



Communities Directorate

Housing Services

Annual Service Review Report

2025

Introduction

This report reflects the performance of Housing Services for 2024/25. It covers the period April 2024 to March 2025, highlighting our delivery, progress, change and improvement plans for 2025/26.

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 (LGBF).

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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Please note, performance data can run behind the period of this report. This is due to data gathering requirements including national benchmarking. The most up-to-date information available has been used to inform this report.

Service overview

Housing Services is part of the Communities Directorate and provides landlord services to over 31,000 council houses in Fife by managing housing lists, letting void properties, supporting tenants' rights, ensuring tenants meet their responsibilities, providing assistance to help sustain tenancies and improving house condition through repairs and maintenance.

Additionally, over 2,500 households present as homeless on an annual basis. Assistance with homelessness is provided through prevention, offering advice and support, providing temporary accommodation, assisting with access to permanent accommodation and by working with the voluntary sector to provide additional services.

The Service aims to 'provide housing choices for people in Fife' and a range of housing outcomes have been established to help provide everyone with access to a safe, high-quality home that is affordable and meets their needs. To help achieve this ambition, as well as promote equality in housing and help eradicate poverty, ten outcomes linking to the following five priorities are identified in the Local Housing Strategy 2022-2027:

- Ending Homelessness
- More Homes in the Right Places
- A Suitable Home
- A Quality Home
- A Warm Low Carbon Home

The Local Housing Strategy supports the Plan for Fife, principally through the 'Thriving Places' theme where it has the lead responsibility for increasing the supply of new housing and improving housing conditions in the private sector. Links to other key plans include the delivery of specialist housing and adaptations through the Health and Social Care Strategic Plan and the delivery of energy efficiency home improvements through Fife's Climate Change Action Plan.

Housing Services are also progressing a range of work through the Service Change Plan. The plan sets out how the Service will further evolve to deliver Service ambitions, priorities and continuous improvement over the period 2025-28.

Demand & Delivery Overview 2024/25

Demand - 2024/25

Housing demand can be summarised as follows:



Fife Housing Register

11,462 applicants

at April 2025 (excluding those with zero points)



Homeless applicants

2,655 households

presenting as homeless during the year



Homeless live cases

1,678 households

seeking permanent accommodation at 31.03.25



Unsuitable acc. order breaches

32 breaches relating to temporary accommodation

Assets - 2024/25

Fife Council Housing Services recorded the following in relation to assets at 31.03.25:



31,243 properties

owned and managed by Housing Services. This includes scatter flats, sheltered housing and group homes



993 temporary accommodation scatter flats

(included in total housing stock figure above)



7 hostels

owned by the Housing Revenue Account



166 Mid-Market Rent units

owned and leased out to housing associations to manage



3 Gypsy/Traveller Sites

containing 46 pitches. 17 chalets installed on pitches at present with plans in place to expand this over the next 2 years.

Our People



Headcount and full time equivalent (FTE) by service in 2024/2025:

- 660 Headcount, 606.9 FTE.

Workforce profile

- Workforce is predominantly full time (73%) and permanent (97.6%).

Workforce age

The average workforce age for Fife Council is 44.8 years in 2024/2025. Service comparisons are confirmed below:

- Average workforce age is 47.5 which is above the council average.
- Average age of leavers is 52.5 and new starts is 39.6. This has contributed to a slight reduction in the workforce age profile.
- 2.42% of the workforce is aged 24 and under.

Workforce Turnover

Fife Council turnover rate is 10.8% overall. In 2024/2025:

- Turnover rate is 5.9%. This is below the council average.
- Almost 60% of leavers were aged 55 and over. The top reported leaver reason was retirement.

Working days lost

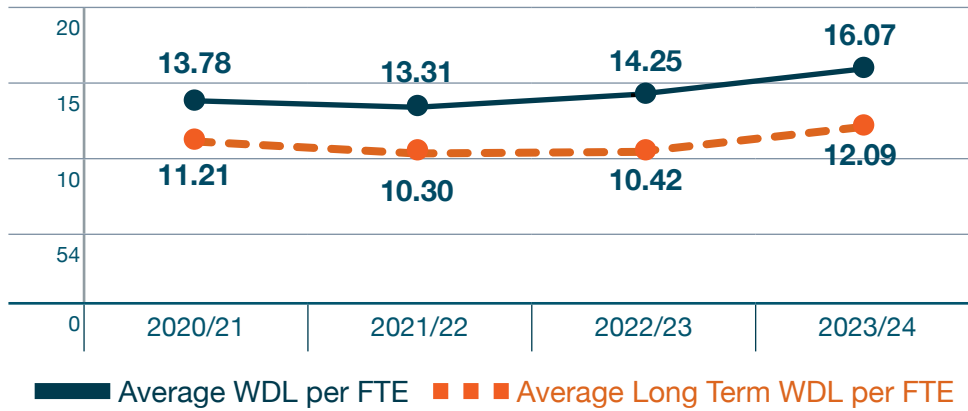
Average working days lost per FTE (WDL) to sickness absence in Fife Council during 2024/2025 was 14.75, short term absences (under 28 calendar days) account for 4.02 days.

- Average WDL in 2024/2025 is 16.07 days, long-term absences account for 12.29 days, and short-term absences account for 3.78 days.

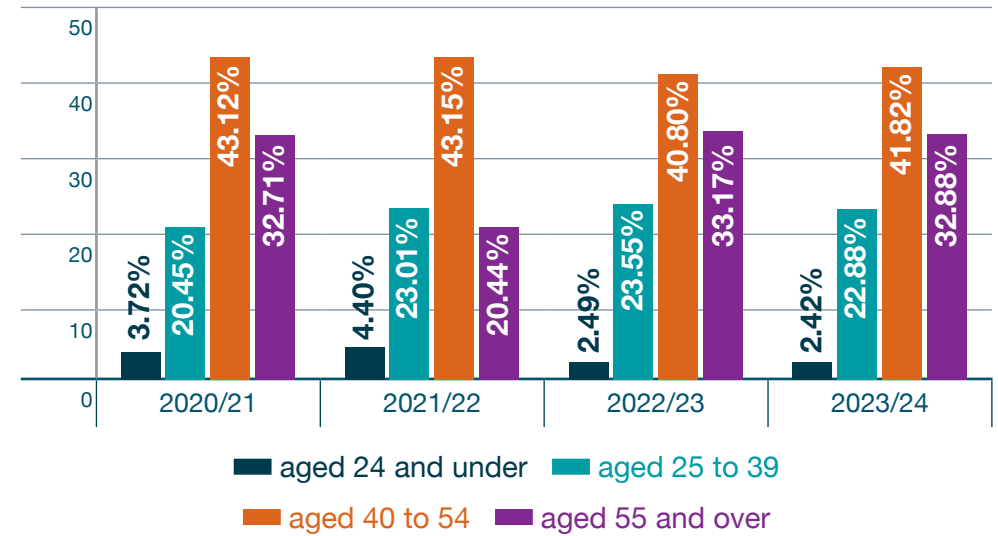
Key points

- The Service promotes professionalism through the Housing Training Academy, in partnership with the CIH, and supports the CIH Professionalism Commitment with new processes and joint guidance.
- The Housing Training Academy offers career progression opportunities via training, qualifications, development, and a Leadership Programme.
- Protected learning time has been introduced across the Service.
- Young people are supported into traineeships to initiate careers in housing.
- Employee absence is monitored, and Attendance Management Panels have been implemented. The Service supports employees to have good attendance through the roll out of a pilot with the Attendance Management Unit.
- Health and well-being are prioritised through mentally healthy workplace training for managers and Mental Health First aiders.

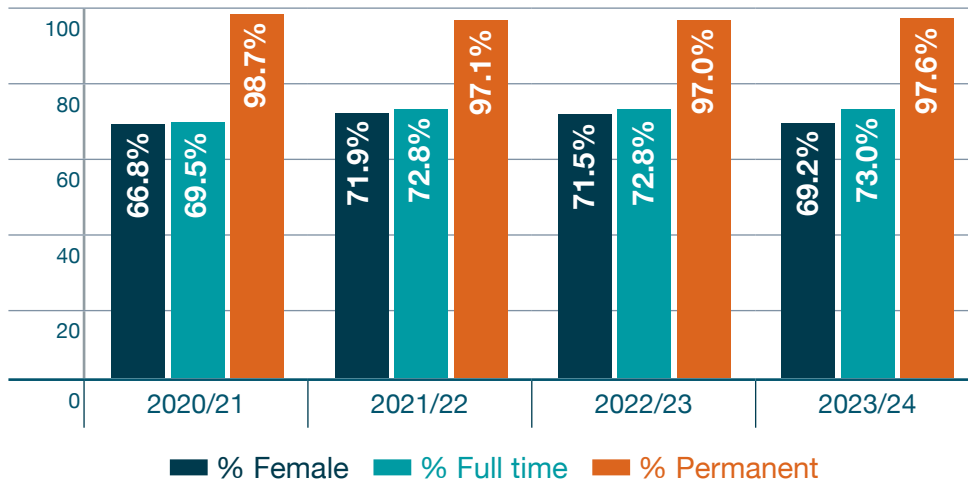
Average Working Days Lost per FTE



Employee Age Groups (%)



Workforce (%)



Our Budget



Housing Services includes both General Fund Housing (GFH) and the Housing Revenue Account (HRA). GFH sits within the General Fund whilst the HRA is a separate ring-fenced account. The tables below outline the financial position for both GFH and HRA.

General Fund (GFH)

Business Area	Budget 24/25 £m	Provisional Outturn 24/25 £m	Variance 24/25 £m
Private landlords & HMO	0.029	(0.043)	(0.072)
Safer Communities	3.139	3.140	0.001
Management & Support	0.704	0.569	(0.135)
Affordable Housing	0.082	0.082	0.000
Private Housing Investment	2.298	2.244	(0.054)
Homelessness	6.846	6.450	(0.395)
Other Housing Initiatives	0.789	0.784	(0.005)
Housing Support Services	1.743	1.689	(0.054)
Net Expenditure	15.630	14.915	(0.715)

Key points

The service variance is mainly due to unspent Rapid Rehousing Transition Plan funding (£0.497m) and cessation of the Wheatley Group grant (£0.298m).

	Budget 24/25 £m	Provisional Expenditure / (Income) 24/25 £m	Variance Overspend/ (Underspend) 24/25 £m
Staff Costs	8.120	8.967	0.846
Property Costs	9.881	10.589	0.707
Transport Costs	0.230	0.248	0.018
Supplies and Services	3.033	2.597	(0.436)
Third Party Payments	11.783	14.798	3.016
Transfer Payments	0.000	0.171	0.171
Support Services Charges	2.913	2.916	0.003
Total Expenditure	35.961	40.286	4.325
Internal Income	(2.146)	(3.019)	(0.873)
External Income	(18.185)	(22.352)	(4.166)
Total Income	(20.331)	(25.371)	(5.040)
Net Expenditure	15.630	14.915	(0.715)

Our Budget

Housing Revenue Account (HRA)

	Budget 24/25 £m	Provisional Outturn 24/25 £m	Variance 24/25 £m
Budgeted Expenditure			
Repairs and Maintenance	47.298	45.561	(1.737)
Supervision and Management	21.728	22.390	0.662
Funding Investment:-			
Cost of Borrowing	39.153	37.823	(1.330)
Revenue Contribution (incl CFCR)	23.409	24.398	0.989
	131.588	130.172	(1.416)
Voids	2.571	2.286	(0.285)
Housing Support costs	(0.467)	(0.446)	0.021
Garden Care Scheme	0.446	0.475	0.029
Bad or Doubtful Debts	2.907	3.624	0.717
Other Expenditure	12.312	13.708	1.396
	149.357	149.819	0.462

	Budget 24/25 £m	Provisional Outturn 24/25 £m	Variance 24/25 £m
Financed by			
Dwelling Rents (Gross)	(139.112)	(139.395)	(0.283)
Non Dwelling Rents (Gross)	(3.774)	(3.701)	0.073
Hostels - Accommodation charges	(2.257)	(2.439)	(0.182)
Other Income	(1.492)	(1.562)	(0.070)
Budgets transferred to/(from) Balances (previous years carry forwards etc)	(2.722)	(2.722)	0.000
	(149.357)	(149.819)	(0.462)
Contribution (to)/from Balances	0.000	0.000	0.000

Key points

Significant pressures across the HRA include a £0.717m increase in bad debt provision due to historic outstanding rent arrears. There is an overspend of £1.396m on Other Expenditure mainly due to increased costs for Hostels. These were offset by underspends on Repairs and Maintenance (£1.737m) due to a larger than anticipated year end refund from Building Services, and the Cost of Borrowing (£1.330m) due to interest rates being lower than anticipated. The CFCR was increased by £0.989m as a result of a net underspend across the HRA.

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.

Risk	Mitigating Actions
Workforce challenges – the Service will not have the right people in the right place at the right time	<ul style="list-style-type: none"> ● Training and development opportunities provided through the Housing Training Academy. ● Ongoing recruitment practice including considering the Life Chances approach.
Health & Safety - tenants and residents	<ul style="list-style-type: none"> ● Provide the Scottish Housing Regulator with Annual Assurance Statement and pursue the actions identified. ● Develop the response to the requirements of Grenfell Part 2 enquiry report. ● Implement new electrical safety and fire safety enforced access processes.

Risk	Mitigating Actions
Legal and regulatory failure – failure to accommodate and comply with unsuitable accommodation order	<ul style="list-style-type: none"> ● Provide the Scottish Housing Regulator with Annual Assurance Statement and pursue the actions identified. ● Work with the Scottish Housing Regulator on the Engagement Plan. ● Deliver LHS, Homelessness strategy and Housing Emergency Strategic Statement Actions.
HRA business	<ul style="list-style-type: none"> ● Conduct an annual review of the HRA Business Plan. ● Investigate alternative funding approaches. ● Identify budget efficiencies and consider service deferrals in non-statutory areas.

Performance assessment - Priorities & progress

Introduction - service delivery context and challenges

Housing Services and partners aim to 'Provide housing choices for people in Fife'. This vision is outlined in the LHS 2022-2027, along with priorities, outcomes and actions which help progress work towards this vision.

Fife declared a housing emergency during March 2024 due to the pressures experienced in housing and homelessness. In June 2025, Cabinet Committee approved a Strategic Statement containing 24 actions focused on recommendation themes: boosting new builds, meeting homelessness statutory duties, reducing the homelessness backlog, increasing property acquisitions, enhancing prevention and expanding funding options. A consultation plan and governance structure are being developed to progress this work.

A change in service delivery is required to ensure continuous improvement whilst contributing towards the Communities Directorate aim of supporting, protecting and developing community wellbeing. The intention of a more integrated housing estates and safer communities service is to improve the condition of housing estates and instil a sense of ownership and belonging. This will be progressed through a series of programmes and projects included in the Service Change Plan.

The Annual Assurance Statement contains pressure areas which are recognised as challenges for 2025-26. These include the housing emergency, average re-let timescales and Housing Revenue Account and Capital Plan viability. Further details on these can be found within the 'Challenges' section appearing later within the report.

Priorities & progress

The service will continue to work to improve performance across all indicators, however, in 2025/26 resources will be focussed on meeting statutory duties. Two priorities have been identified based on the 2024/25 Annual Return on the Charter performance and areas recognised as material non-compliance in the Annual Assurance Statement 2025. These priorities are to:

- Reduce homelessness and improve housing access, ensuring temporary accommodation statutory duties are met.
- Improve compliance across tenant and resident safety aspects and continue to address damp & mould in Council housing.

The progress against each of these has been detailed within the relevant priority section below, alongside the areas identified for improvement.

Performance assessment - Priorities & progress

Priority 1

Homelessness and access to housing

A slight reduction in new homeless presentations was evident in 2024-25, however pressure on temporary accommodation remains significant with demand and supply constraints resulting in longer stays in temporary accommodation. The Service continues to focus on homelessness pressures and meeting statutory duties as a core part of the housing emergency response.

Progress

Despite continued high demand for homelessness and temporary accommodation services, key improvements include:

- Homeless presentations recorded a slight decrease (31 presentations) and the number of live cases decreased by 260.
- Unsuitable accommodation order statutory breaches reduced by 63% (87 breaches in 2023/24 to 32 breaches 2024/25).
- The percentage of households placed in B&B type temporary accommodation reduced from 23.10% in 2023/24 to 15.03% in 2024/25.
- 75% of clients were prevented from statutory homelessness, through housing options advice. A 7% increase on 2023/24 performance.
- Housing First live tenancies upscaled to 103. Resources are in place for 115 live tenancies. A recent Housing First evaluation will inform future planning and services.
- The average relet time for void properties reduced to 36.74, the lowest since pre-covid times (2019/20), as a result of an on-going focus on void performance.

Performance assessment - Priorities & progress

Areas for Improvement

Homelessness & Temporary Accommodation

Although good progress has been recorded, it is evident further work is required to drive transformation and ensure compliance with homelessness statutory duties. In 2025/26, scatter flat flipping will increase from 100 to 200 annually, a temporary and supported accommodation strategy will be developed to plan for decommissioning or reprovisioning unsuitable accommodation, property acquisitions will increase for homeless and resettled households and housing advice and prevention frameworks will be redeveloped.

Housing Access

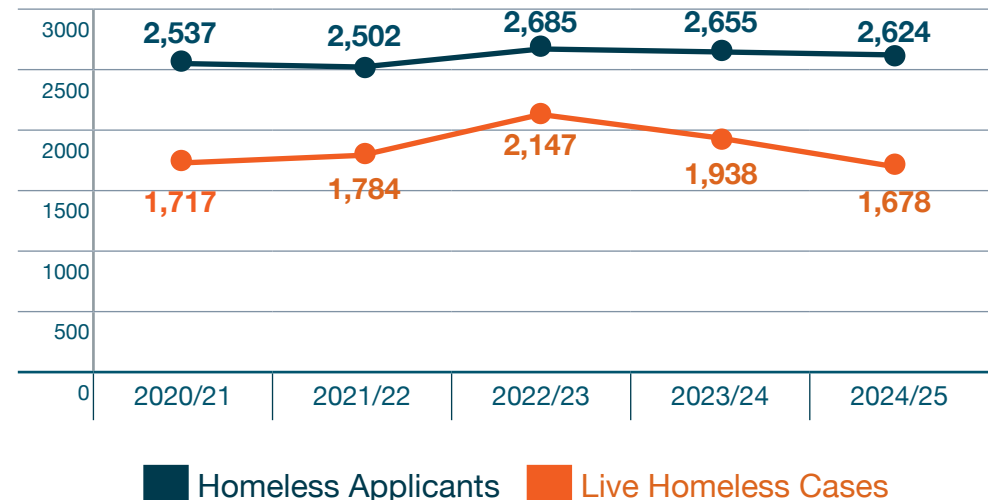
A Voids Service Improvement Plan will be implemented aiming to cut void rent loss and reduce relet times to 25 days. This target has been reset from 20 days after a recent review (see page 18 for more details). The Housing Allocation Policy is under review to simplify and strengthen prevention pathways. Efforts will be aligned with the 'No Wrong Door' programme to review frontline services.

Housing Emergency Strategic Statement

Additional actions around homelessness are being considered as part of the Housing Emergency Strategic Statement, subject to resource availability. Plans include expanding community-based temporary accommodation and private sector interventions including a Private Sector Leasing scheme, implementing the objectives outlined in the temporary accommodation strategy, revising frontline housing options services for the Homelessness Prevention Duty, upscaling the Housing First tenancies target from 115 to 200 and building on Health & Social Care Partnership innovations to reshape commissioned support services.

Relevant KPI details

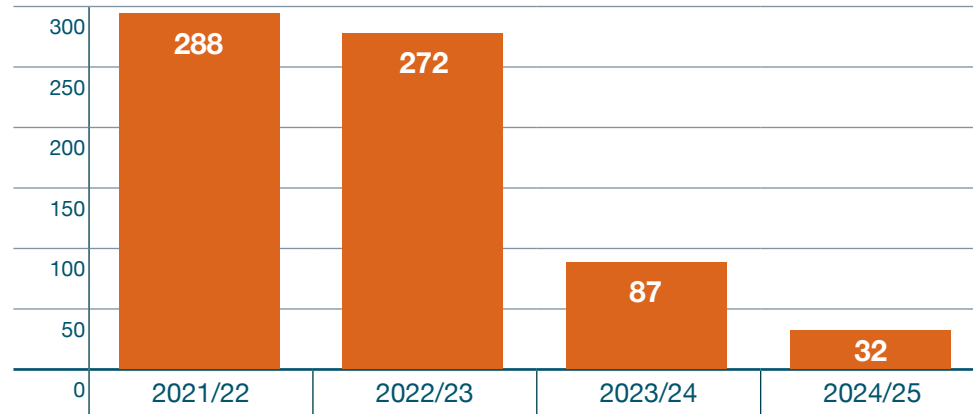
Homeless Applications and Live Cases



Performance assessment - Priorities & progress

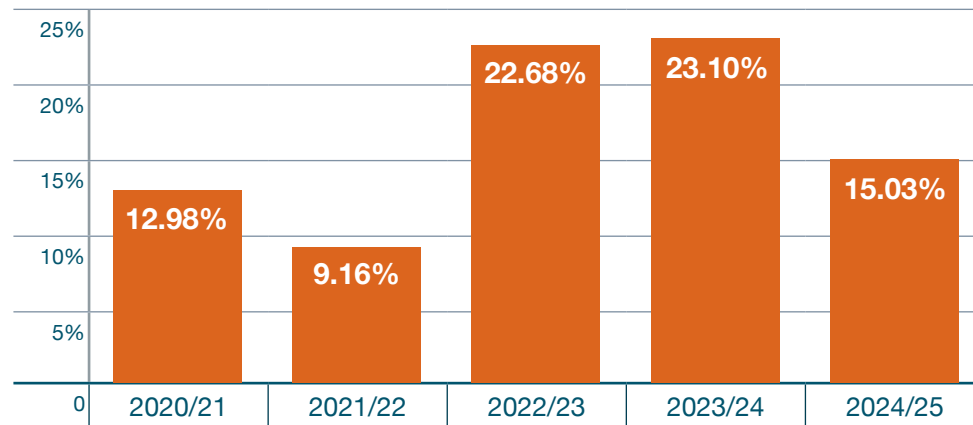
Temporary Accommodation

No. of unsuitable accommodation order breaches



B&B Type Accommodation

B&B type accommodation usage (%)

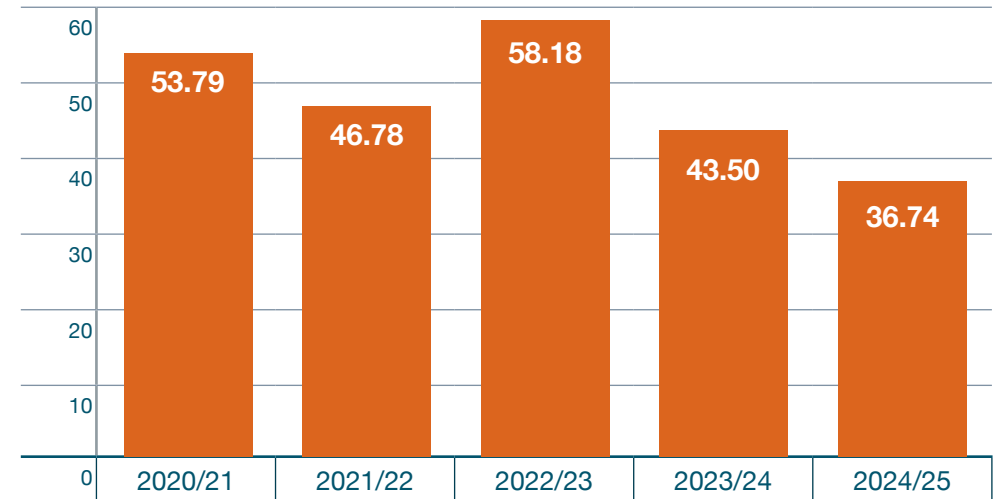


Housing Options Advice

Indicator	2020/21	2021/22	2022/23	2023/24	2024/25
% of clients prevented from statutory homelessness through housing options advice	52%	44%	58%	68%	75%

Void Re-let Timescales

Average no. of days to re-let properties



Performance assessment - Priorities & progress

Priority 2

Tenant and resident safety

The Scottish Housing Regulator requests that landlords provide specific assurance on compliance with obligations relating to tenant and resident safety within Annual Assurance Statements. Compliance is recorded with water safety, lift safety and asbestos. A robust programme of work is in place to address Fife Council non-compliance areas.

Progress

Progress with non-compliance tenant & resident safety aspects include:

- Six gas safety breaches occurred due to the second safety check not being conducted prior to the key handover to new tenants – a newly emerging issue. Previous issues with gas safety have not reoccurred, indicating positive progress.
- 3,358 properties do not have a valid electrical safety certificate which is the result of denied property access. This is a 557-property reduction on 2023/24. An enforced access procedure has been developed to address this.
- 890 properties recorded non-compliance with fire & smoke alarm requirements. These were impacted by denied access and enforced access will be progressed.
- A £7million works programme is underway to improve fire safety aspects in two high-rise blocks in Levenmouth, with an estimated completion date of December 2025.
- A proactive approach is in place for dealing with damp and mould, allowing timely resolution of referrals.

Performance assessment - Priorities & progress

Areas for Improvement

Gas Safety

To prevent future failures, a new process is now being implemented by area teams to ensure keys are not handed over to new tenants until the second gas safety check has been completed. The gas governance group will continue to monitor processes and procedures closely to prevent future failures.

Fire and Electrical Safety

An enforced access procedure, mirroring gas safety enforced access will be implemented to enable essential works where access has been denied on two previous occasions. It is anticipated that this, along with, improved communication to explain the importance of safety inspections will facilitate compliance in an increased number of properties.

During June 2025, Cabinet Committee agreed to a series of actions in response to the Grenfell Tower Inquiry phase 2. A costed works programme is in development to enhance fire safety and minimise risk in high-rise and medium-rise flats, sheltered housing and homeless hostels.

Housing Asset Management System

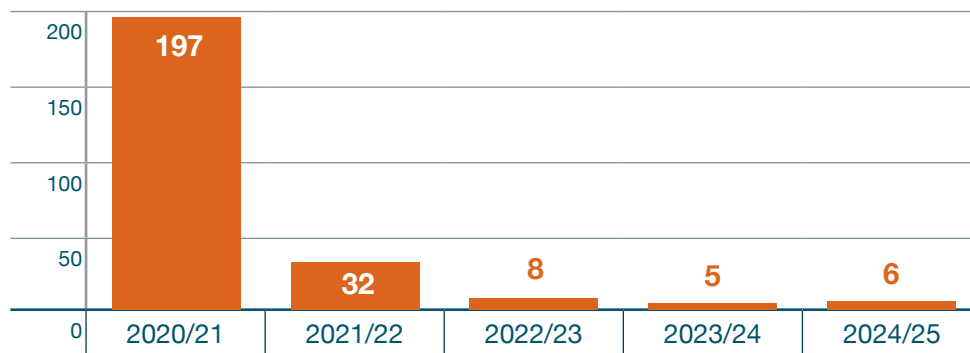
The current Housing Asset Management System is being upgraded to a cloud-based system, which will be in place by the end of 2025. This will ensure component replacement programmes can be closely monitored and improve the accuracy of recording and reporting, both of which will have a positive impact on all aspects of tenant & resident safety. The system will also support a new asset management approach, linked to business planning.

Performance assessment - Priorities & progress

Relevant KPI details

Gas Safety

No. of times gas safety statutory duties were not met



Fire and Electrical Safety

Accurate fire and electrical safety failure data was not available in 2022/23. Improved recording within Building Services permitted reporting since 2023/24, however, no recorded change in fire safety compliance between 2023/24 and 2024/25 prompted a system review. The implementation of a cloud-based Housing Asset Management System in 2025/26 will improve data accuracy.

Element	2022/23	2023/24	2024/25
Properties non-compliant with electrical safety	Unknown	3,915	3,358
Properties non-compliant with fire safety	Around 200	890	890

Damp and Mould

An increased level of condensation, dampness and black mould referrals were received from tenants following the introduction of an improved approach in 2023. During 2024-25, 2,353 referrals were received and dealt with proactively.

Performance assessment – Operational delivery

Overview of progress

All results against key indicators can be found in Appendix 2a and online at www.fife.gov.uk/councilperformance to facilitate feedback and scrutiny.

The Service monitors a number of 'Annual Return on the Charter' indicators throughout the year and performance is reported annually to the Scottish Housing Regulator. These indicators also form the basis of the Housing Services 'Pathway to Improvement 2023-26'. Appendix 2a presents charter indicator performance against targets for the period 2024/25, comparison against 2023/24 performance, improvement actions for 2025/26, as well as Local Authority averages and top quartiles obtained from the Scottish Housing Regulator.

During 2024/25, external consultants surveyed tenants, factored owners, Gypsy/Travellers and temporary accommodation customers to gauge satisfaction levels for reporting to the Scottish Housing Regulator. This was the first year where a 3-fold increase in the mainstream tenant survey sample was implemented, with interviewing proportionate to the housing stock in each Committee area to enhance data accuracy. Improvement was recorded across all mainstream tenant indicators including:

- Satisfaction with overall services (83.14% to 84.03%)
- Management of neighbourhoods (84.57% to 86.84%)
- Landlords keeping tenants informed (81.69% to 84.41%)
- Rent representing value for money (77.25% to 81.59%)
- Opportunities to participate in decision making (78% to 80.89%)
- Quality of home (83% to 86.94%).

Performance assessment – Operational delivery

The consultants analysed tenant responses to suggest improvement areas. The following feedback will inform future work to enable continuous improvement through the pathway to improvement:

- One in four dissatisfied tenants felt the repairs service could be improved through better quality repairs, efficiency and completing the repair as expected.
- One in ten felt their property could benefit from an upgrade (prominently bathroom, window, door and kitchen upgrades).
- 46.5% were in favour of using digital platforms for better information provision.
- 35.4% were unaware of the rent support initiatives on offer if required.
- Priorities for neighbourhood management include dealing with litter, maintaining landscaped areas, and handling anti-social behaviour complaints.

Aside the main tenant satisfaction indicators, improvement has been recorded in several other areas too. Some of these include:

- Repairs carried out right first time (87.87% to 91.33%)
- Satisfaction with repairs carried out in the last year (91.81% to 93.60%)
- Average time to complete non-emergency repairs (6.30 days to 5.61 days)
- Tenancy sustainment by housing list applicants (91.34% to 95.56%) and homeless Applicants (90.07% to 91.24%)
- Rent lost through empty properties (1.44% to 1.23%)
- Gross rent arrears (8.11% to 7.5%).

While progress is positive, Fife Council remain committed to continuous improvement, with improvement actions underway to build upon this positive work.

Satisfaction with Gypsy/Traveller site management increased from 50% to 64.29%. The Scottish Housing Regulator engages with the Service due to previous weak performance. During 2024/25, 16 chalets were installed at the Tarvit Mill site which has positively impacted satisfaction levels. Further chalet installations are planned for the remaining two public sites over the next two years. Other improvements areas identified through surveys were; dealing with litter and car parking on sites, continuing to provide support and engagement and improving rent value for money – all of which will inform future plans.

A decline in performance is evident through a small number of indicators including:

- anti-social behaviour cases reported/resolved in the last year (93.38% to 89.83%)
- average days to complete adaptations (20.42 days to 28.06 days)
- factored owner satisfaction with services (37.50% to 35.38%)
- tenancy sustainment (existing tenants) (94.30% to 93.82%)

Despite internal slippage, the time taken to complete adaptations remains in top quartile local authority performance. The performance decline in these indicators is considered immaterial for the purposes of the Annual Assurance Statement but will be subject to on-going monitoring and review to progress improvements moving forward.

Performance assessment – Operational delivery

It is recognised that internal targets previously set for a number of indicators do not reflect the external pressures and changing environment experienced in Housing Services at present. Although performance improvements have been recorded and, in many instances, performance is above the local authority average, analysis suggests some targets will not be achieved in the final year of the Pathway to Improvement (2025-26). To maintain a robust and dynamic performance framework, which maintains the ambition of achieving top quartile performance, Housing Services have taken the decision to review 2025–26 targets for the following areas:

- Repairs completed right first time
- Anti-social behaviour cases resolved
- Tenancy sustainment levels
- Rent lost through empty properties
- Satisfaction with information on services and decisions
- Satisfaction with opportunities to participate in decision making
- Time taken to complete adaptations
- Gross rent areas
- Complaints responded to
- Average time to relet properties
- Gypsy/Traveller satisfaction

All results against key indicators can be found in Appendix 2a and online at [Council plans and performance | Fife Council](#) to facilitate feedback and scrutiny.

Other indicator progress

Housing Services are responsible for four Local Government Benchmarking Framework (LGBF) indicators. The latest set of LGBF data published covers 2023/24 and more detail can be found at [Explore the data | Benchmarking](#). It is worth noting there is duplication between these indicators and those reported to the Scottish Housing Regulator as part of the Annual Return on the Charter.

Performance Indicator	2020/21	2021/22	2022/23	2023/24
Gross Rent Arrears (all tenants) as a % of rent due for the year	6.9%	6%	8.0%	8.1%
% of rent due lost through properties being empty during the last year	1.5%	1.4%	1.3%	1.4%
Proportion of Council Dwellings meeting Scottish Housing Quality Standards (SHQS) %	84.9%	88.1%	89.6%	92.2%
Average number of days taken to complete Non-Emergency Repairs	5.1%	7.0%	6.8%	6.3%

Performance assessment – Operational delivery

Challenges

The Annual Assurance Statement outlines pressures for 2025-26. These are:

- **Housing emergency** – following the declaration during March 2024 due to pressures on housing and homelessness, a Strategic Statement containing 24 actions was agreed by Cabinet Committee in June 2025. This requires further consultation and development to ensure actions can be resourced and delivered to support recovery.
- **Average re-let timescales** – although progress has been recorded during 2024-25 and performance is just outside local authority top quartile, further improvements are required to achieve below 25 days and support quicker turnover of Council homes.
- **HRA and Capital Plan viability** – below inflation rent increases and cost of borrowing pressures restricts the Councils borrowing ability to fund affordable housing delivery, stock improvements and net zero standards. Additionally, fire safety measures relating to the Grenfell Tower Inquiry 2 require funding.

Further details on the mitigation actions can be found within the Annual Assurance Statement (Appendix 1 within the covering report).

One year ahead

Priorities for 2025/26

The main focus for 2025/26 is meeting statutory duties in areas of material non-compliance in the Annual Assurance Statement and the two priorities outlined in this report. Alongside this, the Service must evolve to address current challenges and deliver key priorities.

The Service Change Plan 2025–28 includes 24 programmes/projects supporting transformation and the Communities Directorate’s ambitions. Several projects align with report priorities, especially around homelessness and housing access. The change themes and key improvement priorities planned for 2025-26 include:

- Increasing net zero compliant housing stock to improve housing conditions and align with climate change ambitions.
- Enhancing independent living and tenancy sustainment via data and digital technology.
- Reshaping operating arrangements influenced by ‘No Wrong Door’ and place re-design to integrate services and initiate financial saving.
- Developing a joined-up approach towards household support to help improve tenancy sustainment.
- Reviewing and improving policy and outcome alignment to help increase housing supply whilst reducing homelessness and poverty.

Service Change Plan project delivery is well underway with a framework in place for regular monitoring and reporting. To date, two projects are noted as complete, 18 are in progress, with a further four still to be initiated.











During 2025/26, work will continue in partnership with the Fife Tenants Forum and the Fife Tenants Scrutiny Group to ensure that service improvements are shaped by tenant views.

Reference links

- **Local Housing Strategy**
- **Housing Emergency Strategic Statement**
Agenda and Papers - Cabinet Committee of 26 June 2025 (pages 125 – 145)







Appendix 2a - Performance Indicators 2025

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

Indicator	2023/24 Value	2024/25 (Pathway to Improvement – Year 2)						Q1 2025/26 Value	Pathway to Improvement Actions
		Value	Target	Status	Note	LA Average	LA Top Quartile		
% of tenants satisfied with the overall service provided by their landlord	83.14%	84.03%	82.00%		A 3-fold increase to survey numbers was applied in 2024/25 along with a move to a proportionate survey interviewing method to ensure interviews completed were balanced to the housing stock in each committee area. This improved the accuracy and robustness of weighted survey data. There has been an improvement in this indicator in the last year exceeding target. We have continued to support the work of the tenants scrutiny panel, which provides us with detailed customer insight to improve service delivery. The Tenants Satisfaction Survey Performance Indicators will inform the selection of future topics for review.	81.60% 	90.88%	Not measured for Quarters	<ul style="list-style-type: none"> Continue to support the work of the tenant's scrutiny panels. This provides a detailed customer insight to improve service delivery. Review results from the Tenants Satisfaction Survey Performance Indicators to inform a selection of future topics for improvement.
% of reactive repairs carried out in the last year completed right first time	87.87%	91.33%	98.50%		Additional monitoring & quality control checks within Building Services are supporting improvements in this indicator.	89.25% 	92.40%	90.32%	<ul style="list-style-type: none"> Continue to monitor performance and highlight issues through the Repairs & Investment Management Group. Continue engagement with contractors to improve processes.
The number of times in the reporting year you did not meet your statutory duty to complete a gas safety check	5	6	0		As per figures supplied by Gas Servicing Team Procedural failures, gas governance group reviewing process. A change to gas reporting systems resulted in a temporary issue with anniversary dates for checks. This has been fully rectified.	2.3 	0	2	<ul style="list-style-type: none"> Implement an improved procedure and liaise with area team colleagues to ensure a second gas safety check is conducted prior to keys being handed over to new tenants. Continue close monitoring of properties, processes and procedures through the gas governance group.
% of tenants who have had repairs or maintenance carried out in the last 12 months satisfied with the repairs and maintenance service	91.81%	93.60%	93.00%		No target set for 24/25 but performance has improved from last year Reported satisfaction level increasing. Improved data gathering providing more accurate picture.	85.62% 	91.82%	Not measured for Quarters	<ul style="list-style-type: none"> Continue to monitor performance and highlight issues through the Repairs & Investment Management Group. Look to maximise survey responses by reviewing processes.
% of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in	84.57%	86.84%	88.70%		A 3-fold increase to survey numbers was applied in 2024/25 along with a move to a proportionate survey interviewing method to ensure interviews completed were balanced to the housing stock in each committee area. This improved the accuracy and robustness of weighted survey data. An improvement on the previous years satisfaction level. Reflects the decentralisation of services to areas and the ongoing engagement with tenants including through tenant led walkabouts and working with our RTOs/TRAs.	79.70% 	91.29%	Not measured for Quarters	<ul style="list-style-type: none"> Review and implement Area Housing Plans to support housing services and improve neighbourhood management Continue engagement with tenants including through tenant led walkabouts and working with RTOs/TRAs Continue to support and work closely with the tenant's scrutiny panel who will focus on estates management during 2025/26.









Appendix 2a - Key Performance Indicators

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

Indicator	2023/24 Value	2024/25 (Pathway to Improvement – Year 2)						Q1 2025/26 Value	Pathway to Improvement Actions
		Value	Target	Status	Note	LA Average	LA Top Quartile		
% of tenancy offers refused during the year	23.46%	23.71%	21.00%		The number of refusals continues to be low level. There is no direct impact on voids or wider allocation processes but will be kept under review as we work through the Allocation Policy Review process.	36.47% 	25.65%	26.91%	<ul style="list-style-type: none"> Continue to promote good communication with applicants during the offer process. Conclude the review of the allocations policy and implement any changes as a result of this.
of anti-social behaviour cases reported in the last year which were resolved	93.38%	89.83%	95.00%		<p>The number of reported private space ASB cases during 2024-25 has decreased to levels almost comparable to those seen prior to the pandemic. However, the complexity of ASB cases has risen significantly, with a notable increase in issues relating to poor mental health.</p> <p>Of the 1,997 ASB cases opened during 2024-25, 1,794 were resolved within the same year. Of those resolved, 1,747 cases were resolved within locally agreed timescales (97.3%).</p>	90.33% 	95.79%	Not measured for Quarters	<ul style="list-style-type: none"> A review of Fife Council's Anti-Social Behaviour Policy is planned, and the scope of this exercise will be reported to Cabinet Committee in the Autumn of this year. Initial analysis suggests most cases that remained open at the end of the year were low level rather than those that required legal action and would normally take more time to resolve. Further checks to be undertaken to ensure staff are closing cases on the system timeously throughout the year. Cases will be triaged more effectively at the first point of contact. Cases will only be opened on the CX Management system that require investigation. Disputes not considered ASB will be considered under a different category.
% of new tenancies to existing tenants sustained for more than a year	94.30%	93.82%	97.00%		The Service has had a high turnover of staff over the past year, which has now been resolved. This has allowed staff to work in smaller patch areas, interacting with tenants and identifying any issues sooner. This has seen an increase in abandonments that have been identified.	94.59% 	96.72%	93.88%	<ul style="list-style-type: none"> A continued focus from Housing Management Officers to work with tenants in smaller patches to ensure sustainment through follow up visits and tenancy assistance. Working with partners and fuel poverty teams to ensure tenants are equipped to live in a warm sustainable home. Use benefit checker to ensure income maximisation.







Appendix 2a - Key Performance Indicators

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

Indicator	2023/24 Value	2024/25 (Pathway to Improvement – Year 2)						Q1 2025/26 Value	Pathway to Improvement Actions
		Value	Target	Status	Note	LA Average	LA Top Quartile		
% of new tenancies to applicants who were assessed as statutory homeless by the local authority sustained for more than a year	90.07%	91.24%	97.00%		The Service has had a high turnover of staff over the past year, which has now been resolved. This has allowed staff to work in smaller patch areas, interacting with tenants and identifying any issues sooner. This has seen an increase in abandonments that have been identified.	89.74% 	92.45%	94.53%	<ul style="list-style-type: none"> A continued focus from Housing Management Officers to work with tenants in smaller patches to ensure sustainment through follow up visits and tenancy assistance. Working with partners and fuel poverty teams to ensure tenants are equipped to live in a warm sustainable home. Use benefit checker to ensure income maximisation.
% of new tenancies to applicants from the landlord's housing list sustained for more than a year	91.34%	95.56%	97.00%		The Service has had a high turnover of staff over the past year, which has now been resolved. This has allowed staff to work in smaller patch areas, interacting with tenants and identifying any issues sooner. This has seen an increase in abandonments that have been identified.	91.80% 	94.47%	92.11%	<ul style="list-style-type: none"> A continued focus from Housing Management Officers to work with tenants in smaller patches to ensure sustainment through follow up visits and tenancy assistance. Working with partners and fuel poverty teams to ensure tenants are equipped to live in a warm sustainable home. Continue walkabouts to identify any issues
% of lettable houses that became vacant in the last year	5.18%	7.50%	8.00%		A transfer led approach to housing allocations is helping to boost turnover in response to the Housing Emergency. The aim of the allocation policy is to generate vacancies by creating transfer chains to meet the needs of tenants in housing need and use the resultant vacancy to meet other priority needs. It is expected that turnover will be approximately similar in 2025/26 due to a continuation of this approach.	7.29% 	6.74%	Not measured for Quarters	<ul style="list-style-type: none"> Continue to promote a transfer led approach to housing allocations to generate turnover. Continue to use new build and property acquisitions to generate chains of allocations to meet multiple needs and develop new housing to create transfer and specialist housing opportunities.
(%) of rent due lost through properties being empty during the last year	1.44%	1.23%	0.90%		Void rent loss is a critical business indicator and reflects the focus on performance improvement. Resourcing and other issues in Quarter 3 and 4 affected overall performance but the target will remain at >1% going into 2025/26.	1.69% 	0.85%	0.27%	<ul style="list-style-type: none"> The Voids Governance Group will continue to implement change and react to a recent Tenant and Resident Scrutiny Panel report Arrangements are ongoing to re-provision and improve the Clean and Clear contract A new utilities partnership in in development following the unexpected departure of Utilita







Appendix 2a - Key Performance Indicators

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

Indicator	2023/24 Value	2024/25 (Pathway to Improvement – Year 2)						Q1 2025/26 Value	Pathway to Improvement Actions
		Value	Target	Status	Note	LA Average	LA Top Quartile		
The total number of households waiting for applications to be completed at the end of the reporting year	170	394	400		<p>The demographic profile across Fife, coupled with an increase in complex cases has resulted in a sustained demand on the service.</p> <p>Whilst the number of adaptations completed remains higher than the covid years, the increase in equipment, labour and material costs has resulted in careful management of budget spend in the last quarter with cases at highest risk prioritised for adaptations.</p>	1,763 	24	Not measured for Quarters	<ul style="list-style-type: none"> Identify changes in individuals' needs at an early stage to reduce the demand for larger, costly adaptations Promote early accessible self-help methods, along with alternative routes of support guidance to help meet increasing demands for adaptations Work with Health & Social Care to look at potential budget challenges and try to identify additional funding streams
% of tenants who feel their landlord is good at keeping them informed about their services and decisions	81.69%	84.41%	91.00%		<p>A 3-fold increase to survey numbers was applied in 2024/25 along with a move to a proportionate survey interviewing method to ensure interviews completed were balanced to the housing stock in each committee area. This improved the accuracy and robustness of weighted survey data.</p> <p>We have seen an improvement over the year and we continue to engage with our tenants using different methods including our Tenants Conference, our digital platform, pop up events, Down Your Street magazine, supporting our RTOs and TRAs and working with our Tenants Federations. Our Tenant Participation Strategy is being reviewed in partnership with our Tenants Federation.</p>	83.05% 	95.51%	Not measured for Quarters	<ul style="list-style-type: none"> Implement the revised Tenant Participation Strategy Continue to engage with tenants through various consultation methods
Total cost of adaptations completed in the year by source of funding (£)	£1,827,517	£1,567,054	£1,200,000		The spend against this workstream appears less due to a change in the financial cost codes used by OTs in previous years. This figure provides a true reflection of the spend on HRA properties for all permanent and minor adaptations completed in Fife Council stock.	£633,190 	£503,435	Not measured for Quarters	<ul style="list-style-type: none"> Closely monitor budgets to ensure this adequate to deliver the level of adaptations required, taking the cost of labour, equipment and materials into consideration. Identify changes in individuals' needs at an early stage to reduce the demand for larger, costly adaptations. Work with Health & Social Care to look at potential budget challenges and try to identify additional funding streams





Appendix 2a - Key Performance Indicators

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

Indicator	2023/24 Value	2024/25 (Pathway to Improvement – Year 2)						Q1 2025/26 Value	Pathway to Improvement Actions
		Value	Target	Status	Note	LA Average	LA Top Quartile		
The average time to complete adaptations (days)	20.42 days	28.06 days	18.00 days		Delays in obtaining and agreeing costings and drawings for larger complex adaptations has resulted in an increase on days to complete, however these delays ensure the adaptations fitted meet the assessed need. Pressures on budget streams also mean that funding for adaptations is aligned to those in greatest need. Fife's Health and Social Care Partnership Eligibility Criteria is used to risk assess and prioritise cases appropriately, with a careful balance on sustaining care provisions in the community, by both HSCP paid care, and care provided by family. Similar to 21.1, pressures on budget and service demands have resulted in fewer cases progressing. Equipment costs have risen on the temporary side, such as stairlifts, hoists etc however the budget has remained static. Work is ongoing to identify changes in individuals needs at an early stage to reduce the demand for larger, costly adaptations. Promotion of early accessible self-help methods, along with alternative routes of support guidance, will be pivotal in meeting the increasing demands for adaptations across Fife	35.92 days 	30.85 days	Not measured for Quarters	<ul style="list-style-type: none"> Monitor contractors output along with the streamlining of process to deliver performance improvements. Identify changes in individuals' needs at an early stage to reduce the demand for larger, costly adaptations. Promote early accessible self-help methods, along with alternative routes of support guidance to help meet increasing demands for adaptations Review customer journey to look at areas where timescales can be reduced
% of the court actions initiated which resulted in eviction and the reasons for eviction	100%	26.52%	17.00%		Evictions have restarted Q2 this financial year after suspension due to Covid restrictions and Cost of Living legislation. 33 evictions (28 adult only tenancies, 5 with children, however only 3 of the 5 were the child's main residence) 10 of the 33 presented as homeless, 6 of which were refused due to intentionality. The other 4 households are residing in temporary accommodation (2 of these households contain children and will receive one offer of accommodation under the Children's Act).	23.06% 	17.50%	Not measured for Quarters	<ul style="list-style-type: none"> Evictions have re-started following a period of suspension. Cases are progressed to court as a last resort after multiple attempts to engage with tenants to manage rent accounts, and all other options and supports have been explored.
Homelessness (LA's only) - the % of homeless households referred to RSLs under section 5 and through other referral routes	2.3%	4.46%	5.00%		This indicator does not count the direct allocations by RSLs through the Fife Housing Register. In 2025/26, partnership options with FHR will be mainstreamed with a view to maximise housing association contributions to the Housing Emergency.	13.63% 	22.39%	Not measured for Quarters	<ul style="list-style-type: none"> Conclude the review of the allocations policy and implement any changes as a result of this. Mainstream FHR partnership options to maximise housing association contributions to the Housing Emergency.









Appendix 2a - Key Performance Indicators

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Indicator	2023/24 Value	2024/25 (Pathway to Improvement – Year 2)						Q1 2025/26 Value	Pathway to Improvement Actions
		Value	Target	Status	Note	LA Average	LA Top Quartile		
% of tenants who feel that the rent for their property represents good value for money	77.25%	81.59%	84.50%		A 3-fold increase to survey numbers was applied in 2024/25 along with a move to a proportionate survey interviewing method to ensure interviews completed were balanced to the housing stock in each committee area. This improved the accuracy and robustness of weighted survey data. There has been an improvement on this indicator and we will continue to work with our Tenants Federations and the Tenants Scrutiny Panel to ensure that rents represent good value for tenants.	80.61% 	89.14%	Not measured for Quarters	<ul style="list-style-type: none"> Tenants are consulted and views are considered when setting rent. Decisions on rent levels need to be balanced to ensure service delivery is maintained and tenant priorities are taken into account. We will continue to engage with tenants through the rent setting process including consultation on service priorities. We anticipate that this engagement will be reflected in satisfaction levels. We will continue to work with the Fife Tenant Forum and support the work of the Fife Tenant Scrutiny Panel to ensure tenants priorities are reflected in service delivery.
Rent collected as % of total rent due in the reporting year	100.09%	100.88%	99.56%		Financial year 24/25 was a 53 week long rent year and this has led to an inflated figure. Our Period 26 ran for 3 weeks, but tenants were only charged for two weeks. In effect there was an extra “free” week to our tenants when rent not charged. Although there was no rent charged over this free week, rent money was still paid. We received approx. £2million of payments which came mainly from the DWP. This has boosted our income significantly within period 26, and therefore the whole financial year. Hence the increased collection figures. It will mean however that next financial year we are going to be down by the same £2million, so next year our figures will likely reflect this reduction. We have continued to provide support to tenants through a rent support funding and to engage with tenants to encourage direct payment to for Universal Credit tenants in arrears.	100.37% 	100.94%	92.28%	<ul style="list-style-type: none"> Performance was above target during 2024-25. Tenants will continue to be supported to maximise rent collection. Direct debit payments will continue to be encouraged for payment of rent and direct payments for housing costs requested for tenants on Universal Credit in arrears. We will continue to provide rent support including mitigation support payments for tenants migrating to Universal Credit. Continue to use our systems to target contact with tenants to engage and provide support to prevent arrears accruing.











Appendix 2a - Key Performance Indicators

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

Indicator	2023/24 Value	2024/25 (Pathway to Improvement – Year 2)						Q1 2025/26 Value	Pathway to Improvement Actions
		Value	Target	Status	Note	LA Average	LA Top Quartile		
Gross rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year.	8.11%	7.50%	5.50%		Our rent collection rates show continued improvement and remain positive.	8.59% 	7.06%	6.76%	<ul style="list-style-type: none"> ● We will continue to provide rent support including mitigation payments for tenants migrating to UC. ● Direct debit payments will continue to be encouraged for payment of rent and direct payments for housing costs requested for tenants on Universal Credit in arrears. ● Continue to use systems to target contact with tenants to engage and provide support to prevent arrears accruing.
Average annual management fee per factored property	£97.95	£81.62	£81.62		<p>Fife Council's Factoring Services carried out another formal consultation in February 2024 to which appointed Fife Council as Property Factor. This equated to an increase of 98 owners. The annual management fee is £81.62 (not including VAT), we have 628 owners.</p> <p>The annual management fee has previously included VAT therefore amendments were made to which reflects in the value.</p> <p>The amount charged actually reduced in 2024/25 compared to the previous year. The reason for this was because we were asked to remove VAT from the figures</p>	£67.54 	£14.42	Not measured for Quarters	<ul style="list-style-type: none"> ● Admin/Management fee models have been devised to calculate the cost of providing this service.
% of factored owners satisfied with the factoring service they receive (%)	37.50%	35.38%	58.00%		For the 2024/25 session, the factored owners satisfaction survey was conducted via telephone, email and postal contact with a total of 130 responses to this question. Main reasons for dissatisfaction included management fee is too high (33.3%), poor communication (25.2%) and unclear invoices (15.4%). Work is on-going to improve service delivery.	50.19% 	66.37%	Not measured for Quarters	<ul style="list-style-type: none"> ● Work is on-going to improve service delivery across dissatisfaction areas. ● Work is on-going to improve the contact details held to allow more surveys to be conducted via phone moving forward.
The percentage of all complaints responded to in full at stage 1	97.98%	98.76%	100.00%		Our performance has increased from last year and 98.76 for 1st stage and at 96.27 for second stage is good performance and only a few outlying not answered on time. Data is only accurate on the day the report is run, hence the discrepancy between brought forward and carried forward figures.	96.02% 	100%	Not measured for Quarters	<ul style="list-style-type: none"> ● Service Mangers to ensure that team members reply to complaints within the timeframe and a weekly reminder is issued by the Service Manager.









Appendix 2a - Key Performance Indicators

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Indicator	2023/24 Value	2024/25 (Pathway to Improvement – Year 2)						Q1 2025/26 Value	Pathway to Improvement Actions
		Value	Target	Status	Note	LA Average	LA Top Quartile		
Average length of time taken to re-let properties in the last year (days)	43.50 days	36.74 days	25.00 days		There is an ongoing focus on voids performance and standards improvement. This year has seen continuous improvement and the Voids Governance Group has updated the Voids Service Improvement Plan with aim of reducing to under 25 days in 2025/26	77.90 days 	35.60 days	35.76 days	<ul style="list-style-type: none"> The Voids Governance Group will continue to implement change and react to a recent Tenant and Resident Scrutiny Panel report Arrangements are ongoing to re-provision and improve the Clean and Clear contract A new utilities partnership in in development following the unexpected departure of Utilita
For those who provide Gypsies/travellers sites - Average weekly rent per pitch	£70.89	£75.94	£79.97		Tarvit Mill, Cupar has reduced from 20 pitches to 16 pitches to accommodate the new chalets. 4 less pitches than in previous years due to improvement works at Tarvit Mill, Cupar	£86.74 	£76.31	Not measured for Quarters	<ul style="list-style-type: none"> Increased in line with agreed rent increase per year.
For those who provide sites - % of Gypsies/Travellers satisfied with the landlord's management of the site (%)	50.00%	64.29%	85.00%		For 2024/25 Gypsy Traveller Satisfaction surveys, there were 28 surveys completed face to face which is an improvement on preceding years. The satisfaction rating has increased significantly in response to service improvements.	80.10% 	100.00%	Not measured for Quarters	<ul style="list-style-type: none"> Work to install chalets at Tarvit Mill is complete Roll out of further programmes to install chalets and improve Heatherlywood and Thorntonwood over the next two years.
The percentage of all complaints responded to in full at stage 2	95.15%	96.27%	100.00%		Our performance has increased from last year and 98.76 for 1st stage and at 96.27 for second stage is good performance and only a few outlying not answered on time. Data is only accurate on the day the report is run, hence the discrepancy between brought forward and carried forward figures.	86.20% 	97.99%	Not measured for Quarters	<ul style="list-style-type: none"> Service Mangers to ensure that team members reply to complaints within the timeframe and a weekly reminder is issued by the Service Manager.
% of tenants satisfied with the opportunities given to them to participate in their landlord's decision-making process	78.00%	80.89%	85.00%		<p>A 3-fold increase to survey numbers was applied in 2024/25 along with a move to a proportionate survey interviewing method to ensure interviews completed were balanced to the housing stock in each committee area. This improved the accuracy and robustness of weighted survey data</p> <p>We have seen an improvement over the year and we continue to engage with our tenants using different methods including our Tenants Conference, our digital platform, pop up events, Down Your Street magazine, supporting our RTOs and TRAs and working with our Tenants Federations. Our Tenant Participation Strategy is being reviewed in partnership with our Tenants Federation.</p>	80.29% 	95.63%	Not measured for Quarters	<ul style="list-style-type: none"> Implement the revised Tenant Participation Strategy Continue to engage with tenants through various consultation methods

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Indicator	2023/24 Value	2024/25 (Pathway to Improvement – Year 2)						Q1 2025/26 Value	Pathway to Improvement Actions
		Value	Target	Status	Note	LA Average	LA Top Quartile		
% of stock meeting the SHQS at the end of the reporting year	92.15%	92.24%	91.00%		We have removed our abeyances and will be utilising our no access team to reconnect with these tenants. Where there are mutual works required, we will be involving our mutual owners team in an attempt to progress.	83.18% 	92.24%	Not measured for Quarters	<ul style="list-style-type: none"> Continue to replace elements on a life expectancy basis through component replacement programmes. Upgrade the asset database to cloud-based version to improve performance for surveys and reporting.
% of tenants satisfied with the quality of their home	83.00%	86.94%	82.00%		A 3-fold increase to survey numbers was applied in 2024/25 along with a move to a proportionate survey interviewing method to ensure interviews completed were balanced to the housing stock in each committee area. This improved the accuracy and robustness of weighted survey data, improving satisfaction rates and above target set.	80.58% 	87.31%	Not measured for Quarters	<ul style="list-style-type: none"> Continue to replace elements on a life expectancy basis through component replacement programmes. Upgrade the asset database to cloud-based version to improve performance for surveys and reporting.
Average length of time taken to complete emergency repairs (hours)	3.28 hours	3.26 hours	3.30 hours		Building Services continues to work on improving the speed of response to emergency repairs. This ensuring a high level of service to tenants is maintained.	3.79 hours 	2.67 hours	3.07 hours	<ul style="list-style-type: none"> Continue to monitor performance and highlight issues through the Repairs & Investment Management Group. Continue engagement with contractors to improve processes.
Average length of time taken to complete non-emergency repairs (days)	6.30 days	5.61 days	5.50 days		Increased management of the responsive repairs process through DRS has seen a reduction in the number of days to respond to non- emergency repairs. This work continues, to ensure a high level of service to tenants is maintained.	10.09 days 	7.04 days	5.98 days	<ul style="list-style-type: none"> Continue to monitor performance and highlight issues through the Repairs & Investment Management Group. Continue engagement with contractors to improve processes.