF PARKS OR OPEN SPACES MUST NOT (Without the prior written consent of the Council):

1. Light fires or set off fireworks within the park or open space.
2. Drive, wheel or cause to be driven any unauthorised vehicle or mechanised machinery into or within the park or open space.
3. Interfere with any wild animal, bird, habitat or plant within the park or open space.
4. Play or practice the playing of any sport in the park or open space which is prohibited by way of a notice.
5. Deliver, organise or take part in any speech, public discussion, procession, parade or demonstration except for agreed educational, recreational or commercial activities.
6. Erect any structure of whatever description whether fixed to the ground, freestanding or moveable.
7. Sell or hire any article or animal within the park or open space.
8. Behave so as to cause nuisance, disturbance or offence to the other users, with special attention to volume of noise.

9. Damage or tamper with any tree or plant, (including grass), any animal or any structure whatsoever in any park or open space.
10. Drop litter or dump any material within the park or open space.

To report any matters in relation to the running of the Park or Open Space contact
Head of Leisure & Cultural Services -
Tel: 08451 550000/ Email: fife.council@fife.gov.uk

The Scottish Outdoor Access Code can be viewed online at www.outdooraccess-scotland.com.

Made and enacted by the Fife Council
5th October Two Thousand and Ten



(Sgd.) Iain Matheson
Chief Legal Officer

Management Rules

For Parks and Open Spaces

ALL USERS OF PARKS OR OPEN SPACES MUST:

1. Enter and leave by the duly appointed gateways or other entrances.
2. Leave at closing time or when requested to do so by a Council employee.
3. Conduct themselves in a manner that will not interfere with the safety or enjoyment of others.
4. Obey all authorised instructions displayed by the Council or intimated verbally by its employees.
5. Where applicable pay any relevant permit fee in advance of any activity authorised by the Council.
6. Produce any written permission required by these Rules if requested to do so by a Council employee.
7. Keep any dog brought into a park or open space under proper control or on a short lead and ensure that all dog waste is collected and removed.
8. Comply with the terms of the Scottish Outdoor Access Code.
9. Comply with the Air Navigation Order 2016 regulations when operating recreational drones or remote-controlled model aircraft.
10. Give pedestrians right of way.

ALL USERS OF PARKS OR OPEN SPACES MUST NOT (Without the prior written consent of the Council):

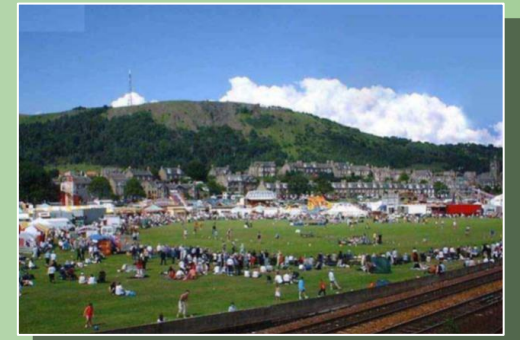
1. Behave so as to cause a nuisance, disturbance or offence to the other users, with Special attention to volume of noise.
2. Light fires or set off fireworks within the park or open space.
3. Drive, wheel or cause to be driven any unauthorised vehicle or mechanised machinery into or within the park or open space.
4. Interfere with any wild animal, bird, habitat or plant within the park or open space.
5. Play or practice the playing of any sport in the park or open space which is prohibited by way of a notice.
6. Deliver, organise or take part in any speech, public discussion, procession, parade or demonstration except for agreed educational, recreational or commercial activities.
7. Erect any structure of whatever description whether fixed to the ground, freestanding or moveable.
8. Sell or hire any article or animal within the park or open space.
9. Damage or tamper with any tree or plant, (including grass), any animal or any structure whatsoever in any park or open space.
10. Drop litter or dump any material within the park or open space.
11. Intentionally release sky lanterns or balloons within any park or open space.
12. Lead, ride, train or exercise a horse in a manner which falls short of the responsibilities in the Scottish outdoor Access Code.

Under sections 112-118 of the Civic Government (Scotland) Act 1982 and along with the terms of the Land Reform (Scotland) Act 2003, Fife Council have made the above management rules which will apply to public parks and open spaces under the Council's control. Public parks and open spaces shall include parks, greenspaces, play areas, woodlands, rivers, ponds, streams, cliffs, bridleways and cycleways.

If the Council has reasonable grounds for believing that a person has broken a rule or is about to break a rule, they may require that person to leave the area or exclude them from entering in future. Any person who fails to leave or having been excluded from the area re-enters or attempts to re-enter, shall be guilty of an offence and liable to a fine.

To report any matters in relation to the operation of the Park or Open Space, contact Fife Council—
Tel: 03451 550 000 / Email: fife.council@fife.gov.uk.

The Scottish Outdoor Access Code can be viewed online at www.outdooraccess-scotland.com.



24th November, 2020

Agenda Item No. 11

Adam Smith Theatre Redevelopment Project.

Report by: Paul Vaughan, Head of Communities & Neighbourhoods

Wards Affected: 10,11,12,13

Purpose of Report

The purpose of this report is to provide members with an update on the project progress for the refurbishment, re-purposing and diversification of the auditorium, café/public space, Beveridge Suite and improving access within Adam Smith Theatre (AST) which is managed on behalf of the Council by Fife Cultural Trust (FCT)

Recommendation

The committee is asked to agree the Council's funding contribution for this project.

Resource Implications

A £2,000,000 one-off investment has been allocated within the council's 2019- 2029 Capital Plan agreed at the full Council meeting on 23rd February 2019. The procedures and governance arrangements for prioritising projects, monitoring and approval have been agreed between Communities and Neighbourhoods and Financial Services.

Legal & Risk Implications

There is a risk that construction costs could increase if delays are incurred to the programmed works for the project with the COVID related contractor uplift costs being incurred. There would be minimal operational risks since FCT has proved to be successful in operating and managing Adam Smith Theatre

Impact Assessment

An Equality Impact Assessment is not required as the report is not proposing any changes to existing policies and practices. The designs proposed for the layout of the theatre comply with the requirements of the Building (Scotland) Regulations 2004 and the aims of the Disability Discrimination Act (DDA) 2005.

Consultation

In developing both the initial feasibility study and subsequent business case, FCT has carried out community consultation exercise with key stakeholders, regular (e.g. musical societies, drama groups) and other users who have been invited to briefing sessions with FCT. A "community conversations report" was produced which has, in part informed the concept design. A communication strategy has been developed including a virtual community meeting held to update local stakeholders about phase 1 and the proposals that have been put forward as part of phase 2.

1.0 Background

- 1.1 FCT has operated AST since it was established in 2012, which has developed into a very popular venue with an average of 50,000 theatre visits per annum. There is now an opportunity to reconfigure the facility to bring a new “cultural and creative hub” to Fife and support the region’s creative industry and the regeneration of Kirkcaldy town centre.
- 1.2 Part of the town centre focus of Plan 4 Kirkcaldy is to give prominence to distinctive heritage by refurbishing and repurposing historic buildings to help activate and contribute to the social and economic wellbeing of the town. FCT is a key partner in working towards ambitious goals for Kirkcaldy and is the lead partner in reconfiguring and refurbishing AST to develop a ‘hub’ to support and inspire creative individuals and businesses to start and grow in Fife rather than be drawn out of the region.
- 1.3 The refurbishment of the theatre will remain at the heart of AST with the opportunity to reconfigure other spaces, so they can be used for a range of different purposes – a social space where people can meet and collaborate; a café space that can also be a small conference or performance space; and formal working spaces that can support small creative enterprises. The investment will reinvigorate AST and fully utilise the building.

2.0 Project Scope & Progress

- 2.1 A working group involving FCT and Council technical staff has already completed the operational business case and technical design for the project in order to assess the viability of the enhancements to AST. The reconfiguration of the facility includes 2 phases

2.2 Phase 1

Phase 1 of the refurbishment is funded through “town centre regeneration funding” & “council planned maintenance funding”; the total budget for this phase is £600,000. The scope of works for Phase 1 will focus on the auditorium upgrade and the following changes will be made to this space:

- New seating (with removable seating sections to enable the sound desk to be introduced in the space)
- New carpeting
- Re-painting the space
- Sound system upgrade

The on-site works for phase 1 is scheduled to start in November 2020 with completion by April 2021 with new seating installed by summer 2021.

2.3 Phase 2

Phase 2 of the refurbishment is funded from the £2 m allocated to the project. However additional funding maybe required depending on the COVID impact on contractor costs whilst projects are progressed on site. Phase 2 includes redeveloping the café area to also incorporate venue space and develop space to

accommodate a creative hub. This phase also includes an upgrade of the Beveridge Suite & lower hall and improving access. The key enhancements are

2.3.1 Creative Digital Hub

- The Creative Digital Hub will seek to provide people with access to creative technology and ways of working and support that is currently not available in Fife. Technology will encompass hardware and software and will be designed to be a platform for a spectrum of users to experience graphic design, photography, web design, advertising, marketing, film, and publishing. This space will also be a huge asset to the Trust and be key in supporting the aspirations in relation to digital transformation of services and the vision for creative service development.

2.3.2 Café / Bar

- The development of the café / bar is an integral part of the refurbishment, bringing a larger social space with mixed seating that also encompasses a performance space for comedy / small musical shows.
- The café / bar will remain in its current location; however, the layout will change to introduce booth seating and relocate the bar to ensure better customer access and flow of service.

2.3.3 Lower Function Suite

- It was originally envisaged that the lower function suite would be fully sound proofed to enable theatre / musical activity to take place in this space whilst the Auditorium is in use. However, this work was cost prohibitive and the use of this, and other spaces, has been revised.
- It is proposed to improve the lower function suite through decoration and introducing a false wall to 'square off' the space and hide the orchestra pit. This will also provide an opportunity to create storage space in the wings of the room. To the rear of the lower function suite further storage space will be created, along with the introduction of toilets and a small kitchen area for staff / production companies.

2.3.4 Beveridge Suite

- The Beveridge suite was originally proposed as the location to integrate FCT head office functions, however, this proposal is what caused the most significant amount of feedback from community members and users of the building. Whilst the space is not used frequently it was a space that people felt a strong connection to.
- In light of this feedback and the impact of not being able to soundproof the lower function suite the vision for this space has been revised. The Beveridge suite offers a large multi-functional space that can be used for performance as well as events. The new proposal is to enhance this space to make sure it can maximise these different uses.
- In addition to introducing new lighting, sound and cladding the walls to improve the aesthetics of the space we will also be creating a mobile bar space, self-contained toilets and a catering kitchen. New mobile staging and track curtains will also ensure that the suite can be versatile.

2.3.5 Changing Places (DDA) access

- A Changing places facility which meets The British Standards BS 8300-2- 2018 for a Changing Places toilet will be included. The Changing Places facility will be in addition to an ordinary disabled toilet

2.4 Although the Council is making a significant capital investment in the facility, there will be no consequential ongoing revenue liability for the Council as FCT will absorb any additional operating costs. FCT's revised business strategy accounts for the benefits of the redevelopment of Adam Smith Theatre with the financial projections highlighting the ongoing income and expenditure profile with an estimated increase in income and additional community use / benefit throughout.

3.0 Operational Business Case

3.1 FCT has developed a comprehensive operational business case which covers all the key elements from business objectives, strategic fit and benefits to Kirkcaldy and Fife. As FCT has a successful track record of operating theatres and event venues on behalf of the Council it will skilfully adapted its management, operational, policies and procedures to encompass the additional enhancements. The business case also highlights the financial plan, programming etc. in preparation for the operation of the new facilities on completion of the project in the autumn of 2022. (**Appendix 1** -FCT Business Plan- Adam Smith Developing a Creative Hub for Fife)

3.2 As a result of this investment, FCT expect to bring a new "cultural and creative hub" to Fife and support the region's creative industry and the regeneration of Kirkcaldy town centre. The changes of use in the building and the aspirations for development and additional community use include

- Introduction of a creative technology zone and co-working space for creative industries
- Introduction of an activity action zone that will allow for small conferences, creative meeting space, photography, filming and performances
- Upgrades to the auditorium
- Development of new café / bar area that supports flexible working / informal hot desking and meetings

4.0 Next Steps- Phase 2

4.1 The Council will be in a position to procure, commission the works and manage the construction works on site when the funding is approved in order to progress the project. Based on the agreed scope of works, the work will be procured with the appointment of a contractor expected summer 2021. Assuming there are no unforeseen issues on site, construction works would commence in Autumn 2021 with completion expected in November 2022. This will include a break during works to allow a temporary re-opening of the theatre to accommodate the festive pantomime season which remains a key factor in scheduling the project. The pause in construction is planned for Nov 2021 – Jan 2022 with a view to concluding works in time for Nov 2022 pantomime. This will be the most significant risk with the project for the Trust.

- 4.2 Whilst the COVID-19 related closures have provided a natural break in people using the AST, it has also presented the opportunity to accelerate phase 2 works. Whilst the programme of works is finalised FCT will continue the consultation with customers and the local community to ensure they are fully briefed on the closure periods and the desire to host the pantomime for 2022
- 4.3 In terms of governance, periodic members' briefs will be issued updating Kirkcaldy Area Committee members on progress on site
- 4.4 As each stage of the on-site works are developed, FCT will provide regular updates for key stakeholders, existing groups & users who are impacted by the disruptions. FCT will work with key partners to collectively consider other mediums for these groups to promote their activity. Locality community council and local ward members will be provided with regular updates.

5.0 Conclusion

- 5.1 The refurbishment, re-purposing and diversification of the auditorium, café/public space, Beveridge Suite and improving access will enhance Adam Smith Theatre's profile as a significant asset as a Theatre and Creative Hub in Kirkcaldy.
- 5.2 It is recommended that the Committee supports the investment in this project and continues to scrutinise and comment on the progress of the project until its conclusion.

List of Appendices

1. FCT Business Plan- Adam Smith Developing a Creative Hub for Fife

Background Papers

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

- Executive Committee Report 23/02/2019 "capital investment Plan 2019-29"

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Adam Smith
Developing a Creative Hub for Fife

1.0 The Vision:

The ambition for Adam Smith Theatre is to redevelop it into a vibrant cultural and community hub for Kirkcaldy and the wider Fife area supporting creative individuals and businesses to start and grow whilst connecting people to new cultural experiences and opportunities to engage in influencing Fife's rich cultural offer. Alongside the creative hub, the Adam Smith theatre will also continue to be a key provider of services to the community; providing space for amateur dramatics, upcoming performers and delivering shows, theatre and cinema to the people of Kirkcaldy and Fife, and building on the already strong cultural tourism offer already on offer and being promoted.

The hub will be a place for people to meet and network informally, in a relaxed café space that can double as a small conference or performance space; a programme of events will attract visitors seeking business, ideas and inspiration that will sit alongside dynamic working spaces that support small enterprise to grow out from the kitchen table into full time premises.

2.0 The need:

2.1 Support for industry

Despite the fact that Fife has the 4th largest economic contribution from creative businesses to the economy in Scotland, there is not at this time a central location in Fife for people and small business in the creative industries to connect, engage and be supported to grow and inspire others. There are over 600 creative businesses currently in Fife.

The creative industries sector in Scotland employs some 68,500 people, with more than 13,800 enterprises generating revenue in excess of £3billion per annum. Indirectly it is recognised that the sector boosts tourism by attracting day and overnight visitors adding £1billion and a direct GVA of £280 million. Businesses within the sector come in a variety of forms ranging from social enterprises to charities and profit making companies. The sector is dominated by sole traders, micro businesses and small firms with 98% of businesses employing between 0-49 people and less than 1% employing 250 or more people.

The Scottish Government defines the Creative Industries as those that have their origin in individual creativity, skill and talent. They also include industries that have the potential to create wealth and job creation through the development, production or exploitation of intellectual property.

Fife is a creative place where creative businesses and practitioners choose to locate themselves because of a strong sense of heritage, tradition, culture and creativity. Our

creative economy is a diverse sector including creative and cultural businesses and organisations, as well as individual/freelance artists and practitioners.

The strongest sub-sectors of the area, in terms of volume of business/practitioners are the software and electronic publishing sector and the visual arts & crafts sectors. Writing and publishing is also a substantive sector within the area, with a wealth of designers and printers as well as local newspapers in the region.

The creative industries in Scotland is now larger than life sciences and sustainable tourism in terms of GVA and employs more people than the energy sector. It remains a key sector for growth in the Scottish Government Economic Strategy for Scotland. The industry is dominated by small enterprises with 59% of registered enterprises being sole traders and 88 % having less than five employees; this is the key target market for the Adam Smith creative hub.

At this time many people seek opportunities outside of Fife as there is no established place that they can identify and connect with. At this time Perth and Kinross are establishing their creative pipeline and hub within the city centre and will become another area that lures talent away from Fife if we are not proactive in responding to the needs of the creative industry.

2.2 Employment

Fife Cultural Trust supports the development in the sector in Fife via the Create in Fife network which is a network established to support the sector by providing resources and information about local, national and international opportunities, and comprises over 600 businesses We will work with partners to create a 'critical mass' of activity in Kirkcaldy Town Centre; with two large venues within the FCT portfolio (Adam Smith and Kirkcaldy Galleries) alongside the development of the Kings Theatre and our ongoing and growing partnership with the Adam Smith Global Foundation we will be well placed to drive cultural and creative activity that creates positive social, economic and community impact. A spectrum of complimentary provision will provide a competitive edge and USP over other areas; with interlinking networks and services that can provide full life cycle support for those interested in, and already engaged with providing creative services.

We will attract people from Fife and further afield as day visitors and tourists to the area through a diverse programme of events and building our reputation within the creative industry on a national level.

3.0 Plan for Fife

The Plan for Fife has four themes of fairness; Opportunities for all, Thriving places, Inclusive growth & jobs and Community led services. This project will focus on achieving a number of

outcomes under two key outcomes; Thriving places and Inclusive Growth and Jobs. Providing opportunities for those interested in working in creative industry, we will provide a thriving location that will be a central hub in Fife (currently people leave the region), and it will be inclusive, engaging with the community to drive cultural service provision in Fife.

3.1 Thriving Places

This project will seek to establish a creative hub at the heart of Kirkcaldy; developing a known community asset into a busy cultural space that support people who live in Kirkcaldy to be connected in a vibrant space, enables small creative industries to grow and network, whilst ensuring that a vital community facility remains accessible to all and develops further as an essential amenity for people of Kirkcaldy.

We will work with partners to create a 'critical mass' of activity in Kirkcaldy Town Centre; with two large venues within the FCT portfolio (Adam Smith and Kirkcaldy Galleries) alongside the development of the Kings Theatre and our ongoing and growing partnership with the Adam Smith Global Foundation we will be well placed to drive cultural and creative activity that creates positive social, economic and community impact. A spectrum of complimentary provision will provide a competitive edge and USP over other areas; with interlinking networks and services that can provide full life cycle support for those interested in, and already engaged with providing creative services.

We will attract people from Fife and further afield as day visitors and tourists to the area through a diverse programme of events and building our reputation within the creative industry on a national level.

Through the development of the building and increase in revenue we will ensure that the Adam Smith theatre becomes a more sustainable facility for the community and in doing so be in a better position to continue to deliver much needed cultural services to the people in the area and beyond.

VisitBritain estimate that Britain's cultural and heritage attractions generate £4.5 billion worth of spending by inbound visitors. VisitScotland's visitor survey highlights that a third of tourists are inspired to visit Scotland by our culture and heritage; something that the Adam Smith Theatre embodies and a creative hub will thrive upon.

3.2 Inclusive Growth and Jobs

Fife Cultural Trust has a strong history for partnership working that brings new and exciting opportunities to Kirkcaldy; with the annual Festival of Ideas attracting visitors from across the World and giving the town an international platform across a variety of news outlets.

The further development of the Adam Smith Theatre will continue to build on this reputation; creating a creative hub that strives to engage people across all communities and connect them with new experiences, alongside providing sole traders, and business with inspiration and opportunities that enable them to take forward their own aspirations for growth and development.

The development of the Adam Smith Theatre would be an investment that would lead to an increase in locally rooted business remaining in the mid Fife area; at this time many currently relocate outside of Fife to access the vibrant creative networks that exist in larger cities such as Edinburgh.

Additionally the project would make more of a cultural and historical visitor attraction; the creative hub would have a year round events programme designed to attract people of all backgrounds, ages and purpose. This might be purely entertainment, or could be learning, development, networking, growth or service delivery.

The creative industries in Scotland contribute £4.6 billion towards the economy, a steady increase since 2010. The industry is now larger than life sciences and sustainable tourism in terms of GVA and employs more people than the energy sector. It remains a key sector for growth in the Scottish Government Economic Strategy for Scotland.

The industry is dominated by small enterprises with 59% of registered enterprises being sole traders and 88 % having less than five employees; this is the key target market for the Adam Smith creative hub.

4.0 Economic Impact

The emerging new tourism and events strategy for Fife sets out clearly the ambitions for culture to contribute to tourism for the area. Fife is a major contributor to tourism in Scotland and contributes £566m annually to the Scottish economy, supports 11,500 full time jobs and represents around 9% to the Fife's workforce. Employment levels have also now grown to pre-recession figures (11,500) further demonstrating the resilience within the sector.

The development of a creative hub in the heart of Kirkcaldy will have significant impact for the local economy; bringing approximately 100 new workers into the town centre along with visitors, guests and event goers who will be in attendance on a daily basis. The movement of FCT from Iona House also provides Fife Council with the opportunity to fully promote and sell an asset to the business community, creating an opportunity to bring new business and people into the area (capacity at Iona house is for 300 more people).

5.0 Partnerships

The Adam Smith Creative Hub will be a complimentary addition to ongoing and future plans for the regeneration and development of Kirkcaldy and Fife. Existing partnerships with the Adam Smith Global Foundation, Fife College alongside connections with BID and Kirkcaldy 4 All, along with the Kings Theatre ensure that we can work jointly to create a critical mass of support for creative industries.

This approach ensures that activity is not centred on a single building and creates a sustainable pipeline for people and businesses that will enable appropriate support, advice and guidance to be given at the right time.

6.0 Adam Smith – Business Development

At this time Adam Smith Theatre consists of the following 'public' spaces beyond the main theatre area:

- **Bar / Café**
- **Function room**
- **Beveridge Suite**
- **Matinee level**
- **Theatre**

These spaces are generally tired in appearance (the Bar / Café recently had a limited investment in relation to decoration and furniture) and under-utilised by the community. The Theatre largely attracts local amateur dramatic societies as a location to stage productions, and local businesses who hire space to run classes such as yoga.

The building is staffed full time, and contains the box office and a technical crew and café staff. However public use is lower than desired.

The investment in Adam Smith will make key changes to all of these spaces, reinvigorating the building and fully utilising the building to give rise to an inclusive and attractive environment that will enable the development of a creative hub.

6.1 Bar / Café

At this time the bar / café is a dated space that is only used during the day as a café and in line with programming to provide bar services.

There is a large kitchen to the rear, with equipment that is nearing the end of its life span and not utilised in the delivery of the café services.

The vision is to open up the space and create a multi-functional communal space that can be used for:

- Café
- Informal meeting space
- Small scale events / training / conferences
- Open mic / comedy nights
- Bar
- Social bookings – parties

The turnover at Adam Smith for 2018-19 was £106,900 with a profit of £50,158.00 for the year.

6.1.1 Café

The average takings for the daytime café are £50 per day (10am – 3pm operation); footfall is through regular and loyal customers and averages 10-15 people depending on the day, with an average spend of £3.50 per head. This does not include the increased footfall that is as a result of the Panto or any other daytime programming.

Through the Cultural Hub we would seek to increase this footfall dramatically and the average spend per head. A busy, established creative space that encourages informal meetings, casual working space and has the right atmosphere for social gatherings will be a significant draw for new customers (especially with Fife College in such close proximity).

Current (6 day operation 10-3pm)			Target – 2023 (6 day operation 10 – 5pm)			
Daily visitors	Spend per head	Annual Turnover	Daily visitors	Spend per head	Annual Turnover	Variance
15	£3.50	£16,065	75	£5.60	£131,040.00	+£114,975.00

6.1.2 Bar

The bar is currently only open in line with programming is responsible for a significant portion of turnover and income generation at Adam Smith; the creation of the hub would seek to extend this success and provide a cultural and creative night time economy space for Kirkcaldy. This will bring the opportunity for upcoming bands and performers to have a performance space. The aim is to increase footfall by over 50% and increase per head spend.

Current (ad hoc in line with programming)			Target – 2023 (Friday & Saturday operation & programming)			
Annual Visitors	Av. Spend per head	Annual Turnover	Annual visitors	Spend per head	Annual Turnover	Variance
7151	£8.52	£60,927	10,726	£13.00	£139,438	+£78,511

6.2 Events – Café

The vision for the café space is a busy space that attracts people who want to enjoy the creative space and the food / beverage offering alongside an informal meeting and hot desking space that draws people from the creative industries and beyond. The space is also self contained and would lend itself to being available for private hire and events. The could include social events as well as performances.

Target – 2023			
Event hires	Spend per hire	Annual Turnover	Variance
30	£7 5.00	£2,250	+£2,250

6.3 Target Income – Bar / Café

With these new targets in place, for the financial year 2023/24 the overall target profit for the Adam Smith café and bar is £118,515.70 per annum. This is based on the following forecasts:

6.3.1 Target annual expenditure

	Normal staff hours	Unsociable hours	Casual hours	Total weekly staffing costs	Av. Weekly stock & running costs	Annual costs
Forecast costs	£ 837.90	£ 297.18	£ 418.25	£ 1,553.33	£ 1,274.04	£151,962.30

6.3.2 Target annual income

Target Income		
Café	Bar	Total
£131,040.00	£139,438.00	£270,478

This is an increase in profit of over £68,357.70. Whilst it can be difficult to establish a full years income for a new business venture the aim would be to capitalise on the attraction of the new building and associated local press coverage to bring in a strong footfall.

We would also seek to have strong Theatre programme in place to establish the creative night time offering and draw in customers.

Assumptions:

- 64 hours staffing per week
- 16 hours unsociable staffing (after 8pm)
- 25 hours of Casual staffing hours available per week
- Forecast living wage £10.50 per hour (2023/24) and £10.95 per hour (2024/25)
- Expenditure at 22% of income

The 2-year forecast for the Café / Bar based on these assumptions is as follows:

	Café footfall target	Spend per head target	Bar footfall target	Spend per head target	Expenditure target	Turnover Target	Profit Target
2023-24	22950	£5.60	10,726	£13.00	£ 151,962.30	£270,478.00	£ 118,515.70
2024 -25	25092	£5.95	11,262	£13.50	£ 162,013.86	£297,525.80	£ 135,511.94

6.4 Function Hire – Auditorium & Beveridge Suite

The auditorium sits underneath the main theatre; there is open ventilation between the two floors and as such noise passes easily between the two and they cannot be used at the same time, additionally the space is dated and uninviting.

At this time the auditorium is used for community meetings and classes on an adhoc external hire basis. The combined income from this space and the Beveridge suite is £19,000 per annum.

The vision is to both renovate and upgrade the space to create a more inviting environment with a lighting and sound rig that can support local drama and performance groups to show their productions in a comfortable and professional space.

Staging and seating will be moveable to allow maximum flexibility and a lift will be installed to ensure the space is fully accessible to all customers for the first time.

In addition to being suitable for performances the space would also be able to accommodate mid-sized meetings / conferences, training and development activities and this would be key area for business development.

The Beveridge suite is largely used for external hires and creative productions. During the day it hosts meetings, however the space is commonly used by local amateur dramatic societies or for hosting Tae Sup wi' a Fifer.

This space has great potential for expanding on this usage and connecting with the feedback from our communities who see the Beveridge suite as an important space for socialising and events.

6.4.1 Income Targets

The income targets described below are in addition to the £19k per annum income already received from letting these spaces.

For the first year, this would represent a 126.5% increase in profits gained from external lets; and does not include the additional bar or catering income that would be generated from large functions / parties being booked if a pay bar is requested by the customer.

2023/24 Target income								
	Target bookings	Average event size	Price per head	Turnover target	Expenditure - staffing	Expenditure F&B	Target profit	
Conference	20	75	£ 20.00	£ 30,000.00	£ 6,703.20	£ 7,500.00	£ 15,796.80	
External meeting	50	20	£ 25.00	£ 25,000.00	£ 16,758.00	£ 5,000.00	£ 3,242.00	
Large function / party - hire only	3	100	25	£ 7,500.00	£ 1,005.48	£ 1,500.00	£ 4,994.52	
							£ 24,033.32	
2024/25 Target income								
	Target bookings	Average event size	Price per head	Turnover target	Expenditure - staffing	Expenditure F&B	Target profit	
Conference	25	75	£ 21.00	£ 39,375.00	£ 8,379.00	£ 9,375.00	£ 21,621.00	
External meeting	60	20	£ 25.50	£ 30,600.00	£ 20,109.60	£ 6,000.00	£ 4,490.40	
Large function / party - hire only	5	100	25.5	£ 12,750.00	£ 1,675.80	£ 2,500.00	£ 8,574.20	
							£ 34,685.60	

6.5 Matinee Level

This space is currently empty but provides a perfect opportunity to create a day to night social environment that is available for informal meetings, quiet working space or pre-theatre drinks. Changing this environment will encourage greater use of the café / bar and entice new and return customers who will be drawn by the ambience and offering.

6.6 Theatre

The Theatre space is in need of investment to keep it abreast of changes in technology and support the ongoing provision of theatre services and high class programming for people in Kirkcaldy and Fife.

Upgrading of the sound systems, along with improving sound proofing from below and a re-fit for carpets, doors and repainting the space will significantly improve the customer

experience. This will lead to an increase in ticket sales and improve Trust income from programming.

Existing ticket sales for Adam Smith are £153k per annum, a 15% increase over 3 years would be

7.0 Summary Financial Projections

All financial projections have been done on a conservative basis and not assumed any additional investment in business development posts, which would ultimately increase the opportunities for income generation in the space.

The main thrust of investment and return is in the café and bar area; with the right environment, offering and staff this space could be a thriving busy cultural hub that invites people to stay, have a coffee, something to eat and [should they chose] stay on for a show or the evening offering in the bar.

Income source	Target Profit	
	2023-24	2024-25
Café / Bar	£ 118,515.70	£ 135,511.94
Events	£ 24,033.32	£ 34,685.60
Room hire	£ 2,250.00	£ 2,250.00
TOTAL	£ 144,799.02	£ 172,447.54

The target profit for the Adam Smith Cultural hub; 2023/24 and 2024/25 is **£317,246.57** which has the potential to provide significant additional income for the Trust to offset future reductions in the management fee and will help the Trust to maintain public services at current levels.

8.0 Outputs & Outcomes

This project will seek to create a creative hub that provides Kirkcaldy and Fife with a central base and lead for supporting the engagement, development and growth of creative industries and networks in Fife and beyond. There are a number of outputs and outcomes that will be monitored to ensure this aim is achieved:

Outputs

Development of a Creative Hub for Fife that includes:

Informal working & networking spaces

Small conference / Entertainment spaces

Large conference / Event facilities

Hot desking / Small office for creative industries

Shared office space between FCT and other creative businesses

Facilities for music / drama performances

Café / Bar area

Outcomes

Fife's creative economy continues to grow

Kirkcaldy builds a reputation within creative industries as a place to network and become established leading to an increase in people living, working and visiting the town

Supported regeneration of Kirkcaldy town centre

Fife Cultural Trust increases sustainability through income generation

Increased connections with local communities

New audience development for Adam Smith

New businesses move into Iona house increase local employment opportunities

Outcome Area	Benefit
Economic Growth	<p>Key investment and development in Kirkcaldy town centre that creates a critical mass staff and visitors.</p> <p>Business development opportunities for Fife Cultural Trust with the ability to fully utilise the Adam Smith Theatre space.</p>

	<p>New employment opportunities through the development of onsite catering services and conferencing / performance venue</p>
<p>Greater Community Engagement</p>	<p>Increasing the use of the building and available space for community members, groups and societies to use for meetings, events and creative and cultural development.</p> <p>Building further connections with the community through a hub model that encourages engagement and open doors for visiting and building use.</p> <p>Placing FCT at the heart of Kirkcaldy ensuring our team and volunteers are easily reached by the community, and able to provide support for cultural development more readily.</p>
<p>Enhanced Service provision</p>	<p>A more dynamic staffing model at Adam Smith enables it to be open and delivering services to the community in a more accessible way and with greater frequency.</p> <p>The creative hub will enhance the profile of the Adam Smith Theatre, attracting more shows and performers who wish to use the venue for their performances.</p> <p>The development of a café and conferencing / performance space provides a local social / networking area that can also be hired at affordable rates by those in the creative industry or the community.</p>
<p>Development of heritage / tourist sites</p>	<p>Adam Smith Theatre is an important heritage site in Kirkcaldy; it is already the venue for the Festival of ideas. A creative hub will elevate the venue and provide visitors to Kirkcaldy with the opportunity to experience a key</p>

	<p>cultural site outside of its current scheduled opening hours for shows / performances.</p> <p>The development of Adam Smith, alongside the Kirkcaldy Galleries creates a critical mass of heritage and tourist attraction at the heart of Kirkcaldy; building on existing assets to draw in new visitors and increase awareness of Kirkcaldy as a place to visit and stay.</p>
Increased visitors	<p>A creative hub that is networked to the rest of Scotland by excellent public transport that is within short walking distance will ensure visitors (tourist, or business) can access the site with ease. Kirkcaldy is within easy travelling distance of Aberdeen, Dundee and Edinburgh making it an attractive site for meetings (both formal and informal).</p> <p>The development of Adam Smith will ensure that the programming schedule can diversify and attract new visitors and encourage increased return visits.</p>
Developing new job opportunities for young people / long term unemployed	<p>The café and small conference / performance area will seek to link with Fife College and employment support agencies in Fife to provide employment opportunities in catering, hospitality and customer service.</p> <p>We will provide opportunities for upcoming artists to access audiences and venues alongside providing support for development and growth as a performer.</p> <p>The creative hub will seek to engage people and fuel their aspirations for taking forward small business ideas and self-employment that is geared towards the creative industries. We will seek to increase the existing creative Fife network and support people to become</p>

	established in their business, interweaving industry specific support with business development advice from partners in Kirkcaldy to ensure best success.
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9.0 Iona House

Fife Cultural Trust currently operates head office functions from Iona House, John Smith Business Park. The Trust holds the lease for 2 floors within the building which present a significant opportunity for extending the vision for the Adam Smith Creative hub.

The Trust has a significant network in the creative community and there is an absence of start up office / creative space for these specific types of business. Iona house has the potential to provide another creative location in Kirkcaldy and enhance the offering in town. This will create a corridor of infrastructure from the outskirts to the centre that supports creative industry from amateur, to start up, and through to professional.

9.1 Income forecast

It will take several years to build the income generating capacity for the Trust however forecasts are as follows:

2023/24	Monthly cost	Target months sold 2023	Income
Monthly rental	£52	9	£468
Memberships (with desk)	-	300	£300
Membership desk rental	£47	15	£705
Small office space (3 desks)	£150	3	£450
			£1,923
2024/25	Monthly cost	Target months sold 2024	Income
Monthly rental	£52	24	£1,248
Memberships (with desk)	-	900	£900
Membership desk rental	£47	45	£2,115
Small office space (3 desks)	£150	2	£300
			£4,563

Full earning potential is forecast as follows:

Full occupation			
	Monthly cost	Target months sold 2023	Income
Monthly rental	£52	120	£6,240
Memberships (with desk)	-	2000	£2,000
Membership desk rental	£47	120	£5,640
Small office space (3 desks)	£150	12	£1,800
			£15,680

10.0 Summary

In summary, through the development of their creative and cultural hub, we will:

- Attract people from Fife and further afield as day visitors and tourists to the area through a diverse programme of events and building our reputation within the creative industry on a national level.
- Ensure that the Adam Smith theatre becomes a more sustainable facility for the community and in doing so be in a better position to continue to deliver much needed cultural services to the people in the area and beyond.
- Enhance the culture and heritage offer of Fife – providing a first class centre for Fife festivals, which currently attract over 200k visitors (with 59% of those attending coming from out with Fife), through establishing Kirkcaldy as a key location for creative industries, and widening and strengthening the partnerships we would seek to expand and build on this existing success story.
- Provide additional revenue for Fife Cultural Trust, reducing reliance on the management fee and improving sustainability
- Support the development of a growing industry and enable creative industries to thrive and create new job opportunities through sole traders to small businesses.

There is no doubt that the Adam Smith Hub project would help establish an international reputation for Kirkcaldy that is built on its rich heritage and evidenced through a vibrant town centre that thrives on creative industries and the services and goods that they have to offer.

24th November, 2020
Agenda Item No. 12

Citizens Advice & Rights Fife – Performance Report

Report by: Paul Vaughan, Head of Communities & Neighbourhoods
Wards Affected: All Wards

Purpose

This paper and its appendices provide information on the performance of Citizens Advice & Rights Fife (CARF) during 2019/20.

Recommendation(s)

It is recommended that the Community & Housing Services Committee:

- (a) Consider this paper and its appendices and comment as necessary;
- (b) Comment on the performance and development of the organisation, as appropriate;
- (c) Recognise the work undertaken to support vulnerable individuals through the current Corona Virus pandemic;
- (d) Recognise the likely impact on the service as a result of the pandemic.

Resource Implication(s)

No resource implications at this stage.

Legal & Risk Implications

CARF is monitored in line with the Council's Monitoring & Evaluation Framework therefore legal and risk implications are minimal.

Impact Assessment

An EqIA has not been completed and is not necessary as this report does not propose any change or revision to existing policies and practices.

Consultation

No formal consultation was carried out or is required, however the report has been developed alongside CARF's Chief Executive Officer David Redpath, who will be in attendance at Committee alongside CARF's newly appointed Business Development Manager, Sarah Somerville.

1.0 Background

- 1.1 CARF is a voluntary organisation with charitable status providing advice and support across a wide spectrum of advice areas including welfare benefits, money advice and tribunal representation, amongst others. CARF is in the final year of its Service Level Agreement and is currently going through a council led Three Year Evaluation.
- 1.2 CARF was awarded £1,862,087 core grant support in 2019/20, including previous welfare reform mitigation funding which has been mainstreamed.

2.0 The Plan for Fife

- 2.1 CARF's work (particularly regarding income maximisation) continues to contribute directly to the Plan for Fife through the "Opportunities for All" theme, including the ambitions for Fife to have "low levels of poverty in line with national targets" and "reduced levels of preventable ill health and premature mortality across all communities".
- 2.2 More specifically, the Plan for Fife has a dedicated action plan regarding maximising household income through access to benefits, which CARF continues to deliver through its frontline offices and project work (detailed in Appendices 1 and 2).
- 2.3 Actions taken by CARF during 2019-20 directly relating to the "Opportunities for All" theme include:
 - the promotion of affordable credit and banking facilities,
 - integrating income maximisation at key points in service provision,
 - improving support to enable families and pregnant women to maximise income and become more financially resilient,
 - specific advice and support for carers and those receiving care,
 - and to reduce the number of those experiencing fuel poverty.
- 2.4 The SLA between Fife Council and CARF does not stipulate exactly how core funds should be spent but rather funds the organisation to deliver services over **all 15** areas of advice.
- 2.5 In contributing towards the delivery of the Plan for Fife and Fairness Matters, CARF continues to be well represented across all strategic and operational key areas, including the Fife Welfare Reform and Anti-Poverty Partnership, Fife Child Poverty Subgroup, all 7 local Welfare Reform and Anti-Poverty groups and continues to have input to Fife Health and Social Care Partnerships locality planning agenda.
- 2.6 Alongside this, CARF's CEO was co-Chair of the Fife Food Insecurity Group with progress being made in moving away from emergency food aid as a solution and towards preventative, rights-based measures including increasing the incomes of people facing crises.
- 2.7 CARF is also represented on the Fife Employability and Training Consortium, the Third Sector Strategy Group and several Fife Voluntary Action forums including those relating to employability, health and social care and mental health and wellbeing.

- 2.8 CARF continues to champion for social policy change where evidence shows unfair application. Alongside Citizens Advice Scotland (CAS) they have taken part in several social policy campaigns through 19/20 to help improve the lives of vulnerable individuals and families across Fife.

3.0 CARF and Reform & Recovery Proposals

- 3.1 Work to review the Plan for Fife was impacted by the Covid-19 pandemic. As a result a small number of priorities were identified as a focus for a period of reform & recovery.
- 3.2 CARF contribute to 2 of the 4 identified priority areas in the following ways:
- **Tackling poverty and crisis prevention** through CARF's income maximisation work, benefit advice, tribunal representation, debt relief advice, financial inclusion work and supported through targeted projects.
 - **Sustaining services through new ways of working** by undertaking a full review of service delivery and using the opportunity afforded to them to introduce digital solutions and allow for a more dynamic, flexible and efficient service delivery model.
- 3.3 Further details of CARF's response to Covid-19 can be found in section 10.

4.0 Frontline Delivery

- 4.1 During 2019/20, CARF assisted almost 14,000 active clients through their frontline offices, pop-up clinics and telephone advice unit.
- 4.2 CARF's website received over 70,000 visits from almost 42,000 unique visitors. The website contains information on CARF services, operating hours etc as well as providing access to online advice and information including access to webchat. The website is a portal to an "Adviceguide" database for those wishing to access advice and take personal ownership of resolving their difficulties.
- 4.3 CARF has worked hard in recent years to provide a multi-layered service aimed at improving access to CARF services. Access, prior to Covid-19, came in a variety of ways including face to face drop-in sessions, pre-arranged appointments, telephone advice, home visits, webchat, webinars, referrals via the Fife Online Referral and Tracking (FORT) system and the CARF website.
- 4.4 CARF's telephone offering includes dedicated lines for general advice, debt advice, welfare reform advice, a dedicated line for the Macmillan Cancer Support project and a textphone for those who are hard of hearing or deaf. Appendix 1 provides details of the frontline delivery including phone line availability, and the times of drop-in sessions and pre-arranged appointment slots in all offices and outreach locations although this has been subsequently impacted by Covid-19 restrictions.
- 4.5 CARF continues to work alongside Fife Council, Fife Community Interpreting Services and The Big Word, to make services as accessible as possible.

- 4.6 As a result of Covid-19, CARF's services have had to shift significantly from March 2020 onwards. This has resulted in changes to the telephony offering described above. Details of current service delivery can be found in section 10.
- 4.7 In 2019/20, CARF dealt with almost 49,500 issues on behalf of clients. As has previously been reported, the top 3 issues relate to benefits, debt and financial support. These 3 areas accounted for 76% of the total issues raised to the service.
- 4.8 The top 3 issues dealt with by CARF are detailed below:

Analysis of Issues raised	2018/19 %	2019/20 %
Benefits, tax credits and NI	46	46
Debt	23	20
Financial products and services	9	9

- 4.9 In 2019/20, CARF completed over 3,639 forms on behalf of clients including 449 Mandatory Reconsiderations and 329 appeal papers for tribunal. Other forms completed by CARF include forms for Personal Independent Payment (PIP) and Attendance Allowance, along with Discretionary Housing Payments and Council Tax Reductions. PIP applications can be complex and time consuming but did account for over £3m in client financial gain.
- 4.10 Universal Credit accounted for 4,178 issues raised in 2019/20, over 18% of the total benefits issues raised with CARF. The increase is partially attributable to the successful delivery of a dedicated "Help to Claim" project, funded through CAS and assisting vulnerable individuals to apply for Universal Credit and supporting them through to their first payment.
- 4.11 CARF's Pop-up clinics provide a more mobile presence in areas where there may be difficulty in accessing mainstream CARF support. In 2019/20 the Pop-up Advisers saw over 2,000 clients who would not otherwise have been able to access CARF advisers.
- 4.12 CARF's Pop-up clinics operate in a variety of locations from Third Sector partner offices, to community venues and outreach offices. In 2019/20, the Pop-up teams delivered sessions from Auchmuty Job Club-Glenrothes, Victoria Hospital-Kirkcaldy, Park Road Community Centre-Rosyth and Oakley Local Office, amongst others. CARF recognises South West Fife is the only Fife Council local area without a frontline bureau and to mitigate this the Pop-up clinics saw 234 clients in this area in 2019/20.
- 4.13 CARF's Client Representation Unit assisted over 750 clients in their appeal against benefit decisions winning 83% of their cases. As previously highlighted, the time-consuming nature of this work means the advisers are required to appropriately manage client expectations, taking on cases they believe to be most likely to succeed.
- 4.14 Having recognised an improvement in decisions being overturned at Mandatory Reconsideration stage, CARF have piloted moving resources within the representation team to deal with Mandatory Reconsiderations and thereby reduce the need for lengthy time-consuming appeal submissions taking place.

- 4.15 Waiting times for tribunal representation are influenced by factors outwith CARF's control, for example, the timetabling of hearings. However, it should be noted that the Covid-19 pandemic has impacted on the flow of demand for tribunal representation and as of October 2020, there is a minimal waiting time.
- 4.16 There were no office closures in during 2019/20 until Covid-19.
- 4.17 Following investment in CARF's IT infrastructure, the service has an IT uptime in excess of 99%.
- 4.18 CARF continues to rent frontline office space from the Council, private landlords and owns one property in Dunfermline. In addition, the Kirkcaldy and Leven offices are rented from Fife Voluntary Action. Recognising rising premises costs and the potential change in how services are delivered, CARF are reviewing their existing premises in Dunfermline and their administrative offices in Glenrothes. Fife Council is helping CARF assess premises in these areas.
- 4.19 CARF provide an outreach service using Fife Council's St Andrews Local Office. This has been subject to a Community Asset Transfer request and CARF continue to monitor the situation as appropriate.

5.0 Specialist money advice in CARF

- 5.1 Money Advice accounted for 20% of all issues dealt with by CARF in 2019/20. The Unit continues to provide high quality, tailored advice on statutory debt relief options through approximately 40-50 appointments per week.
- 5.2 The table below shows the number of enquiries, cases handled, and the level of debt involved in the last 2 years.

Enquiries	2018/19	2019/20
Number of new multiple debt cases	1,300	1,133
Number of new one-off enquiries	2,244	1,938
Number of DAS cases	95	69
Total amount of debt involved	£14.3m	£13.2m

- 5.3 All CARF Money Advisers are accredited to put forward bankruptcy applications and applications for the Debt Arrangement Scheme (DAS). Administrative tasks associated with these applications are also required to be carried out by individual approved Money Advisers.
- 5.4 CARF is currently exploring digital funding paths to help streamline the access to debt advice and increase the number of appointments available to clients.
- 5.5 In 2019/20, CARF rescheduled almost £5.8m of debt via the DAS Scheme and through approved bankruptcies.
- 5.6 In 2019/20, 69 DAS applications were made, and 251 bankruptcies were approved.
- 5.7 In order to assist debt clients in an emergency, CARF has a Duty Adviser to answer more complex queries from clients who are attending offices or who have accessed

CARF's Money Advice phonenumber. During 2019/20 the Duty Money Adviser answered 455 calls.

- 5.8 To improve accessibility to free, independent and impartial debt advice, CARF operate a telephone line, webchat function and have provided access to money advice forms from various council locations as well as the Support & Connect project and Hillcrest Housing Association.
- 5.9 CARF's money advice unit continues to work alongside CAS's Social Policy team and in 2019/20 contributed to research on living within the common financial tool while in a statutory debt resolution.
- 5.10 The unit submitted the required information to the Common Advice Performance Management Reporting Framework hosted by the Improvement Service.

6.0 CARF and the local economy

- 6.1 Financial gain for CARF is noted in the table below along with the corresponding 2018/19 figures for comparison.

Client Financial Gain	2018/19 £ ,000	2019/20 £ ,000
Benefits, tax credits and NI	6,349	7,792
Debt Remedies (Bankruptcy, Trust Deeds etc.)	4,912	4,136
Financial products and services	156	173
Tax	47	88
Other	39	79
Total	11,503	12,268

- 6.2 In 2019/20, the financial gain brought about through CARF activity was the equivalent to an extra £33 for every person living in Fife.
- 6.3 CARF strongly believe that there is a positive causal effect on an individual's health and wellbeing associated with increasing an individual's income. The cost of food, childcare, transport and household costs continue to rise meaning many of CARF's clients are experiencing income reduction in real terms.
- 6.4 The increase in personal income improves an individual's choice of services and goods available to them, opening opportunities that may not have previously been available to them including access to more affordable credit.
- 6.5 As a result of the current pandemic, CARF is concerned by the level of social isolation and the reduction in social interaction. An increase in personal income can positively impact an individual's ability to engage with their local community.
- 6.6 The financial contribution of CARF to Fife society as a whole is likely to be far higher than the reported £12.2m given improved access to goods and services and the associated improvements in health and wellbeing.

7.0 Additional CARF services

- 7.1 In 2019/20 CARF attracted external funding totalling £859,404. The external funding allows CARF to deliver specific, targeted projects to the communities most vulnerable groups in partnership with other agencies. Details of all CARF's partnerships can be found in Appendix 2.
- 7.2 CARF remains committed to the "prevention" agenda and a specific financial inclusion unit within CARF has a remit within their projects to improve financial capability and ensure more sustainable outcomes for clients.
- 7.3 In 2019/20, CARF's Money Advice and Financial Inclusion teams delivered 71 training sessions/presentations/events to over 1,200 individuals.
- 7.4 CARF recognises the commitment within the Fife Health and Social Care Partnership (HSCP) to income maximisation and continued to work alongside maternity services with the Money Talk Team (previously Financial Health Checks) and the Fife Macmillan Welfare Benefits project.
- 7.5 The Money Talk Team received 603 referrals leading to a financial gain of over £325k. On average, each mother engaging with the project received an increase of approximately £540.
- 7.6 The Macmillan project engaged 379 clients leading to a financial gain of over £1.1m. The CARF adviser for the project is continuing to work with Fife Improving the Cancer Journey team to improve client experience.
- 7.7 In addition, CARF launched a new Carers Income Maximisation project in 2019/20 alongside Fife HSCP. The project saw almost 300 clients in their first year with a financial gain of over £800k.
- 7.8 CARF continues to contribute to the InSpire programme at Victoria Hospital. This is a project where patients who have spent significant time in intensive care are provided benefit advice and support to prepare them for life at home upon their discharge from hospital.
- 7.9 CARF delivers the Pension Wise project in Fife. This project provides free, impartial guidance for people regarding pension freedoms introduced as part of the Budget in 2014. Over 580 referrals were dealt with in 2019/20.
- 7.10 CARF continues to deliver the Patient Advice and Support Service which supports patients and their families through the National Health Service (NHS) complaints process. In 2019/20, the service supported 174 patients with complaints against the NHS and associated services.
- 7.11 Scottish Legal Aid Board (SLAB) funded Making Justice Work project, in partnership with Frontline Fife, assists households threatened with eviction or repossession to make sustainable decisions to allow them to stay in their homes. 80% of clients accessing this project avoided repossession or eviction during 2019/20. It should be noted that with this project, the repossession or eviction from a property may, in certain circumstances, be the chosen debt relief method of the client.

- 7.12 CARF continues to deliver the highly successful Cosy Kingdom project, in partnership with Greener Kirkcaldy, and in 2019/20, 689 benefit checks were carried out by CARF's Healthy Heating Adviser contributing to financial gains of over £290k.
- 7.13 CARF is now part of the Fife Employability and Training Consortium delivering the Transition 2 Employment project. In its first year, 170 individuals were assisted in adapting to work following periods of unemployment.
- 7.14 CARF's long standing Making it Work for Lone Parents project, in partnership with Fife Gingerbread, continues to remove barriers to employment experienced by lone parents. In 2019/20 the project dealt with over £60,000 of debt.
- 7.15 Having sourced national funding through CAS, CARF delivers the Help to Claim project designed to assist individuals in applying for Universal Credit and providing support through to first payment. The project dealt with almost 1,400 clients in its first year of operation.
- 7.16 The national Armed Services Advice Project and Unforgotten Forces project are delivered locally in Fife by CARF. These projects supported over 430 ex-forces personnel in 2019/20 in matters including housing, employment and benefits.
- 7.17 Following the approval of Brexit legislation, CARF delivered the national "EU Settlement Scheme" project alongside CAS. The project supported 300 EU citizens in applying for settled or pre-settled status. The project ended in June 2020 although frontline CARF staff will continue to assist with applications for EU citizens.
- 7.18 In November 2019, CARF helped deliver the Mums Matter project aimed at improving access to advice services for those travellers who are pregnant, or those with school aged children, to ensure income was maximised.
- 7.19 CARF and NHS Fife were in discussions prior to lockdown around Endowment Fund monies which would be used to provide holistic, income maximisation support for NHS Fife employees. The discussions were suspended in March 2020 as a result of lockdown and CARF will pick this up in 2020/21.
- 7.20 The Fife Online Referral and Tracking system (FORT) provides electronic referral access to a number of organisations in Fife. In 2019/20 over 1,000 referrals were made to CARF through the system.
- 7.21 CARF uses the information and data at its disposal to responsibly influence social policy both locally and nationally. In 2019/20, the organisation sent 463 issues to CAS highlighting unfairness.
- 7.22 In partnership with Glenrothes Area Committee, CARF worked with Fife Council and Age Concern to help raise awareness of the new requirement for those aged over 75 to pay for a TV licence and, equally, to improve access to Pension Credit given that those in receipt of Pension Credit will continue to receive a free TV licence. There was a small increase in enquiries and an increase in the value of awards in the Glenrothes area as a result.
- 7.23 During 2019/20, the most common social policy issues raised related to Universal Credit and Personal Independence Payment.

- 7.24 CARF submitted a response to the Scottish Governments' Economy and Fair Work Committee on the Consumer Scotland Bill and on Protected Trust Deeds.
- 7.25 CARF's Financial Inclusion Co-ordinator was invited to speak at two "Women against State Pension Inequality" events.
- 7.26 Relationships with foodbanks continue to grow, evidenced by the quick and smooth changes to referral processes between the agencies as a result of Covid-19.
- 7.27 Plans have been put in place by CARF's internal Social Policy Group to support Carers Week, Challenge Poverty Week, Big Energy Week, Financial Capability Week, Living Wage Week and Child Poverty Day throughout 2020/21.

8.0 Volunteering in CARF

- 8.1 CARF continues to offer 6 different volunteering roles within the organisation, tailored to the volunteer's skillset and contribution. The various roles demonstrate the proactive way in which the organisation is looking to attract new volunteers as well as improving the volunteer experience. As of 31st March 2020, the number of volunteers at CARF was 121.
- 8.2 The contribution of volunteers to the work carried out by CARF in 2019/20 totalled over 29,000 hours, with a notional value of over £306,000. On average, a CARF volunteer gave over 32 days contribution to the organisation.
- 8.3 In 2019/20, CARF recruited 29 new volunteers. Over a quarter of those who left their volunteering roles did so to go to paid employment.
- 8.4 Following a successful pilot programme of intensive adviser training, a further condensed course was delivered in 2019/20. This course ran over a concentrated 5-day period in an attempt to fast-track volunteers who are able to devote a block of time to train with CARF.
- 8.5 CARF continues to maintain its "Volunteer Friendly" status.
- 8.6 CARF is undertaking preparatory work for the "Investing in Volunteers" accreditation and has recently completed a self-assessment to identify the necessary steps needed before starting an application.
- 8.7 In 2019/20, CARF hosted 2 Social Work students from Stirling University and the University of Dundee. CARF is continuing to offer GP students the opportunity to see how their work can improve the health and wellbeing of clients and have previously hosted a placement from St Andrews University.

9.0 Internal achievements

- 9.1 In response to the retirement of a long-standing member of staff and the resignation of another, CARF took the opportunity to restructure and streamline the Senior Management Team to ensure the structure was more aligned with the business model.

- 9.2 CARF continues to meet all the necessary criteria for full membership of CAS.
- 9.3 CARF's Learning and Development Officer has continued the rollout of Customer Excellence Training and "Demystifying Universal Credit" training. In addition, in line with good governance, CARF management undertook Dignity at Work training through ACAS.
- 9.4 CARF continues to roll out Mental Health First Aid Training to staff and volunteers. Two members of CARF staff are now qualified to deliver these courses.
- 9.5 CARF submitted their annual review for Healthy Working Lives in May 2019 and received confirmation of their ongoing Gold Award later that month. CARF is committed to creating a healthy, vibrant environment for staff and volunteers.
- 9.6 At the annual Staff and Volunteer Conference, CARF unveiled their STARS values-based framework following an organisation-wide exercise. The Framework sets out the values CARF staff and volunteers believe they should show, and also the expected behaviours that would demonstrate they live their values. The STARS acronym stands for Skilful, Trustworthy, Aspiring, Reliable and Supportive. Appendix 3 provides further information on the framework.
- 9.7 During 2019/20, CARF made 4 new appointments to their Board of Directors. As at 31st March 2020, CARF had 11 Directors with a wide range of skills and expertise in line with good governance principles.
- 9.8 CARF's first Modern Apprentice completed his apprenticeship and has subsequently taken a role within CARF as Office Administrator/HR Assistant.
- 9.9 CARF were successful in attracting support as part of a Boosting Budgets project in partnership with Support & Connect. A recruitment exercise for the post was unfortunately suspended as a result of lockdown in March 2020.
- 9.10 The organisation avoided making any redundancies in 2019/20.
- 9.11 As detailed in section 6, CARF launched 4 new projects in 2019/20,
- Help to Claim
- Carers Income Maximisation Project
- Transition 2 Employment Project
- EU Settlement Status project.
- 9.12 CARF continues to support the Living Wage and remains a Living Wage employer.
- 9.13 CARF also continues to be recognised as a Carer Positive employer.
- 9.14 CARF invested in IT security training to ensure that all staff and volunteers are aware of, and able to identify, phishing attacks as well as understanding how to secure data.
- 9.15 CARF has signed a contract with Croner to provide tailored health and safety advice and guidance.

10.0 Covid-19 and future plans for CARF

- 10.1 Covid-19 meant CARF had to enter a lockdown phase on 23rd March 2020. The organisation mobilised resource to be able to continue to deliver advice over the phone from day one.
- 10.2 CARF was able to access significant support from Fife Council for both IT equipment and PPE. Existing IT equipment was initially redistributed to allow paid staff to re-commence duties following the move to working from home. More recently as CARF has invested in further IT resource, including purchasing additional laptops, the initial equipment is being re-distributed to CARF volunteers to allow them to return to their roles.
- 10.3 CARF followed the guidance issued by Fife Council when developing HR policy relating to Covid-19 including guidance on flexi-time and use of annual leave. They have also worked alongside an agreed Union Health and Safety Representative to develop Risk Registers and ensure staff, volunteer and client safety.
- 10.4 As of October 2020, in line with Scottish Government advice, CARF has been able to open offices in Kirkcaldy, Glenrothes and Leven on a strict appointment basis for those queries necessitating face to face advice for welfare, debt and income maximisation purposes only.
- 10.5 CARF has also mobilised the Cupar office as a “volunteer hub”, hosting volunteers who are providing a call back service to clients accessing telephone advice.
- 10.6 CARF has worked alongside CAS in developing, and manning, a national Scottish Citizens Advice Helpline in response to the pandemic, complementing our local telephony services.
- 10.7 CARF accessed local and national funding to help towards the financial costs of the pandemic. Appropriate PPE has been procured and a significant programme of IT improvements, the largest in CARF’s history, has progressed.
- Investment has taken place to move CARF data to a cloud-based service which will allow advisers access to systems and data from home. This has been further strengthened by the purchase of cloud back up and multi-factor authentication software to protect the data.
 - CARF has also invested in remote application deployment meaning updates to software can be done regardless of the location of the adviser or device and CARF is also investing in password self-service software.
 - CARF has purchased a significant number of smartphones for advisers meaning the ability to photograph and email paperwork as well as having access to all CARF systems. It is CARF’s intention to install the Protect Scotland App on each device in an effort to mitigate against Covid-19.
- 10.8 CARF continues to explore opportunities to open further offices as appropriate but recognises the balance in opening services and protecting staff, volunteers and clients.

- 10.9 CARF is working to maintain engagement with volunteers and has created new training materials to help re-orientate volunteers back to the organisation after time off. They are working to re-integrate as many volunteers as possible as services reopen, whilst giving appropriate regard to risk.
- 10.10 In 2020/21, CARF will undertake a wide-reaching review of current service delivery to inform the future service delivery model, ensuring the business model adapts to the changing environment in which it operates.
- 10.11 CARF will also undertake a scoping exercise to help improve access to free and impartial debt advice. This exercise will concentrate on improving website access to these services.
- 10.12 CARF will deliver, in partnership with Fife Gingerbread, Clued Up, and Fife Intensive Rehabilitation and Substance Misuse Team, the relaunched Making it Work for Families project following funding from the City Deal.
- 10.13 Although CARF has mitigated as best it can and pro-actively managed demand, they do have significant concerns regarding the ongoing impact of Covid-19 including potential surges in demand especially in terms of money advice and benefits, as forbearance measures and furlough phase out.
- 10.14 With furlough due to be replaced by the Job Support Scheme there are concerns that this could lead to an increase in employment related concerns mirroring the increase seen in March when the country entered its initial lockdown phase. In the first 3 months of lockdown employment enquiries increased by 46%.
- 10.15 Forbearance measures have meant that there has been a low level of creditor collection activity with creditors largely not looking to collect on debts at this stage. However, this will be time limited and when forbearance measures are removed and increased collection activity recommences there is significant concern on the number of people who will be looking to access free debt advice.
- 10.16 CARF is pro-actively encouraging people to address debt at this stage including revisiting clients who previously cancelled appointments as a result of forbearance. However, take up to date has been slow.
- 10.17 CARF faces significant challenges, alongside other Third Sector agencies, going forward including retention and recruitment of volunteers, managing demand, potential office relocations and the embedding of a new management team.
- The organisation continues to make significant internal progress in these areas and is committed to delivering on the vision of a “Better life for the people of Fife”.

Report Contact

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CARF Frontline Offices – Drop in sessions (prior to Covid-19)

Dunfermline Office - 4 Abbey Park Place, Dunfermline, KY12 7PD DROP IN SESSIONS	M 10.00-12.30 13.30-16.00	T 10.00-13.00	W	Th 13.00-16.00	F 10.00-12.30 13.30-16.00
SPECIALIST SESSIONS	M 09.30-12.00	T 13.30-16.00	W 09.30-15.30	Th 10.00-16.00	F
Cowdenbeath Office - 322 High Street, Cowdenbeath, KY4 9NT DROP IN SESSIONS	M	T 09.30-16.00	W	Th 09.30-16.00	F
SPECIALIST SESSIONS	M 11.00-12.30	T	W 09.30-12.30	Th	F 09.30-12.30
Glenrothes Office – 10-12 Pentland Court, Saltire Centre, Glenrothes, KY6 2DA DROP IN SESSIONS	M 10.00-14.00	T 10.00-14.00	W	Th 10.00-14.00	F 10.00-14.00
SPECIALIST SESSIONS	M 10.00-16.00	T 09.30-16.00	W 09.30-15.30	Th 10.00-16.30	F
Kirkcaldy Office – New Volunteer House, 16 East Fergus Place, KY1 1XT DROP IN SESSIONS	M 10.00-16.00	T 10.00-13.00	W	Th 13.00-16.00	F 10.00-12.30 13.30-16.00
SPECIALIST SESSIONS	M	T 13.30-16.30	W 09.30-16.30	Th 09.30-12.30	F
Cupar Office - County Buildings, St Catherine Street, Cupar, KY15 4TA DROP IN SESSIONS	M	T 10.00-12.00 13.30-16.00	W	Th 10.00-12.00 13.30-16.00	F
SPECIALIST SESSIONS	M 09.00-16.00	T	W 09.00-16.00	Th	F 09.00-16.00
Leven – Greig Institute, Forth Street, Leven, Fife KY8 4PF DROP IN SESSIONS	M 10.00-13.00	T 10.00-13.00	W 10.00-13.00	Th 10.00-13.00	F
SPECIALIST SESSIONS	M 13.30-16.00	T 13.30-16.30	W 13.30-16.30	Th 13.30-16.00	F 09.30-13.00
Buckhaven - Buckhaven Comm Centre, Kinnear St, Buckhaven, KY8 1BH ALL SESSIONS	M	T	W	Th	F 10.00-12.00
St Andrews - St Mary's Place, St Andrews, KY16 9UY ALL SESSIONS	M 10.00-12.00 13.30-16.00	T	W	Th	F 10.00-12.00 13.30-16.00

The following telephone advice lines are available Monday to Friday 8.30 am – 4.00 pm

General Advice	0345 1400 095	Macmillan Service, for people affected by Cancer	0345 1400 091
Debt and Money Advice	0345 1400 094	Welfare Benefits	0345 1400 092
Text Service for the Deaf Community	0787 2677 904		

Full details of CARF locations as well as access to a large advice database for those able to self-help can be found at <http://www.CABFife.org.uk>

Partnerships 19/20

Pensionwise	(Citizens Advice Scotland)
Making it Work for Lone Parents	(Fife Gingerbread)
Transition 2 Employment	(Fife-ETC)
Armed Services Advice Project	(Citizens Advice Scotland on behalf of Poppy Scotland & Partners)
Unforgotten Forces	(Citizens Advice Scotland on behalf of Poppy Scotland & Partners)
MacMillan Welfare Benefits Project	(Fife Council, Macmillan)
Patient Advice and Support Service	(Citizens Advice Scotland on behalf of NHS)
Pop-Up Clinics	(Citizens Advice Scotland & Fife Council)
Cosy Kingdom	(Greener Kirkcaldy & St Andrews Energy Network)
Making Justice Work	(Fife Advice Partnership)
Money Talk Team	Citizens Advice Scotland and NHS Fife
Carers Income Maximisation Project	Fife HSCP
EU Settlement Scheme	Citizens Advice Scotland
Help to Claim	Citizens Advice Scotland

For further information on the work of CARF please contact:

David Redpath, CARF Chief Executive on 01592 765401

email: dredpath@carfonline.org.uk

Appendix 3

An introduction to the CARF STARS framework

Following on from the 2019 Staff and Volunteer Conference, we are delighted to be unveiling the CARF STARS value based framework.

This framework has been developed by our staff, volunteers and those who use our services and clearly demonstrates what we stand for, what we expect of ourselves and what we expect of others.

The STARS acronym stands for:

Skilful

What does this mean to CARF? CARF staff and volunteers are valued for their expertise and encouraged to increase knowledge through continuous learning.

What does this mean to others? Those using our services can expect CARF staff and volunteers to use all their experience, skills and effort to provide potential solutions.

What does this look like in practice?

Effective and clear communication

Asking questions and taking the necessary time to gain a full understanding

Actively listening

Showing empathy

Consulting with individuals

Taking ownership and responsibility for advice provided

Sharing knowledge, ideas and best practice

Following agreed procedures

Listening to, and acting upon, feedback

Openness to improvement and change

Fairness, inclusivity and resourcefulness

A willingness to learn new skills

Recognising individual limitations

Flexibility over tasks and responsibilities

Contributing to the development of working practices

Challenging inappropriate behaviour

Understanding the value of your role

Trustworthy

What does this mean to CARF? CARF staff and volunteers are treated, and act with, honesty, respect and dignity at all times.

What does this mean to others? Those accessing our services are able to rely on the actions of staff and volunteers and can expect honesty, confidentiality, impartiality and to be treated with dignity at all times.

What does this look like in practice?

Taking personal responsibility for your actions
Seeking out and building relationships
Having the courage to speak up when necessary
Escalating concerns appropriately
Acknowledging mistakes
Displaying ownership and personal accountability
Doing what you say you will do
Respecting confidentiality
Managing client expectations
Transparency and honesty when dealing with others

Aspiring

What does this mean to CARF? CARF staff and volunteers show a desire and determination to make themselves and CARF the best they/it can be.

What does this mean to others? Those accessing our services can have confidence that CARF will always work tenaciously to provide the best service possible.

What does this look like in practice?

Caring and believing in what you do
Embracing change and innovation
Actively seeking new ideas and ways of working
Feeling motivated to make a difference
Supporting others
Persistence, not backing away from a challenge
Continuous learning to make constant improvements
Valuing all contributions
Giving clients a voice to encourage social change
Using mistakes as learning opportunities
Being aware of your own preconceptions
A desire to improve
Recognising the role you play in CARF's future

Reliable

What does this mean to CARF? CARF staff and volunteers consistently aim to deliver the highest possible service.

What does this mean to others? Those accessing our services can depend on CARF to always deliver the highest possible service.

What does this look like in practice?

Managing client expectations
Being accountable when things go wrong
Taking the initiative to act and not leaving it to others
Working to the best of your ability
Taking personal responsibility for your actions

Managing time and resources effectively to deliver a consistent service
A commitment to seeing things through
Professionalism at all times
Doing what you say you will do

Supportive

What does this mean to CARF? CARF staff and volunteers work as a team to provide encouragement and support to each other, and to those who use our services.

What does this mean to others? Those accessing our services feel informed, empowered and included.

What does this look like in practice?

Listening to how others are feeling
Recognising everyone as individuals
Taking the time to care
Helping others
Showing compassion
Understanding the impact of your role and your actions
Encouraging clients to have input into the development of services
Actively listening to feedback
Working together across teams
Not apportioning blame
Valuing all contributions
Appreciating that this may be a new experience for a client
Displaying respect towards colleagues and clients
Asking for feedback

24th November, 2020

Agenda Item No. 13

Communities Directorate Section/Service Performance Reports

Report by: Michael Enston, Executive Director, Communities.

Wards Affected: All

Purpose

To present the performance scorecard for Communities & Neighbourhoods and Housing & Community Safety for 2019/20

Recommendations

Members are asked to:

1. Consider the Communities & Neighbourhoods and Housing & Community Safety performance information presented at appendix 1 & 2;
2. Consider if any further review work or scrutiny is required and the scope of that review.
3. Note the arrangements set out in section 1 to fulfil the Council's obligation to comply with Audit Scotland's 2018 SPI Direction.
4. Note the information regarding the workforce profile at appendix 3.
5. Note the information regarding workforce data at appendix 4.

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 Audit Scotland published the Statutory Performance Direction in December 2018. 2019/20 is the first year to which that direction applies. The Council is required to report a range of information setting out:
 - i. Its performance in improving local public services, provided by both (i) the council itself and (ii) by the council in conjunction with its partners and communities.
 - ii. Its progress against the desired outcomes agreed with its partners and communities.
 - iii. Its performance in comparison (i) over time and (ii) with other similar bodies including information drawn down from LGBF in particular and from other benchmarking activities.
 - iv. Its assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment.
- 1.2 The first requirement, to report the Council's performance in improving local public services (including with partners) will be satisfied by the series of reports (of which this is one) that will be presented to the Council covering the whole of the Council's performance for 2019/20. Where possible, comparative performance is given for the Scottish average, top quartile, and peer group averages.
- 1.3 The other requirements of the Statutory Performance Direction will be satisfied by a combination of
 - i. Update reports to the Fife Partnership regarding progress against the Plan for Fife, with reports also going to Policy and Co-ordination Committee.
 - ii. public performance reporting, assurance statements and governance arrangements.
 - iii. Reviewing the external Audit Annual Report for it's view on our Best Value performance and any action plans thereafter.
 - iv. Carry out a Best Value Self Assessment using the updated Audit Scotland Guidance in conjunction with the Council's Corporate Governance Statements.
- 1.4. Taken together, these reports will cover the whole of the Local Government Benchmarking Framework, plus selected service performance indicators that give a balanced picture of Council performance.
- 1.5 This report deals primarily with the performance of the Communities Directorate, however it also includes several Council-wide indicators that fit best within this report. These indicators are clearly marked in the relevant narrative.
- 1.6 The appendices to this report are presented in the form of a balanced scorecard covering the areas of Customer, People, Responsiveness and Cost results. This is consistent with the format used for the 2018/19 Public Performance Report and mirrors the approach used for internal management reporting throughout the year.

2.0 Workforce Profile/data

- 2.1 It was agreed by CET in December 2019 that to streamline performance reporting, workforce Profiles and Data shall be incorporated into Annual Service Reports to eliminate the need for separate reporting.

3.0 Conclusions

- 3.1 This report is part of a series covering the whole of the Council's performance against key indicators, including the Local Government Benchmarking framework.
- 3.2 The overall performance of Communities & Neighbourhoods and Housing & Community Safety Services is positive; areas for improvement focus are identified in appendices 1 & 2.

List of Appendices

Appendix 1 – Communities & Neighbourhoods Performance Report 2019/20
Appendix 2 – Housing & Community Safety Performance Report 2019/20
Appendix 3 – Workforce Profile
Appendix 4 – Workforce Data

Report Contacts

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Communities Directorate
pamela.pate@fife.gov.uk

Carly Duke
Corporate Development Assistant
Communities Directorate
Carly.duke@fife.gov.uk

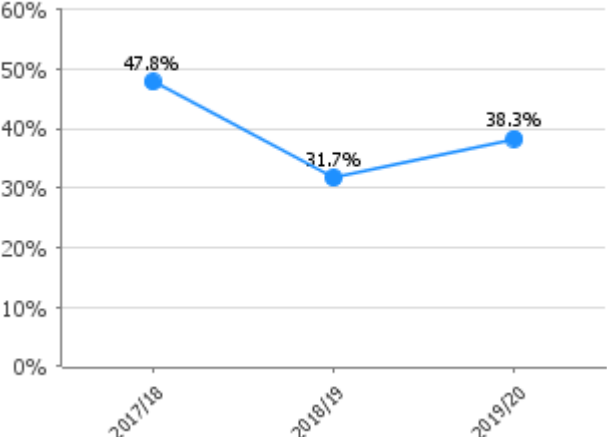
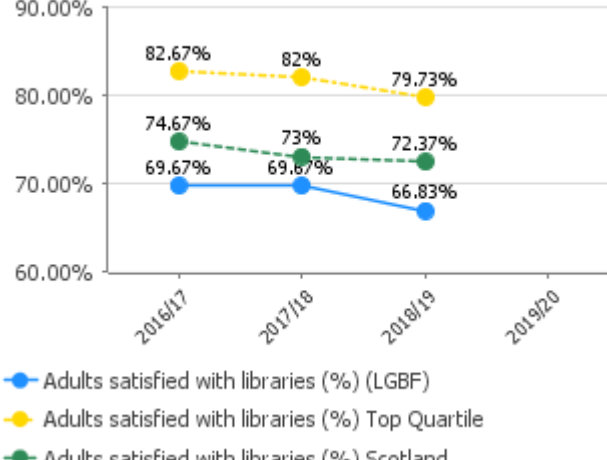
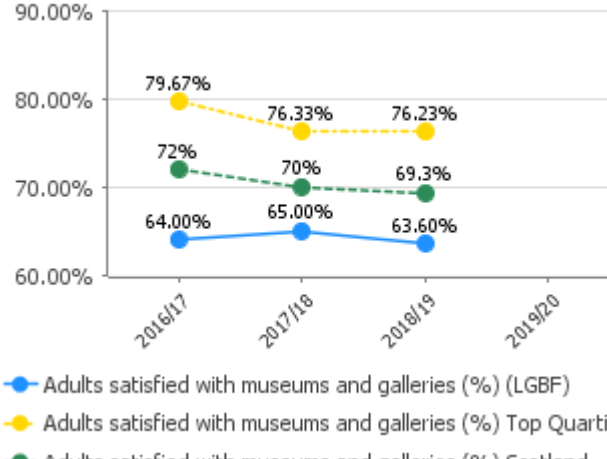


Communities & Neighbourhoods Performance Report 2019/20

<p>This report provides a strategic overview of performance against key indicators.</p> <p>The service continues to benefit from high levels of attendance and in addition to the systems and processes the local working and ability to see changes with people and communities where we work continues to benefit strong partnership working across all areas of Fife.</p> <p>The impact of the pandemic on the final quarter of the year has resulted in some data not being available.</p> <p>The pandemic has had a negative impact on performance indicators across many parts of service delivery within the final quarter.</p>	<p>However, we continue to face significant challenges.</p> <p>The impact of Covid-19 on the delivery across the service and our partners presents the single biggest challenge for the service.</p> <p>The reopening of facilities and developing confidence in communities and service users to safely return to learning, development, culture and physical activity will be a significant challenge while working within the Covid-19 restrictions.</p> <p>The social and economic impact of the pandemic will require us to work in new ways to support as many communities and people as possible. Already further use of online and telephone support has allowed us to maintain and extend services.</p> <p>The continued work on facilities and community infrastructure across Fife will present challenges.</p>
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Customer

Performance	Progress															
<p>Comm & Neighbourhoods Stage 1 Complaints actioned < 5 days</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Communities and Neighbourhoods Stage 1 Complaints actioned</th> <th>Fife Council Stage 1 Complaints actioned < 5 days</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>90.7%</td> <td>91.81%</td> </tr> <tr> <td>2017/18</td> <td>76.74%</td> <td>88.28%</td> </tr> <tr> <td>2018/19</td> <td>80%</td> <td>90.18%</td> </tr> <tr> <td>2019/20</td> <td>71.43%</td> <td>85.51%</td> </tr> </tbody> </table> <p> ● Communities and Neighbourhoods Stage 1 Complaints actioned ● Fife Council Stage 1 Complaints actioned < 5 days </p>	Year	Communities and Neighbourhoods Stage 1 Complaints actioned	Fife Council Stage 1 Complaints actioned < 5 days	2016/17	90.7%	91.81%	2017/18	76.74%	88.28%	2018/19	80%	90.18%	2019/20	71.43%	85.51%	<p>The service received few complaints over the year. The nature and complexity of some complaints has resulted in lower performance.</p>
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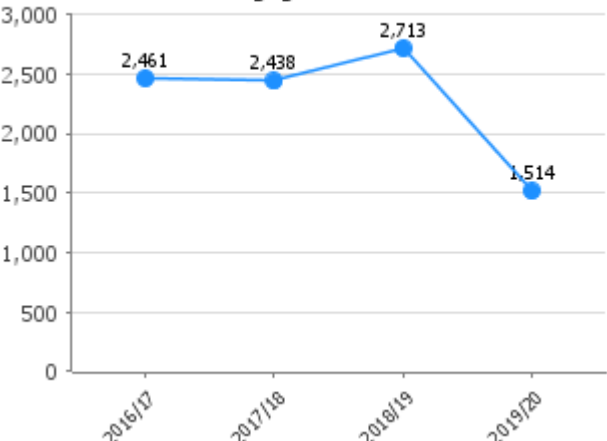
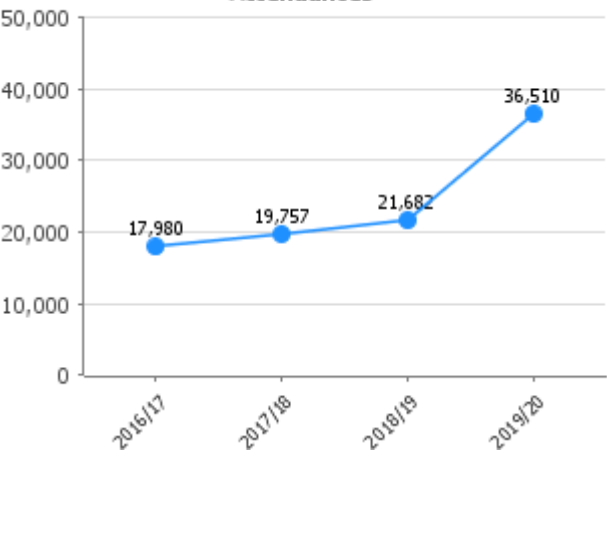
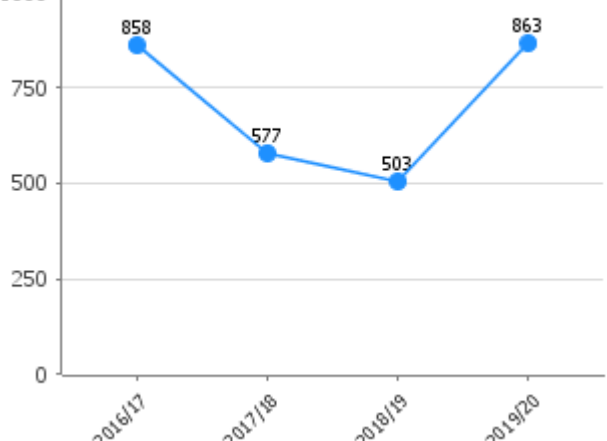
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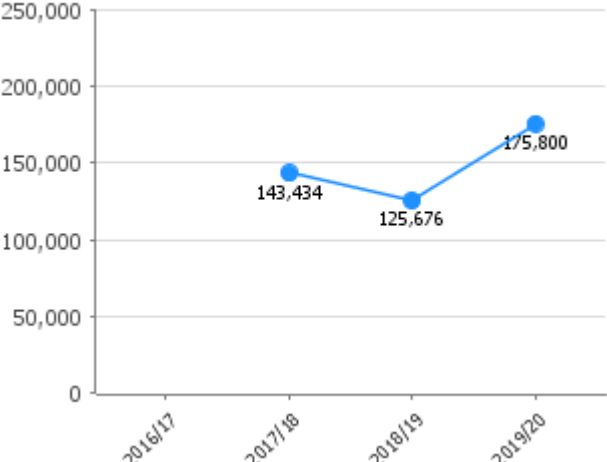
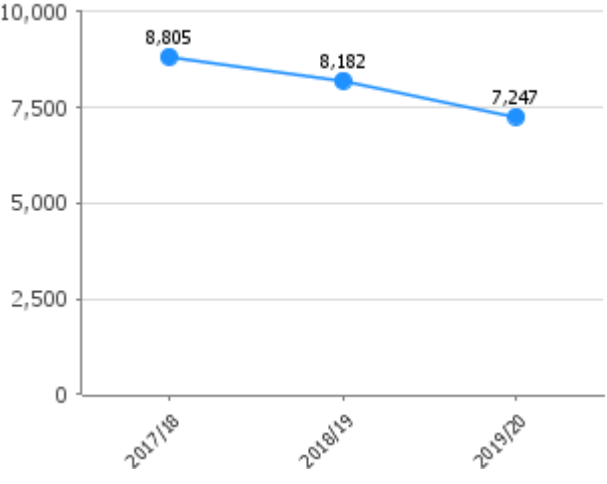
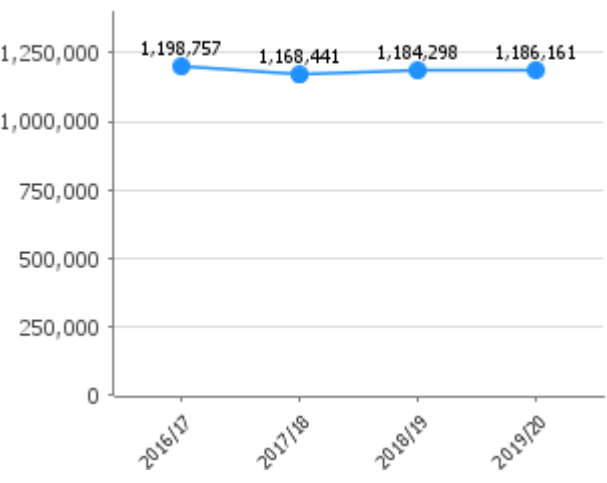
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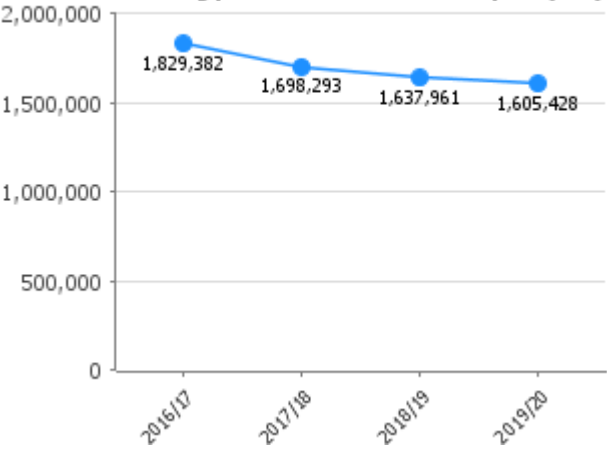
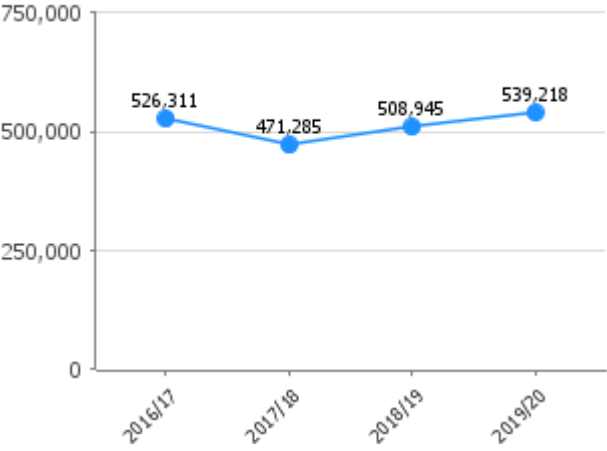
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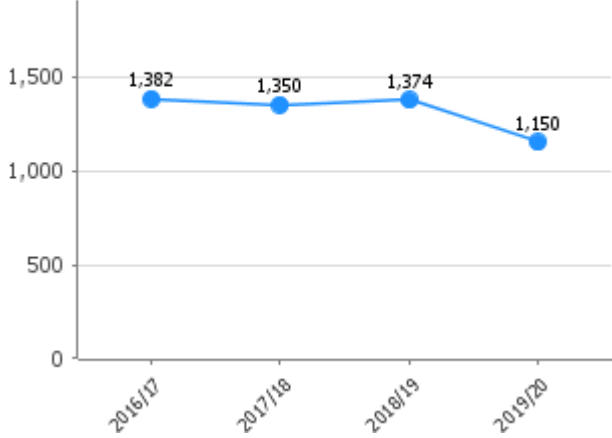
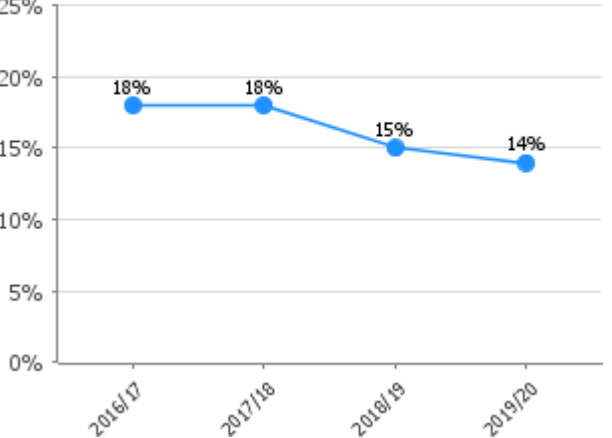
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<p>Communities & Neighbourhoods Average Working Days Lost per FTE</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Fife Council - Average Working Days Lost per FTE</th> <th>Communities & Neighbourhoods - Average WDL per FTE</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>10.13</td> <td>8.50</td> </tr> <tr> <td>2017/18</td> <td>11.78</td> <td>6.90</td> </tr> <tr> <td>2018/19</td> <td>11.59</td> <td>5.66</td> </tr> <tr> <td>2019/20</td> <td>12.06</td> <td>4.56</td> </tr> </tbody> </table> <p>● Fife Council - Average Working Days Lost per FTE ● Communities & Neighbourhoods - Average WDL per FTE</p>	Year	Fife Council - Average Working Days Lost per FTE	Communities & Neighbourhoods - Average WDL per FTE	2016/17	10.13	8.50	2017/18	11.78	6.90	2018/19	11.59	5.66	2019/20	12.06	4.56	<p>Attendance continues to improve on both short term and long-term measures.</p> <p>The Service is proactively managing absence and greater focus is being given to supporting our employees to be healthy in order to improve attendance. Work is in progress to focus on different ways to support employees to stay at work or return to work as soon as possible.</p>
Year	Fife Council - Average Working Days Lost per FTE	Communities & Neighbourhoods - Average WDL per FTE														
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Year	Fife Council - LT Working Days Lost per FTE	Communities & Neighbourhoods - LT WDL per FTE														
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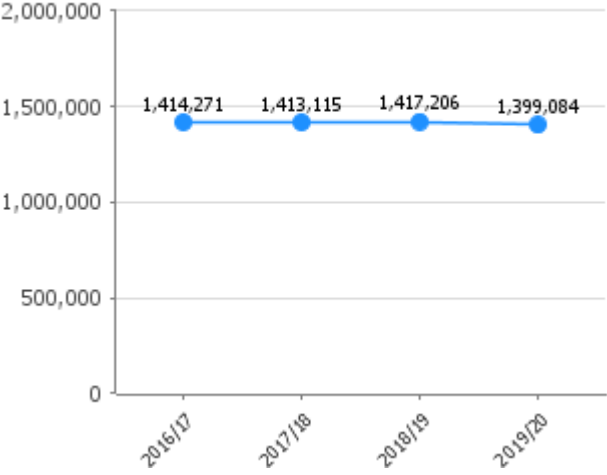
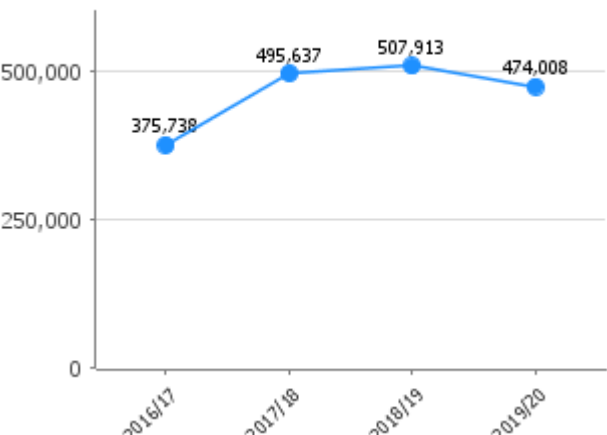
Responsiveness

Performance	Progress										
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Year	Number of Engagements										
2016/17	2,461										
2017/18	2,438										
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2019/20	1,514										
<p>Welfare Reform Support Services - Number of Attendances</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Attendances</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>17,980</td> </tr> <tr> <td>2017/18</td> <td>19,757</td> </tr> <tr> <td>2018/19</td> <td>21,682</td> </tr> <tr> <td>2019/20</td> <td>36,510</td> </tr> </tbody> </table>	Year	Number of Attendances	2016/17	17,980	2017/18	19,757	2018/19	21,682	2019/20	36,510	<p>There has been an increasing number of people accessing and being supported by welfare reform workers in the community job clubs that were developed in order to mitigate the impact of welfare reforms and provide a place for immediate help as well as signposting to other services.</p> <p>It is not expected that the numbers will continue to rise but there will be an increase in the amount of time each person gets support within the job club sessions which is now to be recorded.</p>
Year	Number of Attendances										
2016/17	17,980										
2017/18	19,757										
2018/19	21,682										
2019/20	36,510										
<p>Referrals to Specialised Support Services</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Referrals</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>858</td> </tr> <tr> <td>2017/18</td> <td>577</td> </tr> <tr> <td>2018/19</td> <td>503</td> </tr> <tr> <td>2019/20</td> <td>863</td> </tr> </tbody> </table>	Year	Number of Referrals	2016/17	858	2017/18	577	2018/19	503	2019/20	863	<p>The data identifies an issue with a decreasing number of referrals to specialist services which when investigated identified that in some locations where specialist services were co located with community job clubs the workers referred informally. Once this was identified the staff were actioned to record ALL referrals hence a steep increase.</p>
Year	Number of Referrals										
2016/17	858										
2017/18	577										
2018/19	503										
2019/20	863										

Performance	Progress										
<p>No. of Active Fife participants</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>No. of Active Fife participants</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>143,434</td> </tr> <tr> <td>2017/18</td> <td>125,676</td> </tr> <tr> <td>2018/19</td> <td>-</td> </tr> <tr> <td>2019/20</td> <td>175,800</td> </tr> </tbody> </table>	Year	No. of Active Fife participants	2016/17	143,434	2017/18	125,676	2018/19	-	2019/20	175,800	<p>There has been an increase in participation 143,434 (17-18) to 175,800 (19-20). The number of Adult 18+ sessions has seen the biggest drop whilst number of participants has increased by 78% from 17-18. Participant figures have increased for Adults through a mixture of training & sports specific sessions offered and these have been done in areas which has reduced the amount of sessions required but increased the capacity in the sessions</p>
Year	No. of Active Fife participants										
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Year	No. of Active Fife sessions delivered										
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<p>Number of attendances for ALL pools (SPI)</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of attendances for ALL pools (SPI)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>1,198,757</td> </tr> <tr> <td>2017/18</td> <td>1,168,441</td> </tr> <tr> <td>2018/19</td> <td>1,184,298</td> </tr> <tr> <td>2019/20</td> <td>1,186,161</td> </tr> </tbody> </table>	Year	Number of attendances for ALL pools (SPI)	2016/17	1,198,757	2017/18	1,168,441	2018/19	1,184,298	2019/20	1,186,161	<p>Fife Sports and Leisure Trust- Over 1.1 million attendances were recorded for wet side activities, a slight increase of 1.17%. This is driven by 6720 customers in the learn to swim programme, the highest ever recorded at the end of March 2020. Throughout the year, 9 learn to swim programmes on average had an 88% occupancy rate and overall 7.81% growth on the previous year.</p> <p>Community Use Schools - There was a decrease in the number of attendances in our pools. This was primarily due to Woodmill HS being closed for 4 months due a major fire. There were also issues with heating at Lochgelly and ceiling tiles at Inverkeithing which led to multiple</p>
Year	Number of attendances for ALL pools (SPI)										
2016/17	1,198,757										
2017/18	1,168,441										
2018/19	1,184,298										
2019/20	1,186,161										

Performance	Progress										
	cancellations. Although many of the issues we encountered in 19/20 have been resolved, fundamentally we are still left with ageing pools in ageing buildings.										
<p>Number of attendances for indoor sport and leisure facilities excluding pools in a combined complex (SPI)</p>  <table border="1" data-bbox="193 533 802 981"> <thead> <tr> <th>Fiscal Year</th> <th>Number of Attendances</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>1,829,382</td> </tr> <tr> <td>2017/18</td> <td>1,698,293</td> </tr> <tr> <td>2018/19</td> <td>1,637,961</td> </tr> <tr> <td>2019/20</td> <td>1,605,428</td> </tr> </tbody> </table>	Fiscal Year	Number of Attendances	2016/17	1,829,382	2017/18	1,698,293	2018/19	1,637,961	2019/20	1,605,428	<p>Fife Sports and Leisure Trust - A slight reduction in dry side by -0.80%, without the impact of COVID-19 we were on course for a 4% increase. In 2018/19 we had a particularly poor performance due to an extended period of good weather we had through the summer of 2018, so improvement was expected through the same period this year.</p> <p>Community Use Schools - A small decrease particularly in West Fife. Partially due to a fire at Woodmill High School which closed the facility for 4 months. A downturn in 2100 - 2200 bookings was also witnessed. In 2020/21 we will focus on promoting indoor facilities. In addition, we are already reviewing our opening times as it would appear that bookings after 2100 are becoming less common.</p>
Fiscal Year	Number of Attendances										
2016/17	1,829,382										
2017/18	1,698,293										
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<p>Number of attendances at ALL outdoor sport and leisure facilities (SPI)</p>  <table border="1" data-bbox="193 1429 802 1877"> <thead> <tr> <th>Fiscal Year</th> <th>Number of Attendances</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>526,311</td> </tr> <tr> <td>2017/18</td> <td>471,285</td> </tr> <tr> <td>2018/19</td> <td>508,945</td> </tr> <tr> <td>2019/20</td> <td>539,218</td> </tr> </tbody> </table>	Fiscal Year	Number of Attendances	2016/17	526,311	2017/18	471,285	2018/19	508,945	2019/20	539,218	<p>Fife Sports and Leisure Trust - Sites usage in the main has slightly increased despite the closure of the leisure facilities in March due to COVID. Outdoor activities increased by 4.31%, with the attendance the highest recorded in our 12 years. The improvement attendances relates to astro pitches for the following reasons, to improve attendances we introduced a new weekend rate to encourage customers to use the astro pitches. The first full year of operation of the indoor football arena at Michael Woods and increase in attendance in 6 out of 8 venues that have astro pitches.</p>
Fiscal Year	Number of Attendances										
2016/17	526,311										
2017/18	471,285										
2018/19	508,945										
2019/20	539,218										

Performance	Progress										
	<p>Community Use Schools - Healthy increase in participation. In 19/20 we offered a 50% discount on our synthetic pitch hire charges on Saturdays and Sundays which was well utilised. We have also been working closely with community clubs to increase use of our grass pitches. We will extend these initiatives into 2020/21.</p>										
<p>No. of community based adult learners from 20% SIMD Datazones (ABE, ESOL and CBAL)</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>No. of learners</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>1,382</td> </tr> <tr> <td>2017/18</td> <td>1,350</td> </tr> <tr> <td>2018/19</td> <td>1,374</td> </tr> <tr> <td>2019/20</td> <td>1,150</td> </tr> </tbody> </table>	Year	No. of learners	2016/17	1,382	2017/18	1,350	2018/19	1,374	2019/20	1,150	<p>The service has been working with smaller group sizes as a result of targeting provision at CBAL learners in SIMD areas and with a greater focus on addressing complex learning issues and barriers. There has been an increase in personal development programmes such as 7 Habits for Highly Effective People.</p> <p>There have also been resource reductions and in some areas partner agencies are no longer operating meaning less or no provision is now available in some community areas.</p>
Year	No. of learners										
2016/17	1,382										
2017/18	1,350										
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2019/20	1,150										
<p>Percentage of community based learners achieving a qualification</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>18%</td> </tr> <tr> <td>2017/18</td> <td>18%</td> </tr> <tr> <td>2018/19</td> <td>15%</td> </tr> <tr> <td>2019/20</td> <td>14%</td> </tr> </tbody> </table>	Year	Percentage	2016/17	18%	2017/18	18%	2018/19	15%	2019/20	14%	<p>As the learning offer has moved to better support adults with complex or longer-term learning requirements there has been a refocusing away from formal accreditation based qualification routes such as SQA, to a broader achievement agenda allowing quicker celebration of learner progress linked to building self-confidence and self-esteem.</p> <p>Changes within ESOL funding arrangements with the College have also led to reduced SQA awards being offered. Moving forward, we have now agreed a new funding delivery model with the College and that should enable us to draw down additional funds.</p>
Year	Percentage										
2016/17	18%										
2017/18	18%										
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Performance	Progress										
<p data-bbox="327 248 662 277">Number of Library visits (SPI)</p>  <table border="1" data-bbox="193 277 802 750"> <thead> <tr> <th>Year</th> <th>Number of Library visits (SPI)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>1,414,271</td> </tr> <tr> <td>2017/18</td> <td>1,413,115</td> </tr> <tr> <td>2018/19</td> <td>1,417,206</td> </tr> <tr> <td>2019/20</td> <td>1,399,084</td> </tr> </tbody> </table>	Year	Number of Library visits (SPI)	2016/17	1,414,271	2017/18	1,413,115	2018/19	1,417,206	2019/20	1,399,084	<p data-bbox="860 248 1398 472">Actual full year number for physical visitors to libraries is 1,399,084. The decrease will be due to a reduction in opening hours across some libraries and lower numbers visiting in Q4 due to fears over the pandemic.</p> <p data-bbox="860 510 1398 835">The number of library visits has held up well given the reduction of 39 hours of opening times across the library portfolio & the closure of libraries in March due to COVID. The opening of Dunfermline Carnegie Library & Gallery has had a positive effect in underpinning the attendance figures.</p>
Year	Number of Library visits (SPI)										
2016/17	1,414,271										
2017/18	1,413,115										
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<p data-bbox="199 851 783 902">The number of visits to/usages of council funded or part funded museums (LGBF)</p>  <table border="1" data-bbox="193 902 802 1335"> <thead> <tr> <th>Year</th> <th>Number of visits to/usages of council funded or part funded museums (LGBF)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>375,738</td> </tr> <tr> <td>2017/18</td> <td>495,637</td> </tr> <tr> <td>2018/19</td> <td>507,913</td> </tr> <tr> <td>2019/20</td> <td>474,008</td> </tr> </tbody> </table>	Year	Number of visits to/usages of council funded or part funded museums (LGBF)	2016/17	375,738	2017/18	495,637	2018/19	507,913	2019/20	474,008	<p data-bbox="860 851 1398 1178">Actual figures for 2019-20 are 474,008 for all Fife Museums (those operated by OnFife and the three independent museums which receive grant support from Fife Council. This reduction is partially due to the effects of the COVID pandemic in Q4, particularly March, when usage fell by 50%.</p>
Year	Number of visits to/usages of council funded or part funded museums (LGBF)										
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Performance	Progress																				
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Year	LGBF (£)	Top Quartile (£)	Scotland (£)																		
2016/17	£2.34	£1.94	£2.90																		
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Year	LGBF (£)	Top Quartile (£)	Scotland (£)																		
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Year	LGBF (£)	Top Quartile (£)	Scotland (£)																		
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2019/20	-	-	-																		



Housing & Community Safety Performance Report 2019/20

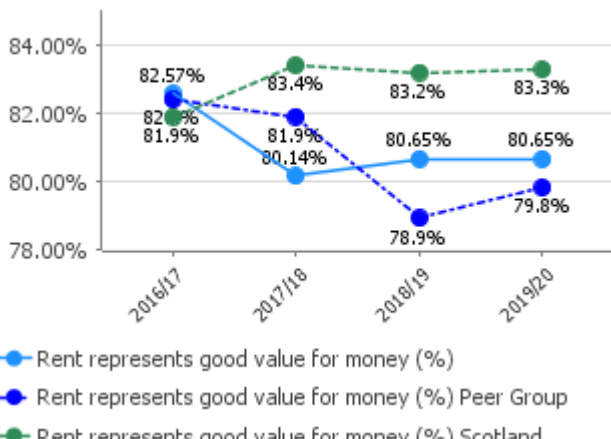
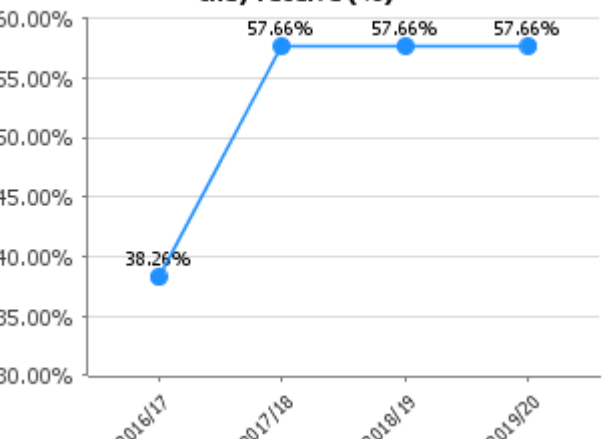
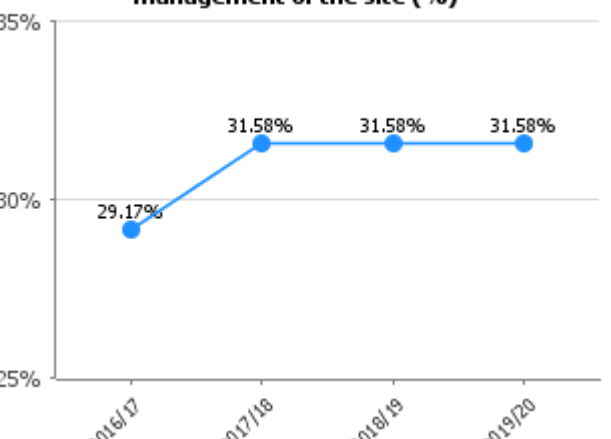
<p>This report provides a strategic overview of performance against key indicators.</p> <ul style="list-style-type: none"> • The Services continue to meet the requirements of the Council, our Tenants & Residents, and the Scottish Housing Regulator in a positive way. We are committed to performance improvement and 2019/20 evidences that continued improvement. • Due to the Covid pandemic and lockdown, we were not able to complete tenant satisfaction surveys in time for the completion of the Annual Return on the Charter. The Housing Function Services are investigating how we achieve tenants' surveys in 2020/21. • The alignment of Safer Communities with Housing is enabling a greater focus on anti-social behaviour and concierge and caretaking service development to meet tenants needs following the Grenfell tragedy in 2017. • We continue to build new affordable houses and improve factoring, and Housing in Multiple Occupation 	<p>However, we continue to face significant challenges.</p> <ul style="list-style-type: none"> • The Covid pandemic has had a significant impact on the Service's ability to deliver its House Improvement & New Build Programmes. The effect of lockdown has also had a significant negative impact on the turnover of empty housing, reducing opportunities for people to access affordable housing. • The associated economic recession will present challenges in terms of poverty and increasing homelessness going forward. • We are striving to offer enhanced rent support for tenants affected by moving to Universal Credit and impacted by the Covid Furlough Scheme. • The impact of Covid on our staff is being assessed and enhanced support offered to ensure mental wellbeing is a priority for Managers and Lead Officers
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Customer

Performance	Progress															
<p>Housing Services Stage 1 Complaints actioned < 5 days</p> <table border="1"> <caption>Housing Services Stage 1 Complaints actioned < 5 days</caption> <thead> <tr> <th>Year</th> <th>Fife Council (%)</th> <th>Corporate Performance (%)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>91.81%</td> <td>91.84%</td> </tr> <tr> <td>2017/18</td> <td>88.28%</td> <td>94.64%</td> </tr> <tr> <td>2018/19</td> <td>90.18%</td> <td>90.75%</td> </tr> <tr> <td>2019/20</td> <td>85.51%</td> <td>89.57%</td> </tr> </tbody> </table> <p>● - Housing Services Stage 1 Complaints actioned < 5 days ● - Fife Council Stage 1 Complaints actioned < 5 days</p>	Year	Fife Council (%)	Corporate Performance (%)	2016/17	91.81%	91.84%	2017/18	88.28%	94.64%	2018/19	90.18%	90.75%	2019/20	85.51%	89.57%	<p>The Services have focussed on ensuring that stage 1 & 2 complaints are prioritised for an effective response to the complainant in time. Although performance has slipped based on 2018/19 performance, we are above the corporate performance.</p> <p>The Housing Operations Manager will continue to chase outstanding complaints to improve performance.</p>
Year	Fife Council (%)	Corporate Performance (%)														
2016/17	91.81%	91.84%														
2017/18	88.28%	94.64%														
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<p>Fuel poor households in Fife (%)</p> <table border="1"> <caption>Fuel poor households in Fife (%)</caption> <thead> <tr> <th>Year</th> <th>Fuel Poor Households in Fife (%) (SHCS)</th> <th>% of Extreme Fuel Poor Households in Fife (SHCS)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>40.2%</td> <td>9.5%</td> </tr> <tr> <td>2017/18</td> <td>34.7%</td> <td>8%</td> </tr> <tr> <td>2018/19</td> <td>31%</td> <td>7%</td> </tr> <tr> <td>2019/20</td> <td>26%</td> <td>11%</td> </tr> </tbody> </table> <p>● - Fuel Poor Households in Fife (%) (SHCS) ● - % of Extreme Fuel Poor Households in Fife (SHCS)</p>	Year	Fuel Poor Households in Fife (%) (SHCS)	% of Extreme Fuel Poor Households in Fife (SHCS)	2016/17	40.2%	9.5%	2017/18	34.7%	8%	2018/19	31%	7%	2019/20	26%	11%	<p>26% of Fife households are fuel poor (estimated 44,000 households), compared to 25% for Scotland (note the difference is not statistically significant). 11% of households are in extreme fuel poverty (this equates to 19,000 households), compared to 12% for Scotland (again not a significant difference). Data relates to Scottish House Condition Survey 2016-18.</p>
Year	Fuel Poor Households in Fife (%) (SHCS)	% of Extreme Fuel Poor Households in Fife (SHCS)														
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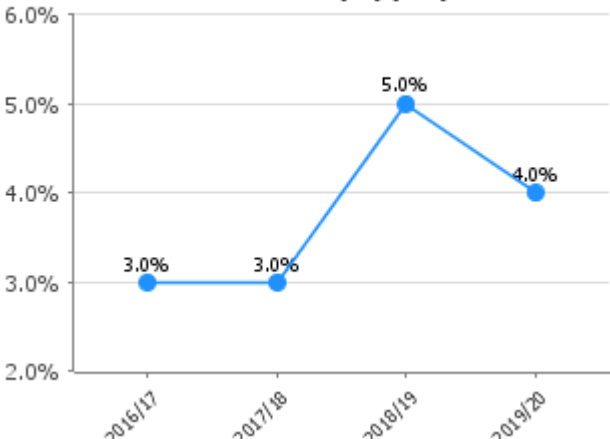
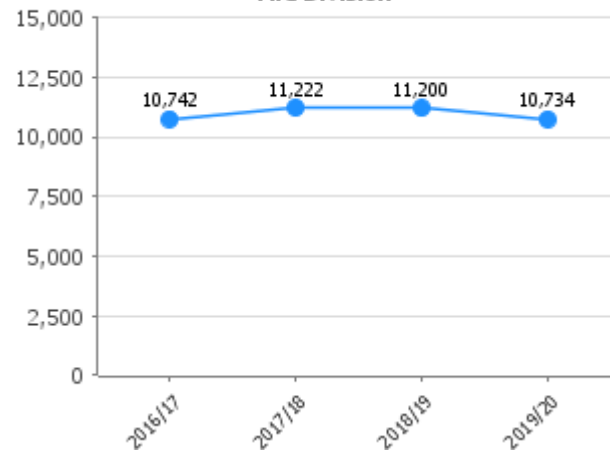
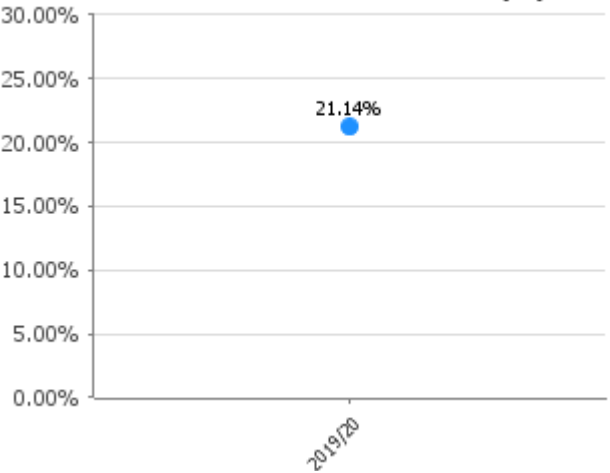
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People

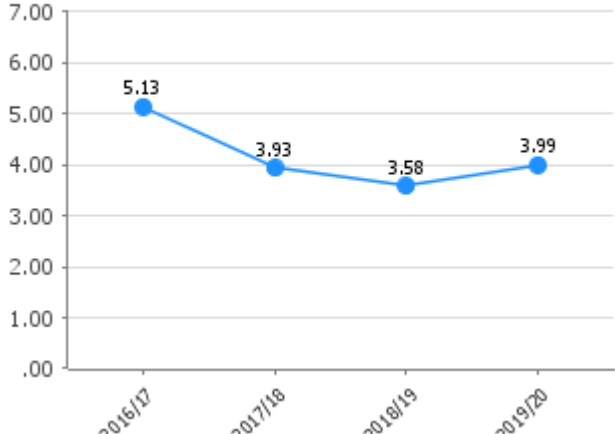
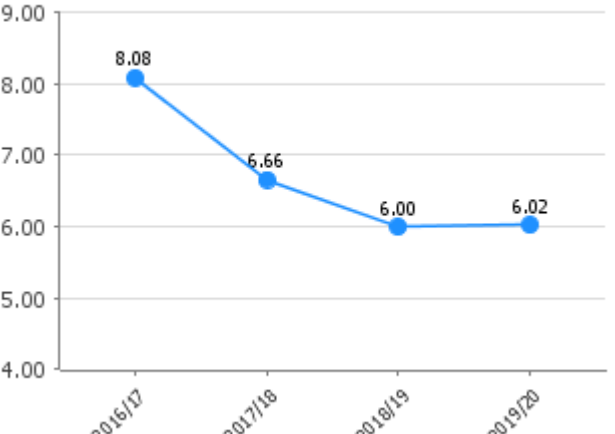
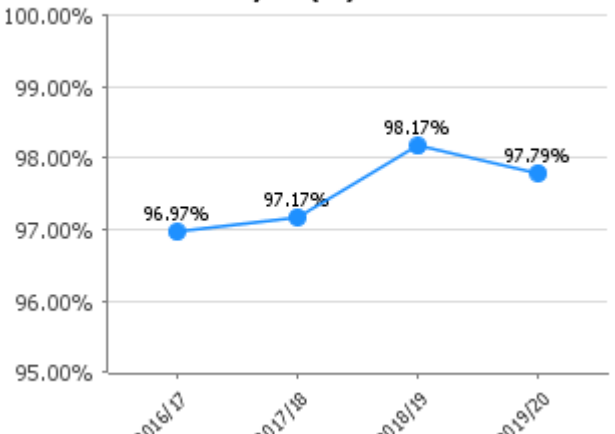
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Year	Fife Council - Average Working Days Lost per FTE	Housing Services - Average WDL per FTE														
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<p>Housing Services Long-Term Working Days Lost per FTE</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Fife Council - LT Working Days Lost per FTE</th> <th>Housing Services - LT WDL per FTE</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>6.88</td> <td>7.09</td> </tr> <tr> <td>2017/18</td> <td>7.79</td> <td>5.45</td> </tr> <tr> <td>2018/19</td> <td>7.76</td> <td>9.02</td> </tr> <tr> <td>2019/20</td> <td>7.92</td> <td>9.13</td> </tr> </tbody> </table> <p>● Housing Services - LT WDL per FTE ● Fife Council - LT Working Days Lost per FTE</p>	Year	Fife Council - LT Working Days Lost per FTE	Housing Services - LT WDL per FTE	2016/17	6.88	7.09	2017/18	7.79	5.45	2018/19	7.76	9.02	2019/20	7.92	9.13	<p>Early results confirm that our absence position is improving.</p>
Year	Fife Council - LT Working Days Lost per FTE	Housing Services - LT WDL per FTE														
2016/17	6.88	7.09														
2017/18	7.79	5.45														
2018/19	7.76	9.02														
2019/20	7.92	9.13														
<p>Housing Services % Absence Rate</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Fife Council - % Absence Rate</th> <th>Housing Services - % Absence Rate</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>4.67%</td> <td>4.85%</td> </tr> <tr> <td>2017/18</td> <td>5.43%</td> <td>4.31%</td> </tr> <tr> <td>2018/19</td> <td>5.30%</td> <td>5.57%</td> </tr> <tr> <td>2019/20</td> <td>5.51%</td> <td>6.08%</td> </tr> </tbody> </table> <p>● Fife Council - % Absence Rate ● Housing Services - % Absence Rate</p>	Year	Fife Council - % Absence Rate	Housing Services - % Absence Rate	2016/17	4.67%	4.85%	2017/18	5.43%	4.31%	2018/19	5.30%	5.57%	2019/20	5.51%	6.08%	
Year	Fife Council - % Absence Rate	Housing Services - % Absence Rate														
2016/17	4.67%	4.85%														
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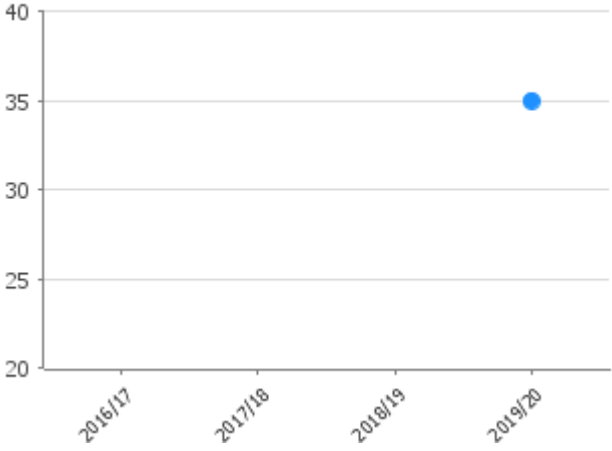
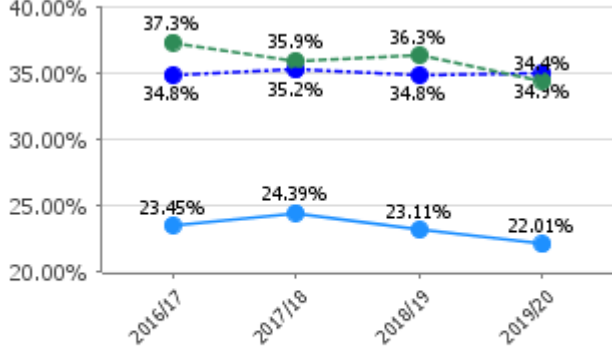
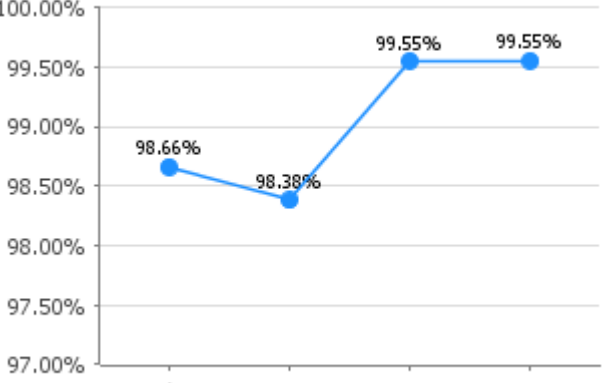
Responsiveness

Performance	Progress										
<p>Respondents experiencing antisocial behaviour in the last 12 months (%) (Fife)</p>  <table border="1"> <caption>Respondents experiencing antisocial behaviour in the last 12 months (%) (Fife)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>3.0%</td> </tr> <tr> <td>2017/18</td> <td>3.0%</td> </tr> <tr> <td>2018/19</td> <td>5.0%</td> </tr> <tr> <td>2019/20</td> <td>4.0%</td> </tr> </tbody> </table>	Year	Percentage	2016/17	3.0%	2017/18	3.0%	2018/19	5.0%	2019/20	4.0%	<p>The percentage of respondents who have experience of antisocial behaviour within the last 12 months - vandalism/graffiti/damage to property is now 4% for Fife compared to 6% for Scotland. Note data relates to 2018 Scottish Household Survey.</p>
Year	Percentage										
2016/17	3.0%										
2017/18	3.0%										
2018/19	5.0%										
2019/20	4.0%										
<p>Recorded group 1-4 crimes recorded by Police Scotland - Fife Division</p>  <table border="1"> <caption>Recorded group 1-4 crimes recorded by Police Scotland - Fife Division</caption> <thead> <tr> <th>Year</th> <th>Number of Crimes</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>10,742</td> </tr> <tr> <td>2017/18</td> <td>11,222</td> </tr> <tr> <td>2018/19</td> <td>11,200</td> </tr> <tr> <td>2019/20</td> <td>10,734</td> </tr> </tbody> </table>	Year	Number of Crimes	2016/17	10,742	2017/18	11,222	2018/19	11,200	2019/20	10,734	<p>Recorded Crimes Group 1 - 4 (Group 1 = 582, Group 2 = 1,085, Group 3 = 6370, Group 4 = 2697 = Total 10,734. Data from Police Scotland Management Information Police Division Report Quarter 4 2019/20 (Council Area Report) year to date. Data taken from report as at 28/07/20. http://www.scotland.police.uk/about-us/our-performance</p> <p>This indicator is to be discussed for future years reporting.</p>
Year	Number of Crimes										
2016/17	10,742										
2017/18	11,222										
2018/19	11,200										
2019/20	10,734										
<p>Homeless households referred to RSLs (%)</p>  <table border="1"> <caption>Homeless households referred to RSLs (%)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>21.14%</td> </tr> </tbody> </table>	Year	Percentage	2019/20	21.14%	<p>The Fife Housing Register (FHR) system provides RSL partners with direct access to statutory homeless households and diminishes the need for formal S.5 Referral arrangements. Performance targets are collectively set by the FHR Executive and performance is monitored on a regular basis. This collaborative approach has enabled a more sophisticated discussion around homelessness.</p> <p>New performance indicator – no comparison for previous years</p>						
Year	Percentage										
2019/20	21.14%										

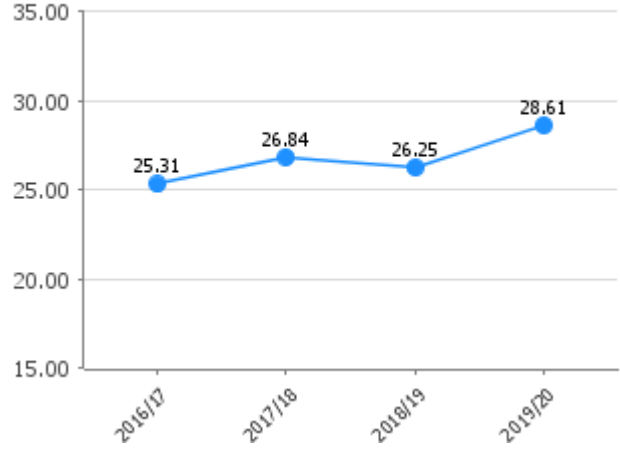
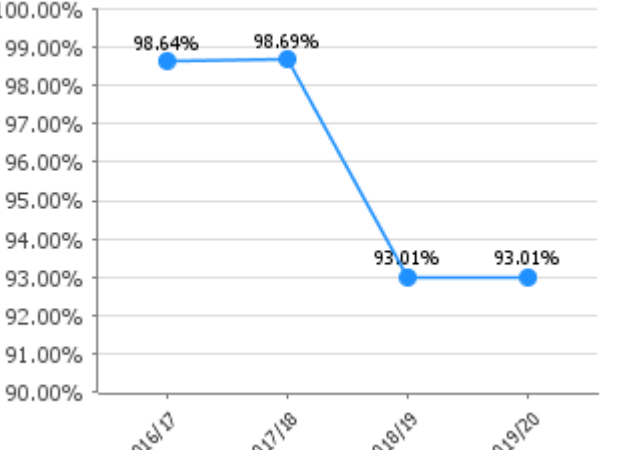
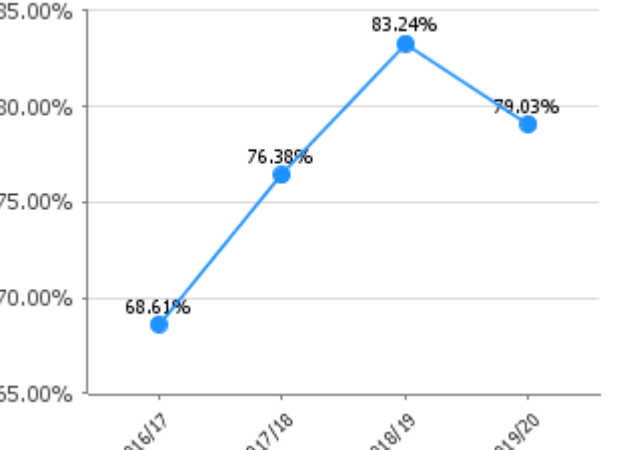
Performance	Progress															
<p>Percentage of homeless households moving into RSL housing</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>39.00%</td> </tr> <tr> <td>2017/18</td> <td>84.00%</td> </tr> <tr> <td>2018/19</td> <td>24.50%</td> </tr> <tr> <td>2019/20</td> <td>29.00%</td> </tr> </tbody> </table>	Year	Percentage	2016/17	39.00%	2017/18	84.00%	2018/19	24.50%	2019/20	29.00%	<p>Fife Housing Register partners are demonstrating an increasing contribution to rehousing homeless households and work is ongoing to achieve the 40% target in year. There has been a positive reaction and partnership contribution in response to the Covid-19 outbreak and positive signs of the partnership commitment to prevent and resolve homelessness as a key priority.</p>					
Year	Percentage															
2016/17	39.00%															
2017/18	84.00%															
2018/19	24.50%															
2019/20	29.00%															
<p>Number of affordable housing units delivered (annual)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Fife</th> <th>Scotland</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>690</td> <td>143</td> </tr> <tr> <td>2017/18</td> <td>781</td> <td>165</td> </tr> <tr> <td>2018/19</td> <td>343</td> <td>140</td> </tr> <tr> <td>2019/20</td> <td>603</td> <td>-</td> </tr> </tbody> </table> <p>● Number of affordable housing units delivered Fife ● Number of affordable housing units delivered Scotland</p>	Year	Fife	Scotland	2016/17	690	143	2017/18	781	165	2018/19	343	140	2019/20	603	-	<p>Total target for phase III of affordable housing program is 3500. Annual targets have been set 500, 500, 1000, 1250, 250 over life of the programme. 2017-2022. Recorded completions for 18/19 343 looks like we are short for first target, when in fact 243 units were recorded in 17/18 from phase III programme so the first target of 500 units has been exceeded.</p> <p>The Scottish average data for 19/20 has not yet been published by the Scottish Government and may not be available until January 2021.</p>
Year	Fife	Scotland														
2016/17	690	143														
2017/18	781	165														
2018/19	343	140														
2019/20	603	-														
<p>Cumulative number of affordable housing units delivered</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Fife</th> <th>Scotland</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>2,129</td> <td>667</td> </tr> <tr> <td>2017/18</td> <td>2,910</td> <td>831</td> </tr> <tr> <td>2018/19</td> <td>343</td> <td>971</td> </tr> <tr> <td>2019/20</td> <td>963</td> <td>-</td> </tr> </tbody> </table> <p>● Cumulative no. of affordable housing units delivered Fife ● Cumulative no. of affordable housing units delivered Scotland</p>	Year	Fife	Scotland	2016/17	2,129	667	2017/18	2,910	831	2018/19	343	971	2019/20	963	-	<p>Phase 2 and Phase 3 both ran concurrent in year 2017. Phase 2 completed in May 17 and Phase 3 began. Pentana didn't allow for two separate targets. As per notes in 2017/18 from LF, 243 units recorded were for Phase 3 but technically counted against Phase 2 target of 2700. Therefore, the number of completions for 18/19 seem low, when in fact if added to the completions for 18/19, it exceeds the 500 target.</p> <p>The Scottish average data for 19/20 has not yet been published by the Scottish Government and may not be available until January 2021.</p>
Year	Fife	Scotland														
2016/17	2,129	667														
2017/18	2,910	831														
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Performance	Progress															
<p>No. of households assessed as homeless or potentially homeless</p> <table border="1"> <caption>No. of households assessed as homeless or potentially homeless</caption> <thead> <tr> <th>Year</th> <th>Fife</th> <th>Scotland</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>1,962</td> <td>899</td> </tr> <tr> <td>2017/18</td> <td>1,955</td> <td>918</td> </tr> <tr> <td>2018/19</td> <td>2,106</td> <td>945</td> </tr> <tr> <td>2019/20</td> <td>2,104</td> <td>979</td> </tr> </tbody> </table> <p>● No. of households homeless/potentially homeless Fife ● No. of households homeless/potentially homeless Scotland</p>	Year	Fife	Scotland	2016/17	1,962	899	2017/18	1,955	918	2018/19	2,106	945	2019/20	2,104	979	<p>The health, economic and social impact of Covid-19 is expected to have a significant impact on those in vulnerable housing circumstances. Homeless presentations reduced significantly in the lockdown environment, but presentations have consistently and steadily increased compared to previous year throughout the easing and recovery phases. Demand and analytics research demonstrates that demand could double over the recovery period without effective intervention to increase prevention activity. As an identified area of Reform, there is a focus on paced up action to implement Fife’s Rapid Rehousing Transition Plan and transformational change across housing access and wider prevention services across the Council and partner services.</p>
Year	Fife	Scotland														
2016/17	1,962	899														
2017/18	1,955	918														
2018/19	2,106	945														
2019/20	2,104	979														
<p>Homeless allocations (%)</p> <table border="1"> <caption>Homeless allocations (%)</caption> <thead> <tr> <th>Year</th> <th>Fife (%)</th> <th>Scotland (%)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>42.07%</td> <td>40%</td> </tr> <tr> <td>2017/18</td> <td>39.1%</td> <td>42%</td> </tr> <tr> <td>2018/19</td> <td>43%</td> <td>41%</td> </tr> <tr> <td>2019/20</td> <td>43.64%</td> <td>-</td> </tr> </tbody> </table> <p>● Homeless allocations - Fife (%) ● Homeless allocations - Scotland (%)</p>	Year	Fife (%)	Scotland (%)	2016/17	42.07%	40%	2017/18	39.1%	42%	2018/19	43%	41%	2019/20	43.64%	-	<p>The impact of Covid-19 has had a significant and devastating impact on housing operations and, in particular, turnover of empty properties. The current estimate is that around 1,200 housing opportunities will be lost in year due to reductions in Council turnover alone. An enforced focus on specific housing allocations during lockdown meant that statutory allocations had to be prioritised and around 400 households were assisted to move into new homes. In recovery and renewal, this has been balanced with a focus on generating allocations to existing tenancies to generate turnover and create more housing opportunities for a range of priority customer groups.</p> <p>The Scottish average data for 19/20 has not yet been published by the Scottish Government and may not be available until January 2021.</p>
Year	Fife (%)	Scotland (%)														
2016/17	42.07%	40%														
2017/18	39.1%	42%														
2018/19	43%	41%														
2019/20	43.64%	-														

Performance	Progress										
<p>Average length of time taken to complete emergency repairs (hours)</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Average length of time taken to complete emergency repairs (hours)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>5.13</td> </tr> <tr> <td>2017/18</td> <td>3.93</td> </tr> <tr> <td>2018/19</td> <td>3.58</td> </tr> <tr> <td>2019/20</td> <td>3.99</td> </tr> </tbody> </table>	Year	Average length of time taken to complete emergency repairs (hours)	2016/17	5.13	2017/18	3.93	2018/19	3.58	2019/20	3.99	<p>Slight slippage this year due to errors in categorising jobs or closing job tickets timeously. Continue to monitor and review processes and anomalies.</p>
Year	Average length of time taken to complete emergency repairs (hours)										
2016/17	5.13										
2017/18	3.93										
2018/19	3.58										
2019/20	3.99										
<p>Average length of time taken to complete non-emergency repairs (days)</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Average length of time taken to complete non-emergency repairs (days)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>8.08</td> </tr> <tr> <td>2017/18</td> <td>6.66</td> </tr> <tr> <td>2018/19</td> <td>6.00</td> </tr> <tr> <td>2019/20</td> <td>6.02</td> </tr> </tbody> </table>	Year	Average length of time taken to complete non-emergency repairs (days)	2016/17	8.08	2017/18	6.66	2018/19	6.00	2019/20	6.02	<p>Coming in slightly above target 6.02 hours. Work is ongoing to review processes and monitor anomalies in order that we achieve 6-hour target.</p>
Year	Average length of time taken to complete non-emergency repairs (days)										
2016/17	8.08										
2017/18	6.66										
2018/19	6.00										
2019/20	6.02										
<p>Reactive repairs completed right first time in the last year (%)</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Reactive repairs completed right first time in the last year (%)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>96.97%</td> </tr> <tr> <td>2017/18</td> <td>97.17%</td> </tr> <tr> <td>2018/19</td> <td>98.17%</td> </tr> <tr> <td>2019/20</td> <td>97.79%</td> </tr> </tbody> </table>	Year	Reactive repairs completed right first time in the last year (%)	2016/17	96.97%	2017/18	97.17%	2018/19	98.17%	2019/20	97.79%	<p>Performance on Right First Time remains consistently high.</p>
Year	Reactive repairs completed right first time in the last year (%)										
2016/17	96.97%										
2017/18	97.17%										
2018/19	98.17%										
2019/20	97.79%										

Performance	Progress																				
<p>No. of failures to complete statutory gas safety checks in last year</p>  <table border="1"> <caption>No. of failures to complete statutory gas safety checks in last year</caption> <thead> <tr> <th>Year</th> <th>No. of failures</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>0</td> </tr> <tr> <td>2017/18</td> <td>0</td> </tr> <tr> <td>2018/19</td> <td>0</td> </tr> <tr> <td>2019/20</td> <td>35</td> </tr> </tbody> </table>	Year	No. of failures	2016/17	0	2017/18	0	2018/19	0	2019/20	35	<p>Q1 reported 12 failures, Q2 3 failures, Q3 3 failures and Q4 17 failures, 10 of which had a direct link to COVID with no access permitted.</p> <p>This is a true reflection on the gas failures calculated on a monthly period, rather than the year end figure previously reported.</p> <p>Housing, Building Service and Contact Centre staff are working in close partnership to work towards the zero target. We were on track to introduce new system to manage our gas servicing programme and to improve our performance then the COVID-19 crisis struck.</p> <p>New performance indicator – no comparison for previous years</p>										
Year	No. of failures																				
2016/17	0																				
2017/18	0																				
2018/19	0																				
2019/20	35																				
<p>Tenancy offers refused during the year (%)</p>  <table border="1"> <caption>Tenancy offers refused during the year (%)</caption> <thead> <tr> <th>Year</th> <th>Tenancy offers refused (%)</th> <th>Tenancy offers refused (%) Peer Group</th> <th>Tenancy offers refused (%) Scotland</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>23.45%</td> <td>34.8%</td> <td>37.3%</td> </tr> <tr> <td>2017/18</td> <td>24.39%</td> <td>35.2%</td> <td>35.99%</td> </tr> <tr> <td>2018/19</td> <td>23.11%</td> <td>34.8%</td> <td>36.3%</td> </tr> <tr> <td>2019/20</td> <td>22.01%</td> <td>34.9%</td> <td>34.4%</td> </tr> </tbody> </table>	Year	Tenancy offers refused (%)	Tenancy offers refused (%) Peer Group	Tenancy offers refused (%) Scotland	2016/17	23.45%	34.8%	37.3%	2017/18	24.39%	35.2%	35.99%	2018/19	23.11%	34.8%	36.3%	2019/20	22.01%	34.9%	34.4%	<p>Performance continues to be considered as top quartile based on Allocations processes. No improvement action has been identified</p>
Year	Tenancy offers refused (%)	Tenancy offers refused (%) Peer Group	Tenancy offers refused (%) Scotland																		
2016/17	23.45%	34.8%	37.3%																		
2017/18	24.39%	35.2%	35.99%																		
2018/19	23.11%	34.8%	36.3%																		
2019/20	22.01%	34.9%	34.4%																		
<p>Anti-social behaviour cases reported in the last year resolved timeously (%)</p>  <table border="1"> <caption>Anti-social behaviour cases reported in the last year resolved timeously (%)</caption> <thead> <tr> <th>Year</th> <th>Resolved timeously (%)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>98.66%</td> </tr> <tr> <td>2017/18</td> <td>98.38%</td> </tr> <tr> <td>2018/19</td> <td>99.55%</td> </tr> <tr> <td>2019/20</td> <td>99.55%</td> </tr> </tbody> </table>	Year	Resolved timeously (%)	2016/17	98.66%	2017/18	98.38%	2018/19	99.55%	2019/20	99.55%	<p>Our percentage has remained at 99.55% this reporting year. Improvements to recording and timescales are being reviewed at present in order to sustain the high level of performance when dealing with anti-social behaviour.</p>										
Year	Resolved timeously (%)																				
2016/17	98.66%																				
2017/18	98.38%																				
2018/19	99.55%																				
2019/20	99.55%																				

Performance	Progress										
<p>Lettable houses that became vacant in the last year (%)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>8.18%</td> </tr> <tr> <td>2017/18</td> <td>9.01%</td> </tr> <tr> <td>2018/19</td> <td>7.67%</td> </tr> <tr> <td>2019/20</td> <td>8.18%</td> </tr> </tbody> </table>	Year	Percentage (%)	2016/17	8.18%	2017/18	9.01%	2018/19	7.67%	2019/20	8.18%	<p>Performance has exceeded previous year performance due to a commitment to transfer led allocations and an overall increase in property assets.</p>
Year	Percentage (%)										
2016/17	8.18%										
2017/18	9.01%										
2018/19	7.67%										
2019/20	8.18%										
<p>The average time to complete adaptations</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Average Time</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>28.27</td> </tr> <tr> <td>2017/18</td> <td>24.00</td> </tr> <tr> <td>2018/19</td> <td>23.37</td> </tr> <tr> <td>2019/20</td> <td>18.76</td> </tr> </tbody> </table>	Year	Average Time	2016/17	28.27	2017/18	24.00	2018/19	23.37	2019/20	18.76	<p>The performance has improved further against this indicator due to process improvements – Occupational Therapists can now order a range of adaptations direct through the Housing Management Information system – this has reduced steps in the process and has made this quicker.</p>
Year	Average Time										
2016/17	28.27										
2017/18	24.00										
2018/19	23.37										
2019/20	18.76										
<p>Court actions that resulted in eviction and their reasons (%)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>16.71%</td> </tr> <tr> <td>2017/18</td> <td>22.12%</td> </tr> <tr> <td>2018/19</td> <td>19.86%</td> </tr> <tr> <td>2019/20</td> <td>19.38%</td> </tr> </tbody> </table>	Year	Percentage (%)	2016/17	16.71%	2017/18	22.12%	2018/19	19.86%	2019/20	19.38%	<p>There has been a concerted effort to ensure that cases don't proceed to Court unless they are fairly water tight. This may justify the slight increase in our overall eviction rate.</p>
Year	Percentage (%)										
2016/17	16.71%										
2017/18	22.12%										
2018/19	19.86%										
2019/20	19.38%										

Performance	Progress										
<p>Average length of time taken to re-let properties in the last year</p>  <table border="1"> <caption>Average length of time taken to re-let properties in the last year</caption> <thead> <tr> <th>Year</th> <th>Average length of time (days)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>25.31</td> </tr> <tr> <td>2017/18</td> <td>26.84</td> </tr> <tr> <td>2018/19</td> <td>26.25</td> </tr> <tr> <td>2019/20</td> <td>28.61</td> </tr> </tbody> </table>	Year	Average length of time (days)	2016/17	25.31	2017/18	26.84	2018/19	26.25	2019/20	28.61	<p>The annual figure includes tenancies created e.g. 1st week of a month with a start date of the previous quarter. The quarter reports would exclude these, however, the annual report will pick these up.</p> <p>The Voids Partnership Performance Management framework has been refocused to improve repairs performance. External contractual management arrangements are being re-procured to improve responsiveness and process impact. The relet standard will be reviewed to improve works commissioning and there is a wider process review planned for later in the year.</p>
Year	Average length of time (days)										
2016/17	25.31										
2017/18	26.84										
2018/19	26.25										
2019/20	28.61										
<p>Council dwellings that meet the SHQS Standard (%)</p>  <table border="1"> <caption>Council dwellings that meet the SHQS Standard (%)</caption> <thead> <tr> <th>Year</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>98.64%</td> </tr> <tr> <td>2017/18</td> <td>98.69%</td> </tr> <tr> <td>2018/19</td> <td>93.01%</td> </tr> <tr> <td>2019/20</td> <td>93.01%</td> </tr> </tbody> </table>	Year	Percentage (%)	2016/17	98.64%	2017/18	98.69%	2018/19	93.01%	2019/20	93.01%	<p>The SHQS compliance figure is more accurate than in previous years as it is based on actual property condition survey, rather than cloned data.</p> <p>We aim to carry out additional area focussed stock condition surveys to improve targeting of capital programme as we work towards achieving as near to 100% compliance as possible.</p>
Year	Percentage (%)										
2016/17	98.64%										
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<p>Properties meeting the EESSH (%)</p>  <table border="1"> <caption>Properties meeting the EESSH (%)</caption> <thead> <tr> <th>Year</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>68.61%</td> </tr> <tr> <td>2017/18</td> <td>76.38%</td> </tr> <tr> <td>2018/19</td> <td>83.24%</td> </tr> <tr> <td>2019/20</td> <td>79.03%</td> </tr> </tbody> </table>	Year	Percentage (%)	2016/17	68.61%	2017/18	76.38%	2018/19	83.24%	2019/20	79.03%	<p>The 80% EESSH 1 compliance falls below our projection to meet the 31st December 2020 deadline. We are adjusting our approach to focus on replacing up to 5900 gas boilers in 2020/21 to narrow the ESSH gap.</p> <p>Another factor which will assist the council to meet ESSH1 is the number of abeyances we are allowed to declare, and the recognition by the Scottish Government that work can continue to meet EESSH past the statutory deadline.</p>
Year	Percentage (%)										
2016/17	68.61%										
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Performance	Progress										
<p>People who feel very/fairly safe walking alone at night (FIFE)</p> <table border="1"> <caption>Data for People who feel very/fairly safe walking alone at night (FIFE)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>87.00%</td> </tr> <tr> <td>2017/18</td> <td>85.00%</td> </tr> <tr> <td>2018/19</td> <td>87.00%</td> </tr> <tr> <td>2019/20</td> <td>88.00%</td> </tr> </tbody> </table>	Year	Percentage	2016/17	87.00%	2017/18	85.00%	2018/19	87.00%	2019/20	88.00%	<p>88% of Fifers feel very or fairly safe when walking alone in their neighbourhood at night, compared to 85% for Scotland. Note, data relates to 2019 Scottish Household Survey.</p>
Year	Percentage										
2016/17	87.00%										
2017/18	85.00%										
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Cost

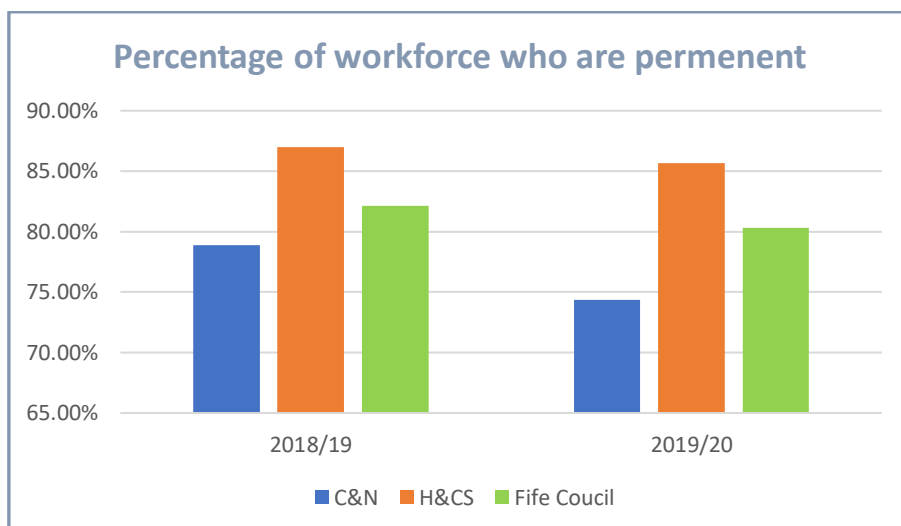
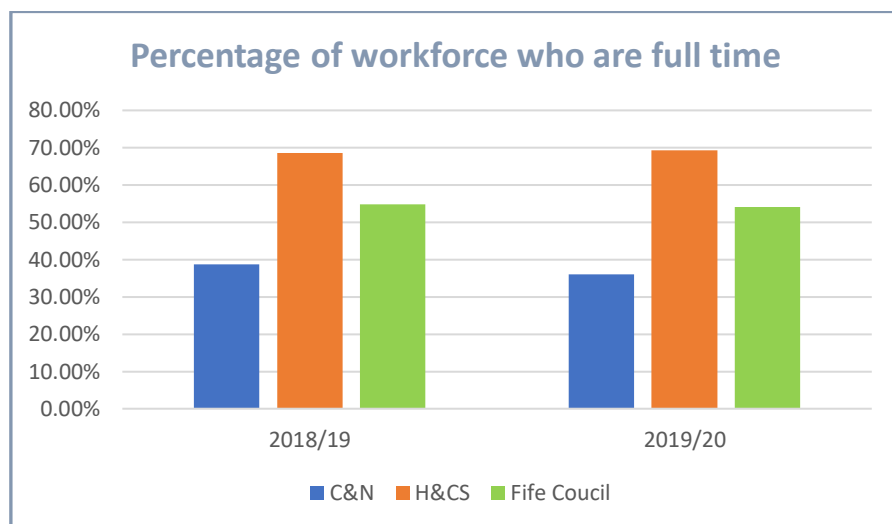
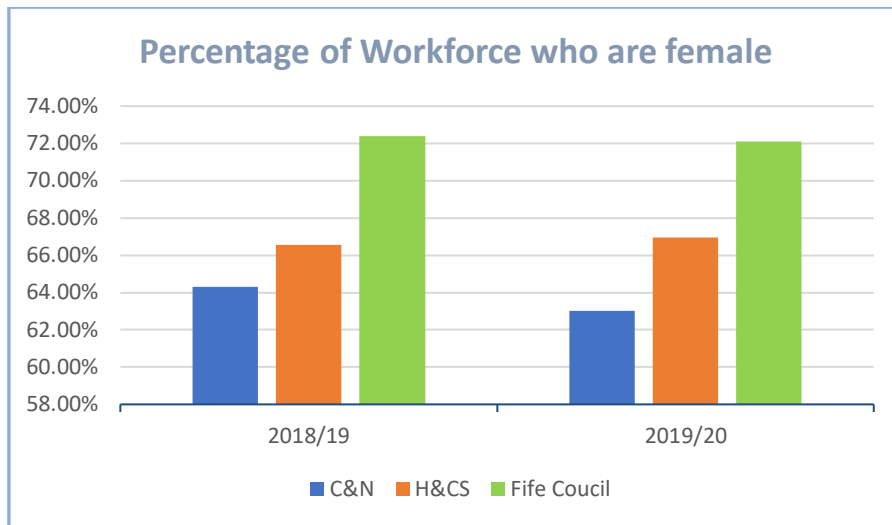
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<p>Rent lost through properties being empty last year (%)</p> <table border="1"> <caption>Rent lost through empty properties (%)</caption> <thead> <tr> <th>Year</th> <th>Rent lost through empty properties (%)</th> <th>Rent lost through empty properties (%) Peer Group</th> <th>Rent lost through empty properties (%) Scotland</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>0.95%</td> <td>0.6%</td> <td>0.9%</td> </tr> <tr> <td>2017/18</td> <td>0.96%</td> <td>0.7%</td> <td>0.8%</td> </tr> <tr> <td>2018/19</td> <td>0.98%</td> <td>0.7%</td> <td>0.9%</td> </tr> <tr> <td>2019/20</td> <td>1.09%</td> <td>1.4%</td> <td>1.1%</td> </tr> </tbody> </table>	Year	Rent lost through empty properties (%)	Rent lost through empty properties (%) Peer Group	Rent lost through empty properties (%) Scotland	2016/17	0.95%	0.6%	0.9%	2017/18	0.96%	0.7%	0.8%	2018/19	0.98%	0.7%	0.9%	2019/20	1.09%	1.4%	1.1%	<p>Performance has slipped against previous year performance largely due to an increase in the number of longer-term empty homes in small scale regeneration areas and slippage in void relet times. The Voids Partnership has renewed focus on performance using a 4DX methodology to improve accountability and identify systematic areas for improvement.</p>
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Year	Cost (£)																				
2019/20	£1,701,551																				
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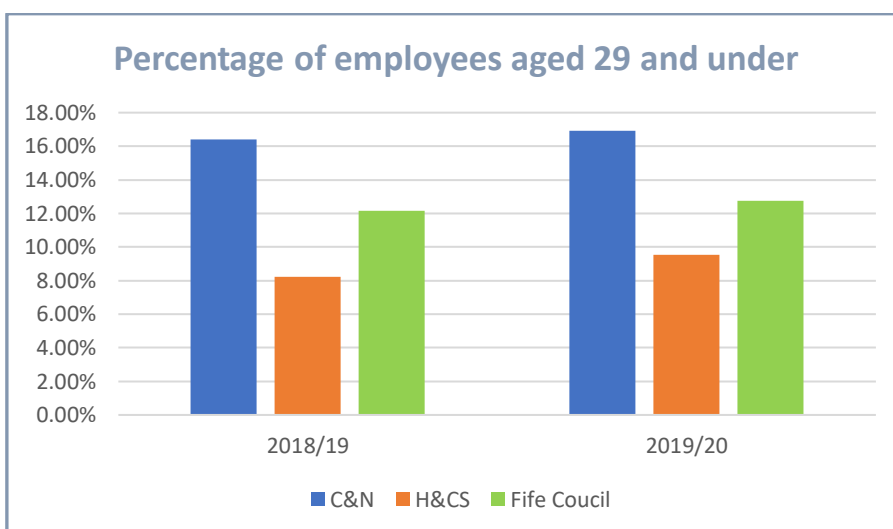
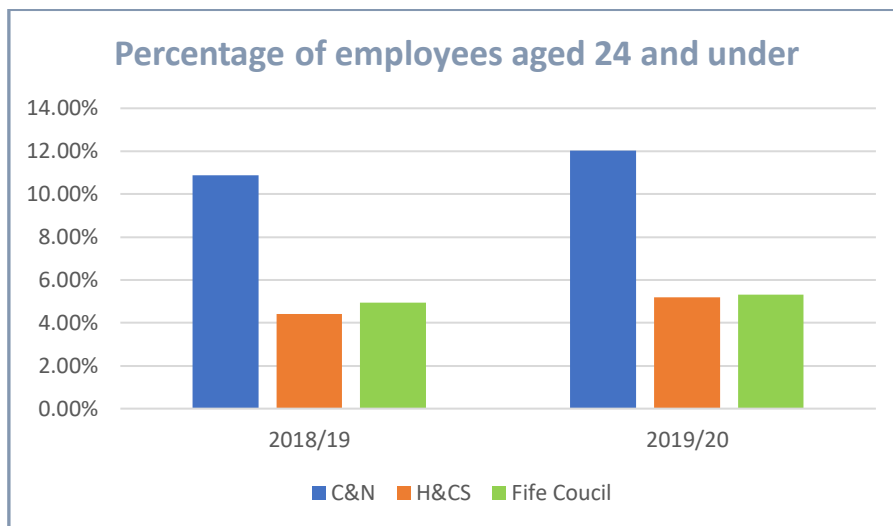
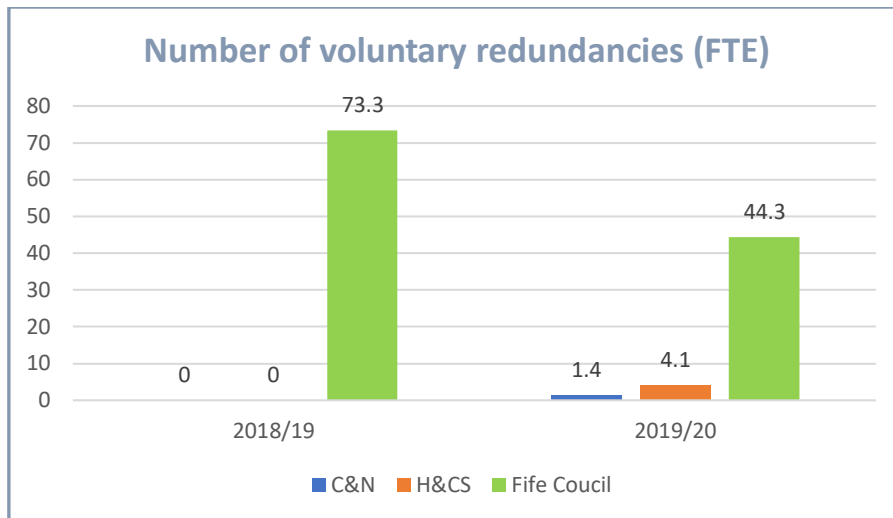
Performance	Progress																				
<p>Gross Rent Arrears (all tenants) as at 31 March each year (%)</p> <table border="1"> <caption>Gross Rent Arrears (%) Data</caption> <thead> <tr> <th>Year</th> <th>Gross rent arrears (%) (LGBF)</th> <th>Gross rent arrears (%) Scotland</th> <th>Gross rent arrears (%) Top Quartile</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>7.55%</td> <td>5.3%</td> <td>2.7%</td> </tr> <tr> <td>2017/18</td> <td>8.21%</td> <td>5.4%</td> <td>2.7%</td> </tr> <tr> <td>2018/19</td> <td>9.05%</td> <td>5.7%</td> <td>2.9%</td> </tr> <tr> <td>2019/20</td> <td>7.79%</td> <td>6.1%</td> <td>-</td> </tr> </tbody> </table> <p> ● Gross rent arrears (%) (LGBF) ■ Gross rent arrears (%) Scotland ▲ Gross rent arrears (%) Top Quartile </p>	Year	Gross rent arrears (%) (LGBF)	Gross rent arrears (%) Scotland	Gross rent arrears (%) Top Quartile	2016/17	7.55%	5.3%	2.7%	2017/18	8.21%	5.4%	2.7%	2018/19	9.05%	5.7%	2.9%	2019/20	7.79%	6.1%	-	<p>Our Gross Rent Arrears figure have improved this year. Partly this was down to receiving 14 DWP UC files, in the year. This has boosted our collection by approx. £1.3million. Financial year 20/21 we will only receive 13 DWP UC files. Therefore, we will instantly be approx. £1.3million down on 19/20.</p>
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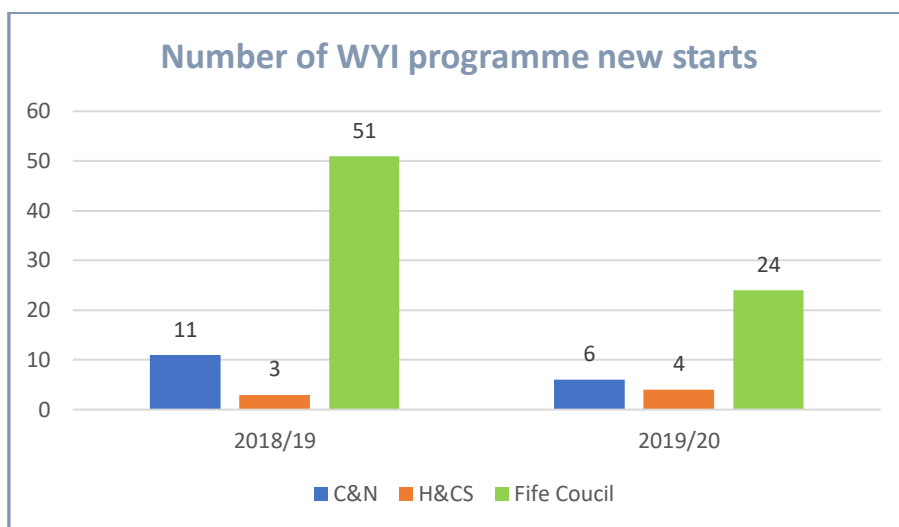
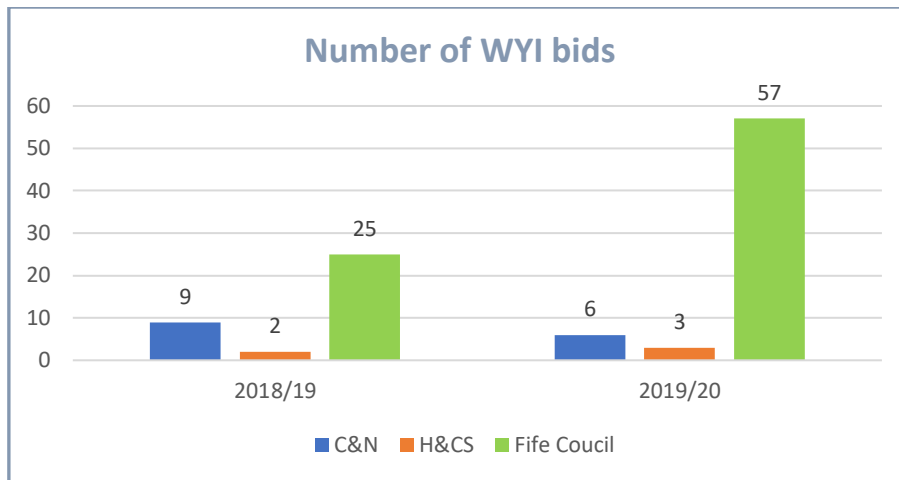
COMMUNITIES & NEIGHBOURHOODS, HOUSING & COMMUNITY SAFETY – WORKFORCE PROFILE 2019/2020 FINANCIAL YEAR (01 APRIL 2019 – MARCH 2020)

Service	No of Employees (FTE) April 2018	No of Employees (FTE) April 2019	No of Employees (FTE) April 2020	Difference in FTE 2019-2020
Communities & Neighbourhoods	522	467	519	52
Housing & Community Safety	321	355	330	-25
Total	843	822	849	27

ANNUAL WORKFORCE DATA







Community & Housing Services Sub-Committee of 21st January, 2021			
Title	Service(s)	Contact(s)	Comments
Community Assets and Services: Prices and Concessions	Communities and Neighbourhoods Service	Samantha Pairman, Daryl Keddie- cu, Andrew Stokes	deferred from Nov 2020 meeting to following meeting 2021
Minute of meeting of 24.11.20			
Forward Work Programme			

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

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

Unallocated			
Title	Service(s)	Contact(s)	Comments
Cowdenbeath Leisure Centre (LC) - Integration and Improvement of Provision	Communities and Neighbourhoods Service	Andy Maclellan	Andy MacLellan to advise if report required at later date.
Final Play Space Strategy	Communities and Neighbourhoods Service	Andy Maclellan, Kevin Okane	Date to be advised – deferred from 03.09.20 meeting due to Covid-19 – reschedule for late 2021
Abbeyview Community Hub	Communities and Neighbourhoods Service	Andy Maclellan	Andy Maclellan to advise if report required at later date.

Unallocated			
Title	Service(s)	Contact(s)	Comments
New Build Affordable Housing; Phase 3 Update & Proposed Phase 4 (2022-32) Principles		Helen Wilkie	Phase 3 - information via briefing note Phase 4 - covered through workshop, tbc
Housing Acquisitions Policy - 2019/20 Update	Housing Services	Helen Wilkie	DEFERRED FROM 09.04.20 DUE TO COVID-19 - To be discussed at P & C Oct/Nov 2020 before coming to C&Hsg Committee
Trust Management & Governance	Communities and Neighbourhoods Service	Tim Kendrick	Source of Request - C&HSC 09.11.17; Para 31 (6) of 2017.C.H.S.C.17 - progress report(s), as appropriate, on detailed proposals as they were developed
Lochore Meadows Phase 2 Proposals - Golf	Communities and Neighbourhoods Service	Andy Maclellan	TBC
Thriving Places (Plan for Fife)	Communities, Enterprise and Environment	Michael Enston, Keith Winter	TBC
Gypsy Traveller Co-operation Policy Review	Housing Services	Paul Short	Defer to 2021
St Andrews Skateboard Park (Pipelands)	Communities and Neighbourhoods Service	Andy Maclellan	Deferred due to Covid-19 – date of meeting tbc
Community Development Finance Institution (CDFI) Progress Report - Year 2	Communities and Neighbourhoods Service	Sharon Douglas	Annual progress report (year 3) - contract will need reviewed/extended. Report previously considered 08.11.18.
Strathkinness Cycle Path	Communities and Neighbourhoods Service	Andy Maclellan, Alan Bisset	Expected June 2021.
Rockgelly	Communities and Neighbourhoods Service	Andy Maclellan	Date to be advised.

Unallocated			
Title	Service(s)	Contact(s)	Comments
Greenspace Strategy	Communities and Neighbourhoods Service	Tim Kendrick, Kevin Okane	Date to be advised.
Public Consultation - Fife Local Policing Plan 2020 - 2023			Email from Alexander Brodie, Superintendent (Operations), Police Scotland, Fife Division dated 26.11.19 refers.
Garden Fencing Policy	Housing Services	John Mills	Delayed due to Covid 19 - reschedule Spring 2021 DEFER TO 2021
Lock-up Improvement Programme - Progress Report	Housing Services	John Mills	Report expected Nov 2020 DEFER TO 2021
Tenant Incentive Scheme		Gavin Smith	Date of Committee tbc - deferred to 2021
HRA Consultative Budget 2021-22 and Rent Increase/HRA Medium Term Financial Strategy		Vania Kennedy	Presented to P & C Nov 2020 - TBC