

Fife Council Plan 2007 to 2011

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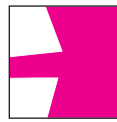
I. Introduction

2007 marks the start of a new and ambitious chapter for Fife Council. Building on previous successes and commitment to make a difference to the people of Fife, we will provide the top performing public services that they deserve.

By 2011 we will have:



Improved educational attainment and achievement for all



Improved sport, leisure and cultural opportunities



Made Fife the leading green Council in Scotland



Targeted support to vulnerable people



Increased access to housing



Improved community safety



Improved local conditions for economic development



Become a top performing Council

Fife will become the council that people trust, value and feel happy to call their own. We will establish a national profile for excellence and employees will be proud to say they “work for the Council”.

This plan sets out how we intend to achieve these ambitions and measure and report our progress. It represents our contribution to the challenges that have been recognised by all our partners in Fife’s Community Plan. We know difficult choices lie ahead but will not let that deflect us from delivering these promises to the people of Fife.



Peter Grant
Leader



Elizabeth Riches
Depute Leader



Ronnie Hinds
Chief Executive

2. A Vision for Fife

“to make Fife a truly great place to live, work and visit”

Fife has a strong sense of identity. Fife has remained a unitary council area throughout the re-organisation of local government. This same sense of identity is reflected in the structure of the NHS, Police, Fire and the Scottish Enterprise network, all of which recognise Fife as a distinct geography for service delivery. The coterminosity of its major public service organisations constitutes a significant advantage for the people of Fife.

Fife as a Council is the third largest local authority in Scotland and the 11th largest in the UK. This means the Council has the capacity to recruit and retain high calibre staff and take advantage of economies of scale in the design and delivery of its services. The Council places a clear emphasis on valuing **people** (whether as customers or employees); working in **partnership** with other agencies and focussing on improved **performance** across all service areas.

The elections in May 2007 resulted in a new political Administration for the council. A new Chief Executive was appointed in June 2006 and the senior management team was reorganised in April 2007. These changes in the leadership of the Council provide an unparalleled opportunity to build on the strengths of the organisation and provide a renewed sense of purpose and direction for Fife.

The Council's leadership is extremely ambitious for Fife and its people. This ambition is reflected in the Council **vision** which is to make Fife a truly great place to live, work and visit.

Underpinning this vision are 8 key priorities for the Council:

- Improving educational attainment and achievement for all
- Making Fife the leading green Council in Scotland
- Increasing access to housing
- Improving local conditions for economic development
- Improving sport, leisure and cultural opportunities
- Targeting support to vulnerable people
- Improving community safety
- Becoming a top performing Council

These priorities provide a clarity of purpose for the Council's 23,000 staff and a framework for the planning and management of services to achieve the desired **outcomes** for Fife's citizens. The new Council Plan is based on these corporate priorities and focuses on key targets and outcome measures against which progress will be regularly assessed. The Council is also reviewing its processes for improvement planning and performance management to make them simpler and consistent across all Council services. This will ensure that our employees can relate the work they are doing to what we are trying to achieve.

The Council's leadership and senior management is committed to the aim of achieving **excellence** in the services provided to the people of Fife. We will track our progress towards this aim by assessing our performance in terms of both our improvement over time and how we compare against other councils. We will also make effective use of the information from our regular surveys of customers and employees. This will provide us with a benchmark for setting targets and providing evidence of our results which we will set out in an annual public report to those who use and pay for the services we provide.

It is also important that we recognise and celebrate success, both within the Council and externally. We have many examples of outstanding standards of service and initiatives which have led to major improvements for the people of Fife. We will do more to promote these, to raise the Council's profile and to generate pride in the work we do.

Fife already performs extremely well in a range of areas and has the capability to do this consistently in pursuit of our agreed priorities. Greater clarity about what we are trying to achieve and a consistent approach to how we go about it will form the basis of a **Fife Way of Working**, focussed on improved outcomes for our communities and the efficient delivery of services to our citizens and customers.

3. Progress and Issues

The Council, together with its community planning partners, has made significant progress in improving the quality of life in Fife. The Council and its community planning partners also face issues with important implications for spending decisions, demands on services and the type of services we provide.

Population and Demographic Change

We need to plan for a growing and rapidly changing population in Fife.

Between 2001 and 2004, Fife's population was more or less static showing only slight growth of 4,830 or 1.4% over that period. Since then our population has grown by 8,230, or 2.35%, to 358,930. This is among the fastest growth rates in Scotland.

The main reason for Fife's growing population is migration into Fife from other areas. Estimated net in-migration grew from around 800 people per year in 2002 to 1,500 people per year in 2004 - the largest for any council area in Scotland. This includes people moving to Fife from other parts of Scotland, especially Edinburgh, as well as from other parts of the UK and from Europe. For example, in the three years to March 2007, 2,900 people registered to work in Fife from the eight new European accession countries. 60% of these people were aged between 18 and 24 years.

In addition to increased numbers, the profile of Fife's population has also been changing: 33% of households in Fife now contain only one person compared with only 22% in 1981. Although people are generally living longer, increases in life expectancy aren't shared equally across Fife. In the most deprived areas, it has actually been going down.

If official 2004 based projections by General Register Office for Scotland (GROS) come about, Fife's population will grow by 9% to 386,851 in 2024.

Similarly, GROS projects a growth in the number of households in Fife by 21% to 186,550 by 2024. People are living longer, households are getting smaller and more people are moving into Fife.

However, projections mainly reflect recent past trends. They can change substantially when updated, and must be treated with considerable caution, particularly the further into the future we look.

For example, GROS' 2002 based population projections suggested less than 2% growth in population, (compared with the 2004 based population projections of 9%). But recent estimates suggest in-migration is slowing. Consequently, the Finalised Fife Structure Plan is cautious using an assumption that the population will grow by 5% (to 375,000 persons). This cautious approach will be reviewed every 5 years to ensure this assumption remains valid.

Improving educational attainment and achievement for all



An excellent education helps provide the best possible opportunities for all our children and young people. It helps them reach their potential as citizens and contribute to Fife's future.

Our contribution to the Community Plan outcomes of
“A Well-Educated and Skilled Fife” and
“A Stronger, More Flexible and Diverse Economy”

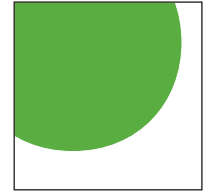
Progress

- Improved School Inspection results when measured against previous years and national results.
- Significant and sustained improvement in 5-14 pupil attainment results.
- Improved Inclusion results across a range of indicators including attainment in the lowest performing 20% of pupils, pupil exclusion, pupil attendance and leaver destinations.
- Opened 2 new secondary schools and 10 new primary schools
- Increased nursery provision
- Improvements in healthy eating initiatives in schools, including school meal options, body fuel vans, free fruit for nursery and primary children and chilled water in all schools.
- Introduction of active schools initiatives across primary and secondary schools.

Issues

- Fife is seeing gains in attainment, with the proportion of children gaining 5 or more awards at SQCF level 3 increasing and closing the gap with the national position. However, attainment at Higher Grade needs to improve.
- In 2006, there were 1,913 young people or 9.9% of the 16-19 year old age group identified as not in education, employment or training, just above the Scottish rate of 9.5%.

Making Fife the leading green Council in Scotland



Concerns about the environment are important to everyone in Fife. Whether we are concerned about the impact of global warming or concerned about local environmental issues where we live, we all have a role to play in improving Fife's environment.

Our contribution to the Community Plan outcome of
"Sustaining and Improving our Environment"

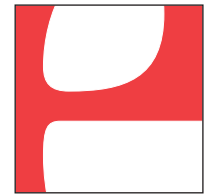
Progress

- Establishment of the Ferrytoll Park & Ride facility and associated AirLink 747 bus service to Edinburgh Airport
- Public transport improvements with the Inverkeithing & Markinch Public Transport Interchanges, Kirkcaldy railway station car park and at bus stations in Kirkcaldy, Glenrothes & St Andrews
- Fife is recycling more waste than any other Scottish Local Authority and the first local authority in Scotland to obtain PAS 100 standard for compost and to have a landfill site permitted under new Integrated Pollution Prevention Control. .
- Fife has provided over 330 recycling points across Fife and by March 2008 over 80% of households in Fife will have access to kerbside recycling.
- Fife Council has one of the highest levels of public participation for recycling in Scotland at over 90%.
- Introduced conversion of waste methane gas to electricity at 2 landfill sites
- 50% of Fife Council electricity consumption currently comes from renewable sources, wind power and small-scale hydroelectric schemes.
- Fife's first wind farm approved
- 120 schools hold an Eco-school award.

Issues

- Fife households producing on average 1.34 tonnes of waste per household, 11% more than the average Scottish household. In 2005 - 2006 we collected approximately 5000 tonnes more waste than in the previous year. We need to reduce the amount of waste produced.
- Fife's carbon footprint was of the order of 3,794,000 tonnes of carbon emissions or about 10.7 tonnes for every Fifer. To play our part in reaching the Government's 2050 target of a 60% reduction, Fifers will need to cut their personal carbon footprint to close to 4 tonnes. We may also have to meet tougher targets when Scottish targets are published.
- 73% of Fifers travelling to work use their own car, mostly driving on their own, not sharing, and consuming 128,000 tonnes of fuel and a 10% increase in car journeys to work is leading to increasing levels of congestion.

Improving Local Conditions for Economic Development



Fife has seen many changes in its economy. We need to ensure that people in Fife have the skills for the changing workplace and that we are providing the local conditions for economic development.

Our contribution to the Community Plan outcomes of
“A Well-Educated and Skilled Fife” and
“A Stronger, More Flexible and Diverse Economy”

Progress

- The council and partners are currently investing £12m in servicing and providing office accommodation on 60 acres of employment land at John Smith Business Park.
- Establishing the Fife Energy Park in Methil with over £4.3m has been invested by the project partners on improving infrastructure, access and utilities at the Fife Energy Park and already there are 200 employees on the site
- Creation of Business Incubator Units in regeneration areas
- Establishment of new E-Planning portal through the FifeDirect website
- Improvements in delivery of national employability programmes
- The number of people in employment has risen steadily to just under 167,000 or 76.3% of Fife's working age population for the year to December 2006, consistently outperforming the Scottish rate of 75.7%. Fife's Economic Growth has also been outperforming Scotland.

Issues

- Fife, with a 3.0% claimant count rate of 6,716 people still performs worse than Scotland as a whole with 2.6% (for the year to December 06). Some 20.3% of these, 1,360 were out of work for more than a year compared with 16.2% for Scotland. In addition to job seeker claimants, there are 31,460 people without work (i.e. people of working age on income-related benefits and incapacity benefits).
- Fife's business birth rate, measured by VAT registrations per 1,000 working age population is currently 2.4% compared with 3.5% in Scotland (2005). Both Fife and Scotland are behind the UK rate of 4.6%. However, new business starts have grown from 5.5% in 2002 to account for 5.7% of all starts in Scotland in 2006.
- Lower productivity in Fife is coupled with lower workplace earnings with £389 average weekly earnings in Fife in 2006 compared with £412 in Scotland.

Improving Community Safety



Community safety issues, including crime, anti-social behaviour and road safety, remain an area of concern for Fife residents. The Council wants to ensure that Fife is a safe place to live, work and visit.

Our contribution to the Community Plan outcome
“Making our Communities Safer”

Progress

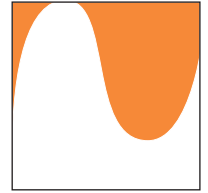
- Community safety partnership teams are now located together in shared offices and now provide a ‘one stop’ service on many community safety issues.
- An Antisocial Behaviour Helpdesk was established in February 2006 to provide specialist support and advice to victims of antisocial behaviour. The Helpdesk has dealt with over 1,200 calls since its inception.
- A Night-Time Noise Team was established in July 2006 and works between the hours of 5.30pm and 3.30am to tackle noise nuisance. Since its inception the team has received over 3,000 requests for service via the police contact centre, served 30 Formal Warning Notices and issued 2 Fixed Penalties of £100.
- The Safe Drive Stay Alive Roadshow, developed by Fife Fire & Rescue Service in conjunction with its community safety partners, has been seen by over 13,000 young people from the schools and colleges of Fife since its inception in 2003.
- Diversifire (a youth diversion project aimed at young people who are engaged in antisocial behaviour such as fire setting, hoax calls and the abuse of fire crews) ran as a pilot from April 2006 and is now to be incorporated as a core activity within the Fire & Rescue Service’s work on community fire safety.
- The Enjoy Do Not Destroy project, which targets Primary Six pupils with the message to value the environment instead of vandalising it, was rolled out across Fife on the 14th September 2006 following a successful pilot in the Dalgety Bay area. During the pilot period of 2004/5, reports of vandalism in the Dalgety Bay area fell by 7% and the cost of damage to primary schools reduced from more than £600 a month to around £50 - a 91% reduction.

Issues

- Criminal damage and public disorder offences accounted for over half (54%) of all crime in 2005-06. 44% of police reported incidents concerned anti-social behaviour and vandalism.
- Recent analysis of anti-social behaviour shows that it impacts on deprived communities much more than others in Fife
- The numbers of people killed or seriously injured on Fife’s roads has decreased, particularly for children whose numbers have halved since 2000. However, driving under the influence of drink and drugs continues to rise.

Increasing access to housing

We consider it important that everyone should have access to good quality affordable housing appropriate to their needs. Good housing helps maintain local areas and contributes to the well-being of individuals and communities.



Our contribution to the Community Plan outcome
"Improving Health and Well-being"

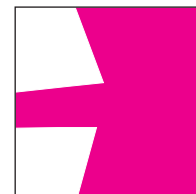
Progress

- Approval of a thirty year business plan to retain ownership and management of Council Housing
- Implementation of affordable housing policy for all new development sites.
- Launch of Fife Housing Register, a simpler way for people to register for rented Housing with over 10,000 applications registered in 2006.
- Fife Council was granted Pressured Area Status (PAS) for the Fife Council localities of St.Andrews and the East Neuk and parts of West Fife by Scottish Ministers. This is estimated to protect around 190 social rented properties that would have otherwise been sold.
- Fife's affordable housing development budget for 2006/2007 was the largest yet at £21.2m, with 355 units of new affordable housing delivered through the Communities Scotland development programme.
- Improving service quality and performance in line with the national inspection framework for Housing through Communities Scotland and the Care Commission

Issues

- Fife's 2004 Housing Needs and Affordability Assessment shows affordable housing needs impacting on 10,832 households.
- Fife Council and partners are required to develop a capacity to deal with an estimated 4,000 homeless cases in Fife per annum.

Improving sport, leisure and cultural opportunities



The Council's parks and green spaces, sports, leisure and cultural facilities alongside programmes of activity have a key role to play in creating environments for improved health and well-being. They also support individuals to adopt healthier lifestyles and can also benefit community safety.

Our contribution to the Community Plan outcomes of
"Improving Health and Well-being" and "Making Communities Safer"

Progress

- Major investment in facilities at Pittencrieff Park in Dunfermline, Beveridge Park and Ravenscraig Park in Kirkcaldy and Craigtoun Park in St Andrews.
- Establishment of the Fife Coastal Path
- Support for a number of events of national and international stature for example: British Superbike Championship; East Neuk Festival and; Anne Frank + You Festival. A number of local events were also supported for example: Pittenweem Arts Festival, Culross Medieval Burgh Fair and Music Festival, Glenrothes Lang Spoon Festival.
- Ongoing maintenance and development of Fife's green spaces and beaches
- Increasing opportunities for participation in physical activity, recreation and sport through Fife's network of sports facilities, municipal golf courses, community use schools and community halls
- The achievement of 19 Blue Flag Seaside Awards

Issues

- There is a clear correlation between health and life circumstances with people living in the most disadvantaged life circumstances experiencing poorest health across a range of indicators such as premature death, life expectancy, and life limiting conditions such as diabetes, coronary heart disease and mental health problems.
- Obesity rates for Fife children in Primary 1 (2005) range from 20.1% in Kirkcaldy LMU to 26.4% in Levenmouth. At Primary 7 (2005) this has increased to 37.7% in Levenmouth. This means an increase in obese pupils of approximately 10% from starting to leaving Primary school in Fife
- In Fife, 63% of boys put 'do a sport' as a top ten spare time activity, but only 33% of girls.

Targeting support to vulnerable people

We believe that everyone in Fife should be able to enjoy the benefits of society and a high quality of life. We recognise that at some stages in their lives, people in our communities are vulnerable and require services and support across a range of issues.



Our contribution to the Community Plan outcomes of
"Improving Health and Well-being" and "Making Communities Safer"

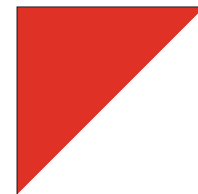
Progress

- The average number of hours of homecare provided per client has risen to 4.69 hours per week.
- The proportion of service users who receive personal care and weekend care from the Home Care service is steadily growing showing that service is being targeted at those most frail.
- It is important that people feel safe living in their own homes and to know they can call for help when necessary. In March 2006, 6201 people in Fife had a community alarm – a 5% rise in the number since March 2005.
- The number of people receiving Direct Payments to pay for essential care so that they can buy care to suit their own requirements increased from 183 to 230 people between March 2005 and March 2006.
- The number of foster cares increased from 146 in 2004/05 to 160 in 2005/06 to manage the 15% increase in the number of children placed with carers.

Issues

- Managing the projected increase in older people needing care. The number of people aged 85+ will increase by 100% from 5,840 to over 13,000 by 2024.
- The life expectancy of vulnerable members of our community with special needs continues to increase. This has impacts for Social Work services but also implications for leisure, transportation, housing, and community safety services.

To be a top performing Council



The Council must demonstrate continuous improvement and aim for excellence in all it delivers. Improvements that will help us be a top performing Council have been developed through reviews of how the Council works.

Progress & Issues

- There are many pockets of excellence throughout the Council and we need to improve reporting and promoting them; both internally and externally. Improving our performance will benefit the people of Fife and raising our profile will put the Council in a stronger position to influence the Scottish Government and contribute to the wider debate on Scottish public services.
- We need to simplify and standardise what we do. This will help provide a clear vision and understanding throughout all levels of the organisation and improve our ability to deliver on Council priorities.
- The implementation of Single Status has seen the largest change to employees pay, reward, and terms and conditions for over 30 years. We need to continue our support for employees to deal with the changes in public service delivery and address recruitment challenges.
- There are many ways to access and keep in touch with Council services. Fife is served by 30 Local Services Centres, a contact centres, web access through Fifiedirect and a digital television service, email and SMS messaging all aiming to provide a high level of customer experience. To improve customer satisfaction we need to improve the tracking of requests for service delivery and provide a faster response.
- The Gross Expenditure of Fife Council is over £1 billion per year. The income for this expenditure comes from a mix of charges for services, Revenue Support Grant, Non Domestic Rates, Specific Grants and Council Tax. The Council's budget over the period of this plan will be affected by:
 - the Spending Review that is being undertaken by the UK and Scottish Governments;
 - the need to restore Council balances to the agreed minimum policy level of 1.25% of budget; and
 - meeting ongoing spending pressures: with a possible total of over £45 million between 2008 and 2011.
- This is the first Council Plan that has been produced following the introduction of Multi-Member Wards. The Council sees these new ward arrangements as an opportunity to improve engagement with all Fife's Communities. We have introduced 7 new Local Area Committees to help improve local service delivery and make a difference to the well-being of the community.

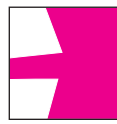
4. Aims and Results

This section sets out what the Council is seeking to achieve over the next 4 years.

The aims of the Council are:



Improving educational attainment and achievement for all



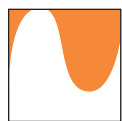
Improving sport, leisure and cultural opportunities



Making Fife the leading green Council in Scotland



Targeting support to vulnerable people



Increasing access to housing



Improving community safety



Improving local conditions for economic development



Becoming a top performing Council

For each aim, the following tables contain

- the results we are seeking for the coming 4 years
- the Council Committees and Services that will be accountable for delivery
- examples of actions and initiatives we will take in support of the aims.

The performance indicators that will inform us of our progress are shown in the Council Scorecard.

Our Aim: To Improve Educational Attainment and Achievement for All



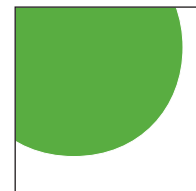
Lead Committee: Education & Children's Services

Results	Lead Service	Example Initiatives
Positive Her Majesty's Inspectorate of Education (HMIe) Inspection reports and joint inspection reports	Education	<ul style="list-style-type: none"> • Improve Early Years & Childcare Provision by increasing free nursery provision and reducing primary class sizes. • Raising attainment by focusing on learning and teaching, developing the curriculum and improving performance information and target setting. • Increase Pupil Participation by supporting pupil-centred learning and developing a care and welfare framework for pupils. • Develop & Support Employees by enhancing staff effectiveness, focussing on their care and welfare and supporting them through change. • Provide High Quality School Facilities by implementing the Schools Estate Management Plan and through improving the effectiveness of building repairs and maintenance. • Promote Inclusion by supporting the 20% of pupils in schools who do least well and providing opportunities that are relevant and accessible for all young people by refocusing the curriculum and engaging young people with a high quality youth work service. • Promoting health and wellbeing through healthy eating and lifestyle choices and providing opportunities for physical activity. • Improve access to opportunities for adults to participate in Community Based Adult Learning and Training programmes, particularly by residents in disadvantaged communities.
Improved 5-14 results	Education	
Improved SQA attainment results at Standard Grade and Higher Grade, especially for looked-after children, boys and lowest performing 20%	Education	
More young people between the ages of 16-19 years old in Education, Employment and Training	Community Services	
Improved pupil behaviour and school ethos	Education	
More schools graded as in good condition and fit for purpose	Education	
Increasing the range, accessibility and impact of achievement opportunities	Education	

Other Services supporting this work:

- Social Work
- Assets and Facilities Management
- Transportation
- Development Services

Our Aim: To Be The Leading Green Council in Scotland



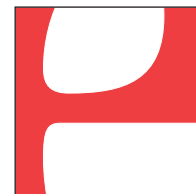
Lead Committee: **Environment & Transportation Committee** **Housing and Communities**

Results	Lead Service	Example Initiatives
Reducing the amount of biodegradable waste going to landfill	Environmental Services	<ul style="list-style-type: none"> Improving levels of recycling and composting Increasing other forms of waste recovery, such as landfill gas to electricity Reducing the amount of waste produced Tackling areas of council-owned contaminated land and promoting development of brownfield sites Promoting sustainable transportation options and encouraging better travel habits Ensuring environmental awareness is promoted as part of the education curriculum Increase the area of land managed as natural habitat and implementing a Strategy for Council managed green and open spaces. Establishing a core path network providing access to Fife's countryside; Reducing Council energy use and promoting sustainable procurement
Reducing carbon emissions associated with energy use	Environmental Services	
Reducing carbon emissions associated with travel	Transportation	
Improving standards of street cleanliness	Environmental Services	
Tackling contaminated land for brownfield redevelopment	Environmental Services	
Sustaining and Improving Fife's natural heritage	Community Services	
Improving satisfaction with parks, open space and countryside maintained by the Council	Community Services	

Other Services supporting this work:

- Finance & Resources
- Education
- Asset and Facilities Management
- Development Services
- Transportation

Our Aim: Improving Local Conditions for Economic Development



Lead Committee: Environment & Transportation Committee

Results	Lead Service	Example Initiatives
Increasing the number of new VAT registered businesses per 1000 of working age population	Development Services	<ul style="list-style-type: none"> • Fife Business Gateway support for small and medium sized enterprises • Invest in Fife Partnership support for inward investment, relocation and growth; • Political lobbying for investment in strategic transportation links, including a new Forth crossing, Redhouse Roundabout, Hovercraft and Ferry links to Edinburgh and passenger rail service to Levenmouth; • Redevelop the Town Centres of Dunfermline, Kirkcaldy, St Andrews and Glenrothes • Implementation of Employability Framework to provide skills for employment • Investment and marketing of Fife Energy Park, John Smith Business Park and Westfield
Creating jobs through supported business development initiatives and inward investment	Development Services	
Delivering business infrastructure	Development Services	
Redeveloping key Fife Town Centres	Development Services	
Support the Development of New Forth Crossing	Transportation Services	
Improving strategic transportation links especially to deprived areas	Transportation Services	
Increasing employment by helping people into work	Development Services	

Other Services supporting this work:

- Education
- Asset & Facilities Management Service
- Community Services
- Environmental Services

Our Aim: Improving Community Safety



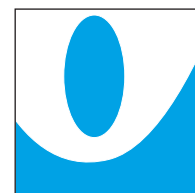
Lead Committee: Police, Fire & Safety Committee

Results	Lead Service	Example Initiatives
Increase % of crimes cleared up	Fife Constabulary	<ul style="list-style-type: none"> The integration of community safety teams to provide joined-up working and increased effectiveness across a range of issues;
Improvement in Anti-Social Behaviour by reducing: <ul style="list-style-type: none"> Vandalism Youth-related nuisance Noise Nuisance Vehicle Nuisance Alcohol and drug related crime 	Community Safety Partnership	<ul style="list-style-type: none"> Roads safety enforcement initiatives, including speed camera campaigns, drink-driving campaigns, Educational campaigns, including the 'Safe Drive, Stay Alive' roads safety initiative, the 'Enjoy, Don't Destroy' vandalism initiative and Diversifire. Targeting high risk geographical areas
Reduce the number of persons killed or seriously injured as a result of road accidents especially young persons	Transportation	<ul style="list-style-type: none"> Increasing the number of Police & Community Police Improve youth diversion schemes
Reduction in fear of crime	Fife Constabulary	<ul style="list-style-type: none"> Sustain and develop the community wardens scheme Home Fire Safety and Fife Cares Home Safety and Security Service
Reduction in injuries and loss of life because of accidents or Fire in the home	Fife Fire and Rescue	<ul style="list-style-type: none"> Sharing information to provide partnership interventions to tackle drug and alcohol related crime.

Other Services supporting this work:

- Social Work
- Community Services
- Environmental Services
- Local Services Network

Our Aim: Targeting Support to Vulnerable People



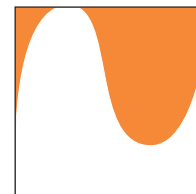
**Lead Committees: Social Work & Health Committee
Education & Children's Services Committee**

Results	Lead Service	Example Initiatives
Safely maintain more vulnerable adults, young people and children in their communities.	Social Work	<ul style="list-style-type: none"> • Providing high standard of support and protection to children and young people at risk • Reviewing the Council's residential care homes for older people • Implementing the review of the Council's care at home services • Delivering effective care and education packages for children who can no longer live at home • Establishing additional community-based support services to reduce the numbers of children/young people placed in residential accommodation
Providing support for adults and older people to live as independently as possible	Social Work	<ul style="list-style-type: none"> • Improving Respite Care (Older People, Children and Adults with Disabilities) • Establish the Fife Vulnerable Adults Protection Committee • Implement the provisions of the Adult Support and Protection (Scotland) Act 2007 and the Protection of Vulnerable Groups (Scotland) Act 2007 • Delivering earlier intervention to children, young people, adults and families affected by drug and alcohol abuse

Other Services supporting this work:

- Education
- Local Services Network
- Community Services
- Housing
- Fife Constabulary

Our Aim: Increasing Access To Housing



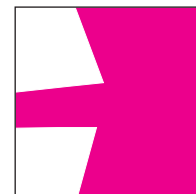
Lead Committee: Housing & Communities Committee

Results	Lead Service	Example Initiatives
Improve the sustainability, energy efficiency and quality of our housing stock	Housing	<ul style="list-style-type: none"> • Work with housing agencies and the private sector to increase the supply of affordable housing through the implementation of Fife Council's Affordable Housing Policy
Increase the supply of affordable housing	Housing	<ul style="list-style-type: none"> • Bringing all stock up to the higher Fife Standard for Energy Efficiency, and by 2015 to the Scottish Housing Quality Standard • Improving standard and effectiveness of Private Letting
Explore the potential for Fife Council to build new affordable housing	Housing	<ul style="list-style-type: none"> • Reviewing the housing allocation policy • Ensuring compliance with Homelessness 2012 agenda
Improve access to our housing stock	Housing	<ul style="list-style-type: none"> • Developing and improving access to housing through the Fife Housing Register • Reviewing policy on barrier free access to Fife Council houses
Limiting the sale of Council Housing Stock	Housing	<ul style="list-style-type: none"> • Review the opportunities to petition the Scottish Executive to extend Pressured Area Status to other areas of Fife • Ensuring a positive outcome from the Communities Scotland regulation and inspection of Housing

Other Services supporting this work:

- Local Services Network
- Asset and Facilities Management
- Social Work
- Community Services
- Environmental Services
- Development Services

Our Aim: To Improve Sport, Leisure and Cultural Opportunities



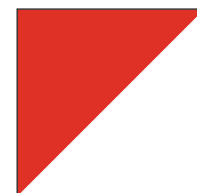
Lead Committee: Housing and Communities Committee

Results	Lead Service	Example Initiatives
Improving satisfaction with sports, leisure and cultural services	Community Services	<ul style="list-style-type: none"> • Investment in new and existing sports and leisure facilities through the Sport and Leisure Trust for Fife; • Implement a strategy for renewing community facilities; • Development of Outdoor Education provision; • Securing investment in the provision of cultural events through the Arts and Theatres Trust for Fife;
Increasing Levels of participation at indoor and outdoor sports and leisure facilities and increasing attendance levels at cultural facilities	Community Services	<ul style="list-style-type: none"> • Support for local festivals, major events and tourism initiatives; and • Develop and implement investment plans for Fife's outdoor recreation facilities. • Develop and promote opportunities in Community Use Schools for young people to access and participate in informal classes and programmes outside school hours.

Other Services supporting this work include:

- Education
- Asset and Facilities Management
- Development Services
- Finance & Resources

Our Aim: To be a top performing Council



Lead Committee: Policy, Finance and Asset Management
Lead: Council Management Team and Heads of Service

Result	Example Initiatives
Improved comparative performance on our key Statutory Performance Indicators (SPIs) and Scorecard Indicators	<ul style="list-style-type: none"> • Simplify and standardise our approach to performance management. • Develop Committee scrutiny of performance. • Communicate and recognise results through the Council.
Improvement in employee results and reputation as employer of choice	<ul style="list-style-type: none"> • Develop workforce planning & trend reporting. • Introduce broader approaches to employee recognition and talent management. • Develop enabling skills in our managers. • Improve attendance and health & safety culture.
High Level of customer satisfaction, responsiveness and resolution	<ul style="list-style-type: none"> • Introduce customer account management and tracking. • Improve process efficiency and optimise electronic transactions. • Introduce customer satisfaction and feedback reporting. • Continuous programme of customer skills & ICT training for staff.
Effective community & council leadership	<ul style="list-style-type: none"> • Implement better arrangements for community engagement and review of service and policy impacts. • Lead revised Community Plan and improve performance reporting and partnership delivery. • Implement continuous member development programme. • Support and review new decision making arrangements • Promote active citizenship and empowerment of local communities
Sound governance and resource management	<ul style="list-style-type: none"> • Annual efficiency and review programme to deliver significant cost improvements and challenge delivery models. • Implement more robust asset management processes. • Develop and embed risk and business continuity throughout the Council. • Implement information management and security arrangements. • Utilise process mapping and value chain analysis to drive process improvement. • Revised Procurement approach in line with McLellan Review.
Effective Corporate Improvement Plan delivery	<ul style="list-style-type: none"> • Introduce co-ordination of corporate improvement projects. • Introduce better resource & capacity planning for improvement projects. • Implement standards for project management. • Ensure wider senior management participation in improvement projects.

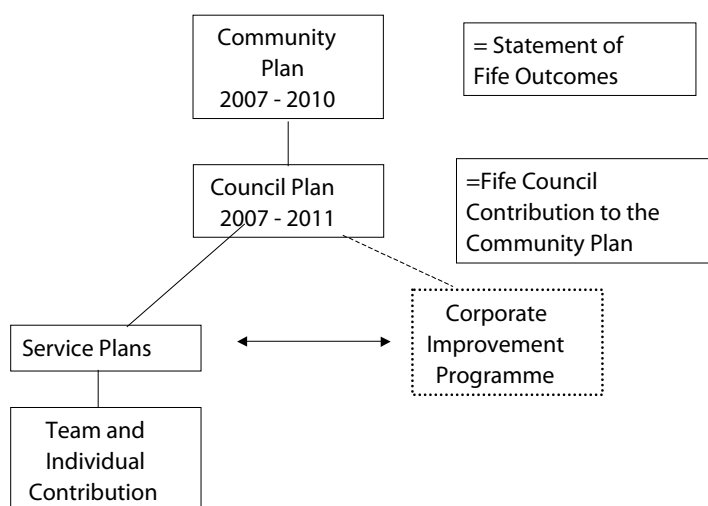
5. Delivering, Monitoring and Reporting Performance

This plan is the contribution of the Council to delivering the Community Plan.

The Community Plan, “A Stronger Future for Fife”, is at the heart of all we do. It is the top policy document for Fife and we have an essential and wide-ranging role to play in delivering it. As a Council, we have a responsibility to lead the community planning process and employees are involved in almost every aspect of the Community Plan.

The Community Plan has been created by The Fife Partnership. The Partnership brings together Fife Council, NHS Fife, Fife Constabulary, Scottish Enterprise Fife, Council for Voluntary Service Fife, Communities Scotland and Fife’s further and higher education sector.

The planning model for Fife is shown below



The Council will deliver its priorities through Service Plans and undertake a coordinated approach to improvement activity with a Corporate Improvement Programme. This programme will provide more detail on how we will become a top performing council.

The Council will produce Annual Performance Overview Report about the delivery of priorities identified within the Council Plan and associated indicators defined within the corporate performance scorecard for the aims and results of the plan. These indicators will be presented as a scorecard comprising:

Key Business Results	What we are achieving in relation to our aims and objectives
Customers	What our customers and stakeholders are telling us about our delivery of services
People	How we are improving as employees
Assets and Resources	How we plan and manage our assets and resources to support our aims and objectives

The Council will also publish:

- Regular high-level reports on revenue and capital expenditure
- Annual Human Resources, Health & Safety and Equalities Reports providing more detail across a broader spectrum of people management issues.
- An annual Statutory Performance Indicators (SPI) report with an analysis of Fife’s comparative SPI performance against other Scottish local authorities.
- Each individual Service will present a Service Plan to their respective strategic committee on an annual basis each spring. This Service Plan will incorporate a Service performance scorecard.
- Annual Review Reports outlining performance and achievements against Service Plans will subsequently be presented to respective strategic committees each autumn.
- An annual Customer Relations Report including information on performance and progress in relation to contact centre operations, consultation activity including People’s Panel and Residents’ Survey feedback, customer complaints and Ombudsman findings.

Appendix

Fife Council Plan 2007 - 2011 Performance Scorecard Indicators

Our Aim: To Improve Educational Attainment and Achievement for All

Key Business Results	2007 Baseline			2011 Target		
	VG or better	Good or better	Adequate or better	VG or better	Good or better	Adequate or better
School score by sector in HMIE inspections						
• Nursery		Feb 09		60%	40%	
• Primary		Feb 09		60%	40%	
• Secondary		Feb 09		60%	40%	
• Special		Feb 09		60%	40%	
Primary Academic Achievement : 5-14 Performance						
• School performance in Reading		82%			85%	
• School performance in Writing		76%			80%	
• School performance in Mathematics		83%			85%	
Secondary Academic Achievement : 5-14 Performance						
• School performance in Reading		65%			70%	
• School performance in Writing		55%			60%	
• School performance in Mathematics		61%			65%	
SQA Performance – All Pupils (Annual statement will provide context on progress of specific groups).						
• S4: 5 plus SCQF level 3		90%			91%	
• S4: 5 plus SCQF level 4		74%			77%	
• S4: 5 plus SCQF level 5		29%			34%	
• S5: 3 plus SCQF level 6		20%			22%	
• S6: 5 plus SCQF level 6		18%			21%	
• S6: 1 plus SCQF level 7		13%			14%	
Accredited achievement Awards		438 Awards			1000 awards	
Overall attendance expressed as % of possible half day attendances per pupil		90%			92%	
Percentage of young people ceasing to be looked after, attaining at least SCQF level 3 in English and Maths (SPI)		33.3%			50%	

Our Aim: To Improve Educational Attainment and Achievement for All

Key Business Results	2007 Baseline	2011 Target
Number of days lost per 1000 pupils through temporary exclusion		
• Primary	54	40
• Secondary	39	30
Number of exclusions per 1000 pupils through temporary exclusion		
• Primary	17	10
• Secondary	120	100
Leaver Destinations :		
• Higher education	28% (2006)	30%
• Further education	32% (2006)	34%
• Employment	20% (2006)	21%
• Training	4% (2006)	6%
• Other known	11% (2006)	7%
• Unknown	2% (2006)	2%
Percentage of Schools assessed as being in Good condition (Bands A & B)	84%	88%

Customer Results	2007 Baseline	2011 Target
Percentage of respondents very or fairly satisfied with schooling (Scottish household survey)	90%	93%
Percentage of Fife Residents who are very or fairly satisfied with schools (Biennial Residents Survey)	92%	93%

Our Aim: To Be The Leading Green Council in Scotland

Key Business Results	2007 Baseline	2011 Target
Percentage of municipal waste collected by the Council during the year that was composted (SPI)	8.5%	13%
Percentage of municipal waste collected by the Council during the year that was recycled (SPI)	24%	34%
Total Fife Council energy consumption (Million kWh)	246.9	219.4
Total Fife Council energy consumption - Carbon emissions (Tonnes)	67,423	59,689
Total business mileage claimed by Fife Council employees (Excl. fleet)	10,321,703	9,137,729
Total business mileage claimed by Fife Council employees - Carbon emissions (Tonnes - Excl. fleet)	3,368	2,982
Total Council fleet fuel consumption (litres)	4,838,595	4,283,573
Total Council fleet fuel consumption - Carbon emissions (tonnes)	12,704	11,247
Number of trips by public transport (between Transport Model for Scotland Zones) originating in Fife, on an average weekday	9,543	10,535
Cleanliness index achieved following inspection of a sample of streets and other relevant land (SPI)	71	75
Total area (Ha) of Urban Vacant land and Derelict Land	853	N/A
Percentage of Urban Vacant land and Derelict Land brought back into use	4.1%	4.5%
Percentage of high and medium priority potentially contaminated land sites investigated	35%	70%
The area of council owned or managed land actively managed for biodiversity (Ha)	2,800	2,814

Customer Results	2007 Baseline	2011 Target
Customer satisfaction with waste collection and recycling (Biennial Residents Survey)	68%	75%
Customer satisfaction with parks, open spaces and countryside (Biennial Residents Survey)	89%	90%
Percentage of Customers rating Parks & Open Spaces as Excellent/V.Good/Good (Community Services Customer Survey)	78%	85%
Percentage of Customers rating Countryside, Beaches & Coastline as Excellent/V.Good/Good (Community Services Customer Survey)	86%	90%

Our Aim: Improving Local Conditions For Economic Development

Key Business Results	2007 Baseline	2011 Target
The percentage of householder planning applications dealt with within 2 months (SPI)	65.9%	90%
The percentage of all planning applications dealt with within 2 months (SPI)	49.5%	70%
Number of new VAT-registered businesses per 1000 working age population in Fife	2.6 (2006)	2.7
Annual number of jobs created through Fife Council supported business development initiatives	239	300
Percentage of 16-19 year olds Not in Employment, Education or Training	11%	8%
Number of jobs created through Fife Council supported Inward Investment	966	500
% of settlements in Fife (pop 5000 or more) which have an immediately available 7 year supply of employment land	30%	45%
Retail vacancy rate for key town centres:		
• Kirkcaldy	14%	10%
• Dunfermline	9%	8%
• Glenrothes	16%	10%
• St Andrews	7%	6%
Number of people placed into jobs through Fife Council employability activities	503	635
Percentage of the road network that should be considered for maintenance treatment (SPI)	58.6%	42%

Customer Results	2007 Baseline	2011 Target
Percentage of visitors to Fife's Key town centres who rated them as Fair or Very Good (Town Centre Survey)	82%	82%
Percentage of Fife Residents who are satisfied with shopping facilities (Biennial Residents Survey)	81%	82%
Percentage of business tenants surveyed who were satisfied with the Council as their landlord (Annual Business Tenants Survey)	92%	92%

Our Aim: Improving Community Safety

Key Business Results	2007 Baseline	2011 Target
Overall Percentage of Crimes Cleared Up (SPI)	51.9	N/A
Number of domestic noise complaints received during the year dealt with under Part 5 of the Antisocial Behaviour etc (Scotland) Act 2004 (SPI)	2,317 (8 Months Operating)	4,000
Total number of non-domestic noise complaints received during the year (SPI)	355	350
Number of Vehicle Nuisance warnings/Vehicles seized	197/31	N/A
Number of crimes of an Anti-Social nature (Total)	21,372	N/A
Overall Number of People Killed or Seriously Injured As A Result of Road Accidents (SPI)	186	≤ 160
Number of Children Killed or Seriously Injured As A Result of Road Accidents (SPI)	26	≤ 22
Number of Fire incidents resulting in casualties per 10,000 population (SPI)	1.4	≤ 1.27
Number of fatal and non-fatal fire casualties per 10,000 population (SPI)	1.48	≤ 1.34
Number of Accidental dwelling fires per 10,000 population (SPI)	7	≤ 6.36

Customer Results	2007 Baseline	2011 Target
Percentage of respondents worried they may be a victim of crime (Fear of Crime Survey)	37% (2006)	34%
Percentage of respondents who feel noisy neighbours are common in their area (Fear of Crime Survey)	26% (2006)	N/A

Our Aim: Targeting Support to Vulnerable People

Key Business Results	2007 Baseline	2011 Target
Total number of homecare hours provided per 1000 older people (65yrs+) (SPI)	488.6	510
Number of respite care nights provided: (SPI)		
• Per 1000 older people (65yrs+)	286.6	310
• Per 1000 other adults (18-64yrs)	39	45
• Per 1000 children (0-17yrs)	27.2	40
Total hours of daytime respite care provided: (SPI)		
• Per 1000 older people (65yrs+)	2,656.1	3,200
• Per 1000 other adults (18-64yrs)	96.7	150
• Per 1000 children (0-17yrs)	225.4	300
The number of new supervision requirements made during the year (SPI)	103	100
The proportion of new supervision requirements with no condition of residence where the child is seen by a supervising officer within 15 days (SPI)	92.2%	96%
Percentage of looked-after children cared for within Fife	89.6%	95%
Percentage of looked after children in community placements	87%	90%
Older people receiving intensive care at home as a percentage of older people receiving long-term care at home or in a care home	22%	27%

Customer Results	2007 Baseline	2011 Target
Percentage of Fife Residents who are very or fairly satisfied with Care for Children (Biennial Residents Survey)	89%	90%
Percentage of Fife Residents who are very or fairly satisfied with Care for Adults (Biennial Residents Survey)	88%	90%
Percentage of customers satisfied with Meals on Wheels Service (Sample of service users)	97%	97%
Percentage of clients satisfied with Single Shared Assessment Process (Sample of service users)	91%	91%
Percentage of clients satisfied with Home Care Service (Sample of service users)	97%	97%

Our Aim: Increasing Access To Housing

Key Business Results	2007 Baseline	2011 Target
Percentage of council-owned houses achieving Scottish Housing Quality Standard (SHQS)	6.38% (2006/07)	58.89%
Annual number of units provided through Government subsidy for affordable housing development	255 (2006/07)	300
Annual number of affordable housing units delivered by private sector via Fife affordable housing policy	0	100
Number of households assessed as homeless or potentially homeless during the year (SPI)	2,746	3,508
Average time (Weeks) between presentation and completion of duty for cases assessed as homeless or potentially homeless (SPI)	16.69 weeks	12 weeks
Distribution of Housing Allocations		
• Housing & Transfer List	75%	50%
• Homelessness	25%	50%
Number of council housing sales completed during the year	632	283
Total annual rent loss due to voids as a percentage of total amount of rent due in the year (SPI)	2.39%	2%
Percentage of all Housing repairs completed within target times	89%	96%

Customer Results	2007 Baseline	2011 Target
Percentage of tenants rating the Housing Service as either good or excellent (Annual tenants Survey)	69%	80%
Percentage of customers rating the Housing repairs service as either fair, good or excellent (Contact Centre Survey)	92%	96%

Our Aim: To Improve Sport, Leisure and Cultural Opportunities

Key Business Results	2007 Baseline	2011 Target
Number of attendances per 1000 population for pools (SPI)	3,271	2,899
Number of attendances per 1000 population for other indoor sports and leisure facilities, excluding pools in a combined complex (SPI)	4,131	3,780
Number of Visits to/usages of Museums per 1000 population	735	825
Number of visits that were in person per 1000 population (SPI)	691	703
Number of Library visits per 1000 population	4,888	4,898
Number of Borrowers as percentage of resident population (SPI)	18.8%	17%
Number of Theatre attendances per 1000 population	468	490

Customer Results	2007 Baseline	2011 Target
Percentage of Fife Residents who are satisfied with Cultural Facilities (Biennial Residents Survey)	75%	85%
Percentage of Fife Residents who are satisfied with Sports and Leisure Facilities (Biennial Residents Survey)	83%	90%
Percentage of Customers rating Sports Centres, Swimming Pools & Sports Development as Excellent/V.Good/Good (Community Services Survey)	75%	85%
Percentage of Customers rating Municipal Golf Courses as Excellent/V.Good/Good (Community Services Customer Survey)	94%	95%
Percentage of Customers rating Theatres & Arts Development as Excellent/V.Good/Good (Community Services Customer Survey)	95%	97%
Percentage of Customers rating Museums as Excellent/V.Good/Good (Community Services Customer Survey)	90%	90%
Percentage of Customers rating Libraries as Excellent/V.Good/Good (Community Services Customer Survey)	88%	90%

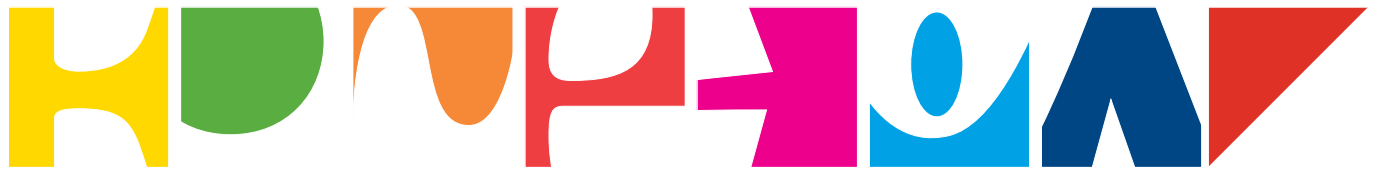
Our Aim: To be a Top Performing Council

People Results	2007 Baseline	2011 Target
Employee perception of leadership: index based on a basket of 15 employee survey questions	70% (07/08)	75%
Employee perception of communication: index based on a basket of 19 employee survey questions	67.5% (07/08)	75%
Employee perception of achievement culture: index based on a basket of 17 employee survey questions	72.5% (07/08)	75%
Employee perception of employee development: index based on a basket of 10 employee survey questions	65% (07/08)	75%
Employee perception of line management: index based on contribution management 360° feedback survey results	76.4% (07/08)	80%
Average number of working days per employee lost through sickness absence (SPI) <ul style="list-style-type: none"> • Teachers • All other employees 	7.89 days 11.93 days	≥ 5% Reduction Year On Year ≥ 5% Reduction Year On Year
Total number of days lost through long term sickness absence as a percentage of total working days available for all employees on a rolling year basis.	3.6%	3.3%
Total expenditure on training & development as a percentage of payroll spend	0.92%	>1%
Percentage of women within the top 2% of highest paid earners among council employees (SPI)	32.8%	N/A
Percentage of women within the top 5% of highest paid earners among council employees (SPI)	44.9%	N/A
Percentage of council buildings, from which the council delivers services to the public, in which all public areas are suitable for and accessible to disabled people (SPI)	18.2%	N/A

Our Aim: To be a Top Performing Council

Customer Results	2007 Baseline	2011 Target
Percentage of residents who are satisfied overall with Council services (Biennial Residents Survey Results)	80%	80%
Number of formal Council complaints	3,835	N/A
Percentage of customers satisfied with Contact Centre handling	91%	95%
Overall Percentage of incoming calls answered (Contact Centre)	83%	94%
Number of visits to Fife Direct website per 1000 population	1221	1822
Average number of pages viewed per visit to Fife Direct website	38	31
Percentage of Council Tax collected in-year (SPI)	94.3%	95%

Management of Resources Results	2007 Baseline	2011 Target
Revenue Expenditure vs Budget	99.84%	97.5% - 102.5%
Capital Expenditure vs Budget	100%	100%
Level of Balances as a percentage of budget	1.5%	1.25% - 2.0%
Proportion of FC operational accommodation that is in satisfactory condition (SPI)	74.2%	N/A
Percentage of PCs under 5 years old	73.75%	N/A
Percentage of time vehicles are not available due to accidents, avoidable damage or modifications	0.7%	0.7%
Number of fleet repairs due to accidents, avoidable damage and damaged tyres	6128	5515



Fife Council Plan 2007 to 2011