



Fife Council Capital Strategy 2023



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1 Investment for Recovery & Renewal

Investment for Recovery & Renewal

Fife is ambitious for the future; we want to improve the lives of everyone who lives here. This will not be easy at a time of significantly increased challenge in terms of reducing resources, increasing demand, increasing costs, a growing and ageing population as well as increased economic and market uncertainty. Achieving our ambitions will require dedication and targeted investment in assets. Such investment drives strategic change while providing the context for communities to be involved in local improvement.

The Labour Administration has set out three over-arching priorities for the Council and these are reflected in the Plan4Fife:

- Tackling Poverty and Supporting Vulnerable People
- Supporting the Local Economy
- Addressing the Challenge of Climate Change

These priorities set the broad direction for our Capital Strategy and have broad cross-party support across the Council.

When planning to achieve major improvement it is also extremely important to maintain and invest in existing infrastructure. For this reason, a large part of our capital investment involves maintaining and enhancing key existing infrastructure such as roads and schools. It is

also important we make best use of investment opportunities across Fife arising from a variety of sources, most significantly, the Edinburgh and South East Scotland and Tay City Region Deals which Fife is part of.

While we know it will be challenging to achieve our ambitions, particularly when faced with significant external challenges such as market and economic volatility, inflation and supply chain challenges, we believe it is possible. Key to this is how we work in partnership across all Fife agencies and ensure that all activity is co-ordinated to give the maximum impact for our communities. This is a guiding principle in aligning our capital strategy with the Plan for Fife.

- *Steve Grimmond | Chief Executive, Fife Council*
- *Cllr David Ross | Co-leader, Fife Council*

Capital strategy approach

- Our capital strategy is unique to Fife Council and its area – taking account of unique challenges, such as Mid Fife inequality and deprivation
- We recognise the geography of Fife – aiming to align the city and town challenges with the coastal and rural challenges
- Our Capital investment planning stretches over a 10-year period with a robust planning approach
- We plan at a strategic level and our investment priorities are being influenced by our climate change commitment and the stark economic realities we face
- Partnership and collaboration with other local authority and public partner opportunities is essential
- Our capital investment is restricted in terms of affordability and our investment need goes beyond the resources we have available to us – we prioritise use of resources and continue to review all funding options and models available to us
- This strategy provides a strong base for business case development, improving recognition of revenue impact, measurement of benefits, outputs and outcomes, and aiding decision making
- Longer term strategic planning stretching 20-30 years is an ambition but will take some time to achieve



2 Strategic Context

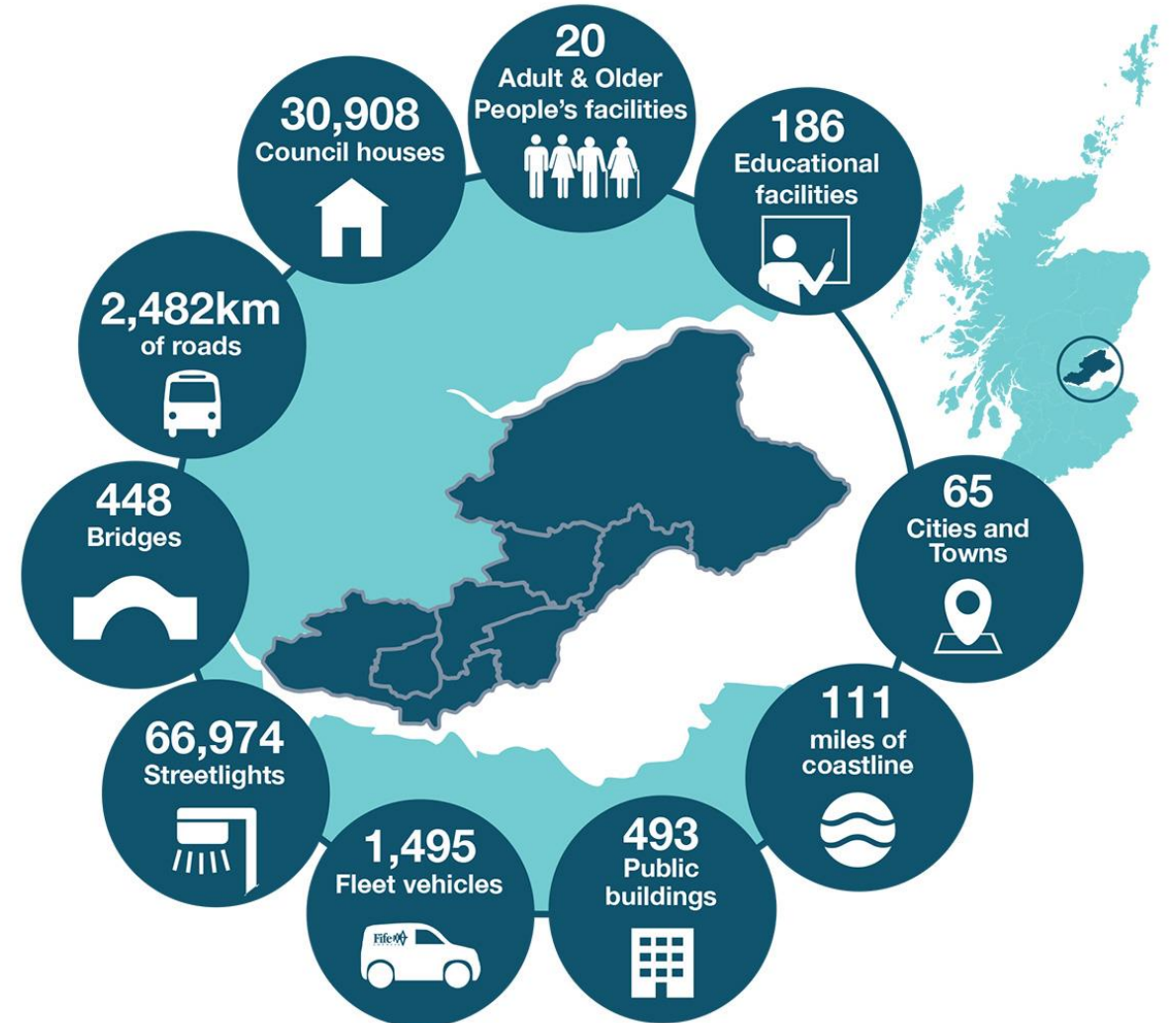
Setting the Scene

The 3rd largest Council in Scotland, Fife Council has ambitious plans to continue to ensure that the services provided are fit for purpose and meet the needs and aspirations of its residents. The Council needs to balance increasing demand through demographic changes with pressure on both revenue and capital resources. Changes to how we do things and how we operate will require a level of investment in facilities to deliver sustainable services in the coming years.

The Capital Strategy 2023-2033 outlines the Council's corporate priorities and the considerations required relating to funding, governance and assessing affordability. There is recognition that there is a need to balance investment in maintaining and enhancing existing infrastructure against the ambition for developing new assets.

The Council currently has ambitious plans to deliver over £986m of investment in assets over a ten-year period, including significant expenditure on schools, infrastructure, housing and net zero. The investment is vital in the provision of services and to achieve the Council's ambitious outcomes detailed in the Plan for Fife.

Key to the strategy is making the best use of the capital resources available to us. There is a requirement to demonstrate that capital expenditure and investment decisions are taken in line with corporate aims and objectives and take account of stewardship, value for money, prudence, sustainability and affordability. Our Recovery and Renewal Plan4Fife update introduced three cross cutting priorities: Supporting Fife's Economy, Tackling Poverty and Preventing Crisis, and Addressing the Climate Emergency and our investment plans will be reflective of these priorities.



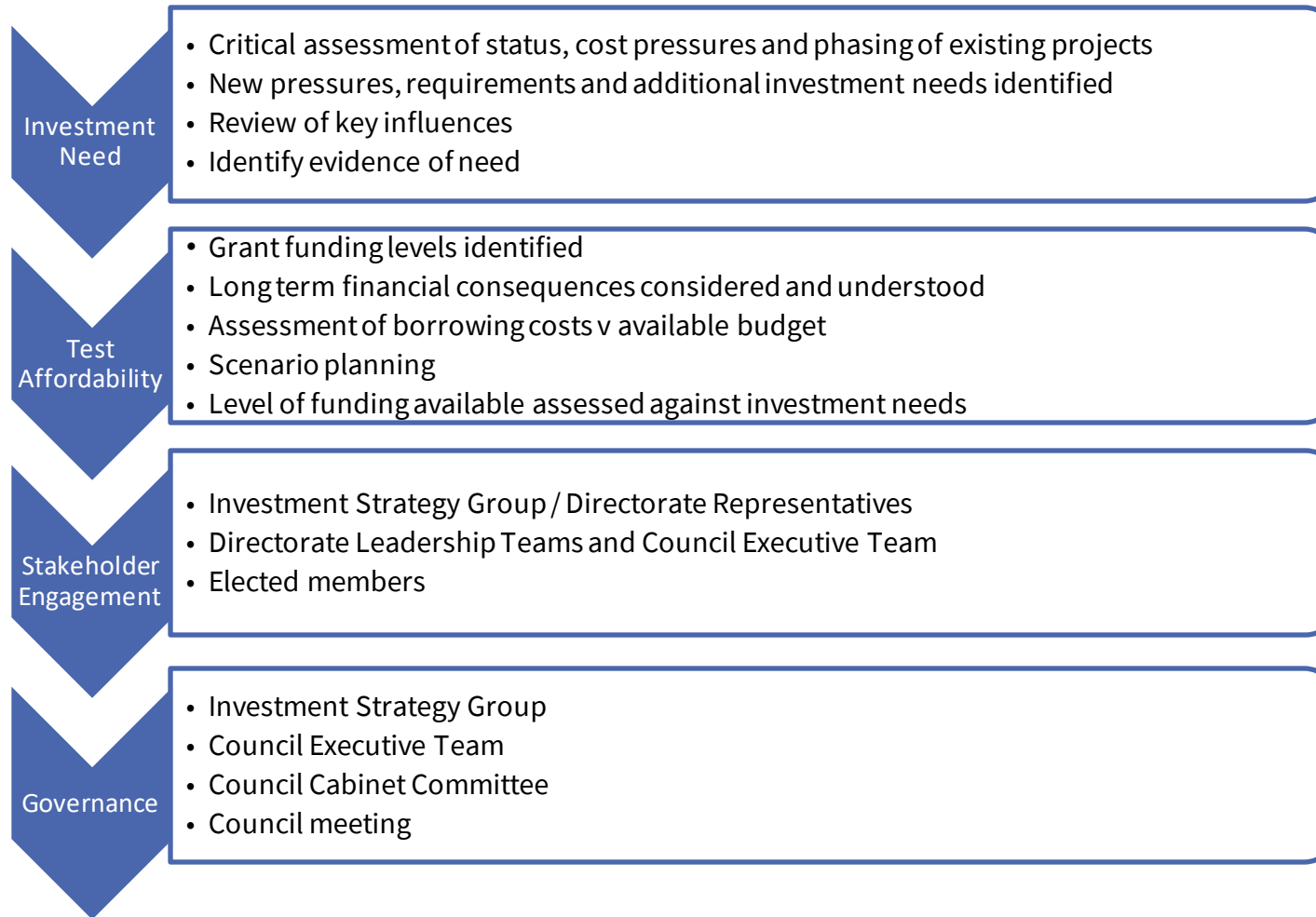
Associated Strategies and Plans

- Plan 4 Fife Recovery and Renewal
- Medium Term Finance Strategy
- Treasury Management Strategy
- Edinburgh & South East Scotland Regional Prosperity Framework
- Edinburgh & Tay City Region Deals
- Fife Economic Strategy
- Fife Local Transport Strategy
- Fifeplan (Local Development Plan)
- Draft Local Housing Strategy
- Property Asset Strategy
- Building Fife's Future: the School Estate
- Climate Fife: Sustainable Energy and Climate Action Plan
- Digital Strategy
- Health & Social Care Strategic Plan



Capital Plan Review Process

The Capital Plan Review Process will involve a series of steps and dialogue with relevant stakeholders before approval by the Council.



Key Influences

External, Internal and Partner

There are many influences that will impact on the way we invest for the future. Some of the key influences include:

External

- The Scottish Government is a key external influencer of this strategy, with a number of significant policies and ambitions influencing what we plan to do. There are many aspects of government policy where there is a role for investment by both the private and public sector.
- A major influence is the level of resources provided to Local Authorities, with the Scottish Government's Medium Term Financial Strategy suggesting a flat cash revenue settlement until 2025/26. Affordability of any increased borrowing beyond that planned will be a challenge.
- Further significant commitments such as delivering the response to the Climate Emergency, plans for a National Care Service and the new National Planning Framework 4. There are also significant expectations in relation to delivery of new affordable housing and adaptations to meet climate related ambitions.
- Some of these priorities will be challenging given the impact on existing assets, future assets being developed and the resources available.

Internal

- We have a number of internal strategies that influence our investment plans, and these are considered in the Capital Investment planning process.
- Examples of the key internal influences include our Climate Fife: Sustainable Energy and Climate Action Plan, our emerging Fife Local Housing Strategy, and our Local Transport Strategy.
- Our Medium Term Financial Strategy recognises that the Council is operating with finite resource and that affordability and sustainability associated with capital investment and the associated revenue consequences will continue to be challenging over the coming decade.
- The scale of our asset base has a large influence on the level of resource and investment needed to keep existing assets maintained and operational.
- Our school estate planning is mature with collaboration by internal partners continuing to ensure strong partnership focus and delivery of cross cutting priorities and bridging infrastructure to Education.
- We have an ambitious Capital Investment Plan, and we will need to ensure we continue to support the necessary internal capacity and resource required to deliver a plan of this size.

Key Influences - continued

Internal, External and Partner

Partner Influences

- Our Recovery and Renewal Plan for Fife 2021 – 24, developed in conjunction with our Community Partners, is a major influence on this strategy, with an increased focus on economic recovery, tackling poverty and preventing crisis and addressing the climate emergency.
- The Capital Strategy also re-affirms the links with the Plan for Fife themes (Opportunities for All, Thriving Places, Inclusive Growth and Jobs, and Community Led Services) and sets out how our investment plans will be directed to support these ambitions. We will demonstrate where our investment plans link to these key themes.

Other partner influences include:

- City Region Deal Partners
- Fife Health & Social Care Partnership
- Arms Length External Organisations
- SEStran
- Scottish Futures Trust
- Hub East Central Scotland
- Scottish Cities Alliance

More information relating to the major influences on our Capital strategy is outlined in more detail in Appendices 1 – 4 of this document

3 The Plan for Fife

The Plan for Fife

The Plan for Fife is Fife’s Local Outcome Improvement Plan. It aims to deliver real improvements for the people of Fife. It doesn’t cover everything we aim to do over the ten-year period, but it provides a clear focus for all our other plans. We also have seven local community plans – one for each of our local committee areas.

The Plan for Fife set out our vision for Fife and by 2027 we want Fife to be a place where all residents live good lives, make informed choices and have a sense of control so that they can reach their full potential, and where all children are safe, happy and healthy.

We also want Fife to be a place where we make best use of our assets and facilities, while sustaining them for future generations. We are responding to the Fairness Matters’ challenge to be ambitious for Fife by putting a Fairer Fife at the heart of our plan. We aim to reduce inequalities and to promote fairness in everything we do. This involves a big effort by all our partners, including the Third Sector and the business community. All our partners recognise that having a Fairer Fife will benefit everyone.

Within this overall vision, we have identified four priority themes to direct our work in the coming years. These are:

- Opportunities for All
- Thriving Places

- Inclusive Growth and Jobs
- Community-Led Services

The Plan for Fife 2021-24 update reviewed the plan as we came out of the COVID-19 pandemic and set out the key recovery and renewal priorities to be reflected throughout the Council’s plans and strategies. It recognised that while our ambitions remain, we needed to change the way we work and identified three cross-cutting priorities that should underpin the ambitions.

- Supporting Fife’s economy
- Tackling poverty and preventing crisis
- Tackling the climate emergency

Figure 1: Our Journey Towards a Fairer Fife



Opportunities for All

Opportunities for All is about ensuring that no-one is left behind. We aim to ensure that every Fifer can access opportunities in education, training, jobs and wider society, and that all Fifers have equal access to the support and advice they might need to support a fulfilling and decent life.

Key investment priorities within this theme include:

- Improving access to learning opportunities by improving the condition, sustainability and suitability of our school estate and ensuring that our schools continue to meet the needs of learners and the communities we serve. Building on the recent delivery of a number of community campus models, we will continue to develop the school estate as multi service facilities, working in collaboration with other Council services as well as our partners and communities.
- Our investment has a strong link with the Local Development Plan and will see us continue to work with developers and others to ensure that as Fife continues to grow, we will have sufficient capacity within our schools, including the provision of new primary schools and additional secondary capacity to meet the needs of these new communities.
- Investing in technology to support people to live independently at home or in a homely setting in their community and where this is not practical, ensure we have adequate community provision available across Fife.
- Early learning and childcare - additional capacity continues to be created across Fife to deliver the increase in entitlement to Early Learning and Childcare. A programme of work to deliver against 1140 hour commitments is nearing completion in line with Scottish Government expectations.
- Investing in digital opportunities for all so everyone has the support, motivation, skills and confidence to use technology safely in their daily lives to improve their health and wellbeing.
- Working hard to keep all Fife children within the Fife boundary, working with key partner organisations and investing appropriately to achieve this aim.
- Embracing complex partnerships and addressing many service needs, for example the Dunfermline Learning Campus and replacing care facilities with care villages.

Thriving Places

Thriving Places are safe, well designed and maintained places that promote wellbeing, where people are proud to be, and where they have access to the services and facilities they need at different stages of their lives.

Key investment priorities within this theme include:

- Meeting our climate change and net zero obligations is one of our top priorities. Activity will focus on decarbonising our buildings and fleet, working with our communities and customers to reduce the waste we create and working with partner organisations in helping to tackle climate change, to include flood resilience. Working with our communities to improve Fife's biodiversity is also an important aspect of our work on climate change.
- Increasing the supply of housing, including social care housing, improving the conditions in the private rented sector and improving access to information and advice on housing. This will include working with developers to unlock funding to support transport and educational infrastructure, as well as the delivery of our Phase III affordable housing programme of 3,500 houses and a transitional affordable housing programme (TAHP-2022-24), and a partnership agreement between the council and FHAA to build a further 1,200 new properties.
- Maximising the benefits arising from city status for Dunfermline, developing a city plan and a smart city approach.
- Investing in our key city and town centres through a 'town centre first' principle. Town centre capital investment will be used to attract external funding to improve the environment and built heritage. We will also promote investment in digital towns, including free public Wi-Fi.
- Facilitating new investment that is consistent with FifePLAN and align public sector capital investment to unlock developer funding for transport and education infrastructure.
- Investing in sport, leisure, cultural and learning activities incorporating an integrated approach where feasible.
- Targeting investment in Fife's green and public spaces, play parks, and promote sustainable management solutions.
- Investing in adapting to climate change/flood alleviation. Improving the flooding resilience of our communities is a key requirement of climate change adaptation. We have made commitments to undertake the feasibility/design options for flood related projects.
- Build on strong partnerships with partner bodies to continue the success of investing in environmental projects.
- Build on strong partnerships to continue the delivery of sustainable transport infrastructure including walking, wheeling and cycling routes, bus priority measures, and rail links and stations.
- Enabling community groups to be involved in co-design of community assets.

Inclusive Growth and Jobs

Growth in the local economy should benefit everyone and shouldn't pass people and places by. We will therefore focus on improving investment, growth and participation by businesses, people and communities, particularly in the mid- Fife area. We aim to support businesses to grow and to make sure that communities benefit from new business investment.

Key investment priorities within this theme include:

- Investing in a modern business infrastructure and in developing national and international markets for Fife's businesses. This work will be supported by Edinburgh and Tay City Region Deals.
- Investing in connectivity, particularly transport and digital infrastructure, and workforce mobility. This will include developing business cases for investment in transport infrastructure and an investment plan for Fife's digital assets.
- Making more of Fife's natural, cultural and historical assets to improve year-round visitor opportunities and accelerate the growth of tourism in Fife. A new Fife's Tourism Strategy sets out the potential opportunity for investment in visitor infrastructure, supported by access to Strategic Transport Infrastructure Funding from VisitScotland. Investment priorities are also being identified across FC/FCCT assets, to include for example investment in Adam Smith Theatre.
- Investment plans are linked to the Local Development Plan where the evidence of need underpins future requirements for infrastructure.
- The announcement of a Forth Green Freeport provides an opportunity for inward investment and the creation of up to 50,000 jobs across the freeport area. Work on the designation business case is being developed by FGFP partners for completion by the end of 2023.
- Continued investment in new and refurbished business infrastructure through the Fife Industrial Innovation Investment programme, including the development of tranche 3.
- Maximising the award of city status for Dunfermline through investment promotion. Focus on a smart city approach.

Community Led Services

Community Led Services means putting communities and service users at the heart of how we design services, and building on the strengths and assets we have in our workforce and in our communities in order to deliver valued services.

Key investment priorities within this theme include:

- Investing in community capacity to get involved and develop confidence to support Community Asset Transfer.
- Making better use of digital opportunities to improve service responsiveness, support independent living and better connect communities and individuals.
- Integrating community facilities.

The Plan for Fife prioritises improving the way that the Council and partners work with people and communities in delivery of Community Led Services. The development of new buildings requires communities to be engaged to support the delivery of outcomes. Communities also have views and ideas as to what is best for their communities. We will continue to engage with communities relevant to community investment.

Approaches to the use of Participatory Budgeting with capital funding have already shown the benefits of allowing communities to directly influence and decide on priorities and this approach will be used more widely going forward.

Underpinning delivery against and across these priorities will be our investment in new and improved digital solutions that will improve the

quality of life for people who live in, work in or visit Fife. Over the next ten years, we have committed to putting people and communities at the heart of everything we do. Increasingly our service offer will include a large component of digital provision, catering for both direct needs and to ensure we make the best of the knowledge and resources available to us.

Local plans and neighbourhood plans provide good visibility of investment need at a local level and can bring together services and communities through the local people and Place Groups as part of partnership working in Fife.

Community Buildings across Fife range from historically significant and older significant community buildings, to newly developed and completed facilities. Many of these older buildings will pose a significant challenge to adapt to meet net zero requirements but present opportunities for local communities to be involved in their future.

Fife has significant infrastructure in physical activity, sport, leisure and culture ranges from greenspace to modern sport and renewed cultural facilities. The changing nature of society and its use of outdoor space and sporting and cultural assets will present demands for future investment.

4 Asset & Infrastructure Investment

Assets & Infrastructure Investment

In order to maintain or improve service provision it is imperative that we recognise the need to invest in our significant existing assets and infrastructure to ensure they remain viable and sustainable. There are further key investment priorities as follows:

Roads and Transportation

Fife's roads and transportation infrastructure is critical to supporting our communities with affordable, seamless and sustainable access to all aspects of their daily lives. Effective asset management and maintenance of this significant infrastructure is a statutory duty. Our asset management strategies support sustained capital investment in roads and transportation infrastructure with continued funding essential to preserve the resilience of the transport network; ensure fair access for daily activities; provide safe and secure travel for all; and support the just transition to net zero and the Council's climate action plan. These cover the following key investment priorities:

- Roads Infrastructure: (maintenance of carriageways, footways, footpaths, cycle tracks, verges, drainage, traffic signals, driver information signs & street furniture) Projects to sustain network condition and prevent growth of road defects.
- Structures Infrastructure: (maintenance of bridges & retaining walls) Key replacement or strengthening projects on critical elements of the transportation network.
- Street Lighting: (column replacement) Following a period of investment, further investment is now required to replace columns which are beyond the expected service life.
- Traffic Management & Road Safety: Local road projects improving road safety, reducing congestion, tackling parking problems and reducing traffic speeds.
- Sustainable Transport: (new walking, wheeling and cycling infrastructure) It is both the Scottish Government's and Fife Council's objective to support the transition to net zero, increase walking, wheeling and cycling trips and reduce transport emissions.
- Property Assets: Harbours & Piers: (Maintenance of critical marine infrastructure supporting Fife's tourism and fishing industries), Bus Stations and Interchanges (Maintenance of bus station and terminus buildings and operational areas to maintain accessibility to employment, tourism and social opportunities).
- Dunfermline Strategic Transport Intervention Measures: Delivery of transport infrastructure to support the Strategic Development Areas in Dunfermline.

Assets & Infrastructure Investment

In order to maintain or improve service provision it is imperative that we recognise the need to invest in our significant existing assets and infrastructure to ensure they remain viable and sustainable. There are further key investment priorities as follows:

Property Estate

Fife Council has a strategic approach to property asset management. It is based on the principles of **improving efficiency** (doing more with less); **the effectiveness of our activities** (achieving better outcomes); and **improving leverage** through driving inclusive growth and working in partnership. It supports and aligns with the Recovery and Renewal Plan4Fife.

Recent years have seen unprecedented challenges through external factors and changes in social expectation, to include (but not limited to) a much greater focus on net zero and environmental sustainability. We have adapted and continue to evolve in meeting these challenges. However, the need to make the most effective use of our resources whilst supporting recovery to build resilient communities has never been greater. The evidence of our delivery against the Council's priorities is in the class leading buildings and facilities we provide. From new high schools and early learning settings, care villages, energy efficiency projects, housing improvement and investment in new affordable homes, integrated community facilities, net-zero projects, sport, and recreational facilities, blended working facilities; these projects contribute directly to improved services and outcomes for the people of Fife and the overarching Council priority of **Community Wealth Building**.

While much has been achieved, the Council still has a large and ageing estate and we need to continue to innovate and manage change in the way we develop new approaches to the governance, coordination and use of assets so that we make best use of our resources and support delivery of outcome priorities. To help meet these objectives our **Property Strategy** is currently being refreshed, with the aim of:

- **Improving Stewardship** – having the right assets in place to support future needs and priorities. We will have a smaller network of modern fit for purpose, integrated community and operational facilities that are sustainable, energy efficient and maintained to a high standard.
- **Alignment with the Plan for Fife** – all our resources collaborate to meet the needs of our communities and customers. We will continue to invest in assets and facilities that support the delivery of our policy priorities, make it easier for our customers to access the services they need, and add value to our communities.
- **One Fife Approach (No Wrong Door)** – adopting a collaborative approach with local partners and our communities to ensure public assets are viewed as part of a joined-up service offering. We will make it easy for our customers to access the services they need and empower our staff to work more flexibly and efficiently in terms of frontline service delivery.
- **Addressing the Climate Emergency** - by continuing to reduce the size of our estate and investing in proven and sustainable solutions to meet our climate change and net zero obligations.

Changing planning and building control regulations (that support improved building performance and environmental safety) alongside innovation in building materials and methods of construction will be reflected within the delivery of our property strategy.

Assets & Infrastructure Investment

Cemeteries and Crematoria

Fife Council is responsible for 115 cemeteries of which approximately half still take interments. Of the cemeteries that take interments, about 20 have limited remaining burial capacity. A consultation exercise has recently been completed on a future strategy, with the aim of ensuring that our cemeteries remain safe, well looked after and provide fitting places for contemplation and remembrance. Reflecting feedback, the strategy will seek to balance investment to improve and enhance existing provision with the need for a small number of new cemeteries.

The strategy will also seek to accommodate other needs and opportunities, such as the contribution cemeteries can make to local biodiversity as well as accommodating social changes, such as an increased interest in 'green burial'.

Technology

The need for investment in technology has grown significantly in recent years, with investment in systems moving from one off capital investment to cloud based systems that incur an ongoing revenue cost. The shift to home working has grown substantially, bringing with it new investment need. Technology underpins everything we do and demands have never been higher for reliable, usable, trusted and innovative digital public services and infrastructure.

Our strategy and approaches to technology and digital investment seek to right-size and optimise our investments, through a continual focus on ensuring we can deliver the widest possible benefits, while also harnessing opportunities which deliver change at a local level. We will be innovative and look at opportunities where technology can fulfil more than one objective.

We will also invest to ensure that current digital infrastructure and services can be maintained, supported, upgraded and protected and that old or obsolescent technology can be retired or replaced. Seeking to reach at least 4G standard across our digital infrastructure.

Our strategy recognises the need to remain adaptable to ensure that new opportunities from technological change can be quickly evaluated and harnessed where they can improve outcomes for those who visit, live, work or learn in Fife.

Fleet, Plant and Equipment

The Scottish Government committed to decarbonising local authority commercial road transport fleet by 2025, with all sales of new petrol and diesel cars and vans ceasing in Scotland by 2025. Progress has been limited due to inadequate alternative fuel supply arrangements, infrastructure and fleet supply challenges. We have trialled a range of alternative fuel powered vehicles with varying degrees of success. Until the supply of hydrogen is stable, and hydrogen powered vehicles are manufactured to a reliable standard, an electric fleet is likely to be the direction of travel.

We have made significant changes to the size and management arrangements for our fleet of vehicles. We have also invested in sustainable vehicles to include hydrogen, electric and hybrid powered vehicles.

Our strategy for managing our Fleet going forward includes:

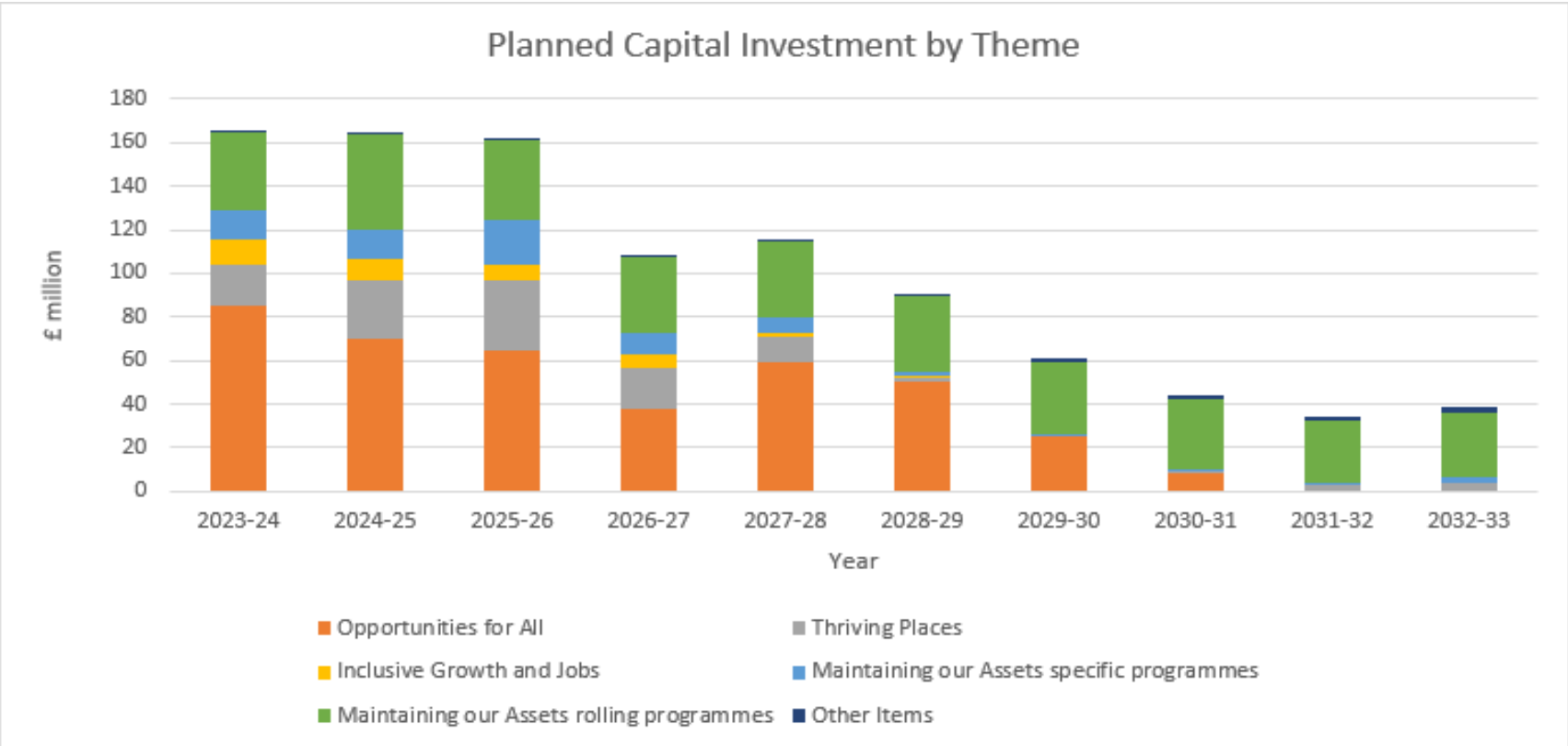
- Carrying out a review to reprofile and prioritise the vehicle replacement programme, recognising the age of some of the fleet as well as the maintenance and downtime this can create for essential services.
- We will maximise vehicle utilisation and promote environmentally responsible practices to reduce fuel consumption and carbon footprint.
- We will continue to invest in low carbon vehicles and other technology that will make our fleet sustainable into the future.

The Council also owns and operates a significant amount of plant and equipment which also requires to be maintained and replaced on a scheduled basis.

5 Capital Investment Plan

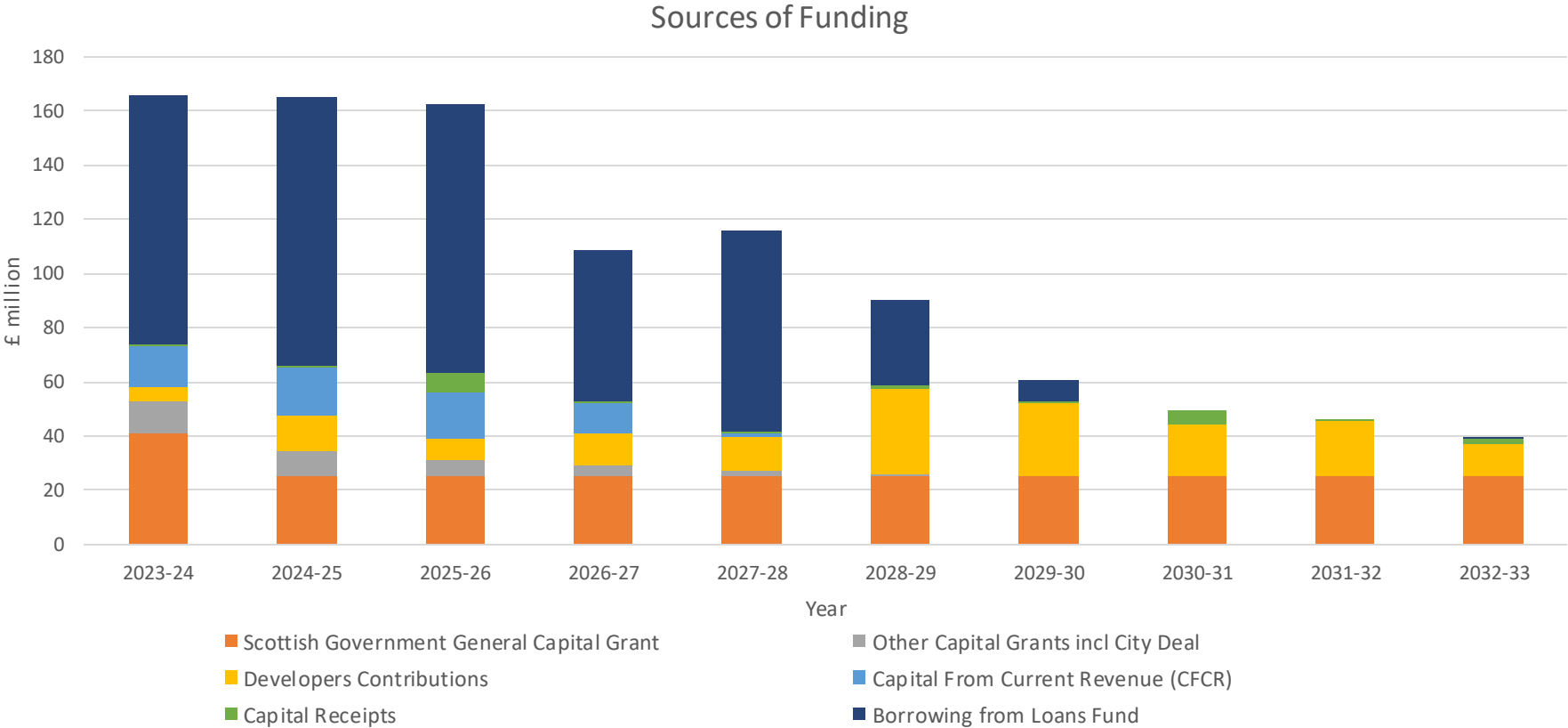
Capital Investment Plan 2023-33

Planned investment over the period of the Capital Investment Plan underpins the delivery of our ambitions contained within this Capital Strategy. The graph demonstrates that investment is high in the early years of the plan and reducing in the later years, indicating uncertainty in the future and is reflective of current affordable investment over the ten years.



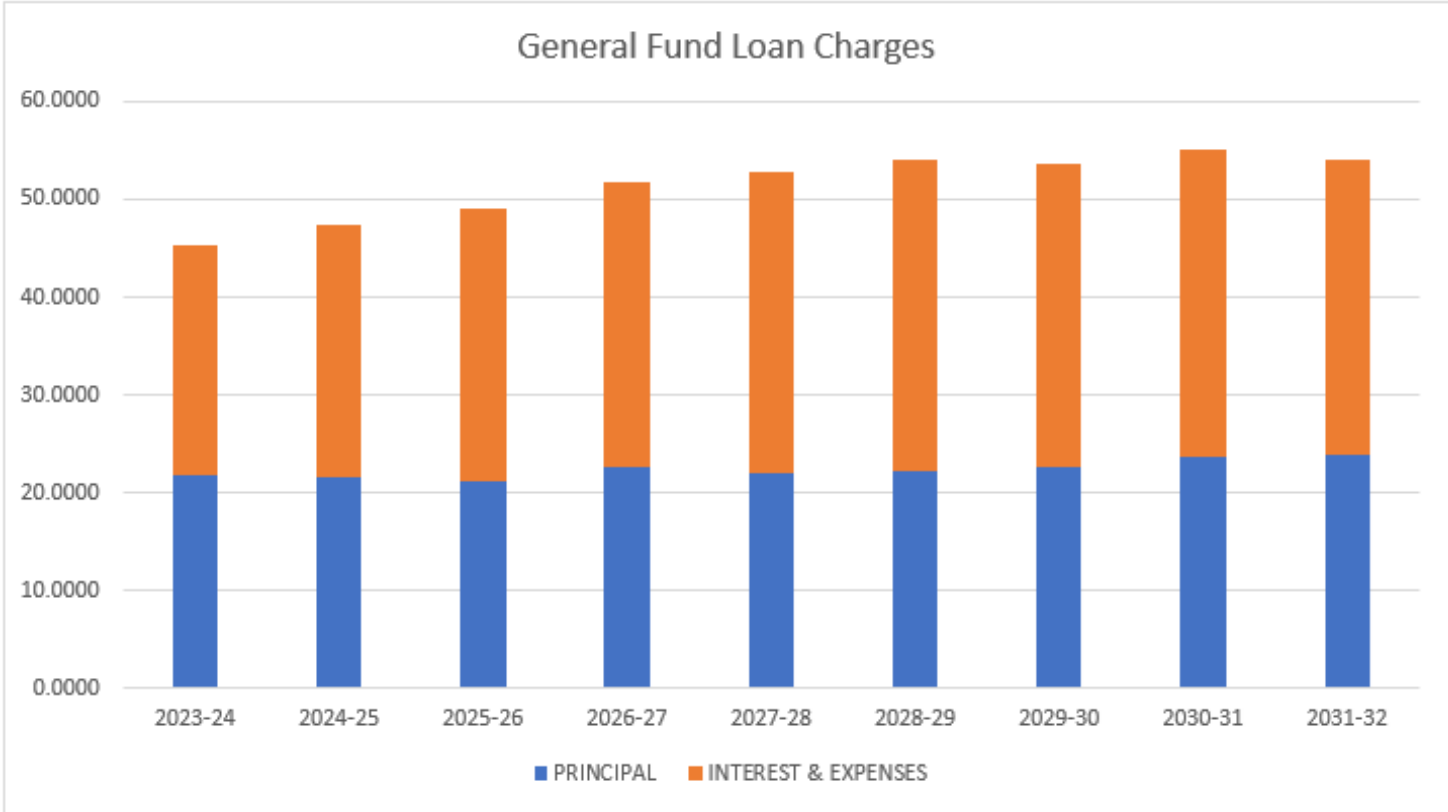
Capital Investment Plan 2023-33 – Sources of Funding

In order to support the planned investment over the period of the Capital Investment Plan a number of sources of funding are used. The graph demonstrates the different sources of funding and highlights the high level of borrowing supporting the plan in the early years.



Capital Investment Plan 2023-33 – Loan Charges

In order to support the planned investment over the period of the Capital Investment Plan borrowing will need to take place. Charges are made to the General Fund to reflect the cost of borrowing, these have 3 elements; principal, interest and expenses. Details of the Loans Fund policy are included in the Treasury Strategy.



Capital Investment Plan 2023-33

Following the biennial Capital Plan Review and approval of the Capital Investment Plan in June 2023, the levels of investment and funding are summarised in the following table:

FIFE COUNCIL
CAPITAL INVESTMENT PLAN 2023-33
GENERAL FUND

Capital Theme	2023-24 Em	2024-25 Em	2025-26 Em	2026-27 Em	2027-28 Em	2028-29 Em	2029-30 Em	2030-31 Em	2031-32 Em	2033-33 Em	TOTAL Em
Opportunities for All	85.528	70.256	64.996	37.606	59.687	50.735	24.886	8.492	0.363	-	402.549
Thriving Places	18.707	26.507	31.996	18.845	10.955	1.250	0.150	0.981	2.260	3.877	115.528
Inclusive Growth and Jobs	11.116	9.799	7.353	6.307	2.205	1.003	0.133	-	-	-	37.917
Maintaining Our Assets Specific Programmes	13.387	13.888	20.610	9.582	6.727	2.203	0.839	0.962	0.801	2.821	71.818
Maintaining Our Assets Rolling Programmes	36.231	43.890	36.269	35.015	35.455	34.084	32.850	31.429	28.796	29.369	343.387
Other Items	1.097	1.000	1.000	1.000	1.000	1.000	2.000	2.000	2.000	3.000	15.097
TOTAL EXPENDITURE	166.066	165.339	162.224	108.355	116.029	90.275	60.858	43.864	34.220	39.066	986.297
Income											
Other Capital Grants	(3.660)	-	-	-	-	-	-	-	-	-	(3.660)
City Deal and Growth Deal Grants	(6.603)	(7.359)	(5.427)	(3.926)	(2.004)	(0.896)	-	(0.012)	-	-	(26.228)
Contributions	(1.576)	(1.808)	(0.833)	-	-	-	-	-	-	-	(4.218)
Developer Contributions	(5.786)	(13.459)	(7.448)	(11.829)	(12.490)	(31.807)	(27.401)	(19.296)	(20.789)	(11.983)	(162.288)
Capital From Current Revenue (CFCR)	(14.476)	(17.925)	(17.400)	(11.601)	(1.500)	-	-	-	-	-	(62.903)
Total Income	(32.101)	(40.552)	(31.109)	(27.356)	(15.995)	(32.704)	(27.401)	(19.308)	(20.789)	(11.983)	(259.296)
Net Expenditure	133.965	124.787	131.116	80.999	100.034	57.571	33.457	24.555	13.431	27.084	727.000
Funding											
Scottish Government General Capital Grant	(40.776)	(25.000)	(25.000)	(25.000)	(25.000)	(25.000)	(25.000)	(25.000)	(25.000)	(25.000)	(265.776)
Capital Receipts	(0.639)	(0.696)	(7.225)	(0.357)	(0.657)	(1.074)	(0.265)	(5.419)	(0.073)	(1.871)	(18.275)
Borrowing from Loans Fund	(92.551)	(99.091)	(98.891)	(55.642)	(74.377)	(31.497)	(8.192)	5.863	11.642	(0.213)	(442.950)
Total Funding	(133.965)	(124.787)	(131.116)	(80.999)	(100.034)	(57.571)	(33.457)	(24.555)	(13.431)	(27.084)	(727.000)

6 Funding Strategy

Funding Strategy

Funding the Capital Investment Plan

We will develop a funding strategy that will determine the likely level of investment over the ten-year period. The funding strategy will determine how the investment will be funded. The plan will continue to be subject to review on a biennial basis. Affordability and sustainability will be a key feature of this assessment and in the coming years is likely to remain challenging whereby investment needs are likely to continue to outweigh the affordable level of funding available.

There are a number of funding sources that contribute to financing the Capital Investment Plan. When preparing the ten-year capital plan, a number of assumptions are made in relation to each of the possible funding streams:

- An estimate is made of general and specific capital grants from Scottish Government
- Capital receipts are estimated based on the likely assets which may be disposed of over the life of the plan
- All known contributions from revenue budgets
- An estimate is made of the affordable and sustainable level of borrowing, taking cognisance of the long-term nature of the cost of borrowing
- Other innovative funding sources including Tax Incremental Finance and City Region Deals
- Developer contributions are a significant funding source given the predicted level of strategic growth across Fife
- Any planned commitments from reserves
- Each time the Capital Investment Plan is reviewed we will assess the available level of funding compared to the investment needs.

The associated borrowing requirement will be calculated and the impact will be reported in the Treasury Management Strategy alongside the prudential indicators annually.

The review will also consider the running costs associated with Capital Investment. The Council's Medium Term Financial Strategy states that Services themselves must make budget provision for these costs. This will form part of the affordability assessment carried out as part of the review.

Whilst a robust funding strategy will be developed each time the Capital Investment Plan is reviewed, there remains the challenge that investment needs are likely to continue to outweigh the available resource, leaving a capital investment gap. Available resources will need to be carefully balanced and prioritised.

Funding Strategy – Capital Plan Review

Funding the Capital Investment Plan

To determine the level of investment required the Council will continue to undertake the biennial Capital Plan Review process. This process is robust, comprehensive and designed to critically review the existing investment plan as well as considering future investment needs of the Council to ensure these are in line with the key investment priorities set out in this strategy. The process involves:

- Critical assessment of the current plan to identify cost pressures, phasing and status of project
- Assessment of new pressures, requirements and additional investment needs
- Financial modelling and affordability testing
- Scenario planning
- Consultation with relevant stakeholders including Services, Council Executive Team and Elected Members
- Elected Members approve the Capital Investment Plan

Following approval of the Capital Investment Plan, regular monitoring is undertaken and reported to Committee. Rephasing of capital expenditure is carried out on an annual basis.

During the biennial Capital Investment Plan review, consideration is given to the overall affordability and costs of borrowing. This is assessed in line with the Council's Medium Term Financial Strategy and the revenue budget process.

Careful consideration of phasing and financing capital expenditure is given during this process to ensure that the Council can continue to operate affordable levels of borrowing, maximise our grant levels and contain costs at a sustainable level.

Controls around the level of borrowing will be assessed and agreed. We will also consider the impact on the Council's balance sheet in relation to liquidity and sustainability.

Funding Strategy – Guiding Principles

Development of the Capital Investment plan operates within a set of guiding principles:

- Planning over at least a 10-year planning horizon
- Review of the plan is undertaken on a biennial basis
- Priority is given to rolling programmes to secure investment in the maintenance and enhancement of existing assets
- Revenue budget for loan charges is assumed at a steady future level when assessing affordability
- The Capital Investment Plan must remain fully funded throughout its lifetime
- The Capital Investment Plan must be evidenced to be affordable and sustainable
- Costs should be contained within existing budgets by critical evaluation, value engineering and economies of scale
- Where costs cannot be contained funding options will be considered by Directorates and the Investment Strategy Group prior to consideration by the Cabinet Committee
- External Borrowing and sources of external borrowing will be evaluated, considered and undertaken by the Investment Team having regard to the Council’s Treasury Strategy and affordability criteria

Funding Strategy - Financing

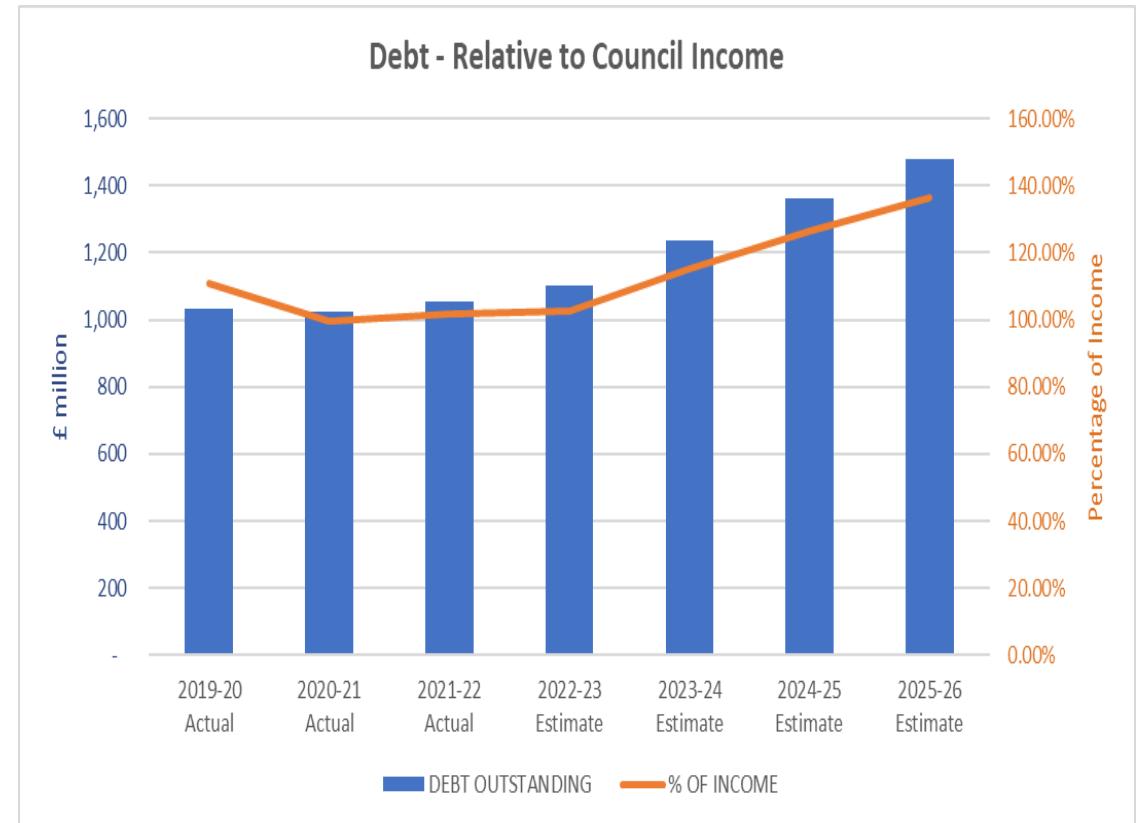
Changing Nature of Financing

The graph demonstrates the growing trend for increased borrowing requirements to fund the Capital Plan. While the level of government grant has been reducing, the level of debt outstanding is estimated to increase over time. Increasing debt levels impacts on the revenue budget as there is a requirement to repay debts and the associated interest costs.

Currently, the cost of servicing outstanding debt represents 6% of the Council's revenue income for general fund. This is predominantly a fixed cost, given the long term nature of borrowing. In the context of reducing revenue resources and a financially challenging environment there will be a limit to what the Council can afford to borrow in the future.

The forecast debt outstanding figures includes borrowing required for 3 large school projects at a cost of in excess of £300m, as well as projects where the Council will invest but income will be received over a long period of time. In these instances, the Council will undertake the borrowing to finance the investment with either revenue grant or S75 contributions being received over a long period of time to cover the costs in the future. It is recognised that the changing nature of financing heightens the level of risk for the Council.

The coming years will see the level of debt increasing significantly in the first few years of the plans, illustrating the ambitious investment in the medium term. Over the past few years Fife Council has been well above the Scottish average in terms of the level of financing costs compared to its net revenue stream. It may be challenging in future to increase borrowing to a significant degree without additional revenue to cover the costs.



Capital investment mapping

Main aspects	Details
Mapping investment requirement against priority themes and outcomes	<ul style="list-style-type: none">➤ As part of developing our capital strategy our Plan for Fife priority themes and outcomes have been mapped to our capital investment requirement over a 10-year period➤ We aim to develop this further to our wider strategic priorities based on our view of external, partner and other internal influences – in particular, mapping to the medium term actions in the Recovery and Renewal Plan➤ We recognise that we need to represent the Council’s capital strategy requirement in a way that is understandable to a much wider audience of interested stakeholders – for this purpose we will also visually represent some of our key areas of investment
Benefits, outputs and outcomes	<p>Throughout our capital planning and reporting processes it is our ambition that we report on the emerging capital investment requirement to benefits, outputs and outcomes, as follows:</p> <ul style="list-style-type: none">➤ Benefits – consider the impact of emerging capital investment to both financial and non-financial benefits, such as savings, new funding streams and reduction in CO2 emissions➤ Outputs – report capital investment to outputs, such as new houses, new school places and new active travel routes➤ Outcomes – consideration of reporting emerging capital investment to planned outcomes, such as contribution to housing target, achievement of climate action plan commitments and improved connectivity
Enabling investment and delivery investment	<ul style="list-style-type: none">➤ In developing the capital strategy, we will examine enabling investment (‘business as usual’) to ensure that the initial 10-year planned investment is based on detailed supporting plans – this includes investment in existing infrastructure / assets, ICT / digital refresh and business transformation➤ In developing the capital strategy, we are continuing to strengthen our business case approach to emerging capital investment proposals for new infrastructure, assets and digital solutions

7 Capital strategy risk

Capital strategy risk

Main aspects	Details
Articulation of risk appetite	<ul style="list-style-type: none">➤ Although the Council is not focused on investment for commercial return, it is still necessary to examine and define the Council's risk appetite as part of the emerging capital strategy➤ The defined risk appetite needs to have a longer-term focus, which is challenging when considering the short to medium term nature of the democratic cycle and the lack of longer-term approach from Government
Alignment with risk management framework	<ul style="list-style-type: none">➤ Any examination of risk in the emerging capital strategy will need to align with the Council's risk management framework➤ This will ensure that any risk assessment follows the corporate approach and can successfully link to individual business case, proposal and project risk assessments
Risk assessment	<p>The Council will need to undertake a high-level risk assessment, to include risks such as:</p> <ul style="list-style-type: none">➤ continuing and potentially worsening revenue position, outside of the control of the Council➤ potential further reduction in external capital funding from Government and other external funding opportunities➤ lack of focus to date on link of capital investment to revenue impact, both negative and positive, and benefits, outputs and outcomes➤ lack of investment demonstrated by capital investment requirement gap, potentially resulting in threat to public health and poor climate resilience➤ negative impact of investment in potentially obsolete technology and solutions, particularly when looking at green initiatives➤ financial impact of the current and future pressures on the construction industry, both locally and nationally➤ Impact of general cost inflation, market volatility and supply chain issues potentially leading to abortive and / or delayed projects➤ Local Development Plan, Regional Prosperity Framework, and Regional Spatial Strategy

High level risk assessment

There will be risks inherent in the Capital Investment Plan and we will assess these as part of the capital plan review process and as part of our programme and project management processes. We will assess both strategic and financial risks including uncertainty of funding, inflation, interest rate risk, and exchange rate risk in uncertain economic times. This will ensure that future financial consequences are understood and risk is managed.

Following our review of risk, a recommendation will be made in relation to the planned level of funding to provide for future risk.

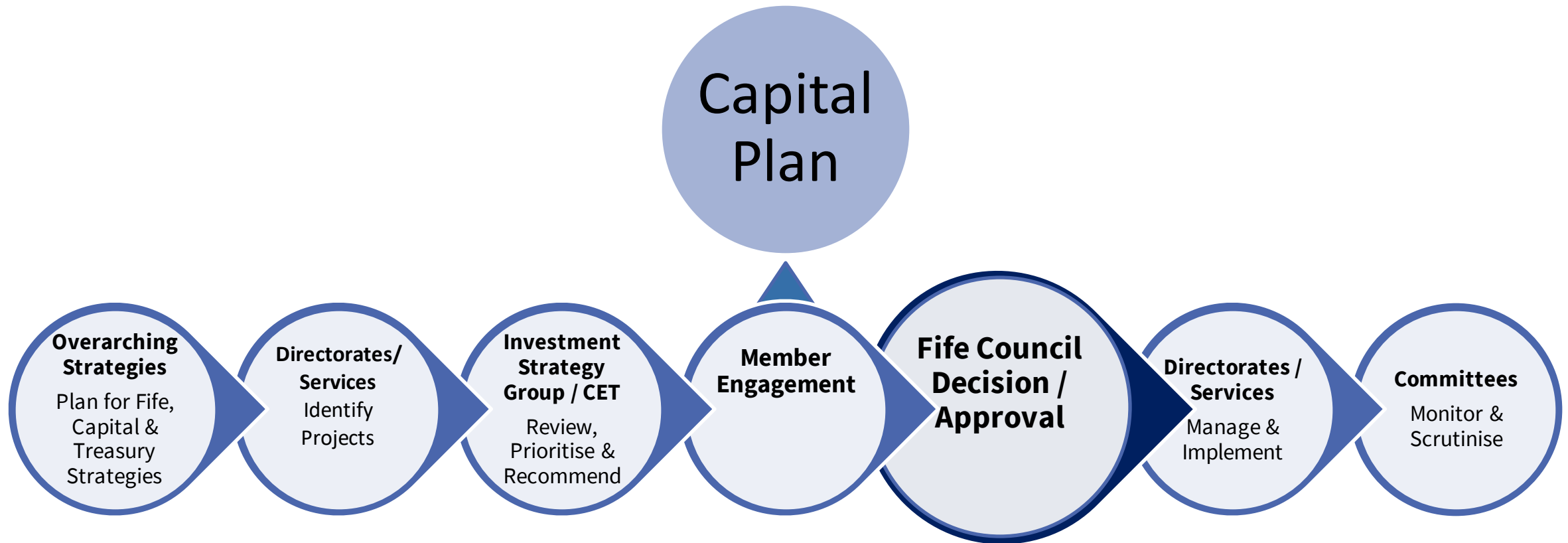
We will also factor in an assessment of future maintenance costs and liabilities associated with the assets currently in our control, namely around our property estate and roads and transportation infrastructure.

Category	Risk and potential consequences
Political	Delay in the implementation of Scottish Government policies such as Net Zero or National Care Service. Increased cost pressures for the Council on delivering on Scottish Government priorities without funding has the consequence of increased borrowing costs for the Council or reduced capacity to deliver on Fife priorities. Changes in political landscape during the planning period may change the investment priorities included in the plan.
Economic	Construction prices could rise above the level assumed and provided for in the investment plan resulting in planned projects being deprioritised and/or delayed. Shortage in materials and Labour Market could result in increased costs and projects being delayed. Continued increases in interest rates could result in increased cost of borrowing meaning that the plan will need reviewed as affordability could come under pressure, resulting in pressure on revenue budgets. Private housing developments not being achieved and/or developers having financial difficulty could impact on the level of developer contributions being used to fund the investment plan, resulting in increased borrowing levels or projects being stopped or delayed.
Social	Population growth greater than anticipated meaning that the level of provision of Schools and other assets is insufficient. House building higher or lower than anticipated putting additional pressure on Council Services and budgets.
Technological	Technological advancement not being sufficient to meet Net Zero and Low Carbon targets meaning that investment is required for longer periods and pressure to maintain aging fleet and buildings.
Legal	Council Plans and strategies being subject to legal challenges or regulatory changes resulting in delay of capital projects. Non-compliance with legislative requirements in terms of Net Zero and other legislation could mean increased investment required and/or fines/penalties resulting in financial pressures.
Environmental	Severe Weather events such as flooding could result in reactive and unplanned expenditure meaning capacity to fund other projects is reduced. Climate Change and associated legislation requires significant investment.

8 Governance

Governance

The diagram below summarises the arrangements through which the Capital Strategy is developed and the process followed and the influence the Capital Strategy will have in relation to the biennial review and ultimate engagement with and approval by members of Fife Council. The Capital Strategy is an overarching strategy which provides long term focus.



Governance

Main aspects	Details
Decision making and reporting	<ul style="list-style-type: none">➤ The capital strategy is approved through the democratic decision-making process by the members of Fife Council who understand and are responsible for stewardship, value for money, prudence, affordability and sustainability. The strategy is built around both the ambitions in the Plan for Fife and the policy intent underpinning these ambitions.➤ Whilst the Capital Strategy is inextricably linked to the financial planning process, it recognises that there are financial and affordability constraints. However, this does not constrain the ambition to deliver and invest to enhance and improve the services to the people of Fife.➤ Our capital strategy links with our revenue, capital and Balance Sheet planning and whilst we have made good progress towards this approach, we will continue to develop this by further integrating with our long-term financial planning.➤ The Capital Investment Plan is planned in line with the Capital Strategy and is reviewed biennially. The investment plan is set by the members of Fife Council and delivery of the investment plan is overseen by the Investment Strategy Group, an officer group chaired by the Head of Finance with additional Heads of Service representing each of the Directorates. Delivery of projects rests with responsible Services.➤ Governance is in place which is proportionate to the size of investment programmes or projects, with major projects (over £5m) having additional governance with business cases approved by the Cabinet Committee.➤ Business cases for major projects or programmes will also be approved by the relevant regional Joint Committee.

Governance

Main aspects	Details
Roles and responsibilities	<p>Our capital planning and decision making processes are governed through a number of layers, each with clear roles and responsibilities and documented remits.</p> <ul style="list-style-type: none">➤ The members of Fife Council are responsible for retaining a clear focus on delivering improvements in line with the priorities in the Plan for Fife. The plan sets clear ten year investment plans relevant to each of these priorities, identifies what needs to change in our approach and proposes actions over the period of the plan (Financial Regulations).➤ Our Cabinet Committee has a responsibility to exercise strategic leadership of the Council, recommend to the Council the budget strategy and also to monitor and control the Council's overall capital expenditure (including major capital projects), taking responsibility for all executive decisions within the budget and policy framework approved by the Council and considering all proposals or business cases which have increased financial consequences (Committee Terms of Reference).➤ S95 Officer is the Proper Officer in terms of the provisions of The Prudential Code for Capital Finance in Local Authorities, and, accordingly, shall be responsible for the administration of the financial affairs of the Council. In adherence with the Prudential Code, the S95 Officer will also facilitate the decision making process and support capital investment decisions, and monitor a number of prudential indicators including external borrowing limits, in order to assess the affordability, prudence and sustainability of the capital plan and will advise members of the Council accordingly. The S95 officer is also responsible for the treasury management functions underpinning the capital strategy.➤ The Council's Investment Strategy Group (ISG) has a responsibility to co-ordinate the estimates of capital expenditure for each of the Council's Policy Priorities for the planning period view to being submitted to Fife Council for approval (Financial regulations and ISG remit).➤ Directorates/Services are responsible for ensuring that all Capital Programmes & Projects follow, as a minimum, the Council's Programme and Project Management Framework procedures, as must Corporate Improvement programmes and associated projects. Executive Directors are required to identify the full revenue consequences of capital projects being proposed for funding when preparing proposed Capital Plans. In addition, they will be required to demonstrate from where the funding for the revenue consequences will be met. (Financial Regulations and Plan 4 Fife).

Governance

Main aspects	Details
Skills and training	<ul style="list-style-type: none">➤ Our capacity to plan and deliver an ambitious capital strategy could be impacted by any lack of appropriate skills and training, and could have serious consequences – we will undertake an ongoing review of any potential skills and training gaps associated with capital planning and identify actions for improvement.➤ We recognise that skills or training gaps, can lead to delay or scaling back of planned activity and this is a high-level risk that will need kept under review.➤ We will develop a capital strategy action plan to ensure this risk is managed and kept under review.
Consultation and stakeholder engagement	<ul style="list-style-type: none">➤ Our consultation approach is wide ranging and co-ordinated through the Investment Strategy Group and it's participants. Consultation is collated and built into the consideration of our capital investment requirement and, provides the basis for decision making by elected members.➤ Participatory Budgeting – the council is continuing to promote participatory methods for communities to shape public spending in their areas. Devolved budgets to Area Committees are supporting how the council and partners can improve places and meet local needs.

8 Appendices

Appendix 1 – Evidence of need

Main aspects	Details
Sources of evidence	<ul style="list-style-type: none">➤ We will undertake an initial review across Fife services, focusing on current sources of data, current methods for building future evidence of need and identify any concerns with the quality of supporting data.➤ This review will give an initial view of any risk areas that may need explored in more detail to establish if we can make internal improvements and / or seek external solutions.➤ We will work with our internal strategic partner network as part of this review – we will seek opportunities to make better links with existing data sources and identify opportunities to collaborate on improving available data sources.
Challenges to be addressed	<ul style="list-style-type: none">➤ If we determine any evidence gaps, we will seek to address these internally, and establish a methodology for gathering the relevant data or start to measure the required evidence.➤ Where we are unable to solve an evidence gap internally, we will speak to partner and peer organisations in the first instance to see if there is a good methodology that has been identified elsewhere.➤ Where external support is required, we will clearly articulate the evidence gap and the desired outcome to obtain appropriate support.
Spatial representation of need	<ul style="list-style-type: none">➤ In future we will explore new ways of examining and analysing the investment needs for the Fife population and area and whether different tools can be used to support scenario modelling and the future assessment of investment needs.➤ We will look for opportunities to share learning with other authorities and organisations that are also exploring this approach.

Appendix 2 - External influences

Influence	Source	Details
Scottish Government Programme for 2021/22 (Sep-21) and 2022/23 (Sep-22)	Scottish Government	<ul style="list-style-type: none"> ➤ Build a net zero economy that is fair for all, and create opportunities for new, good and green jobs, introducing Just Transition plans for all sectors and regions ➤ Provide at least £1.8 billion over the course of this Parliament to make our homes easier and greener to heat, and progress our commitment to decarbonise 1 million homes by 2030 ➤ Undertake the single biggest public service reform since the founding of the NHS – the creation of a National Care Service
Resource Spending Review (May-22)	Scottish Government	<ul style="list-style-type: none"> ➤ Recognition for the public sector to 'reset', 'including by returning to a pre-pandemic size' ➤ Acknowledgement of the impact of inflation on delivering public services and building public infrastructure, resulting in reduced purchasing power for the public sector ➤ No increase to the local government resource spending envelope from the current level of £10.6b until 2026/27 when the government has indicated an increase of £100m
MTFS 202-27 (May-22) & MTFS 2023-28 (May-23)	Scottish Government	<ul style="list-style-type: none"> ➤ The capital grant funding available to the Scottish Government is assumed to fall by 1.6% in cash terms over the period from 2023-24 to 2027-28 ➤ The revenue funding available to the Scottish Government over the period is assumed to increase, but the previous MTFS indicated the Local Government could anticipate flat cash. The new MTFS does not indicate the share of funding across the portfolios. This could impact on the ability to finance additional investment in the future
Capital Spending Review (CSR) 2023-26 (May-22)	Scottish Government	<ul style="list-style-type: none"> ➤ Reduce child poverty: £3.6b available for the affordable housing programme, and £220m of investment to support children and families ➤ Address climate crisis: £5b investment in rail infrastructure, £1.8b for Heat in Buildings Strategy, £150m Just Transition Fund ➤ Capital funding allocations to Local Government reducing from £649.6m in 2022/23 to average of £646.7m over the three years following

Appendix 2 - External influences cont.

Influence	Source	Details
Scottish Government Update to the Climate Change Plan (December 2020)	Scottish Government	<p>The update incorporates a number of priorities, including:</p> <ul style="list-style-type: none"> ➤ Recognising the role that both public and private investment must play in delivering the transition to net zero. ➤ Commitment to increase the number of good, green jobs, and to enable people to access these jobs through training and reskilling. ➤ Commitment to delivering a place-based approach.
Delivering on Scotland's response to the climate emergency (Sep-21)	Climate Emergency Response Group	<p>Immediate actions</p> <ul style="list-style-type: none"> ➤ Set aspiration to make every Scottish city 'vehicle emission free' as far as possible by 2030 ➤ Make greener non-domestic buildings to work, study and relax in ➤ Mobilise public sector expenditure to address the climate emergency ➤ Unite central and local government to deliver on net-zero and create resilient places ➤ Green Scotland's City Region and Growth Deals ➤ Make the climate emergency a guiding principle in all planning decisions
Response to Just Transition Commission (Sep-21)	Scottish Government	<p>Recommendations:</p> <ul style="list-style-type: none"> ➤ Implement Green Participatory Budgeting with agreed target levels of funding ➤ Empower and resource Local Authorities to deliver a just and green recovery. ➤ Scottish Government, Local Authorities and Developers must commit to creating communities that embed low-carbon lifestyles, while improving our health and wellbeing
Infrastructure Investment Plan 21-26 (Feb-21)	Scottish Government	<ul style="list-style-type: none"> ➤ Focus on three core strategic themes for guiding investment decisions in Scotland: <ul style="list-style-type: none"> • Enabling the transition to net zero emissions and environmental sustainability • Driving inclusive economic growth • Building resilient and sustainable places

Appendix 2 - External influences cont.

Influence	Source	Details
National Transport Strategy 2 (Feb-20)	Transport Scotland	<p>Vision: We will have a sustainable, inclusive, safe and inclusive transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors.</p> <p>Priorities:</p> <ul style="list-style-type: none"> ➤ Reduces inequalities ➤ Takes climate action ➤ Helps deliver inclusive economic growth ➤ Improves our health and wellbeing
National Planning Framework 4 (Scotland 2045) (Feb-23)	Scottish Government	<ul style="list-style-type: none"> ➤ Establishes national planning policy and is now part of Fife's Development Plan together with Fifeplan. The spatial principles and national policies will guide future development in a way which reflects our overarching spatial principles through which Scotland can be planned and developed to create: <ul style="list-style-type: none"> ▶ Sustainable places ▶ Liveable places ▶ Productive places ▶ Distinctive places ➤ In line with NPF4, Fife Council is developing a new set of checklists (energy, biodiversity, climate) to be applied in the determination of planning applications
Learning Estate Strategy (Sep-19)	Scottish Government	<p>Vision is a Learning Estate which supports Excellence and Equity for All.</p> <ul style="list-style-type: none"> ➤ Clear focus on delivering high quality, low carbon and digitally enabled learning environments and outcomes ➤ Encourages integrated experiences and locality-based services and activity ➤ Supports innovation ➤ Demonstrates collective leadership ➤ Adopts a sustainable, whole life approach

Appendix 2 - External influences cont.

Influence	Source	Details
Housing to 2040 (Mar-21)	Scottish Government	<p>The aim is for everyone to have a safe, high-quality home that is affordable and meets their needs in the place they want to be.</p> <p>We will:</p> <ul style="list-style-type: none"> ➤ Continue to invest in the supply of affordable homes so they are available for the people who need them. ➤ Attract private investment to help us to deliver more homes and ensure those homes are energy-efficient, use zero emissions heating, are adapted to our future climate and meet the needs of people who live in them. ➤ Take a place-based approach so that homes and places work together seamlessly and people can live in communities that meet their needs and support their health and wellbeing. ➤ Make changes so that the whole housing system works well to deliver affordable and good quality homes for everyone.
National Strategy for Economic Transformation and UK Levelling Up	Scottish and UK Governments	The Council will look to work within the NSET strategic priorities and UK Levelling Up missions when we seek to maximise grant funding for regeneration in Council and/or third party assets.
Regional Prosperity Framework		Collective infrastructure investment in advancing transport or strategic infrastructure investment priorities will be informed by the adopted Regional Prosperity Fund, taking into account local strategy and policy.

Appendix 2 - External influences cont.

Influence	Source	Details
National Care Service (Scotland) Bill (Jun-22)	Scottish Government	<ul style="list-style-type: none"> ➤ The Independent Review into Adult Social Care (IRASC) recommended the establishment of a National Care Service. ➤ Following these recommendations and our National Care Service consultation, we introduced the National Care Service (Scotland) Bill to Parliament on 20 June 2022. ➤ We have committed to establishing a functioning National Care Service by the end of this parliamentary term in 2026.
Digital Scotland – A Changing Nation: How Scotland will Thrive in a Digital World (Mar-21)	Scottish Government and CoSLA	<p>Principles of a Digital Nation</p> <ul style="list-style-type: none"> ➤ Inclusive, Ethical and User Focussed ➤ Digital Leadership and Culture ➤ Collaborative ➤ Data-Driven ➤ Technology-Enabled ➤ Innovative and Sustainable ➤ A Skilled Digital Workforce ➤ Secure By Design
Scotland’s Digital Health and Care Strategy (Oct-21)	Scottish Government and CoSLA	<p>Our Vision: ‘To improve the care and wellbeing of people in Scotland by making best use of digital technologies in the design and delivery of services.’</p> <p>To achieve our aims, and ultimately our vision, we will focus on six priority areas.</p> <ul style="list-style-type: none"> ➤ Digital access ➤ Digital services ➤ Digital foundations ➤ Digital skills and leadership ➤ Data-driven services and insight

Appendix 3 - Partner influences

Influence	Details
Scottish Cities Alliance	<ul style="list-style-type: none">➤ The Scottish Cities Alliance is the unique collaboration of Scotland's eight cities – Aberdeen, Dundee, Dunfermline, Edinburgh, Glasgow, Inverness, Perth and Stirling – and the Scottish Government, working together to promote the country's great economic potential.➤ The Alliance was established in 2011 to progress the Agenda for Cities. Our aim is to achieve an economically stronger future for Scotland through the joint efforts of Scotland's eight cities and our long-term investment promotion strategy, in a bid to attract capital investment to Scotland's cities.
Scottish Futures Trust (SFT)	<ul style="list-style-type: none">➤ Our public sector partners include Scottish Government along with its many agencies and central bodies as well as local authorities and regional organisations.➤ We want them to have long-term plans and effective delivery mechanisms for innovative and sustainable investment in new and existing infrastructure which underpin their wider organisational aims and create vibrant places across Scotland.➤ Our activities are targeted toward progressing the ten infrastructure-related outcomes agreed upon in our 2019-24 Corporate Plan which are linked to Scotland's National Performance Framework and the UN Sustainable Development Goals.➤ SFT has been specifically commissioned by the Scottish Government to support the Learning Estate Improvement Programme and provide a delivery structure for local authorities to apply to their school projects.
Hub East Central Scotland	<ul style="list-style-type: none">➤ Hub East Central Scotland is the public/private partnership organisation delivering new community infrastructure across Falkirk, Stirling, Perth & Kinross, Fife, Dundee, Tayside and Angus.➤ Our expertise in strategic development and value driven procurement and project management has so far delivered 50 construction projects in 7 years across the region which are living social, cultural and educational hubs within the communities they serve.➤ We focus on supporting the local economy within communities through the supply chain. Around half of our project work is delivered by local residents and over £185 million of work has been undertaken by businesses within the hub territory.

Appendix 3 - Partner influences cont.

Influence	Details
Central Scotland Green Network	<ul style="list-style-type: none">➤ The CSGN is a national development within the National Planning Framework which will play a key role in tackling climate change and biodiversity loss. It includes Fife and has relevance in areas where there is development pressure as well as significant areas requiring regeneration to address past decline and disadvantage. It involves public agencies and stakeholders (those with an interest in our work) working together to align their policies, programmes and actions to achieve a common aim. The national development is needed to improve quality of place and create new opportunities for investment.
SEStran	<ul style="list-style-type: none">➤ The South East of Scotland Transport Partnership (SEStran) is the statutory Regional Transport Partnership for the South East of Scotland. SEStran encompasses eight local authorities: City of Edinburgh, Clackmannanshire, East Lothian, Falkirk, Fife, Midlothian, Scottish Borders and West Lothian.➤ Within the partnership area there is a huge diversity of transportation issues, from urban congestion to rural public transport and from ferry ports to airports. SEStran aims to address these issues and work towards a more sustainable and efficient transport network.
City Region Deal – Edinburgh and South East Scotland	<ul style="list-style-type: none">➤ The Edinburgh and South-East Scotland City Region comprises six local authorities. 26% of the Scottish population live in this part of Scotland.➤ The five themes in the City Region Deal and the total amount of capital investment (made up of Government and partner funding) are summarised below:<ul style="list-style-type: none">• Research, Development and Innovation: £751 million• Integrated Regional Employability and Skills: £25 million• Transport: £156 million• Culture: £45 million• Housing: £313 million

Appendix 3 - Partner influences cont.

Influence	Details
Community Planning Partnership – Plan for Fife 2017-27	<ul style="list-style-type: none">➤ Our Vision for Fife - A Fairer Fife: By 2027 we want Fife to be a place where all residents live good lives, make informed choices and have a sense of control so that they can reach their full potential, and where all children are safe, happy and healthy. We also want Fife to be a place where we make best use of our assets and facilities, while sustaining them for future generations.➤ Priority Themes:<ul style="list-style-type: none">• Opportunities for All• Thriving Places• Inclusive Growth and Jobs• Community Led Services➤ The Fife Partnership has also agreed a Recovery and Renewal Plan 2021-2024.
Fife Health and Social Care Partnership	<ul style="list-style-type: none">➤ In Fife we work with around 300 organisations across the Third and Independent sectors and they are a vital part of the Partnership in delivering services.➤ Fife is one of the largest Health and Social Care Partnerships in Scotland, next to Edinburgh and Glasgow, with around 5,000 staff and a joint budget of around £470 million.➤ The rapidly ageing population means many more people will need health and social care support in the future. We must continue to change, modernise and evolve services and the way we work to meet the challenges of the future.➤ Our four key Strategic Plan themes are:<ul style="list-style-type: none">• Prevention and Early Intervention• Integrated and Co-ordinated Care• Improving Mental Health Services• Reducing Inequalities.

Appendix 4 - Internal influences

Influence	Details
Recovery and Renewal – Plan for Fife 2021-2024 Update (Aug-21)	<ul style="list-style-type: none">➤ Focus for 2021-24 – Community Wealth Building<ul style="list-style-type: none">• Leading economic recovery – following the unprecedented impact of the pandemic, recovering jobs and businesses will be key.• Tackling poverty and preventing crisis – poverty has stubbornly refused to decrease and is likely to become worse as a result of the pandemic and the cost of living crisis.• Addressing the climate emergency – we need to make Fife resilient to unavoidable climate change that is happening now, while reducing our contribution to this global emergency
Climate Fife: Sustainable Energy and Climate Action Plan 2020-2030 (Jan-20)	<ul style="list-style-type: none">➤ Vision: Climate Fife’s vision was in partnership and is underpinned by three core principles that by 2045, Fife will be:<ul style="list-style-type: none">• Climate friendly – having transformed the economy, infrastructure, land use and energy system to decarbonise how we live.• Climate ready – with plans and projects to increase the resilience of Fife communities and the economy to help minimise the impacts from unavoidable climate change.• Climate just – ensuring that all Fifiers and the Fife environment can benefit from this transition.➤ Delivery is overseen by the Addressing the Climate Emergency Board, comprising Council and partner organisations.
Fife Local Development Plan (Sep-17)	<ul style="list-style-type: none">➤ This Local Development Plan – FIFEplan – sets out the policies and proposals for the development and use of land across Fife.➤ FIFEplan has three main parts to it:<ul style="list-style-type: none">• The strategy outlines what this Plan is intended to achieve over ten years from its adoption as Council policy.• The policies are the Council's statements on how land will be used and developed.• Proposals for towns and villages across Fife are listed in the settlement plan proposals with references which identify which areas or pieces of land are affected by these proposals.➤ The council is preparing a new Local Development Plan which is programmed for adoption by 2027. LDP2 will reflect the National Planning Framework 4 requirements and will be place-centred identifying land use policies and proposals to meet the environmental, economic and social context and needs of Fife.

Appendix 4 - Internal influences cont.

Influence	Details
Local Transport Strategy for Fife 2023-2033 (draft for consultation)	<p>Vision: Fife's transport system supports communities with affordable, seamless and sustainable access to all aspects of our daily lives</p> <p>Priorities:</p> <ul style="list-style-type: none">➤ Fair access to daily activities➤ Safe and secure travel for all➤ Just transition to net zero➤ Transport network resilience
Draft Local Housing Strategy 2022-2027 (Sep-22)	<p>Strategic Vision and Outcomes: The Partnership supports the Scottish Government's Housing to 2040 vision for everyone in Scotland to have a safe, high-quality home that is affordable and meets their needs in the place they want to be. In line with this national vision, the Fife Local Housing Strategy 2022-2027 provides a range of housing outcomes.</p> <p>LHS Priorities 2022-2027:</p> <ul style="list-style-type: none">➤ Ending Homelessness➤ More Homes in the Right Places➤ A Suitable Home➤ A Quality Home➤ A Warm Low Carbon Home

Appendix 4 - Internal influences cont.

Influence	Details
Digital Strategy 2020-2023	<p>A Digital Vision for Fife We want a digitally inclusive Fife that ensures that everyone learning, living, visiting and working in Fife has the best digital experience possible.</p> <p>This Strategy aligns to the “Plan 4 Fife” and the 4 key outcomes:-</p> <ul style="list-style-type: none">➤ Digital opportunities for all so everyone has the support, motivation, skills and confidence to use technology safely in their daily lives to improve their health and wellbeing.➤ Digitally connected thriving places to make it easier and affordable for people to get online wherever they are.➤ Investment in Fife’s digital infrastructure and skills development to support the local economy through inclusive growth and jobs.➤ Broader participation in local decision making and community life to improve community led services using digital technology.
Community Wealth Building Policy Framework	<ul style="list-style-type: none">➤ This framework, approved by the Cabinet Committee agrees working towards the release of assets for community transfer and value added.➤ This will be considered in the Council’s approach to future disposal of assets