



Property & Bereavement Services

Annual Service Review Report

2025

Introduction

This report reflects the performance of Property & Bereavement 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

The Property Service vision is to lead effective management of our estate through use of our land and property assets to deliver better outcomes, empower communities and leverage economic stimulus. Our work is delivered through a number of areas: -

Property Services

- Asset Management and Estates. Coordinates the council's approach to strategic management of land and properties, providing information and property advice to council services. Our Affordable Housing team also forms part of this business unit and delivers new council housing, providing much-needed homes for our tenants and housing applicants.
- Professional Services. Provides a project management service to council services and external partners, including construction design, financial management, project administration, quality assurance and PPP contract monitoring. Component Replacement also forms part of this teams' activities with a rolling programme of repair and improvement works to the existing Council housing stock
- Building Management. Provides a range of services to ensure all operational non-domestic buildings are safe and fully compliant with legislation. This business unit also provides a planned preventative maintenance and reactive building repairs service, building services engineering design and an energy management service. The team also lead our response to meeting our net zero obligations in relation to our non-domestic estate (which typically accounts for approx. 2/3rds of the council's direct carbon footprint).

- Learning, Children and Families Estates: strategic management of the Learning and Children and Families Services estates. This includes the management and delivery of the capital investment programme, working closely with other key services to identify future requirements and corresponding investment priorities.

Bereavement Services

Bereavement Services: provides respectful burial and cremation services that meets the needs of our customers. The service aims to promote, develop, manage and maintain Fife's Bereavement Services to the highest standards and ensure continual compliance and improvements to minimise impact on the environment through the services provided.

Demand & Delivery Overview 2024/25

Estates Team

- **Leasing activity**
Management of over 1000 individual leases generating Income of £5.35m. This includes approximately 200 leases to local community organisations.
- **Property disposals**
Income generation of £3.0m
- **Asset valuations**
720 assets valued over the course the year.
- **Project activity**
Engagement with landowners and agents to facilitate a broad range of corporate priorities for Services and the community directly.

Affordable Housing Team

The financial year 2024/25 was another successful year for the Affordable Housing Team with 10 projects completing during the year.

- **Homes started**
Fife Housing Alliance 288 units (of which FC 203)
- **Homes completed**
Fife Housing Alliance 367 (of which FC 264)

Net Zero Programme

Period	April 2023 – March 2025
Programme Budget	£13.57m <ul style="list-style-type: none"> ● Spend 23/24 - £2.043m ● Spend 24/25 - £4.603m (excluding SG grant spend of £2.4m)
Main Contractor:	Alternative Heat

Corporate Planned Maintenance

Location:	Fife Wide
Start Date:	April 2024
Completion Date:	March 2025
Programme Cost	£16m
Main Contractor	Various

	Budget	Spend	%
Revenue	£13.961m	£13.129m	94%
Capital	£4.070m	£2.948m	72%
Combined	£18.031m	£16.077m	89%

2024/25, a total of **21,539 works requests** were instructed against the Corporate Planned Maintenance Budgets (Capital and Revenue), resulting in a total spend of **£16m**.



Over 1,000
leases managed



367 homes
completed



21,539
works requests

Our People



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

- Property - 148 headcount / 145.1 FTE.
- Bereavement – 51 headcount / 51 FTE.

Workforce Profile by service in 2024/2025

- Property – workforce is predominantly full time and permanent. Over 20% of the workforce are female.
- Bereavement – workforce is predominantly full time and permanent. 5.9% of employees are female.

The average workforce age for Fife Council is 44.8 years in 2024/2025.

Service comparisons are confirmed below:

Property

- Average workforce age is 47.9, above the council average.
- Average age of leavers is 57.3, new starts is 40.1. This has contributed to reducing the workforce age profile.
- 4.5% of the workforce is aged 24 and under.

Bereavement

- Average workforce age is 47.2, above the council average
- Average age of leavers is 45.2, new starts is 42.1. This contributed to reducing the workforce age profile.
- 2% of the workforce is aged 24 and under

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

Property

- Turnover rate is 12.8%. This is above the council average.
- Almost 80% of leavers were aged 55 and over. The top reported leaver reason was retirement.

Bereavement

- Turnover rate is 19.6%. This is above the council average and partly attributed to a seasonal workforce
- 50% of leavers were aged 55 and over. The top reported leaver reason was resignation.

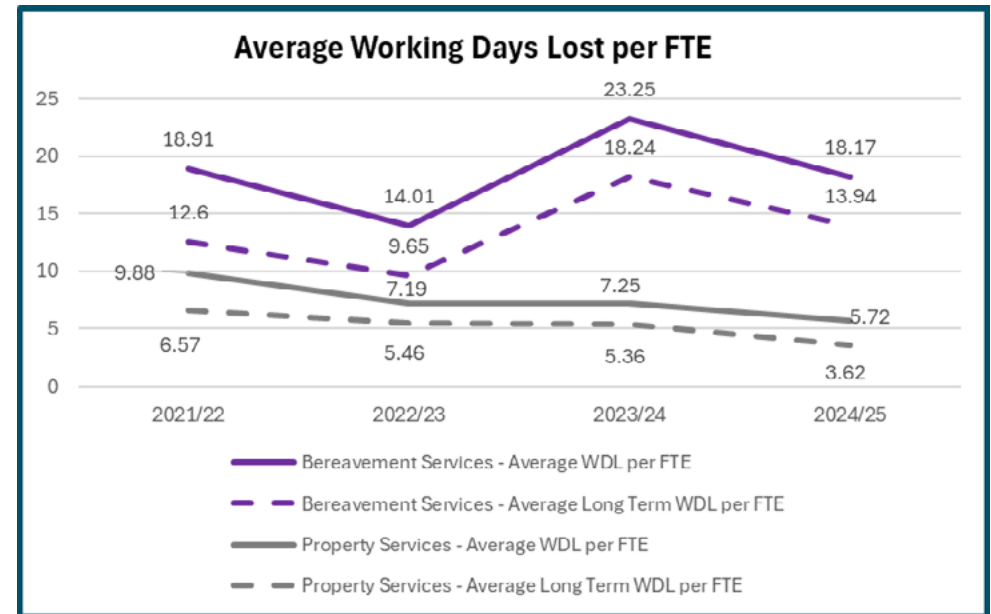
Average working days lost per FTE (WDL) to sickness absence in Fife Council during 2024/2025 was 14.75, short term absences (under 28 calendar days) account for 4.02 days.

Property

- Average WDL in 2024/2025 is 5.72 days, long-term absences account for 3.62 days, and short-term absences account for 2.10 days. This is below the council average.

Bereavement

- Average WDL in 2024/2025 was 18.17 days, long-term absence account for 13.95 days, and short-term absence account for 4.22 days. Although it exceeds the council average, there has been a reduction since 2023/2024.



Our Budget



Key points

- The budget above represents the combined Property Services and Cemeteries & Crematoria position.
- **Staff Costs** - The underspend mainly relates to non-filling of vacancies and staff turnover. This underspend is partly offset by an under-recovery of the internal fee income.
- **Property Costs** - The underspend mainly relates to the Energy Management Revolving Fund (EMRF). In previous years, this budget was considered on a standalone basis out with the Property Service budget and any underspend rolled over to the next financial year. Whilst the EMRF budget for 24/25 was circa £2.339m, this included the sum of £1.371m which was carried forward from previous years. Significant staff resource was invested in 24/25 to raise the profile of EMRF and to engage with Services to maximise its use. Whilst on paper the budget was fully committed, despite best efforts many projects will not actually be delivered until 25/26. In previous years this would have been acceptable, however as a decision was made by Committee during the course of 24/25 that the EMRF funding roll-over would be decommitted, the capacity to deliver many of these worthwhile projects may be lost.
- Bereavement Services continues with a break-even situation; expenditure primarily being offset by the income from the Services activities.

	Budget 24/25 £m	Provisional Outturn £m	Variance £m
■ Cemeteries & Crematoria	(0.007)	(0.146)	(0.139)
■ Property Services	3.303	1.384	(1.919)
Net Expenditure	3.296	1.238	(2.058)

	Budget 24/25 £m	Provisional Expenditure / (Income) £m	Variance Overspend / (Underspend) £m
■ Staff costs	12.075	11.119	(0.956)
■ Property Costs	2.837	1.396	(1.441)
■ Transport Costs	0.366	0.435	0.069
■ Supplies & Services	1.401	0.998	(0.403)
■ Support Service Charges	0.055	0.202	0.146
Total Expenditure	16.734	14.149	(2.585)
■ Internal Income	(7.935)	(7.559)	0.375
■ External Income	(5.503)	(5.351)	0.152
Total Income	(13.438)	(12.911)	0.527
Net Expenditure	3.296	1.238	(2.058)

Our Risks

We have identified, track and manage a number of risks that would have an impact on service delivery. These tend to be ongoing risks with a range of control measures in place. We have also identified specific mitigating actions and will report on progress against this next year.

Risks are formally recorded in the strategic risk register and reported on annually. Robust processes are in place to review and assess risks regularly and action is in place to manage them including escalation procedures if required.

Property Services

Risk	Mitigating Action
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 of time. 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	Mitigating Action
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. The Service do however intend to prioritise a thorough review of data over the next year. Recent staff recruitment will allow the Service to ensure a more robust knowledge of all systems is maintained moving forward.
Safety of land, structures and operational non domestic buildings	The Service employ a Compliance Team who manage and monitor legislative obligations and provide support to occupying Services. A Corporate Buildings Compliance group has been re-established to ensure that Persons in Control are fully aware of their obligations.

Our Risks

Bereavement Services

Risk	Mitigating Action
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	Mitigating Action
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 cremations	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 Services lead the effective management of non-domestic land and property assets to support better outcomes including community empowerment. Our work supports a number of key corporate programmes including Building Fife's Future (investment in the learning estate), the Care Home Replacement Programme, the Affordable Housing Programme, Net Zero Investment in our estate and the delivery of other key investments in our community and cultural assets and across our business and employment estate. The Service also supports operational aspects of the Council estate, including the stewardship, repair and maintenance of Council assets and provides information and property advice to council services.

Bereavement Services discharge the council's legal responsibility to provide and regulate cemeteries and make appropriate provision for the care and disposal of the dead. The Service's vision is that our 'cemeteries are safe, well looked after and provide fitting places for remembrance and contemplation.' Additionally, the service has responsibility for the management and operation of both Kirkcaldy and Dunfermline Crematoria.

Priorities & progress

Priority 1 - Placemaking and 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. Specific areas of work which will contribute to this priority include:

- Replacement of Inverkeithing HS – construction work has commenced with completion scheduled to allow opening for the Autumn 2026 school term.
- Working closely with Planning Services to create additional primary schools to support planned housing development, as outlined in the LDPs.
- Continuation of Cupar care village and development of proposals for Anstruther.
- Housing both Component Replacement and New Build Affordable Housing.
- Delivery of Templehall Community Hub Project.
- Delivery of Levenmouth Business Units Phase 2, the refurbishment of buildings in Flemington Road and John Smith Business Park business units.

Performance assessment - Priorities & progress

Priority 2 - Public Sector Reform

The Service will continue to focus on increasing collaboration with partner organisations to drive better outcomes and leverage resources for customers and communities. This approach is evidenced by the co-locations of NHS, Police Scotland, and Nature Scot staff within Council facilities. Our ambitious “One Fife” collaborative approach to placemaking and asset stewardship is exemplified by the liaison with Fife College in the creation of the Dunfermline Learning Campus.

Priority 3 - Net Zero and Sustainability

There is a whole-system approach to achieving net zero commitments including investments in energy-efficient buildings and reductions in non-core assets.

The Service also aims to support local energy generation and decarbonisation strategies to meet sustainability goals.

In addition to the key programmes and projects identified above, Property Services will continue to manage the council assets to ensure that buildings remain fully compliant and available for Council Services to deliver their core services to the residents of Fife.

Performance assessment - Priorities & progress

Priority 1 Placemaking & Decentralisation

We are progressing a range of strategic infrastructure projects to support communities and economic growth. Key education developments include the delivery of Dunfermline Learning Campus, refurbishment of Lochgelly South Primary School, and the commencement of construction at Caledonia High School. In adult care, the Cupar Care Village is on track for completion by November 2025. The Affordable Housing Programme continues in partnership with the Housing Service to address the Housing Emergency. Through the City Deal's I3 programme, innovative employment spaces are being developed in Levenmouth, Kirkcaldy, and Dunfermline. Additionally, investment in new community facilities is underway, including community hubs in Abbeyview and Templehall

Progress

Building Fife's Future

- **Dunfermline Learning Campus** - The £123m project to co-locate two Fife secondary schools, Woodmill High School and St Columba's RC High school, on a new state of the art learning campus alongside the new Fife College was completed in June 2024 and the new schools became operational in August 2024. The schools have been designed to accommodate a combined student roll of 2514. The two previous school buildings have since been demolished and the sites have cleared to support redevelopment. A placemaking framework for redevelopment of the sites has been prepared and marketing is underway.
- **Caledonia High School** – this £88m project will replace the existing Inverkeithing HS. Construction work started in June 2024 with completion targeted for June 2026. The construction work is progressing well and are on programme and budget.
- **Lochgelly South PS refurbishment** – £9m major refurbishment of Lochgelly South PS was completed on programme and budget to allow pupils to return to their school in August 2024, as planned.

Care Home Replacement

- **Cupar Care Village** – The Cupar Care Village is the fifth project in Fife Council's care home replacement programme. This £15m state of the art investment will replace the aging Northenden Home and will provide a variety of local care services to the communities of Northeast Fife. Construction started in April 2024 and is due for completion in November 2025. The project remains on programme and on budget.

Performance assessment - Priorities & progress

Affordable Housing

- In partnership with the Housing and partners in the Fife Housing Alliance, we continued the successful provision of new council housing stock to help address the housing emergency. A total of 417 affordable homes were completed during the year. This was made up of 376 new build homes and 41 'Buybacks'/Open Market Shared Equity Homes

City Deal Projects

- **Levenmouth Phase 2** - Construction of Levenmouth Phase 2 (5 new business units) started on site in February 2025. This £4.5m project was designed to support the broader regeneration of Levenmouth, with the aim of helping to create and sustain local jobs and businesses. The project is due for completion in early 2026.
- **Fife Interchange North, Dunfermline** – work continued on his groundbreaking £11m project to deliver 10 new industrial units to help accelerate inclusive growth and business innovation in Fife.

Community Facilities

- **Abbeyview Community Hub** – The works were completed August 2024 on programme and on budget. This £7.5m project was a sustainable deep retrofit and extension to the disused Abbeyview Local Office to provide the community with a well-designed, modern and fit for purpose flexible community hub.
- **Templehall Community Hub** – Enabling works to the new Templehall Community Hub began at the end of 2024. Works were also completed to move the Community gym into their own premises.

Look ahead 2025/26

Building Fife's Future

- **Dunfermline Learning Campus** - In June 2025 DLC was confirmed as the World's largest passivhaus learning facility. It is also the UK's largest schools building and will become a model for European integrated learning campus (where learning journeys are mapped across schools, FE and HE provision) when the Fife College building opens later this year. Our approach to collaborative procurement of campus has been recognised at both Scottish and UK Award ceremonies, to include in relation to our class-leading approach to community wealth building.
- **Caledonia High School** – Construction work will continue with a completion date targeted for June 2026.
- **Balwearie High School** - a phased programme of refurbishment and upgrade works is planned. The first phase, which involved the relocation of the modular accommodation from the old Woodmill HS, was handed over in June and provides new Science and Support for Learning accommodation.

Care Home Replacement

- **Cupar Care Village** – completion of this project in November 2025
- **Anstruther Care Home** – The Anstruther Care Village is the sixth project in Fife Council's care home replacement programme. Construction of the new facility is due to begin in September 2026 and is due for completion in March 2028.

Performance assessment - Priorities & progress

Affordable Housing

- It is anticipated that 340 new build affordable homes will be complete under the new build programme in 2025/26 excluding an estimated 50 Buybacks.

City Deal Projects

- Levenmouth Phase 2** – Completion of these works in early 2026.
- Fife Interchange North, Dunfermline** – These works were completed in July 2025. These units achieved a Platinum rating for carbon dioxide emissions (energy performance certificate A rated). This means these units are amongst the most sustainable and energy efficient industrial buildings in the UK.
- John Smith Business Park** – Construction of new office style business units started on site in June 25. This £5.5m project is designed to support the broader regeneration of Kirkcaldy, with the aim of helping to create and sustain local jobs

Community Facilities

- Templehall Community Hub** – Construction of the new £15m Community Hub commenced in May 2025 and is due for completion by April 2026. These works were advanced by one year due to the earlier than planned demolition of the Community Centre. The new Community Hub will be built to a Passivhaus standard and will be one of the most sustainable Community Hubs in the UK.
- Carnegie Hall Refurbishment** – Design work will commence in the Winter of 2025 for the £10m refurbishment of the Carnegie Hall.
- East Sands Leisure Centre** – Design work will commence in the Autumn of 2025 for the £6.5m refurbishment of East Sands Leisure Centre.

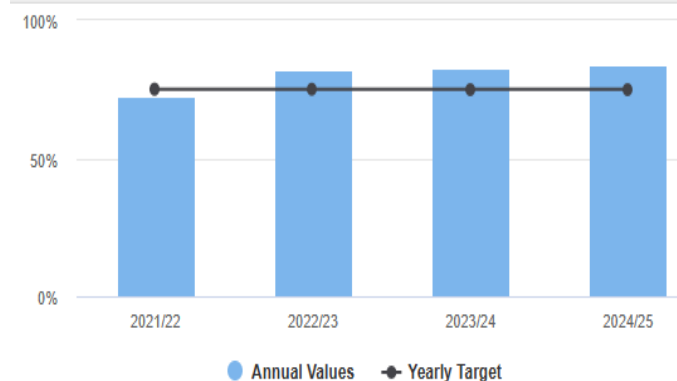
Areas for improvement

Work with Communities Directorate to support localisation.

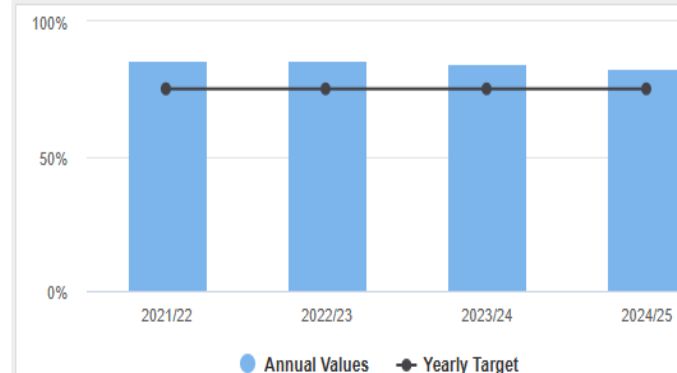
Relevant KPI details

Regarding Project delivery we continue to focus on Quality/Time/Budget the last 2 being measured via KPI's

PS100 Property Services Projects Delivered on Time (%)



PS101 Property Services Projects delivered on budget (%)



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 reductions

Progress

- **Asset Management** – Over 2024/25 we successfully welcomed a range of partner organisations to our offices and depots across Fife. In total we accommodated approx. 400 staff from a variety of partner organisations, to include from NHS Fife, Nature Scot, Police and the Forestry Commission. One office at Wemyssfield Kirkcaldy was closed following staff relocation and the building is currently the subject of feasibility studies for reuse.
- We continue to carry out office utilisation surveys to ensure we make best use of our estate. Likewise, we continue to pursue discussions with partner organisations about workplace co-location opportunities. Where office space is reduced, for example in relation to the site of the former Rothesay House building in Glenrothes, we pursue potential opportunities to support low carbon redevelopment which will in turn complement proposals for the broader regeneration of Fife's towns and places.

Areas for improvement

- Discussions to explore the scope for further co-location of partner organisations will continue to include through engagement with Scottish Government in support of the Single Scottish Estate initiative.
- Further consideration will be given to opportunities to improve the stewardship of our estate and to secure efficiencies and provide improved service to occupiers through the adoption of a Corporate Landlord Model.

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

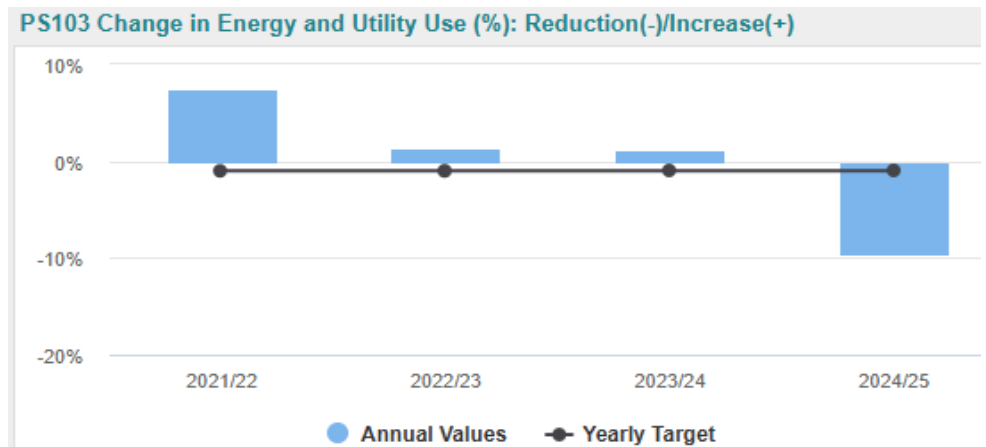
In 2024/25 works were completed at a further 10 facilities. This includes projects at St Andrews RC HS in Kirkcaldy and Beacon Leisure Centre in Burntisland, where £2.4m Scottish Government Funding was secured. The original Fife Council Pathway to Net Zero Capital budget was £13.57m and circa £6.9m remains allocated within the Capital Investment plan for the next 2 years.

Areas for Improvement

The pipeline of projects has been rephased for delivery over this period and a further bid will be made to the Investment Strategy Board at the next opportunity. Fourteen projects are included within the 2025/26 programme, and these are progressing very well. We continue to seek external funding opportunities to supplement the programme, and a bid has recently been made for Scottish Government Grant of £1.59m against total anticipated costs of £2.43m for projects at 3 schools. We expect to hear if we have been successful in August and are primed to hit the ground running if we are given the opportunity.

Relevant KPI details

Measures to reduce energy and utility use form a key part of our response to Net Zero. During 24-25 the replacement of 2 High Schools with a Passivhaus Learning Campus has been one key activity along with investing in numerous net zero compliant retrofit projects.



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

- The Fife Cemeteries Strategy 2023-2028 was agreed at Cabinet Committee in August 2024. Work has begun on identifying and securing a new site to ensure future provision in the Cowdenbeath area. Extensions to Scoonie Cemetery, Leven and Cupar Cemetery were also scheduled for development.
- A new bereavement software system was successfully installed in 2022. Our use of the system continues to develop to provide a digital first approach to everything from records keeping and mapping, to the booking of cremations, and the issuing of works orders to our maintenance squads. A portal is now in operation allowing Funeral Directors to book cremations remotely and/or outside office hours. Work is ongoing to develop this further to also allow the booking of burials through the portal.
- The Service continues to address the issue of unstable memorials within cemeteries. During 2024/2025 over 11000 inspections took place with 20% make safe actions being required. From the start of the inspection scheme in 2018 over 50k inspections have taken place and remedial work has been completed at 36 burial grounds.

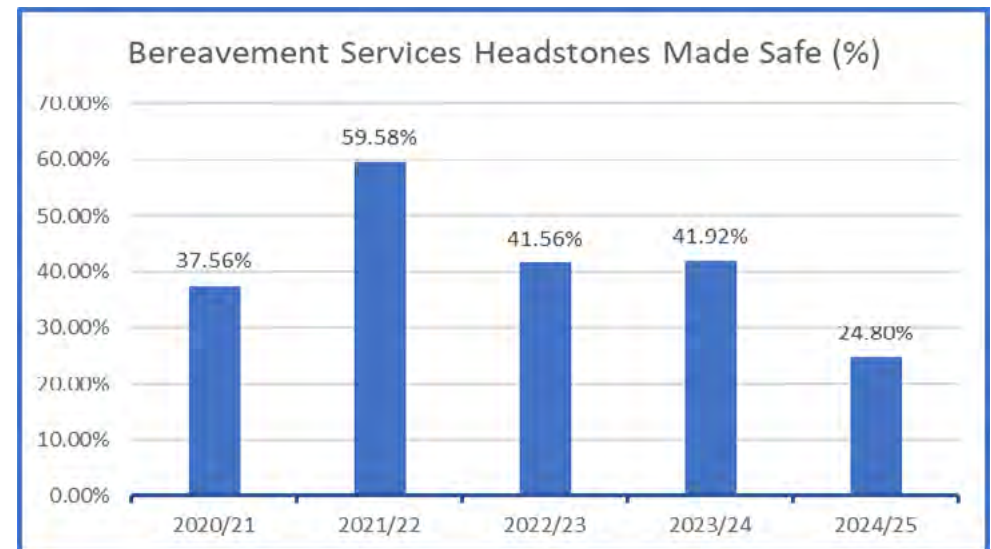
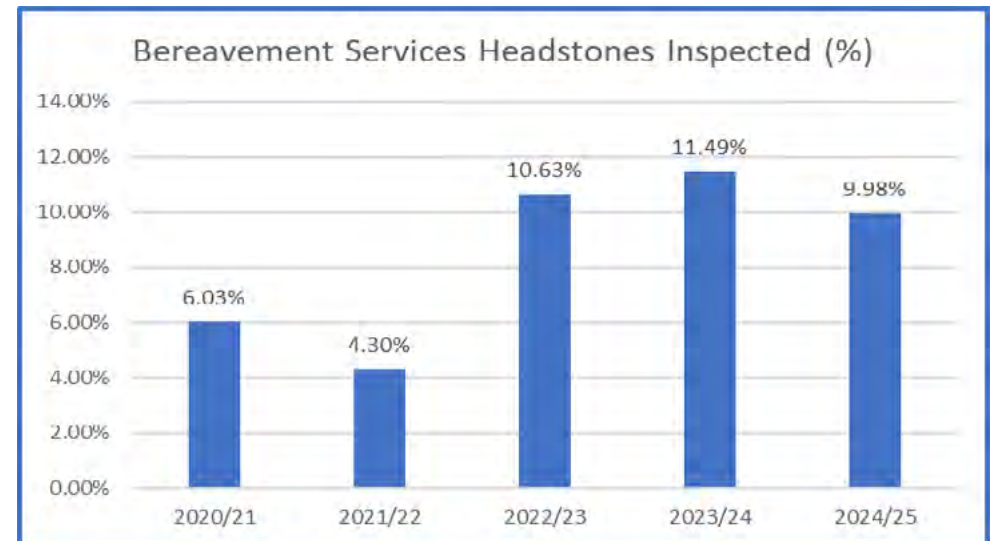
Areas for Improvement

- Further roll out of work against the cemetery's strategy
- Continue with headstones assessments
- Continue to develop the Plotbox system

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

13 OK **1** Warning **6** Alert

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

Progress

We are responsible for 2 Local Government Benchmarking Framework (LGBF) indicators, The latest set of LGBF data published covers 2023/24.

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

Performance Indicator	2020/21	2021/22	2022/23	2023/24
% of operational buildings that are suitable for their current use (LGBF)	82.90%	83.90%	83.70%	83.80%
% of internal floor area of operational buildings in satisfactory condition (LGBF)	88.90%	90.70%	92.20%	91.10%

Proportion of operational buildings that are suitable for current use %

- There has been a slight increase from the reported score in 2022/23 compared to the year under review.

Proportion of internal floor area of operational buildings in satisfactory condition %

- There has been a drop from the reported score in 2022/23 compared to the year under review. Benefit from improvements and new builds has been offset by closures and deterioration of a few properties from refreshed surveys.

Performance assessment – Operational delivery

Challenges

Challenge	Mitigating Action
Workforce profile - aging workforce, loss of knowledge, recruitment and retention	<ul style="list-style-type: none"> ● Leadership development and trainee posts to maximize knowledge retention and build resilience ● Succession planning to ensure critical knowledge is retained.
Managing the level of demand across a large-scale, complex and diverse estate	<ul style="list-style-type: none"> ● Prioritisation of resource based on strategic priorities and asset data, including condition and utilisation. ● Asset rationalisation, where possible, to reduce the number of operational facilities
Construction inflation- rising costs can significantly impact on the project	<ul style="list-style-type: none"> ● Reviewing commissioning processes and adopting agile approaches to project delivery can help manage challenges like construction inflation. ● Embedding community wealth building in major projects and leveraging social value is a priority
Climate emergency- drive toward Net Zero and a sustainable estate	<ul style="list-style-type: none"> ● Where possible, sustainable technologies are built into designs for new build or refurbishment projects ● Reducing our energy consumption and retrofitting our estate to meet Net Zero obligations ● Asset rationalisation, to reduce the number of operational facilities and improve utilisation and efficiency

Our year ahead

Priorities for 2025/26

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 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 inactivity and poor health outcomes. An ambitious programme will be developed to create a sustainable, inclusive and prosperous place.

Specific areas of work which will contribute to this priority include:

- Demolition of the two multistorey car parks at the Esplanade.
- Replacement of Inverkeithing HS – construction work has commenced with completion scheduled to allow opening for the Autumn 2026 school term.
- Working closely with Planning Services to create additional primary schools to support planned housing development, as outlined in the Local Development Plans.
- Continuation of Cupar care village and development of proposals for Anstruther.
- Housing both Component Replacement and New Build Affordable Housing programme.
- Delivery of Templehall Community Hub Project.
- Delivery of Levenmouth Business Units Phase 2, the refurbishment of buildings in Flemington Road and John Smith Business Park business units.

Priority 2 - Public Sector Reform

The Service will continue to focus on increasing collaboration with partner organisations to drive better outcomes and leverage resources for customers and communities. This approach is evidenced by the colocations of NHS, Police Scotland, and Nature Scot staff within Council facilities. Our ambitious “One Fife” collaborative approach to placemaking and asset stewardship is exemplified by the liaison with Fife College in the creation of the Dunfermline Learning Campus.

Priority 3 - Net Zero and Sustainability

There is a whole-system approach to achieving net zero commitments including investments in energy-efficient buildings and reductions in non-core assets.

The Service also aims to support local energy generation and decarbonisation strategies to meet sustainability goals.

Priority 4 – Statutory compliance

Property Services will continue to manage the council assets to ensure that buildings remain fully compliant and available for Council Services to deliver their core services to the residents of Fife.

Priority 5 – Bereavement Services

Bereavement Services will continue to progress the aims of the Cemeteries Strategy 2023 - 2028 by working towards development of extensions and new cemetery sites where need has been identified. This primarily includes the acquisition of a new site for Cowdenbeath area, development of extensions for Cupar Cemetery and Scoonie Cemetery, Leven.

Bereavement Services are also liaising with Kinghorn Community Land Association and will provide administrative, and operational support for their Wild Meadow Eco Cemetery beside Kinghorn Loch which is scheduled to open in late 2025.

Upgrade work at Kirkcaldy Crematorium is also planned over 2025/2026 where new glazing is to be installed and the public facing parts of the building are to be upgraded to continue to provide a high-quality cremation service to residents of Fife and further afield.

Reference links

- [Property Services Achievements Report 2024/25](#)













Case Studies

- [Dunfermline Learning Campus: Creating Opportunities for Everyone in Fife](#)
- [Riverside Park: A Community-Led Transformation in Glenrothes](#)





Appendix 1 - Key Performance Indicators

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

Objective PSBV Customer



























Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Bereavement Services Customer Satisfaction (%)	99.10%	99.50%	99.30%	99.10%	99.40%	98%		
Bereavement Stage 1 Complaints actioned < 5 days	100%	100%	91%	100%	96%	90%		
Bereavement Stage 2 Complaints actioned < 20 days	100%	100%	DIV/0	0%	100%	85%		
Property Services Client Satisfaction (%)	82.70%	85.50%	84.40%	86.10%	89%	80%		
Property Services Stage 1 Complaints actioned < 5 days	100%	100%	63%	86%	78%	90%		
Property Services Stage 2 Complaints actioned < 20 days	50%	DIV/0	100%	100%	100%	85%		

Objective PSBV LGBF

Performance Indicator	2020/21	2021/22	2022/23	2023/24	Family Group Av 2023/24	Target	Status	Trend
% of operational buildings that are suitable for their current use (LGBF)	82.90%	83.90%	83.70%	83.80%	90.70%	86.10%		
% of internal floor area of operational buildings in satisfactory condition (LGBF)	88.90%	90.70%	92.20%	91.10%	88.30%	89.70%		

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


Objective PSBV Resources

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Bereavement Services - Average WDL per FTE	DIV/0	18.91	14.01	23.25	18.17	23.2		
Bereavement Services - Average Long Term WDL per FTE	DIV/0	12.6	9.65	18.24	13.94	18.1		
Bereavement Services Workforce who are Female (%)	5.60%	5.90%	6.10%	5.80%	5.90%	N/A		
Bereavement Services Workforce who are Full-time (%)	98.10%	100%	100%	100%	100%	N/A		
Bereavement Services Workforce who are Permanent Employees (%)	77.80%	80.40%	85.70%	80.80%	80.40%	N/A		
Bereavement Services Employees aged 24 and under (%)	5.60%	3.90%	4.10%	1.90%	2%	N/A		
Bereavement Services Employees aged 29 and under (%)	9.30%	11.80%	12.20%	11.50%	9.80%	N/A		
Bereavement Services Employees aged 55 and over (%)	25.90%	31.40%	30.60%	28.80%	27.50%	N/A		
Bereavement Services Number of Voluntary Redundancies (FTEs)	0	0	0	0	0	N/A		
Bereavement Services Number of WYI Bids	0	0	0	0	0	N/A		
Bereavement Services Number of WYI Programme new starts	0	0	0	0	0	N/A		
Bereavement Services Employee Turnover				30.77%	19.61%	10%		
Capital Receipts Income from disposal of Council assets (£M)	£3.1M	£7.185M	£11.27M	£3.507M	£3.138M	£1.387M		

Key

KPI Status:

 OK


 Warning

 Alert


 Data only





























 Unknown

Trend:

 Improving













 No change

 Getting worse

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Maintenance Expenditure v Budget (% Variance) : Underspend(-)/Overspend(+)	-12.02%	-9.67%	16.13%	0.53%	-5.96%	0%		
Property Services - Average WDL per FTE	DIV/0	9.88	7.19	7.25	5.72	7.1		
Property Services - Average Long Term WDL per FTE	DIV/0	6.57	5.46	5.36	3.62	5.3		
Property Services Workforce who are Female (%)	24.30%	19.50%	26.20%	25.50%	21.10%	N/A		
Property Services Workforce who are Full-time (%)	90.40%	88.30%	88.70%	90.20%	95%	N/A		
Property Services Workforce who are Permanent Employees (%)	91.20%	96.10%	97.20%	94.80%	91%	N/A		
Property Services Employees aged 24 and under (%)	1.50%	0.80%	2.10%	3.90%	4.50%	N/A		
Property Services Employees aged 29 and under (%)	3.70%	2.30%	2.10%	5.20%	9%	N/A		
Property Services Employees aged 55 and over (%)	35.30%	40.60%	39%	37.30%	29.60%	N/A		
Property Services Number of Voluntary Redundancies (FTEs)	0	0	0	0	0	N/A		
Property Services Number of WYI Bids	0	1	3	0	1	N/A		
Property Services Number of WYI Programme new starts	2	0	3	0	1	N/A		
Property Services Employee Turnover				7.38%	14.57%	10%		
Property Services Staff Training (days per FTE)	1.6	3.2	2.7	4.3	3.9	3		

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

Objective PSBV Service Operations

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Bereavement Services Number of Direct Cremation Services	117	130	132	217	236	N/A		
Bereavement Services Headstones Inspected (%)	6.03%	4.30%	10.63%	11.49%	9.98%	20%		
Bereavement Services Headstones Made Safe (%)	37.56%	59.58%	41.56%	41.92%	24.80%	N/A		
Property Services Projects Delivered on Time (%)	53.50%	72.70%	81.80%	82.40%	83.90%	75%		
Property Services Projects delivered on budget (%)	84.30%	85.80%	85.50%	84.70%	82.40%	75%		
Variance in Gross Internal Area of operational offices and depots (%)	0.30%	-1.20%	-0.80%	-12.10%	0%	-3%		
Change in Energy and Utility Use (%): Reduction(-)/ Increase(+)	-13.20%	7.60%	1.30%	1.20%	-9.60%	-1%	