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**Report to: Housing, Health and Care Committee**

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**Date of Meeting: 3 September 2015**

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**Subject: Housing and Community Safety**

**Finance & Performance Report 2015/16 Quarter 1**

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**Report by: Head of Housing & Community Safety**

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### **1.0 Purpose**

- 1.1. This report updates Committee on finance and service performance for Housing and Community Safety up to the first Quarter of 2015/16. Performance reported relates to the service Business Plan for 2015/16.

### **2.0 Recommendations**

It is recommended that Committee;

- 2.1. Recommend to Council virement of £100k from the Capital Kitchen replacement budget (2014 - 2018) to the Capital Bathroom Renewals to be carried out by the in-house contractor Property Contracts Unit (PCU).
- 2.2. notes the report, while commenting on and challenging the performance as appropriate.

### **3.0 Budget Position**

- 3.1. The financial performance for Housing and Community Safety up to the end of the first Quarter of 2015/16, comparing actual income and expenditure for this period with the profiled budget is set out at Appendices 1a to 1d.
- 3.2. Appendix 1a summarises the expenditure on general Fund Housing. An under spend of £277k is projected.
- Increase of £257k in rent rebates and rent allowances area mainly in respect of Department for Works and Pension (DWP) for Discretionary Housing Payments (DHP)
  - Overspends on Homeless utility costs and B&B accommodation to end of June

- 3.3.** Appendix 1b looks at Housing Revenue Account (HRA) expenditure and variances. The HRA is projecting a small increase from the budgeted surplus of £6k.
- Expected reduction in repairs and maintenance as a result of Property Factors Act unbudgeted income,
  - Current underspend in employee costs, held whilst service completes restructure,
  - Increases expected in Central support and Democratic core costs,
  - Increase in Council borrowing interest pool rate,
  - Expected overspend on costs of Council tenants special uplifts
- 3.4.** Appendix 1c shows that the capital budget including carry forward equates to £10,099k.
- Main variance is the Orchard new build allowance, which is due for demolition in August and decision on future development
- 3.5.** Appendix 1d shows completed works in the HRA Capital Programme to the 30th of June 2015.
- Areas requiring SHQS compliance are secure doors in mixed tenure blocks and kitchens which have been refused in at least two previous contracts
  - It is recommended that £100k is vired from the Kitchen replacement budget to Bathroom renewals. This work will be carried out by colleagues from the in-house team ('PCU').

#### **4.0 Performance Indicators**

- 4.1.** Members will note the progress and comments on the performance indicators attached at Appendix 2.
- 4.2.** It has previously been reported to committee that Vanguard Scotland has been engaged as part of the housing business management system improvement project. This follows the principles outlined by the 'Making Clackmannanshire Better' initiative, to achieve efficiencies whilst improving services. As part of the project, staff and managers from across services are receiving training in problem solving, root cause analysis and decision making and staff are involved in the redesign of processes to achieve efficiencies. Small groups of staff work in check teams to challenge historic practices and actively engage in redesigning processes to improve customer service. As this work progresses more staff are 'rolled in' to the new ways of working. Staff continue to monitor results from the new approach and to identify obstacles and issues. Solutions are then sought to resolve these issues and ensure further improvements can be made and better outcomes delivered.
- 4.3.** The work on allocations and voids, homelessness and rents has been progressing well with early evidence of improved performance results and efficiencies. Work on tenancy and estate management began in August

2015. The details on each service area are set out below.

#### Allocations and Voids

- 4.4.** Performance on voids has been a particular concern for the service over the last two years. Quarter 1 results are encouraging and as shown in the table below, although the number of terminations has remained similar compared with the first quarter last year, (96 properties became vacant during the first quarter of this year compared with 98 in Q1 last year) the number of properties let during the period has increased (104 properties let in the first quarter, compared with 87 properties let in Q1 2014/15). We also have significantly less voids at the end of the quarter (47) compared with the same period last year (102).

	Q1 2014	Q1 2015
Total number of lets (including new builds and off the shelf purchases)	87	104
Total number tenancy terminations	98	96
Number of void properties at the end of quarter	102	47

- 4.5.** In addition to this, satisfaction levels with the condition of properties when let have increased with 98% of new tenants satisfied with the condition of their property when moving in. This is an improvement on the same quarter last year (92%). We have also seen a slight reduction in the refusal rate which is down to 42% (46% last year and 52% in 2013/14). Our target is to reduce refusals to 40%.
- 4.6.** Turnover time on managing empty properties is one area that is identified for further investigation and improvements. Staff are working to quantify the main delays in reletting property. The current time of 44 days represents an increase on last year's performance and is above our target. Some of this may be attributed to the high volume of voids. Now the voids numbers have reduced the turnaround time to relet properties is expected to improve throughout the remainder of the year.
- 4.7.** One area identified as a significant obstacle to filling voids which is now being addressed is the time taken to process Scottish Welfare Fund applications. This funds people to have the basic items necessary to move into a property.

#### Homelessness

- 4.8.** As reported to committee in June 2015, as part of the ongoing work with Vanguard we have carried out analysis of our homeless applicants to inform redesign of our processes.
- 4.9.** During 2014/15 the Council increased its provision of temporary accommodation. This has reduced the need to use B&B accommodation. At the end of July 2015 the number of people in B&B accommodation had reduced to 10. This compares very favourably with the position at the end of July last year when there were 46 applicants in B&B accommodation. This equates to a reduction in spend in the quarter on B&B accommodation of over £112k compared with the same period last year. The finance report is based

on the higher than budgeted levels of occupancy experienced during the first quarter. If the number in B&B remains at the current figure then the cost will be in line with the budget.

## Collections

- 4.10.** Council tax collection rates have improved during the first quarter. This may be due to a better working arrangements with the new sheriff officers. Progress on tackling rent arrears in the first quarter is not yet showing the benefits expected. This can be attributed to the fact that the new ways of working (as with all the initial stages of the Vanguard approach) are firstly tried with a small part of the team, with others 'rolled in' only after the staff see benefits from the approach. Absences and holidays have also hindered progress.

	April 14	July 14	April 15	July 15
Council tax collected %	9.34%	34.29%	9.44%	37.21%
Rent arrears %	7.30%	7.09%	7.80%	7.60%

- 4.11.** However, there is clear evidence to show that the new approach is working. Analysis of a sample of cases shows that arrears reduced in 63% of the cases. There is a significant increase in successful contacts (visits, phone calls etc), and arrangements to pay being kept.
- 4.12.** The new approach focuses on early intervention and engagement with the customer to maintain contact and ensure that arrangements to pay rent are kept. This is particularly important with the introduction of Universal Credit.
- 4.13.** Universal Credit went live in most of Clackmannanshire on 25th May. The uptake so far has been in line with the anticipated levels identified by the Department of Work and Pensions. The DWP and Council are working in partnership along with colleagues from the local Job Centre and meet regularly to work on implementation. Key achievements delivered by this Operational Delivery Group include identifying and ensuring sufficient digital provision is available throughout the County and the delivery of training to key front line Council staff. The Operational Delivery Group continue to meet as it provides a vital information sharing forum between the DWP and the Council.
- 4.14.** The number of Universal Credit applicants in Clackmannanshire in 85. However, we understand by working with the DWP that a number of applicants have missed their job centre interviews as part of the process of being placed on Universal Credit. At present Sauchie is not included within the Universal credit roll out as certain streets have a Fife postcode. Additional information will be provided as part of an all members briefing on Universal Credit.

## **5.0 Annual Report to tenants**

- 5.1.** As part of the Social Housing Charter, all social landlords must report to tenants and other service users, performance in relation to the Charter outcomes and standards. This needs to be done in an accessible format, and

as soon after the end of the reporting year as practicable, but no later than the end of October each year.

**5.2.** The Scottish Housing Regulator (SHR) advises that when reporting performance landlords should include:

5.2.1. an assessment of performance in delivering each of the Charter outcomes and standards which are relevant to the landlord and drawing on the information provided to the SHR.

5.2.2. relevant comparisons – these should, through time, include comparisons with previous years, with other landlords and with national performance; and

5.2.3. how and when the landlord intends to address areas for improvement.

**5.3.** A working group of tenants and stakeholders will be reviewing the design and agree the specific indicators to be included in the report for the full year 2014/15 performance results. The report will be available at the end of October 2015.

## **6.0 Sustainability Implications**

**6.1.** The Clackmannanshire Housing Strategy is subject to a full Environmental Impact Assessment which will incorporate its principle priorities and actions.

## **7.0 Resource Implications**

**7.1.** Financial Details

The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes ✓

Finance have been consulted and have agreed the financial implications as set out in the report.

Yes ✓

**7.2.** Staffing

There are no additional staffing implications associated with this report.

## **8.0 Exempt Reports**

**8.1.** Is this report exempt?

Yes  (please detail the reasons for exemption below)      No ✓

## **9.0 Declarations**

**The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.**

(1) **Our Priorities**      (Please double click on the check box )

The area has a positive image and attracts people and businesses	√
Our communities are more cohesive and inclusive	√
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	√
Vulnerable people and families are supported	√
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	√
The Council is effective, efficient and recognised for excellence	√

**(2) Council Policies** (Please detail)

**10.0 Equalities Impact**

**10.1.** Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
No

**11.0 Legality**

**11.1.** It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

**12.0 Appendices**

**12.1.** Please list any appendices attached to this report. If there are no appendices, please state "none".

1. Financial Information
2. Covalent Performance Indicators

Background Papers



**12.2.** Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

**Author(s)**

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**Approved by**

NAME	DESIGNATION	SIGNATURE
Ahsan Khan	Head of Housing and Community Safety Service	
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## APPENDIX 1a

## SUMMARY GENERAL FUND HOUSING by cost centre to June 2015

<b>COST CENTRE SUMMARY</b>	<b>Annual Budget 2015/16</b>	<b>Budget To 30/06/15</b>	<b>Actual To 30/06/15</b>	<b>Projected Outturn to 31/03/16</b>	<b>Variance Outturn v Budget</b>
<b>STRATEGIC HOUSING COSTS</b>					
Head of Service	24,630	6,130	5,588	23,259	(1,371)
GF Housing manager	4,850	1,173	0	0	(4,850)
SLAB Funding (TMO2)	0	0	(1,136)	0	0
Strategic Housing Authority	242,550	60,485	55,672	242,124	(426)
Advice Services	138,920	34,635	26,728	138,891	(29)
Housing Support Team	187,660	54,308	48,665	161,360	(26,300)
	<b>598,610</b>	<b>156,730</b>	<b>135,517</b>	<b>565,633</b>	<b>(32,977)</b>
<b>HOMELESS &amp; SPECIALISED ACCOMM</b>					
Homeless Team Admin	455,430	113,525	106,399	446,113	(9,317)
Backwood Court	52,420	1,752	2,500	30,001	(22,419)
Lochbrae	38,020	(1,872)	(10,103)	21,130	(16,890)
Katrine Court	(42,320)	(19,170)	(23,446)	(34,745)	7,575
Broad Street	0	0	0	0	0
Mosaic	0	0	0	0	0
Pompee	(54,450)	(15,063)	(20,861)	(56,390)	(1,940)
Chalets	(38,290)	(9,573)	(13,183)	(43,460)	(5,170)
Dispersed HPU's	(439,050)	(159,215)	(140,154)	(409,370)	29,680
Bed & Breakfast	(38,250)	(9,562)	(149,737)	(22,825)	15,425
Private Lets	(88,890)	(25,273)	(5,416)	(19,203)	69,687
OTSP	(222,780)	(60,745)	(62,405)	(156,350)	66,430
Pine Grove	45,650	998	2,482	7,490	(38,160)
Hallpark	(35,200)	(32,387)	(47,306)	(92,420)	(57,220)
General Homeless	0	0	26,464	0	0
Travelling Persons' Site	16,050	2,738	(4,519)	23,415	7,365
	<b>(351,660)</b>	<b>(213,847)</b>	<b>(339,284)</b>	<b>(306,614)</b>	<b>45,046</b>
<b>HOMELESS STRATEGY</b>					
Homeless Strategy	10,080	2,510	731	730	(9,350)
	<b>10,080</b>	<b>2,510</b>	<b>731</b>	<b>730</b>	<b>(9,350)</b>
<b>PSH</b>					
Discretionary Projects	0	0	660	0	0
Engagement Private Landlords	1,000	250	0	1,000	0
Repairs	0	0	0	0	0
Mandatory Adaptations	180,000	45,000	38,059	180,000	0
Minor Disabled Adaptations	0	0	(991)	0	0
Compulsory Repair	0	0	0	0	0
Empty Homes	0	0	0	0	0
	<b>181,000</b>	<b>45,250</b>	<b>37,728</b>	<b>181,000</b>	<b>0</b>

**HOME ENERGY**

Home Energy	0	0	(7,389)	0	0
Home Insulation Scheme	0	0	(8,341)	0	0
Green Homes Cash Back	0	0	(26,550)	0	0
HEEP-ABS (1)	0	0	0	0	0
HEEP-ABS (2)	0	0	0	0	0
	<b>0</b>	<b>0</b>	<b>(42,280)</b>	<b>0</b>	<b>0</b>

**HOUSING LOANS**

Council Tenants	0	0	2,033	0	0
	<b>0</b>	<b>0</b>	<b>2,033</b>	<b>0</b>	<b>0</b>

**HOUSING BENEFITS**

Rent Rebates	1,011,970	252,992	625,186	806,501	(205,469)
Rent Allowances	43,850	10,963	(19,387)	(7,785)	(51,635)
Affordable Housing	0	0	(3,265)	0	0
	<b>1,055,820</b>	<b>263,955</b>	<b>602,534</b>	<b>798,717</b>	<b>(257,103)</b>

**HOUSING GRANTS**

Improvement Grants	0	0	(485)	0	0
	<b>0</b>	<b>0</b>	<b>(485)</b>	<b>0</b>	<b>0</b>

**COMMUNITY SAFETY**

CCTV	89,370	400	11,650	89,370	0
Anti Social Behaviour	195,030	48,638	43,943	181,161	(13,869)
Landlord registration	(25,530)	(6,383)	(4,307)	(25,530)	0
Community Safety Partnership	660	165	0	0	(660)
	<b>259,530</b>	<b>42,820</b>	<b>51,286</b>	<b>245,001</b>	<b>(14,529)</b>

**REVENUES AND PAYMENTS**

Revenues Payments Manager	178,950	47,112	8,249	178,534	(416)
Non Domestic Rates	1,500	6,627	4,515	(0)	(1,500)
Revenus Administration	115,090	28,420	30,825	77,158	(37,932)
Social Fund	424,070	105,975	107,543	424,070	0
Billing & Assessment	11,840	2,710	23,494	35,152	23,312
Collection	203,930	50,863	45,751	203,113	(817)
Recovery	353,810	88,230	94,664	363,222	9,412
	<b>1,289,190</b>	<b>329,937</b>	<b>315,041</b>	<b>1,281,248</b>	<b>(7,942)</b>

**NET EXPENDITURE**

	<b>3,042,570</b>	<b>627,355</b>	<b>762,820</b>	<b>2,765,716</b>	<b>(276,854)</b>
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The Housing, Community Safety and Revenues & Payments has now been established and this outturn is the first one that incorporates them all together. Homelessness is currently showing an overspend and is an area that is top priority to the Service in ensuring that the Service is run as efficiently as possible. The numbers in Bed and Breakfast are lower than previously as more Council owned temporary accommodation is now in use but there is still a need to use B and B.

The under spend is predicted to occur within the Rent Rebates and Rent Allowances area mainly in respect of Department for Works and Pension (DWP) for Discretionary Housing Payments (DHP). The impact of the change in Welfare Credit will continue to be monitored along with the numbers in Homeless Accommodation to report any changes to the Outturn promptly.

#### **GF Service Manger**

Budgets remaining after Service Manager post ended by Voluntary Severance (VS). Budgets require to be vired elsewhere.

#### **Housing Support**

Vacancy of Housing Support Team leader - post required as statutory requirement service looking a various options.

#### **Homeless Administration**

Under spend due to employee working reduced hours against a budgeted Full Time Equivalent (F.T.E.) post and being a non contributor to pension scheme.

#### **Homeless**

Overspending on - Utility costs - service undergoing exercise on replacement meter types +£33k. The Service will continue to monitor the numbers in temporary accommodation.

#### **Homeless Strategy**

Low expenditure to date based on last years actual. Examination of budget remaining required.

#### **Rent Rebates**

Funding from the Department for Works and Pension (DWP) for Discretionary Housing Payments (DHP) for 2015-16 has been set at £196k.

#### **Rent Allowances**

The Rent Allowances share of the DWP DHP grant is £46k.

#### **Anti Social Behaviour**

Savings of £8k in Salaries as a result of changes in Service Delivery. Underspending on Supplies & Services

#### **Revenue Administration**

Current vacancy due to employee in acting up role within other area of Revenues Services

#### **Revenues - Billing & Assessment**

Current overspend on expenditure of £31k on postages and Maternity cover. Extra Income offsets this by £8k. This is due to extra Housing Benefit admin grant of £56k than budget along with extra agency income of £16k. There is also additional funding from the DWP of £24k in respect of new burdens. This extra income is helping offset an expected shortfall in Court Expenses Recovered of £88k. There was a shortfall last year and the Service is continuing work to establish the exact impact of this.

**Revenues - Recovery** - Staffing under spend of £14k in relation to VS offset by overspends on Postages and Legal Expenses of £22k and Third party Payments.

## APPENDIX 1b

## SUMMARY HRA by Cost Centre to June 2015

	Annual Budget 2015/16	Budget To 30/06/15	Actual To 30/06/15	Projected Outturn to 31/03/16	Variance Outturn v Budget
<b>REPAIRS &amp; MAINTENANCE</b>					
Private Contractors	355,000	88,750	78,851	353,318	(1,682)
Void Houses General Maintenance	1,313,480	328,370	6,987	1,310,211	(3,269)
Cyclical Maintenance	2,319,000	579,750	(820)	2,309,215	(9,785)
Property Factors	740,000	185,000	0	740,000	0
Gas Contract	0	0	(3,078)	(22,000)	(22,000)
Minor Social Work Repairs	481,000	120,250	2,459	481,000	0
	43,000	10,750	0	43,000	0
	<b>5,251,480</b>	<b>1,312,870</b>	<b>84,399</b>	<b>5,214,744</b>	<b>(36,736)</b>

**SUPERVISION & MANAGEMENT**

Employee Related Expenditure	2,113,630	520,620	432,742	1,904,718	(208,912)
Premises, Transport, Supplies & Services	176,070	41,975	70,394	277,540	101,470
3rd Party Payments (HSG Investment Team)	133,590	33,398	8,028	111,723	(21,867)
Central Support	1,054,410	0	0	1,100,935	46,525
Democratic Core	105,000	0	0	126,190	21,190
	<b>3,582,700</b>	<b>595,993</b>	<b>511,164</b>	<b>3,521,106</b>	<b>(61,594)</b>

**Capital Financing Costs**

Loss on Impairment	0	0	0	0	0
Interest Payments	1,503,000	0	0	1,608,930	105,930
Loans Fund Expenses	45,000	0	0	45,610	610
Principal Repayments	1,552,590	0	0	1,515,760	(36,830)
	<b>3,100,590</b>	<b>0</b>	<b>0</b>	<b>3,170,300</b>	<b>69,710</b>

**OTHER EXPENSES**

Insurance, Stair Lighting, Voids & Council Tax	943,110	235,777	126,812	901,864	(41,246)
Garden Aid Scheme	96,000	24,000	32,252	96,633	633

Special Uplifts	110,000	27,500	32,060	128,240	18,240
Pest Control	12,700	3,175	2,551	15,306	2,606
	<b>1,161,810</b>	<b>290,452</b>	<b>193,675</b>	<b>1,142,043</b>	<b>(19,767)</b>
Insurance Claims	0	0	(19,623)	0	0
<b>TOTAL EXPENDITURE</b>	<b>13,096,580</b>	<b>2,199,315</b>	<b>769,615</b>	<b>13,048,193</b>	<b>(48,387)</b>
<b>INCOME</b>					
Rents/Interest on Revenue Balances	(17,999,210)	(4,499,802)	(4,033,975)	(17,956,516)	42,694
	<b>(17,999,210)</b>	<b>(4,499,802)</b>	<b>(4,033,975)</b>	<b>(17,956,516)</b>	<b>42,694</b>
<b>NET EXPENDITURE</b>	<b>(4,902,630)</b>	<b>(2,300,487)</b>	<b>(3,264,359)</b>	<b>(4,908,323)</b>	<b>(5,693)</b>

**Private Contractors** -Small underspend anticipated.

**Void Houses** - Small underspend after allowing for net share of Property Contracts costs

**General Maintenance** - Small underspend in respect of income from rechargeable repairs after including net cost of Property Contracts

**Cyclical Maintenance** - Share of Property Contracts

**Property Factors** – Unbudgeted Income now generated charging for common repairs

**Gas Contract** - Share of Property Contracts

**Minor SW Repairs** - Share of Property Contracts

**Service Manager** - Increased costs for Central Support from that included in original budget

**Tenancy & Estate Management** - Saving within Staffing as a result of job share

**Housing Business Management** - Current staff vacancies that are being reviewed as part of restructure (£78k). The costs of Vanguard of £63k are included here whereas the original budget was included as Capital.

**Housing Options** - Postholder taken Voluntary Severance post not filled.

**HRA General Staff** - Rates Refund for previous years processed.

**Housing Investment Team** - Current staff vacancies that are being reviewed as part of restructure

**Investments Team** - Small underspend on cost transfer from other Service

### **Community Engagement**

**Housing Capital** - Updated to reflect latest projections. Increase in pool Rate Interest from budget accounts for increase.

**Tenancy Overheads** - Overspend on Void Rent Loss of £36k based on current levels. Offset by anticipated reduced costs required as contribution to Bad Debt Provision of £77k.

**Garden Aid** - Anticipated to spend budget this year.

**Special Uplifts** - Overspend predicted on current costs this year.

**Pest Control** - Overspend predicted on current costs this year.

**Rents** - Delay in the New Build programme from that included in the Business Plan has resulted in shortfall.

APPENDIX 1c

Housing Capital Programme 2015/16 Period to June 2015 update

Housing Capital Programme 2015-16	Total Budget Including Carry Forward	Net Expenditure to 30/06/15	Budget to 30/06/15	Projected Outturn 31/03/16	Variance Budget v Projected
<b><u>SCOTTISH HOUSING QUALITY STANDARD</u></b>					
<b>TACKLING SERIOUS DISREPAIR PRIMARY BUILDING ELEMENTS</b>					
<b>Structural Works</b>					
Asbestos Testing for Council Houses 2013-17	25,000	2,701	6,250	25,000	0
Asbestos Removal Works for Council Houses 2013-17	125,000	4,054	31,250	125,000	0
Restoration 80 Caroline Cres Alva (Fire)		2,937	0	0	0
<b>Structural Works</b>	<b>150,000</b>	<b>9,692</b>	<b>37,500</b>	<b>150,000</b>	<b>0</b>
<b>SECONDARY BUILDING ELEMENTS</b>					
<b>Damp/Rot</b>					
2013-17 Damp & Rot Works - Term Contract in Council Houses	244,500	9,679	61,125	244,500	0
<b>Damp/Rot</b>	<b>244,500</b>	<b>9,679</b>	<b>61,125</b>	<b>244,500</b>	<b>0</b>
<b>Roofs / Rainwater / External Walls</b>					
2011-15 Render & Roof	0	71,051	0	71,050	71,050
2014-17 Roof & Render Upgrading Works	1,032,500	0	258,125	961,450	(71,050)
<b>Roofs / Rainwater / External Walls</b>	<b>1,032,500</b>	<b>71,051</b>	<b>258,125</b>	<b>1,032,500</b>	<b>0</b>
<b>Doors</b>					
External Doors	0	0	0	0	0
External Door Replacement 2014-18	19,000	0	4,750	19,000	0
Door Entry Upgrade Term Contract 2016-20					
<b>Window &amp; Doors</b>	<b>19,000</b>	<b>0</b>	<b>4,750</b>	<b>19,000</b>	<b>0</b>

**Windows**

Window Replacement 2014-18	502,700	0	125,675	502,700	0
<b>Windows</b>	<b>502,700</b>	<b>0</b>	<b>125,675</b>	<b>502,700</b>	<b>0</b>
<b>Secondary Building Elements</b>	<b>1,798,700</b>	<b>80,730</b>	<b>449,675</b>	<b>1,798,700</b>	<b>0</b>

**ENERGY EFFICIENCY****Full/Efficient Central Heating**

Central Heating General		0	0	0	0
2013/16 Central Heating Replacement	1,854,000	525,813	463,500	1,854,000	0
					0
Bowmar Community Energy Savings Programme (CESP) (Moved from Thermal Insulation)	187,000	0	46,750	187,000	0
Home Energy Efficiency Programme Area Based 2013-15 (HEEPS)	356,000	0	89,000	356,000	0
<b>Full/Efficient Central Heating</b>	<b>2,397,000</b>	<b>525,813</b>	<b>599,250</b>	<b>2,397,000</b>	<b>0</b>
	<b>2,397,000</b>	<b>525,813</b>	<b>599,250</b>	<b>2,397,000</b>	<b>0</b>

**MODERN FACILITIES & SERVICES****Kitchen Renewal**

2009/10 Kitchen/Bathroom Phase1 2286A - Retention		0	0	0	0
Kit Replacements 09/13	0	0	0	0	0
Kitchen Replacement 2014-18	800,000	(2,366)	200,000	300,000	(500,000)
<b>Kitchen Renewal</b>	<b>800,000</b>	<b>(2,366)</b>	<b>200,000</b>	<b>300,000</b>	<b>(500,000)</b>

**Bathrooms**

MITIE - 2011-15 Bathroom Replacements	750,000	260,191	187,500	750,000	0
2013-16 Bathroom Replacements PCU Team	0	8,753	0	8,753	8,753
Bathroom Adaptations	0	8,155	0	8,155	8,155
<b>Bathrooms</b>	<b>750,000</b>	<b>277,099</b>	<b>187,500</b>	<b>766,908</b>	<b>16,908</b>
	<b>1,550,000</b>	<b>274,734</b>	<b>387,500</b>	<b>1,066,908</b>	<b>(483,092)</b>

**HEALTHY, SAFE & SECURE**

**Safe Electrical Systems / CO Detectors**

2010/12 Electrical Rewiring	0	0	0	0	0
Safe Electrical Rewire 2013-17	218,000	52,593	54,500	218,000	0
2012-17 Safe Electrical Testing Term Contract	80,000	0	20,000	80,000	0
Periodic Testing					
<b>Safe Electrical Systems</b>	<b>298,000</b>	<b>52,593</b>	<b>74,500</b>	<b>298,000</b>	<b>0</b>

**Communal Areas (Environmentals)**

2011-15 Rep/Up Door Entry Systems	368,000	132,805	92,000	368,000	0
External Works : Fencing, Gates, Paths	20,000	0	5,000	20,000	0
Rear Garden Fence Upgrade to Bowmar	45,000	0	11,250	45,000	0
<b>Communal Areas (Environmentals)</b>	<b>433,000</b>	<b>132,805</b>	<b>108,250</b>	<b>433,000</b>	<b>0</b>
	<b>731,000</b>	<b>185,398</b>	<b>182,750</b>	<b>731,000</b>	<b>0</b>

**NON-SHS ELEMENTS  
PARTICULAR NEEDS  
HOUSING (CITC)**

**Conversions & Upgradings**

Conversions & Upgradings	150,000	0	37,500	150,000	0
Pine Grove	0	6,663	0	6,665	6,665
<b>Conversions &amp; Upgradings</b>	<b>150,000</b>	<b>6,663</b>	<b>37,500</b>	<b>156,665</b>	<b>6,665</b>

**Disabled Adaptations**

Aids & Adaptations 2013-17	50,000	11,748	12,500	50,000	0
<b>Disabled Adaptations</b>	<b>50,000</b>	<b>11,748</b>	<b>12,500</b>	<b>50,000</b>	<b>0</b>

**Water Supply Pipe Replacement**

Lead Water Supply Renewal	0	0	0	0	0
<b>Water Supply Pipe Replacement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Demolitions</b>					
Demolitions - The Orchard	114,600	0	28,650	114,600	0
<b>Demolitions</b>	<b>114,600</b>	<b>0</b>	<b>28,650</b>	<b>114,600</b>	<b>0</b>
<b>Environmental Improvements</b>					
Environmental Improvements - Community Hub Enablement	173,000	(10,425)	43,250	173,000	0
HRA Roads & Footpaths Improvements	100,000	0	25,000	100,000	0
MCB Tenant Community Improvement Fund	339,000	27,092	84,750	339,000	0
Village & Small Town Centres Initiative (Sauchie Main St) Housing Option Shop	100,000	45,804	25,000	100,000	0
Fencing Replacement Contract 2015-19					
<b>Feasibility Work</b>		0	0	0	0
Standard Delivery Plan	20,000	0	5,000	20,000	0
Feasibility Study Fairfield	0	0	0	0	0
Tillicoultry Community Centre Site - Housing Feasibility study	0	0	0	0	0
<b>Feasibility Work</b>	<b>732,000</b>	<b>62,471</b>	<b>183,000</b>	<b>732,000</b>	<b>0</b>
	<b>1,046,600</b>	<b>80,882</b>	<b>261,650</b>	<b>1,053,265</b>	<b>6,665</b>
<b>Council New Build Housing (Transforming Communities)</b>					
New Build Alva/Tullibody		0	0	0	0
Hallpark New Build	50,000	0	12,500	50,000	0
New Build - Fairfield School	1,255,000	0	313,750	1,255,000	0
New Build - Tilly Community Centre Phase 1a	1,301,000	21,332	325,250	1,235,860	(65,140)
New Build - Tilly Community Centre Phase 1b	306,000	0	306,000	228,760	(77,240)
New Build - Tilly Community Centre Phase 2	612,000	0	153,000	612,000	0
The Orchard	828,000	0	207,000	828,000	0
Off The Shelf Purchase	54,000	36,361	54,000	56,500	2,500
Off The Shelf Refurbishment	176,200	102,940	44,050	176,200	0
<b>Council New Build Housing (Transforming Communities)</b>	<b>4,582,200</b>	<b>160,633</b>	<b>1,415,550</b>	<b>4,442,320</b>	<b>(139,880)</b>
	<b>4,582,200</b>	<b>160,633</b>	<b>1,415,550</b>	<b>4,442,320</b>	<b>(139,880)</b>
<b>Other Costs / HBMS</b>					



Computer Equipment - New (HBMS)	110,400	7,500	27,600	7,500	(102,900)
<b>Other Costs / HBMS</b>	<b>110,400</b>	<b>7,500</b>	<b>27,600</b>	<b>7,500</b>	<b>(102,900)</b>
	<b>110,400</b>	<b>7,500</b>	<b>27,600</b>	<b>7,500</b>	<b>(102,900)</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>12,365,900</b>	<b>1,325,382</b>	<b>3,361,475</b>	<b>11,646,693</b>	<b>(719,207)</b>
<b>SALE OF COUNCIL PROPERTY</b>					
Sale of Council Houses	(720,000)	(125,696)	(180,000)	(720,000)	0
Sale of Council Shops		0	0	0	0
Sale of HRA Land		0	0	0	0
<b>SALE OF COUNCIL PROPERTY</b>	<b>(720,000)</b>	<b>(125,696)</b>	<b>(180,000)</b>	<b>(720,000)</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>11,645,900</b>	<b>1,199,686</b>	<b>3,181,475</b>	<b>10,926,693</b>	<b>(719,207)</b>

**APPENDIX 1d**

**HRA Capital Programme & SHQS to 30/06/2015**

Completed works in the HRA Capital Programme to the 30th of June 2015 is as follows -

<b>Project</b>	<b>Number of Houses Completed</b>
Bathroom Replacements -Contractor MITIE	96 homes
Bathroom Replacements - PCU	6 homes
Kitchen Replacement	29 homes
Disabled Bathroom Adaptations	14 homes
Front Door Replacements	7 houses
Central Heating Replacements	310 houses
Safe Electrical Tests & Upgrades	83 houses
Roof Replacements	4 houses
Roughcast /Cladding Replacement	29 terraced houses
Secure Door Entry Upgrades	5 common blocks completed
Fencing Replacements	89 Rear garden fence replacements
Asbestos Testing	24 Tests carried out
Asbestos Removal Works	29 jobs completed
Stock Condition Surveys	90 Surveys
Completed Damp/ Rot Works	14 Jobs completed
"Off the Shelf" Refurbishments to meet SHQS and Local Clackmannanshire Standard (LCS)	8 properties fully refurbished to LCS & SHQS .

<b>SHQS Compliance Breakdown as at 30 of June 2015</b>		
<b>SHQS</b>	<b>Number of Properties failing</b>	<b>Percentage Compliant</b>
<b>Tolerable Standard</b>	0	100%
<b>Free From Serious Disrepair</b>	0	100%
<b>Energy Efficiency</b>	0	100%
<b>Modern Facilities &amp; Services</b>	258	94.8%
<b>Health, Safe &amp; Secure</b>	48	99%

KEY TO SYMBOLS

PIs					
Status		Short Term Trends		Long Term Trends	
Compares actual performance with target		Compares actual performance with most recent previous		Compares actual performance with previous over the longer term	
	Alert		Performance has improved		Performance has improved
	Warning		Performance has remained the same		Performance has remained the same
	OK (performance is within tolerance limits for the target)		Performance has declined		Performance has declined
	Unknown		No comparison available - May be new indicator or data not yet available		No comparison available

ACTIONS	
Expected Outcome	
	Meet target/complete within target dates
	Will complete, but outwith target
	Fail to complete or cancelled

RISKS		
Current Rating = Likelihood x Impact (1 - 5)	Status	
		Rating 16 and above
		Rating 10 to 15
		Rating 9 and below
<p>The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.</p>		



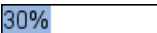

## DETAILED REPORT

MCB Theme or Sub-theme

### 1) The area has a positive image and attracts people and businesses



Covalent code	KPI	2012/13	2013/14	2014/15	Q1 2015/16	2015/16	Latest Note	Lead
		Value	Value	Value	Value	Target		
HMO ALL 005	Average length of time taken to re-let properties in the last year - excluding new-build & OTS (i) The total number of properties re-let in the reporting year. (ii) The total number of calendar days properties were empty.	39	40	40	44	39	The average length of time taken to relet properties in Q1 has increased to 44 compared with 40 for the full year last year and 42 in Q1 2014. However, the number of properties let during the period has increased and we have less voids at the end of the quarter (47) compared with the same period last year (102). So productivity has increased but the increased volume of work has had an impact on our performance.	Jennifer Queripel
HMO ALL 013	The percentage of new tenants satisfied with the lettable standard when moving in	100%	96%	83%	98%	96%	With 98% of new tenants satisfied with the condition of their property when moving in this is an improvement the same quarter last year (92%) and is the highest satisfaction level achieved since Q1 2013/14. Only two tenants reported that they were dissatisfied with the condition of the property. In both cases this related to additional repairs required and these taking longer than acceptable to both tenants.	Jennifer Queripel
HMO ALL 041	Total number of lets (including new builds and OTS)	352	461	403	104	N/A	There were 104 properties let in the first quarter, of which 3 were off the shelf purchased properties. This is an increase in the number of properties let compared with Q1 last year when 87 properties were	Jennifer Queripel

Covalent code	KPI	2012/13	2013/14	2014/15	Q1 2015/16	2015/16	Latest Note	Lead
		Value	Value	Value	Value	Target		
							let.	
HMO ALL 056	The percentage of tenancy offers refused during the year (i) Number of tenancy offers made during the reporting year. (ii) The number of tenancy offers that were refused.		52%	46%	42%	40%	As part of our review of processes our aim is to reduce the rate of refusals by ensuring the offer is appropriate. With 42% of tenancy offers refused this is an improvement on last years' full performance and is an encouraging result. The highest reason for refusal is area. As we work more closely with our applicants, we hope to reduce this reason for refusal.	Jennifer Queripel
HMO ALL 057	The number of empty dwellings that arose during the last year in self-contained lettable stock		401	398	96	N/A	96 properties became vacant during the first quarter of this year which is similar to the number in Q1 last year (98).	Jennifer Queripel

Covalent code	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 057	Implement satisfaction / feedback survey for factored owners	31-Mar-2016			A satisfaction survey was carried out in May 2015. The survey will be carried out annually and therefore not again until May 2016. This will coincide with the issuing of annual statements to factored owners.
HCS SBP 058	Redefine Community Wardens duties and establish clear outcomes including income generated.	31-Mar-2016			Community Wardens are now focussing activities on matters identified by MATAC and on unregistered landlords. Work is ongoing at the Community Safety Partnership to identify key performance indicators which services, including Wardens, will operate to.
HCS SBP 059	Implement improved estate management caretaking services (removal of rubbish, graffiti, cleaning of common areas etc.)	31-Mar-2016			Work on this action is scheduled to start in September.





**2) Our communities are more cohesive and inclusive**

Covalent code	KPI	2012/13	2013/14	2014/15	Q1 2015/16	2015/16	Latest Note	Lead
		Value	Value	Value	Value	Target		
HMO TEM 070	% of court actions initiated which resulted in eviction		7.55%	9.68%	3.85%		As part of our work with Vanguard the new approach involves cases going through the newly designed process before court actions are initiated. We are applying the new principles to high level cases with the aim of increasing collection rates and sustaining tenancies.	Jennifer Queripel; Julie Strain

Covalent code	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 037	Fully implement Property Factoring Service in accordance with legislation	31-Dec-2015	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">83%</div>		A staff project group has been set up to oversee the implementation of the Property Factoring service. Factored blocks have been identified and highlighted on IT systems. Both the Council as factor, and the blocks, have been registered with the Scottish Government. The Statement of Services has been approved and communication with owners, and between the Council teams involved, agreed. Invoices for cyclical maintenance below the £250 threshold are being issued and larger jobs being dealt with by the repairs team. Focus now is on charging for reactive repairs.
HCS SBP 061	Implement generic housing officer role working in small patches, and associated specialist roles (advice, support etc.)	31-Dec-2015	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">30%</div>		Housing officers are now working on an area/patch basis and the implementation of the full generic role will be informed by the outcome of the Vanguard checks and experiments once complete. It is anticipated that the Vanguard work across all housing management work areas will be complete by November.

**4) Our communities are safer**

Covalent code	KPI	2012/13	2013/14	2014/15	Q1 2015/16	2015/16	Latest Note	Lead
		Value	Value	Value	Value	Target		
HMO TEM 067	% of asb cases reported in the last year which were resolved within locally agreed targets		74.70%	78.25%	48.5%		<p>The Housing Charter specifies that a case is resolved when the landlord has taken appropriate measures, or advised the complainer of the landlords position where they do not have the authority or powers to resolve the complaint. We are using the issuing of a closing letter to the complainer as evidence that we have resolved the asb case.</p> <p>@ Q1 end: 101 asb cases were opened between 1st April 2015 and 30th June 2015. 49 of these were resolved on or before 30th June 2015. None of these cases were outwith the agreed target. 2 cases were not resolved according to the Charter definition. We are currently reviewing our approach and ensuring that officers receive training to ensure that there is clarity about when a case is closed and the procedure that should be followed to improve performance on this indicator. The remaining 50 cases are ongoing @ 31/06/15.</p>	Julie Strain

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 060	Review and improve internal processes for property checks and information sharing with Link officers for all MAPPA cases	31-Mar-2016	 80%		New processes are in place to better identify suitable properties at an earlier stage and to improve liaison with link officers. A database is currently being developed which will further enhance the management of this area.
HCS SBP 062	Complete the review of MATAAC process and implement findings	30-Sep-2015	 50%		Review of MATAAC complete and recommendations being rolled out including a low level strategic planning process which will begin in the Autumn of 2015.



MCB Theme or Sub-theme


### 5) Vulnerable people and families are supported

Covalent code	KPI	2012/13	2013/14	2014/15	Q1 2015/16	2015/16	Latest Note	Lead
		Value	Value	Value	Value	Target		
FAM HPI 041	% of approved applications for medical adaptations completed during the reporting year		58.33%	91.58%	85%		The 14/15 includes major and minor adaptations. Minor adaptations were not included in last year's figure. This years performance has improved as 89.5% of approved major adaptations were completed within the year.	
FAM HPI 042	Average time to complete medical adaptation applications		65.7 days	37.7 days	23 days		As the 14/15 figure now includes minor adaptations this affects the average time and partly explains the improvement from last year's figure.	
HMO ALL 043	Percentage lets to statutory homeless applicants	36 %	39 %	46 %	46 %		The % of lets to homeless applicants in Q1 has remained the same as last year.	Jennifer Queripel
HMO TEM 054	Percentage of new tenancies sustained for more than a year, by existing tenants - Transfer (TR)		92%	95%	94%		Tenancy sustainment levels have remained similar in Q1 to previous performance.	Jennifer Queripel



Covalent code	KPI	2012/13	2013/14	2014/15	Q1 2015/16	2015/16	Latest Note	Lead
		Value	Value	Value	Value	Target		
HMO TEM 056	Percentage of new tenancies sustained for more than a year, by applicants who have been assessed as statutory homeless (HP)		82%	80%	80%		Tenancy sustainment levels have remained similar in Q1 to previous performance.	Jennifer Queripel
HMO TEM 058	Percentage of new tenancies sustained for more than a year, by applicants from the Housing Waiting List - WL		88%	90%	96%		Tenancy sustainment levels for waiting list applicants has improved in Q1.	Jennifer Queripel
HMO TEM 060	Percentage of new tenancies sustained for more than a year, let source by other reason - O		100%	100%	N/A		There were no lets in this category.	Jennifer Queripel
RGN ASN 001	% Satisfaction with standard of Homeless Temporary Accommodation		92%	76%	71%		Of the 17 people surveyed, 9 were very satisfied, 3 were fairly satisfied, 3 were neither satisfied nor dissatisfied, 1 was fairly dissatisfied, 1 person was very dissatisfied although both failed to provide details to explain why.	Julie Strain


Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 063	Increase use of section 5 referrals	31-Dec-2015	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		The Council recently introduced a section 5 protocol with OVHA. The vast majority of homeless presentations are from single person households. This places significant pressure on our temporary accommodation because of the low availability of one bedroom properties. The aim of the protocol is therefore is to share the responsibility of housing people who are homeless with local housing associations in the area. The terms of this protocol specifies that OVHA will give the Council 75% of their one bedroom mainstream properties to nominate applicants who are assessed as homeless. Since the beginning of the financial year OVHA have housed six households under the terms of the section 5 protocol. Since the protocol was introduced there have been 12 homeless applicants housed by OVHA under the Section 5 protocol. Previous year there were no section 5 referrals.
HCS SBP 064	Review current housing support and intensive tenancy management services for all vulnerable tenants/customers (temp and secure accommodation)	31-Mar-2016	<div style="width: 50%;"><div style="width: 50%; background-color: #4f81bd; color: white; text-align: center;">50%</div></div>		As part of the ongoing Vanguard analysis this process has been reviewed for customers in temporary accommodation. The current system to provide intensive tenancy management is working well and delivering positive outcomes however this will be reviewed as the Vanguard analysis takes in Tenancy Management.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 065	Complete the tender exercise for B and B accommodation	31-Mar-2016	<div style="width: 80%;"><div style="background-color: #0070C0; color: white; padding: 2px;">80%</div></div>		The procurement exercise is progressing and the opportunity for interested parties to submit a tender is now closed. The tenders received are currently being reviewed.

MCB Theme or Sub-theme

### 8) The environment is protected and enhanced for all

Covalent code	KPI	2012/13	2013/14	2014/15	Q1 2015/16	2015/16	Latest Note	Lead
		Value	Value	Value	Value	Target		
FAM HPI 013	15iii) The number and proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard by criteria. Energy efficient - Percentage		99.98%	100%	100%	100%	This will remain at 100% until the Government's EESH standard is introduced for Social Housing. We will be required to first report on this new standard in May 2016.	Owen Munro

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 066	Make applications for energy efficiency improvements in housing stock that relate to strategic priorities	31-Mar-2016	<div style="width: 30%;"><div style="background-color: #0070C0; color: white; padding: 2px;">30%</div></div>		Following a successful bid for Home Energy Efficiency Programme funding from the Scottish Government, Clackmannanshire Council has been allocated £764,402 to carry out energy efficiency measures to local Housing. Combined with Energy Company Obligation Funding and a Council Contribution from the Housing Capital Programme, this scheme could equate to a £2,115,724 investment within the community. In addition to the above the Council has been awarded £25,000 to investigate the feasibility of an Energy Hub driven by Hydro power. This will potentially assist local householders and drive down our carbon footprint.

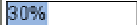





MCB Theme or Sub-theme


### 9) The Council is effective, efficient and recognised for excellence


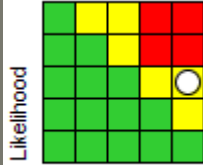
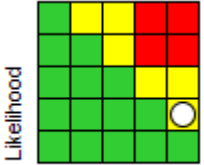
Covalent code	KPI	2012/13	2013/14	2014/15	Q1 2015/16	2015/16	Latest Note	Lead
		Value	Value	Value	Value	Target		
RAP CTA 020	Number days taken on average to process new benefits claims	32	47	32	37		The service has completed a self assessment in housing benefit performance in conjunction with Audit Scotland and an improvement plan has been prepared which will monitor all aspects of the housing benefit process and performance. Housing benefit is within scope of Vanguard and it is expected that processing days of housing benefit will improve further.	Elizabeth Hutcheon;
RAP CTA 021	Number of days taken on average to process changes to benefits claims	9	15	12	27		The service has completed a self assessment in housing benefit performance in conjunction with Audit Scotland and an improvement plan has been prepared which will monitor all aspects of the housing benefit process and performance. Housing benefit is within scope of Vanguard and it is expected that processing days of housing benefit will improve further.	Elizabeth Hutcheon;
RAP CTA 022	Percentage of applications to Local Social Fund processed within 2 days (Crisis grants)	N/A	100%	100%	100%		Applications are being processed within the stated times	Elizabeth Hutcheon;
RAP CTA 023	Percentage of applications to Local Social Fund processed within 15 days (Community Care grants)	N/A	100%	100%	100%		Performance remains consistent, with all applications being processed within the prescribed timescales.	Elizabeth Hutcheon;
FAM HPI 001	% Properties with Current Gas Safety Certificate	100%	100%	100%	100%	100%	We continue to maintain this excellent performance.	Ian Inglis
PRF PRO 005	Average Length of Time Taken to Complete Emergency Repairs (i) The total number of emergency repairs completed in the last year (ii) The total number of hours taken to complete emergency repairs		1.91hrs	1.95hrs	2.03hrs		The number of hours taken to complete emergency repairs has increased to 2.03 in the first quarter. The time taken to complete a repair is determined by the nature of the emergency.	James Dobbie; Jeanette Pearcy

Covalent code	KPI	2012/13	2013/14	2014/15	Q1 2015/16	2015/16	Latest Note	Lead
		Value	Value	Value	Value	Target		
PRF PRO 006	Average Length of Time Taken to Complete Non-Emergency Repairs (i) The total number of non-emergency repairs completed in the last year (ii) The total number of working days to complete non-emergency repairs		6.74	6.28	5.32		The average time for non emergency repairs has improved. The introduction of appointments to tenants and mobile working to operatives has led to improved management and scheduling of repairs.	James Dobbie; Jeanette Pearcy
PRF PRO 007	Percentage of reactive (non-emergency) repairs completed right first time during the reporting year (i) Number of reactive repairs completed right first time during the reporting year (ii) Total number of reactive repairs completed		87%	92%	96.4%		The average time for reactive repairs completed right first time has improved in the first quarter of the year.	James Dobbie; Jeanette Pearcy
PRF PRO 008	Percentage of repairs appointments kept (i) Do you operate a repairs appointment system Y/N? (ii) Number of reactive repairs appointments made int the last year (ii) The number of appointments kept in the last year			90.09%	99.93%		With almost 100% of appointments kept in the first quarter of the year this is an excellent result.	James Dobbie; Jeanette Pearcy
HCS CUS 015	Percentage of FOI requests dealt with within timescale by Housing and Community Safety			100%	100%	100%	All 24 FOI requests were dealt with within the timescale of 20 days in Q1.	Ahsan Khan
HCS CUS 016	Percentage of Councillor enquiries dealt within timescale			100%	100%	100%	All 36 enquiries from elected members were responded to within timescale.	Ahsan Khan
HCS CUS 036	Percentage of first stage complaints to Housing and Community Safety responded to in full		100%	100%	100%	100%	All 19 1st stage complaints were responded to in full.	Ahsan Khan
HCS CUS 037	Percentage of first stage complaints to Housing and Community Safety that were upheld		31%	41%	47%		5 complaints were upheld and 4 complaints were partially upheld. As our work with Vanguard continues we anticipate that the level of complaints will reduce as a result.	Ahsan Khan
HCS CUS 038	Percentage of first stage complaints to Housing and Community Safety that were responded to within SPSO timescales.		90%	100%	100%	100%	At 100% our response rate has continued to be excellent.	Ahsan Khan

Covalent code	KPI	2012/13	2013/14	2014/15	Q1 2015/16	2015/16	Latest Note	Lead
		Value	Value	Value	Value	Target		
HCS CUS 045	Percentage of second stage complaints to Housing and Community Safety responded to in full		100%	83%	100%	100%	There was only 1 second stage complaint in the first quarter of this year.	Ahsan Khan
HCS CUS 046	Percentage of second stage complaints to Housing and Community Safety that were upheld		33%	50%	0		The 1 second stage complaint received in the quarter was not upheld.	Ahsan Khan
HCS CUS 047	Percentage of second stage complaints to Housing and Community Safety that were responded to within SPSO timescales.		100%	83%	100%	100%	Although this complaint was not upheld we strive to meet and exceed our customers expectations and reduce the level of complaints received.	Ahsan Khan
HCS PPL 001	Percentage sickness absence in Housing & Community Safety service	4.59%	4.91%	4.93%	4.39%		There has been a slight improvement in the sick absence figure for the Service.	Ahsan Khan

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 067	Implement new processes for allocations and voids, homelessness and revenues and payments, with the customer at the centre.	31-Mar-2016			Work is progressing well on the review of processes as part of our work with Vanguard. More staff are being rolled into the new way of working on rents.
HCS SBP 068	Implement the new guidance on the Operation of Local Authority Housing Revenue Accounts (HRAs) in Scotland	31-Mar-2016			The SHBVN anticipate that by the officer forum in September 2015 they will have a working procedure for Authorities to check whether they are meeting the requirements of the guidance or not. Assessing against this framework will be a considerable task.
HCS SBP 069	Implement the revised Council Repairs Policy	31-Mar-2016			The consultation is complete, the revised policy is ready for approval. Once approved, implementation will commence.

<b>ID &amp; Title</b>	HCS SRR 005 Welfare Reforms	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Ahsan Khan	<b>Current Rating</b>	20	<b>Target Rating</b>	15
<b>Description</b>	Continued Welfare Reforms										
<b>Potential Effect</b>	<p>Tenants, applicants, staff, people in the community and the Council as a whole will be affected by this risk.</p> <p>People on a reduced income will have an inability to pay rent, council tax, and other council services.</p> <p>There will be a reduction in cash within the local economy, which will affect shops businesses etc.</p> <p>Impacts on income to HRA - need to find capital and revenue budget e.g projects such as new build cannot proceed.</p>										
<b>Related Actions</b>	HCS SBP 034 Integrate housing, community safety, repairs and revenues functions.	<b>Internal Controls</b>	Operational Delivery Group								
	HCS SBP 040 Maximise staff attendance and improve staff wellbeing at work		Business Planning Process								
<b>Latest Note</b>	The Operational Delivery Group consisting of DWP, Council and local RSLs monitor the take up of Universal Credit. The impact on income to HRA and General Fund is being closely monitored to ensure any loss to the Council is minimised.										

<b>ID &amp; Title</b>	COU CRR 005 Inability to Respond to Changing Demographics	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Ahsan Khan	<b>Current Rating</b>	15	<b>Target Rating</b>	10
<b>Description</b>	The Council is unable to appropriately redesign services due to not predicting or acting on predictions of changing needs and demand, in areas such as the 'ageing population' (including more single-person households) and increasing school roles.										
<b>Potential Effect</b>	Inappropriate allocation of resources and assets, misalignment of corporate objectives with customer needs, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to situations that have not been planned for.										
<b>Related Actions</b>	CRR EDU 001 Continue to improve the school estate so that children and young people are able to attain, achieve and flourish.	<b>Internal Controls</b>	Customer Consultation & Communication								
	CRR HCS 001 Housing & Community Safety working with Vanguard Scotland to redesign & simplify processes, focussing on customers, efficiency and other key operational priorities		Budget Challenge & Financial Monitoring								
	SOS SSS 034 Shift the balance of care towards effective care at home		Community Engagement Process								
<b>Latest Note</b>	Improved availability, accuracy and use of data on demand-led pressures, customer insight, performance and demographics in 2015/16 budget-setting process, and work around community engagement (and planning) ongoing. Further work required to demonstrate how this informs decisions on service redesign, and a re-alignment of customer expectations may be required as the Council must shift focus from customer preference to customer need.										

<b>ID &amp; Title</b>	HCS SRR 001 Staff Health and Safety	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Ahsan Khan; Gordon McNeil	<b>Current Rating</b>	15	<b>Target Rating</b>	10
<b>Description</b>	Location and safety of lone workers is not accounted for										
<b>Potential Effect</b>											
<b>Related Actions</b>					<b>Internal Controls</b>						
<b>Latest Note</b>	Health & Safety Risk Assessments carried out for all staff and regular item on Team Meeting agendas.										

<b>ID &amp; Title</b>	COU CRR 032 Council & Community Impact of Welfare Reform	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Ahsan Khan	<b>Current Rating</b>	12	<b>Target Rating</b>	12
<b>Description</b>	The welfare reform agenda increases deprivation in the area, removes between £8 million and £10 million from the local economy and requires the Council to provide additional services and support due to a national priority of reducing welfare expenditure.										
<b>Potential Effect</b>	Potential reversal of efforts to reduce deprivation and improve economic development in the area, as well as reputational, budget and staffing implications of providing new services (the impact of the transfer to Universal Credit cannot yet be quantified).										
<b>Related Actions</b>	CRR HCS 001	Housing & Community Safety working with Vanguard Scotland to redesign & simplify processes, focussing on customers, efficiency and other key operational priorities	<b>Internal Controls</b>		Operational Delivery Group						
	CRR HCS 002	Appoint Income Maximisation Officer within the Housing & Community Safety Service to support individuals and families			Crisis & Community Grants						
					Housing Options Service						
<b>Latest Note</b>	In addition to Clacks Works and Housing Options, a multi-agency group is producing plans and advising at a local and national level. Continued funding secured, lower than expected uptake of Discretionary Housing Payments and difficulties with rent increase inflation now likely to be less severe than predicted. Universal Credit being implemented in 2015/16 and risk likely to increase.										

<b>ID &amp; Title</b>	HCS SRR 006 Poor budget control	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Ahsan Khan; Gordon McNeil	<b>Current Rating</b>	12	<b>Target Rating</b>	2
<b>Description</b>	Key priorities are not met due to poor budget control										
<b>Potential Effect</b>	<i>Poor programming of key works; key priorities not met; Reputational Risk; Failing to meet Scottish Housing Regulator chartered outcomes; and Poor customer feedback / relationship.</i>										
<b>Related Actions</b>					<b>Internal Controls</b>	Risk Management Strategy					
						Business Planning Process					

							Housing Revenue Account Business Plan		
<b>Latest Note</b>	Following the restructure of the Housing & Community Safety Service, Service Managers are working closely with the Service Accountants to monitor variances in budgets.								

<b>ID &amp; Title</b>	HCS SRR 004 Failed objectives	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Ahsan Khan; Gordon McNeil	<b>Current Rating</b>	8	<b>Target Rating</b>	2
<b>Description</b>	Service fails to meet its objectives.										
<b>Potential Effect</b>	Increased commitments and demands upon staff; Increased sickness absence; Poor morale; Reduced performance; Not meeting customer needs and expectations; and Not meeting needs and expectations of community stakeholders, such as Tenants Federation and Community Councils										
<b>Related Actions</b>	HCS SBP 030	Appoint a senior officer as the service's CSE sponsor	<b>Internal Controls</b>	Local Housing Strategy							
	HCS SBP 031	Complete tender process to source a supplier to analyse performance data and deliver training to staff on Lean Systems Thinking		Performance Review & Development Process							
	HCS SBP 034	Integrate housing, community safety, repairs and revenues functions.		Budget Strategy							
	HCS SBP 040	Maximise staff attendance and improve staff wellbeing at work		Budget Challenge & Financial Monitoring							
				Scheme of Delegation							
		Housing Revenue Account Business Plan									
		Tenant Participation Strategy									
<b>Latest Note</b>	Work is currently underway with Vanguard Scotland to redesign processes across the Service to ensure objectives are achieved and customers' needs and expectations are met.										

<b>ID &amp; Title</b>	HCS SRR 009 Reduction in income from Council Tax	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Ahsan Khan	<b>Current Rating</b>	6	<b>Target Rating</b>	6
<b>Description</b>	Council Tax collection rates fall from wider impacts on wages and economy, and other pressures on service.										
<b>Potential Effect</b>	Council is unable to meet its commitments and additional service reductions is then required. Reputational risk; and Poor customer feedback / relationship.										
<b>Related Actions</b>	HCS RAP 001	Complete Sheriff Officer retender and maximise use of third party recovery for all debts.	<b>Internal Controls</b>	Corporate Debt & Write-off Policy							
	HCS RAP 002	Introduce CARS									


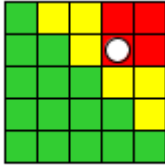
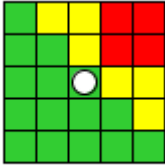


	HCS RAP 003 Introduce payment card (Allpay/Paypoint).							
	HCS RAP 004 Increase uptake of Direct Debit for all income streams							
	HCS RAP 005 Provide online access to Council Tax balances for customers.							
	HCS RAP 006 Improve reporting capabilities of Council Tax system							
<b>Latest Note</b>	As part of the work with Vanguard checks have been carried out in this area and improvements have been identified.							

<b>ID &amp; Title</b>	HCS SRR 003 Universal credit	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Ahsan Khan	<b>Current Rating</b>	6	<b>Target Rating</b>	
<b>Description</b>	Early introduction of Universal Credit, impacting upon the Housing Benefit Subsidy paid in respect of temporary homeless accommodation owned by Clackmannanshire Council.										
<b>Potential Effect</b>	Income from temporary accommodation stock reduced by up to £800,000 per annum - unbudgeted for in 2014/15										
<b>Related Actions</b>				<b>Internal Controls</b>				Impact	Impact		
<b>Latest Note</b>	At present, Homeless applicants in temporary accommodation are exempt from Universal Credit. The income from temporary accommodation is being closely monitored and the Homeless budget is being challenged in preparation for the change to Housing Benefit subsidy.										

<b>ID &amp; Title</b>	HCS SRR 002 Specialist Knowledge and Skills	<b>Approach</b>	Tolerate	<b>Status</b>		<b>Managed By</b>	Ahsan Khan; Gordon McNeil	<b>Current Rating</b>	16	<b>Target Rating</b>	8
<b>Description</b>	Failure to apply and interpret specialist knowledge and skills										
<b>Potential Effect</b>											
<b>Related Actions</b>				<b>Internal Controls</b>				Impact	Impact		
<b>Latest Note</b>											

<b>ID &amp; Title</b>	HCS SRR 007 Single person households	<b>Approach</b>		<b>Status</b>		<b>Managed By</b>	Jennifer Queripel	<b>Current Rating</b>	16	<b>Target Rating</b>	9
<b>Description</b>	Increasing number of single person households looking for housing in the social rented sector										
<b>Potential Effect</b>	Increase in people being placed in Bed and Breakfast accommodation (associated costs); Failure to meet statutory requirement to provide homeless people with settled accommodation										
<b>Related Actions</b>	HCS SBP 044	Implement a Rent Bond Guarantee Scheme and family mediation services to further complement the Housing Options service.		<b>Internal Controls</b>				Impact	Impact		

<b>Latest Note</b>	As part of the work with Vanguard checks have been carried out in this area and improvements have been identified.										
<b>ID &amp; Title</b>	HCS SRR 008 Decreasing rent and Council Tax revenues	<b>Approach</b>		<b>Status</b>		<b>Managed By</b>	Ahsan Khan	<b>Current Rating</b>	16	<b>Target Rating</b>	9
<b>Description</b>	Decreasing rent revenue and Council Tax revenue as a consequence of poverty and benefits reduction										
<b>Potential Effect</b>	Impact for Council: Reduction in income; reduction in services or level of quality; Deterioration in quality / damage to housing stock. Impact for Customers: Threat of eviction; blacklisted for credit purposes; impact upon health.										
<b>Related Actions</b>											
<b>Latest Note</b>	As part of the work with Vanguard checks have been carried out in this area and improvements have been identified.										