

Environment and Building Services Annual Service Report 2026

Introduction

This report reflects the performance of Environment & Building Services for 2026. It covers the period April 2025 to March 2026, highlighting our delivery, progress, change and improvement plans for 2026/27.

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

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

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

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Service overview

Environment & Building Services delivers essential frontline, operational and technical services that support the wellbeing, safety, and quality of life for communities across Fife. The Service maintains homes and public buildings, manages the Council's fleet, delivers construction and refurbishment programmes, maintains parks and open spaces, and provides domestic waste, recycling, and street cleansing services.

The Service supports the Council's wider Place priorities by keeping communities safe, clean, accessible and well maintained. It also contributes to major investment activity, housing delivery, climate and sustainability commitments, community wealth building, workforce development and the modernisation of frontline services.

Environment & Building Services consists of 4 main service areas:

Fleet Services

Manages and maintains the Council's fleet, plant and equipment, ensuring vehicles and specialist machinery remain safe, compliant and available to support service delivery. The service also supports fleet decarbonisation, infrastructure readiness, and compliance with the Council's HGV operator licence requirements.

Building Services

Delivers housing repairs, maintenance, construction, refurbishment, void property works and component replacement programmes,

including a 24-hour housing repairs service for all Fife Council tenants.

In addition to supporting tenants and major investment activity across the Council estate, the service manages Supply Chain Services, Managed Print and Document Service (MPDS) and Fife Equipment Loan Store in partnership with NHS Fife, providing operational support services and equipment that help people live independently. The Manufacturing Workshop provides specialist joinery products for Council projects and external customers.

Grounds Maintenance

Maintains and improves Fife's green infrastructure, including parks, open spaces, grassed areas, landscaped areas and other maintained land. The service encourages biodiversity, local environmental quality, community use of greenspace and place-based service delivery.

Domestic Waste and Street Cleansing

Delivers household waste collection, recycling support, bulky uplifts, street cleansing, litter removal, fly-tipping response and the upkeep of recycling points across Fife. The service helps maintain clean, safe, and welcoming communities while supporting environmental performance and operational resilience.

Demand & delivery overview

The summary below groups the main areas of demand and delivery pressure to provide clearer context for the performance assessment, improvement activity and future priorities that follow.

Housing, Repairs and Asset Maintenance

Demand Highlights

- 95,726 housing repairs completed, including 38,486 emergency repairs.
- 1,906 void properties returned to a habitable standard.
- 60,187 gas servicing and repair activities completed.
- More than 5,500 properties improved through the Housing Component Replacement Programme.
- 61 summer holiday education projects and over 300 construction projects delivered across housing, education and community facilities.

Delivery Pressures

- Sustained demand for responsive and emergency repairs.
- Improving void turnaround performance with Housing.
- Material price inflation, supply chain pressures and construction cost volatility.
- Maintaining service standards while responding to increasing operational and financial pressures.
- Maintaining compliance, safety and service quality across a large and varied asset base.

Waste, Recycling and Community Cleansing

Demand Highlights

- Approximately 14 million household waste collections completed annually.
- 57,810 bulky uplifts delivered while maintaining the free bulky uplift service.
- Household recycling reached 44.5%.
- Refuse collection satisfaction increased to 85.33%, exceeding the 78% target.

Delivery Pressures

- Population and household growth increasing pressure on collection services.
- Transport, vehicle hire, repair and overtime costs.
- Route changes linked to the new operating model, with missed-bin performance requiring continued monitoring.
- Increasing reliance on digital systems, data quality and performance information to support efficient frontline delivery.
- Legislative changes affecting waste handling and disposal, including waste containing Persistent Organic Pollutants.

Greenspace, Biodiversity and Place

Demand Highlights

- 317 Land Audit Management System inspections completed.
- 96.85% of inspected sites achieved an acceptable standard, above the national average of 94.85%.
- Six Green Flag accredited parks.

Demand & delivery overview

- 21% reduction in herbicide use through targeted and lower-impact weed control.

Delivery Pressures

- Longer growing seasons and severe weather events affecting maintenance schedules.
- Increasing biodiversity and environmental expectations.
- Recruitment and retention challenges, particularly for specialist and seasonal roles.
- Balancing community expectations and local priorities within available resources.

Fleet, Equipment and Operational Support

Demand Highlights

- More than 2,100 vehicles and plant items managed.
- 15,958 workshop jobs completed across four workshops.
- £11.5m invested in fleet replacement.
- 198 new vehicles introduced into the fleet.
- Full Operator Licence compliance maintained, with a 97% first-time annual test pass rate for operator vehicles.

Delivery Pressures

- Maintaining vehicle availability and regulatory compliance across a large operational fleet.
- Capital investment constraints and rising operating costs.

- Fleet decarbonisation requirements and charging infrastructure readiness.
- Recruitment and retention of qualified mechanics and specialist staff.

Workforce, Skills and Service Sustainability

Demand Highlights

- Workforce of 1,655 employees, equal to 1,633.71 FTE, delivering frontline, technical and operational services across Fife.
- Ongoing investment in apprenticeships, workforce development, specialist training and future skills to support service resilience.
- Delivery of services requiring skilled trades, mechanical, operational, technical and seasonal capacity.

Delivery Pressures

- Recruitment and retention challenges across several service areas.
- Sickness absence and attendance management pressures.
- Ageing workforce and succession planning requirements in some specialist areas.
- Competition for skilled trades, mechanics, technical staff and seasonal operational roles.
- Supporting workforce wellbeing and attendance to maintain capacity, productivity and continuity of frontline services.

Our People

ENVIRONMENT & BUILDING SERVICES – 2025/2026

Workforce Profile, including headcount

- 1655 headcount, 1633.71 FTE. Represents 9.0% of Fife Council's headcount.
- 94.9% are full time, 90.3% permanent and 5.6% female.

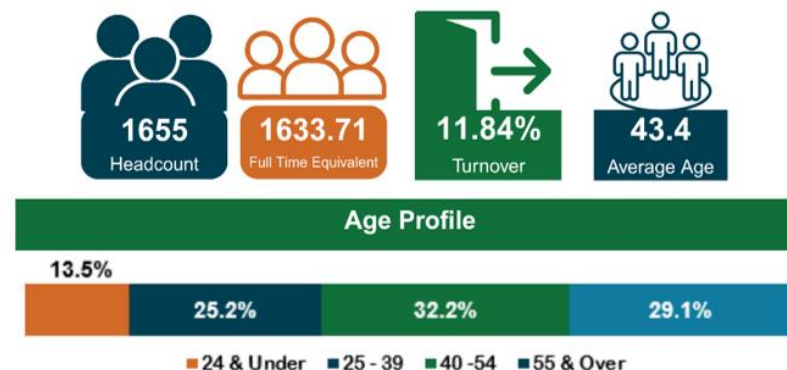
Workforce age

- Average workforce age is 43.4, comparable to 43.6 in 2024/25. This is below the Fife Council average age of 44.8.
- Average age of leavers is 40.6, and new starts 33.1.
- 13.53% of the workforce is aged 24 and under, up from 12.85% in 2024/25.

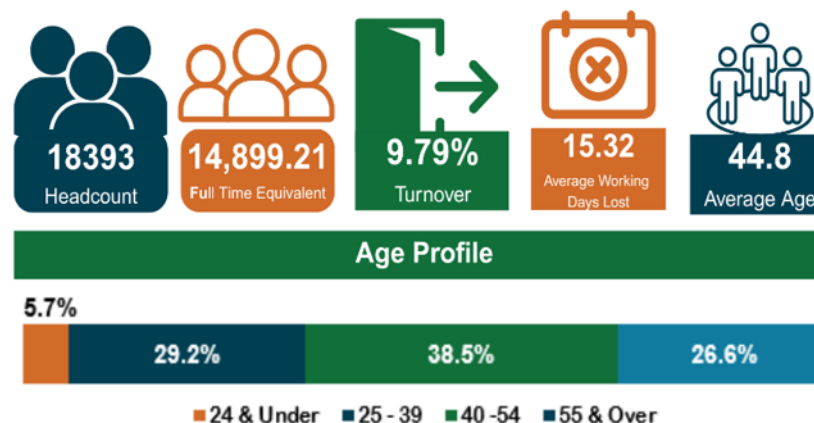
Workforce Turnover

- Turnover rate is 11.84%, lower than 14.34% in 2024/25.
- 31.12% of leavers were aged 55 and over. The top reported leaver reason was end of temporary contract followed by other employment.

Environment & Building Services Workforce 2025/26



Fife Council Workforce 2025/26



Our People

Working days lost WDL (Working Days Lost) per FTE

- Average WDL to sickness absence were:

	2025/26	2024/25
Building Services	17.31	16.05
Domestic Waste & Street Cleansing	21.50	21.99
Fleet Services	11.89	19.67
Grounds Maintenance	19.14	15.89

People Plan Priorities

- Stronger safety culture and workforce capability, with improved leadership, skills & clear pathways to progression.
- A more resilient, diverse, and sustainable workforce, supported by effective recruitment and retention.
- Improved wellbeing, productivity and performance, resulting in reduced absence and a healthier, more engaged workforce.

Our budget

Business Area	Budget 25/26 £m	Provisional Outturn 25/26 £m	Variance 25/26 £m
Grounds Maintenance Service	8.313	8.253	(0.059)
Supply Chain Services & MPDS	(0.456)	(0.874)	(0.417)
Building Services	(11.060)	(11.221)	(0.161)
Fleet Services	(0.767)	(1.592)	(0.825)
Domestic Waste and Street Cleaning	19.547	22.526	2.979
Net Expenditure	15.576	17.093	1.516

	Budget 25/26 £m	Provisional Expenditure / (Income) 25/26 £m	Variance Overspend/ (Underspend) 25/26 £m
Staff Costs	76.226	75.473	(0.753)
Property Costs	1.860	2.334	0.474
Transport Costs	19.866	24.472	4.606
Supplies and Services	65.335	79.629	14.293
Third Party Payments	0.020	0.021	0.001
Support Service Charges	0.027	0.005	(0.022)
Total Expenditure	163.335	181.932	18.598
Internal Income	(145.919)	(162.441)	(16.522)
External Income	(1.839)	(2.398)	(0.559)
Total Income	(147.758)	(164.840)	(17.081)
Net Expenditure	15.576	17.093	1.516

Our budget

Key points

Supply Chain Services & MPDS

The over-recovery is primarily due to reduced expenditure within the Managed Print and Document Service following the introduction of a new Canon contract with variable pricing. Costs have also reduced because of lower paper prices and the implementation of a new inventory system, which no longer applies an uplift charge. These savings have offset a reduction in income resulting from lower internal printing volumes.

Fleet Services

Over-recovery in internal income offset by overspend in Transport related costs, no refunds to Client Services processed as majority of any refund would be to other Place Services, this over-recovery within internal income offsets some of the Transport costs overspend.

Domestic Waste

Overspend is mainly due to a continuation of historical issues around transport, hires and repairs. In addition, there is an overspend on staffing because of increased overtime due to vehicle breakdowns, changes in legislation regarding the handling of waste containing Persistent Organic Pollutants, and to cover sickness absence. Growing demand from population and household growth is placing additional pressure on waste service delivery.

Building Services

Additional subcontractor costs were incurred to deliver increased work. These costs were offset by corresponding internal income, resulting in an overall over-recovery.

Grounds maintenance Service

A small underspend of £0.06m was achieved through the continued use of efficient working practices and effective resource management, helping to reduce operational costs while maintaining service delivery standards.

Our risks

Environment & Building Services continues to operate in a period of significant change. Increasing customer expectations, financial constraints, workforce pressures and environmental responsibilities require services to adapt whilst maintaining reliable day-to-day delivery. Effective risk management supports informed decision-making, helps protect essential services and ensures the service remains resilient, efficient and responsive to future challenges. Key risks and actions for the coming year are set out below.

Risk	Mitigation
Growing Financial Pressures	Regular review of priorities, service models and expenditure to maximise value and maintain frontline service delivery within available resources.
Workforce Sustainability	Investment in apprenticeships, succession planning, skills development and attendance support to build a resilient future workforce.
Modernisation & Digital Change	Delivery of improved digital systems and business processes to support

Risk	Mitigation
	performance, customer experience and service efficiency.
Climate Change, Severe Weather & Environmental Resilience	Climate-related risks are being addressed through emergency response planning, Tree management, biodiversity activity and climate-conscious fleet and asset planning. Services will continue to adapt operational models to respond to severe weather, longer growing seasons, carbon reduction requirements and changing environmental expectations.
Service Resilience & Operational Delivery	Business continuity planning, asset investment and strategic resource management to ensure essential services remain reliable and responsive.

Performance assessment – Priorities & Progress

Introduction - service delivery context and challenges

Environment & Building Services continued to deliver essential frontline, operational and technical services throughout 2025/26 despite sustained financial, workforce and operational pressures. Demand remained high across housing repairs, waste collection, construction and greenspace maintenance, while rising transport, fleet, material and disposal costs continued to affect service capacity.

Recruitment, retention, sickness absence and an ageing workforce remain key challenges, alongside the growing operational impact of climate change. The Service responded through revised operating models, digital improvement, investment in equipment, apprenticeships and stronger partnership working to improve resilience, productivity and place-based delivery.

Priorities & progress

The priorities for 2025/26 focused on maintaining reliable core services while progressing longer-term improvements in sustainability, productivity and resilience:

Fleet Resilience and Decarbonisation

Maintain reliable fleet provision, strengthen regulatory compliance, develop the workforce, and progress the transition to low-emission vehicles

Reliable Waste and Street Cleansing Services

Embed more resilient and place-based operating arrangements, maintain household collections and bulky uplifts, improve recycling performance and use of digital technology to strengthen planning and performance management.

Quality Greenspace and Local Delivery

Sustain greenspace standards, embed performance benchmarking, strengthen local decision-making and continue progress on biodiversity, minimise pesticide use and improve destination park quality.

Value-for-Money Repairs, Maintenance and Construction

Continue to deliver safe, efficient repairs and construction services, improve void turnaround and compliance, strengthen digital and operational systems, and invest in the workforce and in-house delivery capability.

Performance assessment – Priorities & Progress

Priority 1 Fleet Resilience and Decarbonisation

Maintain safe, compliant and reliable fleet provision.

Strengthen workforce capacity, operational resilience and compliance.

Progress fleet decarbonisation and vehicle charging infrastructure.

Progress

Fleet Services continued to address shortages of qualified HGV mechanics through a revised recruitment and development approach. Three HGV apprentice mechanics and one horticultural apprentice mechanic completed their training and moved into full-time employment, while five new apprentices began their training.

Alongside workforce development, the service managed more than 2,100 vehicles and plant items, completed almost 16,000 workshop jobs and delivered over 5,000 scheduled services. Partnerships with local private-sector garages were strengthened to provide additional capacity and minimise vehicle downtime during peak demand. Work also progressed on a new fleet management system, planned for implementation in Quarter 4 of 2026.

Investment in fleet renewal and decarbonisation continued, with £11.5m invested in 198 new vehicles, including eight fully electric vehicles. Trials of large electric vans continued and charging infrastructure at operational depots is being developed to support wider fleet electrification. Operator Licence compliance was maintained throughout the year.

Areas for Improvement

Securing sufficient capital investment remains the main constraint on maintaining a sustainable vehicle replacement cycle, expanding the low-emission fleet and reducing external hire. Recruitment and retention of qualified mechanics also remain risks to service continuity. Continued investment planning, workforce development, garage partnerships and implementation of the new fleet system will be required to maintain progress.

Relevant KPI details

Measure	2025/26 result / update
Fleet assets managed	Over 2,100 vehicles and plant items, including external hire fleet
Workshop delivery	15,958 jobs completed across 4 workshops; 5,099 scheduled services completed
Turnaround performance	1,594 inspections/services completed same day; 1,619 within the week
MOT delivery	2,830 MOTs completed: 1,505 private and 1,325 fleet vehicle MOTs
Compliance and Decarbonisation	Full operator Licence compliance; 97% first-time annual test pass rate; 8 additional fully electric vehicles added
Fleet investment and renewal	£11.5m invested; 198 new vehicles introduced

Performance assessment – Priorities & Progress

Priority 2 Reliable Waste and Street Cleansing Services

Continue reliable household waste and street cleansing services.

Embed single-shift and place-based operating models to improve resilience and local responsiveness.

Improve recycling, sustain the free bulky uplift service and expand digital and kerbside collection opportunities.

Progress

The place-based management structure was implemented during 2025/26, bringing Domestic Waste and Street Cleansing operations closer together under locality-focused arrangements. This has strengthened local accountability, coordination and the ability to respond to community priorities.

The single-shift operating model introduced in October 2024 is now embedded and has improved operational stability and workforce resilience. Investment in fleet replacement and digital technology has also supported collection-round planning, operational visibility and service continuity.

The Service completed approximately 14 million household collections and 57,810 bulky uplifts during the year. Satisfaction with refuse collection increased from 82.67% to 85.33%,

significantly above the 78% target. Household recycling reached 44.5%, remaining above the 44.3% annual target.

Areas for Improvement

Missed-bin reports increased from 6,419 to 7,997 during the year, although this represented approximately 0.057% of all collections, based on 7,997 missed-bin reports from around 14 million household collections. Performance was affected by substantial route changes associated with the new operating model and will require continued monitoring as routes become established.

Financial pressures remain concentrated around transport, vehicle hire, repairs, overtime and changes to the handling of waste containing Persistent Organic Pollutants. Improving recycling participation, responding to national reforms and ensuring services remain financially sustainable will remain key areas of focus.

Relevant KPI details

Measure	2024/25	2025/26	Target
Satisfaction with refuse collection	82.67%	85.33%	78%
Household waste recycled	45.9%	44.5%	44.3%
Bulky uplifts completed	57,933	57,810	Meet demand
Missed bins	6,419	7,997	Minimise

Performance assessment – Priorities & Progress

Priority 3 Quality Greenspace and Local Delivery

Maintain high standards across Fife's parks, open spaces and landscaped areas.

Strengthen performance management, biodiversity and place-based delivery with communities and elected members.

Fully implement the Land Audit Management System (LAMS), maximise machinery investment and reduce reliance on chemical weed control.

Progress

Grounds Maintenance continued to deliver core services despite recruitment pressures and difficult growing conditions. Machinery investment improved reliability, productivity and consistency, while LAMS became embedded as the principal tool for assessing and benchmarking maintenance standards.

A total of 317 LAMS inspections were undertaken between May and November 2025, with 96.85% receiving an acceptable grading. This exceeded the national average of 94.85% and improved on the previous year's Fife result.

The service reduced herbicide use by 21% through more targeted application and lower-impact weed-control methods. Biodiversity

work continued through alternative grassland management, pollinator-friendly planting and habitat improvements.

Beveridge Park, Letham Glen and Pittencrieff Park retained their Green Flag accreditation, while Ravenscraig Park, and Riverside Park received the award for the first time. This brings the total number of Green Flag parks managed by Grounds Maintenance to five. In addition, Craigtoun Park achieved the Community Green Flag status following significant work by the Friends of Craigtoun, demonstrating the positive impact of community engagement and partnership working.

Engagement with Area Committees and elected members also increased, helping align operational programmes with local priorities.

Areas for Improvement

Recruiting and retaining specialist and seasonal staff remains difficult, while the ageing workforce creates longer-term succession-planning pressures. Longer growing seasons and increasingly unpredictable weather are impacting grass cutting, weed control, Tree management activities and the scheduling of general maintenance operations.

Further work is required to manage community expectations within available resources, continue progress in community wealth building through training and employment opportunities, improve digital work scheduling and strengthen place-based collaboration. Becoming more climate resilience and adapting operational delivery will also require sustained planning and investment.

Performance assessment – Priorities & Progress

Relevant KPI details

Key indicator	Result
LAMS performance	317 inspections, with 96.85% achieving an acceptable standard
National LAMS comparator	94.85%
Herbicide reduction	21%
Green Flag accreditation	6 parks
Apprenticeships	8 filled
Life Chances	15 placements, with 12 progressing into employment

Performance assessment – Priorities & Progress

Priority 4 Value for Money Repairs, Maintenance and Construction

Continue to deliver safe, efficient repairs and construction services.

Improve void turnaround and compliance.

Strengthen digital and operational systems.

Invest in the workforce and in-house delivery capability.

Progress

Building Services continued to deliver safe, efficient, and value for money repairs, maintenance and construction services throughout 2025/26, including 24-hour housing repairs cover for Fife Council tenants.

The service also continued to work in partnership with NHS Fife Health and Social Care Partnership through Fife Equipment Loan Store which supports independent living and wider health and social care outcomes by providing assistive equipment, adaptations and bespoke solutions, with around 750 deliveries and uplifts completed each week.

Supply Chain Services and MPDS continued to support Council-wide operations through effective inventory management, materials distribution and document services, helping maintain efficient frontline and back-office service delivery.

Robust performance was maintained across responsive repairs, planned maintenance and major works, supported by continued investment in workforce development, digital transformation and improved service integration. Work continued with Housing to review void turnaround performance and improve the end-to-end process, although turnaround times remain an area requiring further focus. Compliance performance remained strong, with gas safety compliance maintained above 99% and strengthened electrical certification processes.

Major Works continued to deliver a substantial programme of housing, education and community infrastructure projects, whilst supporting wider Council investment priorities, including works at Cowdenbeath Leisure Centre, Castlehill Primary School and the Levenmouth Business Units Phase 2 development.

The service received external recognition during the year, including BESA Scottish Contractor of the Year and APSE Performance Network recognition, reflecting the quality and performance of its maintenance and engineering services.

The in-house delivery model was strengthened through workforce development and improved operational systems. A record 40 apprentices were recruited in 2026, while mobile working, digital certification and better inventory management improved frontline efficiency.

Areas for Improvement

While performance remains strong, further opportunities exist to improve repair completion times, strengthen void turnaround

Performance assessment – Priorities & Progress

performance with Housing, and improve operational productivity. Continued investment in digital systems and data-driven performance management will support more efficient service delivery and provide greater visibility of operational performance.

Recruitment and retention of skilled tradespersons remain a key challenge, particularly in specialist disciplines. The service will continue to invest in apprenticeships, workforce development and renewable energy skills to support succession planning, reduce reliance on external contractors and ensure long-term service resilience. Further work is also planned to strengthen integration between Housing and Building Services, improve stock management arrangements and enhance supply chain resilience.

Relevant KPI details

KPI	2024/25	2025/26	Target
Tenant Satisfaction with Housing Repairs	98.36%	99.90%	90%
Public Building Repairs Completed on Time	93.31%	90.12%	90%
Apprentices Successfully Completing Training	100%	100%	100%
Apprentices Recruited	29	27	25

Performance assessment – Operational delivery

Overview of progress

Environment & Building Services maintained resilient operational delivery throughout 2025/26 despite continuing financial, workforce and environmental pressures. The Service delivered essential frontline functions across waste collection, repairs, fleet operations, grounds maintenance and construction activities, while continuing to develop modernisation, efficiency and sustainability initiatives.

Key achievements

- Delivered approximately 14 million household waste collections; completed 57,810 bulky uplifts; increased refuse collection satisfaction to 85.33%, exceeding the 78% target; and achieved household recycling of 44.5%, above the 44.3% target.
- Delivered 95,726 housing repairs, managed 1,906 void properties and completed 60,187 gas servicing and maintenance activities. Tenant satisfaction with repairs reached 99.90%, significantly exceeding the 90% target, while 90.12% of public building repairs were completed on time. The service also recruited 27 apprentices, supporting workforce development and future skills capacity.
- Completed 317 Land Audit Management System inspections, with 96.85% assessed as acceptable, exceeding the national average of 94.85%. The service

reduced herbicide usage by 21%, maintained six Green Flag Award parks and filled eight apprenticeship opportunities.

- Managed a fleet of more than 2,100 vehicles and plant items, completed 15,958 workshop jobs and invested £11.5 million in 198 new vehicles, including eight electric vehicles. The service achieved a 97% first-time vehicle test pass rate and progressed plans for the introduction of a new fleet management system in 2026/27.
- Completed improvement works to more than 5,500 properties and delivered 61 summer education projects and over 300 construction projects across Fife.

Challenges

The Service continued to face several significant challenges during the year, including sustained high demand across all operational service areas, with growth in the number of households increasing pressure on frontline services; financial pressures arising from transport costs, repairs, construction materials and supply chain constraints; and workforce resilience challenges linked to sickness absence, recruitment difficulties, an ageing workforce and seasonal staff turnover.

Climate-related impacts also increased operational complexity, including extended growing seasons, severe weather events and increasing biodiversity requirements. Digital transformation continues to offer significant opportunity, but also carries risks linked to system implementation, data quality and workforce adoption of new technologies.

Performance assessment – Operational delivery

Areas for improvement

Key improvement priorities identified for 2026/27 include reducing missed bin incidents as new waste collection routes become fully embedded; accelerating turnaround times for void properties; increasing productivity through enhanced mobile working and digital scheduling tools; improving workforce attendance levels and strengthening recruitment in specialist roles.

Further priorities include continuing fleet renewal programmes and supporting infrastructure upgrades, while strengthening place-based collaboration with Area Committees, communities and partner organisations.

The Service will use the learning from 2025/26 to strengthen operational resilience, improve productivity and support more financially sustainable delivery. The priorities set out in the following Our year ahead section explain how this will be taken forward through workforce planning, digital improvement, performance management, climate action and stronger place-based working.

Full performance information and all key indicator results are provided in Appendix 1 and are also available via the Council's performance reporting website:

www.fife.gov.uk/councilperformance.

Our year ahead

Priorities for 2026/27

In 2026/27, Environment & Building Services will build on its established operational experience and strong frontline knowledge to respond to changing demand, financial pressure and environmental responsibilities. The focus will be on continuous improvement rather than reinvention, using the Service's experience to strengthen resilience, productivity, sustainability and value for money. The priorities below align with the Service Change Plan, the Plan for Fife, wider Council reform themes and the operational learning from 2025/26.

1. Strengthen core service resilience and reliability

The Service will protect essential frontline delivery across waste collection, street cleansing, repairs, maintenance, fleet, parks and open spaces. This will include embedding new operating models, improving operational planning, reducing avoidable failure demand such as missed bins and repeat repairs, and maintaining a clear focus on statutory, safety-critical and customer-facing services.

2. Improve financial sustainability and productivity

The Service will respond to financial pressure through tighter cost control, better demand management, improved productivity and targeted use of digital tools. Key actions will include reducing reliance on external hire and contractors where appropriate, improving stock and inventory management, strengthening programme reporting and linking investment decisions to long-term service sustainability.

3. Deliver digital transformation and better performance insight

Digital improvement will remain central to service modernisation. Priorities include implementing and embedding the new fleet

management system, improving dashboards and performance reporting, expanding mobile working and digital scheduling, strengthening data quality and using digital tools to improve diagnostics, risk assessment, customer communication and management information.

4. Build a resilient, skilled and future-ready workforce

Planning will focus on recruitment, retention, attendance, wellbeing, leadership development and future skills. The Service will strengthen apprenticeships, trainee routes, progression pathways, renewable energy skills, HGV mechanic development and seasonal workforce planning to build capacity and reduce longer-term delivery risk.

5. Advance climate, biodiversity and decarbonisation commitments

The Service will continue to reduce environmental impact while adapting to climate-related demand. Priorities include progressing fleet decarbonisation and charging infrastructure, reducing herbicide use, expanding biodiversity and alternative grassland management, improving climate resilience in operational planning and supporting wider Council climate commitments

6. Improve place-based delivery and community outcomes

The Service will strengthen locality working, engagement with Area Committees and collaboration with other Council services. This will support cleaner, safer, greener and better-maintained communities, while helping align operational activity with local priorities, community expectations and the wider Community Wealth Building agenda.

Our Year Ahead

7. Strengthen governance, risk management and compliance

A continued focus will be placed on operator licence compliance, health and safety, statutory servicing, live-site safety, contract assurance, business continuity and risk management. Strengthening governance will support better decision-making, clearer assurance and safe, legally compliant service delivery in an increasingly complex operating environment.

Progress against these priorities will be monitored through the Service Change Plan, performance dashboards, financial reporting and regular management review. This will help ensure that improvement activity remains focused on service resilience, value for money, statutory compliance and better outcomes for communities.

Reference links

The following plans, reports and data sources support the performance narrative, priorities, risks and key indicators included in this Annual Service Report.

Corporate plans and strategies

- Plan for Fife / Local Outcome Improvement Plan and related annual review material.
- Fife Council Service Change Plan and Place Directorate priorities.
- Council climate, sustainability, community wealth building and workforce strategies where relevant to service priorities.

Appendix 1 – Key indicators

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

Customer

Performance Indicator	2021/22	2022/23	2023/24	2024/25	2025/26	Target	Status	Long Trend
Tenants surveyed satisfied with the housing repairs service generally (%)	99.70%	99.83%	98.04%	98.36%	99.90%	90%		
Building Services Stage 1 Complaints actioned < 5 days	91%	90%	90%	89%	89%	90%		
Building Services Stage 2 Complaints actioned < 20 days	82%	96%	82%	80%	73%	85%		
Grounds Maintenance Stage 1 Complaints actioned < 5 days	83%	80%	90%	92%	92%	90%		
Grounds Maintenance Stage 2 Complaints actioned < 20 days	100%	73%	67%	83%	100%	85%		
Domestic Waste & Street Cleansing - Stage 1 Complaints actioned < 5 days	97%	97%	99%	99%	99%	90%		
Domestic Waste & Street Cleansing Stage 2 Complaints actioned < 20 days	100%	96%	100%	100%	100%	85%		

Service Operations

Performance Indicator	2021/22	2022/23	2023/24	2024/25	2025/26	Target	Status	Long Trend
Total public buildings repairs completed on time (%)	90.30%	86.86%	80.85%	93.31%	90.12%	90%		
Total Number of Items currently on Fife Council's Fleet	1,511	1,499	1,387	1,355	1,304	100%		
Compliance with Vehicle Operator's Licensing Requirements	99%	97%	96%	100%	97%	100%		

Resources

Performance Indicator	2021/22	2022/23	2023/24	2024/25	2025/26	Target	Status	Long Trend
Building Services - Average WDL per FTE	15.26	13.72	15.76	16.05	17.31	15.9		
Building Services - Average Long Term WDL per FTE	11.65	9.53	11.52	11.69	12.89	11.6		
Apprentices becoming fully trained tradespersons (%)	100%	100%	98%	100%	100%	100%		
Number of apprentices recruited annually	32	30	28	29	27	25		
Fleet Operations - Average WDL per FTE	11.18	13.69	19.26	19.67	11.89	19.6		
Fleet Operations - Average Long Term WDL per FTE	8.33	9.32	14.48	13.24	7.18	13.1		

Performance Indicator	2021/22	2022/23	2023/24	2024/25	2025/26	Target	Status	Long Trend
Grounds Maintenance- Average WDL per FTE	14.42	11.65	15.11	15.89	19.14	15.8		
Grounds Maintenance - Average Long Term WDL per FTE	10.7	7.57	9.59	10.48	14.42	10.4		
Domestic Waste & Street Cleansing - Average WDL per FTE	20.56	24.52	18.88	21.99	21.5	21.9		
Domestic Waste & Street Cleansing - Average Long Term WDL per FTE	16.14	19.12	14.19	16.58	15.77	16.5		
EBS Workforce who are Female (%)	4.90%	5.10%	4.60%	5.20%	5.60%	Target not appropriate		
EBS Workforce who are Full-time (%)	87.40%	95.70%	95.60%	95%	94.80%	Target not appropriate		
EBS Workforce who are Permanent Employees (%)	90.40%	88.80%	90%	90.30%	90.20%	Target not appropriate		
EBS Employee Turnover	N/A	N/A	13.27%	14.34%	11.84%	10%		
EBS Employees aged 24 and under (%)	10.10%	11.60%	10.70%	12.70%	13.50%	Target not appropriate		
EBS Employees aged 25 to 39 (%)	23.88%	24.19%	25.25%	25.57%	25.20%	Target not appropriate		
EBS Employees aged 40 to 54 (%)	36.27%	35.46%	33.52%	33.15%	32.15%	Target not appropriate		
EBS Number of Voluntary Redundancies (FTEs)	1	0	0	0	0	Target not appropriate		
EBS Employees aged 55 and over (%)	29.80%	28.80%	30.50%	28.70%	29%	Target not appropriate		
EBS Number of WYI Bids	0	1	2	4	0	Target not appropriate		

Performance Indicator	2021/22	2022/23	2023/24	2024/25	2025/26	Target	Status	Long Trend
EBS Number of WYI Programme new starts	2	1	2	4	0	Target not appropriate		

LGBF

Performance Indicator	2021/22	2022/23	2023/24	2024/25	Family Group Av 2024-25	Target	Status	Long Trend
Parks & Open Spaces cost per 1,000 population (LGBF)	£18,294.33	£24,777.19	£23,658.22	£25,512.33	£25,647	£24,172		
Proportion of adults satisfied with parks and open spaces (%) (LGBF)	89.70%	87.70%	85%	83.70%	84.70%	85%		
Net waste collection cost per premises (£) (LGBF)	£55	£61.92	£70.88	£76.64	£76.78	£81.63		
Net waste disposal cost per premises (£) (LGBF)	£87.10	£85.11	£97.42	£97.21	£103.26	£108.24		
Net cost of street cleaning per 1,000 population (LGBF)	£14,705.57	£17,286.41	£18,047.49	£18,574.55	£14,916.00	£17,635		
Proportion of total household waste arising that is recycled (LGBF)	43.60%	45.70%	45.90%	44.50%	52%	43.5%		
Proportion of adults satisfied with refuse collection (LGBF)	80.33%	79.67%	82.67%	85.33%	79.00%	78.30%		
Proportion of adults satisfied with street cleaning (%) (LGBF)	69.33%	66.67%	67.67%	65.67%	54.7%	58%		