

Cabinet Committee

Committee Room 2, Fife House, North Street, Glenrothes /
Blended Meeting



Thursday, 15 August 2024 - 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. **MINUTES**
 - (i) Cabinet Committee of 6 June 2024. 4 - 10
 - (ii) East Fife Educational Trust Committee of 8 April 2024 and West Fife Educational Trust Committee of 8 April and 20 May 2024. 11 - 23
 - (iii) Education Appointment Committee of 15 May 2024. 24
 - (iv) Appeals Sub-Committee of 18 June 2024. 25
4. **REVENUE MONITORING - PROVISIONAL OUTTURN 2023-24** – Report by the Executive Director (Finance and Corporate Services). 26 - 41
5. **CAPITAL INVESTMENT PLAN - PROVISIONAL OUTTURN 2023-24** – Report by the Executive Director (Finance and Corporate Services). 42 - 55
6. **LEGACY SYSTEMS REPLACEMENT PROGRAMME (PLACE DIRECTORATE)** – Report by the Head of Environment and Building Services. 56 - 83
7. **BEREAVEMENT SERVICES CEMETERY STRATEGY** – Report by the Head of Property Services. 84 - 102
8. **APPOINTMENT TO PARTNER ORGANISATION - KIMO UK/KIMO INTERNATIONAL** – Report by the Head of Legal and Democratic Services. 103 - 106
9. **CABINET COMMITTEE - OUTSTANDING REMITS FROM COMMITTEES** 107 - 109
10. **NOTICE OF MOTION - OPERATION OF ARMS LENGTH EXTERNAL ORGANISATIONS (ALEOS)**

In terms of Standing Order No. 10, the following Notice of Motion has been submitted:-

"Committee requests a report be tabled at a Cabinet Committee meeting by the close of 2024 addressing how the council and its elected members can influence policy in areas where our Arms Length External Organisations (ALEOs) operate".

Proposed by Councillor David Barratt
Seconded by Councillor Craig Walker

11. NOTICE OF MOTION - HARLAND AND WOLFF

In terms of Standing Order No. 10, the following Notice of Motion has been submitted:-

"Levenmouth, Fife, Scotland and the United Kingdom all have a vested interest in the survival of Harland and Wolff with almost 1500 manufacturing jobs at risk UK-wide and the loss of a potential 400 in Methil.

Harland and Wolff appear to have a healthy order book and be ideally placed to gain more orders in several sectors. However, they need additional financial support in the short term to ensure stability.

The initial refusal from the new Labour Government to deny funding is a concern and appears contrary to demands from trades unions. This decision was taken prior to a further credit guarantee of £19.5 million to Harland and Wolff being made available from lenders, Wall Street backers Riverstone Credit Management LLC.

Given the confidence that Riverstone is showing in the survival of Harland and Wolff, Cabinet proposes that the Leader of the Council writes to the Prime Minister urging the Labour Government to review its decision to refuse funding and consider providing a further loan guarantee to ensure existing jobs and contracts are secure and confidence is shown in the long term future of the company and Fife."

Proposed by Councillor David Alexander
Seconded by Councillor Craig Walker

The Committee is asked to resolve, under Section 50(A)(4) of the Local Government (Scotland) Act 1973, as amended, to exclude the public and press from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 8 and 9 of Part 1 of Schedule 7A of the Act.

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|------------|---|-----------|
| 12. | AFFORDABLE HOUSING PROGRAMME - CONSCIENCE BRIDGE, CAIRNEYHILL (PRIVATE REPORT) – Joint report by the Head of Housing Services and the Head of Property Services. | 110 - 116 |
| 13. | DECISION TAKEN UNDER DELEGATED AUTHORITY - DEVELOPMENT OF AFFORDABLE HOUSING BY CALA HOMES LTD AT MAIN STREET, ABERDOUR (PRIVATE REPORT) – Joint report by the Head of Housing Services and the Head of Property Services. | 117 - 124 |
| 14. | PROPOSED DEMOLITION - WOODMILL AND ST. COLUMBA'S HIGH SCHOOLS (PRIVATE REPORT) - Report by the Head of Property Services. | 125 - 128 |

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

Lindsay Thomson
Head of Legal and Democratic Services
Finance and Corporate Services
Fife House
North Street
Glenrothes
Fife, KY7 5LT

8 August 2024

If telephoning, please ask for:

Michelle McDermott, Committee Officer, Fife House, North Street, Glenrothes
Telephone: 03451 555555, ext. 442238; email: Michelle.McDermott@fife.gov.uk

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

BLENDED MEETING NOTICE

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

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

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

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

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

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

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

THE FIFE COUNCIL - CABINET COMMITTEE - BLENDED MEETING

Committee Room 2, Fife House, North Street, Glenrothes

6 June 2024

10.00 am - 1.05 pm

PRESENT: Councillors David Ross (Convener), Tom Adams (substituting for Councillor Graeme Downie), David Alexander, Lynn Ballantyne-Wardlaw (substituting for Councillor Carol Lindsay), David Barratt, John Beare, James Calder, Fiona Corps, Altany Craik, Colin Davidson (substituting for Councillor Cara Hilton), Linda Erskine, Derek Glen, Brian Goodall (substituting for Councillor Lesley Backhouse), Peter Gulline, Judy Hamilton, Gary Holt, Allan Knox, Kathleen Leslie, Rosemary Liewald, Ross Vettraino, Craig Walker and Jan Wincott.

ATTENDING: Ken Gourlay, Chief Executive; Eileen Rowand, Executive Director (Finance and Corporate Services), Mary McLean, Legal Services Manager and Michelle McDermott, Committee Officer, Legal and Democratic Services, Finance and Corporate Services; Shelagh McLean, Head of Education, Sarah Else, Education Manager and Avril Graham, Team Manager, Education Service; James Ross, Head of Children, Families and Justice Service and Kimberley Hankin, Service Manager, Children, Families and Justice Service; Fiona McKay, Head of Strategic Planning, Performance and Commissioning, Health and Social Care Service; Gordon Mole, Head of Business and Employability Services and Adam Dunkerley, Opportunities Fife Partnership Manager, Business and Employability Service; John Mills, Head of Housing Services and Gavin Smith, Service Manager, Housing Services; John Mitchell, Head of Roads and Transportation Service, Tony McRae, Service Manager and Susan Keenlyside, Service Manager, Roads and Transportation Service; Paul Vaughan, Head of Communities and Neighbourhoods Service and Dave Paterson, Community Manager (Levenmouth), Communities and Neighbourhoods Service; Pam Ewen, Head of Planning and Mary Stewart, Service Manager, Planning Service; and Michael O'Gorman, Service Manager, Property Services.

APOLOGIES FOR ABSENCE: Councillors Lesley Backhouse, Graeme Downie, Cara Hilton and Carol Lindsay.

Prior to the commencement of business, the Convener requested that the committee observe a minute silence to commemorate the 80th anniversary of the D Day landings and to all those who gave their lives at that time.

249. DECLARATIONS OF INTEREST

Councillor Ross Vettraino declared an interest at para. 259 - Fife Council Electric Vehicle Public Charging Tariffs - as he owned an electric car.

250. MINUTES

(i) Minute of the Cabinet Committee of 9 May 2024.

Decision

The committee agreed to approve the minute.

- (ii) The Education Appointment Committee minutes of 19, 24 and 25 April, 2024 were submitted for noting.

Decision

The minutes were noted.

251. STATUTORY CONSULTATION REPORT ON THE PROPOSAL TO CLOSE MILTON OF BALGONIE PRIMARY SCHOOL AND REZONE THE CATCHMENT AREAS OF COALTOWN OF BALGONIE, PITTEUCHAR EAST AND THORNTON PRIMARY SCHOOLS

The committee considered a report by the Head of Education detailing the statutory Consultation Report in terms of the Schools (Consultation) (Scotland) Act 2010 in respect of the proposal to close Milton of Balgonie Primary School and rezone the catchment areas of Coaltown of Balgonie, Pitteuchar East and Thornton Primary Schools.

Decision

The committee agreed to:-

- (1) close Milton of Balgonie Primary School on Monday, 19 August, 2024;
- (2) rezone the catchment area of Coaltown of Balgonie Primary School to incorporate all of the current catchment area of Milton of Balgonie Primary School from Monday, 19 August, 2024;
- (3) seek alternative uses for the Milton of Balgonie Primary School site within the control of the Education Service to ensure that, should the number of primary aged pupils in this area increase to a level that may require provision of an additional primary school in future, it may be done so at the least cost to the council. Cabinet notes that any future disposal would require the consultation of the local members and referral to Cabinet Committee for governance; and
- (4) rezone the catchment areas of Coaltown of Balgonie, Pitteuchar East and Thornton Primary Schools to realign these primary school catchments from Monday, 19 August 2024.

252. STRATEGIC EQUITY FUND - SESSION 2024/25

The committee considered a report by the Head of Education providing an overview of the rationale and plan for use of the Strategic Equity Fund to support the closing of the poverty-related attainment gap in Fife's educational settings in academic session 2024/25.

Decision

The committee agreed planned projects and actions within the Strategic Equity Fund workstreams for session 2024/25 and the associated budget allocated to each.

253. REVIEW OF PAYMENTS TO FOSTER CARERS, KINSHIP CARERS AND SUPPORTED LODGINGS CARERS

The committee considered a report by the Head of Children and Families and Criminal Justice Service providing information on the proposed uplift in payments to all carers.

Decision

The committee agreed the application of an uplift of 3% in the fees paid to foster carers and supported lodging carers and noted the ending of support for family carer's allowance given Kinship legislation.

254. CARE HOMES REPLACEMENT PROGRAMME

The committee considered a joint report by the Director of Health and Social Care and Head of Housing Services providing an update on the revised costs for Cupar Care Village due to an increased projected cost following receipt of the Tender Report prior to construction.

Decision

The committee:-

- (1) approved Option 2 as per the PF09 exception report annexed to the report;
- (2) agreed that the increased costs of £1.019m for Cupar Care Home would be funded from the overall Care Home replacement budget recognising that this would result in a reduced budget for Anstruther Care Home which would then need to be considered as part of the upcoming Capital Plan Review; and
- (3) noted that the Housing Revenue Account (HRA) would address the budget gap of £0.605m by making use of the existing Affordable Housing Programme capital budget which would reduce the budget available to fund other new build units.

255. OPPORTUNITIES FIFE PARTNERSHIP - STRATEGY 2024-30

The committee considered a report by the Head of Business and Employability Services seeking approval for the Opportunities Fife Partnership's new strategy, priorities and structure for 2024-2030.

Decision

The committee:-

- (1) approved the updated Opportunities Fife (OPF) strategy, priorities, structure and measures;
- (2) noted the process carried out with partners and key stakeholders to co-design the new strategy;
- (3) supported the intention for the OPF to put the client at the centre of employability delivery, through engagement with service users and the Lived Experience Team, to ensure employability projects were delivered in a way that participants wanted to engage with; and

- (4) thanked Gordon Mole, Head of Business and Employability Services for all the support and assistance he had provided to Fife Council over the years and wished him well in his new role as Chief Executive at Newcastle-under-Lyme Borough Council.

256. HOUSING EMERGENCY ACTION PLAN 2024-27

The committee considered a report by the Head of Housing Services outlining an initial and high-level response to the declaration by the council in March 2024 of a Housing Emergency.

Decision

The committee:-

- (1) agreed the high-level Themes of the developing Housing Emergency Action Plan (HEAP);
- (2) agreed further development of the medium-term actions set out in the HEAP; and
- (3) noted that further reports would be submitted to the Cabinet Committee in due course providing more detail and progress of the HEAP.

The meeting adjourned at 11.40 am and reconvened at 11.55 am.

257. BUS STATION TOILETS - REMOVAL OF CHARGES

The committee considered a report by the Head of Roads and Transportation Services seeking approval to remove the charge for entry to the public toilets at Fife Council owned bus stations.

Decision

The committee approved the removal of the 30p entry charge for the use of public toilets at Fife Council bus stations (Dunfermline, Glenrothes, Kirkcaldy and Leven).

258. PUBLIC ELECTRIC VEHICLE CHARGING - REGIONAL COLLABORATION

The committee considered a report by the Head of Roads and Transportation Services seeking approval to explore potential joint regional working for the management and expansion of the public electric vehicle (EV) charging infrastructure network across the local authority areas of the Edinburgh and South East Scotland City Region.

Decision

The committee:-

- (1) agreed to Fife Council exploring joint working and procurement with other local authorities as part of Edinburgh and South East Scotland City Region Deal (ESES CRD) EV Regional Strategy as detailed in Appendix 1 of the report; and

- (2) noted that a further report would be brought to this committee for consideration to seek approval prior to commencement of any joint, regional procurement exercise.

Having declared an interest in the following item, Councillor Vettraino left the meeting at this stage.

259. FIFE COUNCIL ELECTRIC VEHICLE - PUBLIC CHARGING TARIFFS

The committee considered a report by the Head of Roads and Transportation Services seeking approval to increase the level of tariff for the Fife Council public Electric Vehicle (EV) charging network in order to better align the tariff with private operators and make the existing charging infrastructure a more attractive investment opportunity for potential commercial operators.

Decision

The committee:-

- (1) noted the continued progress in developing the Fife Council EV Strategy as detailed in the report, including exploring joint working with SEStran and partner local authorities;
- (2) approved the increase in tariffs for the charging of electric vehicles in public car parks in Fife. The proposed tariffs for the three types of EV charge infrastructure were:-
 - Trickle charger (7kW) - £0.40/kWh
 - Fast charger (22kW) - £0.40/kWh
 - Rapid charger (50kW) - £0.60/kWh
- (3) approved the removal of the current connection fee of £1.60 for all charging sessions at Fife Council operated charging facilities;
- (4) approved the introduction of a maximum period of stay of 70 minutes at all Fife Council operated rapid chargers (this allowed 60 minutes for charging, plus a 10 minute grace period); and
- (5) approved the introduction of an overstay fee of £10 at all Fife Council operated rapid chargers to help manage the level of demand and encourage better utilisation of the infrastructure.

Councillor Craig Walker left the meeting during consideration of the above item and Councillor Vettraino rejoined the meeting following consideration of the above item.

260. SILVERBURN PARK FLAX MILL PROJECT - HISTORIC ENVIRONMENT SCOTLAND - CONSERVATION BURDEN DEED

The committee considered a report by the Head of Communities and Neighbourhoods Service seeking agreement to the granting of a Conservation Burden Deed (CBD) in favour of Historic Environment Scotland (HES) in relation to the Silverburn Park, Leven Flax Mill Project.

Decision

The committee:-

- (1) agreed to the granting of a Conservation Burden Deed (CBD) in favour of Historic Environment Scotland (HES) and noted the assumption of risk associated with this proposal; and
- (2) authorised the Head of Legal and Democratic Services and the Head of Communities and Neighbourhoods Service to enter into legally binding agreements on terms to their satisfaction in respect of the CBD request by HES.

Councillor Kathleen Leslie left the meeting during consideration of the above item.

261. CAFE INC PROVISION

The committee considered a report by the Head of Communities and Neighbourhoods Service providing an update on Cafe Inc, the council's holiday hunger initiative over Easter 2024, and the recommended improvements and changes following on from the scrutiny working group reviewing Cafe Inc.

Decision

The committee:-

- (1) agreed that officers incorporate the changes and improvements to Cafe Inc as recommended by the scrutiny working group and detailed within Appendix 1 of the report; and
- (2) noted the Easter performance of Cafe Inc and that further management action may be required to provide a sustainable service within the available budget for Cafe Inc over the rest of the year.

Councillor Kathleen Leslie rejoined the meeting during consideration of the above item.

262. INCREASE IN FEES FOR PLANNING PRE-APPLICATION ADVICE

The committee considered a report by the Head of Planning Services seeking approval for an increase to discretionary planning fees for pre-application advice.

Decision

The committee:-

- (1) approved the new fee structure for discretionary planning fees for pre-application advice as detailed below; and

Development Type	Fee (Net of VAT)
Major Developments	£4,250
Major Developments - Additional Meeting	£250
Local Developments - 50% of the statutory planning application fee up to a maximum of:	£2,100
Local Developments - Additional Meeting	£150
Householder Developments & Listed Buildings	£90
Householder Developments & Listed Buildings - Additional Meeting	£60

- (2) agreed the implementation date for all requests for pre-application advice receive from 1 July 2024.

263. CABINET COMMITTEE - OUTSTANDING REMITS FROM COMMITTEES

Decision

The committee noted the list of outstanding remits from committees.

The committee resolved, under Section 50A(4) of the Local Government (Scotland) Act 1973, as amended, to exclude the public and press from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraphs 8 and 9 of Part 1 of Schedule 7A of the Act.

264. AFFORDABLE HOUSING PROGRAMME - BURNTISLAND ROAD, KINGHORN (PRIVATE REPORT)

The committee considered a joint report by the Head of Housing Services and Head of Property Services outlining proposals to conclude legally binding agreements for the acquisition of land and the delivery of 25 two-bedroom affordable homes for social rent at the site known as Burntisland Road, Kinghorn.

Decision

The committee authorised the Head of Legal and Democratic Services to enter into legally binding agreements on terms to their satisfaction:-

- (1) for the acquisition of the site; and
- (2) to enter into a Design and Build contract for the development of 25 new affordable homes at the site recognising that the figure may be adjusted as detail of the proposal was finalised.

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THE FIFE COUNCIL - FIFE EDUCATION TRUST SCHEME - EAST FIFE EDUCATIONAL TRUST COMMITTEE - REMOTE MEETING

8 April 2024

2.00 pm - 4.35 pm

PRESENT: Sheriff Steven Borthwick (Chair), Councillors Al Clark, Fiona Corps, Sean Dillon, Gary Holt, Louise Kennedy-Dalby, Robin Lawson and Ann Verner; and Sharon Leahy, University of St. Andrews.

ATTENDING: Neil MacDonald, Legal Team Manager, Michelle McDermott, Committee Officer, Legal and Democratic Services and Faye Power, Accountant, Finance and Corporate Services; Avril Graham, Team Manager and Jillian Harper, Support Assistant, Education Service.

5. DECLARATIONS OF INTEREST

No declarations of interest were submitted.

6. APPOINTMENT OF CHAIR

Sheriff Borthwick introduced himself as the newly appointed Chair of the East Fife Educational Trust Committee and gave a brief summary of his career.

7. MINUTE

The committee considered the minute of meeting of the East Fife Educational Trust Committee of 22 March 2023.

Decision

The committee agreed to approve the minute.

8. VERBAL UPDATE ON REPLACEMENT FIFE EDUCATIONAL TRUST SCHEME

Neil Macdonald, Legal Team Manager advised that work was progressing on the review of the Fife Educational Trust Scheme and it was noted that a further meeting with Anderson Strathern, the solicitors undertaking the review, was due to take place on Friday, 12th April, 2024 to look at certain governance issues.

It was hoped that, following that meeting, the new Scheme could be finalised and lodged with the Office of the Scottish Charity Regulator (OSCR) for their approval.

Decision

The position was noted.

9. FEEDBACK ON FUNDING GRANTED IN 2023

The committee considered a report by the Executive Director (Education) providing feedback from schools granted funding at the previous meeting and giving details of the outcomes achieved.

Decision

The committee noted the positive feedback received.

10. DISBURSEMENT OF FIFE EDUCATIONAL TRUST FUNDS

The committee considered a report by the Executive Director (Education) advising members of funds to be disbursed under the Fife Educational Trust Scheme 1958 and seeking approval for allocations in respect of applications received.

The following information was appended to the report:-

Appendix 1 - Summary of Award Applications and Proposed Allocations for 2024/25

Appendix 2 - Bursaries and Scholarships for 2023/24

Appendix 3 - Prizes 2023/24

Appendix 4 - Income and Expenditure for the Fife Educational Trust for 2022/23

To assist them in making their decisions, members were provided with a copy of the relevant sections of the Fife Educational Trust Scheme 1958 detailing the purposes for which funding could be granted.

Decision

The committee:-

- (1) considered the applications for projects under Sections 28 to 36 of the Trust Scheme for 2024/25, as detailed in Appendix 1 of the report, and approved funding as listed in the Appendix to this minute (with details of expenditure summarised for sections 20-36 in terms of the 7th Schedule to the Scheme also appended to this minute);
- (2) approved the bursary/scholarship payment awards for 2023/24 as detailed in Appendix 2 of the report;
- (3) agreed the award of prizes for 2023/24 as detailed in Appendix 3 of the report;
- (4) noted the income and expenditure statement for the Fife Educational Trust for 2022/23 as detailed in Appendix 4 of the report;
- (5) agreed that schools should be reminded that, when submitting applications, these should be as detailed as possible to allow the committee to come to a proper determination of their application as funding could not be allocated if the information was sparse;
- (6) agreed that, for future reports, the amount of funding that was available for dispersal should be included within the agenda papers to provide members with an indication of what funding was available; and
- (7) agreed that schools be provided with a copy of the relevant sections of the Fife Educational Trust Scheme 1958 detailing the purposes for which funding could be granted to allow them to base their applications on that criterion.

The Chair concluded the meeting by thanking members and officers for their contributions.

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APPENDIX

REQUESTS FOR FINANCIAL ASSISTANCE FOR 2024/25

Section Numbers	Description of Monies	Amounts Payable (£)
Sections 28/29	Educational Excursions/Travel	
	Waid Academy	1200.00
	Canongate Primary School	450.00
	Craigrothie Primary School	505.00
	Crail Primary School	2334.00
	Falkland Primary School	477.00
	Freuchie Primary School	412.00
	Ladybank Primary School	412.00
	Newport Primary School	1800.00
	Pitlessie Primary School	468.00
	St. Columba's Primary School	1175.00
TOTAL		<u>9,233.00</u>
Section 30	Equipment for Schools	
	Waid Academy	850.00
	Ceres Primary School	941.00
	Craigrothie Primary School	791.00
	Newport Primary School	480.00
	St. Columba's RC Primary School	1125.00
<u>Sub-Total</u>		<u>4187.00</u>
Sections 32-36	Promoting Education in the Arts and Sciences	
	Falkland Primary School	924.00
	Tayport Primary School	1000.00
<u>Sub-Total</u>		<u>1924.00</u>

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Section Numbers	Description of Monies	Amounts Payable (£)
Section 34	Promoting Education in Drama	
	Canongate Primary School	1600.00
	Dairsie Primary School	2700.00
	Lawhead Primary School	2808.00
<u>Sub-Total</u>		<u>7108.00</u>
Section 36	Educational Experiments and Research	
	Waid Academy	340.00
	Dairsie Primary School	557.00
<u>Sub-Total</u>		<u>897.00</u>
TOTAL		<u>14,116.00</u>

Educational Trust Committee for East Fife

Seventh Schedule

Plan for Year Ending 31st March 2025

Part I

Expenditure of Free Income

Rubric of Section	Maximum Sum to be Expended in the Financial Year (£)
Grants (to be allocated at the Chair's discretion)	0
Educational Excursions/Travel	9233.00
Equipment for Schools	4187.00
Promoting Education in the Arts and Sciences	1924.00
Promoting Education in Drama	7108.00
Educational Experiments and Research	897.00
TOTAL	<u>23,349.00</u>

PART II
Capital Grant – Nil

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THE FIFE COUNCIL - FIFE EDUCATION TRUST SCHEME - WEST FIFE EDUCATIONAL TRUST COMMITTEE

8 April 2024
20 May 2024

10.00 am - 1.00 pm
10.00 am - 1.25 pm

PRESENT: Sheriff Steven Borthwick (Chair), Councillors Lynn Ballantyne-Wardlaw, James Calder, Altany Craik, Kathleen Leslie, Rosemary Liewald and Bailey-Lee Robb; and Pauline Stewart, EIS.

ATTENDING: Neil Macdonald, Legal Team Manager, Michelle McDermott, Committee Officer, Legal and Democratic Services and Faye Power, Accountant, Finance and Corporate Services; Avril Graham, Team Manager and Jillian Harper, Support Assistant, Education Service.

APOLOGY FOR ABSENCE: Councillor Colin Davidson.

5. DECLARATIONS OF INTEREST

No declarations of interest were submitted.

6. APPOINTMENT OF CHAIR

Sheriff Borthwick introduced himself as the newly appointed Chair of the West Fife Educational Trust Committee and gave a brief summary of his career.

7. MINUTE

The committee considered the minute of meeting of the West Fife Educational Trust Committee of 22 March 2023.

Decision

The committee agreed to approve the minute.

8. VERBAL UPDATE ON REPLACEMENT FIFE EDUCATIONAL TRUST SCHEME

Neil Macdonald, Legal Team Manager advised that work was progressing on the review of the Fife Educational Trust Scheme and it was noted that a further meeting with Anderson Strathern, the solicitors undertaking the review, was due to take place on Friday, 12 April 2024 to look at certain governance issues.

It was hoped that, following that meeting, the new Scheme could be finalised and lodged with the Office of the Scottish Charity Regulator (OSCR) for their approval.

Decision

The committee:-

- (1) noted the position; and
- (2) requested confirmation that the Scheme would be circulated to members of the committee for comments prior to submission to OSCR for approval.

9. FEEDBACK ON FUNDING GRANTED IN 2023

The committee considered a report by the Executive Director (Education) providing feedback from schools granted funding at the previous meeting and giving details of the outcomes achieved.

Decision

The committee noted the positive feedback received.

10. DISBURSEMENT OF FIFE EDUCATIONAL TRUST FUNDS

The committee considered a report by the Executive Director (Education) advising members of funds to be disbursed under the Fife Educational Trust Scheme 1958 and seeking approval for allocations in respect of applications received. The following information was appended to the report:-

Appendix 1 - Summary of Award Applications and Proposed Allocations for 2024/25

Appendix 2 - Fernie Trust

Appendix 3 - Maxton Bequest

Appendix 4 - Bursaries and Scholarships for 2023/24

Appendix 5 - Prizes 2023/24

Appendix 6 - Income and Expenditure for the Fife Educational Trust for 2022/23

To assist them in making their decisions, members were provided with a copy of the relevant sections of the Fife Educational Trust Scheme 1958 detailing the purposes for which funding could be granted.

During consideration of the applications, the meeting became inquorate and adjourned at 1.00 pm. The meeting reconvened on Monday, 20 May, 2024.

Decision

The committee:-

- (1) considered the applications for projects under Sections 28 to 36 of the Trust Scheme for 2024/25, as detailed in Appendix 1 of the report, and approved funding as listed in the Appendix to this minute (with details of expenditure summarised for sections 20-36 in terms of the Schedule 7 of the Scheme also appended to this minute);
- (2) approved the applications for the Fernie Trust for 2024/2025 as detailed in Appendix 2 of the report;
- (3) approved the applications for the Maxton Bequest for 2024/2025 as detailed in Appendix 3 of the report;
- (4) approved the bursary/scholarship payment awards for 2024/2025 as detailed in Appendix 4 of the report;
- (5) agreed the award of prizes for 2024/2025 as detailed in Appendix 5 of the report;
- (6) noted the income and expenditure statement for the Fife Educational Trust for 2022/23 as detailed in Appendix 6 of the report;

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- (7) agreed that, for future reports, the amount of funding that was available for dispersal should be included within the agenda papers to provide members with an indication of what funding was available;
- (8) agreed that schools should be advised that any future applications requesting funding for pantomimes or transportation costs would not be considered as the committee felt that these were not valid applications in terms of the criterion used to grant funding;
- (9) agreed that schools be provided with a copy of the relevant sections of the Fife Educational Trust Scheme 1958 detailing the purposes for which funding could be granted to allow them to base their applications on that criterion;
- (10) agreed that schools should be reminded that, when submitting applications, these should be as detailed as possible to allow the committee to come to a proper determination of their application as funding could not be allocated if the information was sparse; and
- (11) were asked to provide the Committee Officer with any suggestions on how the process of dealing with the applications could be streamlined for the Sheriff's consideration.

The Chair concluded the meeting by thanking members and officers for their contributions.

REQUESTS FOR FINANCIAL ASSISTANCE FOR 2024/25

<u>Section Numbers</u>	<u>Description of Monies</u>	<u>Amounts Payable (£)</u>
Sections 28/29	Educational Excursions/Travel	
High Schools	Auchmuty High	165.00
	St. Andrew's RC High	200.00
	Woodmill High	450.00
	<u>Sub-Total</u>	<u>815.00</u>
Primary Schools	Hyndhead Primary	324.00
	Lumphinnans Primary	200.00
	Paxton Nursery	133.00
	St. Patrick's RC Primary	200.00
	St. Patrick's RC Primary	100.00
	St. Patrick's RC Primary	200.00
	St. Patrick's RC Primary	100.00
	Treetop Family Nurture Centre	192.00
	<u>Sub-Total</u>	<u>1449.00</u>
	<u>Sub-Total</u>	<u>2264.00</u>
	(Excursions/Travel)	
Section 30	Equipment for Schools	
High Schools	Beath High	330.00
	Glenrothes High	867.00
	St. Andrew's RC High	182.00
	St. Andrew's RC High	388.00
	St. Andrew's RC High	135.00
	St. Andrew's RC High	369.00
	Woodmill High	620.00
	Woodmill High	2136.00
	<u>Sub-Total</u>	<u>5027.00</u>

2024 WFETC 12

<u>Section Numbers</u>	<u>Description of Monies</u>	<u>Amounts Payable (£)</u>
Section 30	Equipment for Schools (cont.)	
Primary Schools	Caskieberran Primary	800.00
	Dalgety Bay Primary	484.00
	Donibristle Primary	499.00
	Hyndhead	524.00
	Hyndhead	440.00
	King's Road Primary	232.00
	King's Road Primary	274.00
<u>Sub-Total</u>		<u>3253.00</u>
Nurseries	Treetop Family Nurture Centre	1011.00
	Beanstalk Nursery	800.00
	Carleton Nursery	306.00
	Gallatown Nursery	750.00
	Ladybird Family Nurture Centre	306.00
	Lochgelly Sunflower Family Nurture Centre	611.00
	Methilhaven Nursery	450.00
	Paxton Nursery	681.00
<u>Sub-Total</u>		<u>4915.00</u>
<u>Sub-Total (Section 30)</u>		<u>13,195.00</u>
Section 31	Sports Facilities	
	St. Andrew's RC High	1500.00
	Woodmill High	2700.00
<u>Sub-Total</u>		<u>4200.00</u>
Primary Schools	Benarty Primary	2500.00
	Caskieberran Primary	330.00

2024 WFETC 13

<u>Section Numbers</u>	<u>Description of Monies</u>	<u>Amounts Payable (£)</u>
Section 31	Sports Facilities (Cont.)	
	Dalgety Bay Primary	484.00
	Hill of Beath Primary	246.00
	Lochgelly West Primary	560.00
	Lynburn Primary	138.00
	St. Ninian's RC Primary	668.00
	St. Patrick's RC Primary	178.00
	Torbain Primary	500.00
	<u>Sub-Total</u>	<u>5604.00</u>
	<u>Sub-Total (Section 31)</u>	<u>9804.00</u>
Sections 32-36	Promoting Education in the Visual Arts, Music, Drama and Educational Experiments and Research	
	St. Andrew's RC High (s36)	2351.00
	Woodmill High (s36)	900.00
	Woodmill High (s32)	210.00
	<u>Sub-Total</u>	<u>3461.00</u>
Primary Schools	Camdean Primary (s36)	1000.00
	Carnock Primary (s34)	300.00
	Commercial Primary (s33)	400.00
	Dalgety Bay Primary (s34)	242.00
	Dalgety Bay Primary (s32)	290.00
	Donibristle Primary (s32)	900.00
	Lochgelly South Primary (s36)	468.00
	St. John's RC Primary (s36)	500.00
	<u>Sub-Total</u>	<u>4100.00</u>

2024 WFETC 14

<u>Section Numbers</u>	<u>Description of Monies</u>	<u>Amounts Payable (£)</u>
Sections 32-36	Promoting Education in the Visual Arts, Music, Drama and Educational Experiments and Research (Cont.)	
Nurseries	Paxton Nursery (s33)	280.00
	Woodlands Family Nurture Centre (s33)	555.00
<u>Sub-Total</u>		<u>835.00</u>
Special Schools	Kilmaron	500.00
<u>Sub-Total</u>		<u>500.00</u>
<u>Sub-Total</u> (Sections 32-36)		<u>8896.00</u>
TOTAL		<u>34,159.00</u>

**Educational Trust Committee for West Fife
Seventh Schedule**

Plan for Year Ending 31 March 2025

Part I

Expenditure of Free Income

Rubric of Section	Maximum Sum to be Expended in the Financial Year (£)
Grants (to be allocated at the Chair's discretion)	0
Educational Excursions/Travel	2,264.00
Equipment for Schools	13,195.00
Sports Facilities	9,804.00
Promoting Education in the Visual Arts, Music, Drama and Educational Experiments and Research	8,896.00
TOTAL	<u>34,159.00</u>

PART II
Capital Grant – Nil

**THE FIFE COUNCIL – CABINET COMMITTEE – EDUCATION
APPOINTMENT COMMITTEE – GLENROTHES**

15 May 2024

9.00am - 1.00pm

PRESENT: Councillor Lynn Mowatt, Angela Logue, Head of Service, Mary McKay, Education Manager, Ryan Robertson, Chair, Parent Council, Lynn Hutchison, Parent Council.

49. **EXCLUSION OF PUBLIC AND PRESS**

Decision

The Committee resolved that under Section 50(A)(4) of the Local Government (Scotland) Act 1973, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 7A to the Act.

50.. **HEADTEACHER – PITTEUCHAR EAST PRIMARY SCHOOL**

The Committee interviewed one applicant on the short list for this post.

Decision

Agreed to recommend the appointment of the applicant.

THE FIFE COUNCIL - APPEALS SUB-COMMITTEE

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

18 June, 2024

2.30 pm – 6.00pm

PRESENT: Councillors Eugene Clarke (Convener), Altany Craik and Margaret Kennedy.

ATTENDING: Jacqui Cameron, Service Manager – Human Resources and Alison Higgins, Solicitor, Legal and Democratic Services.

Representing the Authority - Maria Lloyd, Head of Education & Childrens Services, Education Services and Kirsty McElroy, Service Manager – Human Resources.

Representing the Appellant – Appellant and the Appellants Brother.

8. EDUCATION SERVICES - DISMISSAL APPEAL

The Sub-Committee, under Section 50(A)(4) of the Local Government (Scotland) Act 1973, excluded the public from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 7A to the Act.

The Sub-Committee considered the written submissions by both parties and also heard both parties' oral representations, following which the Authority's representatives and the appellant and their representative withdrew from the meeting.

Decision

The Sub-Committee agreed that the grounds of the appeal had been substantiated and therefore the appeal was upheld.

15 August 2024
Agenda Item No. 4

Revenue Monitoring - Provisional Outturn 2023-24

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

Wards Affected: All

Purpose

The purpose of this report is to provide members with a strategic overview of Fife Council's finances and to report the provisional outturn for 2023-24.

Recommendations

It is recommended that members:-

- (i) note the high-level outturn position as detailed in this report;
- (ii) note that there are ongoing financial impacts arising from the current economic climate which continue to be managed by Services with an element of protection from inflationary risk being accounted for centrally;
- (iii) note that detailed monitoring reports will be submitted to the relevant Scrutiny Committees;
- (iv) request that Scrutiny Committees ensure appropriate level of support and challenge in relation to financial reports; and
- (v) note a review of commitments against balances will be undertaken.

Resource Implications

The provisional outturn position for 2023-24 is an overall underspend of £7.033m. General fund services have overspent by £6.211m. Loan charges are underspent by £1.934m and Obligations/Contingencies are underspent by £13.279m. Council tax income is lower than expected by £1.968m.

The provisional outturn reduces the level of balances from £20.440m in the last report to £13.628m because of movements in the outturn position compared to the forecast and an increased level of commitments in respect of the timing of expenditure being incurred. Given the level of balances, a full review of the commitments will be undertaken.

The scale of financial pressures on the council linked to continued inflationary cost pressures going forward remain substantial and uncertain. Some services have underlying overspends and actions to minimise or mitigate these should be taken in the new financial year.

Legal & Risk Implications

There are no direct legal implications arising from this report.

Impact Assessment

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

Consultation

None.

1.0 Background

- 1.1 The report focuses on the overall financial position of the council and provides commentary on significant issues which impact on the financial position of the council. Detailed explanations of variances and analysis by Service is detailed in Appendices 1 to 4 of this report.
- 1.2 There are continued uncertainties which may be significant given the wider economic situation, inflationary factors impacting all supply chains (notably energy, fuel, construction costs and other commodities) and employee costs as well as uncertainty associated with future funding levels and uncertain future interest rates.
- 1.3 More detailed financial reports are presented to the relevant Scrutiny Committees as part of the council's wider scrutiny and performance management reporting arrangements. It is the role of the Scrutiny Committees to carry out in-depth scrutiny of the financial performance of functions within their remit.

2.0 Financial Overview – General Fund

- 2.1 The provisional outturn position for 2023-24 is an overall underspend of £7.033m. This is from a combination of factors including General Fund services have overspent by £6.211m, Loan charges are underspent by £1.934m and Obligations/Contingencies are underspent by £13.279m. Council tax income is lower than expected by £1.968m, which, taken together, results in the overall underspend position.
- 2.2 The council has continued to operate in turbulent times and deal with complex and challenging financial issues in 2023-24 which impact on the overall position and are explained in more detail in the following paragraphs.

Pay Award

- 2.3 As previously reported, the 2023-24 pay awards for all bargaining groups were settled throughout the financial year. Funding packages are also in place and reflected in the provisional outturn position.
- 2.4 The Scottish Government funding package was estimated in the previous report and this has now been updated to reflect the funding received. The budget provision combined with the grant funding provided is greater than the increased costs of the pay settlement resulting in a favourable variance of £9.562m, which is reflected in the obligations/contingencies line of Appendix 1.
- 2.5 The funding package agreed involved provision of additional revenue grant funding to all councils in Scotland by recovering some underspends on grants and redistributing these to councils to provide for pay awards. This was achieved using General Capital Grant (GCG) and Pupil Equity Fund (PEF).

- 2.6 In the case of the General Capital Grant, the government provided additional capital grant and reduced the level of General Revenue Grant (GRG) by an equivalent amount. This was then redistributed across Scotland to fund pay awards. The council had sufficient revenue funding earmarked as funding for capital that substitution was possible and no detriment was experienced.
- 2.7 Secondly, the funding package included the redistribution of PEF underspends, whereby the Scottish Government adjusted the grant levels to reflect underspends and requested that councils use those underspends to fund pay costs. The government have advised that the underspends will be returned to councils in the final year of PEF funding, therefore, the total funding will be received and there will be no detriment, it is the phasing that has been changed.

COVID-19 Recovery

- 2.8 The additional net costs associated with COVID-19 are estimated to be £2.975m for 2023-24, this includes £0.374m capital expenditure. Specific funding has been identified for £1.310m of these costs leaving £1.665m being absorbed by Services.
- 2.9 Loss of income estimated at £0.991m remains a particular challenge in several areas and may take several years to recover. Where legacy COVID-19 costs are resulting in Directorate overspends, they have been offset by earmarked balances where an element of COVID-19 funding remains. Consideration of items of this nature is required in future budget processes as it is not sustainable to continue to meet these costs from balances.

Other pressures – Economic Conditions/Cost of Living Crisis

- 2.10 The current economic situation is concerning in terms of the continued financial repercussions of inflation and high interest rates. Although inflation rates have reduced from the highs at the end of 2022, the costs of supplies are services continue to increase albeit at a lower rate. The inflationary pressures have resulted in an increased cost base and mean the council is already experiencing increased costs, most notably, energy costs (a further £6.0m in 2023-24) along with others such as food, fuel and other commodities.

2023-24 Revenue Budget

- 2.11 The current revenue budget has moved from £1.049bn to £1.033bn and is shown in Appendix 1. The table below details these changes:

Table 1 – General Fund – Revenue Budget Movement

	Total Expenditure £m
2023-24 Budget (December 2023)	1,048.839
- Budgets Funded from/(to) Balances	4.731
- LGFC 2-2024 Redeterminations	(20.214)
Current 2023-24 Budget (March 2024)	1,033.356

There have been a few changes made to the budget since the last report. Firstly, budget has been moved from general fund balances to Services (£4.731m). Budgets moved from balances for funding items where the costs are now known such as Community Recovery Fund (£3.265m), CFRC funding (£4.060m) and the use of balances for Health

and Social Care (£2.100m) as agreed in the Revenue Budget 2024-25 in February 2024. These are offset by transfer of budget from services to balances to facilitate budget carry forward. This relates to items such as LACER funding (£1.355m), Local Community Planning (£1.339m) and temporary investment (£3.463m).

The most significant change to the budget relates to redeterminations of grant advised by the Scottish Government in the Local Government Finance Order issued in March 2024. This represents the change in the mix of funding received from the Scottish Government whereby additional General Capital Grant (GCG) was received and the level of General Revenue Grant (GRG) was reduced.

The changes in grant funding did not lead to any detriment or reduction in funding for the council – it is the mix of funding that has changed. This is a complex area and represents unusual action taken by the Scottish Government. However, the action was required to honour the commitments in respect of pay award funding. The revised funding package has been fully reflected in the council budget.

2023-24 Provisional Outturn

- 2.12 The provisional outturn presents a favourable underspend in the current year of £7.033m. This is a combined result of service overspends of £6.211m (0.64% of budgeted expenditure), an underspend of £15.213m in Additional Items and lower than planned income from Taxation of £1.969m. Details are shown in Table 2 below:-

Table 2 – General Fund – 2023-24 Summarised Provisional Outturn

	Annual Budget	Provisional Outturn	Variance	Previous Committee Variance	Movement
	£m	£m	£m	£m	£m
Service Totals	964.702	970.913	6.211	5.958	0.253
Additional Items	68.654	53.441	(15.213)	(18.430)	3.217
Total Expenditure	1,033.356	1,024.354	(9.002)	(12.472)	3.470
Financing	(1,033.356)	(1,031.387)	1.969	1.200	0.769
CONTRIBUTION (TO) / FROM BALANCES	0.000	(7.033)	(7.033)	(11.272)	4.239

- 2.13 Overall, services are projecting an overspend of £6.211m. Detailed variance analysis per service is shown in Appendix 2 with higher level explanation as follows:

Within Education and Children’s Services Directorate, a £1.472m underspend on devolved is offset by a £3.315m overspend on non-devolved and the overall directorate position is an overspend of £1.843m. The dominant factors in the non-devolved overspend are long-term absence and maternity overspend £4.241m, an overspend in Special Education of £1.454m arising from costs of secure child placements and the cost of additional transport arrangements for children, increased property costs £1.035m and supplies and services costs £1.137m. These are offset by underspends on funding relating to staffing changes in Pupil Support Assistants and roll adjustments to school budgets for teachers, probationers and support staff.

The movement in the projected underspend position relates to the underspend for Pupil Equity Fund (PEF). PEF underspends formed part of the Scottish Government funding package for increased pay awards, therefore, the level of underspend has been used for the pay award. That said, the council has agreed to honour the carry forward arrangements from General Fund balances. The Scottish Government have also confirmed that there will be no detriment to councils and that any underspends utilised will be returned to councils in the final year of PEF.

Health & Social Care reported a net overspend of £2.184m. Fife Council has an overspend of £14.717m predominately related to a £10.880m shortfall because of income not being received from NHS Fife in line with IJB directions. The remaining overspend of £3.837m is mainly as a result of care placements and packages. Reserves of £12.173m were drawn down leaving an overspend of £2.480m per the risk share. The overall IJB overspend was £5.578m with Fife Council being responsible for 38% which equates to £2.120m, meaning a transfer of £0.360m is required from the NHS per the risk share agreement.

Within Place (formerly Enterprise & Environment), a directorate overspend of £2.198m is largely due to overspends on Grounds Maintenance £0.630m, Domestic Waste and Cleaning £1.566m, Sustainability £1.194m and Facilities Management (Catering) £0.732m. These were offset by a £1.233m underspend by Property Services primarily as a result of an underspend on the Energy Management projects.

Communities Directorate is overspent by £2.525m which is partly due to continued loss of income in Community Use of Schools and Halls and Centres £0.758m. Further overspends on premises costs £1.200m and unachieved staff turnover £0.470m are also significantly impacting the service outturn. The trusts continue to report deficit positions as a result of level of income not returning to pre-pandemic levels resulting in additional support from the council, although the level of support has reduced compared to previous years. Children and Families has not been reflected in the Communities Directorate, with the service experiencing overspends in respect of Purchase Placements £4.062m and Kinship Care £1.593m. These are offset by areas of underspend on Whole Family Well-being, in house foster care and staffing vacancies.

Finance and Corporate Services reported an underspend of £2.519m due to increased levels of staff turnover and increased income from other funds. There is also an underspend on Empty Property Relief due to the level of funding received which is not the direct responsibility of the Directorate and is managed corporately.

The overspend of £6.211m on services is offset by an underspend of £15.213m across additional items with variances explained as follows:

The Loan Charges underspend of £1.934m results from lower borrowing from the loans fund in previous financial years due to the level of cash held. There will likely be an increase in the cost of borrowing in future given the significant level of planned capital costs over the lifetime of the capital investment plan, level of slippage and interest rates being higher than anticipated. The movement since the previous report is as a result of increased interest charges due the level of borrowing undertaken in the last quarter of the year.

During the budget process, provision is made for additional costs associated with inflation and pay awards. These budgets are held centrally in 'Obligations/Contingencies' until costs are known and then the appropriate amount of budget is then transferred to Services to fund the costs.

The underspend of £13.279m reflects, in the main, that the funding provision for all pay awards is higher than the costs of the pay settlement by £9.562m. The pay inflation assumption in the current year was higher than other councils had provided for, and pay awards were negotiated nationally. This results in a one-off underspend in the current year. This underspend has been used to reduce the budget gap position in 2024-25. Additionally, funding provided in respect of Free School Meals, Ukrainian resettlement and unallocated contingencies have not been allocated to services in 2023-24 and therefore contributes to the underspend.

- 2.14 Council tax income is £1.968m lower than planned because the level of Council Tax Reduction is greater than expected and results in a reduced yield from Council Tax compared to the budgeted levels. This may be linked to the cost-of-living crisis. This is an improvement compared with last year because of an increase in the number of Band D equivalents included in the base.
- 2.15 The service level variances and movement are set out and explained in more detail at Appendices 1 and 2.

3.0 Financial Overview – Housing Revenue Account

Housing Revenue Account (HRA)

- 3.1 The provisional outturn position for the council's Housing Revenue Account in 2023-24 is an overspend of £2.064m which is being funded as planned from HRA balances. The level of HRA balances, allowing for all commitments, is £2.594m which is in line with the policy minimum. The Housing Revenue (HRA) Account provisional outturn position is shown in Appendix 3.
- 3.2 As a result of significant pressures across the HRA, CFCR has been reduced by £2.831m to offset overspends across the HRA. Repairs and Maintenance has a provisional overspend of £3.988m which is due to both an increased volume of Change of Tenancies (COTs) in year and high inflation on materials and employee costs. The increased volume of COTs was a result of a recent Temporary Accommodation Court Judgement which awarded a number of Homelessness tenants a secure Tenancy which led to a high level of transfer led policies in year. All transfers relating to the judgement will be completed this year and the pressure on this area of the budget should lessen.
- 3.3 The HRA used £2.064m to fund increased investment into Adaptations of £0.569m, Estates Management & Fencing of £0.638m and £0.857m to maintain the required level of CFCR for the year, as previously approved. The HRA has a policy to maintain uncommitted balances at around 2% of Net Rental Income. Contributions required to maintain minimum balances at this level are built into business planning assumptions.
- 3.4 Appendices 3 and 4 provide further detailed variance analysis and commentaries on all variances that exceed +/- £250k.

4.0 Balances

4.1 General Fund Balances

- 4.1.1 Appendix 5 details the estimated General Fund balances position which are held to fund specific one-off expenditure, provide funding to contribute to change initiatives, identify funds for specific or “earmarked” purposes and to mitigate against risk by providing a level of uncommitted resource which can be drawn on to respond to “financial shocks” such as unforeseen cost increases.

- 4.1.2 The opening balance of £216.054m was exceptional but was a result of a number of factors including revised accounting arrangements for Service Concession arrangements as well as levels of grant funding received but not needed in the year. Budgets of £62.624m have been transferred to Services and to capital to fund the capital plan. The current provisional underspend of £7.033m detailed in Section 2 will increase the level of balances to £157.282m.
- 4.1.3 Some of the provisional underspends must be earmarked to honour guaranteed carry forward arrangements such as Devolved School Management (DSM), and Whole Family Wellbeing Fund.
- 4.1.4 Funding for commitments against balances for specific items will be moved to Service budgets based on need in 2024/25.

Earmarked and Commitments against Balances

- 4.1.5 The earmarked balances reflect unused grants and ring-fenced income which will fund specific expenditure. Balances are also earmarked for dealing with the ongoing costs associated with recovery from the pandemic and the impacts of inflation and supply chain disruption.
- 4.1.6 Commitments represent items for which provision has been made but the costs are estimated and yet to be incurred. To reflect the decisions made during the consideration of the Revenue Budget 2024-25 at Fife Council on 22 February 2024, the commitment to use £6m of General Fund balances to contribute to one off temporary investment has been recognised. The commitments also reflect £66.8m to fund the Capital Investment Plan in future years.
- 4.1.7 After taking account of all earmarked balances and commitments, the level of uncommitted balances as at 31 March 2026 is expected to be £13.628m which equates to approximately 1.3% of the revenue budget. The policy minimum is to maintain a level of 2% balances over a rolling three year period which means that the level can dip below 2% level provided it returns to 2% within three years.
- 4.1.8 There is no plan, at this stage, to budget to restore balances but the position will continue to be monitored. This will be kept under review and committee will be provided with regular updates in future reports.
- 4.1.9 Given the estimated level of balances, a robust review of the commitments will be undertaken to determine if the commitment, is estimated at an appropriate amount and still valid. The results of the review will be reported to this committee.

4.2 HRA Balances

- 4.2.1 The opening HRA balance was £7.380m. There are planned use of balances in year totalling £2.064m covering the provisional outturn per Appendix 5, leaving an estimated uncommitted balance of £5.316m as at 31 March 2024. Further commitments have been made in 2024-25 taking the estimated uncommitted balance to £2.594m which is above policy minimum.

5.0 Conclusions

- 5.1 The overall provisional outturn underspend is £7.033m. However, general fund services are overspending to a greater degree than would first appear and this is because some service underspends are funded by ringfenced funding and is only available for specific

costs and will therefore be carried forward to next year. The entirety of the service overspends will be offset this year, substantially from an underspend in contingencies that will not be available in future. There has been some short-term assistance provided where overspends are related to COVID-19 or increased inflation.

- 5.2 The positive balances position is providing the Council with a level of protection from significant cost increases and other financial risks but, given balances is one off in nature, they will only be able to assist the Council's financial sustainability in the very short term, leaving challenges ahead for the medium and longer term. Allowing for all commitments, the uncommitted level of balances is estimated as £13.628m which is around the policy minimum. No plans are underway to restore balances. A full review of the commitments will be undertaken, and the position will be closely monitored over the coming year.
- 5.3 The provisional outturn position for the council's Housing Revenue Account in 2023-24 is an overspend of £2.064m which is being funded as planned from HRA balances. The level of HRA balances, allowing for all commitments, is £2.594m which is in line with the policy minimum.

List of Appendices

1. General Fund Revenue Summary 2023-24
2. General Fund Variance Analysis
3. Housing Revenue Account Summary 2023-24
4. Housing Revenue Account Variance Analysis
5. Summary of Balances

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FIFE COUNCIL
GENERAL FUND REVENUE SUMMARY 2023-24

	Annual Budget £m	Provisional Outturn £m	Variance £m	Previous Committee Annual Variance £m	Movement £m
EDUCATION					
Education (Devolved)	246.433	244.961	(1.472)	(4.010)	2.538
Education (Non Devolved)	137.625	140.940	3.315	2.136	1.179
	384.058	385.901	1.843	(1.874)	3.717
HEALTH & SOCIAL CARE					
Health & Social Care	218.730	233.447	14.717	(2.452)	17.169
Drawdown from Reserves		(12.173)	(12.173)	2.452	(14.625)
H&SC Payment from Health per Risk Share		(0.360)	(0.360)		(0.360)
	218.730	220.914	2.184	0.000	2.184
PLACE					
Assets, Transportation and Environment	112.504	115.181	2.677	3.145	(0.468)
Planning	2.143	2.035	(0.108)	(0.248)	0.140
Protective Services	2.975	2.443	(0.532)	0.131	(0.663)
Business & Employability Service	7.510	7.596	0.086	(0.163)	0.249
Property Repairs and Maintenance	14.561	14.636	0.075	1.900	(1.825)
	139.693	141.891	2.198	4.765	(2.567)
COMMUNITIES					
Housing & Neighbourhood Services	15.719	16.080	0.361	0.082	0.279
Communities & Neighbourhood	57.202	60.166	2.964	3.361	(0.397)
Customer & Online Services	16.546	15.845	(0.701)	(0.065)	(0.636)
Children and Families	70.024	70.599	0.575	2.370	(1.795)
Criminal Justice Service	0.630	(0.044)	(0.674)	(0.131)	(0.543)
	160.121	162.646	2.525	5.617	(3.092)
FINANCE & CORPORATE SERVICES					
Assessors	2.007	2.092	0.085	(0.090)	0.175
Finance	5.831	5.325	(0.506)	(0.215)	(0.291)
Revenue & Commercial Services	17.033	15.968	(1.065)	(0.777)	(0.288)
Human Resources	7.445	6.394	(1.051)	(0.866)	(0.185)
Business Technology Solutions	19.400	19.895	0.495	0.195	0.300
Legal & Democratic Services	4.412	4.450	0.038	0.038	0.000
	56.128	54.124	(2.004)	(1.715)	(0.289)
Miscellaneous	(4.150)	(4.149)	0.001	0.000	0.001
Benefits and Taxation	6.628	6.040	(0.588)	(1.034)	0.446
Corporate and Democratic Core	3.172	3.244	0.072	0.221	(0.149)
	61.778	59.259	(2.519)	(2.528)	0.009
CHIEF EXECUTIVE					
Chief Executive	0.322	0.302	(0.020)	(0.022)	0.002
	0.322	0.302	(0.020)	(0.022)	0.002
SERVICE TOTALS	964.702	970.913	6.211	5.958	0.253
ADDITIONAL ITEMS					
Loan Charges (including interest on revenue balances)	55.375	53.441	(1.934)	(4.498)	2.564
Obligations / Contingencies	13.279	0.000	(13.279)	(13.932)	0.653
	68.654	53.441	(15.213)	(18.430)	3.217
TOTAL EXPENDITURE	1,033.356	1,024.354	(9.002)	(12.472)	3.470
FINANCED BY:					
General Revenue Grant	(607.050)	(607.050)	0.000	0.000	0.000
Non Domestic Rates	(172.123)	(172.122)	0.001	0.000	0.001
Council Tax Income	(191.559)	(189.591)	1.968	1.200	0.768
Budgets transferred to/(from) Balances (previous years carry forwards etc)	(62.624)	(62.624)	0.000	0.000	0.000
TOTAL INCOME	(1,033.356)	(1,031.387)	1.969	1.200	0.769
CONTRIBUTION (TO)/FROM BALANCES	0.000	(7.033)	(7.033)	(11.272)	4.239

**FIFE COUNCIL
VARIANCE ANALYSIS**

GENERAL FUND					
Area	Current underspend / overspend	Provisional Outturn £m	Previous variance £m	Movement in variance £m	Commentary
EDUCATION & CHILDREN'S SERVICES					
Education (Devolved)	underspend	(1.472)	(4.010)	2.538	<ul style="list-style-type: none"> Schools' devolved budgets (DSM) underspend of (£1.471m) reflects underspends on staffing (mainly teachers) of (£2.123m) partly offset by overspends in premises costs of +£0.544m and Supplies and Services of +£0.528m as headteachers utilise some of their staffing underspends to enhance resources within the school. The movement since the last report is the removal of the Pupil Equity Funding (PEF) underspend of (£2.663m) to reflect the funding arrangements agreed between Councils and Scottish Government for the funding of 2023-24 pay awards. However, the carry forward arrangement will be honoured in 2024-24 using General Fund balances.
Education (Non Devolved)	overspend	3.315	2.136	1.179	<ul style="list-style-type: none"> Maternity and long term absence cover costs across schools +£4.241m overspend; Projected cost of additional staffing in Levenmouth Academy to support relationships and behaviour work of +£0.200m; Increased Property Costs across schools of +£1.035m in relation to property maintenance costs, waste collection charges and energy costs; Overspend on Supplies and Services of +£0.842m across Primary and Secondary due to maintenance of equipment, printing costs and additional PPP costs of +£0.503m; Special Education +£1.454m overspend, mainly due to education element of secure child placements of +£0.853m and additional transport costs of +£1.182m offset by an underspend on staffing due to additional funding of (£0.829m); Overspend of +£0.295m within Education Administration mainly on Supplies and Services costs relating to maintenance of equipment (health and safety), and the cost of IT software and associated licences; General Education (£4.396m) underspend due to the lead in time for staffing changes to PSA hours of (£1.975m); the net effect of adjusting schools budgets for new roll numbers from August of (£0.835m) reflecting a reduction in 19 classes across Primary and the effect of probationer funding; budget for additional teachers and support staff and adjustments to schools budgets of (£2.788m), and an overspend arising from unachieved income generation savings of +£0.660m; Underspend of (£0.694m) in transport costs in Secondary sector; Movement from the previous report of +£1.180m is due to the movement in long term absence and maternity costs of +£1.189m, additional employee costs for PSA's and single status staff in Primary of +£0.524m, additional premises cost of +£1.035m for property maintenance costs, waste collection charges and energy costs across all school sectors; increased costs for PPP schools of +£0.376m. Additional budget and adjustments to school budgets of (£2.788m); early years additional staffing and associated costs of +£0.202m, and additional staffing costs within Special Education in relation to teachers and PSA's of +£0.289m
HEALTH & SOCIAL CARE					
Health & Social Care	overspend	14.717	(2.452)	17.169	<ul style="list-style-type: none"> Adult Placements overspend +£4.217m, is related to a greater volume of adult packages being commissioned, an increase in the number of people receiving direct payments and an under-recovery on Housing Benefit income; Older People Nursing & Residential overspend +£2.636m overspend due to increased demand for LTC and Assessment beds and an adverse movement in deferred income, offset by increased Income from Financial Assessments; Older People Residential & Daycare overspend +£2.527m due to increased agency costs, catering and cleaning recharge and Day Care contracts, also old Methilhaven home security costs (now demolished), partly offset by vacancies and additional Residential Income; Care at Home overspend +£3.253m due to an increase in the commissioning of older people care packages and Direct Payments, smaller overspends on Travel, Vehicles, Meals on Wheels and Community Alarms which is partly offset by an underspend in staffing due to difficulties in recruiting staff; +£10.880m relates to a transfer that was previously forecasted in recognition of resources that would transfer from NHS per the IJB directions. The transfer is due to more care being provided in a home or homely setting rather than hospital. This payment was not made by NHS resulting in an overspend. Adults Supported Living underspend (£4.682m) due to vacancies across the service which will not be filled until the future design of the service is established; Fieldwork Teams underspend (£0.729m) due to vacancies which are partly offset by overspends on transport costs for taxis to college; Adults Fife Wide underspend (£2.840m) due to additional funding for specific individuals not expected to be required as they are currently in hospital; The movement of +£17.169 m is mainly due to the £10.880m payment from NHS not being received. The balance of the movement is due to adverse movements in Packages across Adults, Care at Home and Nursing & Residential; bad debt and deferred income.
Drawdown from reserves		(12.173)	2.452	(14.625)	<ul style="list-style-type: none"> +£10.880m relates to a drawdown from reserves to cover the payment that did not take place from NHS per the IJB directions. The remaining balance has been drawn down in line with the integration scheme which states that reserves should be used to cover any overspend prior to implementing the risk share agreement.
H&SC Payment from Health per Risk Share		(0.360)	0.000	(0.360)	<ul style="list-style-type: none"> After the use of reserves the remaining overspend for the partnership is £5.578m and per the risk share agreement Fife Council should cover 38% of this so £2.120m. A transfer of £0.360m is required from Health per the risk share agreement.
PLACE					
Assets, Transportation and Environment	overspend	2.677	3.145	(0.468)	<ul style="list-style-type: none"> Grounds Maintenance overspend of +£0.630m due to a higher than expected level of staffing, and an overspend on transport costs relating to hires and repairs of an aging fleet; Domestic Waste & Street Cleaning overspend of +£1.566m due to continuing issues around transport, hires and repairs of an aging fleet, as well as increased employee costs related to extending seasonals and increased overtime to cover absences; Property Services underspend of (£1.233m) primarily as a result of an underspend on the Energy Management Revolving Fund (EMRF) due to internal resources being prioritised on key Council Capital projects such as new build schools, care homes and essential maintenance work. Sustainability overspend of +£1.194m relates primarily to Additional Management Fee paid from Fife Council (FC) to Fife Resource Solutions (FRS) due to arising cost pressures for FRS. Facilities Management (Catering) overspend of +£0.732m relates mostly to School Catering where there is a shortfall of income mainly in Secondary Schools, along with increased costs for food provisions as a result of inflationary pressures across all of Catering. Movement is mainly due to Roads and Transportation and primarily related to an exceptionally mild winter, resulting in less gritting required, and additional Roads Operations income as a result of work on non-winter related projects.
Protective Services	underspend	(0.532)	0.131	(0.663)	<ul style="list-style-type: none"> The main reason for underspend and movement is increase in Building Warrant fee income in the last quarter of the financial year. The additional income is a result of advancement of applications following announcement of national fee price increase and changes in regulations. There is potential risk of drop in income in the current financial year as a result of 2023/24 advancement and this will be closely monitored.

**FIFE COUNCIL
VARIANCE ANALYSIS**

GENERAL FUND					
Area	Current underspend / overspend	Provisional Outturn £m	Previous variance £m	Movement in variance £m	Commentary
Property Repairs and Maintenance	overspend	0.075	1.900	(1.825)	• Property Repairs and Maintenance Movement of (£1.825m) relates to action being taken to identify and mitigate a potentially large overspend. This was done through the implementation of a stricter approach to issuing/actioning works in Quarter 4 by Property Management.
COMMUNITIES					
Housing & Neighbourhood Services	overspend	0.361	0.082	0.279	• The overspend and movement relates to the Bad Debt Provision for Homelessness Services. An increase in the volume of homelessness clients has increased the total level of outstanding rents at the end of the financial year which has increased the level of provision required. The age, value and likelihood of recovering these outstanding debts will be taken into consideration as part of the 2024-25 Bad Debt Write-Off.
Communities & Neighbourhood	overspend	2.964	3.361	(0.397)	A legacy from the pandemic continues to impact on level of demand and income received for some services. These include:- • Fife Sports and Leisure Trust (FSLT) has an estimated total deficit +£0.129m and FSLT required additional support for 2022/23 of +£0.103m. Council officers continue to review the areas where the level of income received has been impacted by the pandemic and both Trusts continue to receive temporary financial support from the Council; • Within Community Use and Halls and Centres there is an under-recovery of income of +£0.758m. Work is underway as part of the Community Use Plan for increased marketing and consultation with communities to ensure they are offering what communities want and that there are no barriers preventing the community from accessing these services; • Unachieved historical savings of +£0.470m across the service; • Unachieved staff turnover +£0.442m across the service; 5% vacancy management targets are built into service staffing budgets. Vacancies within areas of the service have not been enough to meet this 5% target; • Premises overspends of +£1.200m which relates to energy costs +£0.355m, £0.601m repairs & maintenance works, non domestic rates and waste collection across several different areas; • Overspends of +£0.392m relating to the reinstatement of opening hours in leisure centres in North East Fife and Dalgety Bay and the transferral of the aquatics programme provision to FSLT. This is offset by underspend of (£0.546m) in the Fairer Fife Budget due to a reduction in the level of funding required by EPES. The remaining overspend relates to smaller overspends across the service which in the main are offset by underspends of temporary cost of living funding and coastl communities funding. This funding will be utilised in 2024-25. • The movement relates to the reduction in support required by Fife Sports and Leisure Trust and Fife Cultural Trust offset by an increase in premises related expenditure across the service.
Customer & Online Services	underspend	(0.701)	(0.065)	(0.636)	• There is a variance and movement of (£0.632m) relating to income from the Housing Revenue Account (HRA). The income received from the HRA relates to services carried out across the Contact Centre, Local Offices and Revenues & Welfare teams on behalf of the HRA; • The remaining underspend & movement relates to underspend of Temporary funding in year due to staff vacancies and demand for some services being lower than anticipated. This funding will be utilised in 2024-25.
Children and Families	overspend	0.575	2.370	(1.795)	• Overspend on Purchased Placements of +£4.062m due to an increased number of secure and residential placements, partly offset by an over recovery of income; • Overspend on Continuing Care of +£0.494m due to spend being in excess of Scottish Government funding; • Overspend on internal residential service (including employee costs) of +£1.159m due to Care Inspectorate requirements; • Overspend in Kinship Support and Kinship Permanent Fostering of +£1.593m due to the shifting balance of care, due to the financial impact of the new national foster and kinship rates implemented from 01.04.23 by Scottish Government; • Overspend of +£0.586m on throughcare rents and other additional premises costs relating to residential services; • Overspend of +£0.421m Children Affected By Disability Direct Payments, and +£0.269m increase in respite costs; • Underspend of (£1.986m) on Whole Family Wellbeing Fund due to lead in time for recruitment and implementation of plans; • Underspend of (£1.888m) on other staffing due to vacancies and recruitment lead in times; • Underspend of (£1.606m) on in-house foster care; • Underspend of (£0.996m) in Supported lodgings due to government funding of Unaccompanied Asylum Seeker Children subsidising the cost of placements; • Underspend of (£0.796m) due to retained funding set aside for funding of permanent posts once temporary funding ends from 24-25; • Underspend of (£0.525m) in employee costs due to lead in times for recruitment; The movement since last report of (£1.795m) is due to (£0.460m) Unaccompanied Asylum Seeker Income due to an increase in the number of children, (£0.079m) reduction in Family Support due to Reallocation of Cedar, (£0.123m) Grants to Vol Orgs, (£0.112m) Young Peoples Team to Voluntary Association - Projected on Budget but came in lower than anticipated, (£0.396m) CABD - Respite costs lower than anticipated, (£0.104m) Supported Lodgings, (£0.705m) Whole Family Wellbeing, £0.187m Purchased Placements, £0.163m Children Affected By Disability Direct Payments.
Criminal Justice Service	Underspend	(0.674)	(0.131)	(0.543)	• Income - (£0.429m) SDS and Bail Incentivisation income not budgeted for 23-24 as unknown and 22-23 income received 23-24; • Staffing underspend of (£0.288m) due to staffing vacancies.
FINANCE & CORPORATE SERVICES					
Finance		(0.506)	(0.215)	(0.291)	• Underspend mainly relates to pay costs - staff turnover/non filling of vacancies (£0.097m), restructure within Internal Audit & Corporate Fraud (£0.186m), and higher than anticipated income from HRA/Other Funds (£0.280m). The movement is related to income from HRA/Other Funds.
Revenue & Commercial Services	underspend	(1.065)	(0.777)	(0.288)	• Underspend mainly relates to pay costs - staff turnover/non filling of vacancies (£0.922m) and higher than anticipated income from HRA/Other Funds (£0.222m), which is partly offset by overspends on supplies & services +£0.069m
Human Resources	underspend	(1.051)	(0.866)	(0.185)	• Overspend relates to agreed additional HR Resources +£0.251m and workstyles +£0.016m which are covered by COVID funding, offset by underspends on staff costs due to vacancies (£0.321m), the Youth Investment Fund (£0.913m) and higher than anticipated HRA/internal income (£0.074m). The Youth Investment Fund (£0.913m) would be carried forward to 2024-25.
Business Technology Solutions	overspend	0.495	0.195	0.300	• Overspend relates to Blended Meetings/Workstyles +£0.302m which is covered by COVID funding, IT costs +£0.167m Oracle Evolve contract +£0.232m, Telephony costs +£0.509m and a reduction in income from HRA +£0.371m, offset by an underspend on staff costs due to vacancies (£0.915m) and IT Maintenance (£0.232m). The movement is related to income from HRA/Other Funds.
Benefits and Taxation	underspend	(0.588)	(1.034)	0.446	• Underspend relates to Empty Property Relief (EPR) funding which was devolved by the Scottish Government this financial year (£0.529m). There is movement of +£0.446 which relates to higher than anticipated properties that received EPR in the final quarter of 2023-24.

**FIFE COUNCIL
VARIANCE ANALYSIS**

GENERAL FUND					
Area	Current underspend / overspend	Provisional Outturn £m	Previous variance £m	Movement in variance £m	Commentary
Loan Charges (including interest on revenue balances)	underspend	(1.934)	(4.498)	2.564	The projected underspend relates to Loan Charges Principal and is due to the actual borrowing from the Loans Fund being less than anticipated at the time the budget was set. The movement since the previous report is as a result of increased interest charges due to the level of borrowing undertaken in the last quarter of the year. Further, there was an internal interest charge (IORB) as a result of the cash flow requirements and the need to use internal borrowing to meet those.
Obligations / Contingencies	underspend	(13.279)	(13.932)	0.653	The projected underspend on Legislative Obligations reflects the estimated additional grant funding received from the Scottish Government to assist with the funding of pay awards and other items including Free School Meals meals. As Fife Council had already made some budget provision for the pay award, the Government funding is substituting that provision meaning that the budget provided is greater than the costs incurred. The movement reflects the final position following allocating of additional funding received.
INCOME					
Council Tax Income	overspend	1.968	1.200	0.768	The under recovery of income is as a result of increased levels of Council Tax Reduction being applied which is greater than the level of funding received from the government. Further the total council tax yield is less than budget as a result of increased levels of non-payment. This has been partially offset by an increase in Band D equivalents that come have on stream.

FIFE COUNCIL
HOUSING REVENUE ACCOUNT SUMMARY 2023-24

	Annual Budget £m	Provisional Outturn £m	Variance £m	Previous Committee Annual Variance £m	Movement £m
BUDGETED EXPENDITURE					
Repairs and Maintenance	40.377	44.365	3.988	5.386	(1.398)
Supervision and Management	21.338	21.274	(0.064)	(0.442)	0.378
Funding Investment:-					
Cost of Borrowing	32.859	30.605	(2.254)	(2.580)	0.327
Revenue Contribution (incl CFCR)	27.328	24.497	(2.831)	(2.330)	(0.501)
	121.901	120.741	(1.160)	0.034	(1.194)
Voids	2.610	2.433	(0.177)	0.065	(0.242)
Housing Support costs	(0.474)	(0.483)	(0.009)	0.000	(0.009)
Garden Care Scheme	0.449	0.395	(0.054)	(0.001)	(0.053)
Bad or Doubtful Debts	3.150	4.001	0.851	(0.225)	1.076
Other Expenditure	11.755	14.062	2.307	1.527	0.780
	139.392	141.150	1.757	1.399	0.358
FINANCED BY					
Dwelling Rents (Gross)	(132.249)	(131.901)	0.349	0.308	0.041
Non Dwelling Rents (Gross)	(3.589)	(3.507)	0.082	0.044	0.038
Hostels - Accommodation charges	(2.202)	(2.244)	(0.042)	(0.065)	0.023
Other Income	(1.352)	(1.434)	(0.082)	(0.070)	(0.012)
	(139.392)	(139.085)	0.307	0.216	0.091
CONTRIBUTION (TO) / FROM BALANCES	0.000	2.064	2.064	1.616	0.449

FIFE COUNCIL
VARIANCE ANALYSIS

HOUSING REVENUE ACCOUNT					
Area	Current underspend / overspend	Variance £m	Previous variance £m	Movement in variance £m	Commentary
Repairs and Maintenance	overspend	3.988	5.386	(1.398)	<ul style="list-style-type: none"> • £3.509m overspend on Responsive Repairs to continuing high costs from inflation and material prices. • £1.450m overspend, movement -£1.403m on Change of Tenancy (COT). The overspend is due to ongoing impact of Court Judgement which has increased the volume of COTs in year and due to rising prices from inflation and increasing material costs. The Court Judgement conversions will complete in year. The movement is a result of action taken in year by both Housing & Building Services improve efficiencies and reduce costs associated with the COT process. • The above overspends are partially offset by underspends on Gas Maintenance and Servicing costs of (£0.891m) and Planned Maintenance of (£0.611m). The reduction in gas costs is due to the increase in the cost of gas works not being as high as anticipated at the time of budget setting and the planned maintenance is due to managing the level of works carried out in year. • £0.349m overspend on increased Estates Management and a Fencing Pilot, which is funded from balances.
Supervision and Management	underspend	(0.064)	(0.442)	0.378	The movement relates to Central Support Service (CSS) charges being higher than anticipated in year. These charges relate to works General Fund Services carry out on the HRA's behalf. These services range from customer services roles within local offices and the contact centre to Finance, HR & IT support given to the HRA.
Cost of Borrowing	underspend	(2.254)	(2.580)	0.327	• The Cost of Borrowing for the year is calculated during budget setting based on the anticipated level of borrowing required in year. This is recalculated in year based on current projections and has resulted in a decrease due to the slippage currently being projected in year for HRA Capital Projects.
Revenue Contribution (incl CFCR)	underspend	(2.831)	(2.330)	(0.501)	• There is a movement of £0.501m due to the final HRA outturn being higher than anticipated. The underspend of £2.831m will impact on the funding the HRA Capital Programme receives for 23-24 which in turn impacts on the level of borrowing required to support the HRA Capital Programme.
Bad or Doubtful Debts	overspend	0.851	(0.225)	1.076	• The movement and overspend relates to an increase in the bad debt provision. This is due to the combination of an increase in the value of the overall rent balances outstanding and an increase in the number of accounts with outstanding rents at over £2k or over one year old. This relates to both current and former tenants. A review of the current outstanding rent balances in 2024-25 is required to determine if outstanding debts are recoverable.
Other Expenditure	overspend	2.307	1.527	0.780	<ul style="list-style-type: none"> • £1.335m overspend and movement £0.432m mainly relates to Hostel Expenditure. Hostels income is not sufficient to cover operating costs. The Homelessness service are working on delivery models which will look to reduce / eliminate the hostels overspend. This will include measurements proposed in the Fife's Homelessness Reduction Plan 2023/25 presented to Cabinet on 5th October. The movement is related to an increase the bad debt write-off and bad debt provision. • £0.569m overspend, movement £0.357m for Disability Adaptations which is funded from balances. This will allow for an increase in the number of adaptations in year and reduce waiting list times; • £0.219m overspend relates to High Rise Dwellings which relates to increased utility costs and staff turnover not being achieved due to low staff vacancies in year. • The remaining overspend & movement relates to £0.160m spend on Grounds Maintenance which is funded from balances in year.
Dwelling Rents (Gross)	overspend	0.349	0.308	0.041	• The underachievement of income is due to the timing of new housing stock becoming available to rent in year. Although the current stock level is in line with what was anticipated when setting the 23-24 income budget, the timing of some stock becoming available to rent has occurred later in the year than anticipated resulting in the underachievement of income.
CONTRIBUTION (TO) / FROM BALANCES	overspend	2.064	1.616	0.449	<ul style="list-style-type: none"> • £0.638m & £0.569m withdrawals for estates, fencing and adaptations detailed above. • £0.857m relates to contributions into balances at the end of 2022-23. This will be withdrawn in 2023-24 to assist with maintaining the level of CFCR required. • The movement relates to the withdrawal for adaptations increasing by £0.358m and the withdrawal for fencing & estates increasing by £0.093m.

FIFE COUNCIL
BALANCE - GENERAL FUND SERVICES

	2023-24 £m	2024-25 £m	2025-26 onwards £m
Balance at 1 April 2023	(216.054)	(123.118)	(51.806)
Budgets transferred (to)/from balances	62.624		
Transfers from Other Statutory Reserves	3.181		
Add Overall budget variance 2023-24 (Appendix 1)	(7.033)		
Estimated General Fund Balance at 31 March	(157.282)	(123.118)	(51.806)
Earmarked Balance			
Devolved School Management		1.472	
Energy Management Fund		1.371	
Council Tax - Second Homes	0.880	5.000	3.046
SG Specific funding	0.291	8.122	(2.663)
Specific Carry Forwards	0.198	5.150	
Cost of Living Crisis Commitments:			
Business Support & Low Income Household	1.389		
Continuing Financial Consequences	3.072	5.009	1.106
Community Recovery Fund	1.035	4.876	0.000
COMIS/SWIFT delay	0.000	0.772	
Inflation - Supplies & Services	1.671		
Capital Investment Plan:			
CFCR	2.481	14.762	0.000
Service Concessions		7.998	24.539
Capital Plan Review – Additional Funding	17.000		
Total Earmarked	28.017	54.532	26.028
	(129.265)	(68.586)	(25.778)
Commitments against balance			
Budget Carry Forward Scheme			
Change Programme	4.906	5.000	
Demographics/Pay/Pensions	0.330	5.000	8.000
Fife Job Contract		0.816	
Levelling Up Funding	0.214		
Barclay Funding - Assessors	0.145	0.064	
Workforce Change	0.123	2.000	4.000
Lease Surrender - The Kirkcaldy Centre		0.000	0.150
Election	0.342		
Use of Balances – Revenue Budget 2024-25	0.000	3.900	
Other Commitments	0.087		
Total Commitments	6.147	16.780	12.150
Estimated uncommitted balance at 31 March	(123.118)	(51.806)	(13.628)

BALANCE - HOUSING REVENUE ACCOUNT

Appendix 5 (Cont'd)

	2023-24 £M	2024-25 £M	2025-26 onwards £M
Balance at 1 April 2023	(7.380)	(5.316)	(5.316)
Add Overall budget variance 2023-24 (Appendix 3)	2.064		
Estimated Balance at 31 March	(5.316)	(5.316)	(2.594)
Earmarked Balance			
Transitional Affordable Housing		2.500	
Use of Balances - HRA Budget 2024-25		0.222	
	0.000	2.722	0.000
Estimated uncommitted balance at 31 March	(5.316)	(2.594)	(2.594)

Capital Investment Plan – Provisional Outturn 2023-24

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

Wards Affected: All

Purpose

The purpose of this report is to provide a strategic financial overview of the Capital Investment Plan and to advise on the provisional outturn for the 2023-24 financial year.

Recommendations

The Cabinet Committee is asked to

- (i) note the provisional outturn position and that the level of financial risk continues to be heightened due to high levels of inflation and supply chain challenges;
- (ii) note that more detailed capital outturn reports for 2023-24 will be submitted to relevant Scrutiny Committees of the council;
- (iii) note that budget variances will be managed by the appropriate Directorate in conjunction with the Investment Strategy Group; and
- (iv) note the updated prudential indicators provided.

Resource Implications

The overall provisional outturn position for 2023-24 is total expenditure of £242.073m which represents an increased level of capital investment compared to previous financial years. That said, the level of investment is less than planned and there are expected slippage levels of £89.099m across the plan. The slippage relates to a variety of themes including HRA, at £43m which represents 48%. Slippage is being experienced particularly in relation to Affordable Housing Programmes, principally due to inflation and cost increases, resulting in delays in project start dates. The HRA capital investment plan is currently under review and will be presented to this committee.

The remaining slippage is across all themes and relates to a variety of factors including decisions on the allocation of additional investment, delays in supply chains, as well as delays in tenders, funding packages, contracts and acquisitions. Other factors include delaying start dates to ensure the projects are aligned to the wider service strategies.

The updated capital plan approved in June 2023 provided for increased levels of investment to deal with the cost pressures being faced because of inflationary pressures and difficulties in supply chains. As well as increasing costs, this can result in increased delays which, in turn, leads to slippage in the programme. Additionally, interest rates remain at their highest level for 16 years which may have an impact on the cost of borrowing in future years of plan.

Legal & Risk Implications

Potential risks include continuing difficulties across supply chains, rising inflation on costs of construction and availability of funding streams for larger capital projects, e.g. Developers' Contributions and estimated funding levels from Scottish Government. Further detail relating to the current risks is contained in Section 2.2.

There is also a risk that due to the level of slippage that the cost of borrowing to finance the expenditure is greater than originally anticipated.

Impact Assessment

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

Consultation

The outturn positions are agreed in consultation with each Directorate and are based around the expected progress and delivery of individual projects over the lifetime of the plan.

1.0 Background

- 1.1 The purpose of this report is to advise members of the high-level provisional outturn position for the council's Capital Investment Plan (the Plan) for the financial year 2023-24. The report also highlights the forecast for major projects over £5.000m along with any potential risks associated with these projects. Explanation is provided at Section 2.1 where there is deemed to be a greater level of financial risk linked to major projects. The Plan covers capital expenditure on all council services including the Housing Revenue Account which is managed and accounted for separately from the General Fund.
- 1.2 Funding strategies, including the use of service concession arrangements, capital grant, receipts, developers' contributions and borrowing, all identified during the capital plan review process are being utilised to support the level of capital investment included in the plan.

2.0 Issues

2.1 Major Projects

- 2.1.1 Appendix 1 provides a summary of the major projects within the Plan. There are 30 projects/programmes in this category with an overall budget of £1,184.300m.
- 2.1.2 At this stage, cost estimates suggest that there could be an overspend of £1.484m across the life of several major projects in the programme.

Dunfermline Learning Campus is projecting a pressure £1.624m on the project. This is due to an unsuccessful bid for external funding. Work is ongoing to mitigate the pressure, where possible, through other efficiencies in the project, however, any residual pressure may have to be accommodated within the overall Education Capital Plan.

Abbeyview Integrated Hub is projecting a (£2.013m) underspend as the tender returns were lower than anticipated.

The Care Home replacement programme is currently projecting an overspend on Methilhaven of £0.853m explained in para. 3.2.1 below. The Tender report received in March 2024 for Cupar showed an increased cost for the overall project of £1.019m. Work is ongoing to mitigate the pressure, where possible, through value engineering and potentially using the Energy Management Revolving fund for the heat pumps. Monthly monitoring of Cupar has been introduced in 2024-25 in the same way other larger construction projects are monitored. A report on the funding required for Cupar care home was presented to Cabinet Committee on 6 June 2024.

2.2 Potential Risks and Issues

- 2.2.1 Across the Capital Investment Plan, budgets were increased to reflect the likely inflationary pressures and there continues to be risk that both the timing and the costs of projects could be adversely affected by the current economic climate. Monitoring of the impact of additional costs on projects continues and any significant impact on timescales and associated risks will be reported to this committee.
- 2.2.2 The council's approved Capital Plan includes £213.000m investment in respect of Secondary Schools in West Fife, which includes Dunfermline Learning Campus (DLC) and the Inverkeithing High School (South and West Fife) replacement. The budgets for the projects reflect the funding arrangements of the Scottish Government's Learning Estate Investment Programme (LEIP) which requires the council to fund the up-front cost of construction, with government support coming in the form of a revenue contribution based on the achievement of outcomes. The DLC project is progressing in line with the required timeline with the campus due to open in August 2024. The council has approval through LEIP Phase 2 for a replacement Inverkeithing High School which is due to open in August 2026. Following the Scottish Government advising their decisions in terms of LEIP Phase 3 projects, there is a requirement to consider options in relation to the Glenrothes secondary schools alongside the wider school estate. A review of the condition and suitability of schools has been undertaken, with emerging priorities being considered as part of the forthcoming Capital Plan Review.
- 2.2.3 Increased costs relating to continuation of the council's Affordable Housing Programme were presented to Cabinet Committee on 6 April 2023 confirming that that additional capital investment would be required to complete the Phase 3 and Transitional Affordable Housing Programmes. The increase in the unit cost per property was a result of continuing inflationary pressures. The additional borrowing required was fully tested for affordability as part of the HRA 2022 Business Plan modelling and incorporated into the current Capital Investment Plan. The HRA Capital Investment Plan is currently being reviewed and will be presented to a future meeting of this committee.
- 2.2.4 The level of grant subsidy available from the Scottish Government for the Affordable Housing Programme has been reduced for 2024-25 by 24%, a reduction of £8.440m, with the level of funding for future years to be determined. This reduction could have a significant impact on the affordability of delivering the current approved programme. The full impact of this will be assessed during the review of the HRA Capital Investment Plan and reflected in the forthcoming report.

2.3 Financial Performance – 2023-24 Total Expenditure - Provisional Outturn

Appendix 2 provides a summary by capital theme of provisional expenditure and income for 2023-24 showing the total reprofiled expenditure budget of £331.172m and provisional spend of £242.073m in the 2023-24 financial year, £89.099m slippage across the plan. Comparable expenditure for the previous three years was £189.362m (2022-23), £163.805m (2021-22) and £138.473m (2020-21).

- 2.4 This level expenditure is significant in comparison to previous years with an increase of 28% on expenditure compared to last year's outturn position.

3.0 Budgets and Funding

3.1 Budget

The Capital Investment Plan 2023-33 was approved by Fife Council in June 2023. At the end of each financial year, any budget which has not been spent is rolled forward into the next financial year as slippage. Services are asked to re-profile their project budgets considering this slippage and the result of this can be seen in the movement from the approved budget to the current budget as detailed in Appendix 2.

Since the last report, there have been further changes to the budget, these are summarised in the table below. The changes have followed agreed governance processes and have been endorsed by the Investment Strategy Group, chaired by the Head of Finance.

	Total Expenditure £m
Current Capital Investment Plan as at December 2023	326.376
CFCR/CFCR Swap	1.779
Increased Grant and Contribution Income	3.017
Current Capital Investment Plan as at March 2024	331.172

The increased level of grant and contributions income, in the main, relates to Sustrans funding towards Active Travel Network and River Park Routes for £1.858m and £0.850m SEPA contribution towards Back Burn Restoration project.

3.2 Expenditure

Variances are projected across all themes within the plan, the most significant being:

3.2.1 Opportunities for All

Children and Families - £0.555m

In respect of the Looked After Children Home Reprovision, a suitable property has been purchased and the project is now focussed on the development of this property and associated site as opposed to a new build project, this means there has been advancement of expenditure of £0.555m to 2023-24. The project is in the early stages of design work and expected to start work on site in Autumn 2024.

Education - £3.286m

Advancement under Secondary Schools West Fife for Dunfermline Learning Campus (DLC) of £4.821m. Excellent progress is being made ahead of the opening of the schools in August 2024. There is slippage of (£0.514m) on Inverkeithing High School replacement project as the scope of the project and the planning process moves forward.

Slippage of (£0.568m) under Early Learning & Childcare programme due to delay in starting Raith Lodge project on site, however, work is ongoing. Work is due to be completed in August 2024.

Slippage of (£0.300m) under Building Fife's Future relating to Viewforth High School extension project which is due to ongoing discussion around the scope and design of the project. Regular meetings are being held across directorates to scope out service requirement.

Health and Social Care - £0.796m

The overspend is mainly due to the final billing for Methilhaven Care Home £0.853m being higher than expected. A contributor to this was the implementing of Care Home Commissioning recommendations prior to the opening. This included installing wash-hand basins in the staff changing rooms and additional access control requirements on doors. The Care Home became operational on 19 July 2023. All elements of the Intergenerational Care village are now open. The old Methilhaven site has been cleared. Minor slippage in the Minor Works programme is offsetting some of the overspend.

3.2.2 Thriving Places

Business and Employability – (£1.972m)

The main reason for slippage is (£0.707m) at Inverkeithing Town Centre Regeneration project due to delays from complex tenders at this site and at the Town House. (£0.210m) due to land acquisition negotiations at Cupar Inner Court project. Further slippage was experienced within the Scottish Government funded Place Based Investment Programme (PBIP) of (£0.888m). The PBIP projects which have slipped are; Dunfermline's city centre Gap Site development (£0.295m) due to delays in finalising designs in order to minimise revenue costs, Public Realm Leven Railway Station (£0.283m) due to consultation with Network Rail, Lochgelly Business Park Energy Efficiency (£0.203m) delayed due to available contractor resources and Kirkcaldy Esplanade (£0.132m) additional budget approved in June 2023 and funded works will be delivered in the current financial year.

Asset, Transportation and Environment – (£3.320m)

Slippage on Sustainable Transport (£2.715m) mainly relates to the Levenmouth Reconnected Programme (LRP) as anticipated funding for Levenmouth Connectivity Project is now sourced through the Levelling Up Fund Grant award. Expenditure will take place over the next two financial years.

Slippage on Strategic Transport Intervention Programme (£0.606m) which is due to a combination of delivery of schemes being reprofiled due to a slower house build out rate by developers as a result of market conditions and reallocation of design resources to higher priority externally funded projects.

Area Community and Corporate Development – (£10.006m)

Community Facilities has slippage of (£0.510m) which in the main relates to (£0.500m) for Sandy Brae Community Centre, as the assessment of works is carried out. There is (£0.500m) slippage due to delays with Silverburn because of staffing resource available to progress the project. These areas of slippage are offset by a projected overspend on Glenwood regeneration project of £0.490m, part of which is due to the value of Compulsory Purchase Orders, additional funding has been identified to mitigate the remaining overspend.

Countryside has slippage of (£1.886m) of which (£1.305m) relates to Back Burn restoration Regeneration Capital Grant funding received in advance and (£0.243m) relates to the Nature Restoration fund. Project bids have now been received and are being considered by the Governance Group.

Slippage of (£1.162m) within Sports and Golf programme for the Glenrothes Golf Depot Hub, discussions are ongoing to identify the appropriate outcome of this project and the expenditure is likely to be rephased across 2024-25 and 2025-26.

Improving Health Through Leisure & Sport has slippage of (£0.911m) relating to several playpark projects across Fife. These projects have been delayed to align with the outcome of the play space strategy which is to be agreed by each area committee and the desire to involve communities to seek match funding against council and Scottish Government funding for play parks.

Area Community Facilities underspend and slippage totalling (£3.241m) includes an underspend (£1.988m) relating to Abbeyview Integrated Hub. Tender costs returned lower than anticipated resulting in a differing spend profile from the original. Templehall Community Hub project is experiencing delays resulting in slippage (£0.256m) and wider discussion as to the next steps for a few community assets in Lochgelly has resulted in slippage of (£1.000m).

Sport & Leisure Facilities has slippage of (£1.772m), of which (£1.152m) relates to Synthetic Turf pitch costs being less than anticipated alongside securing external funding and (£0.476m) relates to Phase 2 of the Lochore Meadows project and work on Lochgelly Town House Square which are now expected to slip into 2024-25.

3.2.3 Inclusive Growth and Jobs

Business and Employability – (£1.727m)

The main reason for slippage is delay at Fife Interchange North where a new contractor for groundworks was required and is now in place, resulting in slippage of (£1.318m). Further slippage of (£0.280m) is a result of delay at Glenrothes Flemington Road project where there had been difficulty in accessing third party premises and delayed responses to requests for information. These issues have been resolved and the project is progressing to the next stage. Underspend of (£0.134m) is a result of planned acquisition which will no longer go ahead this year and funds will be redirected to the final phase of the Fife Industrial Innovation Investment Programme, other underspend of (£0.074m) relates to a lower than expected requirement for digital infrastructure across the programme. The slippage and underspend are offset by £0.406m advancement in development of new business units at Levenmouth to maximise external funding available in last financial year.

There is also underspend of (£0.421m) on Joint Venture investments, the main reason for this underspend is proceeds from sale of Joint Venture assets which will be used to fund Joint Venture acquisitions in the current financial year.

3.2.4 Maintaining Our Assets – Rolling Programmes

Protective Services – (£0.994m)

This variance relates to slippage at Contaminated Land projects, (£0.470m) at Scotsraig Linen Works, Tayport where the project is delayed due to requirement to reassess the original risk assessment to ensure this is legally robust. Other obstacles include site access issues. (£0.453m) at Cowdenbeath Gap Site where grouting of mine workings significantly delayed this project. The presence of Japanese Knotweed is a significant constraint and has also hampered progress.

Education – (£2.225m)

Slippage of (£0.856m) across the Lochgelly South Primary School project regrouting works project as the budget was profiled slightly higher this financial year during the rephasing exercise in June 2023. Work is ongoing and on time to be completed by August 2024.

Slippage of (£0.622m) for projects that had originally been planned under Rolling Programme but have been funded from Free School Meals Expansion capital funding.

Slippage of (£0.200m) from Freuchie refurbishment from delays in scope of project, however, enabling works are due to start in July 2024.

The remaining slippage relating to Rolling Programmes is around projects that had been planned for this financial year but are not starting until 2024-25 due to resources being prioritised in other areas.

Asset, Transportation and Environment – (£6.156m)

Fleet-Purchase of Vehicles & Equipment – Slippage of (£3.400m) is due to delays with procurement lead in times. Two orders of vans previously promised delivery by suppliers prior to end of 2023-24 now arrived April and May in 2024-25 financial year.

Property Maintenance Capital – Slippage of (£0.709m) relates primarily to significant delays to planning approval for two major projects, both of which are listed buildings. In addition to this, adverse weather caused delays to various cemetery wall projects which were being delivered consecutively by specialist internal resources, resulting in slippage in the latter projects within the programme. A late substitute project, which was ambitious in terms of delivery timescale, was not achieved due to availability of contractor.

Fife Resource Solutions Rolling Programme – Advancement of £1.230m relates to capping works across both sites, along with the Persistent Organic Pollutant's (POPs) pressure arising as a result of an update to guidance from SEPA. There was a requirement for investment at Lower Melville Wood to ensure that a facility was available to continue to process this waste type and ensure continued operation withing environmental regulations.

Climate Change Adaptation, slippage of (£1.766m) relates to difficulties recruiting experienced specialist staff and lack of external consultants to manage the project. Posts are now partly filled and work will progress in 2024-25.

Roads Infrastructure slippage of (£0.880m) primarily relates to the delayed delivery of the footway programme. The internal staff resource who primarily delivers this programme were temporarily redeployed to tackle high priority safety defects resulting in the programme to slip. Attempts were made to externalise works however were rejected due to contractor availability.

Street Lighting slippage of (£0.451m) relates to delays obtaining planning approval, procurement of specialised columns and contractor availability.

Area Community and Corporate Development – (£2.180m)

Parks development projects across Fife have slippage of (£1.532m). Work is ongoing on several projects such as Ravenscraig Play Park, Castle Terrace Play Area, and Daisy Park to progress.

Plant & Machinery has slippage of (£0.372m) due to purchase of replacement vehicle being on hold while options for replacements are being considered.

3.2.5 Maintaining Our Assets – Specific Projects

Business and Employability – (£0.515m)

This variance relates to Business Property refurbishment projects which have slipped due to availability of contractors and resources. The main projects are Banbeath Replacement roof (£0.204m), replacement lifts at Business Centres (£0.092m) and Energy Efficiency measures (£0.249m).

Asset, Transportation and Environment – (£6.375m)

Slippage has been experienced across four projects in the service which have experienced similar delays re as follows:

Recycling Centres – Slippage of (£1.875m) relates to no suitable sites being identified for the new Cupar Recycling Centre, as well as an ongoing safety review of existing recycling centres.

Pathway to Net Zero – Slippage of (£1.377m) primarily relates to Air Source Heat Pump (ASHP) projects at Primary Schools across Fife. As the technology is still relatively new, consideration of the impact on the acoustics is required. As an early adopter, concerns which are specific to each individual site took longer than anticipated the programme is being delivered on a rolling basis to manage the shortage of specialist engineers and technologies required.

Structures Infrastructure slippage of (£2.417m) – this is due to re-prioritising of staff resources to deliver the Leven Railway infrastructure and emergency coastal repairs, meaning some projects will slip into 2024-25.

Landfill Sites – Slippage of (£0.382m) relates primarily to the timing of works on Reception Hall Anaerobic Digestion Plant, with the final element of the project slipping to early 2024-25.

3.2.6 Housing Revenue Account – (£43.435m)

There is an underspend of (£29.869m) relating to the Affordable Housing Programme against a budget of £74.573m. This is partly due to several sites starting later than originally anticipated with spend slipping into future years. Due to the high level of spend per site, a delay in project start dates can cause a material level of slippage.

There is underspend of (£6.221m) relating to Component Replacement, all required works to maintain homes to the required SHQS standard have been carried out in year, the cost of which is lower than originally anticipated for 2023-24.

There is slippage in the budgets for EESSH 2 of (£3.211m) and Non-Traditional Housing of (£1.167m) which is due to the project being delayed whilst the requirements for the new Net Zero standard which will replace EESSH 2 are confirmed by the Scottish Government to ensure that works will comply with the revised standard. Major Projects has slippage of (£2.068m) which relates to several projects starting later than anticipated in year. There is slippage of Minor Works is also projected to have slippage of (£0.547m) based on the level of programmed work for the year.

3.2.7 Additional Investment – (£13.500m)

During the Capital Plan review process, capital budget of £13.500m was allocated for additional investment.

Following approval of the General Fund Revenue Budget 2024-27 at Council on 22 February 2024, investment in Roads Maintenance (£3.500m), Vehicle Replacement (£5.000m) and Street Cleansing (£0.360m) have now been agreed.

As these investments will take place in 2024-25, there will be no expenditure this year resulting in slippage of £13.500m. The balance remaining will be held and allocated once any further investment is agreed and committed.

3.3 Total Income

- 3.3.1 Capital expenditure is funded from several income sources, some of which contribute specifically to individual projects in the plan. These income sources are Capital Financed from Current Revenue (CFCR), Scottish Government Specific Capital Grant and other grants and contributions (e.g. lottery funding).
- 3.3.2 Appendix 2 shows that there is a total income budget of £92.519m against a forecast of £65.551m giving a variance of £26.967m. This variance is in relation to two main factors, lower than planned CFCR contribution and an under recovery of grant income in relation to the Affordable Housing Programme which reflects the slippage in the current year expenditure. The under recovery of CFCR for the General Fund this is in relation the additional investment in paragraph 3.2.7 above not being used in 2023-24. The CFCR contribution will slip into 2024-25 to fund the investment identified.
- 3.3.3 The CFCR variance also includes a lower than planned contribution from the HRA of £3.490m. Overspends and pressures within the Housing Revenue Account means that the planned level of CFCR is not feasible, further detail is presented in the revenue monitoring report on this agenda.
- 3.3.4 The reduction in use of CFCR is partially offset by an advancement of subsidy expected from the Scottish Government of £1.650m which relates to an advancement of the Property Acquisitions Programme. The consequences of this on the HRA is currently being considered.

3.4 Total Funding

Within the total funding section of Appendix 2, the other income such as General Capital Grant and Capital Receipts are not specifically related to any capital project but provide funding for the plan overall. The underspend on borrowing reflects the slippage in the overall capital plan.

4.0 Prudential Indicators

- 4.1 The council operates within the CIPFA Prudential Code framework. The Prudential Code is designed to support local authorities in taking their decisions in capital finance and expenditure. There is a statutory requirement to operate within the code.
- 4.2 As outlined in the previous Capital Investment Plan report presented to this committee, the Prudential Code requires the monitoring and reporting of performance against prudential indicators to be reported quarterly.
- The introduction of quarterly monitoring facilitates increased reporting to ensure that the council continues to operate within the indicators and boundaries approved.
- 4.3 Appendix 3 provides details of Fife Council's Prudential Indicators based on the Provisional Outturn figures. The information includes the outturn position for the previous two years, the indicators approved within the Treasury Strategy 2023-26 and the estimates for the current and following two years based on most recent estimated expenditure and income profiles.
- 4.4 A detailed description of each indicator is included in the Appendix 3. Commentary on movements is provided below:

4.4.1 Capital Expenditure

This reflects the capital expenditure for 2023-24 along with the estimates for the next two financial years. The total expenditure has reduced by £17.738m from that reported to last committee. The main reason for the movement is in relation to HRA which has decreased by £10.890m since the last report. This is in relation to the Affordable Housing Programme.

4.4.2 Financing Costs

These are the costs to the council of borrowing money to pay for capital projects and include principal repayment and interest charges, known as Loan Charges. The council has two types of borrowing, short term for cash flow purposes and long term for capital purposes. The council also uses its own internal balances to meet cash flow demands and interest is paid to the General Fund and the HRA from the Loans Fund for the use of this cash. During the last quarter, some debt rescheduling has been undertaken in relation to some of the council's Lender Option Borrower Option (LOBO) loans which has resulted in some discounts and interest rate savings. This has resulted in lower than anticipated loan charges in the current and future financial years.

4.4.3 External Debt

The projected external debt has increased to that previously reported to this committee and remains above the limit approved in August 2023. The cash position of the council is continually changing and, as a result, borrowing may be required to ensure that the council has sufficient funds to meet its ongoing obligations. The debt position is within the operational boundary and the authorised limits approved in the Treasury Strategy for 2023-26 and is not a cause for concern.

5.0 Conclusions

- 5.1 The current total expenditure budget for the financial year 2023-24 is £331.172m and the council showing provisional spend of £242.073m (73%) investment in the year, with slippage of £89.099m. Although the % level of investment is lower than previous years, the level of investment in financial terms is greater.
- 5.2 This level of expenditure represents continued progress on the delivery of a wide range of capital projects. Major capital investment by Fife Council continues, however, there is still a level of uncertainty associated with speed of delivery and future costs.
- 5.3 There are 30 projects/programmes within the Plan which have a value of £5.000m or greater. The overall budget for these projects is £1,184.300m, with anticipated expenditure of £1,185.783m and an estimated overspend of £1.484m (0.13%).
- 5.4 Where significant variances arise, these are reviewed by the appropriate Directorate in conjunction with the Investment Strategy Group and would be reflected in future capital plan reports to committee.
- 5.5 There is a new requirement to report quarterly on the council's Prudential Indicators and to monitor these over the course of the year. These can be seen in Appendix 3.

List of Appendices

1. Major Capital Projects total Cost Monitor
2. Monitoring Report by Capital Theme
3. Prudential Indicators

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FIFE COUNCIL
CAPITAL INVESTMENT PLAN 2023-33
TOTAL COST MONITOR - MAJOR CAPITAL PROJECTS

Appendix 1

	Service	Current Project Budget £m	Total Projected Outturn £m	Variance £m	Variance %	Current Project Status	Expected Project Completion Date
Opportunities for All							
Madras College Extension	E&CS	5.713	5.713	0.000	0.00%	Future Project	2026-27
Dunfermline Learning Campus	E&CS	120.678	122.302	1.624	1.35%	Current Project	2024-25
Extension Secondary School - Viewforth	E&CS	6.335	6.335	0.000	0.00%	Future Project	2030-31
New Secondary School - Glenrothes /Glenwood	E&CS	86.831	86.831	0.000	0.00%	Future Project	2029-30
Queen Anne High School Extension	E&CS	6.626	6.626	0.000	0.00%	Future Project	2030-31
Inverkeithing High School	E&CS	85.000	85.000	0.000	0.00%	Future Project	2026-27
Primary School Development Future Projects	E&CS	97.638	97.638	0.000	0.00%	Future Project	2032-33
Lochgelly Primary School	E&CS	8.984	8.984	0.000	0.00%	Current Project	2024-25
Methil Care Home	H&SC	8.023	8.876	0.853	10.64%	Current Project	2023-24
Cupar Care Home	H&SC	9.235	10.254	1.019	11.04%	Current Project	2025-26
Anstruther Care Home	H&SC	10.737	10.737	0.000	0.00%	Feasibility	2026-27
		445.798	449.295	3.497	0.78%		
Thriving Places							
Northern Road Link East End	ATE	12.271	12.271	0.000	0.00%	Preparatory Works	2026-27
Western Distributer Road	ATE	12.126	12.126	0.000	0.00%	Future Project	2030-31
Northern Road A823	ATE	10.335	10.335	0.000	0.00%	Preparatory Works	2030-31
Levenmouth Reconnected	ATE	8.187	8.187	0.000	0.00%	Current Project	2025-26
Abbeyview Integrated Hub	Communities	9.506	7.493	(2.013)	-21.18%	Current Project	2024-25
Templehall Community Hub	Communities	15.304	15.304	0.000	0.00%	Current Project	2027-28
Cowdenbeath LC Phase 2	Communities	7.368	7.368	0.000	0.00%	Current Project	2025-26
East Sands LC Redevelopment Project	Communities	6.000	6.000	0.000	0.00%	Future Project	2026-27
		81.098	79.085	(2.013)	-2.48%		
Inclusive Growth and Jobs							
Fife Interchange Business Units - Phase 1 & 2	Bus & Employ	11.518	11.518	0.000	0.00%	Current Project	2024-25
John Smith Business Park Business Units	Bus & Employ	5.517	5.517	0.000	0.00%	Current Project	2025-26
		17.035	17.035	0.000	0.00%		
Housing Revenue Account							
Affordable Housing	Housing	568.428	568.428	0.000	0.00%	Current Project	2025-26
		568.428	568.428	0.000	0.00%		
Maintaining Our Assets							
Glenrothes District Heat	ATE	9.449	9.449	0.000	0.00%	Current Project	2023-24
Leven Railway Bridge & Bawbee Bridge	ATE	10.150	10.150	0.000	0.00%	Current Project	2024-25
Den Burn Bridge	ATE	10.710	10.710	0.000	0.00%	Preparatory Work	2028-29
Broad Street Bridge Cowdenbeath	ATE	11.808	11.808	0.000	0.00%	Preparatory Work	2027-28
Lyne Burn	ATE	6.217	6.217	0.000	0.00%	Future Project	2029-30
Adam Smith Creative Hub	Communities	7.993	7.993	0.000	0.00%	Current Project	2023-24
Local Area Network	BTS	7.314	7.314	0.000	0.00%	Current Project	2029-30
Balwearie High School	E&CS	8.300	8.300	0.000	0.00%	Future Project	2026-27
		71.939	71.939	0.000	0.00%		
Grand Total		1,184.300	1,185.783	1.484	0.13%		

**FIFE COUNCIL
CAPITAL INVESTMENT PLAN 2023-33
MONITORING REPORT**

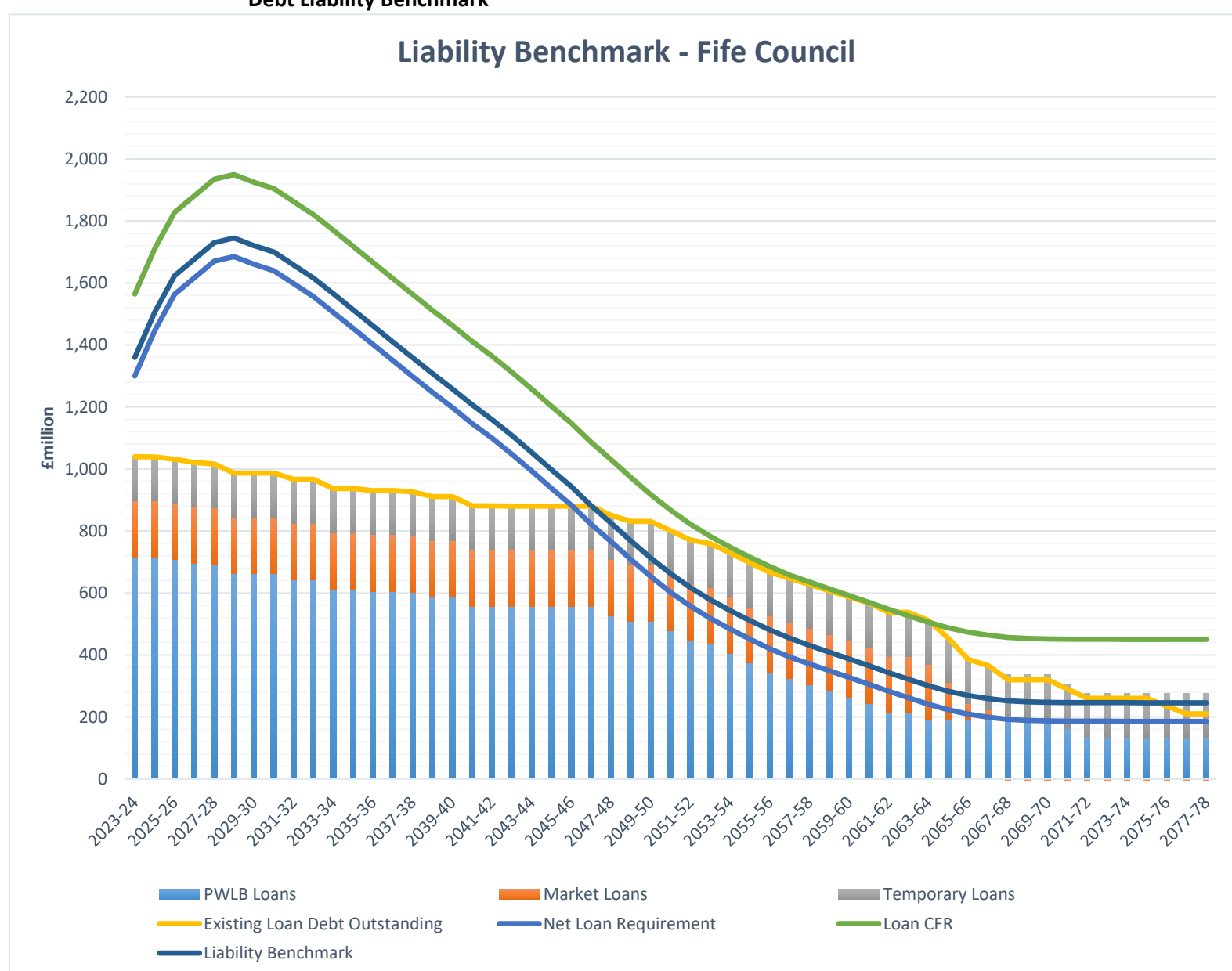
Appendix 2

Capital Theme	Approved Budget £m	Current Budget £m	Actual to Date £m	Projected Outturn £m	Projected Variance £m	Projected Outturn as % of Plan
Opportunities for All	85.528	63.984	68.621	68.621	4.637	107%
Thriving Places	17.896	31.638	16.340	16.340	(15.298)	52%
Inclusive Growth and Jobs	11.116	10.441	8.714	8.714	(1.727)	83%
Maintaining Our Assets - Rolling Programmes	45.657	59.894	47.909	47.909	(11.985)	80%
Maintaining Our Assets - Specific Programmes	13.387	18.277	11.582	11.582	(6.695)	63%
Housing Revenue Account	100.315	132.341	88.906	88.906	(43.435)	67%
Corporate Items	14.597	14.597	0.000	0.000	(14.597)	0%
TOTAL EXPENDITURE	288.496	331.172	242.073	242.073	(89.099)	73%
Scottish Government Specific Capital Grants	(3.856)	(6.757)	(8.407)	(8.407)	(1.650)	124%
Other Grants and Contributions	(46.863)	(48.910)	(33.392)	(33.392)	15.518	68%
Capital Financed from Current Revenue (CFCR)	(61.426)	(36.852)	(23.752)	(23.752)	13.099	64%
TOTAL INCOME	(112.144)	(92.519)	(65.551)	(65.551)	26.967	71%
TOTAL NET EXPENDITURE	176.352	238.653	176.521	176.521	(62.132)	74%
Scottish Government General Capital Grant	(40.776)	(62.339)	(62.339)	(62.339)	0.000	100%
Capital Receipts	(5.024)	(4.104)	(3.554)	(3.554)	0.550	87%
NHT Loan Repayments	0.000	0.000	0.000	0.000	0.000	0%
Borrowing from Loans Fund - General Fund	(96.140)	(98.634)	(69.089)	(69.089)	29.545	70%
Borrowing from Loans Fund - HRA	(34.412)	(73.576)	(41.540)	(41.540)	32.037	56%
TOTAL FUNDING	(176.352)	(238.653)	(176.521)	(176.521)	62.132	74%

**FIFE COUNCIL
PRUDENTIAL INDICATORS 2023-26**

OUTTURN 2021-22	OUTTURN 2022-23		PROVISIONAL OUTTURN 2023-24	ESTIMATE 2024-25	ESTIMATE 2025-26
		Affordability Indicators			
		<u>Capital Expenditure</u>			
£m	£m	General Fund	£m	£m	£m
89.911	103.964	Housing Revenue Account	153.167	173.727	163.718
73.894	85.399		88.906	143.228	110.103
163.805	189.362		242.073	316.955	273.822
		<u>Financing Costs</u>			
£m	£m	General Fund	£m	£m	£m
58.349	11.996	Housing Revenue Account	49.791	54.477	56.768
27.464	30.519		32.665	37.554	43.502
85.813	42.515		82.455	92.031	100.270
		<u>Net Revenue Stream</u>			
£m	£m	General Fund	£m	£m	£m
913.590	942.946	Housing Revenue Account	968.749	941.085	941.085
124.608	128.401		135.327	140.107	145.904
1,038.198	1,071.347		1,104.077	1,081.192	1,086.989
		<u>Ratio of Financing Costs to Net Revenue Stream</u>			
		General Fund			
6.39%	1.27%	Housing Revenue Account	5.14%	5.79%	6.03%
22.04%	23.77%		24.14%	26.80%	29.82%
		<u>The Capital Financing Requirement</u>			
£m	£m	General Fund	£m	£m	£m
746.223	785.892	Housing Revenue Account	831.339	930.482	1,026.607
386.898	414.161		437.189	512.896	561.237
1,133.121	1,200.053		1,268.529	1,443.378	1,587.844
		External Debt	1,173.131	1,310.994	1,425.376
1,022.655	995.595	Authorised Limit for Total External Debt	1,528.856	1,628.414	1,765.606
1,451.766	1,489.036	Operational Boundary for Total External Debt	1,456.053	1,550.870	1,681.530
1,382.634	1,418.129				
		Prudence Indicators			
		<u>External Debt and the Capital Financing Requirement</u>			
£m	£m	Forecast External Debt	£m	£m	£m
1,022.655	995.595	Forecast Capital Financing Requirement	1,173.131	1,310.994	1,425.376
1,133.121	1,200.053		1,268.529	1,443.378	1,587.844
(110.467)	(204.458)		(95.398)	(132.384)	(162.468)
		<u>Adoption of the CIPFA Code on Treasury Management</u>			
		Code adopted in 1996 and compliance maintained through the Treasury Management Strategy			
100%	100%	Fixed Interest Rate Exposure Upper Limit	100%	100%	100%
75%	75%	Variable Interest Rate Exposure Upper Limit	75%	75%	75%
0%	0%	Total Principal Sums Invested Beyond 364 days Upper Limit	0%	0%	0%

Debt Liability Benchmark



15 August 2024

Agenda Item No. 6

Legacy Systems Replacement Programme (Place Directorate)

Report by: John Rodigan, Head of Service, Environment and Building Services

Wards Affected: All

Purpose:

The purpose of this report is to present Cabinet Committee with an updated Programme Business Case, with detailed costs, and to approve the funding solution identified.

Recommendation(s)

Cabinet Committee is asked to:

- (1) approve the updated Programme Business Case, reflecting increased cost; and
- (2) agree the funding solution for £2.273m to be funded from contingencies.

Resource Implications

The overall cost of the programme is projected to be £6.085m prior to mitigations. The programme has a remaining budget of £0.871m for 2024-2026. Projected costs for this period are £3.778m which results in a funding gap of £2.907m. Funding solutions of £0.634m have been identified from existing budget within the Place Directorate, the remaining £2.273m will be funded from contingencies.

Legal & Risk Implications

No legal aspects arise as a result of this report directly. There is a risk that because the chosen solution for Building Services is not yet known, timescales and costs for this project may change. There is also a risk that timescales and costs for the Warehouse Management and Project Costing project also change as this progresses. A contingency of £0.500m has been included in the projected spend to mitigate against this risk.

The on-going risk of COMIS failure remains. COMIS does not support modern interfacing technologies which is required for future integrations. COMIS is no longer being developed and as policies and business requirements change, COMIS is becoming increasingly unfit for purpose. Technical and business knowledge of COMIS and its support is reducing within the Council.

Place Directorate Business Continuity Plans have been reviewed and revised to mitigate against COMIS failure in the longer term. Business Continuity Plan Owners are in place across the directorate and plans are scheduled to be reviewed annually, or sooner as required.

Impact Assessment

No formal Impact Assessment is required, however the delays in implementation have resulted in an even greater urgency for legacy system replacement due to the continued catastrophic risk to the services, and additional cost to the Council, of a complete COMIS failure.

An EqIA has not been completed and is not necessary for the following reasons:
This is not a development or review of policy.

Consultation

The Programme Exceptions Report and covering Costs Mitigation Report was presented to and discussed with the Reform Board members in February 2024. Those reports and an updated Costs Mitigation Report were then presented to CET in April 2024.

The updated Programme Business Case has been shared with the Digital Portfolio Board and the Legacy Systems Replacement Programme Board.

All reports and the Business Case were developed in consultation with, and approved by, Financial Services.

1.0 Background

The Legacy Systems Replacement Programme

- 1.1 The Legacy System Replacement Programme is delivering cultural, organisational, and vital technical change and stability across the Place Directorate, increasing productivity whilst enabling staff to continue to deliver best value services to our customers.
- 1.2 The approval to establish this Programme followed a joint report by the Heads of ICT and Assets Transportation and Environment in July 2016. This report drew on the review of asset management systems undertaken by external consultants Lockheed Martin in 2015/16.
- 1.3 In response to the report several new systems were successfully implemented between 2017 and 2020, across the Place Directorate, assisting council officers with service delivery across Roads and Transportation Services, Property Services, and the Grounds Maintenance Service. This enabled the retirement of some of our older, outdated systems.
- 1.4 The oldest legacy system, COMIS, now requires urgent replacement. COMIS is the Costing, Materials and Invoicing System used across the Place Directorate, which has been in use for approx. 28 years. The replacement of COMIS, with new systems, forms the most recent and current phase of the Programme.
- 1.5 The current phase began in 2021, and initially one replacement solution was sought, however the tender exercise failed to provide one suitable alternative to COMIS. Further investigation using the Agile procurement strategy resulted in the procurement of the following individual replacement systems:

- ProCloud for Small Plant and Tools (Building Services)
 - Project Online (Building Services and Roads and Transportation Services)
 - Civica Project Management and Timesheet Modules (Property Services)
 - Oracle Warehouse Management (WMS) and Inventory Management (Central Stores)
 - Oracle Project Costing (Roads and Transportation Services)
 - A new Works Management and Job Costing solution for Building Services – tbc
- 1.6 Five projects were formed to deliver the implementation of the above solutions, with an original closure date of March 2023, based on all the systems going live on the same date so integrations between the systems could be included in delivery, however the projects very quickly ran out of alignment and were delayed. A subsequent lengthy delay to the Building Services replacement system, stopped the integrations work in July 2023 and resulted in that contract being terminated and the procurement process for that solution starting again. Lessons learned are captured in the Programme Business Case.
- 1.7 To prevent any further delay in the delivery of the remaining solutions, the Programme Board approved an alternative approach, allowing those systems to be delivered independently of each other, with interim manual workarounds in place, until full integrations between the systems could be put in place.
- 1.8 This approach is working well, and the first two solutions are now live, with the third on track for delivery in November 2024.

2.0 Issues and Options

- 2.1 Delays in delivery resulted in larger implementation costs and extended timeframes with projects originally estimated to happen in 2022/23, falling into 2023/24 and 2024/25, with projections going into 2026 for the final solution.
- 2.2 The budget at the start of the programme in 2016/17 was £5.66m. In 2019, funding of £4.670m was approved by the Policy and Coordination Committee. This figure was reduced to £2.773m in January 2022 when the agile procurement strategy and multiple project approach was adopted.
- 2.3 The Programme has spent £2.307m from 2021/22 to 2023/24, leaving a remaining budget of £0.871m, this is after Place Directorate applied revenue funding solutions of £0.405m in 2023/24.
- 2.4 The programme has a remaining budget of £0.871m for 2024-2026. Projected costs for this period are £3.778m which results in a funding gap of £2.907m. Funding solutions of £0.634m have been identified from existing budget within the Place Directorate, the remaining £2.273m will be funded from contingencies.
- 2.5 The need for the Programme has not changed, the exception is that we do not have sufficient budget to cover the projected spend.

- 2.6 CET recognises that additional funding would effectively reinstate the funding originally allocated in 2019 but reduced in 2022 as part of the agile procurement strategy.

3.0 Conclusions

- 3.1 Cabinet is asked to approve the refreshed Programme Business Case, reflecting increased cost and to agree the funding solution of £2.273m to be funded from contingencies.

List of Appendices

1. PF01 (REFRESHED) Proposal and Business Case Legacy System Replacement Programme June 2024 v0.7

Report Contact: John Rodigan, Head of Environment and Building Services

Author Name: Fiona Duncan

Author's Job Title: Legacy Systems Replacement, Programme Manager

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Programme title	Legacy System Replacement Programme (Place Directorate)
Programme or Service Change Plan Ref (if applicable)	00109-2017 COMIS Replacement
Programme Manager	Fiona Duncan
Business Change Manager	Alan Johnston
Programme Senior Responsible Officer	John Rodigan
Approval board(s)	Legacy System Replacement Programme Board Council Executive Team
Date & version	02.07.2024 v0.7 Approved

Document history

Date	Version	Last revised by	Details of revision
30.04.24	v0.1	Fiona Duncan	First Draft of Refreshed Programme Business Case – <i>Note: Follows on from PF01 00109-2017 COMIS Replacement 12.12.22 v2.3</i>
14.05.24	v0.2	Fiona Duncan	Comments and amends from Ashleigh Allan and Barry Collie. Additional benefits from Fiona Duncan and Alan Johnston.
27.05.24	v0.3	Fiona Duncan	Revisions from Carol Connolly to sections 1.2.1, 1.2.4 Addition of Amendment 4 to section 1.2.4 by Fiona Duncan.
05.06.24- 11.06.24	v0.4	Fiona Duncan	Revisions relating to comments from Craig Waddell in relation to sections 1.2.4, 1.4, 2.10, 2.1.5 and from Charlie Anderson re benefits.
12.06.24	v0.5	Fiona Duncan	Revisions to section 1.2.4
28.06.24	v0.6	Fiona Duncan	Revisions to show costs as at end May 2024 and extensions to Property Services and Building Services project implementation dates.
02.07.24	v0.7	Fiona Duncan	Approved

Section 1: Proposal

Section 1 of this document forms the Project Proposal. This section of the template covers the project basics to work-up an idea. This allows the Project Sponsor to make an informed decision on the idea, and assess its' merits as a project.

1.1 What is the programme going to do?

The Legacy System Replacement Programme is delivering cultural, organisational, and vital technical change and stability across the Place Directorate, increasing productivity whilst enabling staff to continue to deliver best value services to our customers.

The approval to establish this Programme followed a joint report by the Heads of ICT and Assets Transportation and Environment in July 2016. This report drew on the review of asset management systems undertaken by external consultants Lockheed Martin in 2015/16.

In response to the report, the following solutions were successfully implemented between 2017 and 2020:

System	Function	Service	Implementation Date
TF Cloud (now Civica)	Civica Property Management – manages the Council's non-housing property portfolio and associated repair and maintenance tasks – replaced AMIS (client version of TF Cloud).	Property Services	September 2017
TF Cloud (now Civica)	Capital Accounting module – replaced Logotech AIRS.	Finance	September 2017
Mayrise	Asset management, works management and elements of financial management – replaced Pitney Bowes, Confirm Environmental.	PSOS / Grounds Maintenance Service	July 2019
Alloy	Asset management, works management, from back office to mobile. Initial focus limited to carriageway maintenance – replaced Bentley Exor.	Roads and Transportation Services	August 2020

This left the oldest Legacy system, COMIS, requiring urgent replacement across the Place Directorate.

1.2 Why should we do it and what will happen if we do not?

1.2.1 Project background

The initial tender exercise failed to provide one overall COMIS replacement solution. Agile procurement was then used to procure individual solutions for the remaining services and the most recent replacement solutions were procured in 2021/22. The initial closure date for the programme was March 2022 (included in the P&C Committee Report June 2019). [18-19 Revenue Monitoring Out-turn \(fife.gov.uk\)](https://www.fife.gov.uk/18-19-Revenue-Monitoring-Out-turn) (June 2019 P&C).

Following the January 2022 P&C Report, the closure date was estimated at March 2023, this was based on all projects going live on the same date so integrations between dependent solutions could be included in the delivery. This was considered by Cabinet in the following report:

[MM - Public Agenda Pack PC 200122.pdf \(fife.gov.uk\)](#) (January 2022 P&C).

This ‘big bang’ approach failed as the projects very quickly ran out of alignment. A subsequent lengthy delay to the Building Services replacement system, brought a halt to integrations work in July 2023 and has resulted in that contract being terminated and the procurement process starting anew.

In August 2023, in order not to unduly delay delivery of the remaining replacement systems, the Programme Board approved an alternative approach, allowing those systems to be delivered independently of each other, with interim manual workarounds in place, until full integrations between the systems can be put in place. Following a full replan of each of the 5 remaining projects the following go live dates were agreed:

Project No.	Project	Revised Implementation Date as at Aug '23
1	Small Plant and Tools (Building Services)	November 2023
2	Project Online (Roads & Transportation Services and Building Services)	20 th February 2024
3	Civica Project Management (Property Services)	5 th August 2024
4	Oracle: – Warehouse Management System (Building Services Central Stores) – Project Costing (Roads & Transportation Services)	2 nd September 2024
5	Works Management and Job Costing (Building Services)	September 2025

This revised approach is working well, with the first 2 projects completed:

Project No.	Project	Status
1	Small Plant and Tools (Building Services)	Live
2	Project Online (Roads & Transportation Services and Building Services)	Live

Of the final 3 solutions to be implemented, to fully retire COMIS, the next project has been delayed slightly due to necessary integration work with Oracle to match existing functionality and is now on track for November '24 delivery:

Project No.	Project	Status
3	Civica Project Management (Property Services)	On Track for 18 th Nov '24 go live

Due to the termination of the original replacement solution for Building Services, and delays with the Stores and Project Costing for Roads & Transportation implementation, the revised expected implementation dates are:

Project No.	Project	Revised Implementation Date as at Aug '23
4	Oracle: – Warehouse Management System & Inventory solution (Building Services Central Stores) – Project Costing (Roads & Transportation Services)	End Feb 2025
5	Works Management and Job Costing (Building Services)	Q4 2025 / Q1 2026 (Full tender could take us to Q4 2026)

The expected closure date for the programme will now be into 2027, based on the implementation of the final project (5) which will include all outstanding integrations.

1.2.2 Project justification

Fife Council has a responsibility for delivering a wide range of services to the Citizens of Fife, with the Place Directorate being a critical contributor to this. Place manages an annual budget to meet citizen needs in a cost effective and efficient manner and requires modern, fit-for-purpose technology and systems to support this.

COMIS with its aging technology platform no longer meets the changing needs of the Service, it lacks functionality deemed essential by the Services covered, and does not integrate with other important applications, or support new approaches that could offer cost savings to improve overall service delivery. The system consists of four independent instances which is used by different services and each service uses it to varying extents, resulting in partial use of all functions.

The services have centralised their Stores Team under Building Services. Picking processes are dependent upon individual knowledge of warehouse staff; receiving and returns capabilities are limited; and the Procure to Pay (P2P) process provides limited visibility to business users regarding what has been ordered and when or where it is due to arrive.

1.2.3 Urgency and consequences

There remains an urgency to replace COMIS and procure new solutions which will achieve greater technology benefits including automated integration, reducing duplication of data sources and provide common technology platforms with reduced maintenance complexity.

- The COMIS system does not support modern interfacing technologies and improved integration would be difficult to achieve in the future.
- It is not being developed and as policies and business requirements change, COMIS is becoming increasingly unfit for purpose.
- Technical and business knowledge of COMIS and its support is reducing within the Council.

There are also operational and continuity risks in relation to the COMIS application and its server environment. The impact of an irrecoverable failure of COMIS and the impact on Building Services, Property Services and Roads & Transportation could be approximately £1.7m to £2.5m per annum based on reduced productivity and the cost of additional schedulers and business support colleagues to cope with manual workarounds.

The main concern with COMIS is that there is a likelihood that a hardware failure could result in the Council being unable to recover the COMIS application. COMIS is hosted on 28-year-old hardware which it is now very difficult to source parts for when items fail. This was evidenced in December 2019 when we had a cascade failure on the hardware and system recovery was looking unlikely as parts could not be sourced to replace those that had failed. More recently, parts failures have resulted in downtime due to difficulties in sourcing hardware suppliers. There is, therefore, a very high likelihood that a future hardware failure would be irrecoverable due to a lack of available parts.

BTS have exhausted the possibility of moving COMIS to a virtualised cloud option which had potential to remove the risk of hardware failure, although BTS would still have been unable to develop or change COMIS. Unfortunately, initial testing of the Stromasys solution selected for this, identified technical shortcomings particularly in relation to Stores for which no solution could be found.

1.2.4 Lessons learned

The following lessons have been learned over the course of this programme:

Category	Explanation and Consequences
Agile Procurement	<ul style="list-style-type: none"> • The procurement process was designed to be more collaborative and open to secure the most appropriate solution. Therefore, costs and delivery timescales were initially outlined and estimated. As the projects matured detailed scope and requirements had to be accommodated impacting on timescales and costs.

	<ul style="list-style-type: none"> • Similarly, some core contract additions were made to address requirements such as devices, specific licences requirements and reporting capability which added time and costs. • Unrealistic implementation timescales were set at the outset. Scottish Government agreed the use of capital receipts as a way of funding transformational change. Initially this was for up to 2021/22 (although later extended to 2022/23). This may have inadvertently added to the pressures of accepting unrealistic delivery timescales from suppliers. Software, originally expected to be delivered in 6 months has taken significantly more time to implement meaning that contract extensions had to be secured leading to increased costs. • Lack of procured consultancy days required for delivery of replacement solution for Property Services.
Contract Types	<ul style="list-style-type: none"> • Corporate contracts are critical to how we deliver services, so this has been an iterative process taking more time to be delivered and subject to some delays.
Programme / Project Management	<ul style="list-style-type: none"> • Programme Management of the projects had to reframe the projects in relation to the overall plan, costs, and delivery. This meant moving from a standardised approach to one that reflected Fife's actual business needs, including extensive consultancy support. • This critical work confirmed the need for more support and time to ensure service requirements were met and confirmed the actual timescales and costs required from inception to full delivery.
Programme Resources	<ul style="list-style-type: none"> • Process Mapping resource for service requirements were critical and this had to be enhanced in-programme leading to increased costs. • A clear Technical Lead had to be identified for the Stores and Project Costing projects leading to time extension and related costs. • Several project team members are also critical to service delivery for Fife. This has led to some tasks taking longer to complete which impacts timescales and costs. • BTS Business Analysts would have helped with requirements being identified earlier which could have saved time and money. These are now in place.
Dependencies	<ul style="list-style-type: none"> • Delays with the proposed Works Management solution had a significant impact on timescales for both the Stores and the Property Services projects (dependent projects), contributing to additional costs.
Works Management proposed solution contract termination	<ul style="list-style-type: none"> • Concurrent implementation of solutions could not be easily achieved meaning that solutions had to go live independently, incorporating manual workarounds which has introduced additional costs. • The original supplier took a considerable length of time to confirm solutions and costs for mandatory requirements – this contributed to additional delivery timescales and consultancy costs. • Year 2 hosting fees for one solution were paid directly when this could have been delayed until services were confident that the

	<p>solution would meet requirements.</p> <ul style="list-style-type: none"> The scope of this project has also changed. Originally scope included a back-office works management and job costing solution. The original budget was £310k. The programme is now encouraged to look at one combined solution for Building Services to include Works Management, Scheduling, Mobile, Job Costing and now also Asset Management. The estimated cost of this is now £798k. These costs will be amended should subsequent RFIs suggest this is an over/under estimation. In terms of the new replacement solution, we are now in an improved position to approach a changed marketplace, with a fully formed and proven delivery process and requirements specification. Subsequent system demos are offering options previously not made available to us. 												
<p>Stores Warehouse Management and Project Costing for Roads and Transportation contract extensions and amendments</p>	<p>The revised project budget per the P&C Report of January 2022 was £654k.</p> <p>Projected costs for the overall project are £2.063m compared with this initial budget figure.</p> <p>Supplier Costs:</p> <table border="1" data-bbox="507 1081 1350 1384"> <thead> <tr> <th>Reference</th> <th>Total Fees and Estimated Expenses</th> </tr> </thead> <tbody> <tr> <td>Revised budget £654k (incl. Amendment 1*)</td> <td>654,000</td> </tr> <tr> <td>Amendment 2**</td> <td>190,790</td> </tr> <tr> <td>Amendment 3***</td> <td>687,990</td> </tr> <tr> <td>Amendment 4 ****</td> <td>142,000 est.</td> </tr> <tr> <td>Total Supplier Costs</td> <td>1,674,780</td> </tr> </tbody> </table> <p>The above projected spend of £2.063m includes non-supplier related project costs including Tablets and PCs, warehouse devices and printers, additional test environment, Property Services requisitions development and workaround costs.</p> <p>*Amendment 1 - For consultant travel expenses of £25k (included in the Revised budget of £654k).</p> <p>**Amendment 2 – Nov 2022 saw a re-plan from a March 2023 to Sept 2023 implementation. However, there was no agreement on plan or costs which resulted in an 8-9 week pause on the project. To progress, the project was re-planned but only up to June 2023. This extension also included support for System Integration Testing and an additional Train the Trainer workshop for Project Costing.</p> <p>NOTE: In July 2023, external integrations work between suppliers had to cease due to delays with the Works Management project. This also halted re-planning of this project, while the future of the Works Management contract was agreed, and the subsequent independent go lives. This delay was funded by bringing forward ring-fenced funds previously set aside to cover various support for UAT, cutover, train the trainer and post go live support.</p> <p>***Amendment 3 - The project was fully re-planned in November 2023. The above funding was exhausted and a 3rd contract extension to meet the new go live date of</p>	Reference	Total Fees and Estimated Expenses	Revised budget £654k (incl. Amendment 1*)	654,000	Amendment 2**	190,790	Amendment 3***	687,990	Amendment 4 ****	142,000 est.	Total Supplier Costs	1,674,780
Reference	Total Fees and Estimated Expenses												
Revised budget £654k (incl. Amendment 1*)	654,000												
Amendment 2**	190,790												
Amendment 3***	687,990												
Amendment 4 ****	142,000 est.												
Total Supplier Costs	1,674,780												

	<p>September 2024 was approved based on this funding being approved as part of this exception report, and to avoid another pause / delay in implementation.</p> <p>****Amendment 4 – It came to light in Feb 2024 that the self-service functionality needed by Mobile workers to raise orders, would not be available in May as originally advised by the supplier. This functionality is expected in August 2024. Redwood, a new responsive interface is scheduled for Feb 2025. This will change the current screens used across the Council so via an Options paper to the Process Owners group it was agreed to push go live of this project back to Feb 2025, to coincide with the Redwood changes coming in. The final costs for this extension are being calculated by Oracle, but already included in the projected spend are £26k for extension to System Integration Testing, £100k estimated for the extension and £16k for additional Train the Trainer sessions. Tbc costs include additional Oracle support for User Acceptance Testing.</p>
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1.3 What are the key deliverables/outputs of the project?

Business deliverables:

- Provide appropriate fit for purpose integrated point solutions or separate line of business solutions for the Place Directorate that meets Customer, Security and Technical requirements.
- Implement a fully resilient set of systems for use by all Place staff, including Mobile Workers, Business Support staff and other Council users.
- Supports modern technology and PSN requirements.
- A robust system for an in-house construction provider.
- A review and update of the existing Client / Contractor Model where possible.
- Appropriate contracts and support plans are agreed.
- Significantly improved integration with a number of Council systems is achieved.
- Migration of current data from 4 instances of COMIS to the new solutions.
- Retirement of 4 instances of COMIS and its associated hardware is completed including Conquest and Progression (Informate).
- A set of new common business processes, where possible across the Place Directorate for:
 - Job ticketing and tracking
 - Cyclical repairs/maintenance
 - Cyclical servicing e.g. Gas
 - Regulatory housing improvement works (SHQS & EESSH)
 - Routine repairs
 - Emergency repairs
 - Fixed price works
 - Costing and estimating
 - Billing, cost recovery and commercial % uplift billing
 - Project delivery, works and management
 - Management of store and inventory
 - Estate Management

- Hazards Management
- Helpdesk Function
- Compliance Inspections
- Project Management & timesheets for Property Services
- Scheduling
- Work Planning
- Mobile
- These business deliverables support our No Wrong Door narrative from a systems perspective, ensuring processes and systems are better joined up and building integrations between our systems.
- The systems are also aligned to the needs of those delivering the services.

Project deliverables:

- An approved:
 - Business Case
 - Business Change Plan
 - Client Specifications for the business areas
 - Communication Plan
 - Project Plan
 - Tender Documents to support Contract Management (SLA's, KPI's, Payment Milestones)
 - Benefit Review Plan
- A Privacy Impact Assessment is carried out and any privacy concerns are acted upon.
- BTS Gate Review process
- A Technical Solution Overview of the proposed solutions are created and approved by the BTS Technical Design Authority to ensure technical fit.
- An agreed phased implementation plan.
- An agreed set of payment profiles.
- Training plan and successful delivery of training to all users.
- User acceptance.

Deliverables for the People of Fife:

- Increased productivity of trades staff, being supported by more efficient business and system processes, allows more time for housing repairs.
- More efficient plant and tools maintenance regimes means we are less likely to have to replace items before the end of the product life cycle, making better use of our assets and budgets.
- The public should be better informed about infrastructure projects as these will be more effectively managed and reported on.

1.4 What are the desired outcomes and benefits?

Outcome	Benefit
<p>Replace four instances of COMIS, Progression and Conquest with Integrated Point Solutions or Line of Business Solutions.</p>	<ul style="list-style-type: none"> • From the implementation, the users will achieve the following benefits, which are not currently available: • Able to fully comply with modern security policies. • Provide all the functionality required to manage the business of the user Services. • Systems can be updated to support changes in policy or process. • Improved integration with other systems to support data sharing and data transfer across Services. • Improved Asset Management and maintenance. • Remove the risk of the legacy system becoming unusable due to aging technology or security issues.
<p>Delivery of an efficient set of business processes.</p>	<p>(1) Potential for increase in productivity as Service Staff spend more time on core duties and less time completing admin tasks.</p> <p>Any benefit in this area will be identified as part of the process management work.</p> <p>Reduction in administrative effort through delivery of automated data entry and the removal of double keying.</p>
<p>Business Continuity</p>	<p>(2) Reduced business continuity risks associated with asset management legacy systems.</p>

1.5 What are the known costs and timescale? How will this be funded?

1.5.1 Costs

Total expected one-off cost	Total expected recurring cost
<p>The overall cost of the programme is projected to be £6.085m prior to mitigations. Budget remaining at the start of 2024/25 (after funding solutions applied from Place Directorate revenue of £0.405m in 2023/24) is £0.871m, projected costs from 2024/25 is £3.778m, resulting in an initial funding gap of £2.907m, further funding solutions of £0.634m have been identified within the Place Directorate revenue, resulting in a revised funding gap of £2.273m, which will be funded from contingencies.</p>	<p>Recurring Costs by Year:</p>
	2023/24 £253,082
	2024/25 £336,046
	2025/26 £336,046
	2026/27 onwards £486,046*
	<p>*Works Management solution costs tbc following procurement however £150k is included in the above.</p>

1.5.2 Resource requirement

There is a significant resource requirement to implement the remaining replacement solutions, existing resources include:

- 1 x Programme Manager
 - 1 x Business Change Manager
 - 1 x Support Officer
 - 1 x Process Management Officer
 - 3 x Project Managers
 - 4 x Technical Leads and 2 x Business Analysts from BTS
 - 1 x Solutions Architect and 2 x Technical/Systems Specialists from BTS
 - Colleagues from the Oracle Competency Centre
- A number of implementation and testing staff plus subject matter experts from all services across the Place Directorate, plus those assisting from Business Support, Finance, Procurement, Communications & Customer Insight and the Digital Skills team.

1.5.3 Project timeline

The remaining 3 projects are already in production.

Civica Project Management is due to be implemented within Property Services on the 18th November 2024 and is on track to meet this date.

Oracle WMS, Inventory and Project Costing are due to be implemented at the end of February 2025.

Works Management and Job Costing was due to go live in late Q4 2025 / early Q1 2026, however following initial market research, robust requirements gathering

and following the necessary full tender process, implementation could realistically be Q4 2026. This project will include all outstanding integrations.

The expected closure date for the programme is now into 2027. Noting the related dependencies in [Section 2.8.2](#) below.

1.5.4 Funding availability

At CET on the 3rd of April 2024, it was recognised that although this Programme has budget to fund current commitments, a longer-term funding solution is urgently required.

The programme has a remaining budget of £0.871m for 2024-2026. Projected costs for this period are £3.778m which results in a funding gap of £2.907m. Funding solutions of £0.634m have been identified from existing budget within the Place Directorate, the remaining £2.273m will be funded from contingencies.

1.5.5 Resource availability

Dedicated resources will be available throughout the remainder of the programme. This has been agreed with the Service areas and includes Business Support, Building Services, Roads & Transportation, Property Services, BTS, Finance, Procurement, Communications & Customer Insight and Digital Skills and Learning.

Currently a few key individuals are carrying out their 'day' jobs as well as working on the programme which is discussed more in the related dependency is [Section 2.8.2](#) below.

1.6 What are the known pre start-up risks?

As the programme is already in delivery, this section is superseded by the Programme Risks and Issues Log which can be made available on request.

1.7 Proposal sign-off

Approved by	Role	Date approved
Fiona Duncan	Programme Manager	28/06/2024
Carol Connolly	Executive Director (Place)	23/07/2024
John Rodigan	Programme SRO (Senior Responsible Officer)	23/07/2024
Alan Johnston	Programme Business Change Manager	28/06/2024
Ashleigh Allan	Finance Business Partner	28/06/2024

BTS Approval (for IT related projects only)	Role	Date approved
Charlie Anderson	Senior Supplier (BTS)	01/07/2024

Section 2: Business Case

Section 2, when combined with Section 1 & 3 of this document, forms the full Business Case for the project. When completed, it provides a baseline document that fully defines the project prior to project planning.

2.1 What is the scope of the project?

2.1.1 Output

Project outputs are defined in [Section 1.3](#) of this document. Any updates to project outputs will be made in Section 1.3.

2.1.2 Resources

Project resources are defined in [Section 1.5.2](#) of this document. Any updates to project resources will be made in Section 1.5.2.

2.1.3 Customers

Staff within the Place Directorate and Business Support will make up the primary customer base for the replacement solutions with the majority based at Bankhead.

Council staff who commission services.

Fife Housing Tenants.

The solutions will be supported by the Place Directorate Solutions Team, the Oracle Competency Centre where required and a BTS Contract Manager will own the contracts.

2.1.4 Staff

The primary user base of the replacement solutions will be (but not limited to):

<i>Project</i>	Staff – the primary user base of the replacement solutions will be (but not limited to):
Civica Project Management: (Property Services)	<ul style="list-style-type: none"> > Property Services staff - 150 >Property Helpdesk (Contact Centre) – 6 staff >Out of Hours Contact Centre staff – 60 staff with read only access. >Client Users, initially for Projects but will increase to self-service for inspections and Help calls – 60 >Generic user account for clients to log Self-Serve help calls - 50 <p>The above client groups include Housing, Education & Health and Social Care Services.</p>
Oracle: – Warehouse Management System (Building Services Central Stores) – Project Costing (Roads & Transportation Services)	<ul style="list-style-type: none"> >Central Stores – 50 >Roads & Transportation – 15 >Live Oracle requisitioners – 975 staff >Finance - 6 >Procurement - 30
Works Management:	>Building Services – approx. 1100

(Building Services)	<p>staff.</p> <p>The above figure includes up to 800 operatives, currently 350 of which are on mobile, and the others are using electronic timesheets. This balance will change when the new system is implemented.</p> <p>>Repairs Centre – 40 staff</p>
<p>Business Support at Bankhead Central (across all solutions) – 94 staff</p>	

2.1.5 Business processes

New Service business processes will be created.

Existing Corporate business processes in relation to Procure to Pay will be modified to align with the introduction of the new Redwood interface which changes the design of the current Oracle Cloud screens. Redwood will provide more user-friendly screens for users (replacing the ‘classic’ screens). This improvement is a mandatory release by Oracle across its customer base. The costs for which will be met as BAU activities.

From a No Wrong Door perspective there are parallels with the principles of ensuring our processes and systems are better joined up. As part of the programme, our Process Management Lead is evaluating all as-is business and system processes and mapping the to-be processes. This process management includes looking at better, more efficient ways of working and mapping end to end processes across our newly integrated platforms.

The scope of the Works Management solution for Building Services has changed as directed by the Programme Board, to include now also scheduling and mobile, to investigate whether one solution is available for all functions. Work Planning is also in scope as the scheduler may change which is where we carry out this function.

2.1.6 Exclusions

No obvious exclusions currently apply to the scope of this programme.

2.2 How will ‘business as usual’ be maintained whilst change is implemented?

- Current business processes will continue until the solutions are implemented.
- To handle resource-pull from the Services to deliver the projects, where possible backfills have been put in place, or compromises are being made within services. There is recognition however that there remains a heavy ‘ask’ on some key staff which is being managed and there may be a requirement for those individuals to become dedicated to the programme on a full-time basis during ‘hot spots’ in the implementations, these will be identified and planned, ahead of time, to minimise impact on services.
- Training and Test Plans are being developed by service staff to ensure service delivery can be maintained throughout.

2.3 Who are the key stakeholders?

- Executive Director – Place Directorate

- Heads of Service – Place Directorate
- Head of Service – Business Technology Solutions
- Service Managers – Place Directorate and Business Support
- Various levels of staff within the Place Directorate
- Support Assistants within Business Support
- Council staff who commission services
- BTS
- Elected Members
- Finance

2.4 What are the options to deliver the programme (minimum of 3)?

N/A The Programme is already in delivery.

2.5 What is the recommended option from Section 2.4 to deliver the project?

N/A The Programme is already in delivery.

2.6 What is the outline plan and cost break-down?

2.6.1 Outline Plan

N/A As the projects are in delivery, this section is superseded by the approved Project Plans in place.

2.6.2 Budgets

Total capital budget	Total revenue budget
	<p>The budget at the start of the programme in 2016/17 was £5.66m. In 2019, funding of £4.670m was approved by the Policy and Coordination Committee. This figure was revised to £2.773m in January 2022 when the agile procurement strategy and multiple project approach was adopted.</p> <p>The programme has a remaining budget of £0.871m for 2024-2026. Projected costs for this period are £3.778m which results in a funding gap of £2.907m. Funding solutions of £0.634m have been identified from existing budget within the Place Directorate, the remaining £2.273m will be funded from contingencies.</p>

2.6.3 Cost break-down

Item description	Projected One-off cost	Recurring cost	Funding source	Funding available
Civica Project Management (Property Services)	£34,900	£33,382 annually from 2024/25-2026/27	Revenue	Yes
Oracle: – Warehouse Management System & Inventory solution (Building Services Central Stores) – Project Costing (Roads & Transportation Services)	£806,881	£202,321 annually from 2024/25 – 2026/27	Revenue	Yes
Hardware for Inventory & Warehouse Management	£69,023		Revenue	Yes
Works Management and Job Costing (Building Services)	£798,982	£150,000 for 2026/27 (estimate)	Revenue	Yes
Small Plant and Tools (Building Services)		£22,815 annually from 2024/25 – 2026/27	Revenue	Yes
Project Online (Roads & Transportation Services and Building Services) – final invoice due	£45,550	£75,828 annually from 2024/25 – 2026/27	Revenue	Yes
Engage Licences		£1,700 annually from 2024/25 – 2026/27	Revenue	Yes
Property Services Requisitions (tbc)	£190,000		Revenue	Yes
TotalMobile Integration for Interim Workaround (tbc)	£25,000		Revenue	Yes
Staffing Projection	£807,755		Revenue	Yes
Miscellaneous	£83		Revenue	Yes
BTS Integration Costs	£500,000		Revenue	Yes
Contingency	£500,000		Revenue	Yes
Totals	£3,778,173			

Note: Staffing Projection – staff costs attributed to the Programme are the Programme Manager, Business Change Manager and the BTS Technical Lead. These have

currently been projected to the end of Q4 2026 (the estimated go live for Works Management).

2.6.4 How realistic is the approach?

The approach this programme is using is based on approved programme and project management methodologies which Fife Council has adopted for several years. Dedicated resources have been aligned where possible to ensure each project has been adequately scoped and resourced.

2.7 What are the benefits of the programme?

Savings were put forward as part of the original business case and the intention is to continue to review potential cost saving benefits as we go through the programme and once we have an identified solution for building services. A post Go Live costing exercise will also be undertaken. This exercise will identify wider efficiencies and savings which will be reported on as part of the Programme Closure activities.

2.7.1 Benefits realised from the new solutions already implemented:

Small Plant and Tools (Building Services):

- Removal of reliance on COMIS.
- Reliable, user-friendly system.
- Digitally held, centralised information, removal of spreadsheets.
- Increased productivity of staff (transfer of assets between staff previously took 10 mins & multiple staff, this now takes 1 member of staff 10 seconds). Freeing up resources to carry out repairs and maintenance.
- In line with the Plan4Fife strategy 'Making it Happen', this demonstrates a direct impact on Council tenants as due to having less down time between asset transfers, the productivity of trades staff increases, and housing repairs can be carried out more quickly.
- By introducing better maintenance regimes, we are less likely to have to replace items before the end of the product life cycle, making better use of our budgets.

Project Online (Roads and Transportation Services & Building Services):

- Improved governance, control, and transparency with standardised processes.
- Project and financial information held in one place.
- Removal of the need for multiple documents and systems to run projects.
- Increased efficiency with the removal of manual tasks, making better use of our resources and improving performance.
- Reduction in manual collation of reports.
- In line with the Plan4Fife strategy 'Making it Happen', reduces the steps to getting things done and ensures systems are aligned to those delivering the service.
- This in turn will result in benefits to the public, with better communications around infrastructure projects, more projects delivered on time with less disruption.

2.7.2 As the programme sees the remaining projects go live, there will be further tangible examples of the Plan4Fife objectives being met such as making better use of our assets, however some already identified are:

Civica Project Management (Property Services):

- Remove the technical and business continuity risks associated with COMIS becoming unusable due to aging technology and/or security issues.
- Fulfil Property Services' project management requirements with a solution that complies with current technology and security requirements, which can be effectively supported, and which provides greater support for integration with other solutions.
- Property Services and Business Support have identified potential savings of approximately £10,000 as a result of changes to processes resulting from the replacement from COMIS.
- Aligns with Digital Strategy of 'Use Before Buy, Before Build' in terms of using an existing platform.

Oracle – Warehouse Management System (Building Services Central Stores)

- Faster inventory turnover, with the potential to move to Just In Time processes.
- Improved and more accurate inventory stock management within Stores.
- Reduction in manual input and keying errors.
- The ability for field Operatives to pre-order goods using mobile self-service technology, allowing them to manage their time when ordering and collecting items more effectively from Central Stores.
- Optimised warehouse space due to improved Minimum/Maximum stock processes.
- Quicker response to stock availability enquiries, reducing avoidable enquiries to back-office staff, also saving the time of field Operatives.
- Reduction in Counter waiting time at Stores, allowing more time for operatives to spend on the job carrying out essential repairs.
- Improved integration and interfaces between Oracle Financials and Warehouse Management.
- More flexible workforce across Bankhead and Halbeath depots.

Oracle – Project Costing (Roads & Transportation Services)

- Improved reporting for APSE (Association for Public Service Excellence), SCOTS (Society of Chief Officers of Transportation in Scotland) and benchmarking.
- Improved accessibility to analyse and extract data.
- Improved monitoring of performance for continual improvement.
- Making better use of our budgets.

Works Management & Job Costing (Building Services) – Solution tbc

- If the new solution provides a Bill of Quantities function this may save surveyor time.
- Negates the business risk and cost to the business of COMIS failing.

- If the new solution comes from one supplier, solution(s) support should reduce, providing an improved service to the business areas.
- Removal of interim manual workarounds in place.
- Reduction in system down time, with more resilient Cloud solution.
- Maintain already high KPI standards.

2.7.3 System benefits:

- Systems fully comply with modern security policies.
- Systems provide all the functionality required to manage the business of the user Services.
- Systems can be updated to support changes in policy or process.
- Newer systems will offer greater potential for development and enhancement in the future, to keep up with modern working practices.
- Enhanced performance and reliability.
- Improved integration with other systems to support data sharing and data transfer across services.
- A complete failure of COMIS would potentially result in significant delays in essential repairs and maintenance works across Fife. This programme aims to remove the risk of the legacy system becoming unusable due to aging technology or security issues.

2.8 What are the key assumptions and dependencies?

2.8.1 Assumptions

- Duplicated business processes in scope will be standardised where possible.
- Programme and project staff will continue to be made available from the services for the duration.
- Following recent system demonstrations and Requests for Information responses from suppliers, there is an assumption that Building Services will procure a fit for purpose replacement solution which meets technical, security and business requirements.

2.8.2 Dependencies

- There is a significant dependency on future Oracle releases including expected functionality to complete user testing and training as effectively and efficiently as possible. This is also crucial to the Oracle project implementations staying on plan. Oracle have advised that the content of releases cannot be guaranteed, however experienced colleagues have advised that these are usually true to road mapped developments.
- Like the above, there is a dependency on the move to the new Redwood Application which also impacts all current Oracle Cloud screens. This is a mandatory change for all Oracle customers which is scheduled for the end of Feb 2025 and the project implementation has been aligned to this.

- There is a significant dependency on procuring a Works Management & Job Costing solution for Building Services within timescales as this is dependent on the success of the procurement process and prospective suppliers. Recent demos and RFI responses do provide confidence at the outset of this process.
- There is a dependency on on-going activities to drive greater use of mobile working and mobile resources.
- The implementation of new solutions is heavily dependent on the release of experienced and knowledgeable staff from all business areas. Currently a few key individuals are carrying out their 'day' jobs as well as working on the programme which increases timescales and can be frustrating and stressful for those staff.
- There is a dependency on continued funding being available for the programme.
- The use of Cloud technology is highly dependent on high quality internet links.

2.9 What are the known pre start-up risks?

As per [Section 1.6](#) as the programme is already in delivery, this section is superseded by the Programme Risks and Issues Log which can be made available on request.

2.10 What are the permitted tolerances set for this project?

Note: A tolerance is the deviation allowed out with the allocated constraints of the project before an exception is raised to the Project Sponsor.

THIS TABLE IS A GUIDE - amend for each project element to define the tolerances that apply to this project.

	Amber status	Red status <i>(triggers exception report to Project Sponsor/Project Board)</i>
Cost	Up to 15% against the overall budget agreed in August 2024. Any additional funding would require an exception report to the Programme Board.	Any percentage over 15% would require an exception report and approval from Cabinet.
Time	Up to 16 weeks late against the original programme schedule. (To be updated once the Works Management Solution is procured and implementation plan has been agreed).	Any schedule delay that exceeds the amber time threshold.
Quality	Any elements of either system or business processes which have the potential to impact implementation will be discussed with the Project Sponsors and raised to the Programme Board as required.	Elements of acceptance criteria that have slipped beyond what is defined within the amber quality threshold will require presentation of appropriate documentation and approval by the appropriate Board (i.e. Process Owners Group, CET).
Resource	Resources available, but minor delay in obtaining them, or up to 10% more resource required than originally anticipated.	Resources cannot be secured within a reasonable timescale, threatening other tolerances, or any additional resource required above the amber resource threshold.
Scope	Any critical element of the programme	Any element of programme scope

	scope which is danger of not being delivered will be managed as a Risk as below.	slippage out with, or over and above, what is defined under amber for scope, will be managed as a Risk as below.
Risk	All risks can be managed within the programme with an overall score of up to 15.	Any risk exceeding the amber threshold sees the entire Risk element of the programme slip to red. Red Risks will be reported to the Programme Board.
Benefits	All benefits are being managed by the Business Change Manager and will be reported to the Programme Board on a quarterly basis. As this schedule progresses the tolerances will be agreed.	Red status will occur when any permitted deviations are exceeded as defined under amber. This should be slippage that has significant impacts to the Business Case and could threaten overall programme viability.

Section 3: Project Structure

Section 3 specifically sets out the management framework from which project decisions are made. It also captures details on who will undertake specific roles as part of the Project Board and Project Team.

3.1 What is the governance arrangement? (delete as required)

This programme has a formal Programme Board with a Programme SRO, Senior User(s) and Senior Supplier(s).

3.2 What skills, knowledge and experience are required for successful project delivery?

Skills, knowledge & experience description	Essential	Desirable
Programme management skills	Yes	
Change management skills	Yes	
Project management skills	Yes	
Knowledge of Place Directorate service delivery & system functionality	Yes	
Technical IT Support	Yes	
Understanding of Place Directorate's business processes	Yes	
Process Management and process mapping skills	Yes	
Experience of user acceptance testing of IT systems	Yes	
Procurement & Contract Management	Yes	
Interface design	Yes	
Data migration management	Yes	
Training	Yes	
Test management	Yes	

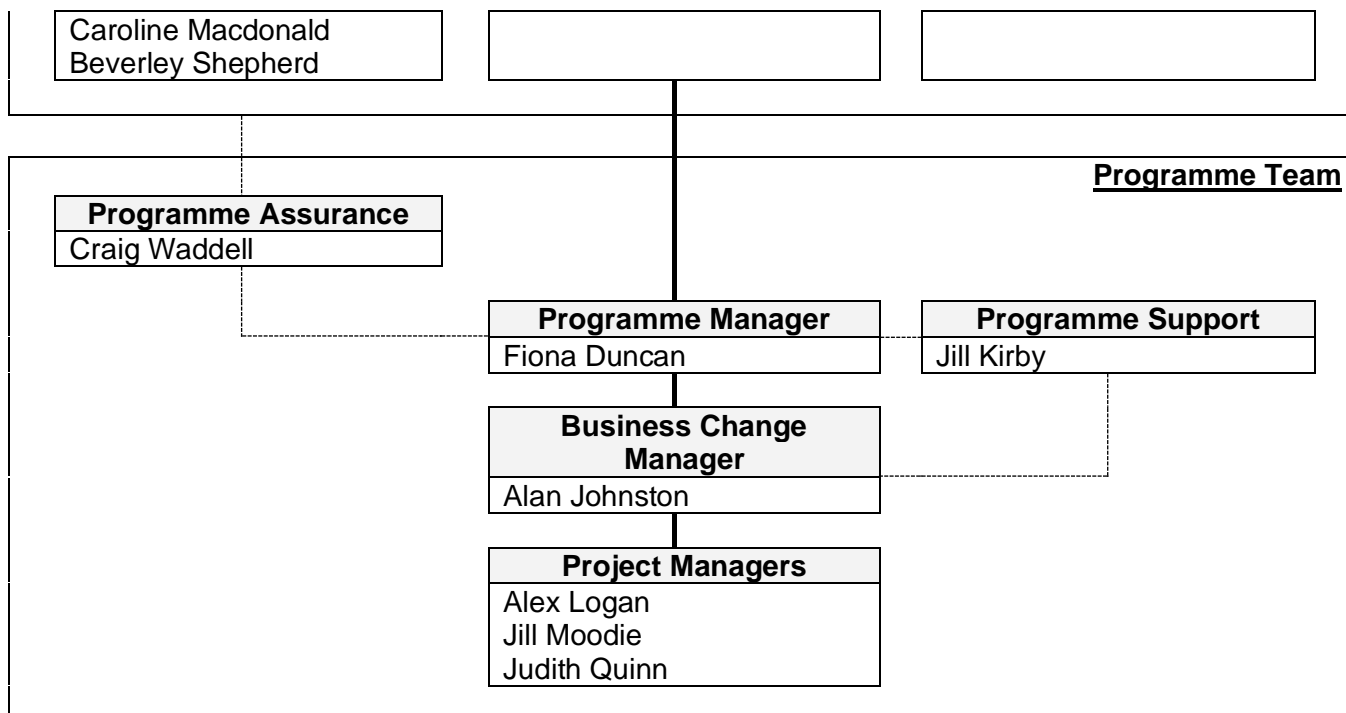
3.2.1 Is the required mix of 'essential' skills, knowledge and experience available to the Project Manager?

Yes

3.3 Project structure chart and project roles

Note: This chart represents who occupies each of the specific roles within the Project Board and Project Team. If your project has no formal Project Board this chart illustrates who is fulfilling each role. For specific guidance on what each role entails see the [Change & Improvement FISH site](#) for more details.

Programme Board		
Senior User(s)	Programme Sponsor	Senior Supplier(s)
John Mitchell Alan Paul Les Robertson Elaine Muir Yvonne Gillespie Ross Grieve Barbara Francis	John Rodigan	Charlie Anderson



3.4 Business Case sign-off

Approved by	Role	Date approved
Fiona Duncan	Programme Manager	28/06/2024
Carol Connolly	Executive Director (Place)	23/07/2024
John Rodigan	Programme SRO (Senior Responsible Officer)	23/07/2024
Alan Johnston	Programme Business Change Manager	28/06/2024
Ashleigh Allan	Finance Business Partner	28/06/2024

BTS Approval (for IT related projects only)	Role	Date approved
Charlie Anderson	Senior Supplier (BTS)	01/07/2024

Distributed to:
 Digital Portfolio Board
 Legacy Systems Replacement Programme Board members
 Michael Sharp, Service Manager, Business Support

15 August, 2024

Agenda Item No. 7

Bereavement Services Cemetery Strategy

Report by: Alan Paul, Head of Property Services

Wards Affected: All

Purpose

Fife Council has a legal responsibility to provide and regulate cemeteries and make appropriate provision for the care and disposal of the dead. Our vision is that our 'cemeteries are safe, well looked after and provide fitting places for remembrance and contemplation.'

A report was submitted to the former Asset and Corporate Services Committee on 4 November 2021. This laid out the proposed engagement proposals and agreed to provide a future report outlining the cemetery strategy based on certain key criteria and the outcome of the consultation process.

This report therefore informs Cabinet Committee of the outcome of public consultation and consultation with Area Committees and seeks agreement of the Cemeteries Strategy.

Recommendation(s)

Cabinet Committee is asked to:

- (1) note the key points from the consultation exercise; and
- (2) agree the proposed Cemetery Strategy 2023 – 2028 (Appendix 1).

Resource Implications

Capital funding for cemetery development has been made available over the 10 year capital plan. Additionally, funding has been set aside to continue to address the failing headstones and infrastructure in many of the older burial grounds in the council's care.

Moving forward, the council will need to continue to refine its approach to the management and maintenance of cemeteries to ensure funding arrangements remain sustainable.

Legal & Risk Implications

Failure to address the reducing capacity available will result in no new burial provision. There is a legal requirement for the council to provide burial.

Impact Assessment

An EqIA will be carried out as part of the development of any future cemetery.

An online consultation took place over January / February 2023 where local community groups, members of the wider public and elected members were invited to respond to the various points put forward.

The consultation received 3,147 views which converted to 228 responses (25% of the deep reads).

Almost 90% responded as individuals, showing a keen interest from residents of Fife to be involved in the consultation.

The resultant draft cemetery strategy has been considered by each of the Area Committees.

1.0 Background

- 1.1 Bereavement Services has identified which cemeteries are nearing capacity using statistical information. We need to ensure that our cemetery provision continues to evolve and meet the changing social and demographic needs of Fife.
- 1.2 There are currently 10 cemeteries identified as immediate priority where capacity available is less than 10 years. A further six cemeteries have less than 20 years' capacity available. These include a range of town and more rural cemeteries of varying sizes.
- 1.3 There is growing interest in relation to 'green' burial which was reinforced by feedback received through the consultation. 'Green' burial is where the interment of the deceased is marked with a tree and/or wildflower planting as opposed to a traditional headstone. In time, the site may become a woodland or meadow, enhancing local ecology.
- 1.4 While the consultation provided background information and asked participants to comment on five options, feedback focussed strongly on the options to extend current provision or, where that was not an option, for one site to replace several closed sites. It was also clear that decision making around provision should be on an area-by-area basis.
- 1.5 Additionally, participants were asked to give consideration on what a sustainable funding model might look like.
- 1.6 Other suggestions for inclusion in provision being put forward included more options for dispersal or burial of cremated remains in designated areas not necessarily within a cemetery environment.
- 1.7 Groups with areas within certain cemeteries have been consulted. The growing Muslim community, for instance, are keen to ensure their needs are accounted within any new provision.
- 1.8 In 2018, Bereavement Services highlighted the need to review the condition of headstones in Fife cemeteries. To support this work, the service established best practice inspection and make safe processes. To date, nearly 40k headstones have been inspected with 25 cemeteries completed. There are three teams currently working throughout Fife, with additional staff being trained to support make safe work within cemeteries where unstable memorials are identified by the cemetery operatives during routine maintenance. Once all cemeteries have been inspected, a rolling programme of inspections will remain in place to ensure the safety of each burial ground.

2.0 Issues and Options

- 2.1 The key points emerging from the consultation that were agreed:
 - 2.1.1 Discontinue the presale of lairs to preserve capacity with a caveat for consideration of extenuating circumstances when required.
 - 2.1.2 Reclaim lairs that have been sold over 50 years ago and never used for interment, providing no successors are available to claim Right of Burial.
 - 2.1.3 Continue to work with Kinghorn Community Land Association (KCLA) who are developing an Eco Cemetery on land adjacent to Kinghorn Loch. Should the opportunity arise elsewhere in Fife, additional development of green burial sites to be considered.
 - 2.1.4 Improve the provision of dedicated areas for either burial or dispersal of cremated remains within new cemetery developments. Interest was raised for areas for dispersal of ashes being provided within communities out with existing or new cemeteries. Also, consideration for commemorative options where no burial has taken place.
 - 2.1.5 Encourage and support development of community or 'friend' group involvement.
 - 2.1.6 Enhance biodiversity where appropriate and in a sympathetic manner.
- 2.2 Investment is available to allow discussion on the priority areas that required to be addressed, however, this will not cover development of all that is required. Through consultation and required investigation, options exist to develop new sites where suitable ground can be identified or, in some instances, to add capacity within existing boundaries. Additionally, sustainable funding requires to be developed to continue ongoing maintenance of grounds and infrastructure.
- 2.3 The council will also continue to support the work of others that complements council provision.
- 2.4 Further collaboration is planned to improve and enhance community involvement and develop better interpretation and connections of the history attached to many of Fife's burial grounds.
- 2.5 A report was submitted to each of the Area Committees in late 2023 asking members to note the key points of the consultation and support the actions suggested in the proposed cemetery strategy document. A specific request was made by Glenrothes Area for future cemetery provision for Glenrothes to be considered as part of the Local Development Plan. At the request of the Area Committees, two workshops were organised to discuss future cemetery provision for Levenmouth area and for the City of Dunfermline and the feedback received is reflected within the strategy.

3.0 Conclusions

- 3.1 The key points laid out in para. 2.1 have been built into the strategy showing actions and timescales.

This includes further implementation of good management of lairs such as ceasing presales and reclaiming of lairs sold and not used, where appropriate. Work has already begun on identifying ground for replacement cemeteries in high priority areas. Within any new development, design will include ensuring provision for cremated remains remembrance areas.

- 3.2 In due course, where cemetery capacity becomes an issue in other locations, we will consult with communities and elected members to gain an understanding of community need and to establish where community involvement would be beneficial in future management local historic cemeteries and churchyards.
- 3.3 Bereavement Services will continue to strive to improve the efficiency of how it carries out its working practices (the service is currently ISO 9001 accredited) while aiming to achieve environmental standard ISO 14001 through reducing carbon emissions, increasing biodiversity and development of green projects.

List of Appendices

- DRAFT [Cemeteries Strategy 2022-2027](#)
- [Cemetery Consultation Summary Result](#)

Report Contact

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Cemeteries Strategy



2023 - 2028

Cemeteries Strategy 2023-28

Foreword

I am pleased to introduce Fife Council's cemetery strategy for the period 2023 to 2028. This sets out the principles that will help us make decisions as we continue to invest and reshape our cemetery estate to meet the needs of the people of Fife.

We recognise the importance of our cemeteries to our communities. They provide spaces that support contemplation, remembrance, reflection and mourning in a peaceful and tranquil setting. They are deeply rooted in the local community, linking past and present and providing a tangible sense of **place**.

In recognising these needs, the fundamental principles of our strategy are to improve the **fitness for purpose of our cemeteries** (by addressing suitability, capacity and condition), **improve effectiveness of our activities** (achieving better outcomes); and **improving leverage** through contributing to place, local wellbeing and broader change agendas, to include our contribution towards meeting our Net Zero obligations. Our strategy supports and aligns with the Recovery and Renewal Plan4Fife: all with the aim of ensuring our ***cemeteries are safe, well looked after and provide fitting places for remembrance and contemplation in the years to come.***

Alan Paul
Head of Property Services

Introduction

It is important that our cemeteries are safe, well looked after and provide fitting places for remembrance and contemplation in the years to come. The purpose of this strategy is to ensure that remains the case and that we maintain the strong bonds between our communities and their local cemeteries, whilst also making future provision as sustainable as possible.

We also need to ensure that our cemetery provision continues to evolve to meet the changing social and demographic needs and expectations of Fife and Fifiers, whilst also contributing to the achievement of broader change agendas, such as the drive to meet our Net Zero obligations.

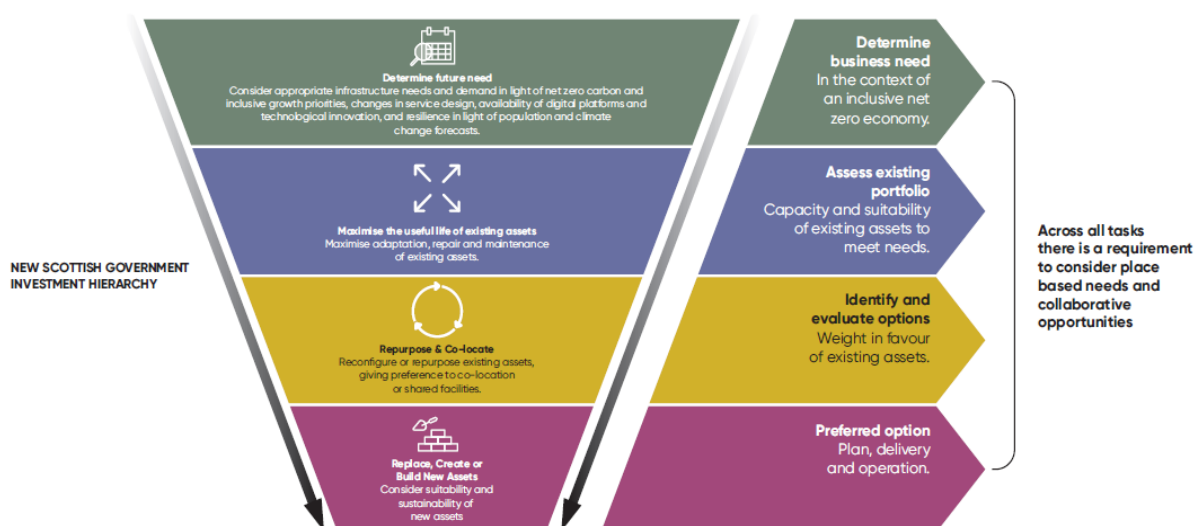
It is also important to recognise that cemeteries contribute to our sense of place, as they connect us to our past and the history of our communities, and have the potential to improve local wellbeing, for example by improving biodiversity.

Our approach

Our strategy includes guiding principles to act as a framework for decision-making which mirrors the four stages of the Scottish Government guidance:

- Determining future need,
- Assessing scope of existing assets to meet the need,
- Evaluating options and
- Delivery of the preferred option.

The hierarchy is illustrated below.



Our strategic approach to investing in our cemeteries builds on our extensive experience. We have invested in improving the condition and suitability of our cemeteries and will continue to do so. However, we still have a large and aging cemetery estate and in some locations we either have limited future capacity or indeed no capacity for new burials. Approximately half of our 115 cemeteries no longer take interments but still require to be maintained.

Whilst the demand for cremation has and continues to increase (and now accounts for around 70% of deaths in Fife), the demand for lairs in our cemeteries has remained broadly constant over recent years and we now need to replenish cemetery capacity in Fife to ensure we can meet future demand, whilst also making our current and any future provision as sustainable as possible.

The fundamental principles of our strategy are to improve the **fitness for purpose of our cemeteries** (by addressing suitability, capacity and condition), **improve effectiveness of our activities** (achieving better outcomes); and **improving leverage** through contributing to local wellbeing and broader change agendas.

We will do that through:

- **Improving Stewardship of our Cemeteries**
- **Alignment with the Plan for Fife** to ensure we make best use of resources to meet the needs of our customers and local communities and to link with work being led by local partners.

CASE STUDY

In 2015, the Kinghorn Community Land Association (KCLA) were successful in purchasing 3.5 hectares of land adjacent to Kinghorn Loch with a vision to develop an eco-cemetery, green corridor and growing space. The long-term operation of the eco cemetery is seen as providing a place of rest for people of Kinghorn and beyond who embrace the idea of natural burial and the contribution to biodiversity.



The KCLA propose to operate the eco cemetery with support from Fife Council for record keeping and operational gravedigging assistance. A close working relationship with The Ecology Centre has also been established.

The proposed plan will include areas for green burial, a celebration platform for services and reflection, a traditional long barrow style columbarium for the storage of cremated remains, network of grass paths through the site linking areas of the site and beyond.



Proposed Site Plan

Current Situation

Fife has 115 burial grounds and a plan showing their location is to be found at [Fife Cemeteries Locations](#)

Condition

We have a duty of care to ensure that our cemeteries are safe for our community and for our workforce. To ensure this, we have a cyclical programme of safety inspections. We have also instigated a rolling programme of headstone inspections for which we have dedicated teams. In recent years we have invested approx £3m in repairing cemetery walls and other cemetery infrastructure which has included reconstructing walls such as Abbotshall Kirk, Kirkcaldy.



Cemetery Capacity

There are 61 sites within Fife that are 'active', meaning there are still regular burials. Of these 61, only 51 have lairs available to purchase and 10 have no additional capacity. 'Exclusive Rights for Burial' for lairs (burial plots) are purchased for a specified term. When all Rights of Burial have been purchased in a cemetery, there is no additional capacity left. Burials may continue for many years after that, where a lair is reopened to allow other family members to be buried in the same plot.

Within the next 20 years, 16 cemeteries are nearing capacity, 10 cemeteries have less than 10 years, 5 cemeteries have less than 5 years. Six cemeteries are nearing capacity within next 20 years and 28 cemeteries have more than 40 years capacity. Most of these serve smaller communities.

These projections relate to individual cemeteries, meaning that as a cemetery reaches capacity, the demand for lairs in nearby cemeteries is likely to increase. As a consequence, the number of lairs available in these cemeteries will reduce.

Inactive Cemeteries

An additional 54 cemeteries are maintained only. These cemeteries are historical or full, and no longer used for burials. These burial grounds are still maintained to the same standard as active cemeteries. Currently, funding for the maintenance of these cemeteries comes from burial fees. However, maintenance costs have risen over recent years and will continue to rise in line with inflation and as additional cemeteries are added to the inactive list.

CASE STUDY

At Kirkton Cemetery, Burntisland we worked with a range of local partners to restore the ruins of this scheduled monument and surrounding churchyard to prevent further deterioration of the monument and to develop and encourage further the use of the site in local heritage trails and for educational use. This is supported with interpretation and informational boards on site along with leaflets and booklets for distribution within local outlets and online.



Before



After

A similar community heritage project is being established for Dunfermline Abbey grounds to focus on community engagement and involvement to enhance interpretation and management of the Abbey grounds.

Consultation

In response to the various challenges around cemetery capacity, place, social and demographic changes, resources, Net Zero obligations and above all, the need to ensure cemetery provision meets the needs of Fife; an online consultation exercise was carried out in early 2023. With an initial focus on community groups, the consultation was widened to the public to allow individuals to respond.

The key points that emerged from the consultation are:

- Discontinue the presale of lairs in cemeteries to preserve capacity,
- Reclaim lairs that have been sold but never used for interment where there are no successors available to claim right of burial,
- The inclusion of dedicated areas for cremated remains within any new cemetery design,
- Research the possibility of the development of ash scattering areas throughout Fife, outwith existing or new cemeteries,
- A strong interest in the development of the provision for green burials,
- To encourage and support development of community or 'friend' group involvement,
- The need to increase awareness of direct cremation provision,
- Decision making to be based on the needs of specific areas, and not across Fife as a whole,
- Enhance biodiversity being mindful of the respected environment of burial grounds,
- Consider options for commemoration where burial is not involved.

Where are we going?

Our vision is that:

Our cemeteries are safe, well looked after and provide fitting places for remembrance and contemplation in the years to come.

We will deliver this through:

1. Ensuring our cemetery estate is in good condition, fit for purpose and is sustainable.
2. Investing in additional cemetery capacity to meet future needs and support the work of others that complements council provision – for example the green burial provision that is being developed by KCLA at Kinghorn.
3. Collaborating with partners and local communities to leverage the wider benefits of our cemeteries – to enhance place and improve local wellbeing, to support biodiversity and to improve our understanding and connection to Fife's rich history.
4. Investing in our skilled and dedicated workforce to ensure we make the best of our available resources.

What we will deliver

Key activities are given in the action plan below.

Ref	Description	Action	Timescale	Resources
CP1	Ease pressures on immediate priority cemeteries (less than 10 years capacity)	Cease presale of lairs where no interment is to be scheduled	Immediate	Bereavement Services staff
CP2	Ease pressures on medium term priority cemeteries	Plan for continued provision by identifying new sites or alternative provision ensuring needs of diverse community requirements	Ongoing work to identify suitable sites	Bereavement Services staff
CP3	Ease pressures on immediate and medium-term priority cemeteries	Reclaim previously sold unused lairs where no successors	Ongoing	Bereavement and Legal Services staff
CP4	Capacity Consultations	Consult local members and communities where capacity is limited	2023 to 2024	Bereavement Services staff
CP5	Improve/enhance existing cemetery provision	Improve boundary wall condition and infrastructure	2033	Capital funding allocated
CP6	New Cemetery Provision	Develop new cemeteries where prioritised needs identified	Develop business case including brief and client requirements, design, development and procurement strategy, options for location. 2023-2027	Capital funding allocated. Bereavement Services Staff, Property Services, Specialist Consultants, Contractors
CP7	Improve effectiveness	Assess maintenance regime and improve working practices	Ongoing	Bereavement Services staff

Ref	Description	Action	Timescale	Resources
CP8	Reduce carbon emissions and enhance biodiversity	Develop green burial projects, including specific options. Implementation of ISO 14001:2015	Work toward attainment of ISO 14001:2015 in 2024/25 and ongoing environmental improvement thereafter.	Bereavement Services staff, Climate Change & Zero Waste Team
CP9	Cremated Remains Remembrance Areas	Research development of ash scattering areas throughout Fife	Ongoing – introduce areas as suitable locations found / liaise with local communities	Bereavement Services staff
CP10	Community Group Involvement	Foster community and ‘friend’ group involvement	Ongoing	Bereavement Services staff

Future Provision of Cemeteries in Fife Consultation February 2023

Summary

The consultation received 3,147 views, (1,419 glanced, 829 quick reads, 899 deep reads). This converted to 228 responses (25% of the deep reads)

Almost 90% responded as individuals, showing a keen interest from residents of Fife to be involved in the consultation.

Greatest interest came from the North East Fife area with 30% of respondents representing this area, closely followed by Dunfermline with 20%.

What decisions need to be made?

92% stated that do nothing was not an option that Fife should consider.

Can we reimagine provision?

51% agreed with stopping the pre-sale of lairs across all Fife cemeteries to safeguard lair capacity for the future, 35% did not agree and 14% didn't know.

71% agree that the exclusive right of burial for unused lairs should be retrieved/renewed on expiry of the lease, (36% Yes for all cemeteries, 35% yes where financially viable), 27% did not agree.

88% agree that there should be more options for dispersal or burial of cremated remains (68% thought that there should be more designated areas and options around Fife where cremated remains can be dispersed, 39.9% would like to see more casket lair options for burial of cremated remains, and 38.6% would like to see more above ground storage options). 12% thought that there are enough options.

70% did not agree the reuse of lairs should be considered.

Some other options put forward were: green cemeteries returning to public use areas; land is left/reclaimed from developers for possible future use; different sized lairs for burial and cremation; after a period of years remains would be moved to a communal burial plot; offer an incentive to buy back lairs; make it easier for people to donate their bodies to medical research and training; increase awareness of direct cremations; education/awareness of options; set aside funding for its own department and to support and encourage Community Groups to participate in meeting the long term needs of the communities.

Decision Making

With 79.8% decision making needs to be made area by area, (17.1% thought one site replaces many could work and 3.1% thought one site for the whole Fife area could work).

Sustainable

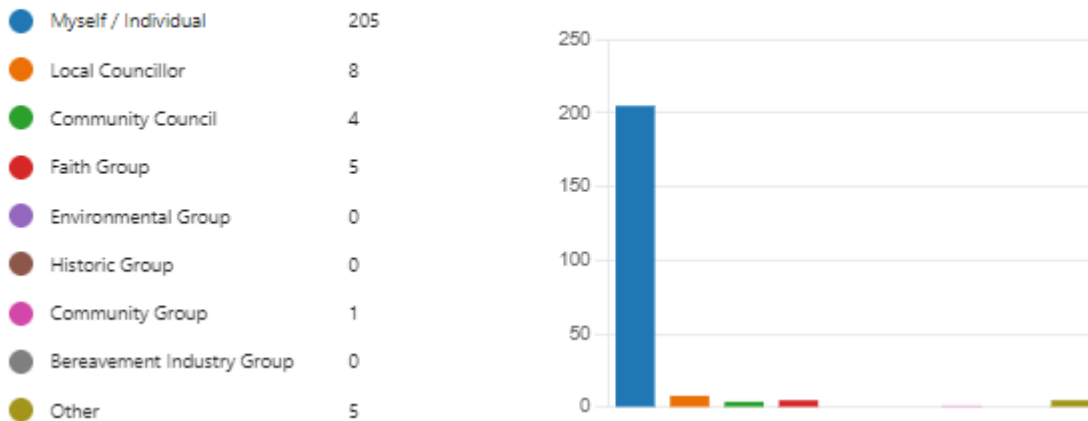
61.8% Welcome network of local constituted community groups to work support the conservation of historic sites.

60.5% Where possible encourage wildflower growth in retired cemeteries and churchyards. More environmentally friendly and less operation costs

Some other options put forward were: communal marker stone; families to maintain lairs; put prices up - a scarce resource has to cost more; shorter term right of burial options, un-constituted groups working with Community Associations; charge extra for anyone who is not a Fife resident; using full lairs for ashes is not making best use of the resources; cemeteries that are inactive can have their maintenance reduced by extending their grass cutting intervals by a few weeks that leaves extra availability for active cemeteries to have their grass maintained more regularly; increase the price for the pre-sale substantially

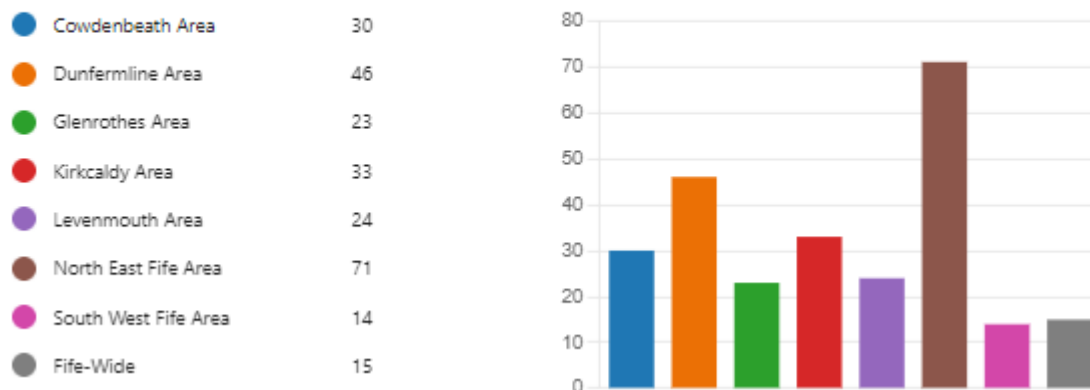
Consultation Results

What group are you representing?



89.9% Individuals. Other = 2 individual, 1 Family and 2 Funeral Director

What area(s) of Fife do you or your group/organisation represent?

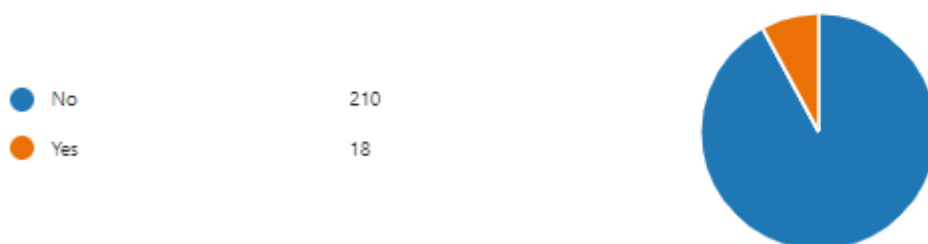


Greatest interest in the survey related to North East Fife, followed by, Dunfermline, Kirkcaldy, Cowdenbeath, Levenmouth, Glenrothes, South West Fife

Do Nothing

- If we do nothing, year on year there would be less choice of where to be buried, until there are no lairs left. At that point burial would no longer be a choice.

Is do nothing an option that Fife should consider?

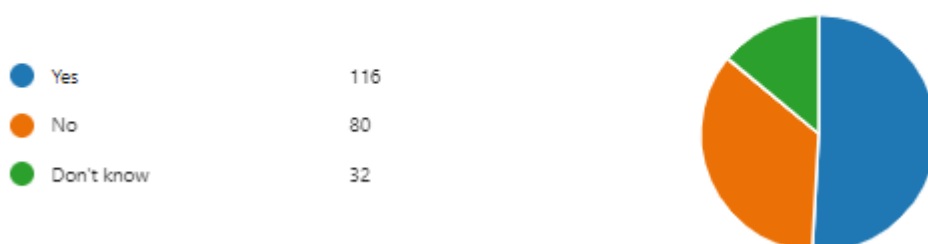


92% No, 8% Yes

Why do you think we should do nothing?

There was a mixed response to this question, from those who believe burial is a thing of the past to those concerned about the proposal of reuse of graves therefore continued burial provision was important to them. For clarification however, at this stage, Fife Council is only proposing to claim back lairs sold over 50 years and would only claim these back where no lair holders/successors established their wish to retain their entitlement.

I agree with stopping the pre-sale of lairs across all Fife cemeteries to safeguard lair capacity for the future



51% Yes, 35% No, 14% Don't Know

I agree that the exclusive right of burial for all unused lairs should be retrieved/renewed on expiry of the lease



36% Yes for all cemeteries, 35% yes where financially viable, 27% No

I agree that there should be more options for dispersal or burial of cremated remains

- Yes, more above ground storag... 88
- Yes, more casket lair options for ... 91
- Yes, there should be more desig... 155
- No, there are enough options 28



More than one option could be selected.

38.6% Yes, more above ground storage options, such as Columbaria

39.9% Yes, more casket lair options for burial of cremated remains

68% Yes, there should be more designated areas and options around Fife where cremated remains can be dispersed

12% No, there are enough options

Should it become lawful in Scotland, I agree reuse of lairs should be considered

- Yes 68
- No 160



30% Yes, 70% No

Do you have any other ideas for reimagining current provision?

This question generated the most feedback. There was strong support for green or eco burial and for ensuring that sufficient provision is available for the interment or scattering of cremated remains. Additionally, suggestions for general areas within communities, not within a cemetery, for the scattering of ashes or remembrance purposes was put forward. A preference for existing cemeteries to be extended was suggested however this is only possible where suitable ground is available adjacent to an existing site.

How do you think decisions should be made?

- Area by area - extend or replace... 182
- One site replaces many - better ... 39
- One site for the whole Fife Area 7



- 79.8% Area by area - extend or replace sites most at risk
- 17.1% One site replaces many - better economy of scale and wider service to communities
- 3.1 % One site for the whole Fife Area

Which options would you consider helpful to support a future sustainable funding and operational model



More than one option could be selected.

61.8% Welcome network of local constituted community groups to work support the conservation of historic sites

60.5% Where possible encourage wildflower growth in retired cemeteries and churchyards. More environmentally friendly and less operation costs

Other

Working more with local communities and heritage groups was welcomed. Suggestions also included using community payback. Properly managed wildflower meadows that remain under Council maintenance was welcomed.

Do you have any further feedback, ideas or concerns you would like to share with us?

Many comments stress the importance of burial being available and where possible that it should be in local communities. The standard of maintenance was also raised as important to respondents.

15 August 2024
Agenda Item No. 8

Appointment to Partner Organisation – KIMO UK / KIMO International

Report by: Lindsay Thomson, Head of Legal and Democratic Services

Wards Affected: All

Purpose

To appoint one councillor from the Cabinet Committee to KIMO UK/KIMO International.

Recommendations

It is recommended that the committee agree to appoint one member of the committee as its representative on KIMO UK/KIMO International.

Resource Implications

None.

Legal & Risk Implications

External organisations have their own governance structures and members should seek advice from the Head of Legal and Democratic Services on any concerns they have on membership of the organisations. In particular, members may be subject to other legislation such as the Companies Acts (directors' responsibilities) and charity law.

Failure to make such appointments may mean the external organisation cannot function effectively or secure a quorum at meetings.

Impact Assessment

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

Consultation

The respective organisation has been consulted as appropriate.

1.0 Background

- 1.1 At the meeting of the Cabinet Committee on 9 May 2024, the committee agreed to pursue formal membership of KIMO UK at a cost of £1,300 and that a review be undertaken in a year's time detailing the benefits, if any, of membership and whether this should continue.
- 1.2 Since the May 2024 Cabinet meeting, officers have been working with KIMO representatives based in Shetland Council to establish an accurate cost of membership - now £3,632 as KIMO UK and KIMO International require separate payments and it is not permitted to be a member of KIMO UK only.
- 1.3 The additional fee to join KIMO International (£2,024) has been taken under delegated powers and the £3,632 membership fee has been funded by Planning Services.

2.0 KIMO UK/KIMO International

- 2.1 KIMO UK are part of a wider international network of organisations including local governments who work together to protect the marine environment around the North East Atlantic and Baltic.
- 2.2 According to their Constitution, the objectives of KIMO UK are to:-
 - (a) Exchange information on effective pollution prevention and cleaning up operations and sustainable development.
 - (b) Lead by example by improving regional marine environments.
 - (c) Lobby national Governments, the European Commission and others to take effective actions on issues affecting Northern Seas.
 - (d) Make joint representations against threatening proposals.
 - (e) Undertake demonstrative environmental projects.
- 2.3 KIMO members are represented at regional and international levels and there is collaboration with Non-Government Organisations (NGOs) making joint proposals against threats to the marine environment. Benefits are derived from KIMO lobbying nationally and participating in consultations.
- 2.4 Expectations from member organisations are as follows:-
 - Take steps to prevent, reduce and eliminate pollution from your municipality
 - Contact politicians at local and national levels to support KIMO's issues and promote positive change
 - Collaborate over local and national boundaries by engaging in projects and sharing local best practices within the KIMO network
 - Actively participate in national board meetings and contribute to the work of KIMO
 - Contribute to the national and international debate about KIMO issues
- 2.5 The elected member nominated to be the representative for Fife Council would support the networking activities:-

- Attend four meetings each year and deliver any work that arises from these meetings. Three of these meetings are online and one is in person. Members are expected to attend these meetings. The meetings last around two hours.
- When the meeting is in person, there is usually a study trip included.
- There is an opportunity to attend the international AGM which is held in October. This year, it is being held in the Netherlands and more details will be made available soon. It will consist of two days of meetings, study trips and networking evening meals.
- KIMO representatives have also advised there "will be emails from and about KIMO to deal with".

3.0 Conclusion

3.1 The committee are asked to nominate one member to represent the council on KIMO UK/KIMO International.

List of Appendices

1. KIMO International Membership Form

Background Papers

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

- Tackling Marine Pollution - Membership of KIMO UK - Report to Committee on 9 May 2024.
- Link to KIMO International: [Welcome to KIMO - healthy seas, thriving communities \(kimointernational.org\)](https://kimointernational.org)
- Link to KIMO UK: [KIMO UK – Representing local authorities on marine pollution issues \(kimointernational.org\)](https://kimointernational.org)

Report Contact

Michelle McDermott
 Committee Officer
 Legal and Democratic Services
 Fife House
 Glenrothes
 Email – michelle.mcdermott@fife.gov.uk

**KIMO International
Ms Arabelle Bentley
Executive Secretary
8 North Ness
Lerwick ZE1 0LZ
UK**

Date:

Dear Ms Bentley

Application for KIMO Membership

As Political Representative of _____, I would like to apply for membership of KIMO.

As such we are prepared to pay yearly membership fees fixed every year by the KIMO Assembly of Delegates. We understand that the amount we pay in dues will give us the right to vote during the Assembly meetings.

We have supplied the contact details of the officer from our municipality whom the KIMO Secretariat may liaise with regarding administrative and financial matters at the bottom of this letter.

We look forward to hearing from you regarding our request.

Yours Sincerely,

[Full name in print]

Contact Officer Details :

Name:

Address:

Phone number :

Email :

Outstanding Remits from Committees

Title	Service(s)	Comments
12th September, 2024		
Fencing Policy	Housing	As agreed at Community and Housing Services Sub-Committee of 03.02.22 - Para. 4.1 of report refers.
Housing Allocation Policy Review - Task & Finish Group Update	Housing	As agreed at 08.02.24 Cabinet meeting - para. 207 of 2024.CC.114 refers - Cabinet Committee Minute - 8th February 2024 - Report back to Cabinet Committee following completion of the Task and Finish Group remit in the Autumn.
Budget Planning 2024-27 - HRA Capital Plan Update	Finance and Corporate Services	As agreed at 08.02.24 Cabinet - para. 11.5 of report refers - <i>Due to a number of emerging financial risks, more time will be taken to model and test affordability of the HRA Capital Plan and a further report will be brought to this committee in the coming months</i>
10th October, 2024		
South and West Fife - Community Use Arrangements Update	Communities	As agreed at 07.03.24 Cabinet meeting - para. 221 of 2024.CC.121 refers - Cabinet Committee Minute - 7th March 2024 - A further report be submitted to Cabinet in Autumn 2024.
Community Wealth Building	Business and Employability	As agreed at 06.04.23 Cabinet meeting - para. 97 of 2023.CC.51 refers - Cabinet Committee Minute - 6th April 2023 - Six monthly update to be submitted to Cabinet
Change Planning and Organisation Change	Communities	As agreed at 30.11.23 Cabinet meeting - Para. 5.2 of report refers - <i>A further report will be brought to the Cabinet around June 2024 seeking agreement to the detail of change and to subsequent implementation.</i>
7th November, 2024		
Anti-Bullying Policy	Education	As agreed at 02.11.23 Cabinet meeting – para. 169 of 2023.CC.93 refers – Cabinet Committee Minute - 2nd November 2023 - Report to be brought back in a year's time

Title	Service(s)	Comments
7th November, 2024		
Housing Service – Domestic and Sexual Abuse Policy – Review	Housing Services	As agreed at 02.11.23 Cabinet meeting – para. 173 of 2023.CC.95 refers – Cabinet Committee Minute - 2nd November 2023 - Report to be brought back in a year's time
Social Housing Net Zero Standard (SHNZS) - Scottish Government Consultation Response	Housing Services	As agreed at 07.03.24 Cabinet meeting - para. 223 of 2024.CC.122 refers - Cabinet Committee Minute - 7th March 2024 - A further report be brought back to Cabinet later in 2024.
6th February, 2025		
Local Heat and Energy Efficiency Strategy Delivery Plan	Planning	As agreed at 30.11.23 Cabinet meeting - para. 176 of 2023.CC.98 refers - Cabinet Committee Minute - 30th November 2023 - Detailed Delivery Plan to be reported to Cabinet by March 2025
1st May, 2025		
Tackling Marine Pollution - Membership of KIMO UK - Update	Planning	As agreed at 09.05.24 Cabinet meeting - para. 243 of 2024.CC.132 refers - Cabinet Committee Minute - 9th May 2024 - Review of membership to be undertaken in a year's time May 2025

Unallocated		
Transfer of Development Land at North Fod, Dunfermline Update	Estates	As agreed at Cabinet 09.03.23 – para. 92 of 2023.CC.48 refers - Cabinet Committee Minute - 9th March 2023 - Further report on the details surrounding the development of the site to be reported back in due course
Wave Trust 70/30 Campaign	Education	As agreed at 16.03.23 Fife Council meeting – para. 60 of 2023.FC.70 refers - Fife Council Minute - 16th March 2023
Houses in Multiple Occupation (HMO): Review of the Overprovision Policy	Housing Services	As agreed at 04.05.23 Cabinet meeting - para 107 of 2023.CC.57 refers – Cabinet Committee Minute - 4th May 2023 - Report to be presented during 2024
Policy on the return of items of local, cultural or historical significance for local displays and heritage centres	Communities and Neighbourhoods	As agreed at 07.09.23 Cabinet meeting - para. 147 of 2023.CC.78 refers - Cabinet Committee Minute - 7th September 2023 Fife Tourism Strategy report

Title	Service(s)	Comments
Unallocated		
Pay Strategy and Job Evaluation Project	Human Resources	As agreed at 30.11.23 Cabinet meeting - para. 188 of 2023.CC.103 refers - Cabinet Committee Minute - 30th November 2023 - see also para. 4.1 of report - updates to be brought back to Cabinet
Pedestrian and Cyclist Access to Household Waste Recycling Centres	Environment and Building Services	As agreed at 11.01.24 Cabinet meeting - para. 199 of 2024.CC.110 refers - Deferred to a future meeting
Allotment & Community Growing Strategy 2024-2028 Update	Communities and Neighbourhoods	As agreed at 08.02.24 Cabinet meeting - para. 209 of 2024.CC.115 refers - Cabinet Committee Minute - 8th February 2024 - Further report back to Cabinet in due course.
Housing Emergency Action Plan (HEAP) 2024-27	Housing	As agreed at 06.06.24 Cabinet meeting - para. 256 of 2024.CC.138 refers - Cabinet Committee Minute - 6th June 2024 - Further reports back to Cabinet in due course on progress of HEAP.
Public Electric Vehicle Charging - Regional Collaboration	Roads and Transportation	As agreed at 06.06.24 Cabinet meeting - para. 258 of 2024.CC.138 refers - Cabinet Committee Minute - 6th June 2024 - Further report back to Cabinet in due course