Environment, Transportation and Climate Change Scrutiny Committee

Committee Room 2, 5th Floor, Fife House, North Street, Glenrothes

Tuesday 18 November 2025 - 10.00 a.m.

AGENDA

Members are reminded that should they have queries on the detail of a report they should, where possible, contact the report authors in advance of the meeting to seek clarification.

Lindsay Thomson
Head of Legal and Democratic Services
Finance and Corporate Services

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11 November 2025

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BLENDED MEETING NOTICE

This is a formal meeting of the Committee and the required standards of behaviour and discussion are the same as in a face to face meeting. Unless otherwise agreed, Standing Orders will apply to the proceedings and the terms of the Councillors' Code of Conduct will apply in the normal way

For those members who have joined the meeting remotely, if they need to leave the meeting for any reason, they should use the Meeting Chat to advise of this. If a member loses their connection during the meeting, they should make every effort to rejoin the meeting but, if this is not possible, the Committee Officer will note their absence for the remainder of the meeting. If a member must leave the meeting due to a declaration of interest, they should remain out of the meeting until invited back in by the Committee Officer.

If a member wishes to ask a question, speak on any item or move a motion or amendment, they should indicate this by raising their hand at the appropriate time and will then be invited to speak. Those joining remotely should use the "Raise hand" function in Teams.

All decisions taken during this meeting, will be done so by means of a Roll Call vote.

Where items are for noting or where there has been no dissent or contrary view expressed during any debate, either verbally or by the member indicating they wish to speak, the Convener will assume the matter has been agreed.

There will be a short break in proceedings after approximately 90 minutes.

Members joining remotely are reminded to have cameras switched on during meetings and mute microphones when not speaking. During any breaks or adjournments please switch cameras off.

THE FIFE COUNCIL - ENVIRONMENT, TRANSPORTATION AND CLIMATE CHANGE SCRUTINY COMMITTEE – BLENDED MEETING

Committee Room 2, 5th Floor, Fife House, North Street, Glenrothes

2 September 2025 **10.00 am – 1.30 pm**

PRESENT: Councillors Gavin Ellis (Depute Convener), Tom Adams, Naz Anis-Miah, Aude Boubaker-Calder, Patrick Browne (substituting for Mary Bain-Lockhart), Ken Caldwell, Rod Cavanagh, Al Clark, Linda Erskine (substituting for Judy Hamilton), Jean Hall-Muir, Andy Jackson, Jane Ann Liston, Nicola Patrick, Gordon Pryde (substituting for Derek Noble), Darren Watt and Daniel Wilson.

ATTENDING: Carol Connolly, Executive Director Place; John Mitchell, Head of Roads and Transportation Services, Michael Anderson, Service Manager, Structural Services, Sara Wilson, Service Manager, Roads Network Management, Maggie Baird, Lead Consultant – Road Network Management, Gordon Henderson, Lead Consultant – Network Management, Roads and Transportation Services; Alan Paul, Head of Property Services, Liz Murphy, Bereavement Service Manager, Yvonne Gillespie, Service Manager – Building Services, Jonathan Coppock, Lead Professional - Net Zero, Property Services; Lyndsey Radke, Lead Trading Standards Officer, Lisa McCann, Service Manager, Protective Services; Barry Collie, Accountant, Finance Services; Emma Whyte, Committee Officer, Legal and Democratic Services.

APOLOGIES FOR ABSENCE: Councillors Judy Hamilton, Mary Bain-Lockhart and Derek Noble.

Following the resignation of Councillor Jane Anne Liston as Convener of this Committee, Councillor Gavin Ellis (Depute Convener) chaired the meeting initially.

146. DECLARATIONS OF INTEREST

No declarations of interest were submitted in terms of Standing Order No. 22.

147. APPOINTMENT OF CONVENER

<u>Motion</u>

Councillor Erskine, seconded by Councillor Browne, moved that Councillor Boubaker-Calder be appointed as Convener of the committee.

<u>Amendment</u>

Councillor Caldwell, seconded by Councillor Hall Muir, moved that Councillor Patrick be appointed as Convener of the committee.

<u>Roll Call</u>

For the Motion – 9 votes

Councillors Tom Adams, Aude Boubaker-Calder, Patrick Browne, Al Clark, Gavin Ellis, Linda Erskine, Jane Ann Liston, Gordon Pryde and Darren Watt.

For the Amendment – 7 votes

Councillors Naz Anis-Miah, Ken Caldwell, Rod Cavanagh, Jean Hall Muir, Andy Jackson, Nicola Patrick and Daniel Wilson.

Decision

Having received a majority of votes, Councillor Boubaker-Calder was appointed as Convener of this Committee.

Councillor Ellis left the meeting following the above item.

Councillor Boubaker-Calder chaired the meeting from this point.

148. MINUTE

The committee considered the minute of the meeting of the Environment, Transportation and Climate Change Scrutiny Committee of 27 May 2025.

Decision

The committee approved the minute.

149. PROPERTY FLOOD RESILIENCE GRANT - CAPITAL FUNDING

The committee considered a report by the Head of Roads and Transportation Services providing an update on the Property Flood Resilience Grant.

Decision

The committee scrutinised and noted the information detailed in the report.

150. ROADS MAINTENANCE ANNUAL PERFORMANCE 2024/25

The committee considered a report by the Head of Roads and Transportation Services, presenting the Road Performance for the 2024/25 financial year. The report also highlighted a range of digital enhancements introduced to support and improve service delivery.

Decision

The committee scrutinised and noted the Roads Maintenance Annual Performance and activity as detailed in the report.

151. NEW ROADS AND STREET WORKS ACT ANNUAL PERFORMANCE 2023/24

The committee considered a report by the Head of Roads and Transportation Services providing a summary of Annual Statutory Undertaker (SU) performance and Fife Council's performance relating to the New Roads and Street Works Act (NRSWA) activities in Fife in 2024/25.

Decision

The committee scrutinised and noted the current New Roads and Street Works Act (NRSWA) performance and activity as detailed in the report.

The meeting adjourned at 11.30 am and reconvened at 11.40 am.

152. PROPERTY AND BEREAVEMENT SERVICES ANNUAL PERFORMANCE 2024/25

The committee considered a report by the Head of Property and Bereavement Services presenting the Annual Property and Bereavement report for 2024/2025.

<u>Decision</u>

The committee:-

(1) considered and commented on the remodeled annual service review report; and

(2) noted the service planning and change priorities for 2025/26 and the direction of travel in the longer term.

153. TRADING STANDARDS - UNDERAGE SALES, ILLICIT TOBACCO AND VAPING PRODUCTS'

The committee considered a report by the Head of Protective Services, providing an update on the ongoing enforcement activities undertaken by Trading Standards across Fife in relation to underage sales of tobacco and nicotine vaping products (NVP's), non-compliant NVP's and illicit tobacco. The report also provided an overview of enforcement activities, collaborative initiatives undertaken with partner agencies, and recent legislative developments aimed at protecting public health, safeguarding young people, and upholding fair and lawful trading standards across Fife.

<u>Decision</u>

The committee:-

(1) noted the content of the report;

(2) affirmed its support for Trading Standards in their efforts to deliver targeted enforcement relating to underage sales, non-compliant nicotine (NVPs) and illicit tobacco;

(3) the importance of sustained enforcement and the need for adequate Trading Standards resources to manage the expanding enforcement responsibilities under new legislation, including the Environmental Protection (Single-Use Vapes) Scotland Regulations 2024 and the anticipated Tobacco and Vapes Bill;

(4) acknowledged the ongoing partnership efforts with HM Revenue and Customs (HMRC) and other agencies in tackling the supply of illicit tobacco; and

(5) recommended that the report be presented to a future meeting of the Fife Licensing Board.

154. UPDATE ON THE PATHWAY TO NET ZERO

The committee considered a report by the Head of Property Services providing an update on progress with the net zero programme to decarbonise Fife Council's non-domestic building stock.

Decision

The committee noted the measures taken to date and acknowledged the proposed future phases of the programme.

Councillor Caldwell left the meeting during consideration of the above item.

155. 2024/25 REVENUE PROVISIONAL OUTTURN

The committee considered a joint report by the Executive Director, Finance and Corporate Services and the Executive Director Place providing an update on the provisional outturn financial position for the 2024/25 financial year for the areas in scope of the Environment Transportation and Climate Change Scrutiny Committee.

Decision

The committee considered the current financial performance and activity as detailed in the report.

Councillors Erskine and Liston left the meeting during consideration of the above item.

156. 2024/25 CAPITAL PROVISIONAL OUTTURN

The committee considered a report by the Executive Director, Finance and Corporate Services and the Executive Director Place providing an update on the Capital Investment Plan and advised on the provisional financial position for the 2024/25 financial year for the areas in scope of the Environment, Transportation and Climate Change Scrutiny Committee.

Decision

The committee considered the current financial performance and activity as detailed in the report.

157. 2025/26 REVENUE PROJECTED OUTTURN - JUNE

The committee considered a report by the Executive Director, Finance and Corporate Services and the Executive Director Place providing an update on the projected outturn financial position for the 2025/26 financial year for the areas in scope of the Environment, Transportation and Climate Change Scrutiny Committee.

Decision

The committee considered the current financial performance and activity as detailed in the report.

158. 2025/26 CAPITAL PROJECTED OUTTURN - JUNE

The committee considered a report by the Executive Director, Finance and Corporate Services and the Executive Director Place providing an update on the Capital Investment Plan and advising on the projected financial position for the 2025/26 financial year for the areas in scope of the Environment, Transportation and Climate Change Scrutiny Committee.

Decision

The committee considered the current financial performance and activity as detailed in the report.

159. ENVIRONMENT, TRANSPORTATION AND CLIMATE CHANGE SCRUTINY COMMITTEE FORWARD WORK PROGRAMME

The committee considered a report by the Executive Director, Finance and Corporate Services, asking members to consider the forward work programme for future meetings of the committee.

Decision

The committee:-

(1) noted the contents of the forward work programme; and

(2) agreed that members would advise the Convener, Depute Convener, Lead Officer and Committee Officer of any items to be included on the workplan, within the remit of the Committee.

18 November 2025

Agenda Item No. 5

Decriminalised Parking Enforcement - Annual Performance Report - 2024/2025

Report by:	John Mitchell, Head of Roads & Transportation Services
Wards Affected:	All

Purpose

The purpose of this report is to update members on the performance of the Decriminalised Parking Enforcement (DPE) operation in Fife for the period 1 April 2024 to 31 March 2025.

Recommendation(s)

Committee is asked to consider the current performance and activity as detailed in this report.

Resource Implications

There are no direct resource implications from this report.

Legal & Risk Implications

The Council has responsibility for the enforcement of parking and waiting regulations following the decriminalisation of parking enforcement in Fife in April 2013.

Impact Assessment

An Equalities Impact Assessment is not required because the report does not propose a change or revision to existing policies and practices.

Consultation

Both Financial and Legal Services were consulted in the preparation of this report.

1.0 Background

1.1 Since 29 April 2013, Fife Council has been responsible for enforcing the majority of parking and waiting regulations (on and off street) following the introduction of decriminalised parking enforcement (DPE). Previously on-street enforcement was carried out by the Police.

1.2 The last annual performance report was presented to the Environment, Transportation & Climate Change Scrutiny Committee at its meeting on 12th November 2024 (Para. 115 2024 ETCCS 42 refers).

1.3 Further background in relation to parking in Fife can be found on the Council website at: https://www.fife.gov.uk/kb/docs/articles/roads,-travel-and-parking/parking-and-car-parks

2.0 Issues and Options

2.1 Enforcement Operation

2.1.1 The Car Parking Strategy & Operations team within Roads and Transportation Services, which is based in Bankhead, Glenrothes, is responsible for the enforcement of on and off-street parking regulations in Fife. The enforcement unit consists of 18 Parking Attendants (PAs), 3 Parking Supervisors, a Parking Co-ordinator and an Appeals Technician. In addition to the enforcement unit, there is a Technician Engineer who manages the ongoing maintenance of car park parks and related infrastructure.

2.1.2 The PAs work a shift system to enable parking enforcement to take place 7 days per week between the hours of 07:30 - 18:30 Mon - Sat and 09:30 - 17:30 on a Sunday. In addition to these hours, ad hoc evening patrols are organised to tackle hotspots/problem areas as and when required and within resource capacity.

2.1.3 The patrol areas/beats are regularly reviewed and refined to provide the best possible coverage across Fife with the resources available. The focus of enforcement activity remains in the main urban areas of Dunfermline, Kirkcaldy and St Andrews where the vast majority of parking regulations and charged parking bays exist. The other towns and villages in Fife are still patrolled regularly and priority is given to known hotspots and local issues on an intelligence led basis.

2.1.4 In addition to scheduled beats, there is an ever-increasing demand on resources to respond to local enforcement requests from councillors and the public. We aim to deal with these requests promptly and prioritise double yellow line infringements and the misuse of disabled bays. Most requests are dealt with the same day if we have a Parking Attendant nearby. If not, the remaining requests are incorporated into other beats for action.

2.1.5 The handheld devices used by the PAs enable real-time uploads of the Penalty Charge Notice (PCN) details, including photos of the vehicle in contravention. This means that a customer can pay their fine or appeal the PCN instantly. This technology has allowed us to support RingGo, our mobile parking payment solution. This provides greater choice to customers who are using charged parking facilities in

Fife. Use of RingGo has been increasing year on year and now represents around 58% of Pay and Display income, compared to 50% in 2023/24 and 22% pre-COVID.

2.2 Performance & Results

2.2.1 It is important to note that the number of PCNs issued does not fully reflect the activities of the PAs. PAs do not have booking targets to achieve, this being a common misconception with some members of the public. The Parking Attendants' primary role is to ensure motorists comply with the various parking regulations in Fife. In this regard, there are many patrols taking place where PCNs are not issued as no contraventions have occurred.

2.2.2 Over the last financial year (2024/25), 25,297 PCNs have been issued. This compares to 26,704 PCNs issued in financial year 2023/24. Variances can reflect changing public compliance, response to ad-hoc enforcement requests which impact efficiencies and PAs assisting with other tasks, which can reduce the number of PCNs issued.

2.2.3 A PCN status report for 2024/25 is shown in Appendix 1 which gives details of the various stages of the PCNs issued over the last 5 years.

2.2.4 Due to the potential timescale involved in the PCN process there will always be a large number of live cases in progress, which means that figures shown in Appendix 1 will change. In particular, the number of PCNs paid (i.e. income), recovery rates, representations received, etc. will continue to rise. Discussions with our notice processing provider continue to suggest that Fife Council's statistics compare favourably with their other clients.

2.2.5 A list of the common contraventions issued to date is shown in Appendix 2. The particularly common contraventions continue to be for the non-purchase and/or non-display of a valid Pay & Display Ticket, parking on double yellow lines and parking beyond the permitted time. There are also a significant number of PCNs being issued for misuse of disabled bays.

2.2.6 Appendix 3 shows the locations where PCNs have been issued. Due to the level of demand for parking, the vast majority of PCNs have been issued in the main urban areas of Kirkcaldy, St Andrews and Dunfermline. However, regular visits are made to all areas of Fife where parking restrictions are in place. This is undertaken through planned patrols alongside responses to ad-hoc requests.

2.2.7 Fife Council's PAs continue to work with Police Scotland when attending schools to deal with parking infringements where required. In 2024/25, there were 71 school visits and 28 PCNs issued. Appendix 4 lists the schools that have been supported over the last 5 years.

2.3 Appeals

2.3.1 Anyone can challenge a PCN if they feel it has been issued incorrectly or feel there are mitigating circumstances, provided they do it within the appropriate timescale. Each appeal is assessed on its own merits with the three main reasons for acceptance being the productions of a valid P&D ticket, blue badge, and signs/lines discrepancies. The Penalty Charge Notice and appeals process is detailed on Fife Council's website: https://www.fife.gov.uk/kb/docs/articles/roads,-travel-and-parking/parking-and-car-parks/parking-fines

2.3.2 The table below shows the number of informal and formal appeals that were received by the Council following the issue of a PCN.

Appeals Breakdown				
Financial Year/ (PCNs Issued)	**Informal Challenges Received**	**Informal Challenges Accepted**	**Formal Representations Received**	**Formal Representations Accepted**
2020/21 (7,298)	1,080 (15%)	548 (8%)	180 (2%)	25 (<1%)
2021/22 (13,011)	2,096 (16%)	1,231 (9%)	387 (3%)	51 (<1%)
2022/23 (19,691)	3,474 (18%)	2,104 (11%)	377 (2%)	47 (<1%)
2023/24 (26,704)	4,948 (19%)	3,209 (12%)	802 (3%)	267 (1%)
2024/25 (25,297)	4,680 (18%)	2,783 (11%)	632 (3%)	253 (1%)

2.3.3 The table below details the appeals submitted to the Parking and Bus Lane Appeals body for Scotland, the final stage of an appeal. The number of formal appeals being accepted by the Parking Adjudicator continues to be very low. This demonstrates that we are operating a robust and fair internal appeal process and the standard of enforcement, both in terms of fairness and the evidence gathering process, is high.

	Appeals Submitted to Transport Appeals body						
Financial Year	**Appeals submitted**	**Non-Contest by Fife Council**	**Withdrawn by Appellant**	**Appeals Considered**	**Appeal accepted and PCN cancelled**	**Appeal Rejected in favour of Fife Council**	**Pending consideration**
2020/21	15	1	0	14	2 (14%)	11 (79%)	1
2021/22	15	2	1	12	2 (16%)	9 (75%)	1
2022/23	36	1	2	26	3 (12%)	23 (88%)	0
2023/24	66	3	4	58	11 (19%)	47 (81%)	0
2024/25	28	2	1	23	10 (44%)	13 (56%)	1

2.4 Issues

Pavement Parking and Transport (Scotland) Act 2019

2.4.1 The Council receives significant numbers of requests to deal with vehicles parking on footways and verges, blocking driveways, etc. Historically, the Council had limited powers to deal with these issues unless there were waiting restrictions on the adjacent carriageway. In most cases, it was the responsibility of the Police to deal with these issues as obstructions or driving offences.

2.4.2 The pavement parking prohibition provisions of the Transport (Scotland) Act 2019 came into effect on 11 December 2023. Fife Council's Cabinet Committee agreed to commence enforcement of the ban at their meeting on 6 March 2025 (2025 CC 183 Para. 346 refers). This meant that from 1 September 2025, PAs were able to take enforcement action against vehicles parking on pavements, over dropped kerbs and which are double parked (excluding any exemptions).

2.4.3 Planning for enforcement of the new regulations required upgrades to the back-office system alongside staff training and communications. Warning Notices were issued from 1 July 2025, with full enforcement commencing on 1 September 2025.

Enforcement Operations

2.4.4 Parents parking on School Keep Clear Markings is still a recurring problem. Parking Attendants conducted 71 school visits in 2024/25. Enforcement requests from individual schools are added to the school visits schedule and subsequently patrolled by Parking Attendants. 28 PCNs were issued for parking outside schools in 2024/25. School visits support schools in promoting pupil safety and their school travel plans. The main issue for enforcement is that parents tend to be sitting in their vehicles and move when the PAs arrive so that, historically, only a few PCNs have been issued for this offence. However, the presence of PAs and Police Officers at schools continues to have a beneficial effect in educating parents to prevent re-occurrence.

2.4.5 The Parking Enforcement team receive a significant number of requests to assist with parking issues at various events throughout the year. These range from the larger events such as the Links Market, Highland Games etc. to more minor events such as village fetes, house removals, weddings, etc. The amount of staffing resource required for these events can be significant and detract from core duties. To minimise the impact on enforcement activities a priority-based approach is taken to these requests, supporting events which have a Temporary Traffic Regulation Order (TTRO) in place which are likely to have a negative impact on the public road.

2.4.6 It would be appropriate to note the professional role and integrity of the whole parking team in dealing with customers on site and through telephone calls and demanding correspondence. In the face of such challenging behaviour, the team maintains a fair and consistent approach to all customers. Whilst the use of body CCTV units as well as the use of conflict management techniques helps to reduce the incidences of antisocial behaviour directed towards PAs, this does still happen. The Council adopts a zero-tolerance policy in terms of any abuse of our staff and all incidents are recorded and investigated and reported to the Police where appropriate. In 2024/25, there were 11 reported incidents of violence and aggression towards Parking Attendants. This compares to 8 incidents reported in 2023/24.

3.0 Conclusions

3.1 DPE is now firmly established in Fife allowing the Council to deliver and manage parking enforcement and policy through a single organisation. This has been effective in providing additional resources to manage parking throughout Fife since 2013.

3.2 Whilst enforcement of the pavement parking ban had not commenced during financial year 2024-25, it should be noted that enforcement of The Footway Parking Bill (Transport Scotland Act, 2019) started on 1 September 2025.

List of Appendices

1. Appendix 1 - PCN Status Overview
2. Appendix 2 - PCN ranked by Contravention
3. Appendix 3 - PCN issued by Location
4. Appendix 4 - School Visits

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Appendix 1: PCN Status Overview

PCN Status Overview												
	ISSUED			CANCELLED				LIVE CASES	RECOVERY		
Financial Year	All PCNS Issued	Spoiled/ Warning Notices	Valid PCNs Issued	Appeals Accepted	Other/PA error	No Trace at DVLA/ Foreign Address	Written off by Sheriff Officers	Cases in Progress/with Sheriff Officers	Paid in Full within 14 days	Full Payment Received	Running Recovery Rate
2019/20	19,684	130	19,554	2,209	211	385	532	1,742	11,066	14,288	83.38%
2020/21	7,298	787	6,511	573	97	128	16	746	3,772	4,888	83.68%
2021/22	13,011	142	12,869	1,282	253	110	86	1,777	7,189	9,259	81.69%
2022/23	19,691	169	19,283	2,228	239	517	522	2,550	11,151	13,632	87.15%
2023/24	26,704	11	26,650	3,476	43	426	0	3,571	15,747	20,206	83.73%
2024/25	25,297	11	25,286	3,287	0	281	0	3,193	14,872	19,401	87.00%

Note

Running Recovery Rate:

The recovery of monies owed through the issue of PCNs can, in some cases, take several months or indeed years either due to an ongoing appeal or non-payment which then involves the Sheriff Officers pursuing the debt. The “Running Recovery Rates” will therefore increase as time progresses and as the number of “Live Cases” reduces.

Appendix 2

PCN's Issued and Ranked by Contravention

ON-STREET

CONTRAVENTION	VALID PCNs issued by FINANCIAL YEAR			
	2021/22	2022/23	2023/24	2024/25
06 No ticket	1,479	2,722	3,805	3,851
01 No waiting	1,649	2,458	3,232	3,109
30 Overstayed Parking Time	1,264	2,095	3,287	3,052
02 Loading/Unloading	1,649	2,501	2,989	2,534
40 No/ Invalid Blue Badge	621	1,082	1,365	1,562
23 Prohibited Veh Class	642	699	1,407	1,300
05 Ticket expired	283	581	1,024	959
25 Parked in loading bay	357	680	814	585
24 Out of Marked Bay	70	92	135	190
45 Parked on a taxi rank	357	680	814	585
47 Bus stop / Clearway	70	92	135	190
48 Outside School	118	317	327	181
21 Suspended bay	200	320	269	180
14 Non-Electric/Charging	20	53	69	60
22 Return Prohibited	0	0	0	0
46 Stop prohibited	0	0	0	0
60 wheels on footway	0	0	0	0
TOTAL (ON-STREET)	**8,352**	**13,600**	**18,723**	**17,576**

OFF STREET

CONTRAVENTION	VALID PCNs issued by FINANCIAL YEAR			
	2021/22	2022/23	2023/24	2024/25
83 No P&D ticket	3,043	3,335	4,448	4,641
86 Out of bay	467	1,010	1,593	1,406
82 Parked after the exp	404	515	741	701
87 Parked in a disabled	481	585	729	527
91 Wrong class of vehicle	72	207	319	237
91 Wrong class of vehicle	72	207	319	237
80 Overstay	1	26	11	53
95 Wrong use of space	8	11	34	40
TOTAL (OFF-STREET)	**4,517**	**5,792**	**7,981**	**7,721**

Appendix 3
PCNs Issued by Location

LOCATION	PCNs issued by LOCATION			
	2021/22	2022/23	2023/24	2024/25
Bonnybank (Zone 102)	0	0	0	0
Gauldry (Zone 102)	0	0	0	0
Glencraig	0	0	0	0
Hillend	0	0	0	0
Kettlehill	0	0	0	0
Low Valleyfield	0	0	0	0
Milesmark	0	0	0	0
Newton of Falkland	0	0	0	0
West Wemyss	0	0	0	0
Aberdour (Zone1)	44	44	66	51
Anstruther (Zone 2)	95	130	267	229
Auchtermuchty (Zone 3)	8	17	8	1
Auchtertool (Zone 70)	0	0	0	0
Ballingry (Zone 63)	0	1	0	1
Balmullo (Zone 4)	0	3	1	0
Blairhall (Zone 71)	0	1	1	1
Buckhaven (Zone 5)	26	54	55	84
Burntisland (Zone 6)	311	494	699	347
Cairneyhill (Zone 7)	0	0	2	1
Cardenden (Zone 8)	12	21	23	13
Carnock (Zone 95)	0	0	0	0
Cellardyke (Zone 9)	35	24	34	17
Ceres (Zone 10)	1	0	1	1
Charlestown (Zone 73)	0	0	0	0
Coaltown of Balgonie (Zone 64)	2	3	1	3
Coaltown of Wemyss (Zone 74)	2	3	0	2
Colinsburgh (Zone 11)	0	3	0	0
Comrie (Zone 12)	0	0	0	0
Cowdenbeath (Zone 13)	223	334	477	556

Craigrothie (Zone 96)	0	0	0	0
Crail (Zone 14)	11	6	8	3
Crombie (Zone 75)	0	0	0	0
Crossford (Zone 15)	0	0	0	0
Crossgates (Zone 16)	4	5	12	8
Crosshill (Zone 17)	0	0	0	0
Culross (Zone 65)	11	6	29	2
Cupar (Zone 18)	444	333	556	614
Dairsie (Zone 76)	0	0	0	0
Dalgety Bay (Zone 19)	15	22	30	13
Dunbog (Zone 94)	0	0	0	0
Dunfermline (Zone 20)	4,151	5,525	7,876	6,509
Dunino (Zone 93)	0	0	0	0
Dunshalt (Zone 77)	0	0	0	0
Dysart (Zone 21)	2	3	5	0
East Wemyss (Zone 22)	2	1	3	1
Elie & Earlsferry (Zone 23)	30	33	38	14
Falkland (Zone 24)	16	38	23	16
Freuchie (Zone 25)	1	1	0	0
Glenrothes (Zone 26)	30	49	80	106
Guardbridge (Zone 80)	0	0	1	0
Halbeath (Zone 27)	1	15	96	22
High Valleyfield (Zone 81)	0	0	0	0
Hill of Beath (Zone 28)	0	0	0	2
Inverkeithing (Zone 29)	227	846	820	1,190
Kelty (Zone 30)	17	9	19	30
Kennoway (Zone 31)	13	5	4	8
Kettlebridge (Zone 101)	0	0	0	0
Kilconquhar (Zone 67)	0	0	0	0
Kincardine (Zone 32)	24	24	22	6
Kinghorn (Zone 33)	93	113	97	78
Kinglassie (Zone 34)	3	9	3	3
Kingsbarn (Zone 97)	0	0	0	0

Kingseat (Zone 82)	0	1	1	0
Kingskettle (Zone 83)	0	0	0	0
Kirkcaldy (Zone 35)	3,887	6,176	8,833	7,159
Ladybank (Zone 36)	12	11	10	7
Largoward (Zone 84)	0	0	0	0
Leslie (Zone 37)	123	92	98	129
Letham (Zone 85)	0	0	0	0
Leuchars (Zone 38)	334	451	770	641
Leven (Zone 39)	105	115	180	523
limekilns (Zone 86)	1	1	2	0
Lochgelly (Zone 40)	45	75	74	62
Lochore (Zone 41)	0	1	1	0
Lower Largo & Lundin Links (Zone 42)	51	46	31	31
Lower Largo (Zone 68)	0	0	0	0
Lumphinnans (Zone 87)	0	0	0	1
Markinch (Zone 43)	15	92	94	178
Methil (Zone 45)	7	26	32	32
Methilhill (Zone 44)	3	0	6	3
Milton of Balgonie (Zone 88)	0	1	0	0
Newburgh (Zone 46)	69	57	51	60
Newmills (Zone 98)	0	2	1	0
Newport-on-Tay (Zone 47)	51	47	27	29
North Queensferry (Zone 48)	12	9	9	9
Oakley (Zone 49)	1	1	1	0
Pitlessie (Zone 89)	0	1	0	0
Pittenweem (Zone 50)	15	12	9	7
Rosyth (Zone 51)	61	106	177	146
Saline (Zone 52)	0	0	3	0
Springfield (Zone 53)	0	0	0	0
St Andrews (Zone 54)	2,341	4,113	4,927	6,291
St Monans (Zone 55)	3	12	10	6
Star of Markinch (Zone 100)	0	0	0	1
Steelend (Zone 90)	0	0	0	0

Strathkinness (Zone 56)	0	0	1	2
Strathmiglo (Zone 57)	2	6	3	0
Tayport (Zone 58)	5	19	11	15
Thornton (Zone 59)	8	20	9	9
Torryburn (Zone 91)	0	3	2	1
Townhill (Zone 60)	1	8	8	8
Upper Largo (Zone 61)	1	2	2	3
Wellwood (Zone 92)	0	0	0	0
Windygates (Zone 69)	0	0	3	1
Wormit (Zone 62)	4	10	1	12
TOTAL (ALL LOCATIONS)	**13,011**	**19,691**	**26,744**	**25,298**

Appendix 4 : School Visits

School	2020/21	2021/22	2022/23	2023/24	2024/25
Aberdour PS	-	2	3	1	-
Aberhill PS	-	-	-	1	-
Balmullo PS	-	-	1	-	-
Beath HS	-	1	-	-	-
Bellyeoman PS	-	1	-	-	-
Buckhaven PS	-	-	-	2	3
Burntisland PS	-	1	4	-	-
Calaiswood PS	-	-	-	-	1
Camdean PS	1	2	4	-	3
Canmore PS	-	-	1	-	-
Canongate PS	-	5	2	1	1
Capshard PS	3	3	5	2	1
Carlton PS	-	1	1	1	-
Carnegie PS	-	2	7	2	-
Caskieberran PS	-	-	-	-	1
Castlehill PS	-	4	4	-	-
Ceres PS	-	1	3	-	-
Coaltown of Balgonie PS	-	-	2	6	-
Coaltown of Wemyys PS	-	-	1	-	-
Collydean PS	-	-	1	-	-
Commercial PS	-	2	6	-	-
Cowdenbeath PS	-	1	-	-	-
Craigrothie PS	-	2	2	-	-
Crossford PS	-	2	1	-	-

Crossgates PS	-	1	2	-	-
Daisychain Nursery	-	-	-	-	1
Dairsie PS	-	-	1	-	-
Dalgety Bay PS	-	4	-	-	1
Denbeath PS	1	-	-	-	-
Donibristle PS	-	1	1	-	1
Duloch PS	-	7	5	-	-
Dunnikier PS	2	2	5	-	3
Dysart PS	-	2	3	1	-
East Weymss PS	6	1	-	2	-
Elie PS	-	-	-	-	1
Fair Isle PS	-	2	14	1	-
Falkland PS	-	1	-	-	-
Foulford PS	-	1	-	-	1
Glenrothes High School	-	-	-	-	3
Greyfriars RC PS	-	5	2	2	1
Inverkeithing PS	-	-	1	-	-
Inverkeithing HS	-	1	-	1	-
Inzievar PS	-	1	-	-	-
Kelty PS	-	1	-	-	-
Kinghorn PS	-	2	3	-	1
Kings Road PS	-	1	1	-	-
Kirkcaldy North	-	4	11	3	3
Kirkcaldy West PS	1	6	7	6	1
Ladybank Nursery	-	-	-	1	-
Lawhead PS	-	5	5	1	-
Limekilns PS	-	-	2	-	-

Lochgelly South PS	-	2	1	-	-
Lochgelly West PS	-	-	1	-	-
Leuchars PS	-	2	3	-	-
Lundin Mill PS	-	1	2	1	-
Lynburn PS	4	1	7	2	1
MacLean PS	-	2	-	-	-
Markinch PS	-	-	1	-	1
Masterton PS	-	2	3	1	2
Methilhill PS	-	-	-	2	-
Milesmark PS	-	-	3	2	1
Mountfleurie PS	-	1	3	2	2
Newcastle PS	-	-	2	-	-
Newport PS	-	-	-	-	5
Park Road PS	-	-	2	-	-
Parkhill PS	3	2	7	2	-
Pathhead PS	-	-	-	3	-
Pitcoudie PS	1	3	4	6	4
Pitreavie PS	2	4	6	-	3
Pittencrieff PS	1	2	9	1	1
Pitteuchar East PS	-	-	1	-	-
Pitteuchar West PS	-	-	-	2	1
Rimbleton PS	-	-	-	-	-
Saline PS	-	5	-	-	-
Sinclairtown PS	-	7	5	1	4
South Parks PS	-	-	3	-	-
Southwood	-	1	-	-	-
St Agatha’s RC PS	-	2	5	1	1

St Andrews High School	-	-	-	-	1
St Andrews Nursery	-	1	-	-	-
St Columba’s RC PS	-	-	-	-	2
St Kenneths PS	-	-	2	1	-
St Leonard’s (Private)	-	2	4	2	1
St Leonard’s RC PS)	1	2	2	1	1
St Marie’s RC PS	-	2	9	4	1
St Ninians PS	-	2	1	-	-
Strathallan PS	-	3	7	-	-
Sunflower Nursery	-	1	-	-	-
Thornton PS	-	-	-	4	2
Torbain PS	-	2	18	3	2
Touch PS	-	3	-	-	-
Townhill PS	-	3	3	2	1
Valley PS	-	1	5	-	1
Warout PS	-	-	1	3	-
Westfield Nursery	-	-	-	3	1
Wormit PS	-	2	1	2	4
Total	**26**	**139**	**232**	**85**	**71**

Note

School visits are scheduled in response to requests for enforcement, although known problems areas are also targeted on an ad hoc basis.

18 November 2025

Agenda Item No. 6

ROADS & TRANSPORTATION SERVICES – ANNUAL SERVICE REVIEW REPORT 2024/25

Report by: John Mitchell, Head of Roads & Transportation Services, Place Directorate

Wards Affected: N/A

Purpose

To present an integrated annual report for Roads & Transportation Services' change and improvement activities, operational delivery, and assessment of performance for 2024/25.

Recommendation(s)

The Committee is invited to:

(a) consider and comment on the annual service review report format and related online information,
(b) review the progress and performance of Roads & Transportation Services for 2024/25 and the activity undertaken to date and,
(c) note the service planning and change priorities for 2025/26 and the longer-term direction of travel.

Resource Implications

There are no resource implications arising from this report.

Legal & Risk Implications

There are no specific legal or risk implications arising from this report.

Impact Assessment

An EqIA is not required as this report does not propose any changes to policies or services.

Consultation

This paper was informed by performance improvements over 2024/25 and associated Service, CLT and CET engagement.

1.0 Introduction

1.1 This report builds on the revised Annual Review Report format introduced last year. Alignment between change and service planning and service performance analysis is increased. Performance analysis is linked to operational management plans relating to finance, risk, workforce and digital development.

1.2 The report attached at Appendix 1 considers the performance of Roads & Transportation Services (R&TS) in relation to the Council's policy priorities set out in the Plan for Fife, key indicators, financial and workforce pressures. In addition, it describes how we compare in relation to similar services in other Scottish councils through the Local Government Benchmarking Framework.

1.3 Individual service indicators and results are published online in advance of this annual review to facilitate scrutiny and feedback. These are available at
Council plans and performance | Fife Council

2.0 Roads & Transportation – Key Messages 2024/25

2.1 The services provided by R&TS are essential to the delivery of the Plan for Fife. They underpin the priorities of Community Wealth Building, Leading Economic Recovery and Tackling Poverty. They are also fundamental to addressing the climate emergency. All Council's services are reliant on the efficient movement of goods, services and people.

The Service's core focus remains the operational management of Fife's Road network, coastal protection, and the delivery of strategic infrastructure and transport policy, all while advancing climate change objectives.

2.2 Performance is measured against seven key priorities, Management and Maintenance of the existing road network, Flood and Coastal Defence, Levenmouth Active Travel, Levenmouth reconnected, Strategic Transport Infrastructure Delivery, Transport Policy, Passenger transport Services and Recruitment and Succession Planning. The Annual Service Review demonstrates positive progress against all these areas.

2.3 Highlights within the Annual Service Review include the delivery of key road maintenance and Area Roads Programme projects and targets; the Riverside Park, Glenrothes; on-going delivery of the Levenmouth Reconnected Programme and Active Travel Network and the support in helping to deliver the Leven Rail Link. Key policy developments included approval of the implementation of the national ban on pavement parking, 20 mph zones and Area Transport Plans.

2.4 Major delivery priorities in the Service Review include the construction of the Mountfleurie Footbridge; the design and procurement of the Northern Link Road East End, Dunfermline; and completion of the River Park Routes in Levenmouth. Change priorities include strengthening links with school and academic stakeholders to proactively improve recruitment opportunities and development, and further improvements to data-led decision making for management of road maintenance issues.

2.5 The full Annual Service Review Report is set out in Appendix 1.

3.0 Conclusion

3.1 The report provides an integrated view of service planning, operational delivery, change and improvement activity and an assessment of performance for 2024/25.

Appendix 1 – Roads & Transportation Service, Annual Service Review Report 2024/25

Report contacts

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Head of Service

Roads & Transportation Service

Place Directorate

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Fife Council

Place Directorate

Roads & Transportation Services

Annual Service Review Report

2025

Introduction

This report reflects the performance of Roads & Transportation Service 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.

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**

Contact information

For further information or discussion please contact:

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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 Roads & Transportation Services vision is to ensure the efficient movement of goods, services and people through the delivery of a well-managed and maintained road network, street lighting, harbours, car parks, bus stations and a sustainable public transport network as well as developing a sustainable strategy contributing to the Climate Change agenda. The Local Transport Strategy sets out our vision for fair, sustainable access for all in Fife.

Roads & Transportation Services are essential to the delivery of the Plan for Fife. They underpin the priorities of Community Wealth Building, leading economic recovery and tackling poverty. They are also fundamental to addressing the climate emergency. All of the Council's services are reliant on the efficient movement of goods, services and people.

Our Structure and Teams

Asset Management and Commercial:

Responsible for service Health & Safety, roads and lighting asset management, policy and resources and operational and commercial management.

Roads Design and Build:

Provide an in-house highways design and construction service delivering annual roads programme improvement projects including footways, carriageways, safety improvement projects and cycleways. Provides road repair service and in-house road marking provision.

Passenger Transport:

Manage most aspects of travel by public transport in Fife. The team manage and co-ordinate the activities and functions of passenger transport to deliver an effective and integrated approach to meeting our customers' needs. There are 4 teams each with a Fife-wide remit:

- Bus Network & Bus Stations
- School Transport
- Demand Responsive Transport (FifeBus Service)
- Accessible Transport and Travel Concessions

Service overview

Roads and Lighting Contracts:

Responsible for the feasibility, design, procurement and site supervision of key capital projects. This includes externally delivered Area Roads Programme (ARP) carriageway resurfacing and street lighting projects.

Roads Maintenance:

Provide roads and lighting maintenance repairs including street furniture and gulley cleaning. We also deliver the winter maintenance service and provide a 24/7 roads and lighting emergency response.

Roads Network Management:

Network Management coordinates strategic and operational activities across Fife's roads and transport network to support safe, efficient, and sustainable travel.

Traffic Management is responsible for maintaining the road network in line with legislation, processes disabled bay applications and manages Traffic Regulation Orders and Notices for traffic restrictions.

The Network Condition team delivers the Council's duties under the Roads (Scotland) Act 1984 by maintaining the adopted road network and managing assets to ensure safety, serviceability, and reduced liability.

Structural Services:

Bridges and Structures are responsible for the Inspection and maintenance of highway structures, including bridges, retaining walls and culverts.

Flooding, Shoreline and Harbours are responsible for the Inspection and maintenance of existing flood protection schemes, inspection of watercourses, flood protection schemes and measures, Fife Council's 11 harbours and piers and the inspection and maintenance of the Services' coastal assets. In addition, this team is responsible for strategic planning through the development of a coastal change adaptation plan.

Sustainable Transport and Parking:

Responsible for climate change and partnerships (including the development of the electric vehicle charging network and efficient movement of freight), transport planning, car parking strategy and operations, travel planning, sustainable travel, and the Levenmouth Reconnected Programme.

Demand & Delivery Overview 2024/25

Key Assets

Our asset base is constantly changing, as new roads, footways, cycle paths, bridges and other assets are added. In September 2025, we were responsible for the following.

2,489 km of roads

2,902 km of footways

459 bridges

560 km of cycle ways

290 retaining walls

4 principal bus stations

2,738 bus stops and 654 bus shelters

67,155 street lighting columns

171 car parks

13 harbours and piers

9 flood prevention schemes

Our People

Key points

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

- 385 Headcount, 368.1 FTE.

Workforce Profile

- 88.3% of the workforce works full time, and
- 98.2% are permanent.

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 49.4, above the council average.
- Average age of leavers is 52.8 new starts is 46.2.
- 3.38% of the workforce is aged 24 and under.

Workforce Turnover

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

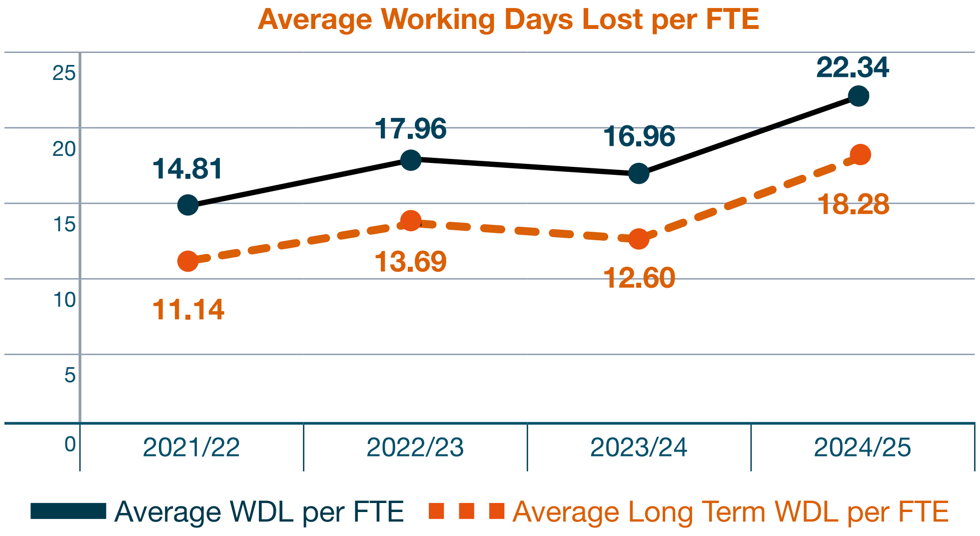
- Turnover rate is 8.6%. This is below the council average.
- Over half of leavers (60.61%) were aged 55 and over.
- The top reported leaver reason was Resigned.

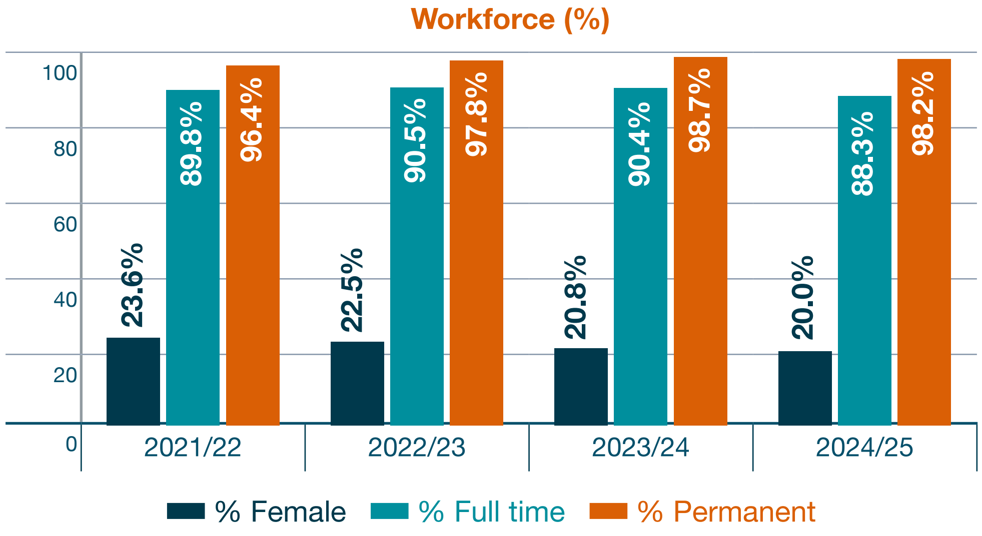
Sickness Absence

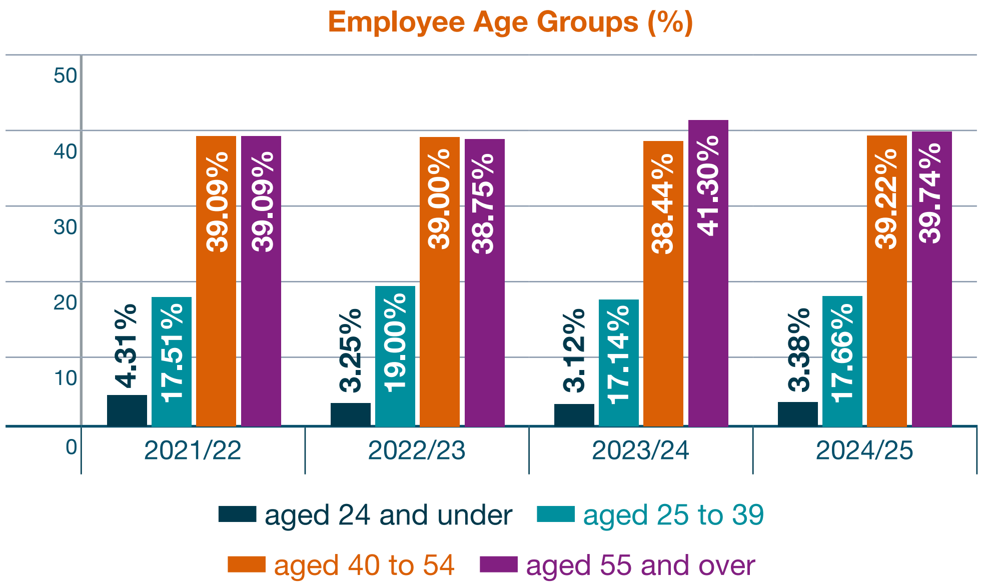
Average working days lost per FTE (WDL) to sickness absence in Fife Council during 2024/2025 was 14.75, short term absences (under 28 calendar days) account for 4.02 days.

Average WDL in 2024/2025 is 22.34 days, long-term absences account for 18.28 days, and short-term absences account for 4.06 days

Our People


Average Working Days Lost per FTE
25
20
15
10
5
0
2021/22
2022/23
2023/24
2024/25
14.81
17.96
16.96
22.34
11.14
13.69
12.60
18.28
Average WDL per FTE
Average Long Term WDL per FTE


Workforce (%)
100
80
60
40
20
0
23.6%
89.8%
96.4%
22.5%
90.5%
97.8%
20.8%
90.4%
98.7%
20.0%
88.3%
98.2%
2021/22
2022/23
2023/24
2024/25
% Female
% Full time
% Permanent


Employee Age Groups (%)
50
40
30
20
10
0
4.31%
17.51%
39.09%
39.09%
3.25%
19.00%
39.00%
38.75%
3.12%
17.14%
38.44%
41.30%
3.38%
17.66%
39.22%
39.74%
2021/22
2022/23
2023/24
2024/25
aged 24 and under
aged 25 to 39
aged 40 to 54
aged 55 and over

Our Budget

	Budget 24/25 £m	Provisional Outturn 24/25 £m	Variance 24/25 £m
Roads & Transportation	36.293	36.058	(0.235)
Total Net Expenditure	36.293	36.058	(0.235)
Staff Costs	18.375	18.215	(0.160)
Property Costs	22.880	23.556	0.676
Transport Costs	4.858	6.060	1.202
Supplies & Services	9.792	9.944	0.152
Third Party Payments	8.901	8.878	(0.023)
Support Services Charges	0.003	0.028	0.025
Total Expenditure	**64.809**	**66.682**	**1.873**
Internal Income	(21.335)	(22.563)	(1.227)
External Income	(7.181)	(8.061)	(0.880)
Total Income	**(28.516)**	**(30.623)**	**(2.107)**
Net Expenditure	**36.293**	**36.058**	**(0.235)**

Final outturn was a (£0.235m) underspend against budget.

Our Risks

Risk	Mitigating Action
Failure to carry out 24 hour emergency response to safety defects, flooding & oil spillage.	Formalised resource planning
Failure to provide 24 hour winter maintenance service	Formalised resource planning
Failure to maintain Transportation Infrastructure (roads, car parks, lighting, footways, structures and drainage	Effective management of staff, materials and finances
Failure to deliver Area Roads Programme (ARP)	Effective communication within R&T (Works Programme Board introduced)
Failure to deliver externally funded projects (cycleways)	Effective resource management
Ineffective monitoring, evaluation, compliance and performance of contracts	Utilise Clerk of Works effectively and proactive monitoring of budgets and contract management
Failure to provide key transport and bus services for vulnerable people and school children (DRT, school transport, concessionary travel, supported bus network)	Ensure cross service engagement, effective training and recruitment
Failure to carry out parking enforcement	Effective resource management and recruitment
Failure to deliver Local Transport Strategy	Proactive resource management

Risk	Mitigating Action
Failure to deliver strategic transport infrastructure measures to support strategic development.	Supply chain and resource management
Failure to maintain street gazetteer and list of roads	Appropriate staff training to ensure resource availability, knowledge sharing and job shadowing
Failure to comply with Roads & Transportation Health & Safety management framework and UK legislation	Ensure adequately resourced H&S team
Failure to provide operational support relating to materials procurement, small plant and tool hire, vehicle hire and sub contract tendering.	Adequately resourced teams
Failure to carry out emergency response to damaged structures (bridges, piers, harbours)	Formalised standby and response procedures and protocols
Failure to carry out inspections relating to Roads & Transportation infrastructure (roads, lighting, footways, structures, drainage, Road Scotland Act & NRSWA)	Adequately resourced and trained teams

Performance assessment - Priorities & progress

Introduction - service delivery context and challenges

Roads and Transportation Services is undergoing adaptive change to better align with Fife's needs and sustainability goals. The plan aims to balance objectives for sustainable development, efficient operations and improved services for Fife's communities. By focusing on climate change goals, operational efficiencies and digital transformation, the service is preparing for future challenges and aligning with the Plan for Fife.

The Service's core focus remains the operational management of Fife's road network, coastal protection, and the delivery of strategic infrastructure and transport policy, all while advancing climate change objectives. In response to industry-wide pressures, particularly around staffing and supply chain constraints, the Service has implemented a proactive recruitment and succession planning strategy, including graduate and trainee technician programmes. It is also strengthening partnerships and exploring alternative delivery models to mitigate contractor shortages. These actions are part of a broader adaptive approach that ensures continued programme delivery and service resilience despite external challenges.

Priorities & Progress

1. Management and Maintenance of the existing road network including improvement of road condition, delivery of winter maintenance and emergency response
2. Programme and manage delivery of Flood and Coastal Defence projects to help mitigate the impacts of climate change
3. Delivery of key Active Travel Infrastructure within Levenmouth. Programme and manage delivery of Off and On-Road Active Travel Network to integrate with the Leven Rail Link
4. Delivery of the Levenmouth Reconnected Programme to help deliver social, economic and environmental growth within the area in support of the new rail link
5. Strategic Transport Infrastructure Delivery across Fife to support development and change within our communities
6. Transport Policy. Progress policies, plans and strategies in areas including EV, Active Travel, Regional EV Procurement and pavement parking ban
7. Passenger Transport Services. Manage and coordinate effective passenger transport services across Fife, including school transport, supported bus services and Fife Bus
8. Recruitment and succession planning. Recruitment of skilled personnel to fill vacant positions to reduce pressures on service delivery. Training and recruitment of graduates and trainee technician

Performance assessment - Priorities & progress

Priority 1
Management and maintenance of the existing road network

Improve the road network. Delivery of winter maintenance and emergency response.

Improving service delivery through digital improvements including the development of the Alloy Asset Management System to identify key locations to target resources and further use of AI for roads inventory and management.

Progress

Improve the Road Network

- Through the Area Roads Programme we delivered 50 carriageway and 43 footway schemes with 85 km of carriageway and 35 km of footway length treated. An increase from 67km of carriageway and 16 km of footway in 2023-24.
- The proportion of Fife's Road network requiring treatment, measured by the Road Condition Index (RCI) has improved to 31.5%, reflecting continued investment in maintenance programmes.
- Inspection processes have enabled the Service to proactively identify and repair over 12,000 carriageway safety defects in 2024–25, reflecting continued improvement in maintenance responsiveness
- Continuation of replacement of end-of-life street lighting columns through the Column Replacement Programme and installation of new environmentally friendly Light-Emitting Diodes (LED) as part of our Lighting Efficiency Programme, with 804 columns and 1955 lanterns replaced in the last year.

Performance assessment - Priorities & progress

Winter Maintenance

- Winter maintenance was adapted to reflect milder conditions, ensuring efficient use of resources while maintaining safety standards, with 88,060 km of carriageway treated (68nr) compared to 95,830 km of carriageway treated (74nr) for the previous year.
- We continued to meet our target for pre-grits of 85%.

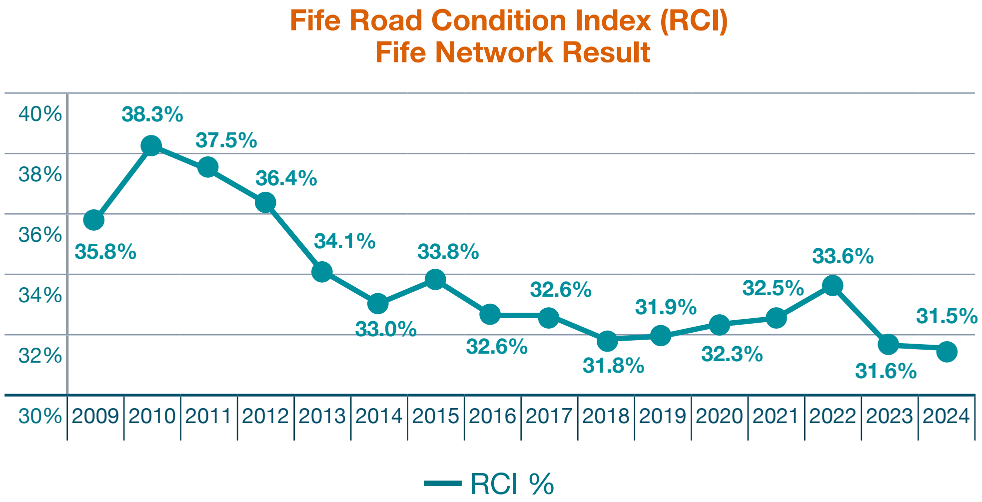
Improving Service Delivery

- Working to further our use of digital systems including further development of our Alloy asset management solution. Current focus is migration of lighting assets from HiLight. Also, development work on replacement Road AI system underway (currently Vaisala).
- Oracle Project Costing successfully launched April 2025 as the new R&TS project finance system (COMIS replacement).
- Interactive ARP webpage has been developed with go live target April 2026. Will include extents, contact details, diversionary routes, timescales and road closures.
- Frontline structural works have included adaptations to the White Bridge Glenrothes; retaining wall repairs at Dunearn Burntisland, Riggs Place Cupar; and embankment stabilisation at Glen Bridge Dunfermline.

Areas for Improvement

- Improve asset inventory collection and condition data to support prioritisation of maintenance works
- Further enhance IT resources with BTS.
- Develop and embed use of PowerBI for visualisation of performance data.

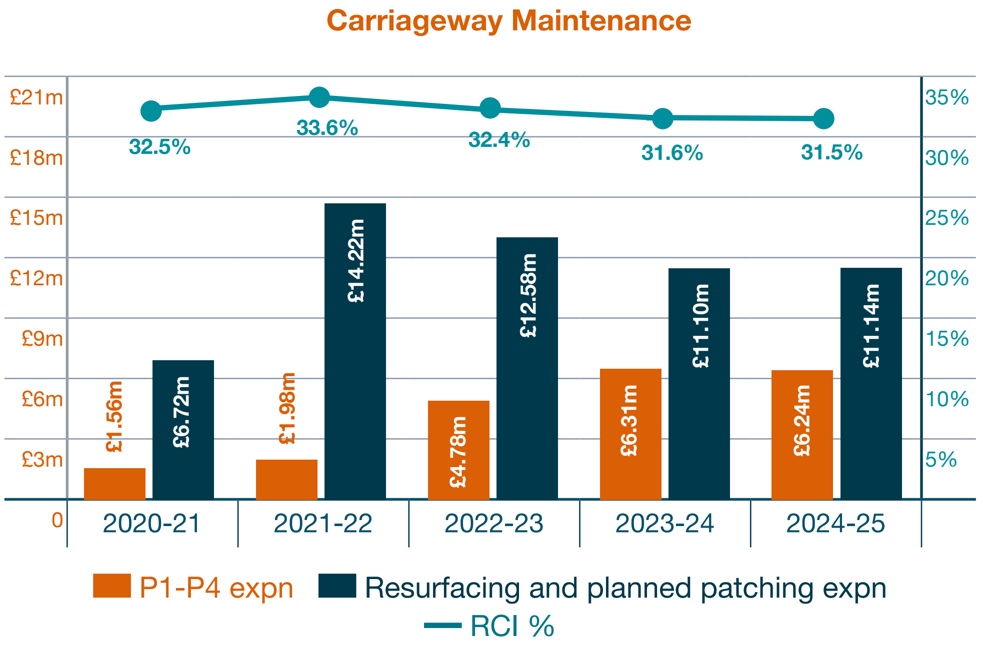
Relevant KPI details

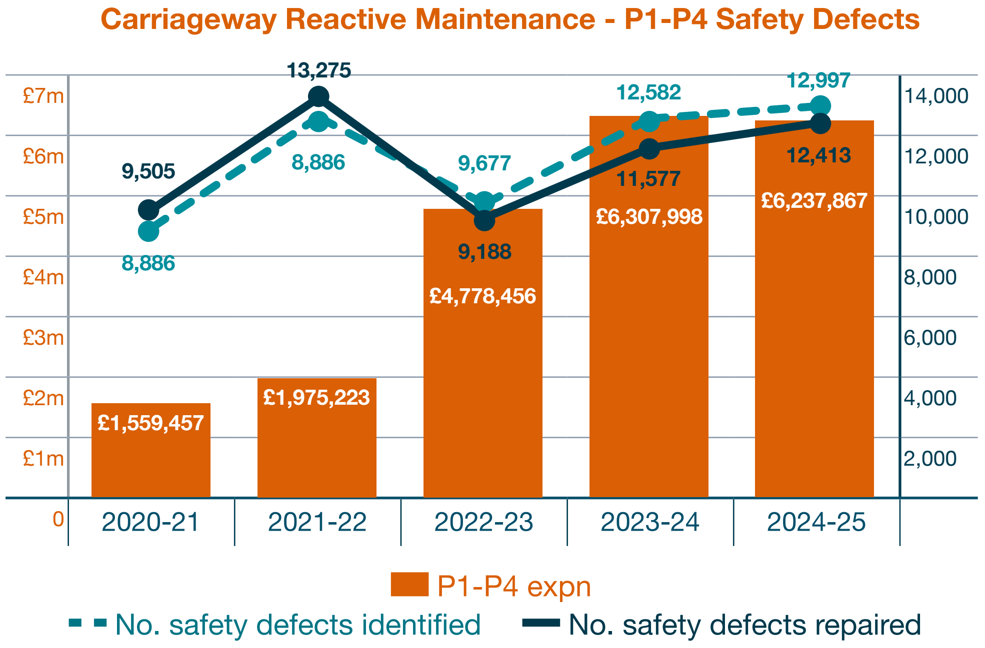


The Road Condition Index (RCI) is a standardised measure that provides an indication the proportion of the road network requiring treatment. The higher the RCI, the worse the road condition. The decrease in the graph above indicates an improvement in the condition of Fife's road network.

Performance assessment - Priorities & progress

The graph below shows how increased investment in planned carriageway maintenance from 2021/22 has improved the condition of the asset (RCI). Based on the 2023-25 RCI results, Fife Council are ranked the top council in our family group (semi-urban with Midlothian, North Ayrshire and South Lanarkshire).





Performance assessment - Priorities & progress

Performance Indicators	2022-23	2023-24	2024-25
Carriageway resurfacing treatment during year (km)	Not available	66.84	84.5
Footway resurfaced treatment during year (km)	Not available	15.84	34.8
Road Safety Defects Repairs Priority 1: 24hrs repair target 99%	68.1%	68.7%	82.1%
Road Safety Defects Repairs Priority 2: 5 working days target 95%	67.8%	60%	91%
No of Gullies cleaned	20,406 (26%)	26,637 (34%)	42,357 (54%)
% Street lighting columns over 30 years old	31.7%	31.78%	32.25%
No. of columns replaced	751	837	804
No. of lanterns replaced	759	2973	1955

Priority	2021/22	2022/23	2023/24	2024/25
P1	198	197	301	171
P2	8,261	4,392	6,304	7,914
P3	4,264	4,036	2,954	3,007
P4	552	649	2,018	1,321
Total	**13,275**	**9274**	**11577**	**12413**
Total Sqm	24,947 sqm	56,409 sqm	71,795 sqm	91,012 sqm

In response to the challenge of severe and changing weather events, we treated:

- 88,060 km (68 treatments) of carriageway on receipt of weather forecasts utilising 6,355 tonnes of salt
- 1,895 km of footway using 550 tonnes of salt

Performance Indicator	2022-23	2023-24	2024-25
Pre-grits completed within 3 hours of operations starting (%) – target 85%	82%	85%	85%

Roads & Lighting Repairs

We completed repairs within target times.

Street Lighting call outs:

Performance Indicator	2022-23	2023-24	2024-25
(%) Fife Roads Lighting Repairs completed within 7 days - Target 94%	94.8%	93.1%	85.6%
Traffic Signal Repairs completed within 48 hours (%) - Target 98%	95%	97.5%	95.2%

Traffic Signal Repairs

	North Fife	South Fife	Total
Emergency	504	265	769
Stand By	103	104	207
Minor	1292	841	2133
Total	1899	1210	3109

Performance assessment - Priorities & progress

Priority 2
Flood and coastal defence

Programme and manage delivery of Flood and Coastal Defence projects to help mitigate the impacts of climate change

Progress

- To support our communities in mitigating the impacts of climate change, we introduced the Property Flood Resilience Grant. This will provide funding of up to £5k for homeowners to install property flood resilience measures. To assist Cupar homeowners and businesses affected by flooding, we delivered Flood Recovery Grant funding.
- As part of our proactive approach to managing flood risk, we have undertaken desilting works to bridges and culverts in vulnerable areas throughout Fife
- Detailed design of the Cardenden Flood Protection Scheme which will continue into financial years 25-26 & 26-27.
- Ongoing work on Flood Studies and Surface Water Management Plans for known flood risk locations: Lady Burn, Cupar; Kinness Burn, St Andrews; Ballingry and Rosyth. Target for conclusion over the course of Winter 25 and Autumn 26
- Working in partnership with SEPA and Fife Coast and Countryside Trust on river restoration and Surface Water Management Planning in Rosyth.
- Piloting new approaches to advanced flood warning systems and checks during sever weather events.
- Detailed design of the Leven Promenade Car Park with construction concluding in Winter 2025
- Progressing the Leven Promenade feasibility study which will highlight the short / medium / long term measures for maintaining the Leven Promenade seawall. This is scheduled for completion in Winter 2025.
- Design development ongoing for North Queensferry Tower Pier and the sea wall at Burnside St Monans with land acquisition ongoing at Freuchie Mill

Areas for Improvement

- A competitive private sector marketplace has placed significant challenges on the delivery of key schemes. Despite these pressures, and the recovery from the Coastal storms of October 2023 and flood events of December 2023, notable progress has still been achieved.

Performance assessment - Priorities & progress

Relevant KPI details

Property Flood Resilience Grant presently underway. The latest figures are as follows:

Stage	Number	%	Spend
Successful	74	36%	£242k
Seeking suitable Contractor	59	29%	-
Awaiting further information	29	14%	-
Did not meet screening criteria	44	21%	-

Cupar Flooding Grant Final figures

Grant	Applications	Approved Awards	Grant Issued
Scottish Government Cupar Flooding Grant	30	27	£45k

The number of flooding callouts issued through the contact centre is listed below:

Flooding Call Outs	2023-24	2024-25
North Area	307	162
South Area	235	180

Performance assessment - Priorities & progress

Priority 3
Work to deliver the Levenmouth Active Travel Network

Programme and manage delivery of Off and On- Road Active Travel Network to integrate with the Leven Rail Link

Progress

- The planning, design and delivery of the new 100m multi-span Mountfleurie footbridge has been a major focus. This transformational project will reconnect communities across Levenmouth and help further realise the benefits of the Levenmouth Rail Link. Roads & Transportation Services is the lead for this project, with support from Network Rail. Extensive work has been involved in planning, land acquisition and design.
- The Mountfleurie footbridge project is the cornerstone of the wider Levenmouth Connectivity Project. The Service has led the work to secure land to allow the delivery of both Off and On-Road Active Travel Routes as part of this. It has been directly involved with steelwork repairs to Cameron Bridge, Windygates.
- Worked in partnership with Transport Scotland to progress the delivery of the Duniface Footbridge.

Areas for Improvement

- Land acquisition delays have significantly impacted progress, resulting in no construction works being undertaken during 2024–25. To maximise the use of external grant funding, it will be essential to move swiftly to the construction phase once land is secured. In parallel, identifying alternative routes that do not require land acquisition will help ensure readiness should additional funding become available

Performance assessment - Priorities & progress

Priority 4
Delivery of the Levenmouth Reconnected Programme

Manage the £10m Levenmouth Reconnected Programme Grant Fund to maximise the social, economic and environmental benefits of the Levenmouth Rail Link.

Progress

Assessed and awarded £105,000 to successful small grant programme projects:

- 13 Shopfront improvements to improve the quality of the built environment of Levenmouth and improve economic activity
- 9 Local community based groups supported delivering on a range of health, social, wellbeing and environmental outcomes
- Assessed Large Grant Projects and awarded £4,339,194 to successful projects which have delivered the following in 24/25:
- Supporting bus services around Levenmouth improving connectivity to communities, employment areas and new rail stations
- Construction of a new state of the art skate park at Leven promenade
- Planning of a new conservation building at the Fife Heritage Railway to develop tourism and visitor offers
- 3 Projects previously awarded Large Grants have been completed:
- Conclusion of Community Trade Hubs ‘Guided Start’ programme seeing over 300 young people provided with social and trade skills development to create pathways to further education and employment
- Restoration of the Silverburn Flaxmill as a key visitor destination – LRP funded phase.
- Greenspace enhancements across Methill and Buckhaven, supporting the development of the Leven River Park active travel route
- Purchase of former Network Rail site office, via an accelerated grant award, for development into a Levenmouth Community Hub and office space.
- Provided real time bus information at Leven Train Station and Leven Bus Station, funded through the Place Based Investment Programme

Performance assessment - Priorities & progress

Areas for Improvement

- Large Grant assessment process requires input from officers in external organisations and co-ordinating input timeously has been challenging. Commitment of funding from the Large Grant programme has relied on suitable projects coming forward with high quality funding bids. This has led to a high demand on the time of the assessment panel and a limited number of suitable projects eligible for a grant award.

Evidence

- Feedback from local businesses on improved economic activity post Leven rail line opening
- Feedback from local Elected Members on visible improvements to Levenmouth retail areas
- Bus Passenger surveys indicating success of new bus services
- Evaluation reports from grant funded projects
- Positive feedback from grant funded project leads

Performance assessment - Priorities & progress

Priority 5
Strategic Transport Infrastructure Delivery

Progress the delivery of Strategic Transport Infrastructure across Fife

Progress

- The upgrade, signalisation and provision of new pedestrian facilities at Bothwell Gardens Roundabout, Dunfermline, was delivered to accomodate future traffic demand associated with strategic housing developments in the area.
- Undertook a major redesign at Northern Link Road, East End, Dunfermline, following Network Rail's reversal of their initial decision not to sell the required land, enabling the proposed delivery of a shorter-span railway overbridge.
- Appointed a consultant and commenced the design for the signalisation of the Kings Road/Admiralty Road junction, ensuring the infrastructure can support the new Secondary High School and adjacent commercial development.

Areas for Improvement

- From the Bothwell Gardens Roundabout project, processes and procedures for better advanced communications and works management are being refined to ensure that messaging and measures are agreed with Councillors, the local community and buisinesses wel in advance of any works to help avoid future issues.

Performance assessment - Priorities & progress

Priority 6
Transport Policy

Transport Policy including public EV charging network and active travel

Progress

In the past year, the following strategies and policies have been progressed:

- Area Transport Plan for Glenrothes Area (approved by Glenrothes Area Committee 02/10/24)
- EV Strategy for Fife (approved by Cabinet Committee 10/10/24)
- Approach for implementation of national ban on pavement parking in Fife (approved by Cabinet committee 06/03/25)
- Active Travel Strategy & Action Plan (approved by Cabinet Committee 11/9/25) and continued to work with schools to support development of their travel plans
- Cowdenbeath Area Transport Plan in development

Areas for Improvement

- The Service continues to work in collaboration with other local authorities within the South of Scotland to procure future EV charging infrastructure provision and servicing within Fife as part of a regional delivery model.
- The Local Transport Strategy (LTS) 2023-2033 identifies that the Fife Parking Strategy should be reviewed to provide a vision and action plan for parking in Fife. Competing priorities have precluded this work to date but it is intended that this should commence during 2025/26.

Relevant KPI details

Description	2020/21	2021/22	2022/23	2023/24	2024/25	Trend
Number of public EV charge point sessions	n/a	20,552	42,357	63,992	55,606	↓
Number of pupils completing Bikeability cycle training (L1 & L2)	2475	2693	3586	2248	3063	↑
Number of pupils travelling actively to school (from HUSS)	22,000	18,278	19,076	18,961	17,172	↓
Number of cyclists on key monitored cycle routes	253,729	242,707	216,624	214,302	190,394	↓
Length of additional and upgraded active travel route (km)	3.61	4.87	4.7	4.3	3.46	↓

Performance assessment - Priorities & progress

Priority 7
Passenger Transport Services

Manage and coordinate effective passenger transport services across Fife, including school transport, supported bus services and Fife Bus

Progress

- Levenmouth - Implemented three new local bus services through the Levenmouth Reconnected Programme fund in consultation with local communities. £1.747m of funding secured.
- Supported Bus Network – Comprehensive study of Fife's supported bus network undertaken. Assessed the performance, connectivity and value for money of the current network with a range of options for service improvement.
- Fife Bus – We continue to deliver the Fife Bus Service across the whole of Fife for those unable to access conventional public transport. Passenger growth up 10% compared to last year.
- School Transport – We continue to organise home to school transport for over 12,000 pupils travelling daily on school buses, including taxi and minibus for pupils with Additional Support Needs.
- Bus Infrastructure Fund – Worked with operators through the Fife Bus partnership to identify a range of projects to be supported by this funding stream. These include new real time bus departure information, carriageway streamlining projects and next stop announcements on local bus services.
- 11,803 blue badges and 50,008 National Entitlement Cards were issued in 2024/25. 86% of Fife's under 22 population now hold an NEC – up from 82% in 2023/24. 10,048 blue badges and 50,537 National Entitlement Cards were issued in 2023/24.

Performance assessment - Priorities & progress

Areas for Improvement

- Key staff retirements hampered delivery of the bus network review documents. Staff have now been replaced.
- Blue badge processing times have slipped but are still within recommended guidelines, additional staff have been taken on to manage applications

Relevant KPI details

Fife Bus Registered Passengers

Registered Passengers	
2023-2024	2138
2024-2025	2369
Percentage Increase	10.80%

Number of passengers carried on supported bus services in Fife

2020/21	2021/22	2022/23	2023/24	2024/25
991,057*	1,341,674	2,235,227	2,289,424	2,352,885

Concessionary Travel

Blue Badge	
Application Received	13,426
% increase from 19/2020 to 24/2025	154%

National Entitlement Cards	2024/25
Total No. of Fife cards issued	50,008
% under 22 in Fife (5-21 years) with card	86%

Performance assessment - Priorities & progress

Priority 8
Recruitment

Recruitment of skilled personnel to fill vacant positions to reduce pressures on service delivery. Training and recruitment of graduates and trainee technician

Progress

- The Service is formalising its approach to recruitment planning and succession planning. This will include recruitment tracking and succession plans for each area.
- Secured Work Force Youth Investment Funding for two Graduate Level Apprentices within the Structural Services team.
- All Trainee Technicians have been successful in securing permanent positions within the service.
- Several officers from across the service areas are now pursuing a BSc in Civil Engineering on a day release basis at Dundee University
- Improved communication links have been made with recruitment teams and external stakeholders to promote positions within the service.
- Training is being offered/provided to Roads staff to obtain LGV licences to assist with winter gritting provision.
- Through our approach to succession planning, we continue to support the development of staff through academic learning and training to provide the skillsets to advance their career.

Areas for Improvement

- Enhanced links with Schools, Colleges & Universities to promote opportunities. Also sourcing external funding to increase the number of trainee positions to further promote the ‘grow your own’ approach.

Performance assessment – Operational delivery

Overview of progress

8 OK 3 Warning 8 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 5 Local Government Benchmarking Framework (LGBF) indicators, the latest set of LGBF data published covers 2023/24. More detail can be found at Explore the data | Benchmarking

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Status	Trend
Road cost per kilometre (£) (LGBF)	£8,690	£11,187	£12,296	£12,577	£14,029	Warning	↑
Class A roads considered for maintenance (%) (LGBF)	30.60%	29.20%	29.90%	28.40%	28.8%	OK	↑
Class B roads considered for maintenance (%) (LGBF)	33.40%	34.80%	33.70%	32.70%	30.0%	OK	↑
Class C roads considered for maintenance (%) (LGBF)	31.90%	30.10%	28.30%	27.50%	28.3%	Warning	↓
Unclassified roads considered for maintenance (%) (LGBF)	32.80%	35.10%	33.60%	33.20%	33.1%	OK	↑

One year ahead

Priorities for 2025/26

Management and Maintenance of the existing road network

- Further progress development of digital systems (Alloy and AI) for roads inventory and management
- Adopt new software to enhance data-led decision making for maintenance scheme development (Horizon)
- use of PowerBI visualisations to aid in better decision- making and service delivery

Flood and Coastal Defence

- Support residents through the continued distribution of the Property Flood Resilience Grant
- Complete construction repairs to Leven Promenade Car Park Phase 1, and progress phase 2 - wave dispersal measures.
- Conclude the feasibility study for the Leven Promenade Sea Wall.
- Progress detailed design of the Cardenden Flood Protection Scheme, and conclude the necessary Ground Investigations.
- Advance land agreements to allow the Freuchie Mill flood protection scheme to be delivered

Delivery of key Active Travel Infrastructure within Levenmouth.

- Manage land acquisition and delivery of the Mountfleurie Footbridge
- Complete design and supervision of the River Park Routes
- Continue delivery of the on-road active travel network

Strategic Transport Infrastructure Delivery

- Northern Link Road, East End, Dunfermline - manage the detailed design and appoint a contractor to deliver the access road and rail overbridge.
- Advance the detailed design of Grange Drive, Dunfermline
- Develop a design for the signalisation of Bankhead Roundabout, Glenrothes, incorporating active travel measures

Transport Policy

- Work in partnership to progress delivery of Regional EV Charging Procurement
- Complete Area Transport Plan for Cowdenbeath Area and commence development of plan for Kirkcaldy
- Seek approve of the Active Travel Strategy & Action Plan for Fife to continue to invest in active travel while promoting sustained behaviour change

One year ahead

Passenger Transport Services

- Tender the supported services network for South Fife
- Implement new School Transport Management System to integrate with current systems to deliver a more efficient home to school transport system for mainstream pupils
- Deliver tier 1 and 2 projects detailed within the bus infrastructure fund

Recruitment and succession planning.

Explore links and career opportunities with academic stakeholders

- Formalise plans for recruitment and succession planning
- The Service is looking at how to best utilise external funding sources to help progress projects

One year ahead

The Services' 3-year improvement priorities (from SCP)

Improvement activity	Planned change (from SCP)
Streamlined asset management and operations, boost efficiency through adoption of advanced technologies	• Digital Inspection Systems – Alloy & AMX • New project management systems – Project Planner Premium or alternative to be adopted
Improved coordination and management of facilities to support community needs	• Management rationalisation of key facilities
Decentralised decision-making informing service delivery	• Single point of contact for customer service
Review of Fife Parking Strategy	• Evaluation of winter maintenance and parking policies
Review of Fife Parking Strategy	• Utilisation of additional income from parking charged and otherer sources to fund essential public transport services
Work in collaboration with other local authorities within the South of Scotland to procure future EV charging infrastructure provision and servicing within Fife as part of a regional delivery model.	• Emphasis on sustainable transport options such as cycling and walking routes, public transport and electric vehicle charging infrastructure

Improvement activity	Planned change (from SCP)
Work in collaboration with other local authorities within the South of Scotland to procure future EV charging infrastructure provision and servicing within Fife as part of a regional delivery model.	• Delivery of projects that facilitate the transition towards net zero emissions
Implementation of a more efficient fault reporting system	• Lagan integrated with Alloy and HiLight
Enhanced customer engagement through improved communication and accessibility	• Customer Communication Review
Better use of Digital and Data	• Introduction of new digital systems to streamline data management and tracking – further expansion of Alloy system and adoption of Horizons to enhance data led decision making for maintenance scheme development • Use of PowerBI visualisations to aid in better decision- making and service delivery

Appendix - Key Performance Indicators

Key **KPI Status:** ✔ OK ▲ Warning ● Alert ○ Data only ? Unknown **Trend:** ↑ Improving ■ No change ↓ Getting worse

Objective RT Customer

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Roads & Transportation Stage 1 Complaints actioned < 5 days	75%	74%	79%	89%	83%	90%	Alert	Improving
Roads & Transportation Stage 2 Complaints actioned < 20 days	95%	100%	88%	88%	81%	85%	Warning	Getting worse
Increase cycle usage on key monitored routes	253,729	242,707	216,624	214,302	190,394	219,667	Alert	Getting worse
Numbers using 'Fife Bus' (Ring & Ride and Dial-A-Ride)	39,878	87,454	115,003	134,525	127,464	N/A	Data only	Improving
Number of passengers carried on supported bus services in Fife	991057	1341674	2235227	2556341	3109154	N/A	Data only	Improving

Objective RT LGBF

Performance Indicator	2020/21	2021/22	2022/23	2023/24	Family Group Av 2023-24	Target	Status	Trend
Cost of roads per kilometre (LGBF)	£8,690	£11,187	£12,296	£12,577	£13,806	£13,481	OK	Getting worse
Percentage of A Class roads considered for maintenance treatment (LGBF)	30.60%	29.20%	29.90%	28.40%	27.40%	28.90%	OK	Improving
Percentage of B Class roads considered for maintenance treatment (LGBF)	33.40%	34.80%	33.70%	32.70%	30.30%	32.50%	Warning	Improving

Appendix - Key Performance Indicators

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	Family Group Av 2023-24	Target	Status	Trend
Percentage of C Class roads considered for maintenance treatment (LGBF)	31.90%	30.10%	28.30%	27.50%	31.90%	33.40%	✔	↑
Percentage of unclassified roads considered for maintenance treatment (LGBF)	32.80%	35.10%	33.60%	33.20%	35.80%	36.20%	✔	↑

RT Resources

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Street lighting columns that are over 30 years old (%)	31.42%	32.05%	31.70%	31.78%	32.25%	30%	●	↓
Customer Total Energy - Street Lighting (kWh)	9,207,443	9,043,204	8,705,879	8,407,401	8,289,994	8,407,401	✔	↑
Road network considered for maintenance (%) Fife	32.50%	33.60%	32.40%	31.60%	31.50%	N/A	○	↑
Roads & Transportation - Average WDL per FTE	DIV/0	14.81	17.96	16.96	22.34	16.9	●	↓
Roads & Transportation - Average Long Term WDL per FTE	DIV/0	11.14	13.69	12.6	18.28	12.5	●	↓
Roads & Transportation Workforce who are Female (%)	20.40%	23.60%	22.50%	20.80%	20%	N/A	○	↓
Roads & Transportation Workforce who are Full-time (%)	89%	89.80%	90.50%	90.40%	88.30%	N/A	○	↓
Roads & Transportation Workforce who are Permanent Employees (%)	96.70%	96.40%	97.80%	98.70%	98.20%	N/A	○	↑
Roads & Transportation Employees aged 24 and under (%)	2%	4.30%	3.30%	3.10%	3.40%	N/A	○	↑

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
Roads & Transportation Employees aged 29 and under (%)	5.60%	8.40%	8.30%	8.10%	8.60%	N/A	Data only	Improving
Roads & Transportation Employees aged 55 and over (%)	35.20%	39.10%	38.80%	41.30%	40.80%	N/A	Data only	Improving
Roads & Transportation Number of Voluntary Redundancies (FTEs)	0	0	0	0	0	N/A	Data only	No change
Roads & Transportation Number of WYI Bids	0	2	0	0	0	N/A	Data only	Getting worse
Roads & Transportation Number of WYI Programme new starts	0	2	0	0	0	N/A	Data only	Getting worse
Roads & Transportation Employee Turnover				10.13%	8.57%	10%	Warning	Getting worse

RT Service Operations

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Road Safety Defect Repairs Priority 1 - 24hrs repair (%)	83%	83.90%	79.30%	67.40%	82%	99%	Alert	Getting worse
Road Safety Defect Repairs Priority 2 - repaired within 5 working days (%)	80.50%	86.20%	86.50%	60%	91%	95%	Warning	Improving
(%) Fife Roads Lighting Repairs completed within 7 days	93.60%	93.90%	94.80%	93.10%	85.60%	94%	Alert	Getting worse
Fife Traffic Signal Repairs completed within 48 hours (%)	96.50%	96.20%	95%	97.50%	95.20%	98%	Warning	Getting worse
Traffic Regulation Orders implemented within 6 months for routine work (%)	30%	16%	36%	47%	27%	88%	Alert	Getting worse

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

Pre-grits completed within 3 hours of operations starting (%)	84%	92%	82%	85%	85%	85%	OK	Getting worse
All people slightly injured as a result of road accidents	136	154	253	252	236	N/A	Data only	Getting worse
People killed as a result of road accidents	11	2	8	15	12	12	OK	Getting worse
People seriously injured as a result of road accidents	94	62	86	111	101	69	Alert	Getting worse

ENVIRONMENT & BUILDING SERVICES – ANNUAL SERVICE REVIEW REPORT 2024/25

Report by: Scott Clelland, Service Manager Grounds Maintenance
Sandy Anderson, Service Manager Waste Operations
Susan Rodigan, Service Manager Building Services
Billy Ferguson, Service Manager Fleet Services

Wards Affected: N/A

Purpose

To present an integrated annual report for scrutiny which combines service planning, change and improvement activity, operational delivery and an assessment of performance for 2024/25.

Recommendation(s)

The Scrutiny Committee is invited to:

(a) consider and comment on the annual service review report format and related online products;
(b) review the progress and performance of Environment & Building Services for 2024/25 and the activity undertaken to date and,
(c) note the service planning and change priorities for 2025/26 and the longer-term direction of travel.

Resource Implications

There are no resource implications arising from this report.

Legal & Risk Implications

There are risks in not meeting Best Value and community planning requirements that can lead to additional monitoring/audit, external intervention and/or loss of public confidence.

Impact Assessment

An EqIA is not required as this report does not propose any changes to policies or services.

Consultation

This paper was informed by performance improvements over 2024/25 and associated Service, CLT and CET engagement.

1.0 Introduction

1.1 This report builds on the revised Annual Review Report format introduced last year and more strongly aligns change and service planning alongside service performance analysis linked to operational management plans relating to finance, risk, workforce and digital development.

1.2 The report attached at Appendix 1 considers the performance of Environment & Building Services 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.

1.3 Individual service indicators and results are published online in advance of this annual review to facilitate scrutiny and feedback. These are available at [Council plans and performance | Fife Council]

2.0 Environment & Building Services – Key Messages 2024/25

2.1 In 2024/25, Environment & Building Services (E&BS) delivered essential frontline services across Fife, supporting community wellbeing, safety, and quality of life. The service maintained and improved homes, public buildings, parks, and the council's vehicle fleet, while also ensuring clean streets and effective waste management. Despite facing significant financial and workforce pressures, E&BS continued to adapt, modernise operations, and deliver high-quality outcomes, with a strong focus on sustainability, digital transformation, and community engagement.

2.2 Performance assessment for 2024/25 shows that E&BS met or exceeded many key targets, particularly in recycling rates, street cleanliness, and tenant satisfaction with repairs. The service achieved a recycling rate of 45.9% (above the council target), maintained high standards in grounds maintenance (93.3% LAMS score), and delivered over 102,000 housing repairs. However, challenges remain, notably in managing rising costs (especially in waste and transport), workforce resilience, and absence rates. The service's ability to maintain and improve performance in these areas, despite external pressures, demonstrates operational resilience and a commitment to continuous improvement.

2.3 To consolidate positive results, E&BS has invested in digital systems for scheduling and performance monitoring, expanded apprenticeship and workforce development programmes, and implemented targeted wellbeing and attendance support initiatives. The service is also strengthening collaboration with partners and communities, introducing new management structures, and investing in modern equipment and green technologies. To address ongoing issues—such as high absence rates, recruitment challenges, and cost pressures—E&BS is scaling up internal development, revising recruitment strategies, and piloting new operational models to enhance efficiency and resilience.

2.4 Looking ahead to 2025/26 and beyond, E&BS will prioritise sustainable fleet provision (including decarbonization and a Green Fleet Strategy), reliable waste collection (with a focus on operational stability and efficiency), and enhanced greenspace management through place-based approaches and community collaboration. The service will also continue to invest in workforce skills, digital transformation, and organisational integration—particularly between Housing and Building Services—to ensure value for money, resilience, and improved customer experience. Efforts to secure additional Green Flag park accreditations and support biodiversity will further underpin the service's commitment to environmental and community outcomes.

2.5 The full Annual Service Review Report is set out in Appendix 1.

3.0 Conclusion

3.1 The report provides an integrated view of service planning, operational delivery, change and improvement activity and an assessment of performance for 2024/25.

Appendix 1 – Environment & Building Services, Annual Service Review Report 2024/25

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Environment & Building Services

Annual Service Review Report 2025

Introduction

This report reflects the performance of Environment & Building Services for 2024/25. It covers the period April 2024 to March 2025, highlighting our delivery, progress, change and improvement plans for 2025-6.

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

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

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

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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

Environment and Building Services deliver essential frontline services that support the wellbeing, safety and quality of life of communities across Fife, maintaining homes and public buildings, managing the Councils vehicle fleet, caring for parks and open spaces and keeping streets clean and safe.

- **Fleet Services**
  Manages and maintains the Council's fleet, plant and equipment, ensuring compliance, safety and operational availability. The service continues to reduce reliance on external hire and is developing a clear roadmap for fleet decarbonisation and infrastructure readiness.
- **Building Services**
  Provides a 24-hour housing repairs service for all Fife Council tenants; delivers maintenance, construction and refurbishment projects in partnership with client services (e.g., schools, community facilities); leads the component replacement programme and supports efficient void property turnaround.
- **Grounds Maintenance Service**
  Responsible for the management, maintenance and continuous improvement of our green infrastructure, ensuring equal opportunity for all to access inclusive and vibrant, community spaces that enrich the lives and experiences of residents and visitors to Fife.
- **Domestic Waste and Street Cleansing**
  Leading the delivery of comprehensive waste and street cleansing services, maintaining clean, welcoming streets and public spaces by tackling litter, fly-tipping and illegal dumping. Responsible for efficient household collections, bulky uplifts and the upkeep of recycling points across Fife.

Demand & Delivery Overview 2024/25

Responsive repairs

- 102,079 housing repairs completed
- Void property refurbishments saw 2,164 houses brought back up to a habitable standard
- Gas Servicing and Repairs of 33,063 houses

Major Works

- Over 300 public builds projects were undertaken in 2024/25, with 107 of those started and completed in the schools during the summer holiday break.
- Major works spend resulted in a total of £56.4m

Waste Management

- 57,933 bulky uplifts in 2024/25 up from 14,000 in 2022/23
- 13m bins emptied per annum / 16,500 streets & pathways swept per annum
- In 2024/25, 45.9% of total household waste was recycled, maintaining performance above the Council's target of 43.3%.

Fleet Operations

- Fleet Services reduced external hires by 16.4% and deployed electric vans to test suitability for council use.
- Progress toward the 150-vehicle hire target reached 23.9%, supported by revised recruitment and private garage partnerships, contributing to the service's wider sustainability goals.

Grounds Maintenance

- Grounds Maintenance carried out 282 inspections using Land Audit Management System between May and November 2024, with 93.3% rated Grade A or B—above the national average of 90.77%.
- A £350k capital investment in new grass-cutting equipment improved operational efficiency and reduced downtime.

Our People

Key points

Workforce Overview

As of 2024/25, the total workforce within Environment and Building Services included 1,611 employees, comparing to 1,593.2 full-time equivalent (FTE) posts.

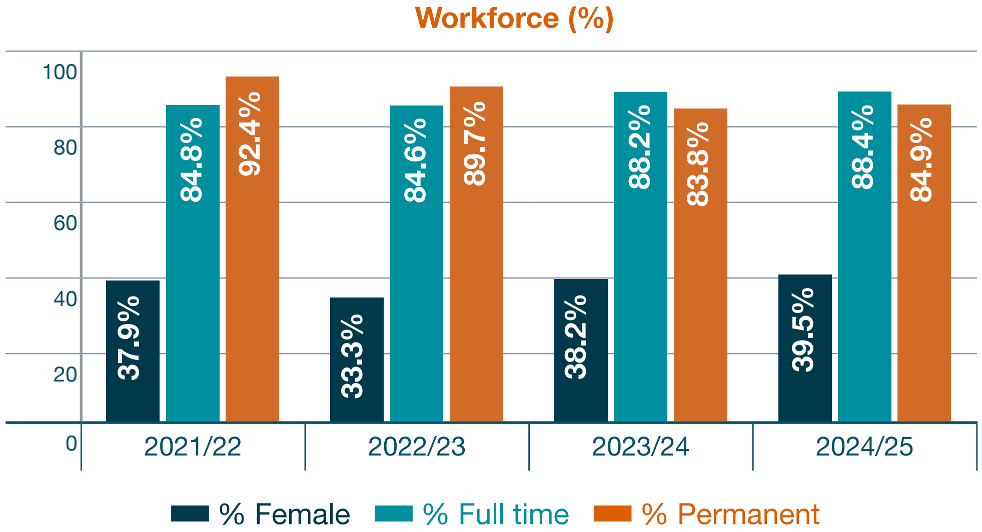
- **Building Services**
  929 Headcount, / 916.3 FTE. 6.4% are female.
- **Domestic Waste & Street Cleansing**
  399 Headcount / 397.0 FTE. 1.4% are female
- **Fleet Services**
  86 Headcount, / 85.6 FTE. 24.1% are female.
- **Grounds Maintenance**
  197 Headcount, / 194.4 FTE. 2.6% are female

Total = 1611 Headcount, / 1,593.2 FTE. 5.6% are female.

Workforce Profile

Across the service, the workforce is predominantly full-time (95%) and permanent (90%), with 5% of employees being female.

- **Building Services**
  94% full-time / 88% permanent
- **Domestic Waste & Street Cleansing**
  98% full-time / 95% permanent
- **Fleet Services**
  93% full-time / 84% permanent
- **Grounds Maintenance**
  94% full-time / 95% permanent



Our People

Workforce Age Profile

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

Building Services

- Average workforce age is 46.6, above the council average.
- Average age of leavers is 48.9, new starts is 30.4. This has contributed to reducing the workforce age profile.
- 15.2% of the workforce is aged 24 and under (compared to council total of 5.8%)

Domestic Waste and Street Cleansing

- Average workforce age is 47.2, above the council average
- Average age of leavers is 37.6 (end of temporary contract accounting for 50% of all leavers), new starts is 29.7.
- 7.5% of the workforce is aged 24 and under.

Fleet Services

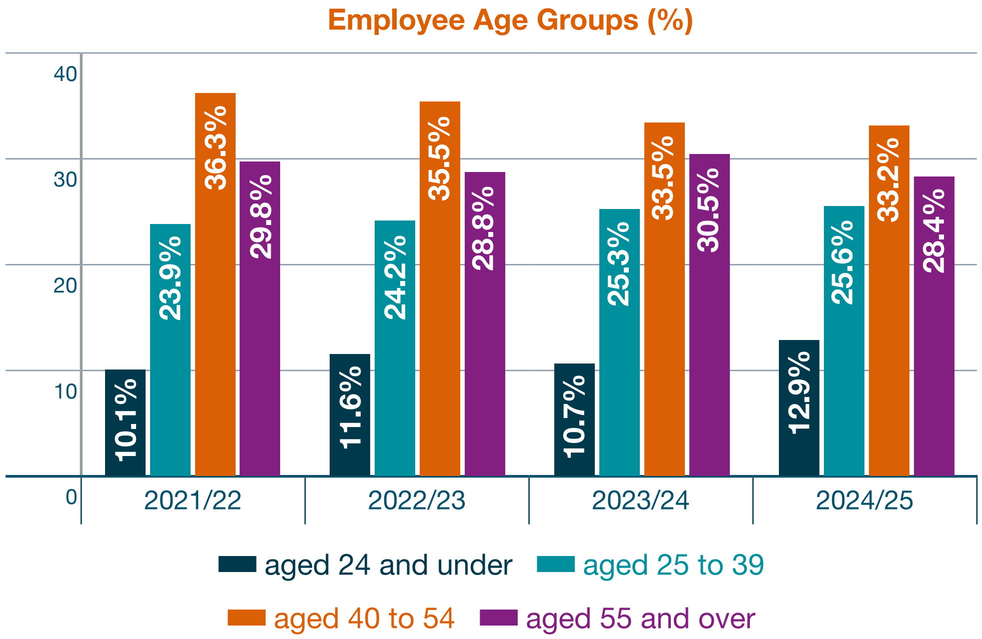
- Average workforce age is 41.8, below the council average.
- Average age of leavers is 44.4; new starts is 34.6.
- 22.1% of the workforce is aged 24 and under (compared to council total of 5.8%)

Grounds Maintenance

- Average workforce age is 45.6, above the council average.
- Average age of leavers is 35.9 (end of temporary contract accounting for 63% of all leavers), new starts: is 33.6.
- 8.6% of the workforce is aged 24 and under.

Total Average workforce age is 43.6, below the council average.

- Average age of leavers is 40.3, new starts is 31.4. This has contributed to reducing the workforce age profile.
- 12.9% of the workforce is aged 24 and under.



Our People

Workforce Turnover

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

Building Services

- Turnover rate is 6.7%. This is below the council average.
- 40% of leavers were aged 55 and over. The top reported leaver reason was retirement.

Domestic Waste and Street Cleansing

- Turnover rate is 21.3%. This is above the council average and partly attributed to a seasonal workforce
- Approx 61% of leavers were aged 39 and below, the top reported leaver reason was end of temporary/fixed contract.

Fleet Services

- Turnover rate is 9.3%. This is below the council average.
- Approx 38% of leavers were aged 55 and over, the top reported leaver reason was retirement.

Grounds Maintenance

- Turnover rate is 38.6%. This is above the council average and partly attributed to a seasonal workforce, with an estimated 24.3% turnover among seasonal staff and 14.3% among the core workforce.
- 43% of leavers were aged between 25 and 39, the top reported leaver reason was end of temporary/fixed contract.

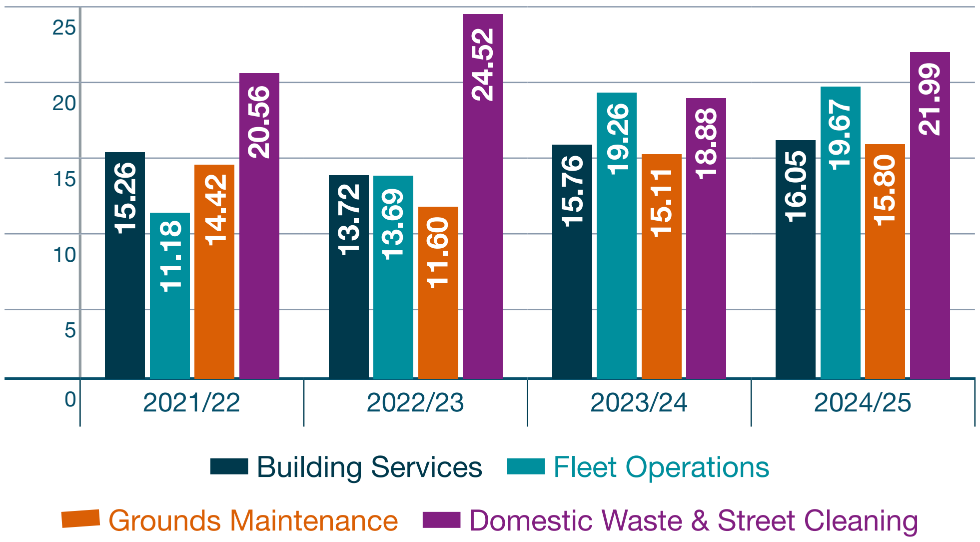
Total Turnover rate is 14.3%. This is above the council average and partly attributed to a seasonal workforce

- 33% of leavers were aged between 25 and 39, the top reported leaver reason was resigned, closely followed by end of temporary/fixed contract.

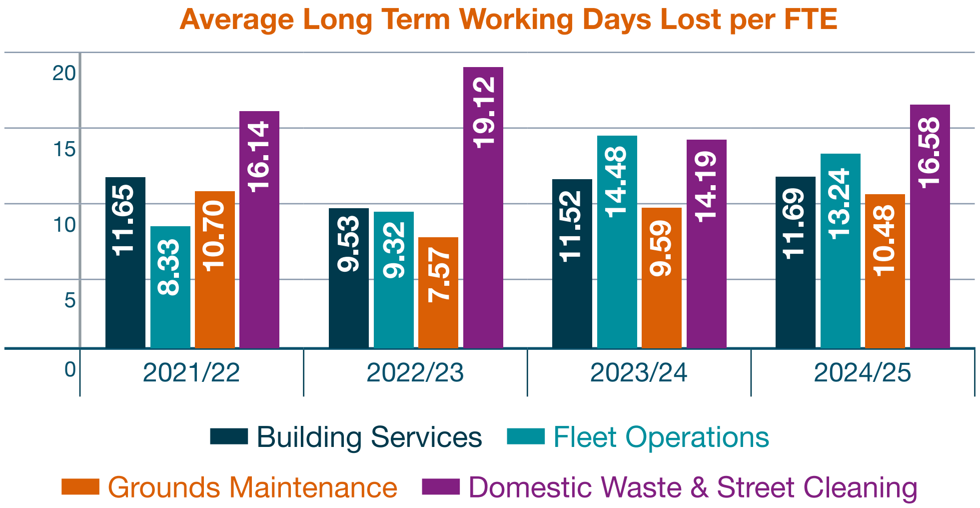
Staff Absences

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 Working Days Lost per FTE



Our People



Environmental & Building Services teams continue to deliver essential services across Fife, despite sickness absence rates being above the Council average for long- and short-term absence. This reflects the physically demanding nature of many frontline roles and seasonal illness trends such as colds, flu, and norovirus. Long-term absence is often linked to musculoskeletal injuries and stress-related factors.

In response, the service has implemented a range of targeted support measures, including:

- Manager training to support attendance management
- Wellbeing initiatives, led by the Domestic Waste team
- An Attendance Support Unit pilot, currently underway in areas across the service

These measures aim to improve attendance, promote positive mental health, and strengthen long-term workforce resilience Initial feedback from the attendance support unit pilot has been positive, with participating teams reporting improved engagement and earlier intervention in absence cases. In areas where manager training has been completed, short-term absence rates have begun to stabilise. The Domestic Waste team's wellbeing initiatives have also contributed to increased awareness and uptake of support services. A full evaluation of these measures will be completed in 2025/26 to assess long-term impact.

Progressive Recruitment Practices & Apprentice Scheme:

Environment & Building Services continues to invest in progressive recruitment practices to build a resilient and skilled workforce. In 2024/25, 33 new apprentices were recruited across the service, with 30 successfully qualifying as tradespersons.

In addition, the 'Life Chances' programme supported 22 placements, with 17 individuals progressing into further employment. These initiatives reflect our commitment to inclusive recruitment and long-term workforce development.

Further strengthening workforce development, Environment & Building Services continues to support employees undertaking SVQs to enhance their skills and prepare for future roles. In 2024/25, Building Services also welcomed two new trainee quantity surveyors into the Commercial department, supporting succession planning and the growth of specialist expertise within the team.

Our Budget

Business Area	Budget 24/25 £m	Provisional Outturn 24/25 £m	Variance 24/25 £m
Grounds Maintenance Service	8.179	7.948	(0.231)
Corporate Stores & MPDS	(0.521)	(1.166)	(0.645)
Building Services	(11.569)	(11.988)	(0.418)
Fleet Services	(0.883)	(1.602)	(0.719)
Domestic Waste and Street Cleaning	19.156	21.433	2.277
Net Expenditure	**14.362**	**14.625**	**0.263**

	Budget 24/25 £m	Provisional Expenditure / (Income) 24/25 £m	Variance Overspend/ (Underspend) 24/25 £m
Staff Costs	72.421	69.377	(3.044)
Property Costs	1.873	2.184	0.311
Transport Costs	19.607	24.396	4.789
Supplies and Services	65.603	75.160	9.557
Third Party Payments	0.020	0.050	0.030
Support Service Charges	0.027	0.006	(0.021)
Total Expenditure	159.552	171.174	11.622
Internal Income	(143.169)	(153.745)	(10.576)
External Income	(2.021)	(2.805)	(0.783)
Total Income	**(145.190)**	**(156.549)**	**(11.359)**
Net Expenditure	**14.362**	**14.625**	**0.263**

Our Budget

Key points

Grounds Maintenance Service

Underspend is mostly due to over-recovery of income from one-off projects, combined with a small employee cost underspend resulting from vacancy management

Corporate Stores & MPDS

Over-recovery due to two distinct factors:

- **Printing** - Over-recovery due to printing levels and the new Canon contract which introduced variable rates depending on device type
- **Stores** - Underspend due continuation of Comis/Oracle missing income issue, this was resolved by implementation of new inventory management system in 2025/26

Building Services

Over-recovery reflects the usual retained surplus of £0.249m, plus small profit from the manufacture and sale of fire doors to other Councils.

Fleet Services

Over-recovery is due to two factors; first is underspend on staffing due to holding vacancies to implement restructure through the financial year, secondly, recovery of income from insurance reimbursements where Fleet Services incurred costs.

Domestic Waste and Street Cleaning

Overspend is mostly due to continuation of historical issues around transport, hires and repairs. This is covered in more detail within the challenges section of this report

Our Risks

We have identified, tracked and managed several 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 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 are put in place to manage them accordingly.

Risk	Mitigating Action
Loss of ICT	• Implementation of new IT systems, programme underway with Business Continuity Plan in place should there be a system failure.
Workforce Challenges	• Consolidated and expanded 'Grow Our Own' programme to meet needs going forward expanding available schemes including apprenticeships. • Targeted attendance management support to services experiencing highest absence management level.
Loss of Main Depot	• Business Continuity Plan, preventative systems and strategy.
Health & Safety	• Promote mental and physical health, connectedness and resilience. • Encourage a happier and healthier workforce. • Promote positive wellbeing at work. Set achievable productivity • Ongoing training appropriate to various roles, inhouse H&S section ensure CDM compliance
Failure to provide Council fleet requirements	• Fleet Rationalisation and Capital Investment Plan.

Performance assessment - Priorities & progress

Introduction - service delivery context and challenges

Environment & Building Services continues to adapt to changing demands and external pressures. Our focus is on delivering consistent, high-quality services while modernising operations through digital systems, place-based working, and collaboration with communities. Climate change, rising costs, and workforce pressures remain significant challenges, requiring agile and resilient service models.

Key Challenge

Workforce Resilience

High levels of staff absence and ongoing recruitment challenges—particularly in specialist roles such as frontline and technical positions continue to place pressure on service continuity and operational resilience. These issues are compounded by a competitive labour market, skills shortages, and the demanding nature of certain roles, which can lead to burnout and retention difficulties.

Targeted support initiatives, including wellbeing programmes and flexible working arrangements, aim to reduce absence rates and improve staff morale. Apprenticeship schemes and structured internal development programmes are being scaled up to create clear career pathways, enhance skills, and retain talent within the organisation.

Cost Pressures

Service delivery across Environment and Building Services is increasingly shaped by financial constraints, client demand, and external pressures, requiring flexible prioritisation of resources to ensure essential outcomes are achieved within available budgets.

The service continually reviews and adjusts its programmes to target areas of greatest need, such as accelerating void turnaround to help meet the demands of the ongoing housing crisis. while maintaining capacity for emergency response and embedding climate resilience into operations.

Performance assessment - Priorities & progress

Meanwhile, core services like waste collection and grounds maintenance face rising costs from fuel, fleet repairs, and supply-chain pressures - alongside climate impacts such as extended growing seasons. One-off investments in 2024 helped replace vehicles and boost greenspace budgets, but these measures are temporary. With a growing structural funding gap and volatile costs, future planning must balance statutory duties, client expectations, and long-term sustainability, often requiring trade-offs and innovative funding solutions.

The Domestic Waste service continues to face substantial financial pressures, notably due to the escalating costs of managing and disposing of waste but, in particular, items containing Persistent Organic Pollutants (POPs). These costs are projected to rise annually, driven by policy changes and stricter disposal requirements. POPs-related waste, particularly upholstered items, must be transported to designated facilities such as Lower Melville Wood, resulting in significant time and resource implications. Despite these challenges, the service has achieved savings through more efficient route-optimisation and a reduction in short-term fleet hire charges.

Looking ahead, maximising recycling rates remains a critical priority—not only to meet environmental goals but also to secure and enhance Extended Producer Responsibility (ERP) payments. These payments are essential for offsetting operational costs and ensuring the long-term sustainability and ongoing improvements to the service. Fife Council communications team is actively exploring campaigns to encourage residents to segregate waste more effectively and increase recycling participation.

Service Integration

Legacy systems and siloed operations have historically limited the ability to deliver joined-up services. The renewal of these systems is enabling more integrated, efficient processes—particularly between Housing and Building Services. For example, Housing Technical Officers (HTOs) now use shared digital diaries managed by Building Services, allowing for better coordination and scheduling. This has led to a significant increase in the number of property visits per day, improving service delivery and responsiveness for tenants. The shift toward place-based working and shared digital platforms is enhancing collaboration, reducing duplication, and delivering a more seamless customer experience.

Climate Resilience

Rapid and resilient response to severe weather events is now a core operational priority, with services adapting to mitigate risks, support communities, and strengthen climate resilience across Fife.

To address the broader challenges of climate change, the organisation is taking proactive steps to reduce its environmental impact and build long term sustainability. These include carbon reduction initiatives such as transitioning to low-emission vehicles, reducing the size of our fleet and increasing the use of renewable energy sources.

Additionally, Grounds Maintenance have also been proactive in tackling climate issues with the introduction of Alternative Grassland Management. This project reduces carbon emissions by lowering the frequency of cuts, while also creating more natural spaces that support wildlife and biodiversity. This approach balances environmental sustainability with operational efficiency.

Priorities & progress

Our Priorities for 2024/25

1. Fleet Sustainability

We aim to ensure reliable fleet provision for all client services while progressing towards a low-carbon future. This includes:

- Developing a Green Fleet Strategy to guide decarbonisation over the next three years.
- Continuing EV trials (including large electric vans) to assess operational suitability.
- Strengthening compliance and reducing reliance on external hire through a new back-office management structure and partnerships with private sector garages.

2. Reliable Waste Collection

Maintaining a consistent and dependable waste collection service is critical for public confidence and environmental standards. Key actions:

- Embedding the single-shift pattern introduced in October 2024 to improve stability and reduce absence-related disruption.
- Monitoring performance impacts over 12 months to inform future workforce planning.
- Supporting operational resilience through targeted recruitment and attendance initiatives

3. Greenspace & Cleanliness

Our goal is to maintain high standards of street cleanliness and greenspace while improving efficiency and community engagement. This will involve:

- Implementing the Land Audit Management System (LAMS) for performance benchmarking and quality assurance.
- Investing in digital scheduling systems to optimise work planning and data capture.
- Delivering £350k capital investment in grass-cutting equipment and developing a new placemaking approach to greenspace management, aligning with local priorities.

4. Value-for-Money Repairs & Construction

We will continue to deliver high-quality repairs and construction services while preparing for future housing and energy needs. Our focus includes:

- Upskilling tradespeople and apprentices to install renewable energy technologies.
- Exploring new operating models to bring Building Services and Housing closer together for better integration and efficiency.
- Strengthening supply chain resilience and digital back-office systems to support frontline delivery.

Priority 1
Fleet Sustainability

- Support client service delivery through sustainable fleet provision.
- Create a new recruitment policy and private sector garage support.
- Decarbonising the fleet and installing alternative fuel infrastructure.
- A new fit-for-purpose back-office management structure to ensure more efficient and effective customer-facing service. New roles will provide a greater challenge to clients on compliance and external fleet hire demand.

Progress

In response to ongoing challenges in recruiting qualified HGV mechanics, Fleet Services introduced a revised recruitment strategy that brings Light Goods Vehicle (LGV) mechanics into the team and supports their progression through targeted training to achieve HGV qualifications. To further enhance operational resilience, several partnerships have been established with local private-sector garages to help minimise vehicle downtime during peak demand periods.

While progress in decarbonising the fleet and developing alternative fuel infrastructure has been slower than anticipated, positive steps have been made with the introduction of electric vehicles. Fleet Services has deployed two large electric vans to assess their suitability for municipal operations. However, limited grant funding and capital investment have constrained wider growth in this area.

The implementation of a new management structure has clarified roles and responsibilities, resulting in a more efficient and customer-focused service. This restructure has also strengthened oversight of compliance matters and supported efforts to reduce reliance on external vehicle hires.

Fleet Services continues to invest in the development of future talent. Three apprentice HGV mechanics successfully completed their four-year training programme and have now joined the service as full-time employees. In addition, four new first-year apprentices have commenced their training, reinforcing our commitment to workforce development and long-term skills sustainability.

Areas for Improvement

Fleet Services continue to face challenges in securing capital investment, maintaining a sustainable vehicle replacement cycle, and recruiting and retaining qualified HGV mechanics. These issues are being addressed through revised recruitment approaches, targeted apprenticeship programmes, and external garage partnerships. Further investment planning and workforce development will be key to sustaining progress.

Relevant KPI details

Overall Fleet Availability

2021/2022	2022/2023	2023/2024	2024/2025	Target
91.04%	90.16%	89.61%	93.70%	95.00%

EV's in Service

2021/2022	2022/2023	2023/2024	2024/2025	Target
72	75	92	97	750

Total Vehicle Hires

Nov 2024	Mar 2025	Target
477	399	150

Priority 2
Reliable Waste Collection

- Maintain a reliable domestic waste collection service.
- Introduction of a single shift pattern in October 2024 will create stability and improve performance.
- Maintain a reliable free of charge bulky uplift service.

Progress

A new single shift pattern for domestic waste was successfully implemented on 14 October 2024. This change is designed to improve operational stability and address longstanding challenges with service reliability and staff absence. Early feedback has been positive, and performance impacts will be monitored over the first 12 months to assess effectiveness and inform future workforce planning.

The procurement and deployment of 13 additional new vehicles will continue to improve reliability of the fleet. These vehicles were added to accommodate the new shift pattern and the initial investment is expected to have costs recovered in 7 years

The free bulky uplift service has been in place since April 2023. There has been a fourfold increase in demand since this service was introduced. In 2022/23 when the service began there was 14,000 uplifts. In 2023/24 those rose to 55,000, rising again in 2024/25 to 57,933.

Areas for Improvement

Absence rates continue to impact service reliability, particularly in frontline roles. The introduction of a single shift pattern is expected to improve stability, but continued effort is required to monitor its effectiveness. The Service will continue to invest in workforce wellbeing, targeted recruitment, and operational planning to support attendance ensuring consistent delivery.

Relevant KPI Details

Description	2020/21	2021/22	2022/23	2023/24	Target
Satisfaction with waste collection	80.77%	80.33%	79.7%	82.67	78%
Total household waste being recycled	43.70%	43.60%	46%	45.9	43.3%
Waste collection cost per house	£46.97	£55	£61.92	£70.88	£79.77
Waste disposal cost per house	£85.52	£87.10	£85.11	£97.42	£100.88

Priority 3
Greenspace & Cleanliness

- Maintain street cleanliness and greenspace to a good standard
- Introduce the Land Audit Management System
- Investment in a single host system will provide efficiencies through the digital scheduling of work activity and data capture
- £350k capital investment in grass cutting equipment
- Develop a new "place making" approach to the management of greenspace

Progress

The Service recently introduced a formal process for recording Grounds Maintenance standards in collaboration with the Association of Public Service Excellence (APSE). The implementation of the Land Audit Management System (LAMS) will support monitoring and benchmarking of service performance both locally and externally.

In partnership with Business Technology Solutions, Street Cleansing have introduced a new digital asset management system. This innovation enables more accurate data capture, efficient scheduling, and enhanced performance management. As part of the council's decentralisation agenda, grounds maintenance specifications and schedules have been shared with Elected Members. This allows Area Committees and sub-groups to influence local service delivery, informed by a clear understanding of resource implications and opportunity costs.

A £350k capital investment into new grass cutting equipment has delivered significant benefits to the service by replacing outdated machinery that is increasingly costly to maintain and less reliable. Modern equipment offers improved performance, fuel efficiency and safety features, enabling operatives to work more efficiently with reduced downtime ensuring business continuity.

The introduction of the LAMS inspection process in May 2024 provides baseline performance data, which will serve as a benchmark for comparison with the 2025 results available in December 2025.

A new 'placemaking' approach to greenspace management is currently being developed. The Council recognises the importance of closer collaboration between officers responsible for greenspace design and the Grounds Maintenance Service to ensure more integrated and effective outcomes. The greenspace strategy will also consider opportunities for better strategic alignment of activity across Fife, to include nature finance work being led by FCCT. The award of Green Flag status to three of Fife's destination parks highlights the success of our efforts to raise the quality and standards of our parks and green spaces. This achievement also reflects the invaluable support of volunteers who work in partnership with our teams to improve and enhance their local environments. Street Cleansing teams continue to prioritise ward-level needs. While resource constraints limit the ability to maintain a consistent standard across all areas, there is clear evidence of improvement in many localities.

The dedicated verge cleaning teams, established in 2021, are having a significant positive impact on the environment. Their work is highly visible and has received strong public support. Areas such as roadside verges and reservations—many of which had never been cleaned before—are now included in routine schedules and are regularly maintained.

Similarly, the fly-tipping removal teams continue to make a strong impact, ensuring that reported waste is cleared promptly to prevent environmental degradation.

By deploying additional resources to tourist hotspots throughout the summer and introducing weekend working where needed, we continue to maintain standards during periods of increased visitor numbers.

The Service is proud to celebrate the achievement of Green Flag accreditation for three of our destination parks—Letham Glen, Pittencrieff Park, and Beveridge Park—recognising their high standards of management, maintenance, and community engagement. This milestone reflects our commitment to excellence in green space provision.

Areas for Improvement

The Service recognises the need to strengthen community-led decision making in greenspace management. While engagement has increased, further work is required to embed local priorities into service planning and delivery. Improving the alignment between operational activity and community expectations will support better outcomes and enhance satisfaction with greenspace provision.

Although not identified as a current challenge, seasonal staff recruitment has previously impacted service capacity during peak periods. Continued attention to recruitment planning and resourcing will help ensure the Service can maintain consistent standards and respond effectively to seasonal demands.

Relevant KPI details

The Service has implemented a formal process of recording Grounds Maintenance activity standards in partnership with the Association of Public Service Excellence (APSE). The Land Audit Management System (LAMS) will assist in monitoring and benchmarking service performance both at a local level and across external organisations. LAMS assessments are carried out on land maintained by Grounds Maintenance including those maintained on behalf of internal services such as Housing, Education and Communities.

Between May and November 2024, a total of 282 inspections were carried out across Fife. Areas of maintained land were assessed against a set criteria and graded A -Excellent, B - Acceptable, C - Unacceptable and D – Poor.

LAMS – INSPECTIONS, overall grounds maintenance grade

Period 1 – 4 2024/2025

	NO OF INSPECTIONS	GRADE A	GRADE B	GRADE C	GRADE D
FIFE OVERALL	282	20.92%	73.05%	6.03%	0.00%

Fife's overall LAMS score of 93.3% compared favourably with the National Average of 90.77%.

Priority 4 – Provide value for money repairs and construction services

- Upskilling of tradespersons and training of apprentices in the installation of renewable energy technologies
- Explore new management structures and operating models to bring the Housing Service and Building Services closer together

Progress

Building Services continues to play a key role in supporting the Council's place-based approach, ensuring that local repairs and construction projects meet community needs. The Service has strengthened collaboration with client services and partners to deliver high-quality, sustainable facilities across Fife.

Recent delivery highlights include the £7.5m refurbishment and extension of Abbey View Community Centre, which has created a modern, flexible community hub providing spaces for learning, childcare and local activities.

Construction of the £15m Cupar Care Home and Village is also progressing well, supporting a range of care needs for adults and older people through a mix of permanent residential accommodation and supported tenancies.

In addition, the completion of the £11m Fife Interchange North development has delivered 10 new industrial units, providing a boost to local employment, innovation and inclusive growth.

Further information for the projects listed above can be found at the following links in the reference section:

The apprenticeship scheme recruited 33 new apprentices, with 30 qualifying as tradespersons, and continued to gain national recognition, including an APSE award win for a first-year apprentice. This reflects the high standard of training, mentorship, and opportunities provided across the Service.

Through the 'Life Chances' programme, 22 placements were supported across Environment and Building Services, offering valuable work experience to individuals who often face barriers to employment. Of these, 17 have successfully progressed into further job opportunities. These initiatives demonstrate the Service's strong commitment to developing local talent, promoting inclusion, and supporting the wider Community Wealth Building agenda.

Building Services have reviewed their void delivery programme this year making changes to support the current housing crisis. Void management has been strengthened through dedicated supervisors and the creation of a labourer team to assist final cleans has enabled faster turnaround of properties. Operating as single trades, void teams can now also deploy labour flexibly across Fife to meet service demands efficiently.

Fife Council's Education Holiday Works programme delivered results this year, with all scheduled projects completed on time. This achievement reflects strong planning, effective collaboration, and a continued commitment to providing high-quality learning environments for pupils across the region.

Our component replacement programme is progressing well and remains firmly on track.

Areas for Improvement

Developing and maintaining a trained workforce equipped to deliver renewable energy installations is essential to supporting the Council's net zero ambitions. Continued investment in training and upskilling will ensure staff have the technical capability to deliver energy-efficient installations and maintenance in-house, reducing reliance on external contractors and building long-term service resilience.

Implementing a fit-for-purpose digital back-office system will better support frontline service delivery. This modernisation will increase efficiency, enable real-time reporting, and improve overall responsiveness to service demands.

Establish an optimal organisational structure and operating model to ensure the efficient and effective management of investment in the maintenance and development of the Council's housing stock. A clear framework of accountability and resource alignment will deliver better coordination between housing repairs and capital works, improving outcomes for tenants and maximising value for money.

Improving transparency and efficiency in the supply and distribution of stock and materials across all Council services will strengthen operational performance and cost control. Improving stock management and procurement systems will reduce waste, minimise delays, and improve visibility of material usage, ensuring reliable delivery of frontline services.

Relevant KPI details

Description	2021/22	2022/23	2023/24	2024/25	Target
Tenant satisfaction with housing repairs	99.70%	99.83%	98.04%	98.36%	99%
Apprentices becoming tradespersons	100%	100%	100%	100%	100%
Apprentices recruited annually	32	30	28	29	25
Total public buildings repairs completed on time (%)	90.30%	86.86%	80.85%	93.44%	87%

Performance assessment – Operational delivery

Overview of progress

23 OK   4 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 8 Local Government Benchmarking Framework (LGBF) indicators, The latest set of LGBF data published covers 2023/24. More detail can be found at Explore the data | Benchmarking

Performance Indicator	2020/21	2021/22	2022/23	2023/24
Parks & Open Spaces cost per 1,000 population (LGBF)	£15,204.14	£18,289.40	£24,777.19	£23,681.04
Proportion of adults satisfied with parks and open spaces (%) (LGBF)	86.70%	89.70%	87.70%	85%
Net waste collection cost per premises (£) (LGBF)	£46.97	£55	£61.92	£70.88
Net waste disposal cost per premises (£) (LGBF)	£85.52	£87.10	£85.11	£97.42
Net cost of street cleaning per 1,000 population (LGBF)	£12,154.14	£14,701.60	£17,286.41	£18,064.90
Proportion of total household waste arising that is recycled (LGBF)	43.70%	43.60%	45.70%	45.90%
Proportion of adults satisfied with refuse collection (LGBF)	80.77%	80.33%	79.67%	82.67%
Proportion of adults satisfied with street cleaning (%) (LGBF)	70.17%	69.33%	66.67%	67.67%

Challenges

The net costs of both domestic waste and street cleansing continue to increase, along with disposal costs. Much of this is attributed to increased transport related costs. On a positive note, the proportion of waste being recycled has gone up and continues to be above target. Overall satisfaction shows an increase in both domestic waste and street cleansing with both being above the family group average and above target.

Areas for improvement

Satisfaction with parks and open spaces has seen a slight decline, which may correlate with the reduction in cost per 1,000 population. This may also reflect varying perceptions across communities, where expectations and priorities differ. The Service is responding with enhanced collaboration to improve greenspace quality and better align delivery with local needs.

One year ahead

Priorities for 2025/26

- Support client service delivery through sustainable fleet provision. Decarbonising the fleet by replacing diesel and petrol vehicles with alternative fuels and prioritising the development of a Green Fleet Strategy.
- Maintain a reliable domestic waste collection service. Closer working between domestic waste and street cleansing teams to improve efficiency. Provide a kerbside battery collection throughout Fife.
- Maintain street cleanliness and greenspace to a good standard. Focus on enhancing service delivery with partners through a place-based approach, increasing collaboration across services
- Looking ahead, we will continue to invest resource into all six destination parks, with the goal of securing Green Flag status for Craigtoun Park, Riverside Park & Ravenscraig Park in 2026. This ongoing effort underscores our dedication to enhancing the quality and appeal of our parks for residents and visitors alike.
- The Service continues to support the Nature and Land outcomes through adapting operational activity, development of project work and collaborating with partners to enhance Fife's Greenspace. Our priority is to improve biodiversity outcomes across our greenspaces, including grassland enhancement, action to support pollinators and adapting our methodology to secure good outcomes for nature
- In partnership with Fife Council's Employability Team, The GM Service will seek to support an 'Academy' route to employment for individuals who struggle to find opportunities through more traditional methods.
- Provide value for money repairs and construction services. Deliver a trained workforce equipped to install and maintain renewable energy systems, supported by a fit-for-purpose digital back-office system that improves frontline service delivery.
- Develop an optimal organisational structure and operating model to manage investment in the maintenance and development of Council housing stock efficiently and effectively. In parallel, the service will continue to explore new management structures and operational team models to bring Housing and Building Services teams closer together - streamlining processes, removing duplication, and maximising efficiency to improve customer experience and reduce costs.

Strengthening Local Delivery and Decentralisation

In 2025/26, the service will continue to build on the Council's decentralisation agenda, working more closely with communities and neighbourhood teams to ensure local priorities and area-based needs shape how services are planned and delivered. This supports the Place Directorate's focus on Local decision-making, collaboration across directorates, and improving outcomes that matter most to Fife's communities.

Reference links

Abbey View Community Centre

Cupar Care Home and Village

Fife Interchange North

Appendix - Key Performance Indicators

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

EBS Customer

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Tenants surveyed satisfied with the housing repairs service generally (%)	99.28%	99.70%	99.83%	98.04%	98.36%	99%	Warning	Getting worse
Building Services Stage 1 Complaints actioned < 5 days	92%	91%	90%	90%	89%	90%	Warning	Getting worse
Building Services Stage 2 Complaints actioned < 20 days	90%	82%	96%	82%	80%	85%	Alert	Getting worse
DW&SC Stage 2 Complaints actioned < 20 days	96%	100%	96%	100%	100%	85%	OK	Improving
Grounds Maintenance Stage 2 Complaints actioned < 20 days	100%	100%	73%	67%	83%	85%	Warning	Getting worse
Domestic Waste & Street Cleansing - Stage 1 Complaints actioned < 5 days	95%	97%	97%	99%	99%	90%	OK	Improving
Grounds Maintenance Stage 1 Complaints actioned < 5 days	89%	83%	80%	90%	92%	90%	OK	Improving

Appendix - Key Performance Indicators

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

EBS LGBF

Performance Indicator	2020/21	2021/22	2022/23	2023/24	Family Group Av 2023-24	Target	Status	Trend
Parks & Open Spaces cost per 1,000 population (LGBF)	£15,204.14	£18,289.40	£24,777.19	£23,681.04	£25,843	£24,867	OK	Getting worse
Proportion of adults satisfied with parks and open spaces (%) (LGBF)	86.70%	89.70%	87.70%	85%	86.20%	87.30%	OK	Getting worse
Net waste collection cost per premises (£) (LGBF)	£46.97	£55	£61.92	£70.88	£82.56	£79.77	OK	Getting worse
Net waste disposal cost per premises (£) (LGBF)	£85.52	£87.10	£85.11	£97.42	£104.83	£100.58	OK	Getting worse
Net cost of street cleaning per 1,000 population (LGBF)	£12,154.14	£14,701.60	£17,286.41	£18,064.90	£14,591	£15,137	Alert	Getting worse
Proportion of total household waste arising that is recycled (LGBF)	43.70%	43.60%	45.70%	45.90%	52.30%	43.30%	OK	Improving
Proportion of adults satisfied with refuse collection (LGBF)	80.77%	80.33%	79.67%	82.67%	79.40%	78%	OK	Improving
Proportion of adults satisfied with street cleaning (%) (LGBF)	70.17%	69.33%	66.67%	67.67%	57.90%	58.30%	OK	Getting worse

Appendix - Key Performance Indicators

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

EBS Resources

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Building Services - Average WDL per FTE	DIV/0	15.26	13.72	15.76	16.05	15.7	Warning	Getting worse
Building Services - Average Long Term WDL per FTE	DIV/0	11.65	9.53	11.52	11.69	11.4	Warning	Getting worse
Building Services Workforce who are Female (%)	5.60%	5.70%	6.10%	5.70%	6.10%	N/A	Data only	Improving
Building Services Workforce who are Full-time (%)	95.50%	94.50%	94%	93.90%	93.60%	N/A	Data only	Getting worse
Building Services Workforce who are Permanent Employees (%)	85.10%	88.30%	88.60%	88%	88.10%	N/A	Data only	Improving
Building Services Employees aged 24 and under (%)	15.30%	13.30%	15.40%	13.40%	14.90%	N/A	Data only	Improving
Building Services Employees aged 29 and under (%)	24.20%	22.50%	22.90%	23.90%	25.10%	N/A	Data only	Improving
Building Services Employees aged 55 and over (%)	21.50%	25.20%	24.80%	25.70%	23.80%	N/A	Data only	Getting worse
Building Services Number of Voluntary Redundancies (FTEs)	2	0	0	0	0	N/A	Data only	Getting worse
Building Services Number of WYI Bids	0	0	1	0	0	N/A	Data only	Getting worse
Building Services Number of WYI Programme new starts	0	0	1	0	0	N/A	Data only	Getting worse
Apprentices becoming fully trained tradespersons (%)	100%	100%	100%	27%	100%	100%	OK	Improving
Number of apprentices recruited annually	29	32	30	28	29	26	OK	Getting worse
Fleet Operations Workforce who are Female (%)	17.70%	14.50%	17.30%	16.30%	20.90%	N/A	Data only	Improving

Appendix - Key Performance Indicators

Key **KPI Status:** ✔ OK | ▲ Warning | ● Alert | O Data only | ? Unknown **Trend:** ↑ Improving | ■ No change | ↓ Getting worse

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Fleet Operations - Average WDL per FTE	DIV/0	11.18	13.69	19.26	19.67	19.2	Warning	Getting worse
Fleet Operations Workforce who are Full-time (%)	96.20%	96.40%	94.70%	93.80%	93%	N/A	Data only	Getting worse
Fleet Operations - Average Long Term WDL per FTE	DIV/0	8.33	9.32	14.48	13.24	14.4	OK	Getting worse
Fleet Operations Workforce who are Permanent Employees (%)	89.90%	88%	86.70%	83.80%	83.70%	N/A	Data only	Getting worse
Fleet Operations Number of Voluntary Redundancies (FTEs)	0	0	0	0	0	N/A	Data only	No change
Fleet Operations Employees aged 24 and under (%)	16.50%	13.30%	17.30%	18.80%	22.10%	N/A	Data only	Improving
Fleet Operations Employees aged 29 and under (%)	25.30%	27.70%	29.30%	28.80%	30.20%	N/A	Data only	Improving
Fleet Operations Number of WYI Bids	0	0	0	0	1	N/A	Data only	Improving
Fleet Operations Number of WYI Programme new starts	0	0	0	0	1	N/A	Data only	Improving
Fleet Operations Employees aged 55 and over (%)	36.70%	34.90%	37.30%	35%	33.70%	N/A	Data only	Getting worse
Grounds Maintenance- Average WDL per FTE	DIV/0	14.42	11.65	15.11	15.89	15	Alert	Getting worse
Grounds Maintenance - Average Long Term WDL per FTE	DIV/0	10.7	7.57	9.59	10.48	9.5	Alert	Getting worse
Grounds Maintenance Workforce who are Female (%)	2%	2.80%	2.80%	2.90%	3%	N/A	Data only	Improving
Grounds Maintenance Workforce who are Full-time (%)	96.50%	96.70%	97.20%	97.10%	97%	N/A	Data only	Improving
Grounds Maintenance Workforce who are Permanent Employees (%)	94%	95.30%	90.10%	93.20%	95.40%	N/A	Data only	Improving

Appendix - Key Performance Indicators

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
Grounds Maintenance Employees aged 24 and under (%)	7.50%	7.90%	7.50%	6.80%	8.60%	N/A	Data only	Improving
Grounds Maintenance Employees aged 29 and under (%)	14.40%	16.70%	17.40%	19%	19.30%	N/A	Data only	Improving
Grounds Maintenance Employees aged 55 and over (%)	22.90%	27.40%	26.80%	32.70%	34.50%	N/A	Data only	Improving
Grounds Maintenance Number of Voluntary Redundancies (FTEs)	18	1	0	0	0	N/A	Data only	Getting worse
Grounds Maintenance Number of WYI Bids	2	0	0	2	2	N/A	Data only	Improving
Grounds Maintenance Number of WYI Programme new starts	0	2	0	2	2	N/A	Data only	Improving
Waste Operations - Workforce who are Female (%)	1.30%	1.80%	1.70%	0.80%	0.80%	N/A	Data only	Getting worse
Domestic Waste & Street Cleansing - Average WDL per FTE	DIV/0	20.56	24.52	18.88	21.99	18.8	Alert	Getting worse
Waste Operations Workforce who are Full-time (%)	98.40%	63.60%	99%	99.20%	97.70%	N/A	Data only	Improving
Domestic Waste & Street Cleansing - Average Long Term WDL per FTE	DIV/0	16.14	19.12	14.19	16.58	14.1	Alert	Getting worse
Waste Operations Workforce who are Permanent Employees (%)	92%	92.90%	89.10%	94%	94.50%	N/A	Data only	Improving
Waste Operations Number of Voluntary Redundancies (FTEs)	3	0	0	0	0	N/A	Data only	Getting worse
Waste Operations Employees aged 24 and under (%)	4.80%	3.20%	4.20%	5%	7.50%	N/A	Data only	Improving
Waste Operations Employees aged 29 and under (%)	9.90%	9%	11.10%	12.30%	14.50%	N/A	Data only	Improving

Appendix - Key Performance Indicators

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
Waste Operations Employees aged 55 and over (%)	37.60%	40.90%	37.10%	39.60%	36.30%	N/A	Data only	Getting worse
Waste Operations Number of WYI Bids	0	0	0	0	1	N/A	Data only	Improving
Waste Operations Number of WYI Programme new starts	0	0	0	0	1	N/A	Data only	Getting worse
Building Services Employee Turnover	N/A	N/A	N/A	7.24%	6.67%	10%	Warning	Getting worse
Fleet Operations Employee Turnover	N/A	N/A	N/A	6.25%	9.30%	10%	Warning	Improving
Grounds Maintenance Employee Turnover	N/A	N/A	N/A	29.76%	38.58%	10%	Alert	Getting worse
Waste Operations Employee Turnover	N/A	N/A	N/A	19.95%	21.30%	10%	Alert	Getting worse

EBS Service Operations

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Total public buildings repairs completed on time (%)	89.74%	90.30%	86.86%	80.85%	93.44%	87%	OK	Improving
Total Number of Items currently on Fife Council's Fleet	1,531	1,511	1,499	1,387	1,355		Data only	Improving
Compliance with Vehicle Operator's Licensing Requirements	97%	99%	97%	96%	100%	100%	OK	Improving

18 November 2025

Agenda Item No. 8

Fife Resource Solutions/Cireco Scotland - Performance Report 2024/25

Report by: Nigel Kerr, Head of Protective Services

Wards Affected: All

Purpose

The purpose of this report is to summarise the performance of Fife Resource Solutions LLP (FRS)/Cireco Scotland for 2024/25.

Recommendations

It is recommended that the Environment, Transportation and Climate Change Scrutiny Committee considers the content of the report and agrees it is in line with expected outcomes.

Resource Implications

There are no resource implications associated with this report.

Legal and Risk Implications

There are no legal or risk implications associated with this report.

Impact Assessment

An EqIA has not been completed and is not necessary as the report does not propose a change or revision to existing policies and practices. There are not considered to be any implications under the Fairer Scotland Duty.

Consultation

The Chair of Fife Resource Solutions was consulted in the preparation of this report, along with Finance Services.

1.0 Background

1.1 The Council's Arms-Length External Organisation (ALEO), Fife Resource Solutions LLP (FRS) commenced operations on 1 April 2014. It was established to provide services to the Council and to utilise assets to expand the provision of services to third parties, with a view to driving efficiency and increasing external income. It was envisaged that increasing income in this way would make a positive contribution to the Council's revenue budget reduction process and thereby help to protect key services provided to Fife's communities.

1.2 The current Board is made up of the following individuals:

- Cllr P Browne
- Cllr G Holt
- Cllr D Barratt
- M McLean
- CF Clark
- C Cunningham
- JG Cunningham
- J Waugh

1.3 Cireco Scotland (Cireco) is the trading arm of FRS utilising the assets under the management of FRS on a contractual basis to provide best in class resource management services to other local authorities and valued waste management companies to generate a significant subsidy to Fife Council. This ensures the delivery of the activities noted within this paper, on behalf of Fife Council, whilst ensuring compliance with all relevant duties and obligations under pertinent employment, financial, waste and environmental legislation.

1.4 Cireco is the resource management solution of choice for a number of local authorities including Stirling; Perth & Kinross; Falkirk and Scottish Borders.

1.5 The financial benefits accrued by the group are required to supplement the annual fee received from the Council to ensure the services delivered on behalf of the Council are fully funded.

1.6 The function, activities, and services delivered by FRS for and on behalf of the Council are set out below:

- Transfer, treatment (including recycling), energy recovery and disposal of waste produced by or on behalf of the Council, including waste from Council departments such as Building Services, Education and Street Cleaning. This includes waste transfer, haulage and maintaining statutory compliance.
- Collection, transfer, treatment (including recycling), energy recovery and disposal of waste produced by commercial and industrial premises whose operators have engaged the Council to provide these services.
- Processing of bulky waste (non-POPs) for recycling and energy recovery.
- Processing of bulky waste (POPs) for energy recovery.
- Operation of active and closed landfills.
- Operation of Material Recovery Facilities at both resource recovery sites.

- Operation of an Anaerobic Digestion Plant and composting operations.
- Processing of Fife Council recyclates.
- Operation of 11 Household Waste Recycling Centres (HWRCs).
- Servicing and maintenance of circa 270 Household Recycling Points.
- Generation of renewable power and heat from the treatment of waste.
- Generation of renewable power from wind and solar.
- Development and maintenance of data management systems to record and monitor the flow of wastes, including recyclates, the completion of statutory data returns and the calculation and payment of Landfill Tax.

1.7 FRS employed an average of 229 people directly during 2024/25. Most employees live in and around Fife, contributing to the economy of the area.

1.8 Group turnover for 2024/25 was £52.726m, compared to £47.134m in 2023/24. This includes £17.887m of Council management fee received in 2024/25 which contributes towards the functions set out above in 1.5.

1.9 In calendar year 2023 the group processed 418,000 tonnes of material of which 168,100 tonnes was Fife household waste and recycling. Fife Council tonnage includes all waste and recycling collected from the kerbside, accepted at HWRCs and disposed of at Recycling Points.

2.0 Key highlights during 2024/25

2.1 The organisation achieved full transition to Energy from Waste (EfW) in 2024/25, providing a compliant solution for the Council ahead of the upcoming ban on biodegradable waste to landfill from the 1st January 2026.

2.2 The equipment within the Material Recovery Facility (MRF) at Cireco Park is continually being invested in to ensure best in class recovery of recyclates in line with legislation and market demands. Examples include the addition of a Tomra optical sorter through Recycling Improvement Funding from Zero Waste Scotland and installation of a cyclone to enable Fife Council to collect film and flexible materials. AI robotic sorting has also been added to improve sorting efficiency with a view to future legislative and regulatory changes.

2.3 The MRF at Lower Melville Wood, Ladybank was upgraded to improve the processing of Construction and Industrial Waste and Bulky Waste to effectively separate materials such as wood, metal and other recoverable materials. This ensures recovery of as much material as possible before residual waste is sent to EfW for energy recovery.

2.4 Over the last year FRS continued to operate 11 HWRCs on behalf of the Council. There were in the region of 1.1 million visits to sites in 2024/25. Over the same period, 68 complaints were received of which 10 were upheld, 1 partially upheld, 21 resolved and 36 were not upheld.

2.5 There were 3 HWRCs (Dunfermline, Glenrothes and Kirkcaldy) with reuse facilities to allow householders to donate items that would previously have been recycled or disposed of as non-recyclable waste. In addition, a reuse container was sited at

Pittenweem HWRC in July 2025. 2 local reuse charities work in collaboration with FRS to collect and sell items donated.

2.6 New weighbridges were installed at Lower Melville Wood, Ladybank and Cireco Park, Dunfermline in 2024. These complement the new weighbridge software rolled out in 2022/23 which has improved data management and financial administration.

2.7 An Open Day was held in August 2024 to mark 10 years of FRS. 62 visitors attended including 7 elected members and tours were provided of Cireco Park including the MRF and Anaerobic Digestion (AD) Plant.

2.8 Rye grass is grown at Cireco Park to supplement feedstock for the AD plant over winter when Council food and garden waste collections reduce to 4 weekly from fortnightly to maintain gas production for the on-site powerplant.

2.9 The group remain committed to ensuring compliance and continual improvement across the services we deliver with our ISO9001 and ISO14001 accreditation being maintained in 2024/25 and work is underway to bring our Health & Safety Management approach in line with ISO45001 during 2025/26.

3.0 Key challenges during 2024/25

3.1 A significant challenge has been preparing for the ban on biodegradable waste to landfill. During 2024/25 the organisation has transitioned from landfill to Energy from Waste (EfW) as the primary outlet for the disposal of residual waste. In preparation for this the ALEO, on behalf of Fife Council, has arranged agreements with two outlets; Earls Gate Energy Centre (for 110,000 tonnes of waste) and Westfield Energy Recovery Park (160,000 tonnes), both of which provide a long-term solution for the disposal of residual waste.

3.2 Whilst successfully complying with Persistent Organic Pollutants (POPs) guidance from SEPA, the introduction of more stringent control methods and separate processing has resulted in increased processing costs, throughout the sector. The steps taken, in consultation and collaboration with SEPA, have ensured the Council continues to have a compliant processing system and outlet for these difficult to dispose of materials that others continue to struggle to find sustainable outlets for. The group’s partnership approach across the sector has resulted in being able to offer sustainable, compliant outlets for all customers.

3.3 FRS, along with many others in the sector, has seen an increase in waste fires caused by batteries/orphaned electronic devices. These items are persistent within residual and recycling streams as the public struggle to follow guidance, nationally, on safe disposal. In 2025 to date there have been 11 such fires across the materials FRS handles, 1 at an HWRC, 1 in a refuse collection vehicle and 9 at the transfer facilities. This is a risk that cannot be eliminated by the organisation but work continues at a local level, via Fife Council, and with other third parties to increase the awareness of this significant issue and encourage appropriate safe disposal of these items. Additionally, works to reduce the impact of fires through alterations to storage and processing approaches are being undertaken to ensure that when fires do occur, they can be more easily contained and reduce the risk of excessive damage. This includes the use of Near Infrared (NIR) fire detection, separation of the initial processing and sorting elements from the remainder of the process, the storage within concrete bays with suitable fire breaks and working with the wider sector and Fire Services to determine best practice for fighting and containing these incidents.

3.4 The continued misuse of recycling points, due to high levels of contamination and side waste/flytipping, presents challenges in encouraging householder participation, service costs as well as the ability to recover recyclable materials. Items left at points include furniture, white goods, bagged general waste which is potentially from a household origin but also illegally deposited construction and commercial waste. Although this service is outwith the core functions FRS empty contaminated bins using residual waste vehicles. FRS also works closely with Fife Council to arrange for the clearance of side waste/flytipping from the sites and to seek education and engagement interventions regarding the appropriate use of recycling points.

4.0 Financial Performance 2024/25

4.1 The following table summarises the overall trading position of the group for 2024/25, net of pension liabilities:

2024/25	£m
Group turnover	52.726
Council management fee	17.887
Third party income	34.839

4.2 The cost to provide core council activity was £24.787m of which a management fee of £17.887m was provided by the Council. These figures demonstrate that the group is successfully achieving its purpose of providing services to the Council and utilising assets to expand the provision of services to third parties, with a view to driving efficiency and increasing external income. Increasing income in this way makes a positive contribution to the Council’s revenue budget reduction process and thereby helps to protect key services provided to Fife’s communities.

4.3 FRS meet Fife Council colleagues 4 weekly to review the projected 2025/26 financial position. To date there are no concerns on either side.

4.4 The year-end external audit fieldwork was carried out by Henderson Loggie and commenced from June 2025. The annual accounts and audit report were presented to the FRS Board, with the position in line with expectation. The external auditors provided positive feedback to the audit files that were prepared.

4.5 The external auditors were content that there are no issues regarding going concern with the business following review of the revenue monitor for the first 6 months of financial year 2025/26. A copy of the audited accounts for 2024/25 is available for member review within the background papers.

5.0 Future Challenges

5.1 The group continues to face substantial challenges that will impact on its ability to generate the revenue streams necessary to accommodate the level of subsidy required for Fife Council activity to continue at current levels.

5.2 The UK Deposit Return Scheme (DRS), due to be implemented in October 2027, will see significant potential impacts on the collection of beverage containers within all waste streams. This will affect the value derived from these materials when processed but also the amount of materials collected at the kerbside.

5.3 Beyond the initial impacts of the DRS, the UK wide Packaging Extended Producer Responsibility (pEPR) legislation impacts the types of material that require collected from all properties and recycling points along with how the material must be handled, separated and recorded to access the producer funding. From 2028 the Scheme Administrator must assess the extent to which each relevant authority is providing an effective waste management service in relation to household packaging waste. All local authorities will be robustly challenged on the efficiency and effectiveness of their collection and disposal services. FRS will continue to work in partnership with the Council to limit the impacts and maximise the opportunities of pEPR. A significant portion of this funding reflects the performance of the recycling/separation element of packaging and the performance of HWRC sites.

5.4 Over the next year the impact of Extended Producer Responsibility (EPR) and the ever-changing policy landscape for resource management, will continue to see both the Council and Cireco having to be agile to take advantage of the opportunities that will arise. To that end Cireco will continue to invest in best in class processing equipment to ensure full compliance with the new EPR regulations.

5.5 Another UK wide challenge on the horizon is the inclusion of EfW in the UK Emissions Trading Scheme (ETS) from 2028 which will result in increased gate fees and significant increase in costs for the Council. The removal of fossil plastics from residual waste streams prior to incineration is key to reducing the level of cost increase that will be levied through the ETS. In addition to general waste minimisation, reuse and engagement activities the removal of fossil plastics prior to incineration by sorting and processing will be a key function of a holistic and compliant resource management service.

6.0 Conclusion

6.1 FRS continues to deliver best value sustainable waste and resource management services on behalf of Fife Council and maximises economic opportunities that exist in the development of a green economy. The trading arm of FRS, Cireco Scotland, provides a high-quality total resource management solution for local authorities, commercial customers and waste management companies. The success of the business and the income generated provides the Council with full access to quality infrastructure which we continue to invest in. All goals related to initial inception have been delivered:

- Provision of services to the Council.
- Utilising assets to expand the provision of services to third parties, with a view to driving efficiency and increasing external income.

- Making a positive contribution to the Council's revenue budget reduction process and thereby helping to protect key services provided to Fife's communities.

6.2 2024/25 was a successful year for FRS as the organisation continued to provide the desired subsidy to Fife Council whilst ensuring compliance with all relevant duties and obligations under pertinent employment, financial, waste and environmental legislation.

6.3 FRS continues to work in close partnership with Fife Council and other stakeholders to ensure continued compliance and the delivery of best value in light of the challenges posed through changing disposal habits and public demands, as well as noted future legislative and regulatory changes.

Appendices
None

Background Papers
Fife Resource Solutions LLP: Annual Report and Financial Statements for the year ended 31 March 2025

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18 November 2025

Agenda Item No. 9

CLIMATE CHANGE (PLANNING SERVICES) - ANNUAL SERVICE REVIEW REPORT 2024/25

Report by: Pam Ewen, Head of Planning Services, Place Directorate

Wards Affected: N/A

Purpose

To present an integrated annual report for scrutiny which combines service planning, change and improvement activity, operational delivery and an assessment of performance for 2024/25.

Recommendation(s)

The Scrutiny Committee is invited to:

(a) consider and comment on the annual service review report format and related online products.
(b) review the progress and performance of Planning Service for 2024/25 and the activity undertaken to date; and,
(c) note the service planning and change priorities for 2025/26 and the longer-term direction of travel.

Resource Implications

There are no resource implications arising from this report.

Legal & Risk Implications

There are risks in not meeting Best Value and community planning requirements that can lead to additional monitoring/audit, external intervention and/or loss of public confidence.

Impact Assessment

An EqIA is not required as this report does not propose any changes to policies or services.

Consultation

This paper was informed by performance improvements over 2024/25 and associated Service, CLT and CET engagement.

1.0 Introduction

1.1 This report builds on the revised Annual Review Report format introduced last year and more strongly aligns change and service planning alongside service performance analysis linked to operational management plans relating to finance, risk, workforce and digital development.

1.2 The report attached at Appendix 1 considers the performance of Planning Services 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.

1.3 Individual service indicators and results are published online in advance of this annual review to facilitate scrutiny and feedback. These are available at [Council plans and performance | Fife Council]

2.0 Planning – Key Messages 2024/25

2.1 Planning Services play a crucial role in shaping Fife's places through sustainable development, addressing climate emergency and assisting in growing Fife's economy. Achieved by working with communities, developers, and other stakeholders to deliver high-quality places that meet the needs of people and businesses. The Service leads on a range of place-based plans and strategies, projects, strategic development and infrastructure, and planning applications.

2.2 The Service's performance is measured against a range of national statutory indicators, as well as internal and through the Planning Improvement national Framework. In respect of Climate the annual Public Bodies Duties report outlines performance against key targets (that report will be present to Cabinet in December 2025). Planning Services has performed well over the 2024/25 period with statutory performance indicators remaining positive.

2.3 A range of successes are highlighted in the appended Service Review. Our Workforce Strategy has achieved a well-balanced workforce in terms of age, experience, and length of service. The Service continues to work on this to improve retention, although moves to other Councils and the private sector remain a challenge with generally higher salaries offered. Our Service Improvement Plan continues to deliver continuous improvement with actions identified through customer feedback, statutory decisions, staff suggestions, digital improvement, national planning improvement framework actions, and audit recommendations which have arisen relating to addressing the climate emergency.

2.4 A series of service priorities 2025/26 and beyond are being worked through. The review of the Local Development Plan, Fife's Place Plan, is progressing. The first stage, the Evidence Report has yet to be completed with challenges achieving an acceptable level of evidence as considered by independent planning Reporter. Nevertheless, other workstreams progress in parallel, and it is intended to present the next stage, the Proposed Plan, to Cabinet in May 2026. In respect of climate change, audit recommendations are being actioned as set out in the appendix. Further leadership and workforce development continues, together with working through a review of the service in respect of best ensuring the service is fit for purpose over the next 5 years, with a focus on skills, retention, and structure. Continuous improvement continues in digital and other areas.

2.5 The full Annual Service Review Report is set out in Appendix 1.

3.0 Conclusion

3.1 The report reflects the performance of Planning Services for 2024/25. The report provides an integrated view of service planning, operational delivery, change and improvement activity and an assessment of performance for 2024/25.

Appendix 1 – Planning Services, Annual Service Review Report 2024/25

Report contacts

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Place Directorate

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Place Directorate

Planning Services

Annual Service Review Report

2025

Introduction

This report reflects the performance of Planning Service 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.

In addition, this report summarises the Planning Service's performance and improvement assessment through the National Planning Improvement Framework (NPIF).

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**

Contact information

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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

Planning Services play a crucial role in shaping Fife's places through sustainable development, addressing climate emergency and assisting in growing Fife's economy. Achieved by working with communities, developers, and other stakeholders to deliver high-quality places that meet the needs of people and businesses. The Service leads on a range of place-based plans and strategies, projects, strategic development and infrastructure, and planning applications.

Service Areas include:

- **Policy and Place**
  Leads the Local Development Plan, the spatial strategy of the Plan4Fife, related planning policy, and built and natural environment activities. Supports place-based solutions with key stakeholders.
- **Climate Change and Zero Waste Team**
  Addressing climate change by promoting sustainability initiatives and developing strategies i.e. to reduce carbon emissions, increase resilience to climate impacts, raise awareness and encourage sustainable practices.
- **Development Management**
  Reviewing planning applications and permissions, enforcements and make decisions on local policies through its statutory duties through nearly 3,000 planning applications during 2024/25.
- **Conservation and Heritage**
  Protection of Fife's build heritage and natural environment, preserving and providing guidance on conservations practices.
- **Strategic Development**
  Reviewing and working in partnership with key stakeholders to assist delivery of Fife's 9 Strategic Growth Areas with projected £3 billion investment over next 20 years. Working through ESES City Region Deal to deliver strategic transport interventions.
- **Transportation**
  Reviewing development proposals and Road Construction Consents.

Service overview

Service Vision

The vision of Planning Services is to:

- Align with Plan4Fife, the new Local Development Plan will be the spatial expression of Plan4Fife.
- Aligning community planning with the Local Development Plan including Local Place Plans, ensuring clarity and increasing engagement through digital tools, developing a policy approach to enhancing community wealth building through new development, and resourcing at community level through Community Services.
- Strengthening climate strategy ownership and delivery on agreed actions from Climate Fife. Delivering on the 3 Big Moves, including Local Heat Energy Efficiency Strategy (LHEES) and development of the Resilience Delivery Programme. Embedding climate considerations in decision-making and ensuring mandatory climate literacy training for the leadership team.
- Delivering an effective and efficient Development Management service.
- Facilitating the development of Fife's Strategic Development Area's and associated strategic infrastructure aligned with the Council's Capital Plan.
- Facilitating the delivery of new homes across Fife to assist in meeting Fife's housing needs and addressing the housing emergency.
- Maintaining and enhancing workforce development, including developing skills and building resilience.
- Developing a Service which has the skills required to deliver ongoing statutory functions, with an aligned Service structure.
- Becoming digitally enabled through further automation, improved access to information and enhanced digital skills including data and spatial analysis.
- Mitigating budget pressures through increased income, prioritising resource allocation, and improving efficiency where possible.

Demand & Delivery Overview 2024/25

Planning Application Performance

Average Number of weeks to decision 2024/25:

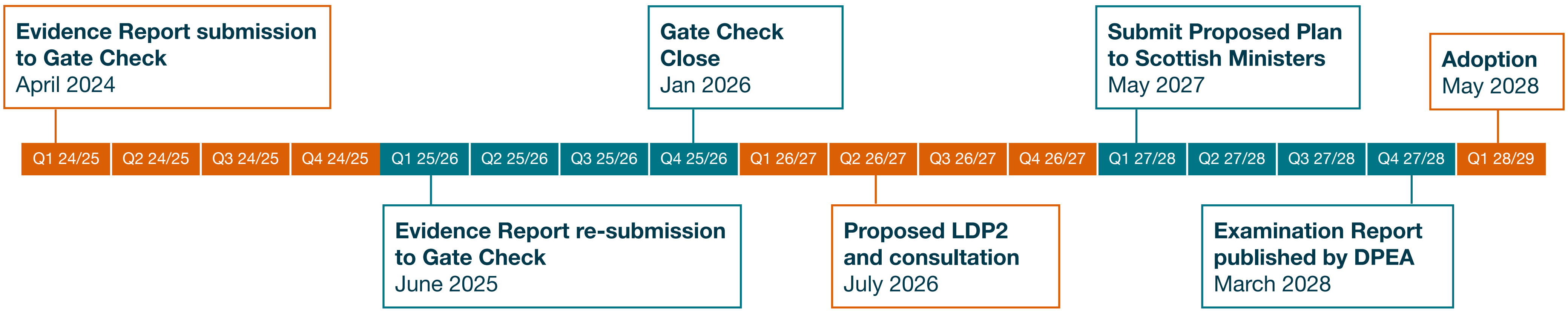
- Avg time per major planning application – 18.4
- Ave time per non householder planning application – 10.9
- Avg time per minor planning application -7.2
- Customer Satisfaction – 91%
- Total number of applications received – 2894

Staff Satisfaction

- Planning Services Staff that are happy at work – 86%

Fife Place Plan (LDP2) Timetable

The timetable for the plan preparation shows the expected dates for each plan stage.
The timetable for the plan preparation shows the expected dates for each plan stage. The date convention used is in accordance with local development planning regulations and guidance: 1Q = April-June; 2Q = July-September; 3Q October-December; 4Q = January-March.



Demand & Delivery Overview 2024/25

Climate Milestones from April 2024 -March 2027

2024/25

Q1-Q4

- 2024/25 Climate Literacy: targetting Health & Social Care; FM and more

Oct 2024 - Feb 2025

- Public workshops - Coastal Change & Climate Place

March 2025

- LHEES Delivery Plan completed
- Coastal Adaptation Case Study Report
- Climate Ready South East Scotland 2024/25 completed

June 2025

- Net Zero Skills Final Report
- FEP Conference
- Energy Conference
- Regional Energy Masterplan phase 1 2024/25 Completed

2025/26

Q1- Q4

- 2025/26 Climate Literacy: targetting senior leadership teams, grounds maintenance & more
- Climate Ready South East Scotland 2025/26

September 2025

- Dunfermline & Rosyth Energy Plan
- Fife Climate Youth Festival
- Heat network (wider energy) delivery vehicle review phase 1 (legal review)

October 2025

- Heat network (wider energy) delivery vehicle review phase 1 (National Wealth Fund Workshops) - (TBD 2026/27)
- Heat network (wider energy) delivery vehicle review phase 2 (investment prospectus; strategic outline case; OBC - (TBD 2026/27)
- "Mining Remediation Authority - Pitfirrane Day Level: Mine Water Heat Desktop Study"

Novermber 2025

- Fife Climate Milestone event

February 2026

- Big Community Move Plan

March 2026

- Thermal store feasibility study (extension of Dunfermline & Rosyth Energy Plan)
- Kirkcaldy Heat Network Feasibility Study
- "Mining Remediation Authority - Pitfirrane Day Level: Mine Water Heat Water Analysis and surveys"
- Regional Energy Masterplan phase 2 2025/26 Completed
- Resilience Delivery Programme

2026/27

- LHEES Strategy Review

Our People

Key points about our workforce

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

- 86 Headcount, 82.5 FTE.

Workforce Profile in 2024/2025

- 88.4% of the workforce works full time
- 84.9% are permanent.

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 43.2, below the council average.
- Average age of leavers is 41.3 new starts is 26.7. This has contributed to reducing the workforce age profile.
- 8.14% of the workforce is aged 24 and under.

Workforce Turnover

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

- Turnover rate is 14.0%. This is above the council average.

Turnover is above average due to the creation of temporary contracts, which has addressed skills shortages in the profession by offering practical experience to graduates and students, while strengthening collaboration with Fife College and the University of Dundee. This innovative approach has already earned national recognition and supports long-term workforce development.

- 25.0% were aged 55 and over.
- The top reported leaver reason was Resigned.

The Planning Service is customer-centric, focused on delivering statutory functions like facilitating new development, how Fife's places should change, and addressing climate change. It has a diverse workforce and a strong culture of continuous improvement.

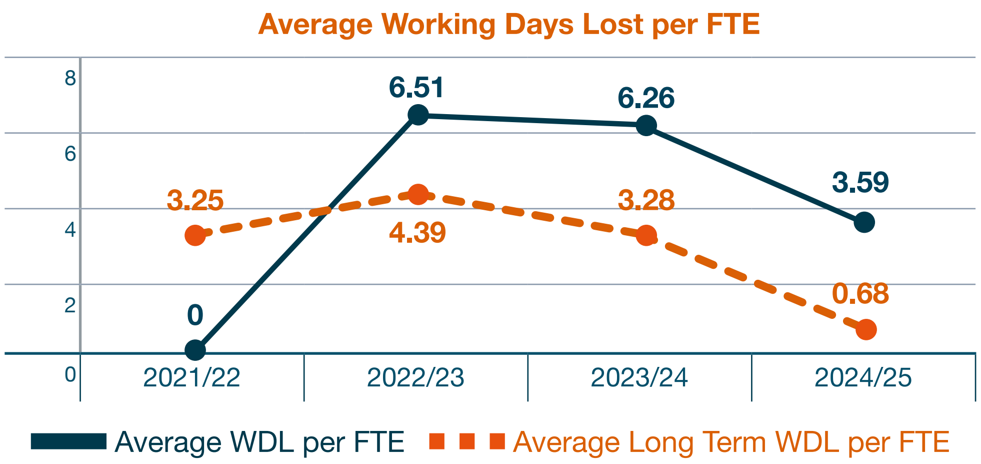
- We have undertaken an all-staff skills survey which will inform how we maintain and enhancing workforce development, including skills and building resilience.
- The Climate Change & Zero Waste Team secured additional funding for temporary posts. While excellent method to increase short term delivery from this team, creates an imbalance with more temporary than permanent staff, challenging ongoing service delivery beyond contract end dates.

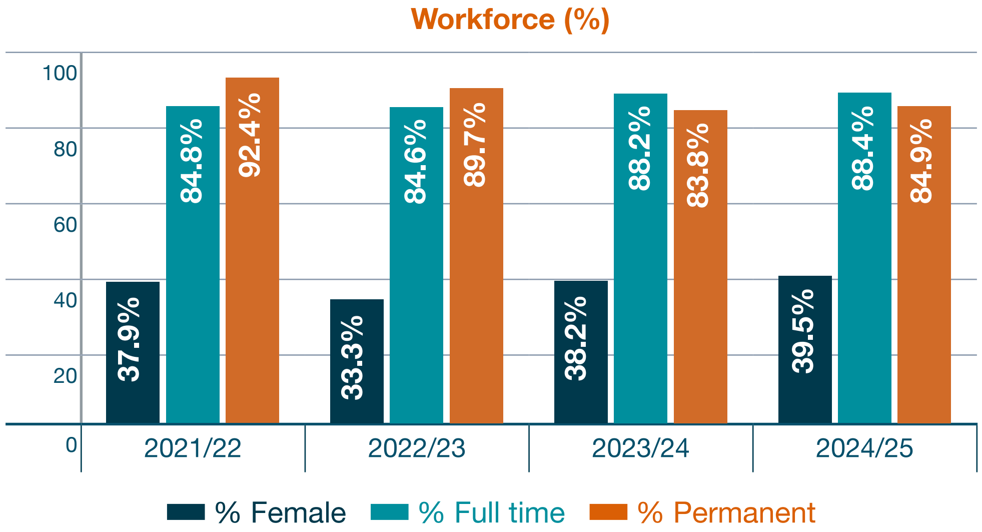
Our People

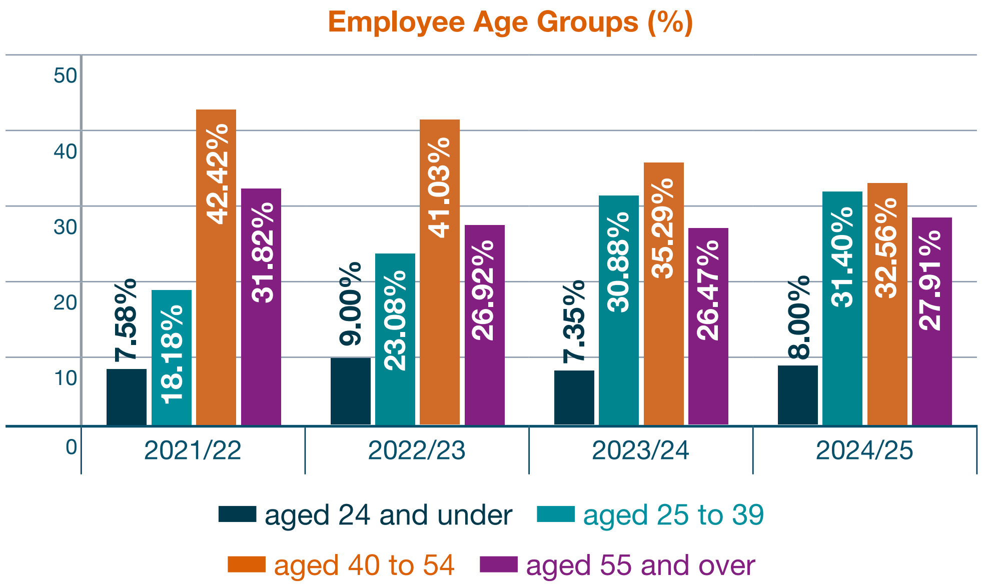
Working days lost

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 3.59 days,
- Long-term absences account for 0.68 days,
- Short-term absences account for 2.91 days.







Our Budget

Business Area	Budget 24/25 £m	Provisional Outturn 24/25 £m	Variance 24/25 £m
Development Management	0.243	0.060	(0.183)
Planning Administration	0.140	0.141	0.002
Climate Change & Zero Waste	0.738	0.706	(0.032)
Policy & Place	1.111	1.011	(0.100)
Total Net Expenditure	**2.232**	**1.918**	**(0.313)**

	Budget 24/25 £m	Provisional Expenditure / (Income) 24/25 £m	Variance Overspend/ (Underspend) 24/25 £m
Staff Costs	4.847	4.790	(0.057)
Property Costs	0.000	0.002	0.002
Transport Costs	0.024	0.027	0.003
Supplies and Services	1.171	0.837	(0.334)
Third Party Payments	0.000	0.004	0.004
Transfer Payments	0.184	0.368	0.184
Total Expenditure	**6.226**	**6.028**	**(0.198)**
Internal Income	(0.183)	(0.200)	(0.016)
External Income	(3.811)	(3.910)	(0.099)
Total Income	**(3.994)**	**(4.109)**	**(0.115)**
Net Expenditure	**2.232**	**1.918**	**(0.313)**

Our Budget

The main variances against the budget are summarised below.

The subjective analysis shows large variances due to differences between coding of project budgets and coding of the actual expenditure on delivery of the project. These variances are offsetting and not budgetary issues

Variances have been explained at a Business Unit level to be more meaningful.

Development Management	
Surplus Funds from Restoration Bond on fully restored site	(0.126)
Surplus on statutory income	(0.067)
Policy and Place	
Part year vacancies and reduction in cost of consultancy work	(0.100)

Key points

- The Planning Service’s main budget expenditure is on staffing. Income is generated through planning and related applications both statutory and non-statutory. Application income is monitored monthly.
- Budget savings achieved over the past decade have mainly been through staffing reductions particularly over the period 2010 to 2019, as well as an introduction/increase in some discretionary fees to achieve permanent savings.
- Budget pressures remain and are mitigated where possible. Pressures relate to new and unfunded duties placed on the Planning Authority through the Scottish Government, in addition to costs of preparing the Local Development Plan. Increasing non-statutory income through our pre-application service assists, to an extent with overall funding.

Our Risks

Risk	Mitigating Action
Failure to Address Climate Change	• Further assessment being undertaken as part of Climate Fife Strategy and Risk & Vulnerability assessment, with mitigating actions to be set in the Big Resilience Move and Big Community Move action plans, and LHEES delivery plan by March 2026. Delivery in response to Climate Audit recommendations will identify further mitigating actions.
Planned developments fail to be delivered	• Planning Policy and guidance to facilitate development is kept up to date • Continued engagement with House Builders and other investors • Proposed local housing land requirement as set out in Local Development Plan Evidence Report
ICT Failure	• Through ICT/Digital Strategy. Planning related systems are listed as business critical.

Risk	Mitigating Action
Workforce Challenges	• Planning Services workforce strategy has assisted in addressing recruitment and retention. The Service has undertaken a skills survey which will inform any service redesign.
Data / Records Management	• Information Security Policy, Procedures and Guidance in Place • Mandatory eLearning for staff
Legal and Regulatory Compliance Failure: Planning Services specific	• All professional staff undertaken regular professional development to keep up with legislative changes • Legal advice is sough when required in relation to legislative changes • Benchmarking with other authorities and peer reviews are carried out.
Failure to adopt Local Development Plan by May 2028	• Project Plan regularly monitored and parallel working in place.

Performance assessment - Priorities & progress

Introduction - service delivery context and challenges

The Planning Service is customer-centric, focused on delivering statutory functions like facilitating new development, how Fife's places should change, and addressing climate change. It has a diverse workforce and a strong culture of continuous improvement.

Enhancing corporate policy integration, re-designing service structure to align with corporate Place approach and service activities over next 5 years, improving digital capabilities, and developing workforce skills inc. Leadership, data and spatial analysis.

Priorities & progress

The Service will continue to work to implement improvements across all core performance indicators. In 2024/25 the service focussed on the on the main change and improvement goals as listed below.

- **Local Development Plan 2 and Community Engagement.** This priority continues the work from 2023-24 to progress the Local Development Plan with a final submission of the Evidence Report planned for November 2025.
- **Addressing Climate Change.** This priority builds on the climate-related actions embedded in service planning in 2023–24. The Climate Fife portal and the expansion of climate literacy training reflect continued delivery against last year's commitments.
- **Leadership and Workforce Development.** This priority develops the workforce initiatives outlined in 2023–24, including CPD and early career pathways. The staff skills survey and service review represent the next phase of this work.
- **Digital Transformation and Data Intelligence.** This priority continues the digital improvement work from 2023–24, including automation and Power BI. The current focus on AI and customer survey enhancements builds on last year's progress.
- **Service Delivery and Performance.** This priority maintains the focus from 2023–24 on improving application determination timescales. The new invalid application process and collaboration with Legal Services reflect ongoing efforts to streamline delivery and improve customer satisfaction.
- **Improvement actions from National Planning Improvement Framework.** This priority reflects the continuation of the NPIF implementation initiated in 2023–24. Year 2 actions are underway, and progress is being tracked through peer review and our Service Improvement Plan.

The service management team recognise the number of improvements to be actioned. This reflects the continuous improvement, which is embedded in the Service, together with the work undertaken to capture and assess feedback from a wide range of stakeholders, as well as decisions and other outputs.

Performance assessment - Priorities & progress

Priority 1
Local Development Plan 2 and Community Engagement

Deliver a spatial strategy through Local Development Plan 2 – Fife's Place Plan

Progress

Fife Council resubmitted its Local Development Plan 2 (LDP2) Evidence Report to the Scottish Government's Planning and Environmental Appeals Directorate (DPEA) Gate Check process in April 2024. The Evidence Report supports the LDP, summarising the evidence base for those proposals and policies to be set out in the development plan and demonstrates that appropriate consultation has been undertaken, and regard given to the views of the community. After the Evidence Report was returned to address matters identified in the Gate Check assessment, it was resubmitted in January 2025. This has added 10 months to the plan preparation stage.

DPEA has now returned its latest assessment. While acknowledging that most of their 2024 recommendations have been addressed, it highlights gaps in transparent evidence on infrastructure capacity and condition – particularly in education, and to a lesser extent health. It also calls for clearer recognition of the implications of health and transport evidence for the proposed plan and next steps.

DPEA's latest assessment notes most of their 2024 recommendations have been addressed but highlights gaps in evidence on infrastructure capacity – particularly education, and to a lesser extent health – and calls for clearer links between health and transport evidence. A second resubmission of the Evidence Report is scheduled for November 2025. Subject to a quick DPEA turnaround, the overall LDP programme should remain on track.

This stage is crucial as it determines whether Fife Council can proceed to the next phase of preparing the full Local Development Plan. In the meantime, work is progressing the develop the LDP's spatial strategy and a 'call for content' invitation was issued in November 2025, resulting in 316 prospective development sites and 104 suggestions for matters to include submitted for assessment.

LDP2 will be known as Fife's Place Plan to reflect its role as a corporate document acting as the spatial expression of the Plan4Fife Local Outcome Improvement Plan. The final published version of DPS15 will incorporate corporate branding prepared for Fife's Place Plan.

Areas for Improvement

Project management continues to be reviewed to improve the plan making process and optimising resources available to produce the plan and related engagement activities. In parallel with this, joint activities are underway within the Council to co-ordinate the preparation of the Council's Local Outcome Improvement Plan, Plan4Fife.

Performance assessment - Priorities & progress

Relevant KPI details

Adoption of LDP2 is within five years of the Town and Country Planning (Development Planning) (Scotland) Regulations 2023 coming into force – i.e. by May 2028 – the target date given in the Local Development Planning Guidance. The LDP programme in the current Development Plan Scheme shows this date can be met.

Performance assessment - Priorities & progress

Priority 2
Addressing Climate Change

In 2024/25, climate ownership will be embedded across all Directorate and Service Change Plans. A reporting portal will be developed to support Climate Fife 2024 and track progress on the climate emergency priority in Plan 4 Fife. The three Big Moves—Community, Energy, and Resilience—will be advanced through partnerships and delivery initiatives.

Progress

Climate Ownership

The Head of Planning, and Climate Change & Zero Waste Team have engaged with the extended Council Leadership Team and Directorate Leadership Teams. This advised Service and Directorate leadership on opportunities to address the climate emergency and set out the actions that will be progressed across Council Services.

Reporting Portal

As of March 2025, a reporting portal for Climate Fife 2024 was in development. The Climate Fife aspect of the portal was launched in August 2025, embodying the 'addressing the climate emergency' priority of the Plan4Fife. This does not yet incorporate the mandatory Public Bodies Climate Change Duties reporting, or strategy progress, such as Local Heat and Energy Efficiency Strategy, the Resources Strategy or others. The portal is not yet available to the public.

The Three Big Moves

The Big Community Move in Fife saw Climate Place Workshops held across all seven areas, identifying five key priorities for community-led climate action: food, travel, greenspace, reuse & recycling, and community wealth building. These themes are now shaping policy and process improvements, with efforts underway to strengthen collaboration across public and third sector organisations throughout 2025/26.

Fife Council continued its involvement in Climate Action Fife, delivering climate literacy sessions to 59 staff and hosting 25 events to build capacity for place-based climate action. The Food 4 Fife Partnership and Strategy was launched, with the Communities Directorate taking the lead from April 2025. Work also began on a potential reuse hub in North East Fife, with site identification now led by Estates Services.

Performance assessment - Priorities & progress

The Fife Climate Forest initiative engaged communities in tree planting and stewardship to enhance biodiversity, green networks, and natural flood resilience. Collaboration with the Health & Social Care Partnership is helping identify climate priorities and opportunities to deliver benefits for staff and communities across Fife.

The Big Energy Move in Fife saw the publication of a 5-year Local Heat and Energy Efficiency Strategy (LHEES) Delivery Plan in 2024, outlining a roadmap to improve energy efficiency and reduce emissions. A pilot energy plan for Dunfermline & Rosyth is underway, with completion expected by summer 2025.

To support future energy delivery models, legal support was appointed to review heat network options in partnership with Property Services, backed by £135,000 in Scottish Government funding. While formal heat network zone designation awaits national guidance, low-carbon energy options are being explored through Fife's Place Plan.

Fife also contributed to a regional Net Zero Innovation & Delivery Programme, assessing retrofit-related jobs, training needs, and supply chain gaps. This work links to opportunities from the Forth Green Freeport and supports strategic planning for regional energy resilience.

The Big Resilience Move in Fife focused on preparing for climate-related coastal impacts and strengthening regional climate resilience. A Scottish Government-funded Coastal Change Adaptation case study engaged three coastal communities to inform future planning and policy, highlighting the need for early legal and land registry involvement due to complex land ownership and statutory responsibilities.

A health and wellbeing assessment with SRUC explored how changes in coastal access affect physical and mental health, identifying the importance of managing expectations around managed retreat and co-producing locally relevant resilience plans. Collaboration with the Emergency Resilience Team supported community engagement in building resilience to climate change and other emergencies.

Regionally, Fife contributed to the Climate Ready South East Scotland (CRSES) project, which collected and analysed extensive data and personal stories to identify climate risks, economic impacts, and funding opportunities. Fife also reviewed and updated its Risk & Vulnerability Assessment, ensuring climate risks are integrated into Council planning by summer 2025.

Performance assessment - Priorities & progress

Areas for Improvement

Climate Ownership

The 2025 Audit of Climate throughout Fife Council identified a series of recommendations to improve integration of climate criteria into all Council Services. The Climate Change and Zero Waste Team will have a role in delivering the recommendations, details will be confirmed in autumn 2025.

Reporting Portal

Work will progress to incorporate the mandatory Public Bodies Climate Change Duties reporting, Local Heat and Energy Efficiency Strategy, and potentially other KPIs that will inform of climate progress, e.g. the Resources Strategy, the Resilience Delivery Programme and number of Climate Literacy learners.

Functionality of the portal will be improved, to streamline and automate data entry, analysis and reporting. And the portal will be launched on Fife Council's intranet, and on Fife.gov.uk so it will also be available to the public.

The 3 Big Moves

Engagement with partners within and beyond Fife Council will continue to integrate more climate-informed decisions, activities, processes & policies throughout the Council's business.

Relevant KPI details

Directorate	Climate Literacy courses completed 24/25	Successful Climate Literacy accreditations 24/25
Communities	37	35
Place	20	20
Fife HSCP	1	1
FCCT	1	1
Total	**59**	**57**

Performance Indicator	2023/24	2024/25
Number of Fife Council Staff and Councillors completed Climate Literacy Course	64	59
Number of Climate Literacy events, including wider engagement sessions and courses	5 Climate Literacy sessions.38 other events	4 Climate Literacy sessions 25 other events

Performance assessment - Priorities & progress

Priority 3

Leadership and Workforce Development

Strengthen leadership capacity and align workforce skills with future service needs.

Progress

We developed and implemented a staff skills survey in Q4 of 2024/2025. These results will help identify transferrable skills as well as skills gaps. We have continued to maintain regular training opportunities for all staff through our regular CPD sessions.

Work has started on a Service review following our staff development day in September 2024. We have consulted with staff and are currently assessing findings and considering how we move forward aligned to the corporate Place approach to ensure our structure meets medium-term needs.

We will continue work on our Service review and are now in the second phase of this where the Leadership team have taken on board comments and suggestions made by staff. The findings of our service review along with a proposed outline structure was presented at our Service Development Day in September 2025. We will also look to develop a skills matrix to assist staff as well as developing our CPD staff programme.

Areas for Improvement

There are no specific areas for improvement beyond the overall aim of the review of looking at the skills and structure of the service to best ensure we are able to deliver over next 5 years. Relevant KPI details

Relevant KPI details

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Planning Number of WYI Bids	0	2	2	1	2	N/A	○	↑
Planning Number of WYI Programme new starts	4	2	2	1	2	N/A	○	↓
Planning staff who are happy at work (%)	79%	75%	92%	90%	86%	80%	✔	↑

Performance assessment - Priorities & progress

Priority 4
Digital Transformation and Data Intelligence

Enhance productivity, automation and decision making through digital tools and data intelligence to deliver a more efficient, responsive, and customer-focused Planning Service.

Progress

We continue to improve our digital service delivery through the ongoing development of the Planning Services website through fife.gov.uk, making it more accessible and informative with simplified guidance, engaging videos, and clear visuals. In addition, we have further enhanced our Planning timeline tool, providing users with up-to-date information on the progress of their planning application.

We are actively working to increase productivity and streamline processes by embedding automation into key processes. This will not only reduce manual effort but also enhance the overall customer experience. A central part of this effort is the maximisation of Power BI, enabling further reporting and data visualisation. In parallel, we have been exploring opportunities for artificial intelligence and further automation, identifying areas where these technologies can create efficiencies and improve service delivery. This includes horizon scanning for emerging digital solutions such as AI for validation to unlock efficiencies in our processes.

Customer feedback is at the heart of our improvement strategy. We are developing the customer survey further, introducing selectable themes, such as the validation process to better capture user experiences and feedback to help us refine processes further and to improve the customer satisfaction.

Areas for Improvement

Upskilling of our workforce, particularly in GIS analysis and data management, recognising the growing importance of spatial intelligence in planning.

We will continue to explore further use of AI, further developing automation where possible, and continuously improving the digital customer experience.

Relevant KPI details

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25
Customers satisfied with planning service (%)	83.09%	72.73%	78.57%	85.56%	91.05%

Performance assessment - Priorities & progress

Priority 5
Service Delivery and Performance

Sustainable economic growth through new development and associated infrastructure and improve service efficiency.

Progress

Our service plays a pivotal role in facilitating the development of Fife's Strategic Development Areas (SDAs) and associated infrastructure, ensuring alignment with the Council's Capital Plan. These areas are critical to delivering economic growth, sustainable communities, and improved connectivity. In response to the housing emergency, we are actively supporting the delivery of new homes across Fife, helping to meet identified housing needs and contribute to both national and local housing targets. This includes enabling affordable housing, unlocking stalled sites, and supporting regeneration efforts.

Together, these initiatives reflect a proactive and integrated approach to planning, balancing efficiency, strategic infrastructure delivery, and housing provision to support Fife's communities and long-term development goals.

Delivering a performing Development Management service remains a key priority for supporting sustainable growth across Fife. We have maintained planning application determination timescales within the reporting period ensuring applicants receive timely decisions.

To support this, we have continued working collaboratively across the Council to mitigate the impact of recruitment challenges, particularly in specialist services such as legal, transport, and environmental planning. These roles are essential to the planning process, and addressing recruitment barriers will help maintain service quality and responsiveness.

In collaboration with Legal Services, we have progressed to streamline the Section 75 legal process through developing processes which enable legal agreements to be drafted much earlier in the planning process. This work has been vital for securing planning obligations and enabling development. Simplifying this process will reduce bottlenecks and accelerate delivery of key sites.

Performance assessment - Priorities & progress

Areas for Improvement

Improving the efficiency of our processes is also a focus. We have started work on a new invalid application process through discussion with planning agents, aiming to increase validation rates and reduce delays at the front end of the application journey. This collaborative approach will help reduce re-work for both the Service and applicants/agents as well as improve the customer experience. Future work in this area includes collaboration with other partner authorities, Heads of Planning Scotland and Scottish Government.

Maintain planning application determination timescales further ensuring applicants receive timely decisions as well as improved communication.

Relevant KPI details

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Avg time per Major planning application - Fife (weeks)	39.7	34.1	16.6	26	18.4	37	✔	↑
Avg time per Local planning application - Fife (weeks)	9.6	13	11.6	9.1	8.7	10	✔	↑
Avg time per Minor planning application - Fife (weeks)	8.2	11	9.6	8	7.2	8	✔	↑
Customers satisfied with planning service (%)	83.09%	72.73%	78.57%	85.56%	91.05%	80%	✔	↑

Performance assessment - Priorities & progress

Priority 6
Improvement actions from National Planning Improvement Framework

Deliver continuous improvement aligned with national expectations and local priorities.

Progress

The National Planning Improvement Framework (NPIF)is a statutory mechanism introduced under the Planning (Scotland) Act to support continuous improvement across Scotland's planning authorities. Fife was part of the initial cohort to implement the framework, and our assessment and action plan was endorsed in 2024.

We are now in Year 2 of the NPIF process, where planning authorities are expected to build on their initial self-assessment and improvement action plans by demonstrating progress and refining their strategies. This includes implementing agreed actions, monitoring outcomes, and engaging in peer review to validate improvements. The Year 2 phase is critical for embedding learning, evaluating the effectiveness of interventions, and ensuring that planning services are responsive to evolving policy and community needs.

A peer review workshop took place in early 2025 with key stakeholders to update them on the progress of the action plan. The action plan is derived from our Service Change Plan and associated Service Improvement Plan.

Actions as detailed in the plan have been completed or are already underway and have been mentioned earlier in this report under Priorities 3,4, & 5.

Areas for Improvement

The action plan is continually monitored and updated. Any new actions will feed into our year 2 update which is to be submitted in September 2025.

The service Leadership Team recognise that there is a number of improvements to be actioned. This reflects the continuous improvement, which is embedded in the Service, together with the work undertaken to capture and assess feedback from a wide range of stakeholders, as well as decisions and other outputs.

Relevant KPI details

National Planning Improvement Framework – Improvement Action Plan

Performance assessment – Operational delivery

Overview of progress

12 OK   3 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 7 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/benchmarking/explore-the-data**

Performance Indicator	2020/21	2021/22	2022/23	2023/24
CO2 Emissions area wide per capita (LGBF)	7.86	7.44	7.74	7.76
CO2 Emissions area wide: within scope of LA per capita (LGBF)	4.57	4.57	4.26	4.56
CO2 Emissions from Transport per capita	25.79	27.78	30.2	32.67
CO2 Emissions from Electricity per capita	47.12	49.98	44.46	47.85
CO2 Emissions from Natural Gas per capita	47.65	54.82	50.22	48.91
Cost per planning application (LGBF)	£4,511.67	£4,653.40	£5,698.23	£6,901.50
Average time per business and industry planning application (weeks) (LGBF)	11.1	16.9	16.5	10.3

Performance assessment – Operational delivery

Challenges

Planning Services largely delivers statutory functions with a budget that is largely staffing.

Key challenges remain:

- The planning system is becoming increasingly complex, both in terms of assessing planning applications, and reviewing the Local Development Plan. We continue to develop skills and experience of staff, improvements to processes and customer engagement.
- Addressing the Climate Emergency is the responsibility of leaders across the Council (and partner organisations). The recent Climate Audit set out recommendations, and an action plan is being finalised to implement further change. Climate Change Pressures: The urgency of fully embedding climate considerations into all Council services is paramount, and the need to address the challenges of increased flooding and coastal erosion is critical.
- Capital Expenditure and Infrastructure: Rising costs and aging infrastructure present ongoing challenges, particularly as we work to address climate impacts, maintain essential services and plan for new development.

One year ahead

Priorities for 2025/26

Service Review

- Continue with the Service Review ensuring that staff are involved and regularly kept up to date with progress.

Local Development Plan 2 and Community Engagement

- Align community planning with LDP, including Local Place Plans, and ensuring clarity and increasing engagement through digital tools, developing a policy approach to enhancing community wealth building through new development, and resourcing at community level through Community Services.

Addressing Climate Change

- Delivering the 2025 climate audit recommendations, improving the functionality of the Climate Fife 2024 portal, establish collaborative partnerships, identify delivery opportunities and build on the ongoing climate literacy to expand mandatory training and foster a culture of climate-conscious decision-making.

Leadership and Workforce Development

- Maintaining and enhancing workforce development, including developing skills and building resilience through our skills survey findings.
- Review –the service structure to best ensure it align with corporate Place approach and service activities over next 5 years, improving digital capabilities, and developing workforce skills inc. Leadership, data and spatial analysis.

Digital Transformation and Data Intelligence

- Further developing Power BI use, development of AI to assist in the processing of applications and investing in staff digital skills development.

Service Delivery and Performance

- Facilitating the development of Fife's Strategic Development Area's and associated strategic infrastructure aligned with the Council's Capital Plan.
- Facilitating the delivery of new homes across Fife to assist in meeting Fife's housing needs and addressing the housing emergency.

Improvement actions from National Planning Improvement Framework

- Continue to implement and review actions in the NPIF Improvement action plan as well as annually reviewing any additional actions required.

Reference links

National Planning Improvement Framework 2023-24 Action Plan

Appendix - Key Performance Indicators

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

PL Customer

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Customers satisfied with planning service (%)	83.09%	72.73%	78.57%	85.56%	91.05%	80%	OK	Improving
Planning Stage 1 Complaints actioned < 5 days	100%	77%	78%	100%	93%	90%	OK	Improving
Planning Stage 2 Complaints actioned < 20 days	81%	77%	62%	69%	49%	85%	Alert	Getting worse

PL LGBF

Performance Indicator	2020/21	2021/22	2022/23	2023/24	Family Group Av 2023-24	Target	Status	Trend
CO2 Emissions area wide per capita (LGBF)	7.86	7.44	7.74	7.76	5.18	4.68	Alert	Getting worse
CO2 Emissions area wide: within scope of LA per capita (LGBF)	4.57	4.57	4.26	4.56	4.9	4.21	Alert	Getting worse
CO2 Emissions from Transport per capita	25.79	27.78	30.2	32.67	24.52	27.83	Alert	Getting worse
CO2 Emissions from Electricity per capita	47.12	49.98	44.46	47.85	45.69	43.72	Alert	Improving
CO2 Emissions from Natural Gas per capita	47.65	54.82	50.22	48.91	51.15	57.57	OK	Improving
Cost per planning application (LGBF)	£4,511.67	£4,653.40	£5,698.23	£6,901.50	£8,669	£6,674.67	Warning	Getting worse
Average time per business and industry planning application (weeks) (LGBF)	11.1	16.9	16.5	10.3	8.7	10.7	OK	Improving

Appendix - Key Performance Indicators

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

PL P4F

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Number of housing completions per annum - Fife	818	1,096	1,263	1,083	N/A	1130	Warning	Improving
Area Wide Emissions (thousand tonnes of Carbon)	2919.8	2840	2474.2	N/A	N/A	2783	OK	Improving
Total Fife Council Carbon Footprint - tCO2e	49655	54358	50153	52197.42	N/A	73573	OK	Improving

Appendix - Key Performance Indicators

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

PL Resources

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Planning Service - Average WDL per FTE	DIV/0	DIV/0	6.51	6.26	3.59	6.2	OK	Improving
Planning Service - Average Long Term WDL per FTE	DIV/0	3.25	4.39	3.28	0.68	3.2	OK	Improving
Planning Workforce who are Female (%)	33.80%	37.90%	33.30%	38.20%	39.50%	N/A	Data only	Improving
Planning Workforce who are Full-time (%)	82.40%	84.80%	84.60%	88.20%	88.40%	N/A	Data only	Improving
Planning Workforce who are Permanent Employees (%)	85.30%	92.40%	89.70%	83.80%	84.90%	N/A	Data only	Getting worse
Planning Employees aged 24 and under (%)	8.80%	7.60%	9%	7.40%	7%	N/A	Data only	Getting worse
Planning Employees aged 29 and under (%)	17.60%	15.20%	17.90%	20.60%	20.90%	N/A	Data only	Improving
Planning Employees aged 55 and over (%)	22.10%	31.80%	26.90%	26.50%	27.90%	N/A	Data only	Improving
Planning Number of Voluntary Redundancies (FTEs)	0	0	0	0	0	N/A	Data only	No change
Planning Number of WYI Bids	0	2	2	1	2	N/A	Data only	Improving
Planning Number of WYI Programme new starts	4	2	2	1	2	N/A	Data only	Getting worse
Planning staff who are happy at work (%)	79%	75%	92%	90%	86%	80%	OK	Improving
Planning Employee Turnover				7.35%	13.95%	10%	Warning	Getting worse

Appendix - Key Performance Indicators

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

PL Service Operations

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Avg time per Major planning application - Fife (weeks)	39.7	34.1	16.6	26	18.4	37	OK	Improving
Avg time per Major planning application - Scotland (weeks)	41.3	44.6	39.5	36.1	N/A, data from Scottish Government due October 2025			
Avg time per Local planning application - Fife (weeks)	9.6	13	11.6	9.1	8.7	10	OK	Improving
Avg time per Local planning application - Scotland (weeks)	10	10.8	11.5	11.6	N/A, data from Scottish Government due October 2025			
Avg time per Minor planning application - Fife (weeks)	8.2	11	9.6	8	7.2	8	OK	Improving
Avg time per Minor planning application - Scotland (weeks)	8.1	8.7	8.9	8.3	N/A, data from Scottish Government due October 2025			
Avg time per Non Householder planning application - Fife (weeks)	13	15.7	15	10.6	10.9	10.8	Warning	Improving
Avg time per Non Householder planning application - Scotland (weeks)	12.4	13.5	14.4	14.8	N/A, data from Scottish Government due October 2025			

18 November 2025

Agenda Item No. 10

FACILITIES MANAGEMENT SERVICES - ANNUAL SERVICE REVIEW REPORT 2024/25

Report by: Tariq Dita, Head of Facilities Management Service, Place Directorate

Wards Affected: N/A

Purpose

To present an integrated annual report for scrutiny which combines service planning, change and improvement activity, operational delivery and an assessment of performance for 2024/25.

Recommendation(s)

The Scrutiny Committee is invited to:

(a) consider and comment on the Annual Service Review report format and related online products.
(b) review the progress and performance of Facilities Management Service (FMS) for 2024/25 and the activity undertaken to date and,
(c) note the Service Planning and change priorities for 2025/26 and the longer-term direction of travel.

Resource Implications

There are no resource implications arising from this report.

Legal & Risk Implications

There are risks in not meeting best value and community planning requirements that may lead to additional monitoring, audits, external intervention and loss of public confidence.

Impact Assessment

An EqIA is not required as this report does not propose any changes to policies or services.

Consultation

No formal external consultation informs this report. However, it is informed by performance improvements over 2024/25 and associated Services, CLT and CET engagement.

1.0 Introduction

1.1 This report builds on the revised Annual Review Report format introduced last year and more strongly aligns change and service planning alongside service performance analysis linked to operational management plans relating to finance, risk, workforce and digital development.

1.2 The report attached at Appendix 1 delineates FMS performance in the context of the Council's policy priorities set out in the Plan for Fife; key indicators; financial and workforce pressures and how we compare to other Scottish Councils through the Local Government Benchmarking Framework.

1.3 FMS various service indicators and results are already published online to inform this Annual Review. These are available at Council plans and performance | Fife Council.

2.0 Facilities Management – Key Messages 2024/25

2.1 FMS is a large high-volume transactional service that provides key utility-type services such as catering, cleaning and janitorial that supports the work of various Directorates including Education (particularly schools), Health and Social Care (care homes and meals-on-wheels), Community and Neighbourhoods (Café Inc) etc. It also supplies services to allied partners e.g. Fife Sports and Leisure Trust (FSLT) and The Carnegie Dunfermline Trust.

Many FMS services enable other key Council services and officers to focus on primary activities. An example is that of Headteachers who do not have to directly manage the delivery of school meals, cleaning and janitorial services. This enables them to focus on the delivery of many school management activities. Another example is that of FMS supplying of catering, cleaning and laundry services to Health and Social Care Homes.

FMS' ethos is to provide these services in a professional and cost-effective manner that also contributes to the Council's primary services and objectives e.g. Health and Wellbeing, Climate Change, Plan for Fife, Tourism, Community Wealth Building, Poverty Pupil Attainment and supporting the activities of key allied partners' objectives.

2.2 Most services were successfully delivered in 2024/5 without any major service failures and very few registered complaints.

FMS has a gross budget of £60.4m and £46.4m net budget. The service employs approximately 2,107 staff (staff budget of £42.5m) and is our most important resource. Therefore, there has been an increased focus to ensure colleagues are properly trained and supported to continue providing good quality services. FMS has substantially improved induction for new staff, increased mandatory vocational, and other necessary, training.

There has been a good increase in the take-up of school meals provided in secondary schools and this trend will hopefully continue into 2025/6 and beyond.

FMS has high staff sickness absence (approx.16 days per FTE) compared to pre-covid times (approx. 11-12 days per FTE) which results in higher additional costs for covering those absent staff. Therefore, FMS Managers have focussed on deploying strategies and plans for monitoring and reducing absence. This remains a significant resource management challenge.

FMS has experienced a challenging trading environment in 2024/5 e.g. for FSLT and the Carnegie Trust and is now thoroughly reviewing future trading agreements.

2.3 The service will build on the welcome progress made in 2024/5 especially:

- Improving school meals take-up, widening the diets of pupils and thus improving their health and wellbeing. This will be achieved by better partnership with schools, improved promotional activities and especially contributing to the Council's antipoverty agenda;

- Improving staff productivity and training and development. This will be achieved by working closely with the Council's Absence Support Unit to reduce medium to long-term absence; and

- improving value for money and reducing future budget risks given the Council's medium-term budget requirements. This will be done by examining innovative working practices that reduce labour input and adoption of new equipment to improve productivity.

2.4 Many of the management and change activities (listed in paragraph 2.3) are consistent with FMS Change Plan and focus on reviewing services and understanding what managerial activities are necessary to improve economy of input resources, increase efficiency and effectiveness.

However, those managerial activities will encompass and be consistent with the Council's broader objectives especially Climate Change, Place change ambitions, Health and Wellbeing and reducing the impact of poverty.

2.5 The full Annual Service Review Report is set out in Appendix 1.

3.0 Conclusion

3.1 The report demonstrates that FMS' service planning, operational delivery, change and improvement activity has resulted in the delivery of good service in 2024/25.

Report contacts

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List of Appendices

1. Facilities Management Services – Annual Service Review Report 2025

Fife Council

Place Directorate

Facilities Management Services

Annual Service Review Report 2025

Introduction

This report outlines the performance of Facilities Management Services (FMS) for the delivery of its services in 2024/25 municipal year and key activities in April – March 2025. It also describes our key change and improvement priorities 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 (where applicable) in relation to other similar services in other Scottish Councils, through the Local Government Benchmarking Framework.

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

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

Contact information

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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

FMS is a large and diverse frontline service responsible for the delivery of key essential utility-type services on behalf of other Directorates e.g. Education, Health and Social Care. Partnership (HSCP), Community and Neighbourhoods and Place Directorate (for corporate buildings support).

The service is structured into three Divisions:

- Hospitality (Catering): Delivers Nursery, Primary and Secondary school meals, commercial catering, Café Inc. Supports Healthy eating, climate goals, and poverty reduction.
- Janitorial & Cleaning: Provides cleaning, caretaking, minor maintenance, and compliance services (e.g. Legionella checks) across the school estate and other Council venues including public conveniences, industrial cleaning and School Crossing Patrol.
- Business Development & Support Services: Provides reception/ caretaking and compliance across corporate buildings/depots, catering & cleaning services across HSCP eight Residential Care Homes , Meals on Wheels service, and coordinates workforce development, health & safety/compliance, performance, and recruitment.

FMS plays a critical role in helping and contributing to the Council's strategic objectives e.g. Community Wealth Building, Climate Change, and Poverty. The service is adapting to workforce challenges, financial pressures, and increasing demand, with a focus on operational efficiency, service redesign, and data-driven improvement.

Service Vision

The prime objective is to provide good value effective frontline services which contribute to the Council's and Directorates' key service objectives.

Demand & Delivery Overview 2024/25

The service delivery is a geographically spread out across Fife and delivers high-volume time-critical transactions daily. The table below delineates the large scale of the key services, associated metrics and current pressures.

Service Areas and themes	Key Volumes	Delivery Pressures
Education Catering	5 million meals annually across 163 Nursery, Primary, Secondary and special schools	Food and Supplies: Inflation and budget constraints, increase in special dietary requirement referrals (919 in 2023–24) Ongoing heavy equipment replacement needs. Staff absence
Meals on Wheels	218,000 meals annually to 600+ customers	Logistics of delivering a 363 day per year service in all weathers/ conditions
Residential Care Homes for Senior Citizens	220,000 meals annually across 8 homes	Nutritional complexity Training needs Recruitment of catering staff
Cleaning Services	750 venues cleaned	High absence rates; physical demands
Janitorial Services	163 schools supported	Compliance duties; restructure in progress

Service Areas and themes	Key Volumes	Delivery Pressures
School Crossing Patrols	49,780 crossings per year at 125 locations.	Staffing recruitment and safety of Service users (children/ pupils)
Public Conveniences	28 facilities	Financial viability; review of operating model, vandalism.
Commercial Catering	7 venues (e.g. Lochore Meadows, Glen Pavilion, 3 Fife Sports and Leisure Centres (FSLT) and 2 staff restaurants)	Trading deficits (e.g. £34k at Carnegie); service review
Corporate Buildings	8 buildings (e.g. Fife House, Bankhead etc)	Compliance and health & safety
Workforce Profile	2,107 staff (1,342 FTE); 42% aged 55+	14.4% turnover; Sickness absence - WDL 16.08
Café Inc.	153,239 meals delivered	Finding staff to cover this service (outwith their normal school term time contracts)

Our People

Key points about our workforce

- FMS is key provider of "inclusive" employment across Fife. FMS posts feature in every town, village, and city.
- Many jobs are rewarding for staff and the community and also contribute to the Council's Community Wealth Building, anti-poverty, equality ambitions.
- The service offers accessible entry points for people beginning their careers or re-entering the workforce. Many employees and applicants are attracted by the flexibility of our contractual arrangements which fits with their work-lifestyle preferences e.g. working part-time, weekend, term-time, and accommodating individuals' family or caring responsibilities.
- Many frontline roles do not require certificated qualifications, but comprehensive training and induction is provided.
- We continue to support the Council's 'Life Chances' placement programme, with 17 placements securing permanent positions within FMS.
- 98.5% of FMS staff are in permanent employment with the majority working part-time during school term time. 11% of staff are in full-time employment. 77% of the workforce comprises of female colleagues.
- 42% of our workforce is age 55 or over, slightly lower than last year's 44.6%, but significantly higher than the Council average of 27%.
- Our workforce development strategies include providing training to ensure a steady supply of skilled Assistant Cooks, Trainee Cooks, Trainee Co-ordinators, and Team Managers.

Workforce Facts

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

- 2,107 Headcount, 1,342 FTE

Workforce Profile in 2024/2025

- 11% of the workforce work full time (due to nature of the business)
- 98.5% of employees are in permanent posts.

Workforce age

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

- Average workforce age is 48.7, above the Council average
- Average age of leavers is 50
- Average age of new employees is 40
- 42% of the workforce is age 55 or over
- 4.51% of the workforce is aged 24 and under

Workforce Turnover

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

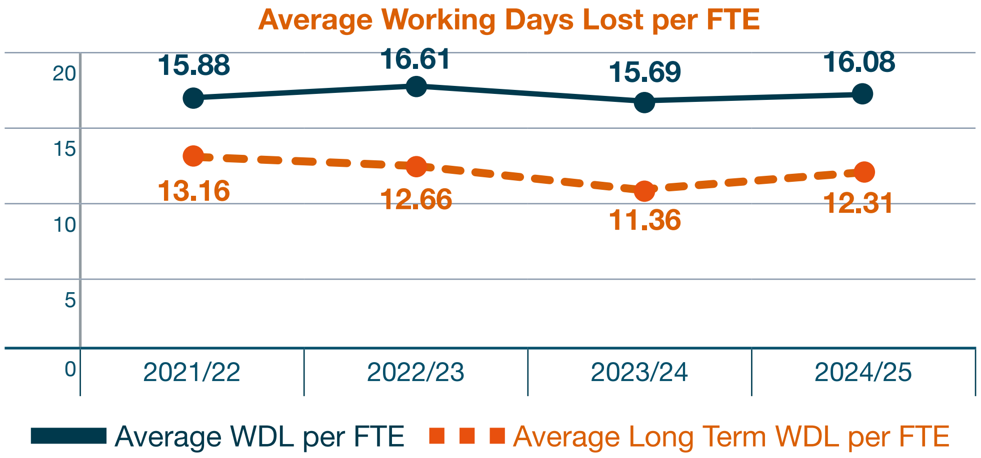
- FMS turnover rate was 14.4%
- Nearly half of leavers (49%) were aged 55 and over
- The top reported leaver reason was "Resigned"

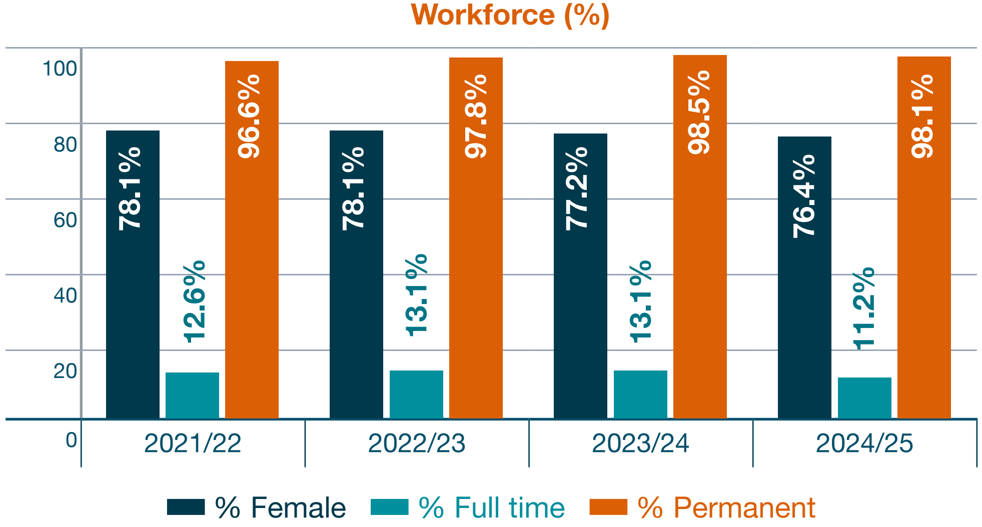
Our People

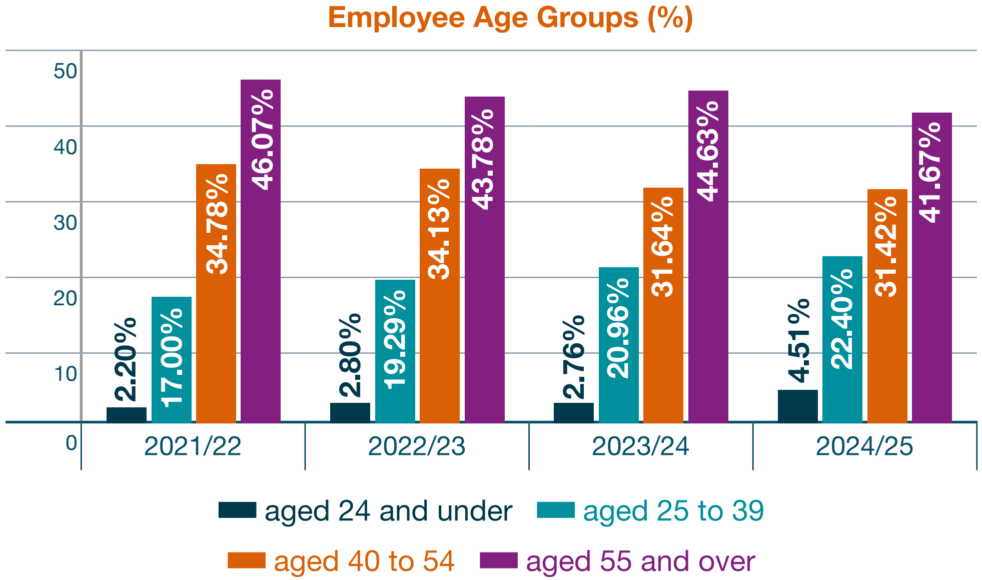
Working days lost

Fife Council average Working Days Lost (WDL) is 14.75. In 2024/2025:

- Average WDL per FTE was 16.08 days.
- Average long-term WDL per FTE was 12.31 days.







Our People

Key points

- Average WDL per FTE are slightly higher than the previous year, however both years show an improvement since 2022/23
- Whilst overall employee absence levels are slowly improving, ongoing levels of sickness related absences continue to provide operational and service delivery challenges. There was a slight increase in WDL in 2024/25 (16.08) compared to the previous year's 15.69.
- Long-term absences (absences over 30 days) are largely due to musculoskeletal and back pain related issues, followed by stress (non-work related). Many of these absences might be attributed to the physical duties of the roles that include regular lifting, bending and prolonged periods of standing.
- To mitigate these risks and support our staff, mandatory Manual Handling Training (MHT) continues to be programmed and provided to all employees, with all new starts receiving this during induction training. 750 staff have received MHT since implementation in September 2024.
- Committee might note that to comply with Food Safety Regulations and Food Standards Agency guidance, catering staff that have experienced vomiting (and some gastric) illnesses must be excluded from work for at least 48 hours before they return to work. This "artificially" increases absence totals for this type of illness.
- The Council implemented a Mentally Healthy Workplace programme to improve the mental health and wellbeing of all employees. FMS trained a further 14 extra staff as mental health first aiders. Another 12 employees are scheduled to attend the same training in September 2025.
- The school crossing patrol service resolved recruitment problems i.e. in 2022 with 56 officers in post and by 2024 there were 80 SCPO in post. The remaining 45 crossings were covered by Janitors doing additional duties. Scrutiny Committee received a service overview report in March 2024 which described the service and challenges – please see **https://www.fife.gov.uk/__data/assets/pdf_file/0028/564463/Agenda-Pack-for-Environment,-Transportation-and-Climate-Change-Scrutiny-Committee-19-March-2024.pdf** Agenda item 6 - Staffed School Crossings and School Travel Plans.

Our Budget

FMS annual net budget is £46.47m. Our largest subjective budget is £42.4m for staffing which was only overspent by £46k.

FMS overspent by £0.355m which largely relates to Hospitality/ Catering, and under-recovery of income in school meals, compounded by overspends caused by increasing food costs, equipment/maintenance and other non-controllable inflationary pressures:

	Budget 24/25 £m	Provisional Expenditure / (Income) 24/25 £m	Variance Overspend/ (Underspend) 24/25 £m
Staff Costs	42.481	42.527	0.0.46
Property Costs	4.580	4.877	0.297
Transport Costs	0.655	0.930	0.275
Supplies and Services	12.515	12.375	(0.141)
Third Party Payments	0.021	0.002	(0.020)
Support Services Charges	0.172	0.257	0.084
Total Expenditure	**60.425**	**60.967**	**0.542**
Internal Income	(8.248)	(8.411)	(0.163)
External Income	(5.707)	(5.731)	(0.024)
Total Income	**(13.955)**	**(14.142)**	**(0.187)**
Net Expenditure	**46.470**	**46.825**	**0.355**

The main variances are summarised below:

- **Property Costs**
  The overspend mainly relates to property repairs in Corporate Buildings, additional rates for Rothesay House and higher than anticipated water rates across Corporate Buildings.
- **Transport Costs**
  The overspend relates largely to incidental vehicle hire costs, mostly in cleaning and janitorial and school catering, and staff travel expenses.
- **Supplies & Services**
  The underspend is mainly related to catering supplies, mostly in care homes, reduced occupancy levels at Ladywalk (residential home for senior citizens) and a reduction in turnover in client catering.
- **Internal Income**
  Excess income of £187k (above budgeted income) was achieved largely due to additional service requests from other Directorates for cleaning and janitorial services.

Our Risks

We have identified, tracked and managed several risks which would have negative impacts on service delivery and standards. These are summarised in the table below. These are ongoing risks with control measures in place. FMS has identified mitigation actions and will report progress in the 2025/6 Annual Service Review Report.

Robust processes are in place to review and assess and mitigate risks including escalation procedures where required.

Risk	Mitigating Action
Workforce Challenges	• Continued investment in our various in-house trainee/development programmes i.e. Trainee Cooks – Trainee Assistant Cooks – Trainee Co-ordinator – Team Manager Taster • Development of FMS 'People Plan'
Health & Safety	• Regular programme of quarterly Health and Safety (H&S) Consultation Forum' meetings with Trade Unions • Review and appropriate actions taken from monthly H&S reports from H&S Advisor • Review of the Special Dietary Guidance and Procedures for Education and FMS staff • Full CookSafe (food safety operational manual) review and update including House Rules for all FMS Kitchens

Risk	Mitigating Action
ICT Failure	• Business Continuity Plans in place and would be implemented in such an event
Asset Replacement	• Fleet Replacement programme • School Kitchen Equipment replacement programme • High Schools Till replacement programme
Climate Change	• Kitchen Replacement Programme – 21 gas appliances replaced with electric and 9 kitchen renovation programmes delivered reducing 48.15t CO2 per year
Increased Material and Labour Costs	• Annual monitoring of financial procedures across each site • Food costs monitored regularly • Dedicated 'Business Improvement Coordinator' will be recruited by December 2025

Performance assessment - Priorities & progress

Introduction - service delivery context and challenges

Facilities Management Services (FMS) delivers a wide range of frontline services across Fife, supporting strategic priorities including Community Wealth Building, Anti-Poverty, and Climate Action etc.

In 2024–25, the service faced several major operational pressures. These included:

- School catering division facing increased demand due to the expansion of Universal Free School Meals.
- Lower uptake in secondary schools.
- The global concern of Climate Change (and related Council directives).
- Some commercial catering units, particularly those operated in partnership with Fife Sports and Leisure Trust, continued to face trading deficits.
- Inflationary pressures significantly impacted food and supply costs, with even small increases resulting in substantial aggregate costs (e.g. a one penny increase in meal cost equates to approximately £50,000).
- The Janitorial & Cleaning division faced high levels of sickness absence, while recruitment and retention remained challenging across the service.

In response to those managerial challenges, FMS proposed several improvements including:

- remodelling janitorial roles,
- expanding training and induction programmes,
- implementing digital payment systems in schools, and
- investing in climate-friendly equipment upgrades.

Priorities & progress

The major challenges identified above, along with other priorities resulted in 9 key priorities that were shared with Committee in 2023/24. These included:

1. Janitorial & Cleaning Restructure
2. School Meals
3. Public Conveniences Management
4. Training & Development
5. Data & Business Intelligence
6. Catering support to Duloch, Michael Woods and Carnegie Leisure Centres
7. Continue to support the Council's Climate Change ambition
8. Improve employees work attendance.
9. Industrial Cleaning Team income generation

Performance assessment - Priorities & progress

Priority 1
Janitorial & Cleaning Restructure

Review janitorial and cleaning resources by developing new operational models for Janitors and an “Area” model for Cleaning Supervisors.

Progress

Three new role profiles were developed and submitted to HR for evaluation in November 2024 for the following new positions (within existing budget):

- Lead Janitor;
- Janitor; and
- Minor Maintenance Janitor

The objective of this work is for this service be more efficient and effective.

Modelling has been undertaken to assess requirements for potential formal Managing Workforce Change exercise, once above new role profiles have been evaluated and concluded.

The service introduced a new cost-neutral model to provide additional supervisory support by the introduction of a new Mobile Area Cleaning Supervisor role. This role will also provide much needed support on training and development and wellbeing.

Areas for Improvement

Given the service’s dispersed service delivery locations, it is necessary to ensure strong engagement and communication with frontline staff. This will ensure that delivery standards are fully embedded and required service delivery is delivered.

Relevant KPI details

None specifically but irregular qualitative reviews will be undertaken to assess progress.

Priority 2
School Meals

Increase uptake of school meals across Fife, particularly High Schools, to improve operating costs and reduce trading deficits.

Progress

Despite financial challenges - budgets and inflation, the Service made good progress in the following managerial actions:

- Between August 2024 and April 2025, high school meal income increased by £489,000. Notably there has been a welcome 20% rise in pre-order sales.
- In February 2025, we Implemented “chip and pin” payment card facilities in all 18 High Schools. Early reports received is that debit payment card devices with card payment are accounting for between 9% and 27% of total sales.
- The service was awarded ‘The Pro Veg School Plates’ Bronze Award in 2024 for the primary school menu for achieving climate change friendly and sustainable menus.
- In conjunction with Food4Fife Partnership, Procurement and Economic Development staff, FMS Menu Development Team visited various suppliers including Fife-based food and drink companies. This will help inform the future implementation of the Scottish Government’s ‘Good Food Nation’ plan.
- The service has introduced “menu boards” in primary schools which display todays and tomorrow’s menu options. This will, hopefully, improve pupil awareness and encourage full meal uptake and encourage children to discuss food options with parents.
- In December 2024, menu consultation commenced with primary school pupils. This provided insightful information for the new menu being introduced in August 2025.

Furthermore, Education Scrutiny Committee in May 2025 received an overview report on various facets of the Service. This resulted in Councillors having the opportunity to sample a typical school meal at the Council meeting held in September 2025.

Areas for Improvement

The service recognised that further improvement is needed in three areas:

- Improve analysis of business data to inform service modifications and improvements. This is consistent Council’s ambition to be data driven. In September 2025, the service recruited.
- Pupil consultation has proven to be valuable but needs further expansion.
- The service needs better structured consultation and feedback with key stakeholders e.g. parents, pupil’s carers, Councillors and others.

Relevant KPI details

The table below shows that in both primary and secondary school meals is not as good as it should be and more improvement work will be required.

Indicator	2021/21	2021/22	2022/23	2023/24	2024/25	Target
Primary School Meal uptake (%)	30.00%	58.80%	68.00%	48.36%	52.00%	60.00%
Secondary School Meal uptake (%)	14.40%	28.10%	25.70%	29.00%	32.80%	37%

Other indicators include:

- Recruit a Business Improvement Co-ordinator to analyse raw data and provide better management information (completed in Sept 2025).
- Review sales information for high schools.

Priority 3
Public Conveniences

Review Council public toilet provision including developing a harmonised model covering operating arrangements, opening times, pricing etc that balances user's needs, supports health & wellbeing, tourism and affordability.

Progress

- FMS collaborated with Fife Coast & Countryside Trust to explore options with the intent to optimise management arrangements and reducing staffing and transport costs.
- Financial modelling and forecasting have been developed to establish impact and feasibility of increasing the current 30 pence charge to reduce the financial gap and offset irregular costs - largely linked to vandalism and associated repairs.

Areas for Improvement

- Establish a stakeholder working group including FCCT, FSLT, Grounds Maintenance, Communities and Economic Development to investigate and consider the future operation of public conveniences in Fife.

Relevant KPI details

- Review the potential impact of impact of increased charges and stakeholders' opinions.

Priority 4
Training & Development

Develop a training programme for frontline supervisors to ensure consistency and compliance particularly absence management, performance, productivity, health & wellbeing.

Progress

There has been much improvement in this workstream. Examples include:

- In September 2024, a new Induction and Training Programme was implemented.
- All new FMS employees now receive the same, comprehensive, consistent, professional full-day induction, that includes child protection and manual handling training (for those job roles which require it). From September 2024 to June 2025, 300 new employees received this training on the first day of joining FMS.
- 750 employees received Manual Handling Training.
- 192 employees received REHIS’ (Royal Environmental Health Institute Scotland) Elementary Food Hygiene Training, with 20 employees achieving the certificate for REHIS Intermediate Food Hygiene.
- Ten employees received Nutritional Course Level 3 Training, because the service is faced with increased referrals for adapted diets (e.g. gluten free etc.)
- Our Cleaning Operative Proficiency Certificate (COPC) Handbook was updated, and 27 new staff were trained as COPC Assessors.

Areas for Improvement

- Due to our dispersed workforce and issues with access to pc’s/laptops, our Induction/Training Programme will need to be adapted to enable the delivery of mandatory e-learning modules.
- We will continue with the rollout of REHIS Elementary Food Hygiene as part of the Induction week for those newly employed in Food Handling.

Relevant KPI details

- Number of staff undertaking learning activities.

Priority 5
Data & Business Intelligence

Improve of use of data and business intelligence information to improve performance and productivity.

Progress

- The Council has an ambition and intent to be more “data driven” in its service developments and operations.
- Therefore, FMS explored the business benefits and subsequently recruited (in September 2025) a Business Improvement Coordinator to investigate data and provide better management and performance information.

Areas for Improvement

- Minimising the effects of poverty on Fifers is key concern for the Council. FMS school meals can help to ameliorate poverty symptoms by say increasing the take up of free schools and targeting high needs areas. The Business Improvement Coordinator will be interrogating data to enable better targeting of services.

Relevant KPI details

- Take up of free school meals.

Priority 6
Catering support to Duloch, Michael Woods and Carnegie Leisure Centres

Determine future service levels and assess financial viability.

Progress

The combined trading deficit for these three Fife Sports and leisure Trust (FSLT) sites is £61k. The individual site performance is:

- FSLT Michael Woods leisure centre resulted in a year end trading surplus of £4k.
- Duloch Leisure centre had a £31k loss with sickness absence contributing to an additional £10K loss. We continue to engage with colleagues in FSLT to review how the service might be improved.
- Dunfermline's Carnegie leisure centre still presents a major trading challenge with a trading loss of £34k.
- FSLT's 2024 Customer satisfaction survey concluded that menu options and trading hours should be reviewed across FSLT catering units and some changes, including longer opening hours and additional staff reduction in the menu and labour at Duloch LC were agreed with FSLT.

Areas for Improvement

- Trading has not achieved break-even position. Therefore, FMS allocated a Hospitality Coordinator to provide additional support for these sales outlets. In some areas there has been improvement in trading, and this will be reported next year.
- Review the service at Duloch and Carnegie Leisure centres
- Commence implementing new digital tills across FSLT commercial units which will provide improved data and business intelligence in relation to sales.

Relevant KPI details

- Reducing trading deficit (currently £61k).

Priority 7

Continue to support the Council's Climate Change ambition

Review our food and equipment purchasing to support this objective.

Progress

- FMS worked in conjunction with the Food4Fife Partnership and Food from Fife, Economic Development, procurement to further explore local suppliers to provide more local produce for schools, Care Homes and commercial units.
- In collaboration with Property, Building Services, the NetZero team and Education, FMS replaced outdated gas-powered equipment across some of the school kitchen estate.
- This new climate friendly equipment will result in an annual reduction of 48.15 tonnes of carbon dioxide ($CO2$). This new equipment is expected to have a 15-year lifespan, therefore the full lifetime amount of Co2 saved is expected to be 720 tonnes.

The table below shows equivalent CO2 reduction to be saved in one year and over the 15-year life span.

Scale/comparator	One year estimated CO^2 saving (48.15 tonnes)	15 years estimated CO^2 saving (720 tonnes)
No of petrol cars avoided (assuming 12k of mileage per car)	14-16 cars	225 –240 cars
Smart phones not charged	3.9m phones	58.5m phones
Gallons of Diesel avoided	5,279 gallons	79,815 gallons

Areas for Improvement

- Continuing with the programme to replace of ageing equipment for the school kitchen estate – however this is subject to budget availability.
- Continue, in conjunction with Food4Fife Partnership and Procurement, to increase procuring local or regional foodstuffs. This will also help with community wealth building ambitions.

Relevant KPI details

- Officers will consider and record the CO2 reduction for all new large-scale equipment.

Priority 8
Improve employees work attendance

Reduce our employee's annual average sickness absence to an acceptable level.

Progress

- FMS held 50 Capability Hearings with most attendees being dismissed for capability on grounds of ill health due to long-term absences. A few employees were given more time to recover as there was a defined end date to their illness and recovery.
- However, FMS WDL (16.08) is above the Council average (14.75). Therefore, in July 2024, approximately 40 Managers and coordinators received ASU absence management refresher training.
- Janitorial & Cleaning division volunteered for ASU trialling new approaches to absence minimisation.

Areas for Improvement

- From September 2025, all absences over 28-days will be allocated an ASU Case Officer who will work with FMS line manager to support them in managing the absence and the employees return to work, or to consider other options.

Relevant KPI details

- The average number of days absence per employee will be the prime KPI.
- Further refresher training in February- March 2026 for FMS Extended Management Team.

Priority 9
Industrial Cleaning Team

Explore opportunities for income generation through collaboration with Council Housing, Building Services and NHS.

Progress

- A feasibility study was completed to provide a "clean & clear" service for Housing Services. It concluded that it was not financially viable or logistically practical for FMS to provide the services demanded by Housing.
- A draft SLA (Service Level Agreement) with Housing was developed to support the next phase of Stairwell Cleaning for some Council housing sites in the Dunfermline area.

Areas for Improvement

- FMS will collaborate with the NHS and Building Services to complete feasibility studies on how we might support their needs.
- Continue collaboration with Housing to clean stairwells in high rise flats in Dunfermline area.

Relevant KPI details

- Completion of SLA.
- Develop key performance metrics e.g. area M2 /buildings to be cleaned.

Performance assessment – Operational delivery

Overview of progress

FMS has largely made reasonable progress for most of the nine priorities set out last year. Especially pleasing was the good progress made in the following priorities:

- School Meals (Increasing high school meals take-up)
- Training & Development of staff
- Data & Business Intelligence (officer now appointed)
- Supporting the Council's Climate Change ambition
- Industrial Cleaning Team – SLA with Housing

These improvements and progress positively contributed to the Councils' wider ambitions (but not limited to) of health and wellbeing (of children), better targeting of resources, improving services for stakeholders, Climate change improvement, and caring for our employees.

Investments made in training and development and business intelligence will result in long-term benefits such as improved productivity by staff and improved decision-making especially the planning and deployment of resources.

However, some complex implementation challenges from the nine priorities remain - even though some important steps have already been taken:

- Improving employees' work attendance. Employee cost is our largest subjective budget, and higher absence will result in higher staff cover costs.
- Improving in primary schools (P6 & P7 forms/years) meals take-up especially universal free school meals.
- Janitorial & Cleaning Restructure – this will need to be implemented after a complex managing change exercise
- Public conveniences- explored options with Fife Coast and Countryside Trust. (FCCT) but there was no agreement in transferring specific toilets between Fife Council and FCCT and vice versa. For 2025/6 the Council effectively subsidises these facilities by approximately £420k – this may not be sustainable in the medium term. Therefore, it may be necessary, subject to Members' decision-making, to consider future service provision and charging policy.
- Catering support to Duloch, Michael Woods and Carnegie Leisure Centres are still of some financial concern, not least the trading deficits in FSLT centres.

FMS will continue work on those five priorities.

Performance assessment – Operational delivery

FMS 18 long-standing key performance indicators can be summarised as:

- 10 KPI show long term improvement
- 6 KPI show a long term downward (but not alarming) trend. In some of these the baseline (target) may need to be reset.
- 2 warning status key indicators that will be investigated by officers.

Where KPI are not moving in an improvement direction these are largely contained with current priorities (for example staff absence) and will be reviewed in detail and for suitability.

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

In addition to the 9 key priorities, there have been other achievements and progress that demonstrate the service is not static and has a culture of wanting to improve all aspects of the service. These include:

Service Awards/Achievements/Recognition

- Fife Meals on Wheels Team achieved runner-up at the annual National Association of Care Catering Awards in October 2024
- Finalists in the “Contribution to Cleaning” category at the 2025 annual ‘AssistFM’ National Awards Ceremony. NB AssistFM is the Scottish local authorities’ professional collaborative group for FMS services.
- Winner in the ‘Outstanding Contribution to Facilities Management’ at the 2025 annual ‘AssistFM’ National Awards ceremony
- Finalists in the 2025 ‘Scottish Local Authority Cook of the Year competition

Performance assessment – Operational delivery

Service Collaboration & Support with Other Services

- FMS provided essential support at Michael Woods Sports Centre to support Fife Council's duties in the 2024 UK General Election.
- Supported the closure and decanting all furniture and equipment from Woodmill and St Columba's High Schools and the opening of the Dunfermline Learning Campus in 2024. Since the introduction of the new chip and PIN payment card machines across all high schools, school meal sales have increased by approximately 17%.
- Introduced new chip & pin payment card machines across all High Schools and this may have resulted in school meals sales increasing by approximately 17%
- Supported the NACC 'National Meals on Wheels Week' in November 2024, including MOW Kitchens visits by Ken Gourlay - Chief Executive, Carol Connolly - Executive Director for Place and Lynne Garvie - Director of Health & Social Care
- Developed refreshed SLA with Health & Social Care for Catering & Cleaning service within Residential Care Homes
- Refreshed SLA with Roads & Transportation Services for cleaning services in Council Bus stations.
- FMS trained 2 Housing colleagues in COPC (Cleaning Operative Proficiency Certificate)
- New SLA developed for cleaning in Council Children's homes
- Drafted SLA for cleaning and janitorial services to Education establishments

Workforce Development / Collaboration & Networking

- Continued in-house staff development programmes by training two new Trainee Hospitality Coordinators and 6 new Trainee Cooks
- 'Summer Summits' were held in August 2024 with 180 Catering Supervisors from our School Catering division which included Child Protection Training, Health & Safety Refresher, 'My Money Matters', this investment supports our workforce development objectives, and our employee's wellbeing
- Service Managers attended two APSE Conferences to learn other UK local authorities' and to improve networking and explore potential collaboration
- Service Managers, Team Managers and Coordinators attended the 'AssistFM' Annual Conference & Awards Ceremony held in Glasgow in May 2025
- Service and Team Managers attended the National Cleaning Show, to understand innovation in cleaning and industry networking
- Supported Fife Council and DWP Jobs Fairs in Dunfermline, Kirkcaldy, Glenrothes, and Cupar. FMS met with, approximately, 50 potential applicants
- An additional 27 assessors received the Cleaning Operative Proficiency Certificate (COPC) qualification
- AssistFM Catering Scholarship Programme completed by a Catering Supervisor
- BICS/AssistFM Cleaning Scholarship completed by a Mobile Area Cleaning Supervisor

Performance assessment – Operational delivery

Challenges

- Food Shortages and Price Increases.
- There are significant supply shortages (for beef and pork) as well as significant cost inflation for chicken and egg food categories in the past three years. There has been significant cost increases to various products e.g. disposable materials, caused by global economic pressures and wars.
- Staff Absence continues to be high for Hospitality staff, especially with Diarrhoea, Vomiting and Cold, Flu being the top absence reasons by occasion.
- Increasing special diet demands by parents for their child. Referral trend is: 327 in 2021-2022, 708 in 2022-2023, 919 in 2023-2024. As a result of that additional demand the food safety risk has increased and may result in higher food costs, staff time, training, separate equipment needs and enhanced food safety procedures (for example from cross contamination).

Areas for improvement

Creating appealing menus for Pupils and stakeholders

The global impact of food shortages and increasing food costs continues to be a major challenge. This must be balanced with the need to ensure that menus comply with mandatory school food regulations. Committee is reminded that a one penny cost increase for a meal result in £50k additional aggregate costs.

We collaborated with other Scottish Local Authorities to create a common dietary procedure that we can update in Fife. The intention is to reduce the number of menus being adapted. This will reduce the number of pupils elective preference referrals and concentrate on referrals that have medical, religious, or cultural reasons for adapted menus.

Staff Absence/attendance

This continues to be a challenging issue for the service. For example, catering and serving staff are still needed despite absence. The same observation applies to some cleaning and janitorial absences. This is unlike other Council services where work can be deferred or reallocated, and no replacement staff is needed.

Absence due to non–work related stress is increasing in the Hospitality service. This results in more working days lost and increased replacement cover staff costs. We will continue to have “wellbeing” and money matters as key agenda topics at Summer Summits held in 2024. We plan to continue this for our next sessions to be delivered in August 2025 (completed).

Performance assessment – Operational delivery

Compliance with Food safety regulations

Food safety is an utmost priority, and our operational practices need constant reviewing. Therefore, a full review and update of our 'CookSafe' and "House Rules" manuals was completed in February 2025 for all FMS kitchens. This includes all aspects of our service delivery including Cafe Inc. and Nurseries, to improve catering guidance, training, and compliance for all hospitality outlets. Re-training to Hospitality Co-ordinator took place in February 2025 and the delivery to Catering Supervisors will take place (already completed) before summer 2025. However, this will always be a constant area for review.

Our year ahead

Priorities for 2025/26

FMS is integral in supporting the Council to meet its strategic aims and objectives, including particular focus on Climate Change, Community Wealth Building, and tackling poverty as set out in the Plan for Fife. The service also continues to deliver on its commitments within the FMS three-year Change Plan.

Over the next year, FMS will build on the performance and progress outlined in this report and focus on priority areas for change and improvement that respond to operational challenges, support strategic goals, and address areas identified for development. These include:

Promote healthier eating habits for pupils and support for poverty reduction

- Increase uptake of UFSM to 75%
- Stakeholder consultation on school meals
- Using Business Intelligence, we'll track free school meal uptake in real time to support budgeting and enable swift, targeted action by managers to tackle child poverty in Fife.
- Increase procurement of local and regional foodstuffs to support Climate change and Community Wealth buildings goals

Continue to review and improve janitorial and cleaning services

- Implement new operating model for Janitorial and Cleaning service
- Reduce staff absence to 12 WDL per FTE
- Review the impact of allocated ASU Case Officer(s) on reducing medium and long-term absences
- Roll out mandatory e-learning modules, or alternatives for non-desk-based staff

Support other Directorates' policy aims and deliverables

- Review and support Meals on Wheels Service and Café Inc. as needed by HSCP and Communities and Neighbourhoods.
- Explore how FMS might further support Housing

Review services and trading arrangements with allied partners

- FSLT - review service viability at Duloch and Carnegie Leisure Centres
- Carnegie Trust (Glen Pavilion)

Develop new recruitment and training solutions

- Improve service effectiveness and productivity by minimising staff absence
- Continue rollout of REHIS Elementary Food Hygiene training for new food handlers
- Expand training delivery through e-learning modules or other suitable delivery methodologies.

Appendix - Key Performance Indicators

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

Customer

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Long Trend
FMS Stage 1 Complaints actioned < 5 days	83%	81%	84%	93%	86%	90%	Warning	Improving
FMS Stage 2 Complaints actioned < 20 days	DIV/0	100%	0%	100%	67%	85%	Alert	No change

Resources

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Long Trend
FMS - Average WDL per FTE	DIV/0	15.88	16.61	15.69	16.08	15.6	Warning	Getting worse
FMS - Average Long Term WDL per FTE	DIV/0	13.16	12.66	11.36	12.31	11.3	Alert	Improving
FMS Workforce who are Female (%)	77.20%	78.10%	78.10%	77.20%	76.40%	N/A	Data only	Getting worse
FMS Workforce who are Full-time (%)	18.40%	12.60%	13.10%	13.10%	11.20%	N/A	Data only	Getting worse
FMS Workforce who are Permanent Employees (%)	92.20%	96.90%	97.80%	98.50%	98.10%	N/A	Data only	Improving
FMS Employees aged 24 and under (%)	2.40%	2.20%	2.80%	2.80%	4.40%	N/A	Data only	Improving
FMS Employees aged 29 and under (%)	5.70%	5.70%	6.20%	7.10%	9.70%	N/A	Data only	Improving
FMS Employees aged 55 and over (%)	44.60%	46.10%	43.80%	44.60%	42.10%	N/A	Data only	Getting worse
FMS Employee Turnover				14.99%	14.38%	10%	Alert	Improving

Appendix - Key Performance Indicators

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

Service Operations

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Long Trend
Primary School Free Meal Uptake (%)	36.50%	68%	82.80%	68.30%	74%	83%	Alert	Improving
Secondary School Free Meal Uptake (%)	16.10%	29.50%	31.90%	39.32	35.40%	51%	Alert	No change
Average number of MOW clients delivered to per day - Fife Wide	725	705	632	606	618		Data only	Improving
Primary School Meal Uptake (%)	30%	58.80%	68%	48.36	52%	75%	Alert	Improving
Secondary School Meal Uptake (%)	14.40%	28.10%	25.70%	29	32.80%		Data only	Improving
Food Only Cost per Meal (Primary Schools) (£)	£1.01	£0.80	£0.79	1.15	£1.27		Data only	Getting worse
Food Only Cost per Meal (Secondary Schools) (£)	£1.38	£1.26	£1.34	1.65	£1.80		Data only	Getting worse

18 November 2025

Agenda Item No. 11

PROTECTIVE SERVICES – ANNUAL SERVICE REVIEW REPORT 2024/25

Report by: Nigel Kerr, Head of Protective Services, Place Directorate

Wards Affected: N/A

Purpose

To present an integrated annual report for scrutiny which combines service planning, change and improvement activity, operational delivery and an assessment of performance for 2024/25.

Recommendation(s)

The Scrutiny Committee is invited to:

(a) consider and comment on the annual service review report format and related online products.
(b) review the progress and performance of Protective Service for 2024/25 and the activity undertaken to date and,
(c) note the service planning and change priorities for 2025/26 and the longer-term direction of travel.

Resource Implications

There are no resource implications arising from this report.

Legal & Risk Implications

There are risks in not meeting Best Value and community planning requirements that can lead to additional monitoring/audit, external intervention and/or loss of public confidence.

Impact Assessment

An EqIA is not required as this report does not propose any changes to policies or services.

Consultation

This paper was informed by performance improvements over 2024/25 and associated Service, CLT and CET engagement.

1.0 Introduction

1.1 This report builds on the revised Annual Review Report format introduced last year and more strongly aligns change and service planning alongside service performance analysis linked to operational management plans relating to finance, risk, workforce and digital development.

1.2 The report attached at Appendix 1 considers the performance of Protective Services 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.

1.3 Individual service indicators and results are published online in advance of this annual review to facilitate scrutiny and feedback. These are available at [Council plans and performance | Fife Council]

2.0 Protective Services – Key Messages 2024/25

2.1 In 2024/25, Protective Services continued to deliver on its vision of ensuring a safe, healthy, clean, and fair-trading environment for Fife's residents, businesses, and visitors. Despite ongoing workforce and financial pressures, the Service maintained high standards in regulatory compliance, operational delivery, and innovation. Notable achievements included the national launch of the Scottish Building Standards Hub, successful implementation of alternative delivery models in Environmental Health, and significant progress in digital transformation and workforce development.

2.2 Performance assessment for 2024/25 demonstrates that Protective Services met or exceeded key indicators in several areas. The Service also effectively managed risks and adapted to challenges such as recruitment difficulties and increased statutory demands. While some operational areas, like building warrant processing, faced capacity constraints with an associated dip in performance, the overall trajectory remained positive, with improvement and positive benchmarking against other Scottish councils through the Local Government Benchmarking Framework. In 2024/25 there was an increase in absence from the previous year, mainly as a result of long term absences.

2.3 To consolidate strong results, the Service has embedded a "Grow Your Own" workforce strategy, expanded digital tools like PowerBI for real-time performance monitoring, and fostered cross-team intelligence sharing. Areas requiring attention—such as recruitment, capacity in Building Standards, and further automation—are being addressed through targeted training, process reviews, and investment in digital skills. Regular risk assessments, robust governance, and ongoing engagement with national partners ensure that both strengths and improvement areas are systematically managed.

2.4 Looking ahead to 2025/26 and beyond, the Service will focus on advancing its People Plan to attract and develop talent, accelerating data-driven innovation, and ensuring statutory compliance within resource constraints. Priorities include a comprehensive review of Building Standards and Public Safety processes, further integration of digital solutions, and continued collaboration with national and local partners to enhance resilience, efficiency, and service quality.

2.5 The full Annual Service Review Report is set out in Appendix 1.

3.0 Conclusion

3.1 The report provides an integrated view of service planning, operational delivery, change and improvement activity and an assessment of performance for 2024/25.

Appendix 1 – Protective Services, Annual Service Review Report 2024/25

Report contacts

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Place Directorate

Protective Services

Annual Service Review Report 2025

Introduction

This report reflects the performance of Protective 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.

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**

Contact information

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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 Protective Service vision is to achieve a safe, healthy, clean, and fair-trading environment for residents, businesses, and visitors. We strive to achieve this through activities which monitor compliance with trading standards, environmental health and building standards law.

Key roles and responsibilities include:

- **Environmental Health (Food and Workplace Safety).**
  Responsible for food law inspections, workplace health and safety interventions, licensing inspections (e.g., street traders, public entertainment), port health, commercial waste duty of care, and working with NHS in relation to communicable disease control.
- **Environmental Health (Public and Environmental Protection)**
  Handles statutory nuisance complaints (noise, odour, light), animal licensing and welfare, air quality monitoring, contaminated land investigation and remediation, private housing standards, caravan site licensing, private water supply safety, and alcohol licensing compliance.
- **Trading Standards**
  Ensures fair and safe trading through advice and enforcement against domestic fraud, counterfeit goods and illicit tobacco, unfair trading, legal metrology (weights and measures), product safety, tobacco and age-restricted products regulation, and operates the Fife Trusted Trader Scheme.
- **Building Standards and Public Safety**
  Manages building warrant applications, enforces against unauthorised building work, provides public safety enforcement (dangerous buildings), supports licensing for Houses in Multiple Occupation (HMO) and Short Term Lets, and issues safety certificates for sports grounds and raised structures.

In addition, The Scottish Building Standards Hub (SBSH), hosted within Fife Council (Protective Services), is a nationally recognised specialist unit supporting all 32 Scottish local authority building standards teams. Officially launched in May 2024 following a successful two-year pilot in Fife Council, the SBSH is designed to strengthen the building standards system in Scotland by promoting consistency, resilience, and innovation across the sector.

Operating under Fife Council's corporate systems but functioning as an independent entity, the Hub delivers services across three core areas: business strategy and transformation, technical operations and services, and learning and development. It also manages hubs of expertise in fire engineering, structural engineering, and environmental design, and plays a key role in digital transformation efforts, including the development of Scotland's first dedicated Learning Management System for building standards professionals.

A separate report will be presented to Committee in due course to provide an update on the work of the Hub.

Demand & Delivery Overview 2024/25

Building Standards & Public Safety

- Building warrant value of work £204.2M (value of applications received)
- 4,132 building warrant compliance checks during construction (site inspections and alternative evidence checks)
- 372 enforcement cases (building warrant enforcement & dangerous buildings)

Environmental Health (Food & Workplace Safety)

- 1287 food law inspections revisits and other interventions were conducted.
- Enforcement actions for breaches of food law included: 7 Hygiene Improvement Notices; 19 Remedial Action Notices and 11 Voluntary closures.
- 718 health and safety at work inspections, revisits and other interventions were conducted. 1 Immediate Prohibition Notice was also served.
- 437 Waste Duty of Care Requests for Service were received.
- 155 notifications of communicable diseases were received and followed up as required in partnership with NHS Fife.

Environmental Health (Public Protection)

- 1364 Public Health / Nuisance complaints
- 443 Domestic noise complaints
- 243 Non-domestic noise complaints
- 51 National Assistance Burials
- 57 Passive Air Quality monitors
- 14 Automatic Air Quality monitors
- 550 Planning Applications involving Contaminated Land
- 138 Suspensive conditions recommended
- 223 Predetermination Risk Assessments recommended
- 20 Areas of land where Contaminated Land work has progressed
- 173 Service requests received in relation to Housing
- 78 Statutory samples taken from Private Water supplies
- 11 Risk Assessments of Private Water supplies
- 778 Consultations received for occasional / temporary and extended hours licences
- 483 Service requests received in relation to alcohol licensing

Trading Standards

- Scams - 153 call blockers installed during 2024/25 to protect elderly and vulnerable people which resulted in 23,508 nuisance/ scam calls being blocked (estimated £3,172,681 benefits).
- Operation Ce Ce (illicit tobacco)
  - 20 premises visited
  - 26, 420 cigarettes seized
  - 25.6kg of HRT seized
  - 4 sanction referrals made to HMRC resulting in penalties totalling £22,000
- Total tobacco retailers registered in Fife – 343
- Number of tobacco advisory visits made 68 – 20% [20% target set by Scottish Government]
- Tobacco test purchase attempts made – 6 – 2% [10% target set by Scottish Government]
- 0 sales – 0% failure rate
- Total NVP retailers registered in Fife – 315
- Number of NVP advisory visits – 64 – 20%
- NVP test purchase attempts – 41 – 13%
- 9 sales – failure rate 22%
- 14 Fixed penalty notices issued
- Number of non-compliant NVPs seized - 63

Our People

Key points

Headcount and full time equivalent (fte) in 2024/2025

- 114 Headcount,
- 110.9 FTE.

Workforce Profile

- 91.2% of the workforce works full time, and
- 93.9% are permanent.

Workforce Age

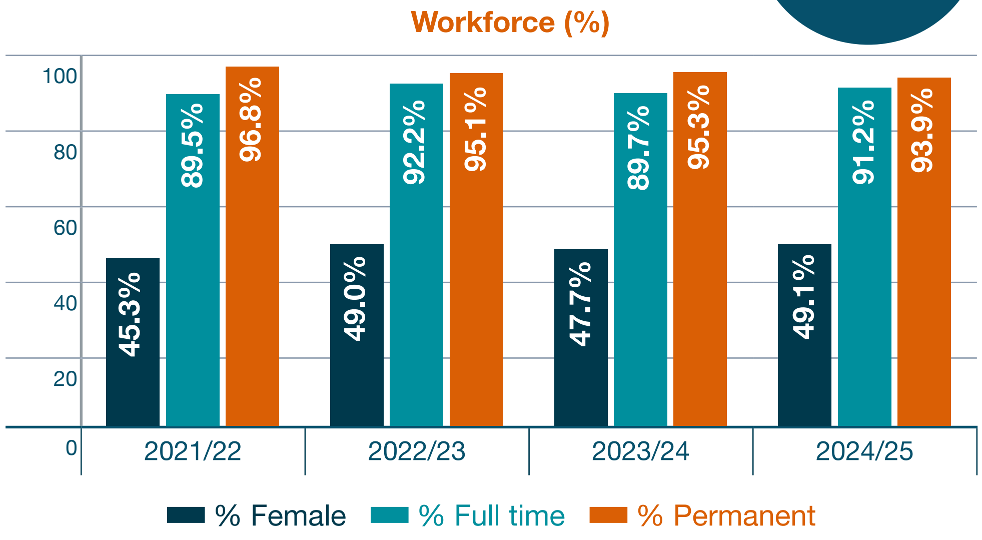
The average workforce age for Fife Council is 44.8 years in 2024/2025. Service comparisons are confirmed below:

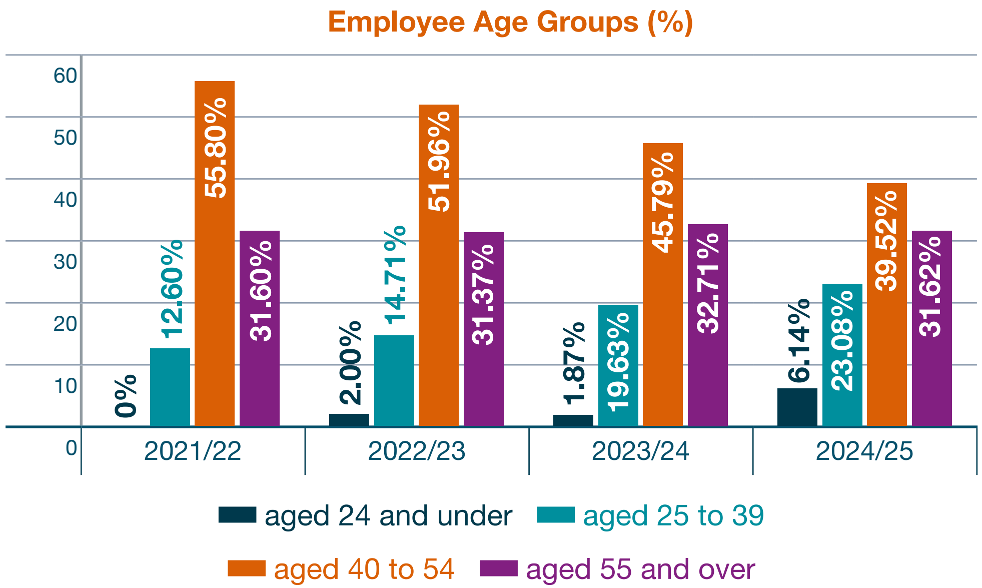
- Average workforce age is 46.7, above the council average.
- Average age of leavers is 55.3 new starts is 36.9. This has contributed to reducing the workforce age profile.
- 6.14% of the workforce is aged 24 and under.

Workforce Turnover

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

- Turnover rate is 7.9%. This is below the council average.
- Over half of leavers (66.67%) were aged 55 and over.
- The top reported leaver reason was Retired.





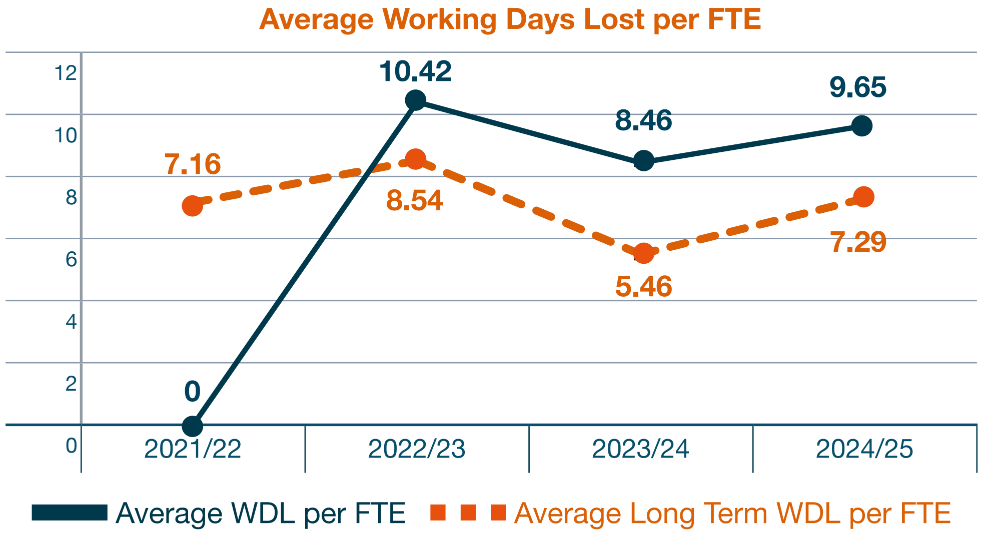
Our People

Sickness Absence

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 9.65 days, long-term absences account for 7.29 days, and short-term absences account for 2.36 days.

Whilst working days lost in the Service is significantly less than the Council's averages there has been an increase in long term absences. The Service has a Mental Health First Aider and managers across the Service seek to identify any support that is required for staff at an early stage and throughout the period of absence.



Our Budget

Business Area	Budget 24/25 £m	Provisional Outturn 24/25 £m	Variance 24/25 £m
Protective Services Administration	0.213	0.066	(0.147)
Building Standards & Public Safety	(0.474)	(0.278)	0197
Environmental Health (Food & Workplace Safety)	1.215	1.160	(0.055)
Environmental Health (Public Protection)	1.507	1.627	0.120
Trading Standards	0.879	0.960	0.081
Total Net Expenditure	**3.341**	**3.536**	**0.196**

	Budget 24/25 £m	Provisional Expenditure / (Income) 24/25 £m	Variance Overspend/ (Underspend) 24/25 £m
Staff Costs	5.794	5.920	0.126
Property Costs	0.047	0.134	0.087
Transport Costs	0.078	0.080	0.003
Supplies and Services	0.729	1.025	0.296
Third Party Payments	0.076	0.049	(0.027)
Transfer Payments	0.011	0.015	0.004
Support Service Charges	0.000	0.001	0.001
Total Expenditure	**6.734**	**7.225**	**0.491**
Internal Income	(0.886)	(0.867)	0.019
External Income	(2.506)	(2.821)	(0.315)
Total Income	**(3.393)**	**(3.688)**	**(0.295)**
Net Expenditure	**3.341**	**3.356**	**0.196**

Our Budget

Key points

The main variances against the budget are summarised below.

- The subjective analysis shows variances due to Scottish Building Standards Hub costs which were not budgeted for. Variances have been explained at a Business Unit level to be more meaningful.
- **Protective Services Administration** - Mainly due to Management fee income from Building Standards Hub (£0.082m) and budget to fund cost of new system in Trading Standards (£0.055m).
- **Building Standards & Public Safety**- Mainly due to shortfall in Building Warrant income partly offset by vacancies.
- **Environmental Health (Food & Workplace Safety)** - Part year vacancies and reduced Lab costs.
- **Environmental Health (Public Protection)** - Staff Turnover saving not met in this area.
- **Trading Standards** - Mainly due to costs for new Trading Standards system funded within Protective Services Administration (£0.055m)
- The substantial expenditure is on staffing. Income is essentially through building warrant applications and licence related applications, both statutory and non-statutory. Application income is monitored monthly and can be subject to volatility, for example where there is an economic downturn particularly related to housebuilding.
- Budget pressures remain and are mitigated where possible. Pressures relate to new and unfunded duties placed on Environmental Health (EH) and Trading Standards (TS) through new legislative burdens. To mitigate these risks CoSLA has been engaging with Scottish Government to ensure that robust Regulatory Impact Assessments are provided for new proposed legislation to ensure new duties are adequately resourced. In addition, limited resources will be prioritised on statutory duties to protect public health/safety and/or the environment.
- Large numbers of vacancies still exist within the Service although there has been some positive movement in terms of upskilling the workforce through the “Grow Your Own” approach.
- The Scottish Government has increased building warrant fees for a second year with potential increases planned for a third year. This is to fund additional verification staff as the lessons learned from Grenfell and other building failures are implemented in Scotland.

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.

Risk	Mitigating Action
ICT Failure	Implementation of new IT systems, review of Business Continuity Plan and critical activities. Plans for a workshop to test processes should there be a system failure to be held in early 2026.
Workforce Challenges	Grow Your Own model in place to upskill existing workforce into key vacant roles and to continue to support Modern Apprentices within the Service.
Legal and Regulatory Compliance Failure	Scheme of delegation reviewed/updated and Local Government Code of Governance maturity assessment completed. Actions for improvement in place.
Data Records Management	Ensure all systems are reliable and secure. Regular review of mandatory eLearning modules carried out.
Inability to Ensure Public Health & Safety and Protection - Building Standards and Public Safety	Adding current voluntary out of hours cover to terms and conditions (Service Manager, Team Manager & Lead Professionals) to ensure emergency cover out with normal working hours. Additional flexibility to re-deploy staff to different work areas if required. Developing new competency assessment & training system.

Risk	Mitigating Action
Inability to Ensure Public Health & Safety and Protection - Food and Workplace Safety	Ensuring staff are qualified and experienced in line with activities that they undertake. Supporting the grow your own initiative to upskill staff. The development, implementation and now moving towards business as usual with the alternative delivery model has increased capacity to undertake regulatory functions.
Inability to Ensure Public Health & Safety and Protection - Trading Standards	Carry out risk-based enforcement by focusing resources on high-risk areas such as illegal sales practices, unsafe goods and domestic fraud. Ensure officers are up to date with legislation, investigate techniques and follow robust enforcement policies. Work collaboratively with Police Scotland, HMRC and other relevant regulatory bodies.
Inability to Ensure Public Health & Safety and Protection - Public and Environmental Protection	Development of staff and working relationships through training opportunities and team workshops. Encouraging close working relationships between teams. Move to Enterprise for Uniform to allow better reporting and monitoring of complaints etc.

Performance assessment - Priorities & progress

Introduction - service delivery context and challenges

A review of current activities requires to be undertaken to ensure all priorities and statutory duties are defined along with all required resources identified, to enable a dynamic and flexible approach to the delivery of statutory functions across Team areas. A key challenge for Protective Services relates to the workforce both in terms ageing demographic and ongoing difficulty in recruiting professional staff including Environmental Health Officers and Trading Standards Officers. A grow your own approach has been adopted and is being taken forward for the regulatory professions across the Service.

The new Scottish Building Standards Hub which is being hosted in Fife Council (within Protective Services) and launched on 23rd May 2024 is also exploring new innovative approaches and working in partnership with all 32 Local Authorities in Scotland, along with key industry stakeholders, the Scottish Government and Local Authority Building Standards in Scotland.

Priorities & progress

- **Priority 1** - To continue to support and progress the Service People Plan/Workforce Strategy to create opportunities for a younger workforce, achieved through a ‘Grow your own’ approach.
- **Priority 2** - Continue the trial and development of an alternative delivery model to mitigate non-compliance with regulatory guidance e.g., the Food Law Code(s) of Practice with further engagement with Food Standards Scotland and the Health and Safety Executive.
- **Priority 3** - To drive greater productivity, increase automation, and improve customer experiences further we need to be more digitally enabled. Maximising the use of PowerBI and exploring the potential for AI and digital innovation, further developing automation where possible, and continuously improving the digital customer experience.
- **Priority 4** - Moving from data management to deriving intelligence from information is key to both improving services and changing how we work. There is a strong requirement for data analysis to inform decision making across the service and encourage continual improvement.
- **Priority 5** - Developing intelligence to set priorities and target the areas of greatest harm
- **Priority 6** - Implement recommendations following an internal audit of the Public Safety Dangerous Buildings Enforcement Team statutory duties.
- **Priority 7** - End to end review of all Building Standard & Public Safety services will start in 2024-25. This will be the first in depth process review since the pandemic to consider changes in the way customers interact with the team, new technology available and blended workstyles.

Performance assessment - Priorities & progress

Priority 1
Staff development

To continue to support and progress the Service People Plan/ Workforce Strategy to create opportunities for a younger workforce, achieved through a 'Grow your own' approach.

Progress

Building Standards & Public Safety:

- Two Modern Apprentices (MAs) were recruited in 2024; these are part of the cohort across Scotland in partnership with Scottish Government, Fife College & UHI Inverness College.
- Our 2023 MA progressed to the 2nd year of their HNC.
- Our 2022 MA successfully completed their HNC, with an award for outstanding SVQ submission, and was promoted to a permanent Assistant Building Standards Surveyor post.
- Two Assistant Building Standards Surveyors started to study a degree in Construction & the Built Environment (distance learning) at Robert Gordon University.

Environmental Health (Food & Workplace Safety and Public Protection) Teams:

- A Trainee Environmental Health Officer was recruited initially for a summer placement has been kept on and supported through their Environmental Health degree and practical placement, along with a second Trainee Environmental Health Officer.
- A Technical Officer was supported through the Royal Environmental Health Institute of Scotland's assessment of existing qualifications experiences, resulting them being able to qualify and work as an Environmental Health Officer in Scotland.
- Two members of staff have started working through the alternative pathway to qualifying as an Environmental Health Officer, with a further two undertaking the alternative pathway to becoming a Food Safety officer. Both pathways involve staff obtaining further academic qualifications and undertaking professional training prior to be able to present to a future Royal Environmental Health Institute of Scotland's professional examination diet.
- A Modern Apprentice in Regulatory Services was recruited and commenced their training in September 2024.
- A temporary Environmental Health Work placement position was recruited to twice. The initial post holder was successful at obtaining a place on an Environmental Health degree course and is now in a Trainee Environmental Health Officer position. The second post holder completed their placement and has since gone on to study a related subject at university This was possible due to WYI (Worker Youth Investment) funding.

Trading Standards:

One trainee qualified as a Trading Standards Officer during 2025.

WYI funding provided an opportunity for a young person to gain experience in a regulatory team, with the Trading Standards Technician position being successfully recruited to.

Areas for Improvement

Building Standards & Public Safety:

- MAs & Assistant Surveyors are joining fewer site inspections than planned, mainly due to the volume of remote working.
- A new section will be added to case officer's competencies in 2025/26 requiring them to achieve a minimum number of site hours with MAs & Assistant Surveyors.

Relevant KPI details

BS&PS/EH(FWPS) – No specific data and not linked to a KPI although the workforce profile data in "Our People" section of the report can be used to track positive changes.

This is part of planning for the future and lowering the average age across the Service. Along with providing staff development and to ensure capacity by having staff who are competent, and qualified and experienced in line with the activities they undertake.

Priority 2
Alternative Delivery Model

Continue the trial and development of an alternative delivery model to mitigate non-compliance with regulatory guidance e.g., the Food Law Code(s) of Practice with further engagement with Food Standards Scotland and the Health and Safety Executive.

Background

As detailed in the **Environmental Health (Food & Workplace Safety) Service Delivery Plan for 2024/25** presented to the Environment, Transportation & Climate Change Scrutiny Committee on 27 May 2024, the Environmental Health (Food & Workplace Safety) Team have faced continued difficulty in recruiting qualified officers such as Environmental Health Officers, which has had an impact on service delivery. Consequently, this has required a shift away from traditional thinking around Service Delivery in terms of food law and health and safety regulatory activities.

The Alternative Delivery Model also compliments the Protective Services 'grow your own' initiative and the alternative pathways to qualifying as an Environmental Health Officer or Food Safety Officer via the professional body, the Royal Environmental Health Institute of Scotland

Progress

- An authorisation matrix for the alternative delivery model was developed to align with the regulatory activities undertaken by the Environmental Health (Food & Workplace Safety) Team. The authorisation matrix was referenced in the refreshed Place Directorate List of Officer Powers – Scheme of Delegation.
- Four of the five first cohort of Environmental Health Technicians who started in early 2024 remain in post as of October 2025. They have all obtained Royal Environmental Health Institute of Scotland qualifications pertaining to food law and health and safety, along with undertaking on the job practical training supported by Authorised Officers within the Team.
- June 2024 saw the first allocation of food law inspections and intervention to the Environmental Health Technicians, with the regular allocation of reactive work activities such as new food business registrations and licencing/event applications commencing November 2024. The type and level of inspections, intervention and reactive activities are allocated in line with the authorisation matrix.
- Two Environmental Health Technicians are currently registered with the Royal Environmental Health Institute of Scotland and undertaking the necessary training to become Food Safety Officers.
- Opportunities to take on two Trainee Environmental Health Officers, were identified and are funded within the Environmental Health (Food & Workplace Safety) Team's budget. The Trainees who are both at university are undertaking their practical professional training alongside their studies.

- With the support of WYI funding a Modern Apprentice in Regulatory Services was recruited and started their training in September 2024.
- The budget from a vacant Lead Officer post was invested in to front line operations by making the 3rd Enforcement Officer permanent full time on establishment and creating an additional Environmental Health Technician post.
- The vacant and new Environmental Health Technician posts were successfully recruited to. The two new Environmental Health Technicians took up their new roles in March 2025. They are currently building up their knowledge, skills and experience.
- A presentation on the development and implementation of the Alternative Delivery Model was presented jointly with Food Standards Scotland at the Society of Chief Officers of Environmental Health in Scotland Annual Congress on 1 November 2024. This has resulted in interest from several Local Authorities.

Areas for Improvement

- To continue with the Alternative Delivery Model and incorporate into business as usual. Ensuring that staff receive the required training and development enabling them to build up skills, knowledge and experience to progress through the levels with the Alternative Delivery Model, thus helping to improve regulatory service provision.

Relevant KPI details

Performance Indicator	2020/21	2021/22	2022/23	2023/24	Family Group Av 2023-24	Target	Status	Trend
Cost of Trading Standards, Money Advice & Citizens Advice per 1,000 population (LGBF)	£7,281.16	£7,569.14	£9,539.84	£9,201.25	£6,338	£7,258.88	●	↓
Cost of environmental health per 1,000 population (LGBF)	£7,949.95	£8,207.99	£9,205.96	£9,597.81	£13,992	£15,518.30	✔	↓

Priority 3

Digital Innovation

To drive greater productivity, increase automation, and improve customer experiences further we need to be more digitally enabled. Maximising the use of PowerBI and exploring the potential for AI and digital innovation, further developing automation where possible, and continuously improving the digital customer experience

Progress

- There has been considerable improvement to ensure that teams maximise the benefits of digital innovation.
- Trading Standards at Fife Council are advancing their digital transformation by migrating to the Idox Cloud case management system, which went live in January 2025. This new cloud-based platform replaced legacy systems, addressing longstanding issues with speed, performance, and remote access—especially important for staff working from home. The migration is expected to deliver significant improvements in reporting capabilities, operational efficiency, and data security.
- Protective Services has expanded its use of PowerBI for data analytics and performance monitoring. Key service data and operational metrics are now available via PowerBI dashboards, enabling managers to make more informed, data-driven decisions and to benchmark performance across teams and functions. The development of new PowerBI reports is ongoing, with technical support available to assist with setup and integration.

Digital innovation also includes:

- Adoption of remote verification processes (e.g., using photos, videos, and live calls as substitutes for site visits where appropriate).
- Investment in staff digital skills through programmes like the Digital Leader/Champion initiative.
- Ongoing review of workflows to streamline processes and maximise the benefits of automation and digital tools.

Areas for Improvement

- Performance Monitoring: The implementation of performance monitoring software had been delayed due to ongoing pressures/ competing priorities. Continued investment in digital skills and support is needed to ensure staff can fully leverage new systems and analytics tools.
- Automation & Data Sharing: There is scope to further automate processes and improve sharing of intelligence across teams. Developing bespoke KPIs and live dashboards is underway but requires ongoing refinement and staff engagement.
- Resource Pressures: Budget constraints and new legislative requirements continue to challenge the pace of digital transformation. Prioritising resource allocation and aligning operational processes with strategic goals will be key to sustaining progress.

Relevant KPI details

- New KPIs are being developed as part of the work on digital innovation.

Priority 4
Data Driven Decision Making

Moving from data management to deriving intelligence from information is key to both improving services and changing how we work. There is a strong requirement for data analysis to inform decision making across the service and encourage continual improvement.

Progress

- Protective Services has made significant strides in embedding data-driven approaches across service delivery and operational management. The introduction of Enterprise for Uniform has enabled the creation of process workflows, bespoke performance indicators, and “live” dashboards, allowing teams to monitor and measure performance in real time. This has supported a shift from traditional data management to deriving actionable intelligence, helping managers and teams to identify gaps, streamline processes, and make more informed decisions.
- The Service has also promoted the use of performance monitoring and data analytics, with PowerBI dashboards now widely used to visualise key metrics and operational data. These dashboards facilitate benchmarking across teams and functions, supporting continuous improvement and enabling more responsive service redesign.
- The Service continues to align its data-driven initiatives with the broader Plan for Fife and corporate priorities, ensuring that data analysis informs decision-making at all levels and supports the council’s commitment to transparency and accountability.

Areas for Improvement

- Despite these advances, there are several areas where further progress is needed:
- Intelligence Sharing: There is scope to improve the sharing of intelligence across teams within Protective Services and with wider council services. Developing and introducing processes for better data integration and communication remains a priority.
- Automation and KPI Development: While new KPIs are being developed as part of digital innovation, ongoing refinement and staff engagement are required to ensure these indicators are meaningful and drive improvement.
- Resource Pressures: Budget constraints and new legislative requirements continue to challenge the pace of digital transformation. Prioritising resource allocation and aligning operational processes with strategic goals will be key to sustaining progress.
- Staff Skills and Engagement: Continued investment in digital skills and support is needed to ensure staff can fully leverage new systems and analytics tools. Staff engagement in the development and use of data-driven processes is essential for long-term success.

Relevant KPI details

- New KPIs are being developed as part of the work on digital innovation.

Priority 5
Intelligence led Decision Making

Developing intelligence to set priorities and target the areas of greatest harm

Progress

- Fife Trading Standards works closely with Trading Standards Scotland (TSS) by submitting a Level 1 Tactical Assessment document for Fife every 8 weeks. This is prepared by the Intelligence Officer. The Level 1 Assessment better informs the Trading Standards manager and the team for each LA by providing an overview of the intelligence received during the reporting period; it identifies trends, patterns of behaviour, persistent offenders and emerging issues. It assists with decisions on resource allocation and prioritisation for potential and/or anticipated areas of activity.
- TSS also share a Level 2 Tactical Assessment document every 8 weeks with Scottish Local Authority Trading Standards (SLATS) to provide an overview of the work undertaken to tackle cross LA boundary consumer detriment by TSS and SLATS.
- The Trading Standards Team has also developed their own internal Tactical Assessment document which feeds into the TSS Level 1 document and keeps officers and managers informed of the progress of current issues for each reporting period.
- The Team also participates in the national (UK wide) intelligence database used by Trading Standards (IDB) to record, access and share intelligence about consumer protection issues, identify patterns in criminal activity and prioritise and coordinate enforcement actions.
- Also initiated activities to support a review of the resource requirements for statutory activities undertaken by the TS team - to make best use of current resources; to identify where best to direct resources through analysis of our databases and intelligence led working. Tactical tasking and coordination are embedded in the TS processes and helps to focus attention on local and national priorities.

Areas for Improvement

- Develop and introduce processes for improved sharing of intelligence across the relevant teams within Protective Services and wider council services.

Relevant KPI details

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Reported scams resulting in an intervention (%)	71.70%	63.70%	80.10%	80.30%	84.80%	N/A	○	↑

New KPIs are also being developed as part of the work on digital innovation.

Priority 6
Public Safety Dangerous Buildings Audit

Implement recommendations following an internal audit of the Public Safety Dangerous Buildings Enforcement Team statutory duties.

The final report from Audit Services was issued in quarter 1 of 2024-25 and made nine recommendations. Implementation dates between June 2024 and March 2025 were agreed for each of the associated actions.

The audit report was presented to the Standards, Audit and Risk Committee on 28 June 2024; the recommendations can be found on pages 8 and 9 of the **Agenda and Papers.**

Progress

- All of the nine recommendations were implemented by 31st March 2024.

Areas for Improvement

- All of the areas for improvement identified during the audit have been addressed.

Relevant KPI details

- There are no KPIs associated with dangerous buildings.

Priority 7

Review of Building Standards & Public Safety Processes

End to end review of all Building Standard & Public Safety services will start in 2024-25. This will be the first in depth process review since the pandemic to consider changes in the way customers interact with the team, new technology available and blended workstyles.

Progress

- The number of vacancies within the team and reduced capacity limited progress during 2024-25.
- The areas prioritised for review were those with outcomes that could potentially help to manage workflow essential to meet KPO targets and meet customer needs.
- Building warrant compliance processes review is continuing but an early change has been implemented to introduce scheduling of site inspections for case officers:
- An electric vehicle (EV) was trialled based in Cupar and proved successful.
- The process is underway to purchase a new electric vehicle for the team with delivery expected quarter 1 2025-26. The longer term plan is to introduce more EVs in order to meet the Scottish Government requirement to increase the number of site inspections but also cut carbon emissions at the same time.
- Site days for case officers are being coordinated to maximise use of the electric vehicle.
- A single email address is now used by customers to request an inspection; these are arranged and added to case officer diaries by Assistant Surveyors.
- Outcomes include a quicker response for customers and efficient planning of inspections.
- The building warrant approval processes review is also continuing, progress so far:
- A new shared document has been created to provide a single source for all technical standard guidance for case officers and improve consistency.
- Additional quality assurance checks are being carried out by Technical Assistants rather than Lead Professionals

Areas for Improvement

- Electric vehicles – there have been some challenges experienced during the trial period, for example, where to park the vehicle overnight and the reliability of chargers. These will need to be addressed to plan ahead for the ban on petrol and diesel engines.
- Vehicle booking and management systems – the current systems do not allow maximum use of each vehicle.

Relevant KPI details

- The reviews and changes being implemented are targeting all of the KPIs (see appendix).
- Due to the reduced capacity in the team, these are unlikely to lead to any performance improvements in the short term but will provide some mitigation against further decline.

Performance assessment – Operational delivery

Overview of progress

6 **OK** 0 **Warning** 5 **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

Framework (LGBF) indicators, the latest set of LGBF data published covers 2023/24. More detail can be found at **www.improvementservice.org.uk/benchmarking/explore-the-data**

	2020/21	2021/22	2022/23	2023/24
Cost of Trading Standards, Money Advice & Citizens Advice per 1,000 population (LGBF)	£7,281.16	£7,569.14	£9,539.84	£9,201.25
Cost of environmental health per 1,000 population (LGBF)	£7,949.95	£8,207.99	£9,205.96	£9,597.81

Challenges

- Cost of Trading Standards per 1000 population - these costs are influenced by the inclusion of costs for the Money and Consumer Advice services (which sit separately from Fife Council Trading Standards) which Fife Council pays an annual sum. These costs are not included within some LGBF returns for other local authorities, therefore, comparisons against LAs is not made on an equal basis. Costs have decreased slightly from 2022/23.
- The cost of Environmental Health per 1000 population has remained fairly static since 2019/20. There has been a slight increase in costs in 2023/24 due to a number of vacancies being filled through the Grow Your Own approach. This cost is significantly below the Family Group Average of £13,992 per 1000 population.

Areas for improvement

- Building warrant related performance fell during 2024/25 due to a drop in capacity within the Building Standards & Public Safety team. Two experienced Building Standards Surveyors left in 2024, leaving seven Surveyors in the verification team. Current Scottish Government modelling suggest that 14 Surveyors are required to deliver the verification service, there are also vacancies at other levels within the team.
- External recruitment was unsuccessful in attracting any experienced case officers during 2024/25. A Modern Apprentice was promoted to Assistant Surveyor and two new MAs were recruited. This is part of our ‘grow your own’ approach and longer term planning, however, these posts take additional time from experienced staff for training and development.
- Although the average age across the team is falling, this is mainly due to young people joining the team and there is still a signficant number over, or close to, voluntary retirement age. Further external recruitment attempts are planned but there is currently a shortage of experienced Building Standards staff across Scotland. Recruitment of young people and internal promotion, where possible, will continue despite this adding to team capacity issues in the short term.

One year ahead

Priorities for 2025/26

The Service will continue to work to implement improvements across all core performance indicators. However, in 2025/26 resources will be focussed on the main change and improvement goals outlined below.

- **Priority 1**
  To continue to support and progress the Service People Plan/ Workforce Strategy to create opportunities for all including younger members of the workforce, achieved through a ‘Grow your own’ approach.
- **Priority 2**
  Data Driven Innovation and Improvement
- **Priority 3**
  Statutory Compliance and Risk Management: Our services will efficiently fulfil statutory functions while effectively managing risks within our resource constraints (this will include time/ resource calculations, assessment of statutory priorities etc).
- **Priority 4**
  End to end review of all Building Standard & Public Safety services.

Appendix - Key Performance Indicators

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

PR Customer

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Protective Services Stage 1 Complaints actioned < 5 days	67%	92%	100%	91%	100%	90%	OK	Improving
Protective Services Stage 2 Complaints actioned < 20 days	94%	78%	88%	74%	88%	85%	OK	Improving
Customer satisfaction rating Building Standards - Fife	7.6	7.2	7.3	8.4	9.1	7.5	OK	Improving
% of tobacco & NVP retailers given advice	0.60%	9.10%	20%	20.10%	20.10%	20%	OK	Improving

PR LGBF

Performance Indicator	2020/21	2021/22	2022/23	2023/24	Family Group Av 2023-24	Target	Status	Trend
Cost of Trading Standards, Money Advice & Citizens Advice per 1,000 population (LGBF)	£7,281.16	£7,569.14	£9,539.84	£9,201.25	£6,338	£7,258.88	Alert	Getting worse
Cost of environmental health per 1,000 population (LGBF)	£7,949.95	£8,207.99	£9,205.96	£9,597.81	£13,992	£15,518.30	OK	Getting worse

Appendix - Key Performance Indicators

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

PR Resources

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Building standards verification fee income	202.85	217.85	214.04	399.5	184.95	140	Alert	Improving
Protective Services - Average WDL per FTE	DIV/0	DIV/0	10.42	8.46	9.65	8.4	Alert	Getting worse
Protective Services - Average Long Term WDL per FTE	DIV/0	7.16	8.54	5.46	7.29	5.4	Alert	Getting worse
Protective Services Workforce who are Female (%)	45.30%	45.30%	49%	47.70%	49.10%	N/A	Data only	Improving
Protective Services Workforce who are Full-time (%)	89.50%	89.50%	92.20%	89.70%	91.20%	N/A	Data only	Improving
Protective Services Workforce who are Permanent Employees (%)	86.30%	96.80%	95.10%	95.30%	93.90%	N/A	Data only	Improving
Protective Services Employees aged 24 and under (%)	1.10%	0%	2%	1.90%	6.10%	N/A	Data only	Improving
Protective Services Employees aged 29 and under (%)	3.20%	3.20%	7.80%	8.40%	12.30%	N/A	Data only	Improving
Protective Services Employees aged 55 and over (%)	26.30%	31.60%	31.40%	32.70%	30.70%	N/A	Data only	Improving
Protective Services Employee Turnover				9.35%	7.89%	10%	Alert	Getting worse

Appendix - Key Performance Indicators

Key **KPI Status:** ✔ **OK** ▲ **Warning** ● **Alert** O **Data only** ? **Unknown** **Trend:** ↑ **Improving** ■ **No change** ↓ **Getting worse**

PR Service Operations

Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Target	Status	Trend
Building Warrants responded to <20 working days % Fife	98.40%	99%	97%	97%	92.10%	95%	✔ OK	↓ Getting worse
% of building warrants issued <=10 days of receipt of all additional information requested	91.20%	85.50%	82.48%	78.43%	68.68%	90%	● Alert	↓ Getting worse
Average working days to issue building warrant - Fife	50.6	56.5	67.3	69.6	83.8	80	▲ Warning	↓ Getting worse
Reported scams resulting in an intervention (%)	71.70%	63.70%	80.10%	80.30%	84.80%	N/A	O Data only	↑ Improving
% of failures under initial test purchase of tobacco/NVPs	DIV/0	DIV/0	DIV/0	12.20%	19.10%	10%	● Alert	↓ Getting worse
Annual Mean NO2 monitoring Cupar	21	20	18	20	18	N/A	O Data only	↑ Improving
Annual Mean NO2 monitoring Dunfermline	15	16	15	15	14	N/A	O Data only	↑ Improving
Annual Mean NO2 monitoring Kirkcaldy	12	14	12	13	12.5	N/A	O Data only	↑ Improving
Annual Mean NO2 monitoring Rosyth	15	19	18	17	13.7	N/A	O Data only	↑ Improving
Annual Mean PM10 monitoring Cupar	12.4	14.3	15.4	13.2	11.9	N/A	O Data only	↑ Improving
Annual Mean PM10 monitoring Dunfermline	9.4	10.6	13.2	12.1	10.7	N/A	O Data only	↑ Improving
Annual Mean PM10 monitoring Kirkcaldy	9.9	10.3	12.1	9.9	10.2	N/A	O Data only	↑ Improving
Annual Mean PM10 monitoring Rosyth	10	10.9	12.1	9.9	10.6	N/A	O Data only	↑ Improving

18 November 2025
Agenda Item No. 12

2025/26 Revenue Monitoring Projected Outturn

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services
Carol Connolly, Executive Director, Place

Wards Affected: All

Purpose

The purpose of this report is to give members an update on the projected outturn financial position for the 2025/26 financial year for the areas in scope of the Environment, Transportation & Climate Change Scrutiny Committee.

Recommendations

Committee is asked to consider the current financial performance and activity as detailed in this report.

Resource Implications

None.

Legal & Risk Implications

There are no direct legal implications arising from this report.

Impact Assessment

An EqIA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

1.1 The purpose of this report is to advise Members of the projected outturn for the areas under the scope of this committee, for the 2025/26 Revenue Budget, and to highlight the major variances.

1.2 Section 4 of the report summarises the progress on delivery of approved budget savings and provides an explanation of any variances to the delivery of savings target.

1.3 Variances occur for a number of reasons and variances in budget are not always correlated to delivery of savings targets.

2.0 Issues

2.1 **Projected Outturn**

2.1.1 The projected overspend for the areas falling under the scope of this committee is £0.985m. A summary of the 2025/26 projected out-turn for the areas under the scope of this committee is detailed in Appendix 1. This shows projected expenditure against budget across the Service/Business Unit headings within the Directorate. It should be noted that the balances are extracted from the ledger system and are shown as rounded thousands. This may mean that there are some rounding differences contained within the appendices, but these are immaterial values that do not impact on the overall financial position. The following paragraphs provide a brief explanation of the main areas where there are significant variances (+/-£0.250m) to budgets.

3.0 Major Variances

3.1 Property & Bereavement underspend of (£0.479m), and movement of (£0.256m). The underspend is mainly due to staffing costs (£0.253m), lower than anticipated supplies and services costs (£0.098m) and an anticipated over-recovery of income (£0.076m). The movement is primarily due to vacancies across the Services and lower than anticipated cost for supplies and services. There have been several vacant posts across the Services, but a number of these have now been filled.

3.2 Environment & Building Services overspend of £1.381m, and movement of £0.281m, mostly due to Domestic Waste & Street Cleaning. This is mainly due to a continuation of historical issues around transport, hires and repairs. In addition, there is an overspend on staffing, as a result of increased overtime due to both vehicle breakdowns and a change in legislation regarding how persistent organic solutions are dealt with. That overspend is partly offset by various underspends/over-recoveries in other areas of Environment & Building.

3.3 Facilities Management overspend of £0.741m and movement of £0.148m. The overspend mainly relates to School Catering and Commercial Catering (FSLT) £0.449m and Cleaning £0.316m. The overspend on School Catering primarily relates to reduced income and an increase in costs to maintain the equipment for duct cleaning in Schools. Within Cleaning, the overspend mainly relates to staffing costs, which is primarily due to cover for staff sickness, and increased vehicle hire costs. The Service is actively working on solutions to reduce sickness levels, as well as liaising with Fleet Services on the increase in vehicle hire costs.

3.4 Protective Services underspend of (£0.612m), and movement of (£0.461m). Underspend is mainly due to vacancies in Building Standards (£0.417m) due to part year vacancies in new posts funded from Building Warrant fee increases. Projected recovery in Building Warrant fee income (£0.277m) based on income received to date. Income levels are significantly higher than the same period last year and will be closely monitored as future fee levels are uncertain and potentially may drop off later in the financial year. Movement of (£0.461m) is the from inclusion of increased Building warrant fee income (£0.277m) and contribution of (£0.152m) toward the hosting cost of the Building Standards Hub.

4.0 Progress on Budget Savings

4.1 Appendix 2 provides details of revenue budget savings for the areas falling under the scope of the Place Directorate, detailing achievements against the current year approved budget savings. The appendix details:

- the 3-year budget period for which the savings were approved
- the title of each saving
- the savings target relevant to the current financial year
- the value of saving forecast as deliverable for the financial year
- a Red/Amber/Green Status for each saving
- details of any substitute savings

4.2 All savings have been categorised using a Red/Amber/Green status and these are described as follows:

Green – No issues and saving is on track to be delivered
Amber – There are minor issues or minor reduction in the value of saving, or delivery of the saving is delayed
Red – Major issues should be addressed before any saving can be realised

4.3 Where a saving is no longer deliverable in the current year it is expected that substitute savings are identified to ensure that costs remain within budget overall. Where this is the case, the original saving will be categorised red or amber and a substitute saving will be identified. The substitute saving will be categorised as green and identified in the tracker as a substitute.

4.4 Overall, the savings to be delivered are £1.670m and the projected delivery is £1.407m. Whilst the delivery of savings is becoming more challenging, the relevant areas are looking to minimise the financial impact of any amber or red savings by determining mitigating actions as soon as possible. Across all areas, there are £0.263m savings identified as being Amber status and actions are in place to seek to mitigate.

4.5 The full year saving amounts are detailed along with annual forecast information detailed in appendix 2. There are no savings variations at Service level (+/-£0.250m) between the Service savings target and the projected saving being delivered within the current financial year.

5.0 Conclusions

5.1 The projected outturn position for the areas under the scope of the Environment, Transportation & Climate Change Scrutiny Committee is an overspend of £0.985m (1.02%).

List of Appendices

1 Projected Outturn 2025/26 Summary
2 Approved 2025/26 Savings

Background Papers

None

Report Contact

Ashleigh Allan
Finance Business Partner
Finance Service
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BUDGET MONITORING REPORT SUMMARY ENVIRONMENT, TRANSPORTATION & CLIMATE CHANGE AUGUST 2025	Current Budget 2025/26 £m	Forecast 2025/26 £m	Variance £m	Variance %	Previous Reported Variance £m	Appendix 1 Movement £m
SERVICE MANAGED NET BUDGET	**132.028**	**133.013**	**0.985**	**0.75%**	**1.305**	**(0.320)**
ANALYSIS OF SERVICE MANAGED BUDGET						
Property & Bereavement	3.145	2.666	(0.479)	(15.23%)	(0.223)	(0.256)
Environment & Building Services	15.584	16.965	1.381	8.86%	1.100	0.281
Facilities Management Service	48.296	49.037	0.741	1.53%	0.594	0.147
Roads & Transportation	36.025	35.972	(0.053)	(0.15%)	(0.015)	(0.038)
Service Management & Sustainability	22.978	22.997	0.019	0.08%	0.000	0.019
Protective Services	5.335	4.723	(0.612)	(11.47%)	(0.151)	(0.461)
Climate Change	0.665	0.653	(0.012)	(1.80%)	0.000	(0.012)
	132.028	**133.013**	**0.985**	**0.75%**	**1.305**	**(0.320)**

TRACKING APPROVED 2025-26 SAVINGS **Appendix 2**
ENVIRONMENT, TRANSPORTATION & CLIMATE CHANGE
AUGUST 2025

Area	Approved Budget Year	Savings Ref	Title of Savings Proposal	Savings Target £m	Forecast £m	(Under)/ Over £m	Rag Status
Facilities Management	2025-28	PL-003	Staff Productivity - Facilities Management	0.260	0.087	(0.173)	Amber
Facilities Management	2025-28		Efficiency Saving	0.074	0.074	0.000	Green
Roads & Transportation Services	2025-28	PL-033	Traffic Management	0.501	0.501	0.000	Green
Roads & Transportation Services	2025-28	PL-034	Car Parking Strategy	0.281	0.281	0.000	Green
Roads & Transportation Services	2025-28		Efficiency Saving	0.262	0.262	0.000	Green
Property & Bereavement	2025-28		Efficiency Saving	0.081	0.081	0.000	Green
Environment & Building Services	2025-28		Efficiency Saving	0.171	0.081	(0.090)	Amber
Protective Services	2025-28		Efficiency Saving	0.039	0.039	0.000	Green
Place Executive Director	2025-28		Efficiency Saving	0.001	0.001	0.000	Green
Grand Total				**1.670**	**1.407**	**(0.263)**	

Rag Status Key:-

Green - No issues and saving is on track to be delivered

Amber - There are minor issues or minor reduction in the value of saving, or delivery of the saving is delayed

Red - Major issues should be addressed before any saving can be realised

Summary			
Rag Status	**Savings Target £m**	**Forecast £m**	**(Under) /Over £m**
Green	1.239	1.239	0.000
Amber	0.431	0.168	(0.263)
Red	0.000	0.000	0.000
Total	**1.670**	**1.407**	**(0.263)**

Environment, Transportation & Climate Change Scrutiny Committee

18 November 2025

Agenda Item No. 13

2025/26 Capital Monitoring Projected Outturn

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services

Carol Connolly, Executive Director, Place

Wards Affected: All

Purpose

The purpose of this report is to provide an update on the Capital Investment Plan and advise on the projected financial position for the 2025/26 financial year for the areas in scope of the Environment, Transportation & Climate Change Scrutiny Committee.

Recommendation(s)

Committee is asked to consider the current financial performance and activity as detailed in this report.

Resource Implications

None.

Legal & Risk Implications

None.

Impact Assessment

An EqIA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

1.1 This report summarises the projected capital outturn for the areas falling under the scope of this Committee for 2025/26. Projected expenditure is £58.997m, representing 94% of the approved capital programme for 2025/26.

1.2 Appendix 1 shows an analysis of specific projects in the current capital investment plan for those projects with a budget of £5.000m and over, and with a budget of £1.000m and over and analyses total project cost rather than only in year spend.

1.3 Appendix 2 details the projected expenditure against budget for each project, along with any associated income.

2.0 Issues, Achievements & Financial Performance

2.1 Key Issues / Risks

2.1.1 Appendix 1 details the total cost forecast position for all capital projects within the areas under the scope of the Committee with an overall value of £1.000m and over. The key risks associated with the major projects are noted below.

2.1.2 Across the Capital Investment Plan there continues to be risk that both the timing and the costs of projects are adversely affected by the current economic climate. Inflationary increases have had a significant impact, and these have been reflected in the Plan. Monitoring of the impact of any additional costs on projects will continue and any significant impact on timescales and associated risks will be reported to this committee. Where appropriate, any known impact on timing of delivery of projects has been built in to the rephased plan and the overall scale of any additional costs or further delays has been considered as part of the review of the Capital Investment Plan approved in February 2025.

2.2 Major Projects – Potential Risks and Actions

2.2.1 There are no additional or new risks arising in the current reporting period from any of the major projects being progressed.

2.3 Financial Performance – 2025/26 Projected Outturn

2.3.1 Appendix 2 provides a summary of the projected outturn for each project for the financial year 2025/26. The appendix shows a projected outturn of £58.997m against a Capital Investment plan of £62.876m, a spending level of 94%.

2.3.2 Appendix 2 also provides a summary of the projected outturn for each project for the financial year 2025/26 for capital income. The appendix shows a projected outturn of £18.251m against a capital income budget of £18.914m.

2.3.3 Significant variances of (+/-£0.500m) are explained in section 2.4

2.3.4 Slippage is the term used to describe projects that are expected to spend less than the budget allocation in a particular year due to a delay in timing on the delivery of the project. This is not uncommon in the capital programme and the reasons for this can be wide and varied. Advancement is the term used to describe projects that are expected to spend more than the budget allocation in a particular year due to an acceleration of the budget from future years.

2.4 Significant Variances

2.4.1 Structures Infrastructure slippage of (£0.673m) is mainly due to the Leven Prom Sea Wall, where phase 1 is presently being progressed and consists of the car park repairs and promenade feasibility study. Phase 2 will progress in future years and consist of concept designs and investigations. The remaining slippage is attributed to staff shortages and difficulties in recruiting specialist staff across various other projects.

2.4.2 Sustainable Transport slippage of (£1.881m) relating to the Levenmouth Reconnected Programme (LRP) where the projected expenditure has slipped as the number of suitable projects applying for a grant have been less than anticipated. Also, two projects previously approved have not progressed during this financial year and therefore not yet made a grant claim.

2.4.3 Strategic Transport Intervention Programme overall slippage of (£0.663m) mainly due to Northern Road Link East End delay with completion of the design and postponement of Kings Road/Admiralty due to uncertainty about the impact of an adjacent development resulting in slippage of (£1.359m) which has then allowed for the advancement of £0.696m for Grange Drive and Whitefield Road.

This slippage results in a corresponding delay in income of £0.663m.

3.0 Conclusions

3.1 The total 2025/26 approved programme for the areas in scope of the Environment, Transportation & Climate Change Scrutiny Committee is £62.876m. The projected level of expenditure is £58.997m, which represents 94% of the total programme, resulting in slippage of (£3.879m).

3.2 The management of capital resources require us to look across financial years, as well as within individual years. The current year performance is only a snapshot of the existing plan and the Directorate will adjust expenditure levels within future years of the plan to accommodate the advancement or slippage of projects.

List of Appendices

1. Total Cost Monitor
2. Capital Monitoring Report

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FIFE COUNCIL
ENVIRONMENT, TRANSPORTATION AND CLIMATE CHANGE SCRUTINY COMMITTEE
PLACE DIRECTORATE
CAPITAL INVESTMENT PLAN 2025-35
TOTAL COST MONITOR - MAJOR CAPITAL PROJECTS

Appendix 1

Project	Theme	Original Approved Budget £m	Current Project Budget £m	Total Outturn £m	Variance £m	Variance %	Current Project Status	Expected Project Completion Date
Northern Road Link East End (Dunfermline)	Thriving Places		14.805	14.805	-	0.00%	Current Project	2026-27
Western Distributer Road (Dunfermline)	Thriving Places		9.249	9.249	-	0.00%	Future Project	2031-32
Northern Road A823 (Dunfermline)	Thriving Places		14.596	14.596	-	0.00%	Preparatory Work	2028-29
Levenmouth Reconnected	Thriving Places	2.000	7.363	7.363	-	0.00%	Current Project	2027-28
Mountfleurie Bridge	Thriving Places		7.205	7.205	0.000	0.01%	Current Project	2025-26
River Park Routes	Thriving Places		6.429	6.429	-	0.00%	Current Project	2025-26
Leven Railway Bridge & Bawbee Bridge	Maintaining our Assets	2.279	10.110	10.110	-	0.00%	Current Project	2025-26
Broad Street Bridge Cowdenbeath	Maintaining our Assets	3.678	13.619	13.619	-	0.00%	Preparatory Work	2029-30
Den Burn Bridge (Cardenden)	Maintaining our Assets	2.120	10.710	10.710	-	0.00%	Preparatory Work	2028-29
Total Major Projects over £5.000m		**10.077**	**94.087**	**94.087**	**0.000**	**0.00%**		
Kings Road/Admiralty Road Junction	Thriving Places	1.880	2.170	2.170	-	0.00%	Preparatory Work	2026-27
Rumblingwell Junction	Thriving Places	2.800	3.295	3.295	-	0.00%	Future Project	2032-33
Sustrans-Places for Everyone	Thriving Places		3.195	3.195	-	0.00%	Current Project	2025-26
Path & Cycleway Upgrades	Thriving Places		1.758	1.758	-	0.00%	Current Project	2027-28
Active Travel Network	Thriving Places		3.004	3.003	(0.000)	-0.01%	Current Project	2025-26
Active Travel - Tier 1	Thriving Places		4.776	4.776	-	0.00%	Current Project	2025-26
St Andrews Link Road	Thriving Places	1.917	1.917	1.917	-	0.00%	Future Project	2027-28
Bankhead Roundabout Signalisation	Thriving Places	2.700	1.900	1.900	-	0.00%	Future Project	2027-28
Preston Roundabout Signalisation	Thriving Places	1.900	1.900	1.900	-	0.00%	Future Project	2034-35
Woodside Underpass	Maintaining Our Assets		1.073	1.073	-	0.00%	Future Project	2028-29
Guardbridge Strengthening	Maintaining our Assets	1.250	1.250	1.250	-	0.00%	Future Project	2027-28
Reinstatement of Leven Prom Sea Wall	Maintaining our Assets	1.000	1.000	1.000	-	0.00%	Current Project	2025-26
Harbour Dredging Anstruther	Maintaining our Assets	1.100	1.100	1.100	-	0.00%	Future Project	2028-29
Kinnessburn Flood Prevention	Maintaining our Assets		1.534	1.534	-	0.00%	Future Project	2028-29
Freuchie Mill Flood Prevention	Maintaining our Assets	1.500	2.214	2.214	-	0.00%	Future Project	2027-28
Reception Hall Anaerobic Digestion Plant	Maintaining our Assets		1.559	1.559	-	0.00%	Current Project	2025-26
New Cell Lochhead Landfill Site	Maintaining our Assets	2.000	1.985	1.985	-	0.00%	Current Project	2026-27
New Recycling Centre Cupar	Maintaining our Assets	3.250	3.250	3.250	-	0.00%	Future Project	2028-29
Benarty PS Carbon Efficient Heating	Maintaining our Assets	1.234	1.234	1.234	-	0.00%	Future Project	2026-27
North Queensferry Town Pier	Maintaining our Assets		1.415	1.415	-	0.00%	Future Project	2028-29
Total Major Projects over £1.000m		**22.531**	**41.526**	**41.525**	**(0.000)**	**0.00%**		
Total Major Projects		**32.608**	**135.613**	**135.613**	**(0.000)**	**0.00%**		

FIFE COUNCIL
ENVIRONMENT, TRANSPORTATION AND CLIMATE CHANGE SCRUTINY COMMITTEE
PLACE DIRECTORATE
CAPITAL INVESTMENT PLAN 2025-33
MONITORING REPORT 2025-26

Appendix 2

Expenditure	Current Budget £m	Actual to Date £m	Outturn £m	Variance £m	Outturn as % of Plan
Contaminated Land	0.376	0.010	0.376	-	100%
TOTAL PROTECTIVE SERVICES	**0.376**	**0.010**	**0.376**	**-**	**100%**
Structures Infrastructure	2.155	0.065	1.482	(0.673)	69%
Sustainable Transport	9.771	0.629	7.890	(1.881)	81%
Public Conveniences	0.009	0.009	0.009	0.000	102%
Roads Infrastructure	10.048	2.280	10.048	-	100%
Traffic Management	1.121	0.172	1.121	-	100%
Streetlighting	2.137	0.736	2.137	-	100%
Purchase of Vehicles & Equipment	7.124	4.042	7.124	-	100%
Depots & Buildings	0.003	-	0.003	-	100%
Climate Change - Adaptation	0.300	0.025	0.300	-	100%
Landfill Sites	1.482	0.305	1.482	-	100%
Property Maintenance	3.305	0.545	3.326	0.021	101%
Cafeteria Refurbishments	0.059	-	0.059	-	100%
Crematoria/Cemetries Programme	0.160	0.053	0.139	(0.021)	87%
ATE Plant & Machinery	0.098	-	0.068	(0.030)	69%
Strategic Transport Intervention Programme	3.429	0.246	2.766	(0.663)	81%
Burial Provision	1.012	0.001	1.012	-	100%
Recycling Centres Plant & Equipment	0.100	0.067	0.100	-	100%
Fife Resource Solutions Rolling Programme	1.104	0.111	1.104	-	100%
Recycling Centres	0.487	-	0.487	-	100%
Pathway to Net Zero	3.467	1.494	3.530	0.062	102%
St Andrews STIM	0.075	-	-	(0.075)	0%
Glenrothes STIM	0.300	-	0.100	(0.200)	33%
Leven Connectivity	12.041	1.416	12.041	-	100%
Flooding Measures	1.713	0.165	1.295	(0.418)	76%
Anaerobic	1.000	-	1.000	-	100%
TOTAL ASSET & TRANSPORTATION & ENVIRONMENT	**62.500**	**12.361**	**58.621**	**(3.879)**	**94%**
TOTAL EXPENDITURE	**62.876**	**12.371**	**58.997**	**(3.879)**	**94%**

Income	Current Budget £m	Actual to Date £m	Outturn £m	Variance £m	Outturn as % of Plan
Sustainable Transport	(3.444)	0.439	(3.444)	-	100%
Strategic Transport Intervention Programme	(3.429)	-	(2.766)	0.663	81%
Leven Connectivity	(12.041)	(4.475)	(12.041)	-	100%
TOTAL ASSETS, TRANSPORTATION & ENVIRONMENT	**(18.914)**	**(4.036)**	**(18.251)**	**0.663**	**96%**
TOTAL INCOME	**(18.914)**	**(4.036)**	**(18.251)**	**0.663**	**96%**

18 November 2025

Agenda Item No. 14

Environment, Transportation and Climate Change Scrutiny Committee Forward Work Programme

Report by: Eileen Rowand, Executive Director Finance and Corporate Services

Wards Affected: All

Purpose

This report supports the Committee's consideration of the workplan for future meetings of the Committee.

Recommendation(s)

It is recommended that the Committee review the workplan and that members come forward with suggestions for areas of scrutiny.

Resource Implications

Committee should consider the resource implication for Council staff of any request for future reports.

Legal and Risk Implications

Committee should consider seeking inclusion of future items on the workplan by prioritising those which have the biggest impact and those which seek to deal with the highest level of risk.

Impact Assessment

None required for this paper.

Consultation

The purpose of the paper is to support the Committee's discussion and therefore no consultation is necessary.

1.0 Background

1.1 Each Scrutiny Committee operates a workplan which contains items which fall under three broad headings: performance reporting, planning; and improvement work. These items will often lead to reactive rather than proactive scrutiny. Discussion on the workplan agenda item will afford members the opportunity to shape, as a committee, the agenda with future items of business it wishes to review in more detail.

2.0 Conclusions

2.1 The current workplan is included as Appendix 1 and should be reviewed by the committee to help inform scrutiny activity.

List of Appendices

1. Workplan

Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973:-

None

Report Contact

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Environment, Transportation and Climate Change Scrutiny Committee

Environment, Transportation and Climate Change Scrutiny Committee of 20 January 2026

Title	Service(s)	Contact(s)	Comments
Pedestrian Access at Fife Recycling Centres		Robin Baird	To be confirmed.
Kinnessburn, St Andrews Flood Study Update	Roads and Transportation	Michael Anderson	
2025/26 Revenue Monitoring Projected Outturn - October		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	
2025/26 Capital Monitoring Projected Outturn - October		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	
School Exclusion Zones Update		Sara Wilson	Discussed at Cabinet Committee 9/1/25 - update to be provided to scrutiny in January 2026.
Fife's Air Quality Strategy 2025-2030 – Annual Progress Report 2025		Kenny Bisset	
Coastal Monitoring and Coast Snap		Amee Scott	

Environment, Transportation and Climate Change Scrutiny Committee of 3 March 2026

Title	Service(s)	Contact(s)	Comments
Fife Road Casualty Statistics 2025		Steven Sellars	
2025/26 Revenue Projected Outturn – December		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	
2025/26 Capital Projected Outturn - December		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	

Environment, Transportation and Climate Change Scrutiny Committee of 26 May 2026

Title	Service(s)	Contact(s)	Comments
Environmental Health (Food and Workplace Safety) Service Delivery Plan 2026-27		Lisa Mccann	

Environment, Transportation and Climate Change Scrutiny Committee of 26 May 2026

Title	Service(s)	Contact(s)	Comments
Fife's Road Condition Report 2025		Vicki Storrar	

Environment, Transportation and Climate Change Scrutiny Committee of 29 September 2026

Title	Service(s)	Contact(s)	Comments
Assets and Estates Annual Performance 2025/26		Alan Paul, Michael Ogorman	
Environment and Building Services Annual Performance 2025/26		John Rodigan	
Roads Maintenance Annual Performance 2025/26		John Mitchell, Sara Wilson	
New Roads and Street Works Act Annual Performance 2024/25		John Mitchell, Sara Wilson	
Property and Bereavement Services Annual Performance 2025/26		Alan Paul, Michael Ogorman, Liz Murphy	
2025/26 Revenue Provisional Outturn		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	
2025/26 Capital Provisional Outturn		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	
2026/27 Revenue Projected Outturn - June		Barry Collie, Caroline Ritchie	
2026/27 Capital Projected Outturn - June		Barry Collie, Jay Wilson, Caroline Ritchie	
Review of Mossmorran and Braefoot Bay Community Safety Committee - Annual Report 2025		Kenny Bisset	

Environment, Transportation and Climate Change Scrutiny Committee of 17 November 2026

Title	Service(s)	Contact(s)	Comments
Roads and Transportation Services Annual Performance 2025/26		John Mitchell	
Facilities Management Services Annual Performance 2025/26		Tariq Ditta	
Protective Services Annual Performance 2025/26		Nigel Kerr	
Climate Change Annual Performance 2025/26		Pam Ewen, Ross Spalding	
Decriminalised Parking Enforcement Annual Performance 2025/26		John Mitchell, Susan Keenlyside	
2026/27 Revenue Projected Outturn - August		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	
2026/27 Capital Projected Outturn - August		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	

Environment, Transportation and Climate Change Scrutiny Committee of 19 January 2027

Title	Service(s)	Contact(s)	Comments
Fife Joint Health Protection Plan 2026 - 2028		Lisa Mccann	
Fife Council Air Quality Strategy ??: Fife Council Air Quality Annual Progress Report 2026		Kenny Bisset	
2026/27 Revenue Monitoring Projected Outturn - October		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	
2026/27 Capital Monitoring Projected Outturn - October		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	

Environment, Transportation and Climate Change Scrutiny Committee of 2 March 2027

Title	Service(s)	Contact(s)	Comments
Fife Road Casualty Statistics 2026		Steven Sellars	
2026/27 Revenue Projected Outturn – December		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	
2026/27 Capital Projected Outturn - December		Ashleigh Allan, Barry Collie, Jay Wilson, Caroline Ritchie	

Unallocated

Title	Service(s)	Contact(s)	Comments
Scotland's Proposed Deposit Return Scheme (Including Recycling Points Review)	Enterprise and Environment	Ross Spalding	Scheme delayed to 2027 item to be added to 2026 work programme - meeting date to be confirmed.
Environmental impact in relation to current fleet provision used for domestic waste collection and road repairs		Alexander Anderson-Es, Alistair Donald	12-month performance data for the new single shift pattern will be reported in November 2025 inc. fleet impact. BRIEFING NOTE TO BE PREPARED.
Fife Council Tree Management		Carol Connolly	Result of motion agreed at Fife Council in May 2025. Report to include. ○ Summarises the Council's policy and procedures for managing its own trees, hedges and woodland; and ○ Describes the use to date of the Council's powers under the High Hedges (Scotland) Act 2013. ○ Summarises the Council's policy and procedures in regards to

Unallocated

Title	Service(s)	Contact(s)	Comments
			managing trees, hedges and woodland on private land that the Council and its predecessors agreed to take on grounds maintenance in perpetuity and considers the Tree Management Strategy with a view to updating the strategy and making recommendations to Cabinet Committee.”