

Property & Bereavement Services

Annual Service Report

2026

Introduction

This report reflects the performance of Property & Bereavement Services for 2026. It covers the period April 2025 to June 2026, highlighting our delivery, progress, change and improvement plans for 2026-27.

We have considered our performance in relation to the council’s policy priorities set out in the Plan for Fife; key indicators; financial and workforce pressures and how we compare in relation to other similar services in other Scottish councils, through the Local Government Benchmarking Framework.

Individual service indicators and results are published online in advance of this annual review to facilitate scrutiny and feedback.

These are available at www.fife.gov.uk/councilperformance

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Service overview

Property & Bereavement Services lead the effective management of the Council's land, property and bereavement assets to support better outcomes for communities, improve service delivery and contribute to economic growth and regeneration across Fife.

The service supports a number of key corporate programmes including Building Fife's Future, the Care Home Replacement Programme, the Affordable Housing Programme, Net Zero investment and place-based regeneration activity. The service is also responsible for the stewardship, repair and maintenance of Council assets and provides property advice and support to council services.

Service Areas

- **Asset Management and Estates** – coordinates the Council's approach to strategic management of land and property assets, providing property advice, acquisitions, disposals, leasing and estate management activities.
- **Affordable Housing** – delivers new build council housing in partnership with Housing Services and supports the Council's response to housing need.

- **Professional Services** – provides project management, construction design, contract management and quality assurance across major capital investment programmes.
- **Building Management** – delivers planned maintenance, compliance management, building repairs, energy management and supports delivery of Net Zero objectives across the non-domestic estate.
- **Learning, Children and Families Estates** – supports strategic estate planning and delivery of investment programmes across education and children's services assets.
- **Place Based Investment** – supports regeneration activity, investment planning and place-based approaches across communities throughout Fife.
- **Bereavement Services** – provides burial and cremation services, manages cemeteries and crematoria and ensures services are delivered to a high standard while meeting statutory requirements

Collectively these functions support strategic asset management, capital investment, regeneration, compliance, maintenance and bereavement services across Fife.

Demand & delivery overview

Property & Bereavement Services continues to manage significant demand across capital investment, asset management, maintenance, compliance, regeneration activity, Net Zero delivery and bereavement services. The summary below highlights the principal areas of demand and key delivery pressures affecting service delivery during 2025/26.

Corporate Estate, Asset Management & Compliance

Demand Highlights

- 28,580 works requests were instructed through the Corporate Planned Maintenance Programme.
- £16.6m was invested in Corporate Planned Maintenance activity across the Council estate.
- Ongoing management of a large and diverse operational estate remains a significant area of activity.
- Continued compliance monitoring, inspection and maintenance activity across operational properties.

Delivery Pressures

- Managing demand across a large-scale, complex and diverse estate.
- Maintaining statutory compliance requirements across operational buildings.
- Workforce sustainability, succession planning and loss of specialist knowledge.
- Balancing investment priorities across competing asset requirements.

Placemaking, Capital Investment & Infrastructure

Demand Highlights

- Continued delivery of Building Fife's Future, Care Home Replacement, Affordable Housing and City Deal programmes.
- Delivery of major education, care, community and regeneration projects across Fife.
- 407 affordable homes delivered across Fife through Council and Housing Alliance programmes.
- Ongoing development of investment and regeneration opportunities throughout Fife.

Delivery Pressures

- Construction inflation and market volatility.
- Managing large-scale programmes across multiple locations.
- Aligning investment with local priorities.
- Maintaining delivery across multiple concurrent projects.

Net Zero & Sustainable Assets

Demand Highlights

- Delivery of the Council's Pathway to Net Zero programme.
- Investment in energy efficiency and decarbonisation projects across operational buildings.
- Continued management and monitoring of energy use across the Council estate to support efficiency, reduce emissions and inform future investment priorities.
- Ongoing retrofit activity across the estate.
- Development of future projects to support carbon reduction and estate sustainability.

Delivery Pressures

- Meeting Net Zero obligations across a large estate.
- Managing energy consumption and utility costs across a large and diverse estate.
- Securing funding to support future projects.
- Delivering carbon reduction whilst maintaining operational buildings.

Bereavement & Statutory Services

Demand Highlights

- Continued delivery of burial and cremation services across Fife.
- Ongoing implementation of the Cemeteries Strategy.
- 8,918 memorial inspections completed during 2025/26.
- Continued development of digital systems and service delivery processes.

Delivery Pressures

- Cemetery capacity challenges.
- Ageing infrastructure and assets.
- Statutory and regulatory requirements.
- Long-term memorial safety and asset management responsibility.

Our people

PROPERTY & BEREAVEMENT SERVICES – 2025/2026

Workforce Profile, including headcount

206 headcount, 203.11 FTE. Represents 1.1% of Fife Council's headcount 95.1% are full time, 92.2% permanent and 20.9% female.

Workforce age

Average workforce age is 47.7, the same as 2024/5. This is above the Fife Council average age of 44.8.

Average age of leavers is 51.0 and new starts 35.9.

5.83% of the workforce is aged 24 and under, up from 4.52% in 2024/5.

Workforce Turnover

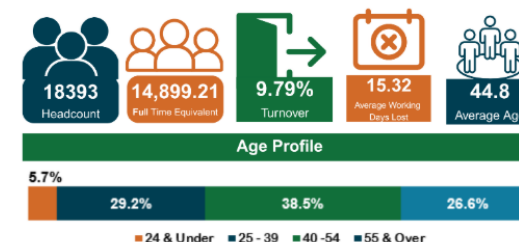
Turnover rate is 5.34%, significantly lower than 14.57% in 2024/25.

45.5% of leavers were aged 55 and over. The top reported leaver reason was retirement.

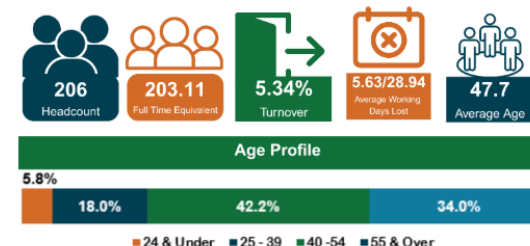
Working days lost (WDL) per FTE

- Property Services average WDL to sickness absence was 5.63 this is lower than 5.72 in 2024/25. Long Term absences (over 28 days) account for 3.87 days
- Bereavement Services average WDL to sickness absence was 28.94 this is higher than 18.16 in 2024/25. Long Term absences (over 28 days) account for 22.73 days

Fife Council Workforce 2025/26



Property & Bereavement Services Workforce 2025/26



People Plan Priorities

- Embed HWWM behaviours to strengthen engagement, clarity of purpose, and staff involvement
- Develop leadership capability, succession pipelines and future workforce balance through targeted development, mentoring, and forward planning
- Build a skilled, resilient workforce via continuous upskilling, structured development, inclusive recruitment, and early-career pathways
- Promote a healthy, motivated and sustainable workforce to improve wellbeing, retention, and long-term service resilience

Our budget

Business Area	Budget 25/26 £m	Provisional Outturn £m	Variance £m
Cemeteries & Crematoria	(0.082)	(0.077)	0.005
Property Services	1.903	2.013	0.110

	Budget 25/26 £m	Provisional Expenditure / (Income) £m	Variance Overspend/ (Underspend) £m
Staff Costs	12.410	11.884	(0.526)
Property Costs	1.291	1.171	(0.120)
Transport Costs	0.345	0.412	0.067
Supplies and Services	1.803	1.630	(0.173)
Support Services Charges	0.056	0.050	(0.006)
Total Expenditure	15.905	15.146	(0.759)
Internal Income	(8.549)	(7.770)	0.779
External Income	(5.535)	(5.440)	0.095
Total Income	(14.084)	(13.210)	0.874
Net Expenditure	1.821	1.936	0.115

Key Points

The main variances against the budget are summarised below;

- **Staff Costs** - The staffing underspend is mainly due to several vacant posts in Property Services not being filled until later in the financial year.
- **Internal Income** - The variance on internal income is due to Property Fees being lower than anticipated.

Our risks

Key corporate and service-specific risks affecting delivery are actively tracked and managed, with control measures in place. The table below highlights current service-specific risk and ongoing mitigation actions to minimise risk impact. Progress against these will be reported next year. Full details on all risks are available on request.

Property Services

Risk	Mitigation
Loss of key buildings	We have a programme of building inspections to identify condition, anticipate failures and implement planned maintenance. Awareness raising and promotion of potential risks to Service occupiers through the Corporate Property Compliance Group
Loss of ICT/comms	Our biggest risk would be the loss of Civica Property Management (CPM). Service agreement provides that the system would be down for a very short period. A Business Continuity plan with detailed processes to be adopted in the eventuality that we suffered the loss for a shorter period.
Workforce Challenges (Protective)	Continued investment in training for existing staff to support succession planning, recognising the age profile we continue to invest in trainees and apprentice programmes, with the appointments reducing the average age of the Service

Risk	Mitigation
Health & Safety	In addition to the corporate safety training the Service has a range of compulsory H&S training in place for staff. Most staff within the Service attend CDM training as appropriate to their role. PPE appropriate to the role is also provided.
Data/records management	The Service continues to invest resources to ensure systems are reliable and resilient. A review to consider what data is captured and how this data is reported for management and benchmarking purposes is underway. It is anticipated that this scrutiny will result in a clearly defined data management policy which then underpins simplified system generated reports.
Safety of land, structures & operational non domestic buildings	The Service employ a Compliance Team who manage and monitor legislative obligations and provide support to occupying Services. The Corporate Buildings Compliance group continues to meet on a quarterly basis to support Persons in Control and ensure they are fully aware of their obligations.

Our risks

Bereavement Services

Risk	Mitigation
Workforce Challenges	An aging workforce is recognised as a risk, through natural progression younger staff are being employed.
Legal & Regulatory compliance folder	Bereavement Services are highly regulated through various legislation and continue to meet these requirements and provide a high standard service.
ICT failure	Changes to software systems now held remotely provide more continuity for the Service in the event of ICT failure
Health & Safety	Regular Health & Safety meetings are held with input from unions, staff and Corporate H&S. Service meets all H&S requirements necessary
Capacity (crematoria & graveyards)	Capacity in some cemeteries is a challenge. The Cemeteries Strategy 2023-2027 sets out priorities on how these challenges will be met.

Risk	Mitigation
Maintenance of assets & infrastructure	Bereavement Services ensures assets and infrastructure are regularly inspected and maintenance carried out as required. Ongoing projects in place to ensure aging infrastructure in older cemeteries addressed.
Processing of cremation	Bereavement Services holds quality management accreditation ISO 9001:2015 which ensures that a high standard of administration is maintained.
Stability of cemetery memorials	Headstone Inspection Scheme continues to work through the 115 cemeteries and churchyards in Fife ensuring any unstable memorials are made safe in an appropriate manner and meeting industry and legislative guidelines
Data/records management	Due to the nature of the Service the management and records management is highly regulated and meets corporate and legislative requirements

Performance assessment – Priorities & Progress

Introduction - service delivery context and challenges

Property & Bereavement Services supports the Council's investment, placemaking, regeneration, asset management and sustainability ambitions through the management of land and property assets, delivery of capital investment programmes, maintenance and compliance activity, and the provision of bereavement services across Fife.

Demand for services remains high, particularly in relation to the management of a large and diverse operational estate, delivery of major infrastructure and regeneration projects, implementation of Net Zero programmes and the ongoing need to ensure assets remain safe, compliant and fit for purpose. Bereavement Services also continues to manage demand associated with burial and cremation services, cemetery management and future capacity requirements.

The service continues to respond to a range of pressures including construction inflation, workforce sustainability challenges, increasing compliance requirements, estate utilisation pressures and the need to reduce carbon emissions across the Council estate. Throughout 2025/26, work has continued to support place-based regeneration, public sector reform, delivery of major

investment programmes and implementation of the Council's Net Zero ambitions.

To respond to these challenges and opportunities, the service identified four priorities for change and improvement.

Priorities & progress

Last year we set four priorities for change and improvement:

- Placemaking and Decentralisation
- Public Sector Reform
- Net Zero and Sustainability
- Compliance

These priorities reflect the service's role in delivering major investment programmes, supporting effective stewardship of Council assets, responding to sustainability and compliance requirements and ensuring that services and infrastructure continue to meet the needs of communities across Fife.

Progress against these priorities is set out below, followed by an assessment of operational performance and key service challenges during 2025/26.

Performance assessment – Priorities & Progress

Priority 1 Placemaking & Decentralisation

Moving towards a place-based approach aims to support future needs and enhance decentralised decision-making. Working in close collaboration with other Services and partners is key to ensuring the right assets are in place to support community needs, better stewardship of our assets and opportunities to improve service provision through co-location. The Place Programme is one of the 4 transformational corporate change programmes agreed by the Council. The programme aims to better join up and coordinate services focused on a local area, with the Kirkcaldy area being the first pilot in this new way of working. The regeneration of Kirkcaldy will focus on improved outcomes to tackle long standing issues including poverty, homelessness, low employment levels, economic activity and poor health outcomes. An ambitious programme will be developed to create a sustainable, inclusive and prosperous place.

Progress

Significant progress was made during 2025/26 in delivering infrastructure, housing, care and regeneration projects that support communities, economic growth and improved public services across Fife. Major programmes continued to progress across education, affordable housing, adult care and community

infrastructure while supporting wider place-based regeneration activity.

Building Fife's Future

Investment in the learning estate continued throughout 2025/26. The £88m Caledonia High School project remained on programme and budget ahead of its planned opening for Autumn 2026. Progress also continued across the £18m Balwearie High School refurbishment programme, the £2.5m Freuchie Primary School extension and the £4m Windmill Community Campus extension for supported learners.

Care Home Replacement

Progress continued on the Council's care home replacement programme. The £15m Cupar Care Village remained on programme during 2025/26 and development work continued on proposals for the next phase of investment at Anstruther with construction of this new facility due to begin in early 2027.

Affordable Housing

In partnership with Housing Services and partners through the Fife Housing Alliance, 407 affordable homes were delivered across Fife during 2025/26, including 160 new Council homes, 177 Housing Alliance homes, 68 acquisitions and 2 Open Market Shared Equity purchases. Delivery continues to support the Council's response to the Housing Emergency, with over 400 additional affordable homes anticipated during 2026/27.

Performance assessment – Priorities & Progress

Land and Estates

The team continued to support a broad range of corporate priorities through management of more than 900 leases generating £6.68m income, completion of 1,150 asset valuations and engagement with landowners and partners to facilitate strategic projects and community investment activity. Land acquisitions and agreements were also concluded to support the £5.8m Mountfleurie Bridge project, an important part of the Levenmouth Connectivity Programme.

Regeneration and Community Investment

Progress continued across major regeneration, employment and community infrastructure projects. This included delivery of the £4.5m Levenmouth Phase 2 development, the £5.5m John Smith Business Park project, the £15m Templehall Community Hub and completion of the £8m Cowdenbeath Leisure Centre refurbishment. Development activity also continued on future projects including Carnegie Hall, East Sands Leisure Centre and Inverkeithing Community Facility.

City Deal Projects

Progress continued across the Council's City Deal employment and business infrastructure programme. Construction progressed on the £4.5m Levenmouth Phase 2 development and the £5.5m John Smith Business Park project, both designed to support local jobs, business growth and economic development. The £11m Fife Interchange North project was completed during 2025/26, delivering ten new industrial units to support innovation and inclusive growth, while design activity continued on the £4.5m Queensway Phase 3 development.

Community Facilities

Investment in community facilities continued during 2025/26. The £8m Cowdenbeath Leisure Centre refurbishment was completed on programme and budget, providing upgraded health, wellbeing and library facilities. Construction also progressed on the £15m Templehall Community Hub, bringing together a number of Council services within a highly sustainable Passivhaus building. Development activity continued on future projects including the £10m Carnegie Hall refurbishment, £6.5m East Sands Leisure Centre refurbishment and the £19m Inverkeithing Community Facility.

Performance assessment – Priorities & Progress

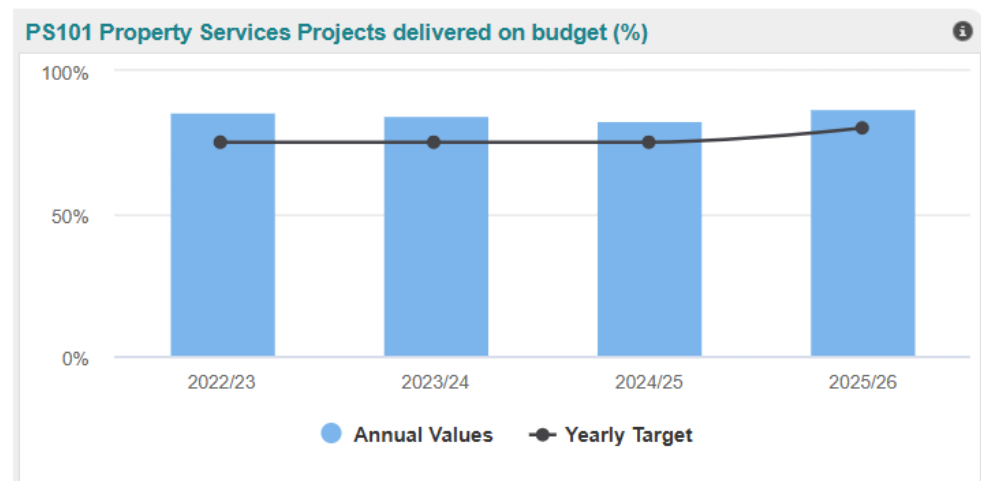
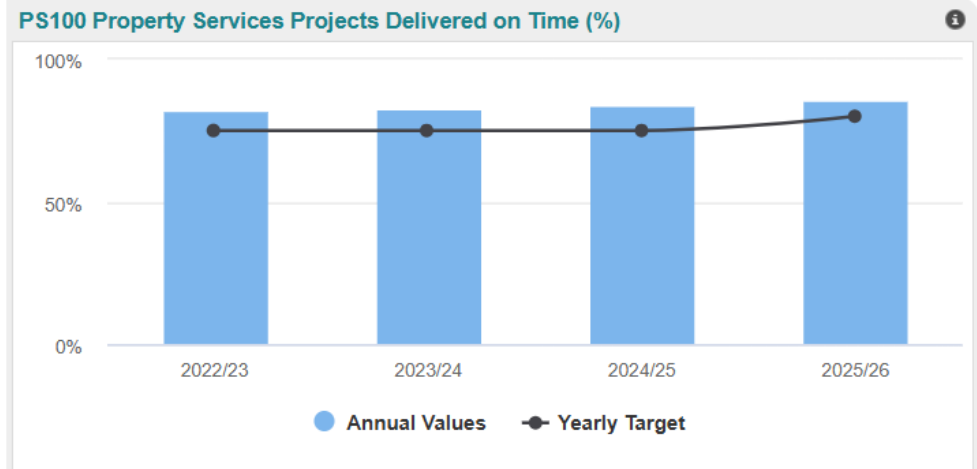
Areas for Improvement

Continued focus is required to ensure investment activity remains aligned to local priorities and community aspirations while supporting place-based regeneration and decentralisation across Fife. Collaboration with Communities Directorate and other partners will help maximise opportunities for co-location, strengthen stewardship of community assets and support improved outcomes for local communities.

Relevant KPI details

Performance is measured through indicators that monitor project delivery against timescale and budget expectations, providing assurance that major investment programmes remain on track.

The adjacent charts (PS100/101) show improvements in project management arrangements driving greater cost / time certainty.



Performance assessment – Priorities & Progress

Priority 2 Public Sector Reform – Asset Management

Work collaboratively to deliver more effective asset management of our corporate estate to include floorspace reduction.

Progress

Significant progress was made during 2025/26 to strengthen strategic asset management and explore opportunities for more effective use of the Council's estate. Activity focused on development of the One Fife Estate model, office utilisation, partnership working and support for services seeking to improve their accommodation arrangements.

One Fife Estate

Progress continued across major regeneration, employment and community infrastructure projects. This included delivery of the £4.5m Levenmouth Phase 2 development, the £5.5m John Smith Business Park project, the £15m Templehall Community Hub and completion of the £8m Cowdenbeath Leisure Centre refurbishment. Development activity also continued on future projects including Carnegie Hall, East Sands Leisure Centre and Inverkeithing Community Facility.

Office Utilisation

Office occupancy surveys confirmed continued under-utilisation across parts of the corporate office estate. In response, a number of measures were identified, including proposals to reduce office opening hours, rationalise office accommodation, relocate staff from NHS premises to Halbeath Depot and support co-location opportunities with partner organisations.

Service Engagement and Partnership Working

The service continued to support accommodation reviews and workplace improvements across the Council estate. This included temporary relocation of the Child Protection Team during office reconfiguration works, relocation of Communities staff within Kirkcaldy Town House and support to Cupar Development Trust in exploring opportunities linked to County Buildings. Continued collaboration with public sector partners also supported opportunities for co-location and more efficient use of assets.

Performance assessment – Priorities & Progress

Areas for Improvement

Continued focus is required to improve utilisation of the corporate estate, strengthen strategic asset management arrangements and maximise opportunities for collaboration and co-location. The development of the One Fife Estate approach and findings from the Council's Best Value Audit will provide opportunities to improve stewardship of assets, enhance governance and secure greater efficiency across the estate.

Improvement activity will focus on:

- Progressing the One Fife Estate and Corporate Landlord approach.
- Strengthening asset strategy, governance and capital planning arrangements.
- Exploring further opportunities for co-location and shared use of assets.
- Supporting delivery of recommendations arising from the Best Value Audit.
- Improving utilisation of the office estate through rationalisation and revised opening arrangements where appropriate.

KPI's to measure improvement in the management of our estate will be informed by this year's Best Value Audit and will be included in the business case for the One Fife Estate approach.

Performance assessment – Priorities & Progress

Priority 3 Net Zero and Sustainability

Programmed improvements to reduce the carbon emissions to help Fife council meet their Net Zero obligations in non-domestic buildings continue

Progress

Programmed improvements to reduce carbon emissions across the Council's non-domestic estate continued during 2025/26. Investment focused on projects that improve energy efficiency, support delivery of the Council's Pathway to Net Zero programme and reduce the environmental impact of operational buildings.

During 2025/26, works were completed at a further 11 facilities across the Council estate. This included projects at St Agatha's Primary School, Aberhill Primary School and Carnegie Primary School, supported by £1.59m of Scottish Government grant funding.

The original Pathway to Net Zero Capital budget of £13.57m continues to support delivery of the programme, with £3.78m remaining allocated within the Capital Investment Plan over the next two years to fund future phases of work.

The service also continued to work with Catering Services to replace gas cooking appliances with electric alternatives as part of planned replacement programmes, contributing to wider decarbonisation objectives across the estate

Areas for Improvement

Further reductions in carbon emissions and energy consumption are required across the Council estate if long-term Net Zero objectives are to be achieved. Continued investment is required to identify and deliver projects that maximise carbon reduction while ensuring best value from available capital funding.

Improvement activity will focus on:

- Prioritising projects that deliver the greatest reduction in carbon emissions.
- Securing external funding to support future phases of the Pathway to Net Zero programme, including Scottish Government funding bids for projects at Lynburn Primary School, Kelty Primary School and Lindsay House Care Home. The combined project value is approximately £1.91m, with £1.52m of grant funding requested.
- Developing future phases of the Pathway to Net Zero programme, including continued investment through the Capital Investment Plan and progression of further funding proposals.
- Continuing delivery and completion of projects currently underway.

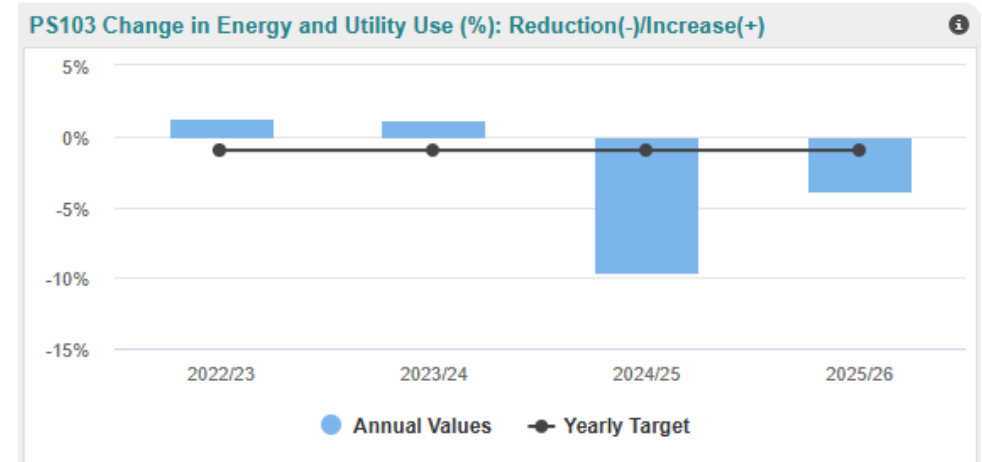
Performance assessment – Priorities & Progress

Relevant KPI details

Measures to reduce energy and utility use form a key part of our response to Net Zero.

During 25-26 there was a continued focus on utility spend however this is masked to a degree due to increased electricity usage due to increasing adoption of Air Source Heat Pumps, the reopening of Cowdenbeath Leisure Centre and the opening of Fife Interchange business units. Overall, a positive reduction was achieved albeit this was overshadowed by reduction in 24-25, largely due to the replacement of 2 High Schools with a Passivhaus Learning Campus. Further reductions in energy consumption are expected for 26/27 as Caledonia High School becomes operational.

Chart PS 103 shows improvements in energy management arrangements driving energy and utility use reductions.



Performance assessment – Priorities & Progress

Priority 4 Statutory compliance

We will implement the cemeteries' strategy and continue to improve the condition and resiliency of our existing cemeteries including the ongoing inspection of unsafe memorials throughout Fife. The commitment to improve our digital offer and resilience remains a priority.

Progress

Progress continued during 2025/26 in implementing the Fife Cemeteries Strategy, improving digital service delivery and strengthening compliance monitoring across Bereavement Services and the wider Property Service.

The Fife Cemeteries Strategy 2023-2028 continued to progress during the year. A new site was identified to support future cemetery provision in the Cowdenbeath area, with acquisition subject to planning approval. Planning and site investigation work also continued for extensions at Scoonie Cemetery, Leven and Cupar Cemetery.

Development of the Plotbox bereavement management system continued to support a digital-first approach to record keeping, mapping, burial and cremation bookings. Funeral Directors continue to access a portal allowing cremation bookings to be made remotely 24 hours a day, while further work has reduced paper-based processes across both administration and operational activities.

The memorial inspection programme continued across Fife's cemeteries during 2025/26. Over 8,918 memorial inspections were completed, with approximately 20% requiring make-safe action. Since the programme commenced in 2018, more than 60,000 inspections have been completed and remedial works undertaken at 41 burial grounds.

Work also progressed to capture and record key plant and equipment information within the CPM system, supporting future compliance monitoring and asset management activity.

Areas for Improvement

Future cemetery capacity, continued development of digital systems and strengthened compliance monitoring remain key priorities to support delivery of the Cemeteries Strategy and long-term service resilience.

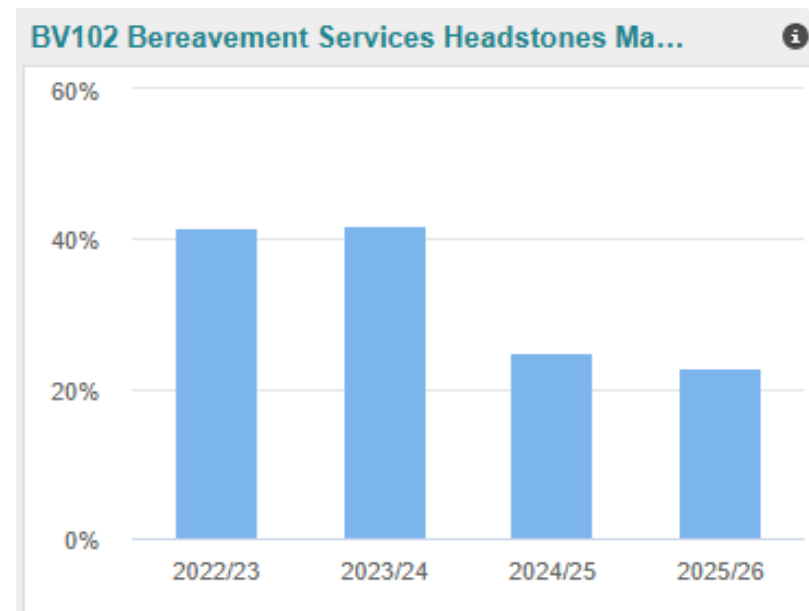
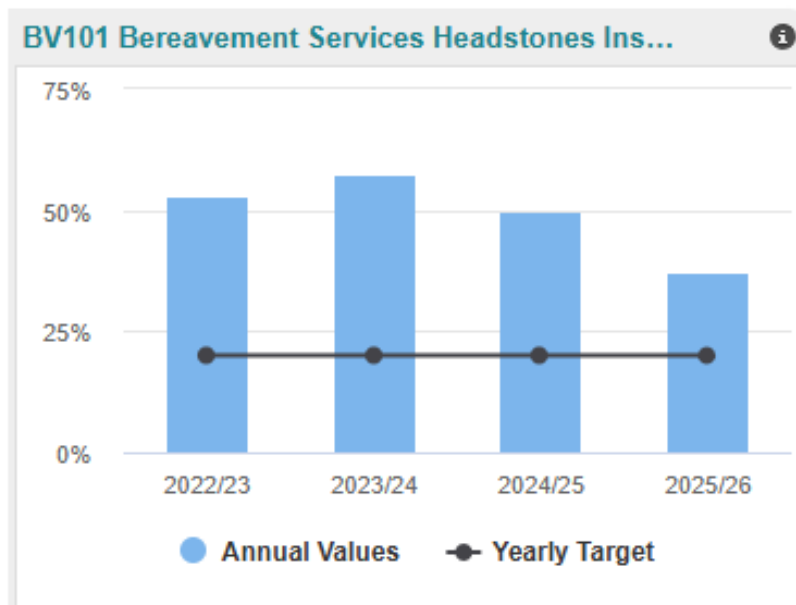
Improvement activity will focus on:

- Continuing implementation of the Cemeteries Strategy 2023-2028.
- Progressing cemetery extension and future capacity projects.
- Continuing the memorial inspection and headstone assessment programme.
- Further developing the Plotbox system to improve digital service delivery and resilience.
- Working with contractors to introduce barcoding of plant and equipment to strengthen compliance monitoring and asset management.

Performance assessment – Priorities & Progress

Relevant KPI details

The headstone inspection scheme records the number of headstones inspected and of those inspected how many required make safe remedial action. The trend downward at present shows that the cemeteries most recently inspected had a lower failure rate than the initial cemeteries which were identified as higher priority



Performance assessment -Operational delivery

Overview of progress

All results against key indicators can be found in Appendix 1 and online at www.fife.gov.uk/councilperformance to facilitate feedback and scrutiny

More detail can also be found at www.improvementservice.org.uk

Progress

Property & Bereavement Services continued to deliver a broad range of operational, statutory and strategic functions throughout 2025/26 while supporting major investment programmes, estate management, maintenance, compliance activity, Net Zero delivery and bereavement services. Progress was made across capital investment, asset management, sustainability and service modernisation activity, while maintaining focus on stewardship of the Council's estate and delivery of statutory responsibilities.

We are responsible for 2 Local Government Benchmarking Framework (LGBF) indicators, The latest set of LGBF data published covers 2024/25.

The condition and suitability of operational buildings remain important indicators of the effectiveness of asset management activity and help assess whether the Council's estate remains capable of supporting service delivery requirements.

Relevant KPI details

Performance Indicator	2021/22	2022/23	2023/24	2024/25
% of operational buildings that are suitable for their current use (LGBF)	83.90%	83.70%	83.80%	82.70%
% of internal floor area of operational buildings in satisfactory condition (LGBF)	90.70%	92.20%	91.10%	93.50%

The proportion of internal floor area in satisfactory condition increased to 93.5%, reflecting continued investment in the estate and improvement activity across operational buildings.

The proportion of operational buildings assessed as suitable for their current use reduced to 82.7%. While investment in new assets and improvements has had a positive impact, this has been offset by building closures and changes arising from refreshed condition and suitability surveys.

Performance assessment -Operational delivery

Challenges

Workforce Sustainability

The ageing workforce profile, recruitment challenges and potential loss of specialist knowledge continue to present risks across the service. Maintaining the skills and experience required to manage a diverse estate and deliver complex programmes will remain important in the years ahead.

Managing a Large and Diverse Estate

The scale, complexity and condition of the Council's estate continue to generate significant demand for maintenance, compliance, investment and asset management activity. Balancing available resources against competing priorities remains a key challenge.

Construction Inflation and Investment Pressures

Continued inflationary pressures within the construction sector create challenges for the delivery of capital programmes and major projects. Rising costs can affect affordability, project scope and programme delivery timescales.

The service continues to review commissioning approaches, adopt flexible project delivery methods and maximise opportunities to deliver social value and support community wealth building through investment activity.

Climate Emergency and Net Zero

Supporting the Council's Net Zero ambitions while maintaining an extensive operational estate remains a significant long-term challenge. Continued investment is required to reduce carbon emissions, improve energy efficiency and ensure assets remain sustainable and fit for purpose.

Where possible, sustainable technologies are incorporated into new build and refurbishment projects. The service also continues to invest in energy reduction measures, retrofit activity and estate rationalisation to support Net Zero objectives and improve asset efficiency.

Areas for Improvement

Workforce Resilience

Further work is required to strengthen succession planning, support knowledge transfer and maintain specialist skills across key service areas. Continued investment in leadership development, trainees and workforce planning will help build future resilience and reduce dependency on key individuals.

Asset Sustainability and Efficiency

While progress continues through the Pathway to Net Zero programme, further opportunities exist to improve energy efficiency, reduce carbon emissions and strengthen the sustainability of the Council's operational estate.

Our year ahead

Priorities for 2026/27

The effective strategic planning and management of our property assets is vital to the effective delivery of Council services. Property Services play a major role in a number of key corporate programmes and initiatives and will be a key focus for the Service over the next 3 years.

Priority 1 - Placemaking and Decentralisation

Moving towards a place-based approach will continue to support future needs and decentralised decision-making. Working in collaboration with Council services, communities and partners will help ensure the right assets are in place to support community priorities, improve stewardship of assets and create opportunities for co-location and integrated service delivery.

Key areas of activity will include delivery of major education, affordable housing, care and regeneration projects, support for the Place Programme and continued investment in community facilities across Fife.

Priority 2 - Public Sector Reform

The service will continue to increase collaboration with partner organisations to improve outcomes and maximise the value of public assets. Development of the One Fife Estate approach will remain a priority, supporting better stewardship of the Council estate and helping identify opportunities for more effective use of assets.

The introduction of a new Legal and Estates case management system and continued partnership working with public sector organisations will support service improvement and efficiency.

Priority 3 - Net Zero and Sustainability

A whole-system approach will continue to be taken towards achieving Net Zero commitments, including investment in energy-efficient buildings, estate rationalisation and delivery of decarbonisation projects.

The service will continue to pursue opportunities to reduce carbon emissions, improve energy performance and support local energy generation and sustainability objectives.

Our year ahead

Priority 4 – Statutory compliance

Property Services will continue to manage Council assets to ensure buildings remain compliant, safe and available for service delivery. Compliance monitoring arrangements will continue to develop through the implementation of the Compliance Dashboard and improvements to management reporting.

This will provide Persons in Control with improved visibility of the compliance status of buildings and easier access to compliance certification and supporting information.

Priority 5 – Bereavement Services

Bereavement Services will continue to progress the aims of the Cemeteries Strategy 2023-2028 through development of cemetery extensions and future burial provision where capacity requirements have been identified.

Works will continue to improve facilities at Kirkcaldy Crematorium and further develop digital service delivery through Plotbox, helping strengthen service resilience and improve customer experience.

Reference links

Links to , [Property Services Achievements 25/26](#)

Appendix 1 – Key indicators

Key KPI Status:  OK  Warning  Alert  Data only  Unknown **Trend:**  Improving  No change  Getting worse

Customer

Performance Indicator	2021/22	2022/23	2023/24	2024/25	2025/26	Target	Status	Long Trend
Bereavement Services Customer Satisfaction (%)	99.50%	99.30%	99.10%	99.40%	99.60%	98%		
Bereavement Stage 1 Complaints actioned < 5 days	100%	91%	100%	96%	97%	90%		
Bereavement Stage 2 Complaints actioned < 20 days	100%	DIV/0	0%	100%	DIV/0	85%		
Property Services Client Satisfaction (%)	85.50%	84.40%	86.10%	89%	86.60%	80%		
Property Services Stage 1 Complaints actioned < 5 days	100%	63%	86%	78%	83%	90%		
Property Services Stage 2 Complaints actioned < 20 days	Nil	100%	100%	100%	83%	85%		

LGBF

Performance Indicator	2021/22	2022/23	2023/24	2024/25	Family Group Av 2024-25	Target	Status	Long Trend
% of operational buildings that are suitable for their current use (LGBF)	83.90%	83.70%	83.80%	82.70%	90.50%	85.50%		
% of internal floor area of operational buildings in satisfactory condition (LGBF)	90.70%	92.20%	91.10%	93.50%	88.40%	89.80%		

Resources

Performance Indicator	2021/22	2022/23	2023/24	2024/25	2025/26	Target	Status	Long Trend
Capital Receipts Income from disposal of Council assets (£M)	£7.185M	£11.27M	£3.507M	£3.138M	£0.6M	£1.2M		
Maintenance Expenditure v Budget (% Variance) : Underspend(-)/Overspend(+)	-9.67%	16.13%	0.53%	-5.96%	0.02%	0%		
Property Services Staff Training (days per FTE)	3.2	2.7	4.3	3.9	3.2	3		
Bereavement Services - Average WDL per FTE	18.91	14.01	23.25	18.17	28.94	18.1		
Bereavement Services - Average Long Term WDL per FTE	12.6	9.65	18.24	13.94	22.73	13.8		
Property Services - Average WDL per FTE	9.88	7.19	7.25	5.72	5.62	5.6		
Property Services - Average Long Term WDL per FTE	6.57	5.46	5.36	3.62	3.87	3.5		
PSBV Workforce who are Female (%)	15.60%	21.10%	20.50%	18%	17.90%	Target not appropriate		

Resources (continued)

Performance Indicator	2021/22	2022/23	2023/24	2024/25	2025/26	Target	Status	Long Trend
PSBV Workforce who are Full-time (%)	91.60%	91.60%	92.70%	96%	96.10%	Target not appropriate	○	↑
PSBV Workforce who are Permanent Employees (%)	91.60%	94.20%	91.20%	88.80%	91.10%	Target not appropriate	○	↓
PSBV Employee Turnover	N/A	N/A	13.43%	15.60%	6.23%	10%	▲	↑
PSBV Employees aged 24 and under (%)	1.70%	2.60%	3.40%	4.00%	5.10%	Target not appropriate	○	↑
PSBV Employees aged 25 to 39 (%)	11.73%	10.53%	16.59%	19.10%	17.96%	Target not appropriate	○	↑
PSBV Employees aged 40 to 54 (%)	48.6%	50.0%	44.88%	47.74%	42.23%	Target not appropriate	○	↓
PSBV Employees aged 55 and over (%)	38%	36.80%	35.10%	29.20%	33.50%	Target not appropriate	○	↓
PSBV Number of Voluntary Redundancies (FTEs)	0	0	0	0	0	Target not appropriate	○	■
PSBV Number of WYI Bids	1	3	0	1	2	Target not appropriate	○	↑
PSBV Number of WYI Programme new starts	0	3	0	1	2	Target not appropriate	○	↑

Service Operations

Performance Indicator	2021/22	2022/23	2023/24	2024/25	2025/26	Target	Status	Long Trend
Bereavement Services Number of Direct Cremation Services	130	132	217	236	293	Target not appropriate	○	↑
Bereavement Services Headstones Inspected (%)	21.50%	53.16%	57.45%	49.91%	37.32%	20%	✓	↓
Bereavement Services Headstones required to be made safe (%)	59.58%	41.56%	41.92%	24.80%	22.97%	20%	✓	↑
Property Services Projects Delivered on Time (%)	72.70%	81.80%	82.40%	83.90%	85.80%	80%	✓	↑
Property Services Projects delivered on budget (%)	85.80%	85.50%	84.70%	82.40%	86.80%	80%	✓	↑
Variance in Gross Internal Area of operational offices and depots (%)	-1.20%	-0.80%	-12.10%	0%	-0.90%	-3%	●	↓
Change in Energy and Utility Use (%): Reduction(-)/Increase(+)	7.60%	1.30%	1.20%	-9.60%	-3.80%	-1%	✓	↑