

3 September 2024
Agenda Item No. 7

PROPERTY & BEREAVEMENT SERVICES – ANNUAL SERVICE REVIEW REPORT 2023/2024

Report by: Alan Paul, Head of Property and Bereavement Services

Wards Affected: N/A

Purpose

To present an overview of the Services, detail the services' planning, change and improvement work undertaken in 2023/24 and to provide an assessment of performance to inform scrutiny and future service planning.

Recommendation(s)

The scrutiny committee is asked to:

- consider and comment on the remodelled 'annual service review' report format and related products
- review the progress and performance of Property & Bereavement Services for 2023/24 and the activity undertaken in 2024/25 to date
- note the Service planning objectives for 2024/25 and the three-year direction of travel

Resource Implications

There are no resource implications directly 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

Consultation is not required as the report does not propose a change to existing policies and practices.

1.0 Purpose of this report

- 1.1 This is Property & Bereavement Services Annual Review for 2023-24. It looks back over the previous year and assesses how the services have performed in relation to their priorities and challenges. It looks forward to the changes and improvements that need considered next along with the Services' priorities for 2024-25.
- 1.2 In the report you will find
- An overview of the Services' roles and responsibilities
 - Budget and workforce information to put service delivery into context
 - The key priorities the Services have been working to and how these relate to the Plan for Fife and council reforms
 - An assessment of how the Services have performed in relation to these priorities
 - Objectives and themes for service delivery, change and/or improvement going forward

This information is then used to inform annual Service planning and the strategic direction of the Services over the next three years.

- 1.3 This approach to annual review and reporting is part of the Council's updated public performance reporting and scrutiny arrangements. More information on that and how the Council performs and compares with other local authorities can be found online here www.fife.gov.uk/performance
- 1.4 Performance information and related case studies for Property & Bereavement Services will be available online. <http://www.fife.gov.uk/performance>

2.0 Service Overview

Key role and responsibilities 2023/24

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

Property Services

- **Asset Management and Estates.** Coordinates the council's approach to strategic management of land and properties, providing information and property advice to council services. Our **Affordable Housing and Component Replacement team** also forms part of this business unit and delivers both **new council housing**, providing much-needed homes for our tenants and housing applicants and a rolling programme of **repair and improvement** works to the existing Council housing stock.
- **Professional Services.** Provides a **project management** service to council services and external partners, including **construction design, financial management, project administration, quality assurance and PPP contract monitoring.**
- **Building Management.** Provides a range of services to ensure all operational non-domestic buildings are **safe** and fully **compliant** with legislation. This

business unit also provides a **planned preventative maintenance** and **reactive building repairs** service, building services **engineering** design and an **energy management** service. The team also lead our response to meeting our **net zero** obligations in relation to our estate (which typically accounts for approx. 2/3rds of the council's direct carbon footprint).

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

Bereavement Services

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

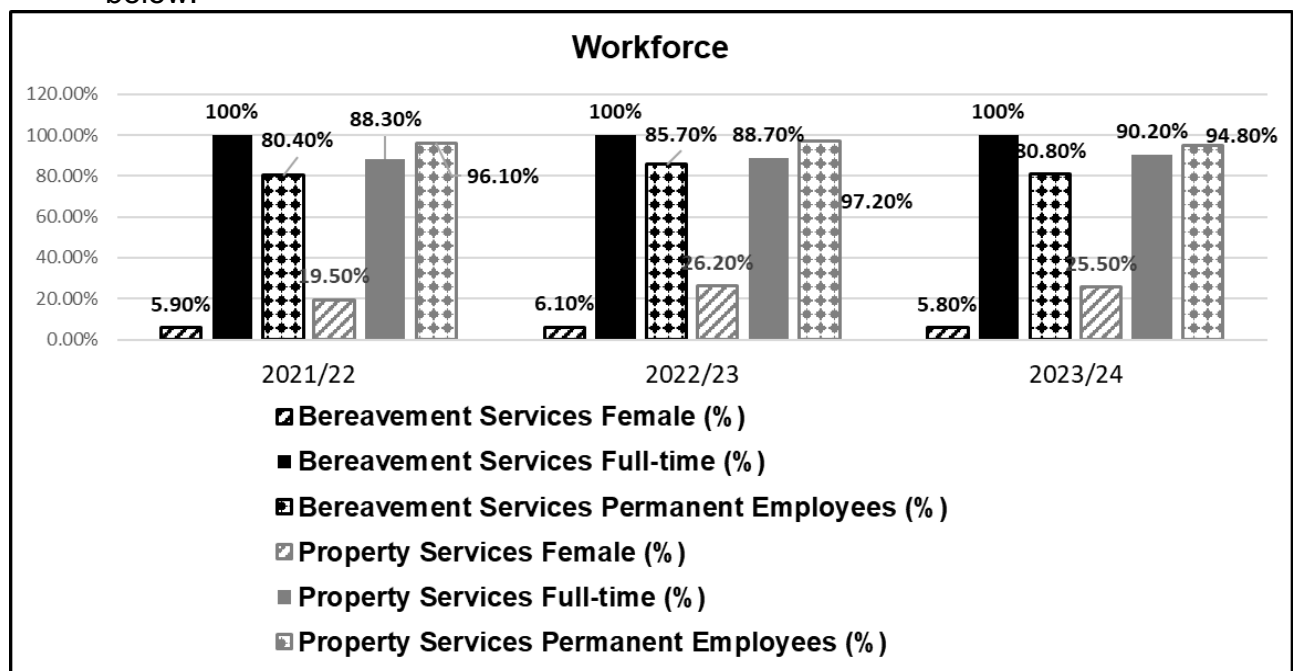
Budget Breakdown 2023/24

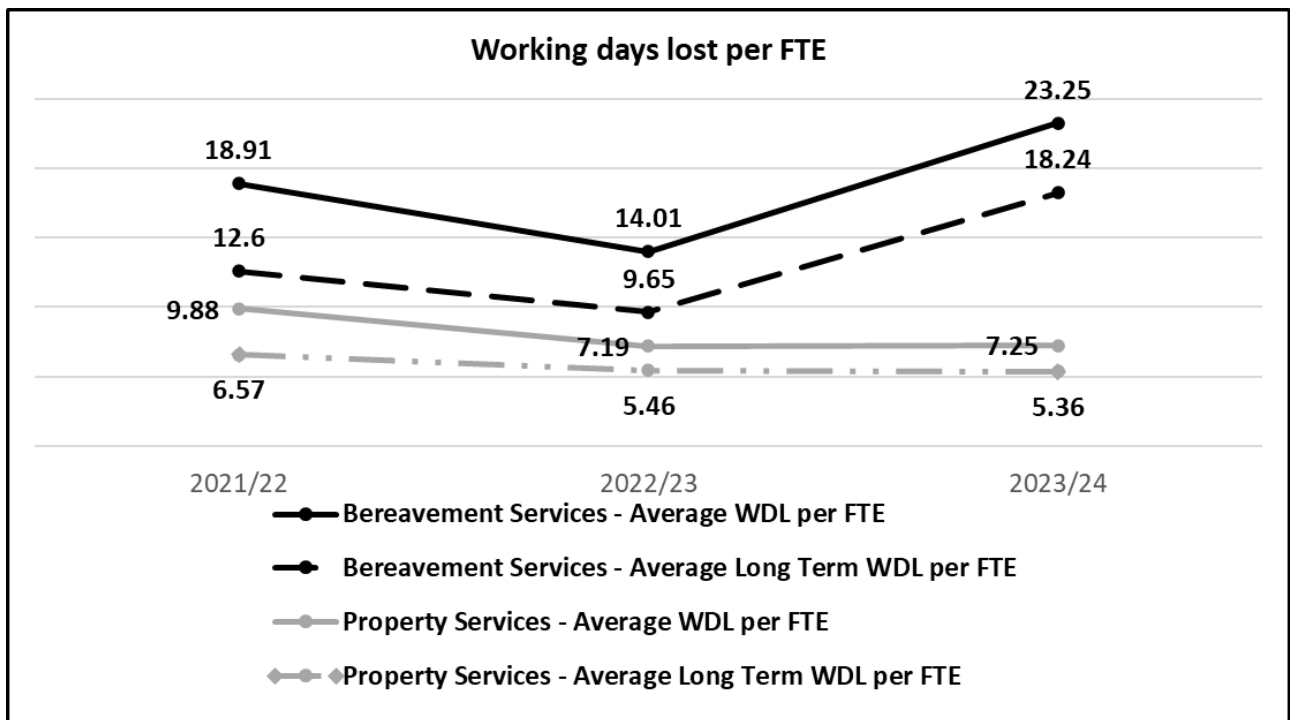
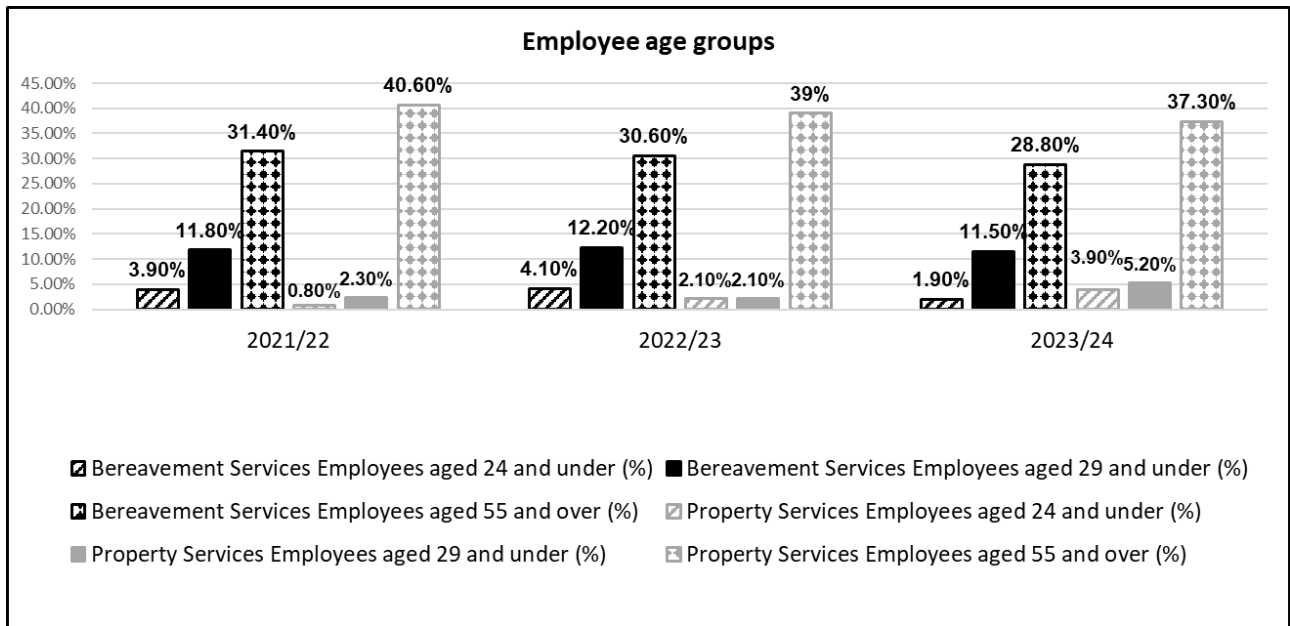
2.2 The Service had an annual budget of £3.142million. This includes:

	Net Expenditure by Business Area	Provisional Outturn	Variance	Budgeted FTE by Business Area
	23/24	23/24	23/24	23/24
	£m	£m	£m	FTE
Cemeteries & Crematoria	0.110	0.311	0.201	59.70
Property Services	3.033	1.796	-1.237	154.64
Total Net Expenditure	3.142	2.106	-1.036	214.34
	Gross Expenditure	Provisional Outturn	Variance	
	23/24	23/24	23/24	
	£m	£m	£m	
Employee Costs	11.882	11.112	-0.770	
Premises related expenditure	2.664	1.423	-1.241	
Transport Related Expenditure	0.359	0.360	0.001	
Supplies and Services	1.350	1.588	0.238	
Support Services Charges	0.006	0.087	0.082	
	16.261	14.571	-1.690	
	Gross Income	Provisional Outturn	Variance	
	23/24	23/24	23/24	
	£m	£m	£m	
Internal Income	-7.868	-7.072	0.797	
External Income	-5.250	-5.393	-0.143	
	-13.118	-12.465	0.654	

Workforce profile 2023/24

- 2.3 Our teams in 23/24 were made up as follows:
- **Property Services** – 154.64 Full Time Equivalents
 - **Bereavement Services** – 45 Full Time Equivalents plus provision for 14.7 seasonal posts.
- 2.4 Within both Bereavement & Property there remains steady workforce with turnover generally relating to retirement and internal opportunities. As a result of these vacancies, we continue to take the opportunity to broaden the experience and capacity of our teams, whilst knowledge transfer and resilience are key focuses of our workforce strategies.
- 2.5 We have developed and delivered a bespoke Leadership Academy programme which identifies, nurtures and develops talent from across Property and Bereavement Services. This programme, primarily aimed at our middle managers, focuses on the development of core skills and behaviours of our future leaders. The programme supports staff development, retention and succession planning.
- 2.6 We continue to invest in our younger workforce and have a number of trainee posts across the Service and have been successful in securing funding for 5 trainees under the corporate workforce youth investment programme.
- 2.7 Attendance patterns remain an area of focus for Bereavement Services. The Service has an older workforce, and the higher absence can mostly be attributed to musculoskeletal related conditions. The service looks to minimise this through increased use of motorised equipment while also monitoring impact of vibration from equipment to ensure it is as low as possible. Through recruitment the service is looking to introduce a younger workforce over time.
- 2.8 Trends against key workforce performance indicators are shown in the charts below.





3.0 Priorities and Performance

3.1 Service Priorities 2023/24

- 3.1.1 Property Services leads the effective management of land and property assets to support better outcomes including community empowerment. Our work supports a number of key corporate programmes including Building Fife's Future (investment in the learning estate), the Care Home Replacement Programme, the Affordable Housing Programme, Net Zero and the delivery of other key investment in our community and cultural assets and across our business and employment estate. The Service also supports operational aspects of the Council estate, including the repair and maintenance of Council assets and provides information and property advice to council services.
- 3.1.2 Bereavement Services discharge the council's legal responsibility to provide and regulate cemeteries and make appropriate provision for the care and disposal of the dead. The Service's vision is that our 'cemeteries are safe, well looked after and provide fitting places for remembrance and contemplation.' Additionally, the service has responsibility for the management and operation of both Kirkcaldy and Dunfermline Crematoria.
- 3.1.3 The Service had 7 strategic priorities in 2023/24.

3.2 How we delivered.

3.2.1 Priority 1: *Building Fife Future*

What we said

- Focus on delivery of Dunfermline Learning Campus (DLC) and development of proposals for the replacement of Inverkeithing HS.

What we achieved

- ***Dunfermline Learning Campus*** - The £122m project to co-locate two Fife secondary schools, Woodmill High School and St Columba's RC High school, on a new learning campus alongside the new Fife College is the largest education infrastructure build in Scotland. The schools have been designed to accommodate a combined student roll of 2514. The project was handed over in June 2024 and will be operational from August 2024.
- ***South West Fife (replacement for Inverkeithing HS)*** – this £88m project will replace the existing Inverkeithing HS. Construction work started in June 2024 with completion targeted for June 2026.
- ***Lochgelly South PS refurbishment*** – £9m major refurbishment and groundworks to Lochgelly South PS with supporting work at St Kenneths RC Primary School in Ballingry to allow decant of pupils. The intrusive works scope meant that Lochgelly South Primary School had to be decanted to share facilities with St Kenneth's RC Primary School. A programme of works was successfully achieved to accommodate them, including additional temporary modular classrooms, significant internal alterations and refurbishment. The project is on target to complete to allow pupils to return to their school in August 2024.

- **Nursery Refurbishments Programme** - following on from the expansion of Early Learning and Childcare (1140) programme, a programme of work is being undertaken to refurbish and upgrade all remaining nurseries in line with guidance from the Care Inspectorate. This work provides upgraded facilities to bring the nurseries up to the current standards and enhance the environment for learning and play. So far 44 nurseries have been refurbished at a cost of £1.6m approx.
- **Free School Meals Expansion** – We are currently investing approx. £4m to enable a phased expansion of free school meals provision in primary schools across Fife. It is anticipated that this programme will grow in future years as further funding is released from Scottish Government.

3.2.2 Priority 2: Care Home Replacement

What we said

Focus on the completion of the inter-generation care village at Methil and the development of proposals for new care villages in Cupar and Anstruther

What we achieved

- **Methil Care Village** - A first of its kind, this ground-breaking transformative project, embodying the 'Place-based approach', fosters collaboration by seamlessly combining care, early learning and childcare and community facilities, all within a new Intergenerational Care Home and Nursery, alongside housing all on one site. The project was completed in June 2023.
- **Cupar Care Village** – The Cupar Care Village is the fifth project in Fife Council's care home replacement programme. This £15m state of the art investment will replace the aging Northenden Home and will provide a variety of local care services to the communities of North East Fife. Construction started in April 2024 and is due for completion in November 2025.

3.2.3 Priority 3: Affordable Housing

What we said

Continued delivery of the Affordable Housing Programme in collaboration with the Housing Service to alleviate the Housing Emergency.

What we achieved

- In partnership with the Fife Housing Alliance partners, we continued the successful provision of new council housing stock in support of the housing emergency. A total of 483 homes were completed during the year with work commencing on 437.

3.2.4 Priority 4: City Deal Projects

What we said

Create innovative new employment spaces across Fife to include at Levenmouth, Kirkcaldy and Dunfermline.

What we achieved

- **Levenmouth Phase 1** delivered 7 new business units and completed in August 2024. This £3.5m project was designed to support the broader regeneration of Levenmouth, with the aim of helping to create and sustain local jobs.
- **Fife Interchange North, Dunfermline** – work continued on his groundbreaking £11m project to deliver 10 new industrial units to help accelerate inclusive growth and business innovation in Fife.

3.2.5 Priority 5: Community Facilities

What we said

Support additional investment in exciting new community facilities, to include new community hubs at Abbeyview, Dunfermline and Templehall, Kirkcaldy.

What we achieved

- **Abbeyview Community Hub** - Work on site continues and will be completed by August 2024. This £7.5m project is a sustainable deep retrofit and extension to the disused Abbeyview Local Office to provide the community with a well-designed, modern and fit for purpose flexible community hub.
- **Adam Smith Theatre, Kirkcaldy** - This £7.5m project has revitalised the theatre, which can now support, encourage, engage, develop, and grow Fife's creative industries. The project was completed in September 2023.
- **Templehall** – design of the new Templehall Community hub is now complete, and procurement of the new facility is underway.

3.2.6 Priority 6: Asset Management

What we said

Work collaboratively to deliver more effective asset management of our corporate estate to include by exiting from New City House, Dunfermline and Rothesay House, Glenrothes

What we achieved

- **Asset Management** - In response to reduced demand and low utilisation, further reductions in the corporate office estate took place with the closure of New City House and Rothesay House. The 1470 staff formerly based in these offices have been rehoused elsewhere within the estate.

- **RAAC** – An unplanned programme of work was undertaken in response to the failure of a RAAC concrete panel within an English local authority. A review of 663 non-domestic council properties was undertaken by Property Services. This resulted in RAAC being identified in 5 locations. Removal works have been carried out in one location and management regimes have been introduced to the remaining 4 locations.
- **Net Zero** – Initial funding of £13.57m was secured in August 2023 to take forward the development and implementation of a plan to meet Fife Council Net Zero obligations in relation to non-domestic buildings. A small specialist team has been created to lead this work and retrofit work has been completed to 8 schools. Work to convert 12 additional facilities is on programme for 2024/25. In addition, £2.4m of grant funding has been secured from Scottish Government to support the retrofit of St Andrews RC HS in Kirkcaldy and Beacon Leisure Centre, Burntisland.

3.2.7 Priority 7: Bereavement

What we said

Develop of a new cemeteries' strategy, design and delivery of a Baby Memorial at the Town Park, Dunfermline and continue to improve the condition and resiliency of our existing cemeteries. We also committed to improving our digital offer and resilience.

What we achieved

- A consultation took place Fife wide on future cemetery provision and was used to develop a draft strategy. The draft strategy has been considered by each Area Committee and final proposal is due to be considered by cabinet Committee in Aug 2024.
- With input and support from affected families, a new Baby Memorial was opened in Dunfermline Town Park in December 2023. The memorial is dedicated to the families whose baby's ashes were unable to be returned to parents.
- A new bereavement software system was successfully installed in 2022. Our use of the system continues to develop to provide a digital first approach to everything from records keeping and mapping, to the booking of cremations, and the issuing of works orders to our maintenance squads. T
- The Service continues to address the issue of unstable memorials within cemeteries. During 2023/2024 over 9000 inspections took place with almost 30% make safe actions being required. From the start of the inspection scheme in 2018 almost 40k inspections have taken place and remedial work has been completed at 28 burial grounds.

Further detail on some of our key areas of achievement are provided in case studies in Appendix 1.

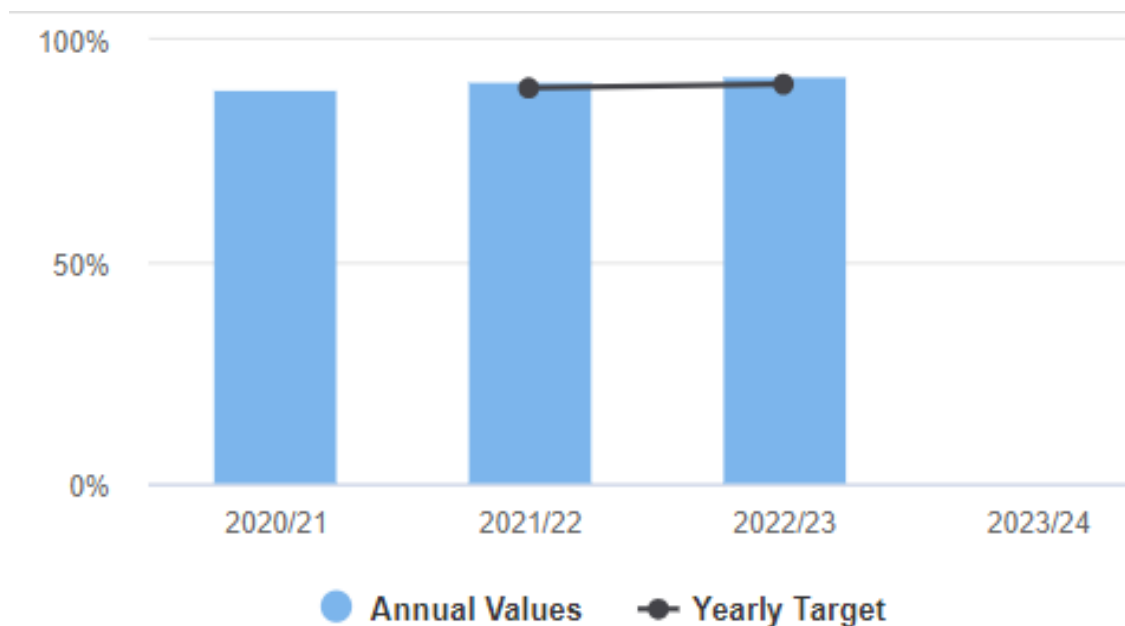
3.3 Wider operational performance

3.3.1 Property & Bereavement Services are responsible for 2 Local Government Benchmarking Framework (LGBF) indicators. The latest set of LGBF data published covers 2022/23.

Operational buildings suitable for current use (%)



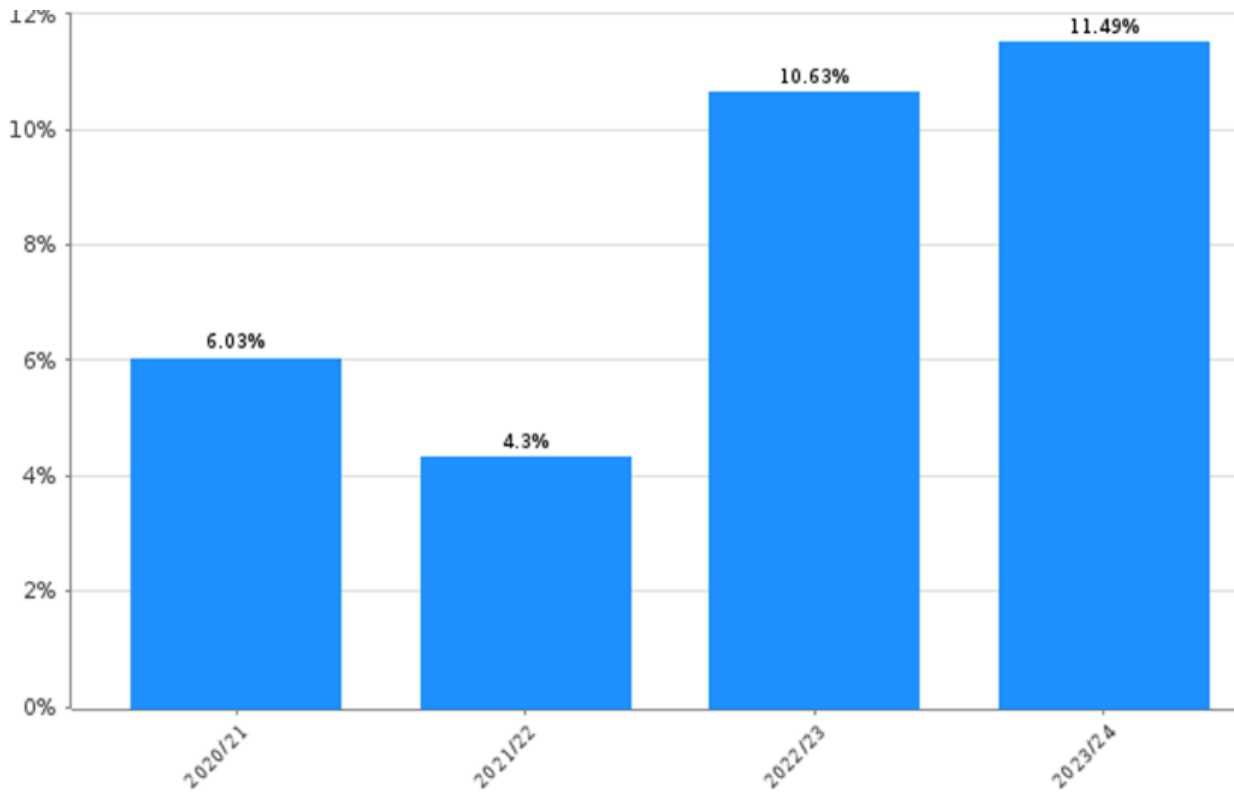
Floor area of Operational buildings



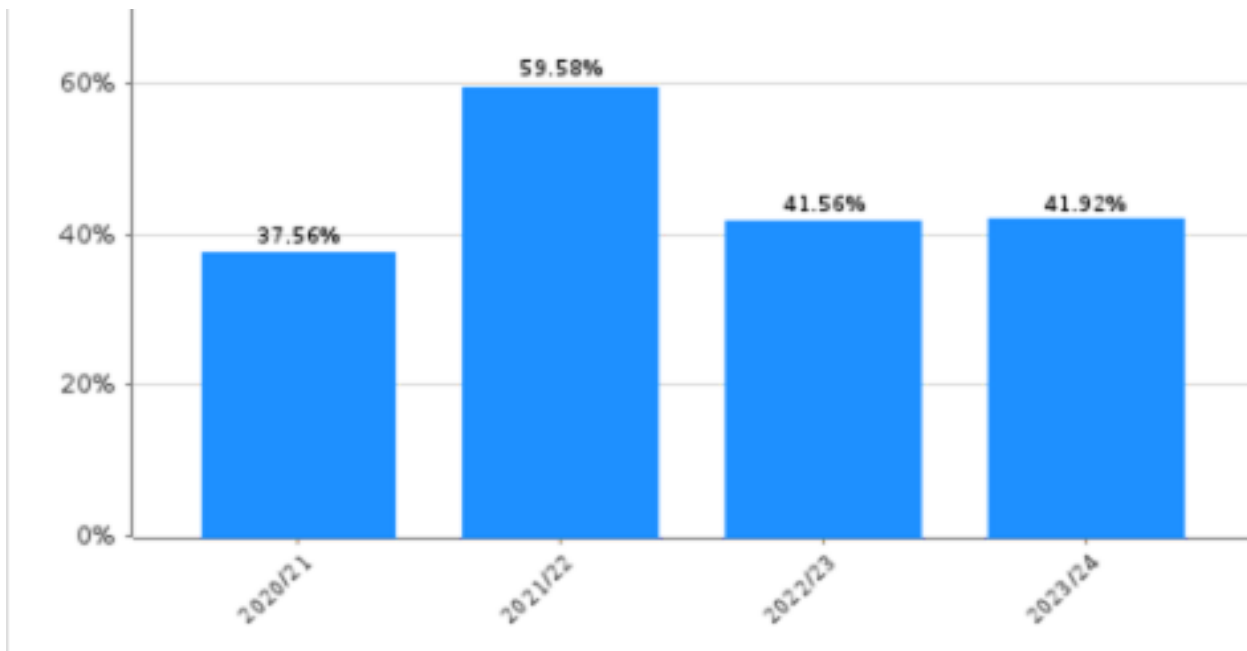
- Operational buildings suitable for current use (83.75%) 23-24, a slight increase of 0.03% from the reported score in 2022/23.
- Floor area of operational buildings in satisfactory condition (91.07%) a drop of 1.12% from the reported score in 2022/23. The benefit from improvements and new builds has been offset by the deterioration of a few properties following refreshed condition surveys.

3.3.2 Cemetery safety remains a key area of focus for Bereavement Service, 23-24 showed an increase in the number of headstones inspected.

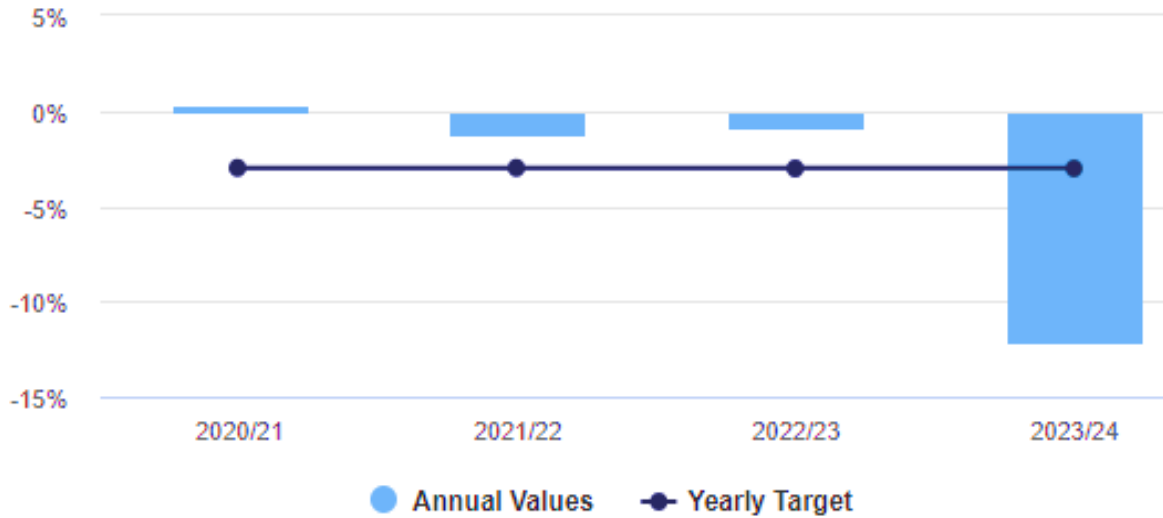
% of Memorials inspected P/A



% of post inspection requiring to be made safe



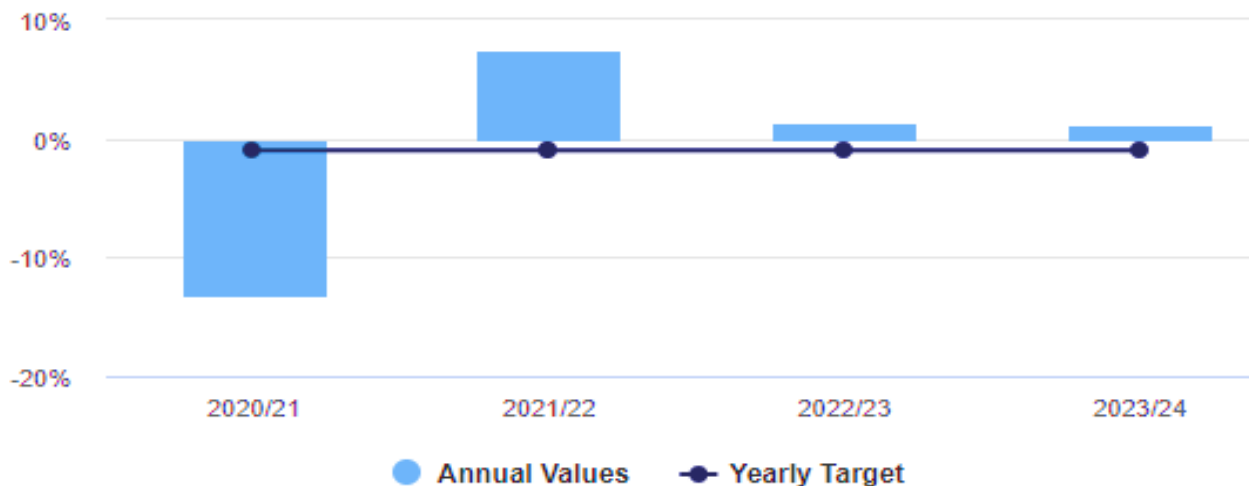
3.3.3 Property Services Asset team, working in collaboration with HR and BTS, have undertaken a major programme of work to maximise opportunities arising from new blended working practices. This project has culminated in the disposal of New City House in Dunfermline and Rothesay House Glenrothes, removing surplus office space from the estate and reducing the revenue burden to the Council.



% variance of internal area of operational Offices and depots

3.3.4 Measures to reduce energy and utility use form a key part of our response to Net Zero. Further improvement is anticipated as we continue to replace older inefficient buildings (such as those schools replaced by Dunfermline Learning Campus) and invest in a greater number in net zero compliant retrofit projects.

% Variance in Energy & Utility Use (KWH equivalent)



4.0 Priorities ahead

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

Priority 1 - Placemaking and Decentralisation

Moving towards a place-based approach aims to support future needs and enhance decentralised decision-making. Working in close collaboration with other services and partners is key to ensuring the right assets are in place to support community needs, better stewardship of our assets and opportunities to improve service provision through co-location. Specific areas of work which will contribute to this priority include:

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

Priority 2 - Public Sector Reform

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

Priority 3 - Net Zero and Sustainability

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

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

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

Report contacts

Alan Paul, Head of Property Services

Estates Team

2023/24	Fife wide
Leasing activity	Management of over 1000 individual leases generating Income of £5.35m
Property disposals	Income generation of £3.4m
Asset valuations	839 assets valued over the course the year.
Project activity	Engagement with landowners and agents to facilitate a broad range of corporate priorities for Services and the community directly.

The Estates team provided the following services: -

A broad range of activities are undertaken in support of wider Council activity;

Property acquisitions - site purchases to support the replacement school programme (Dunfermline Learning Campus & the South West Fife HS), the Affordable Housing Programme.



Working with colleagues from Roads and Transportation Services, Network Rail and local partners, agreements relating to the Levenmouth rail line project and associated projects have been undertaken alongside improvements to the river park routes and investment in sustainable travel improvements.

Levenmouth rail link

Property disposals – a number of assets were disposed during the year including the former office on St Andrews which generated a receipt in excess of £2.5m. Total capital receipts generated were £3.4m. Despite disposing of 9 properties during the year, the number of vacant properties remained unchanged at 30.



Property management – the property portfolio provides opportunities for Fife businesses to grow and generates income for various council Services. In 2023./24 total rental income was £5.25m. The accommodation also houses a wide range of community organisations benefiting from subsidised lease terms. In total there are approximately 200 leases to local community organisations, ranging from local football pitches to type accommodation to major facilities such as Craighton Park, St Andrews or the former Fire Station at Dunfermline which is now a fantastic local arts hub.

A notable lease termination was the lease New City House, Dunfermline saving circa £600,000pa and settlement of the associated dilapidations claim (a one-off payment of £500,000).

New City House



of



A number of short-term contracts were also put in place to support a range of film and TV production companies -

Karen Pirie TV production

Changes and improvements were made over the year in a variety of areas including: -

- ***Digital offer – we have improved our digital offer in a number of key areas to include***
 - Asset information – we now have easy to use searchable map-based information on council property ownerships, service responsibilities and location of common good assets [Land and property | Fife Council](#)
 - We provide easy-to-use on-line guidance notes and information, to include for community groups who wish to apply for a new lease, renew their existing lease or make alterations to a property.
 - We are also working to help provide additional information to community groups and as proof of concept, have piloted the use of community benefits to help local groups improve the condition of their facilities.

- ***Developing our workforce*** – with support from the Workforce Youth Investment Programme, the team now has 5 staff at various stages of qualification in Surveying and Technician roles. The new recruits will go some way to addressing the age profile of the team and assist succession planning in the medium term.

Asset Management

2023/24	Fife wide
Office space vacated	9,950 sqm (approx. 10% of corporate office floor area)
Revenue savings arising from closures	£960,000
Council Staff rehoused	New City House – 495, Rothesay House - 975

The team engages with Services to drive change and more efficient use of our assets whilst supporting frontline service delivery to our communities.

Key highlights secured during the year include;

- The production of an updated Asset Strategy covering the period 2023 – 28.
- The move management associated with rehousing the 1470 staff formerly based at New City House, Dunfermline and Rothesay House, Glenrothes, and associated closure activity.
- Consolidation of all Contact Centre activity at Bankhead.
- Redesign of office accommodation in all corporate buildings to better support blended working.
- Design and refurbishment of a bespoke client contact facility for Children & Families and Justice Social Work to support service provision in the Dunfermline area.
- Engagement with community partners to improve office utilisation and occupancy. Successes include Police Scotland who have taken additional space, new occupiers include Nature Scot and NHS moving 20 and 230 staff respectively into our offices. Discussions have commenced with Scottish Water and Visit Scotland who have accommodation needs.
- Development of an online form (ACR) to manage accommodation requests from Services.



Affordable Housing Team

2023/24	Fife wide
Fife Council Capital Investment	£44.703m
Scottish Government Grants Claimed	£ 34.852m (of which FC £20.742m)
Homes started	Fife Housing Alliance 437 units (of which FC 254)
Homes completed	Fife Housing Alliance 483 (of which FC 165)

The Financial Year 23/24 was another successful year for the Affordable Housing Team. There was a transition to a new Programme Manager (Andy Saum) and Project Manager (Craig Robertson) brought in during June 2024 to assist with the delivery of new build affordable housing within Fife.

The Team have been successful in delivering the following projects during 2023/24 including:

Development Name	Affordable Homes & Information	Link to Information
Cupar, Carslogie Road	17 Affordable Homes (all social rent) delivered by Robertson Homes.	Cupar, Carslogie Road (former police station) Fife Council
Guardbridge, Seggie Farm	100 Affordable Homes (All Social Rent) delivered by Persimmon Homes.	Guardbridge, Seggie Farm Fife Council
Inverkeithing, Spencerfield	74 Affordable Homes (All Social rent) delivered by Taylor Wimpey	Inverkeithing, Spencerfield Fife Council
Kirkcaldy High Street	39 Affordable Homes (All social rent) delivered by GMC Ventures	Kirkcaldy, High Street (Co-op) Fife Council
Methil High Street	8 Affordable Homes (All Social Rent) delivered by Allan Water Homes	Methil, High Street Fife Council
Methil, Kirkland, Care Village	35 Affordable Homes (all social rent) delivered by Fife Council Building Services	Methil, Kirkland, Methil Care Village Fife Council



Methil Care village



Carslogie Road Cupar

Component Replacement Team

2023/24	Fife wide
Number of improvements	8,887
Capital Investment	£31.2M
Contractor	Fife Council Building Services (lead)

The Component Replacement team manage a varied programme of works from modest adaptations to assist individual tenant needs, to roof replacements and energy efficiency improvements.

During 2023/24 the team managed a programme of improvement works to Fife Council properties with a value in excess of £30 million. The following table sets out a breakdown of the numbers of homes benefiting from the various workstreams:

	Total number of properties upgraded
Bathrooms	880
Doors	43
Heating	1,167
Kitchen	1,003
Rewire	803
Electrical Tests	4,400
Roofs	175
Roughcast	34
Windows	382

Larger projects include the cladding replacement works at Swan and Memorial high-rise flats. Existing external wall insulation is being replaced to improve the energy efficiency of the blocks to the current Energy Efficiency Standard for Social Housing. This will make the flats warmer and will cost less for tenants to run their heating.



Dunfermline Learning Campus

(Replacement for Woodmill HS & St Columba’s RC HS)

Location:	Dunfermline
Start Date:	Enabling works - September 2021 Main works - June 2022
Completion Date:	June 2024
Project Cost:	£122m
Main Contractor:	BAM Construction

The £122m project to co-locate two Fife secondary schools, Woodmill High School and St Columba’s RC High school, on a new learning campus alongside the new Fife College is the largest education infrastructure build in Scotland.

The schools have been designed to accommodate a combined student roll of 2514.

The building design creates a collaborative and inspirational environment, with flexible spaces to support new approaches to learning, including interdisciplinary learning, collaborative group work, paired and individual study. The schools operate independently with dedicated entrances, benefitting from shared central spaces at the heart of the building. There are high quality facilities for the physical education curriculum and wider community use, including a superb range of external spaces to support outdoor learning, as well as promoting health, wellbeing, sports, leisure and social activities.

The new school has an approximate floor area of 26,630m² with external works including car and bus parking, external sports provision including all-weather pitches.

This will be a low carbon, low energy use and a sustainable evidenced facility.

- The schools building has been designed to achieve Passivhaus standards and certification.
- Embodied carbon budget of under 650kg/Co₂e/m² as per RIBA 2025 target.
- 67kWh/m² energy in use target.
- Meet the Scottish Government goal to be Net Zero emissions of Greenhouse gasses by 2045.

“The Dunfermline Learning Campus will be transformational for young people in our community, bringing together Woodmill and St Columba’s High Schools into a shared campus, with state-of-the-art learning and leisure facilities.

From the start of the project to its completion, I have been impressed by the dedication, collaboration and professionalism of the project team and their relentless focus on detail, ensuring a high quality, environmentally friendly, first class and future proofed campus for our young people. Throughout, the project team have gone above and beyond to engage with elected members, parents, pupils and the community, hosting regular site visits during the build process, ensuring regular updates on progress and delivering community benefits. The new Dunfermline Learning Campus is absolutely outstanding and I am so excited about the positive impact it will deliver for our young people, our staff and our community.”

Cara Hilton, Education Spokesperson, Fife Council



Main Entrance



Learning Plaza

“The new Dunfermline Learning Campus project to replace Woodmill High School, St. Columba’s RC High School and the Fife College Dunfermline Campus has been ambitious in its vision and implementation from the outset.

Through collaborative working throughout the planning of the project, the Fife Team have worked closely with the Architects AHR and BAM construction to create a school building that is both innovative in its learning spaces and facilities, but also in meeting the Passivhaus standard for energy efficiency and comfort.

I am excited to be working in an educational setting that will set the standard for both quality and function, and know that this is a building that will have a massively powerful and important impact on the opportunities for its learners for decades to come.”

**Sandy McIntosh, Headteacher,
Woodmill High School**

“Bringing the two schools together on one site with links to Fife College creates unique learning opportunities for all our young people while still preserving the identities of each school. It is fantastic to be in a bright, new, modern environment that has been designed through a consultative process from the start and as a result meets the needs of learners and teachers really effectively.

We are incredibly proud to be part of what is a groundbreaking project which creates a really inclusive and collaborative environment for all our learners and the wider community.”

**Mick McGee, Headteacher, St
Columba’s High School**

South West Fife (replacement for Inverkeithing HS)

Location:	Rosyth
Start Date:	June 2024
Completion Date:	June 2026
Project Cost:	£88m
Main Contractor:	BAM Construction

This fantastic new school will accommodate a pupil roll of 1735 and 152 staff. The total space budget for the project is 16305m² with external works including car and bus parking, external sports provision including all-weather pitches.

The school design will allow for community use to specific areas of the building to provide flexible use profiles that extend beyond the primary function of an education facility.

The design proposals consider all aspects of inclusivity. Accessibility for all users is at the forefront of the design. The accommodation brief includes learning support facilities that will be distributed throughout the new school.

This will be a high quality, low carbon, low energy use and a sustainable evidenced facility.

- The schools building has been designed to achieve Passivhaus Classic standard and certification.
- Embodied carbon budget of under 540kg/Co2e/m² as per RIBA 2030 target.
- 67kWh/m² energy in use target.
- Meet the Scottish Government goal to be Net Zero emissions of all Greenhouse gasses by 2045 and reduce emissions by 76% by 2030.



Ariel View



Dining Area and Hellerup Stair

Methil Care Village

Location:	Methil
Start Date:	October 2020
Completion Date:	Nursery: 23 rd June 2023 Care Home: 19 th July 2023 Extra Care Housing 28 th August 2023
Project Cost:	£19.2m
Main Contractor:	Fife Council Building Services

Methil Care village was the first in the second phase of the Fife Council's programme of work and introduced an enhanced collaborative, inter-generational approach by partnering H&SC, Education & Children's Services & Housing Services. This project represented a 'first' for Fife in the delivery of an inter-generational care village that benefits not just older adults but our younger children too.

The project provided the following services: -

- 36-bedroom residential care home.
- 35 individual care housing bungalows.
- 39-place nursery annexe; and
- community hub c/w drop-in cafe & day care centre.

The new care village addresses the local area's "demonstrated need" in a variety of areas: -

- End of life cycle replacement of the existing Methilhaven care home. (The existing care home was built in 1970.)
- Contribution to Scottish Gov commitments to 1,140 hours of early learning and childcare entitlement.
- Focusing on providing services locally to support vulnerable families in an area with high levels of deprivation.
- Providing 35 new extra care homes as part of Fife Council's ambitious programme to build 3,500 new council houses across Fife by 2022.
- Collaboration between H&SC & Education: - This project represents a 'first' for Fife in the delivery of an intergenerational care village that will benefit not just our older adults but our younger children too.



Cupar Care Village

Location:	Cupar
Start Date:	Enabling works November 2023 Main works April 2024
Completion Date:	Current expected Operational date is November 2025
Project Cost:	£15m
Main Contractor:	Fife Council Building Services

The Cupar Care Community is the fifth of Fife Council’s care villages. The new care village replaces Northeden home and will provide a variety of care services to the local community, all delivered from one site.

The new care facility will provide permanent residential accommodation, short-term respite accommodation and individual supported tenancies supporting a range of needs, as well as distinct day services for adults and older people and offering opportunities for joint activities.

The main building will accommodate:

- 24-bedroom residential care facility with ensuite within 2 individual units with associated support rooms.
- Shared Services hub.
- 10 place day services facility with associated support rooms.
- 10 place adult day services facility with associated support rooms
- 12 one-bedroom one-person (1b1p) apartments with communal and staff support facilities.

The development addresses demonstrated need in a variety of areas: -

- Health & Social Care —End of life cycle replacement of the existing Northeden Care Home
- Housing—Contribution to Local Development Plan targets of 3,500 affordable homes in the Fife area.
- Changing demographics—meeting the need for increased provision for caring for elderly and vulnerable members of society.



Levenmouth Phase 1 Business Units

Location:	Buckhaven
Start Date:	27 th October 2022
Completion Date:	9 th August 2024
Project Cost:	£3.5m
Main Contractor:	Fife Council Building Services

Designed as the first phase of the new Levenmouth Business Park units, to create and sustain jobs. The project received funding from the Levenmouth Reconnected Programme (LRP), Fife Council, and the City Region Deal.

We have created 7 new business units suitable for Class 4, 5 & 6 usage, ranging in size from 93 sqm (1,001 sqft) to 131 sqm (1,410 sqft), with the potential to combine units.

The units are robustly constructed with a:

- Steel portal frame and masonry construction with a minimum internal eaves height of 4 metres
- Covered pedestrian entrance
- Electric operated overhead access doors
- Security shutters
- Solar PV
- 3 phase supply
- Energy Efficient LED Lighting internally and externally
- WC facilities
- Parking for cars only (no external storage)
- Gas heating
- Property Services provided Architectural, Mechanical and Electrical design service as well as full contract administration and Clerk of Works services throughout the project.

Structural, a third-party consultant undertook Civils and mining engineering professional services.



Fife Interchange North

Location:	Dunfermline
Start Date:	15 th December 2022
Completion Date:	Anticipated January 2025
Project Cost:	£11m
Main Contractor:	Fife Council Building Services

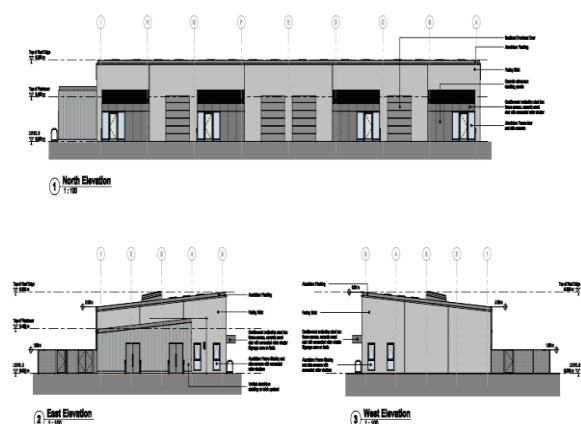
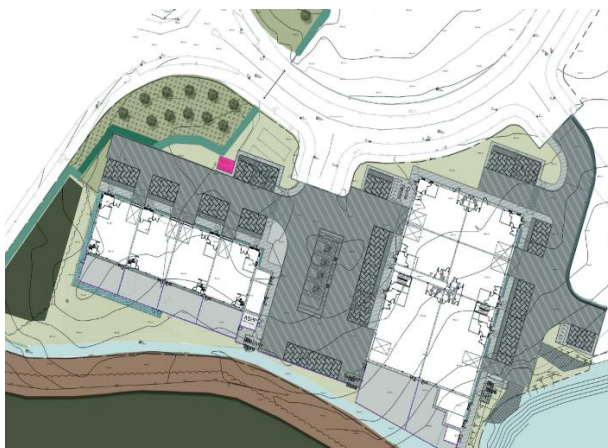
This project forms part of the Fife Industrial Innovation Investment Programme, which will deliver a sustained investment programme in modern business premises to support the delivery of Inclusive Growth and Innovation in Fife. This project, specifically, will contribute to increased supply of new industrial space in Fife.

This project will create 10 new x Industrial Units (Class 4, 5 and 6) extending to 2,260 sqm or thereby, with access and parking provision.

A low carbon design philosophy was adopted - aiming to minimise CO2 emissions to the atmosphere arising from the operations of and within the building.

1. Minimising energy consumption through passive design measures by incorporating PV arrays to provide generated electricity.
2. Supplying energy efficiently through active systems e.g. Mechanical Ventilation with Heat Recovery to all occupied spaces with additional ventilation where possible/ Low Energy LED fittings throughout / Automatic occupancy sensing to all occupied and circulation spaces. Photoelectric sensing to be applied to occupied spaces with access to daylight.
3. Optimise energy generation from on-site low or zero carbon (LZC) energy sources - Air Source heat pumps

By adopting a sustainable approach in design, construction, and operation, coupled with the incorporation of Policy 11 - Low Carbon Fife, this development will provide a resource-efficient, low energy office/light workshop environment for the foreseeable future.



Abbeyview Community Hub

Location:	Dunfermline
Start Date:	February 2023
Completion Date:	August 2024
Project Cost:	£7.5m
Main Contractor:	Fife Council Building Services

This project is a sustainable deep retrofit and extension to the disused Abbeyview Local Office to provide the community with a well-designed modern fit for purpose flexible community hub.

The complete re-working of the existing plan has allowed the design team to provide a clear and legible layout which carefully integrates an extension. Flexibility is one of the main features of this development, both in terms of the types of functions in rooms and how rooms can be inter-linked. This will ensure maximum usage by the various community groups.

Key spaces include:

- A large multi-use hall for both sports and community gatherings
- Community Space with external play area, for childcare facilities and community events
- Training Kitchen to meet the health & wellbeing agenda.
- IT Suite to provide an area to develop IT literacy within the community.
- Three General Purpose Rooms to cater for the wide range of classes offered by the Community Services team.

A sustainable approach has also been key, and the development has adopted a number of Enerphit principles.



Multi Use Hall



Hub Cafe

Adam Smith Theatre

Location:	Kirkcaldy
Start Date:	Phase 1 Auditorium refurbishment - November 2020 Phase 2 Enabling works – September 2021 Phase 3 Main works – April 2022
Completion Date:	September 2023
Project Cost:	£7.5m
Main Contractor:	Fife Council Building Services

In 2018 Fife Council commissioned Property Services to prepare proposals for revitalisation and refurbishment of the theatre, which has now delivered an iconic reinvigorated building that can support, encourage, engage, develop, and grow Fife’s creative industries and secures the theatre’s future for Kirkcaldy and the wider Fife area supporting creative individuals and businesses to start and grow whilst connecting people to new cultural experiences and opportunities to engage in influencing Fife’s rich cultural offer.

The theatre is now a place for people to meet and network informally, in the relaxed café space that can double as a small conference or performance space; a programme of events will attract visitors seeking business, ideas and inspiration. The theatre has already attracted new performances groups.



Auditorium



Café / Bar



Foyer



Function & Conference Facilities

Lochore Meadows Play Park

Location:	Lochgelly
Start Date:	October 2023
Completion Date:	June 2024
Project Cost:	£0.9m
Main Contractor:	Kompan Scotland Ltd

Lochore Meadows Country Park, operated by Fife Council, is Fife’s busiest free tourist attraction used by several hundred visitor every day between March and November.

The project has replaced and enhanced existing play park to meet increased demand from a wider customer base from across Fife and beyond.

The project has created a family destination play park that provides: -

- the physical, cognitive, and emotional developmental benefits of play.
- develop an intergenerational community asset.
- a new play experience that will expand on the current facility.

The play park includes the following: -

- inclusive play activities for children of all abilities
- notion of perceived risk
- sense of thrill in the playground
- sensory experiences
- play equipment where multiple generations can enjoy play.
- DRIVEDECK mobility system- as shown opposite, which runs through the play park.



Lochgelly South Primary School

Location:	Lochgelly
Start Date:	July 2023
Completion Date:	August 2024
Project Cost:	£7m
Main Contractor:	Fife Council Building Services

During initial feasibility works for a new ancillary nursery facility within the school grounds, discovery of disused shallow mine workings resulted in major remedial ground consolidation works being required to the school grounds to secure the long-term future of the school. This work involved setting up a grouting rig within the school building to fully access the mining seam, and the first time this has been achieved within the UK.

The intrusive works scope meant that Lochgelly South Primary School had to be decanted to share facilities with St Kenneth’s RC Primary School in Ballingry. A programme of works was successfully achieved to accommodate them, including additional temporary modular classrooms, significant internal alterations and refurbishment as well as external works and the forming of additional car parking facilities.

This decant then presented an opportunity to refurbish the existing Lochgelly South Primary School building and grounds, as well as deliver the new nursery facility and a new school parking facility to an additional area of ground to the north of the site. The refurbishment programme involved stripping the building back to the shell and making extensive improvements to the building fabric and replacing the school’s infrastructure to provide a facility fit to provide the school’s curriculum. The project included the conversion of the existing heating system to Air Source Heat Pumps as part of our ongoing Net Zero programme.

Property Services provided Architectural, Mechanical and Electrical design service as well as full contract administration and Clerk of works services throughout the project. A third-party consultant undertook Civils structural and mining engineering professional services. The project was delivered by Building Services in the role of Principle Contractor.



Classroom



Nursery modular unit and garden

Corporate Planned Maintenance

Location:	Fife Wide
Start Date:	April 2023
Completion Date:	March 2024
Programme Cost	£17m
Main Contractor	Various

	Budget	Spend	%
Revenue	£14.581m	£14.638m	100%
Capital	£3.601m	£2.451m	68%
Combined	£18.182m	£17.089	94%

Over the year 2023/24, a total of 22,500 works requests were instructed against the Corporate Planned Maintenance Budgets (Capital and Revenue), resulting in a total spend of £17m. These figures do not include the projects which Property Maintenance team members instruct which are client funded.

The Revenue budget of £14.581 provides for the delivery of several service contracts which ensure that our buildings remain compliant with annual legislative testing and safe for our staff and building users. Priorities for commitment of the remaining budget are thereafter considered based on true planned maintenance projects and provision for works which are required on an arising basis.

Some of the larger improvement projects which were delivered over the year include:

- Fire Improvement Works
- Roof Replacement
- Window Replacement
- Replacement Heating Systems
- Cemetery Walls Stabilisation Programme
- Various Electrical improvements e.g. distribution boards, fire alarms, emergency lighting, etc.

Net Zero Programme

Location:	Fife Wide
Period	April 2023 – March 2024
Programme Budget	£13.57m
Main Contractor:	Alternative Heat

All our non-domestic buildings need to be decarbonised to achieve Net Zero by 2045 and following a small pilot in 22/23, preliminary funding of £13.57m was secured to take forward an early programme.



The current strategy involves the use of high temperature heat pumps which will be standardised across all the sites. Modular sizing enables us to select 1-5+ heat pumps as required to provide the heat demand for each site. These heat pumps use a natural refrigerant with a very low global warming potential so are environmentally safe and promise to be serviceable long into the future. All work has been conducted during term time as the scale of the challenge to decarbonise all our buildings is so great that there simply isn't enough time to complete all this work during holiday periods alone.

Controls in each building are being upgraded and heating systems optimised to deliver the most from the low carbon heating solution. Existing gas boilers are being retained as backup and top up heat sources for the sites, although they will only operate for short periods during the heating season.

The first sites have now been commissioned and are delivering low carbon heat to the schools, the remainder will be commissioned in the coming months. It is anticipated that the schools below will provide a reduction in carbon emissions of circa 236 tonnes per year.

Completed projects include:

- Limekilns PS
- Carnock PS
- St Josephs PS
- Ceres PS
- Carleton PS
- Cairneyhill PS
- North Queensferry PS
- Saline PS

BEREAVEMENT SERVICES

Introduction of New Software Administration System

Location:	Fife Wide
Start Date:	August 2022
Completion Date:	Ongoing
Project Cost:	£60k
Main Contractor:	Plotbox

Bereavement Services introduced an administration system known as BACAS (Burial and Cremation Administration System) in 2000 to move away from handwritten instruction and introduce continuity across the service in how information was stored, and work instructions issued.

Through time and as technological advances spread it became clear that the system providers were not adapting as quickly as other systems, and this was becoming a risk for Bereavement Services not only in terms of information stored but also with regards to the desire to move to a more digital way of working.

In 2022, following close work with BTS, a new supplier was identified, and work began on a new contract working with specialist bereavement software company, Plotbox.

Work took place to transfer the data held on a server at Fife Council for BACAS to be remotely held by Plotbox. Once validated, the system was up and running in August 2022.

The system has many benefits and will allow the Service to grow digitally over time.

The key functionality currently in place includes:

- Business Support staff able to work from any location when business continuity is challenged.
- Statutory paperwork can now be emailed directly to Bereavement Services and uploaded to Plotbox to the deceased record. This will reduce the need for archive space to store hard copy records for cremation which now require to be kept for 50 years.
- Funeral Directors can now book cremations directly through a portal on Plotbox reducing the need for direct calls to the offices or for the offices to be open at weekends. Service now working towards introducing remote booking of burials through the portal.
- Each cemetery layout is being digitised and the layout plan added to Plotbox.
- An interface has been developed that will pull all monthly invoices onto a spreadsheet that can be fed directly into the Council's debtors system, Ash, reducing the need for staff to input invoices individually to Ash.
- The inspection of headstones will be moving from TotalMobile which is coming to the end of its contract, to Plotbox. This will ensure that all information relating to a grave is within the one system.

BEREAVEMENT SERVICES Baby Ashes Memorial

Location:	Fife Wide
Start Date:	August 2023
Completion Date:	November 2025
Project Cost:	£187k
Main Contractor:	DW Landscape Architects Ltd

In April 2019, a meeting took place which established the need for a Memorial in Fife to commemorate babies whose ashes were unable to be returned to parents.

This initial discussion instigated a working group of affected parents along with support from colleagues in NHS Fife and Held in our Hearts Charity.

Over the following 4 years substantial consultation took place to determine the nature the memorial to honour the babies should take.

A selection of sites in Fife were selected as potential options for the location of the memorial. These included Riverside Park, Glenrothes; Beveridge Park, Kirkcaldy; Townhill Park, Dunfermline and Public Park, Dunfermline. The preference of parents was the Public Park, Dunfermline leading to consultation with stakeholders of the park but ultimately being agreed as the best location for the memorial.

During 2022 / 2023, Bereavement Services worked closely with Property Services to work on a brief developed in conjunction with parents of the working group.

DW Landscape Architects Ltd were appointed, following a tender process and again through close working with parents, to design the memorial area. ArtFe were appointed to design and produce the sculpture which would form the centrepiece of the memorial area. Parents were closely involved in the aspect of the design as it was key to ensure it encompassed all the feelings and representations that were necessary in remembering their babies.

In addition to the memorial Bereavement Services also worked with Fife Council's design team to produce an online memorial offering specifically for affected parents. This was well received and provides an additional memorial function alongside the option of inscribed leaves on a bespoke memorial tree within the memorial garden.

Property Services – What We Achieved

The memorial area was officially opened in early December 2023.



BEREAVEMENT SERVICES Headstone Inspection Scheme

Location:	Fife Wide
Start Date:	2018
Completion Date:	Ongoing
Project Cost:	£567k
Main Contractor:	Fife Council Bereavement Services

In 2018, Bereavement Services highlighted the need to review the condition of headstones in Fife cemeteries. To support this work, the Service established best practice inspection and make safe processes. These processes comply with the guidance issued by Scottish Government in June 2019. The introduction of the guidance followed a Fatal Accident Enquiry into the death of an 8-year-old boy killed by a falling headstone while playing in a cemetery in Glasgow in 2015.

There are well in excess of 100,000 headstones within Fife's 115 Cemeteries. Initial inspection tests showed a failure rate of around 40% to 50% and this has remained consistent as inspections continue.

A risk assessment process is used to prioritise the order in which cemeteries will be inspected. Criteria used include whether the site is still in use for interment, the extent of public use, risk of children accessing or playing in the site, ground conditions and so on.

Prior to commencing work in any cemetery, local elected members will be made aware of intended work through a Briefing Note. Signage is erected at the cemetery entrance(s) and a press release is issued by Communications.

There are 3 memorial teams of specially trained staff working throughout Fife. Additional staff are being trained to support the cemetery operatives when unstable memorials are identified during routine maintenance.

To date 28 of the 115 burial grounds in Fife have been completed with almost 40,000 headstones inspected. Of these inspections, just over 12,000 memorials required make safe action of some kind.

The headstone is the responsibility of the lair holder however Fife Council has a duty of care. The policy therefore is not to lay flat memorials unless absolutely necessary. Make safe action will normally take the form of digging in the memorial by one third so the top plate is still visible or to reseal joints to ensure stability. Should a family then wish to arrange for their memorial to be fully reinstated they can do so through a qualified memorial mason.

Once all burial grounds have undergone the initial make safe inspection a rolling programme of inspections will continue on a 5-year cycle.

Property Services – What We Achieved

