CLACKMANNANSHIRE COUNCIL

Report to Enterprise and Environment Committee

Date of Meeting: 5th June 2014

Subject: Development & Environment Services: Business Plan 2014/15

Report by: Senior Service Manager

1.0   Purpose

1.1.   This report presents the 2014-15 Business Plan for Development & Environment Services.

2.0   Recommendations

2.1.   It is recommended that the Committee note the Business Plan, comment on and challenge, as appropriate, and agree the relevant performance targets, and

2.2.   Agree the performance measures for scrutiny purposes over the next 12 months.

3.0   Considerations

3.1.   The Business Plan sets out the structure and vision of the new Development & Environment Service formed by merging the Environment Service with the former Community & Regulatory Service.

3.2.   The Business Plan identifies key issues for the Service including opportunities and threats and gives an overview of the approaches the Service plans to take in engaging with customers and stakeholders; supporting and developing staff and managing performance. The Covalent report which contains the Service's Key Performance Indicators, targets and proposed improvement actions is attached as Appendix 1 to the Business Plan.

3.3.   The reconfiguration of services along with managed contraction of services, areas of performance aspirations and the implementation of the Making Clackmannanshire Better programme will have a bearing on a number of Performance Indicators within the new service.

4.0   Sustainability Implications

4.1.   The Service vision is for safe and sustainable communities where individual citizens can achieve their potential. The Service will address the Council's duties relating to the environment and sustainable development.

5.0   Resource Implications

5.1.   Financial Details

5.2.   There are no new financial implications arising from the recommendations of this report.   Yes ☐

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

5.4.   Staffing

5.5.   There are no direct staffing implications resulting from the report.

6.0   Exempt Reports

6.1.   Is this report exempt?   Yes ☐ (please detail the reasons for exemption below) No ☑

7.0   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	☑
Our communities are safer	☑
Vulnerable people and families are supported	☑
Substance misuse and its effects are reduced	☐
Health is improving and health inequalities are reducing	☑
The environment is protected and enhanced for all	☑
The Council is effective, efficient and recognised for excellence	☑

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

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8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

10.1 Appendix 1 - Development & Environment Business Plan 2014/15.

11.0 Background Papers

11.1 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)

NAME	DESIGNATION	TEL NO / EXTENSION
Mac West	Senior Service Manager	2624

Approved by

NAME	DESIGNATION	SIGNATURE
Mac West	Senior Service Manager	Signed: M West
Garry Dallas	Director of Services to Communities	Signed: G Dallas

Development and Environment

Business Plan 2014/15

Making Clackmannanshire Better
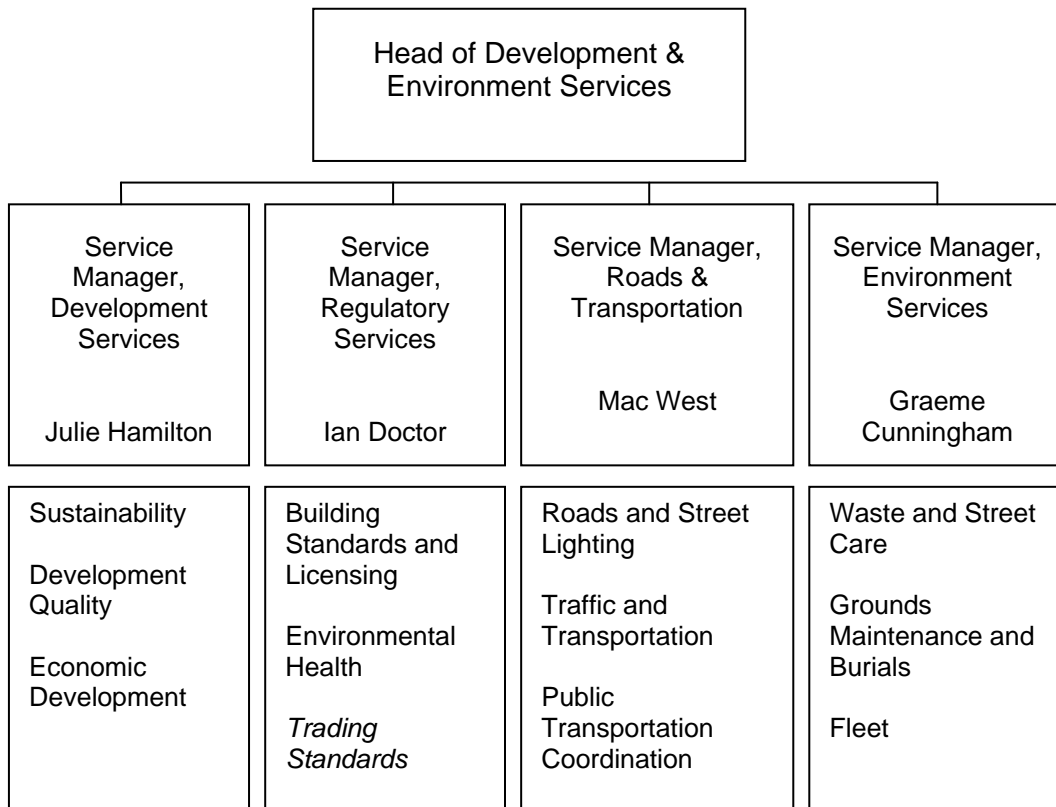
1 SERVICE OVERVIEW

1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

Our vision is for safe and sustainable communities where individual citizens can achieve their potential.

Our objectives are to:

- Provide excellent development and regulatory services which protect the health, safety and welfare of people living, working and visiting Clackmannanshire
- Address the Council's duties relating to the environment and sustainable development
- Promote economic growth and inward investment while protecting and enhancing the natural and built heritage of Clackmannanshire
- Facilitate the movement of people and goods within Clackmannanshire by a choice of travel modes through a transportation network that is safe, accessible, well maintained and well integrated.
- Deliver a cost-effective waste management service directed at achieving zero waste and a circular economy.
- Develop sustainably Clackmannanshire's maintained land assets.
- Provide an efficient fleet, supporting Council service delivery in the community.
- Maintain the cleanliness of streets, contributing to Clackmannanshire's attractiveness as a place to live and work.

1.2 SERVICE STRUCTURE

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                    Head of Development &
                    Environment Services

  ┌──────────────┬──────────────┬──────────────┬──────────────┐

  Service         Service        Service Manager, Service Manager,
  Manager,        Manager,       Roads &          Environment
  Development     Regulatory     Transportation   Services
  Services        Services

                                 Mac West         Graeme
  Julie Hamilton  Ian Doctor                      Cunningham

  Sustainability  Building       Roads and Street Waste and Street
                  Standards and  Lighting         Care
  Development     Licensing
  Quality                        Traffic and      Grounds
                  Environmental  Transportation   Maintenance and
  Economic        Health                          Burials
  Development                    Public
                  Trading        Transportation   Fleet
                  Standards      Coordination
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Development Services

What is the purpose of the service?

To enable sustainable economic development, coordinate and deliver Council services to promote a healthy local economy and labour market and formulate and implement strategies to protect and enhance the natural and built environment.

Who are the leaders?

Development Service Manager
Team Leader, Sustainability
Team Leader, Development Quality
Team Leader, Economic Development

What happens in your service?

1	Deal with Planning Applications
2	Deal with breaches of Planning Control
3	Assess development enquiries
4	Coordinate corporate sustainability agenda
5	Prepare Sustainability and Climate Change agenda
6	Prepare Local Development Plan
7	Countryside Ranger, Access and Biodiversity Services
8	Countryside and Open Space Management
9	Development, delivery and monitoring of Economic Development and Employability Strategies
10	Management of Clackmannanshire Works
11	Project management (including Ochils Landscape Partnership Initiative)
12	Business Development / support

What are the key inputs?

1	Pre Application Enquiries
2	Applications for Planning Permission
3	Objections/Representations/Consultations
4	Enforcement Enquiries/Complaints
5	Funding
6	Knowledge, skills and information
7	Staff
8	Legislation, government policy and guidance
9	Key partners
10	Plans and strategies

What are the key outputs?

1	Increased numbers of jobs / employment rate
2	Increased levels of external funding
3	Increased and improved skills
4	Pre-application advice
5	Planning decision notices
6	Planning portal / website
7	Enforcement notices
8	Improved environmental sustainability in the community
9	Protection and enhancement of Clackmannanshire's environment

Who are the key partners?

1	Statutory/Non-Statutory Consultees
2	Scottish Government
3	Community Councils
4	Local Employability Partnership
5	Business community
6	Other Council services
7	Clackmannanshire Alliance
8	Statutory agencies (i.e. SNH, SEPA, Historic Scotland
9	Access Forum and Biodiversity Partnership

What are the key factors influencing the priorities of the service?

1	Customer expectations
2	Development Plan policies
3	Customer Service Excellence
4	Economy and Welfare Reform
5	Local, national and UK policies and priorities
6	Funding streams
7	Legislation and guidance
8	Council priorities
9	Business Plan / Service Plans

Who are the key stakeholders?

1	Scottish Government
2	Elected Members
3	Council staff
4	Funders / Investors
5	Alliance partners
6	Local community, businesses and visitors
7	Statutory agencies (SNH, SEPA, Historic Scotland, FCS)
8	Other environmental partners (including RSPB, SWT)
9	Other interest groups / local groups and organisations (e.g. community councils)

Who are the key customers/service users?

1	Householders
2	Developers / Landowners / Investors
3	Unemployed local people
4	Young people in the MCMC Group
5	Businesses
6	Social enterprises and third sector organisations
7	Elected Members, MP's, MSP's
8	Low-paid or low-skilled employees
9	Visitors
10	Other Council officers
11	Local community

Regulatory Services

What is the purpose of the service?

To provide excellent regulatory services which safeguards the built environment, promotes sustainable development and energy conservation, and protects the health, safety and welfare of consumers and people living, working and visiting Clackmannanshire.

Who are the leaders?

- Service Manager, Regulatory
- Team Leader, Environmental Health
- Team Leader, Building Standards and Licensing

What are the key inputs?

1	Licence applications
2	Building Warrant applications
3	Enquiries and requests for service
4	Statutory duties and national directives (i.e. CCNP)
5	External and internal information and reports c anti-social behaviour

What happens in your service?

1	Licensing and Building Standards application assessment, consultation, approval and reporting.
2	Sampling, monitoring, early intervention, inspection, investigation (i.e. site visits and inspections), enforcement and mediation.
3	Providing advice and guidance
4	Providing education and raising awareness

What are the key outputs?

1	Safe built environment
2	Safe work environment
3	Public health protection
4	Public protection through licensing
5	Safer communities
6	Achieving national and local objectives
7	Sustainable development

Who are the key partners?

1	Licensing Board
2	Food Standards Agency
3	Scottish Government (i.e. Building Standards Division)
4	Police Scotland
5	Forth Valley Health Board
6	Central Authorities Consortium Group
7	Community Safety Partnership

What are the key factors influencing the priorities of the service?

1	Customer Service Excellence
2	Performance indicators - statutory and local
3	Operational Plans
4	Government Policies
5	National Standards
6	Corporate Plan / Business Plan

Who are the key stakeholders?

1	Local Residents
2	Businesses
3	Local community
4	National Agencies, including Police
5	Licensing Board
6	LABSS
7	Elected members, MP's & MSP's

Who are the key customers/service users?

1	Applicants
2	Architects and agents
3	Property owners / landlords
4	Businesses (food safety and health and safety)
5	ASB perpetrators and victims
6	Public enquirers or complainants

Roads and Transportation

What is the purpose of the service?

Facilitate the movement of people and goods within Clackmannanshire by a choice of travel modes through a transportation network that is safe, accessible, well maintained and well integrated.

Who are the leaders?

- Roads and Transportation Manager
- Team Leader, Traffic and Transportation
- Team Leader, Roads & Street Lighting

What are the key inputs?

1	Service Requests and Enquiries - roads and street lighting
2	Road safety surveys
3	National & Local Policy
4	Legislation, regulations & codes of practice
5	Alerts and incident reports
6	Road condition surveys
7	Weather
8	Accident Data
9	Funding
10	Passenger demand
11	Commercial services

What happens in your service?

1	Road and footway maintenance and improvement
2	Bridge maintenance and improvement
3	Street lighting maintenance and improvement
4	Winter maintenance
5	Road safety, traffic management and active travel
6	Development control
7	Transport planning
8	Flood risk management
9	Asset management
10	Provision of Council-supported public transport services

What are the key outputs?

1	Safe and efficient transportation network
2	Dealing with emergencies
3	Strategic plans
4	Adverse impact of weather is minimised
5	Economical and convenient bus services

Who are the key partners?

1	Adjoining Local Authorities
2	Sustran
3	SESTRAN
4	Police Scotland
5	SCOTS
6	Forth Valley Health Board
7	Scottish Water
8	SEPA

What are the key factors influencing the priorities of the service?

1	Scottish Government initiatives and requirements
2	Major change agenda
3	Legislative requirements
4	FOI/Data Protection
5	National Policy
6	Economic environment
7	Carbon footprint
8	Commercial bus operators

Who are the key stakeholders?

1	Scottish Government
2	SUSTRAN
3	Elected Members
4	Local community
5	Public transport users
6	Community Councils

Who are the key customers/ service users?

1	Council Service Areas
2	Utility Companies
3	Developers & other agents
4	Local community requesting services
5	Emergency Services
6	Contractors
7	External organisations
8	Public transport users

Environment Service

To maximise the use of waste resources and encourage the development of a zero waste circular economy

To sustainably develop Clackmannanshire's maintained land asset

To provide an efficient Fleet supporting Council services in the community

To maintain the cleanliness of streets contributing to Clackmannanshire's attractiveness as a place to live and work

Who are the leaders?

Graeme Cunningham - Environment Manager
Don Cameron - Team Leader Fleet
Kenny Inglis - Team Leader Grounds Maintenance & Burials
David Reid - Team Leader Waste & Streetcare

What happens in your service?

1	Delivery of non-discretionary service of waste collection
2	Delivery of non-discretionary service of street cleansing
3	Ensure security of non-discretionary waste disposal duty
4	Provide a burials service and cemetery maintenance
5	Provide a Fleet management service to internal customers
6	Provide a lands asset maintenance service for Council land
7	Procurement & contract management
8	Develop and execute strategies and asset plans
9	Communicate environmental obligations to citizens and services
10	Data recording, analysis, and information management
11	Employee skills development

What are the key inputs?

1	Leadership
2	Funding internal / external
3	Human resources and skills
4	Demand - planned base load - every day/week
5	Demand - ad hoc by service request
6	Materials fuel/energy/plant/equipment
7	Waste from households & commerce
8	Customer expectation
9	Data collection and management
10	Contract management
11	Licence conditions, targets, codes of practice

What are the key outputs?

1	Legal compliance
2	Protection and enhancement of the environment
3	Financial conformity
4	Attainment of targets e.g. LEAMS
5	Customer satisfaction
6	Demonstrating best value
7	Less resource wasted (landfilled)
8	Improved compliance with service (recycling)
9	Safety of public and employees
10	Continuous performance improvement (suite of indicators)

Who are the key partners?

1	Providers of critical supply contracts
2	Citizens
3	Neighbour councils
4	Suppliers of goods / services
5	Regulators
6	Law makers
7	Policy makers
8	Other Council services
9	Groupings of the above, CC, S.Govt, SEPA, special interest groups

What key factors influence service priorities?

1	EU & National statutory duty compliance
2	Local policy, strategy, targets, asset plans
3	Financial constraints & opportunities
4	Resilience/security of waste outlets, fuel supply
5	Customer expectation and demand
6	Industrial relations
7	Human resource capacity and skills
8	Effective communication
9	Continuous performance improvement
10	Weather

Who are the key stakeholders?

1	Citizens
2	Elected members
3	Employees
4	Service management team (Environment)
5	Finance, Business Support, & Customer Services
6	Neighbour councils
7	Corporate management team(s)

Who are the key customers/service users?

1	Citizens
2	Local business
3	Visitors to Clackmannanshire
4	Other Council services (all e.g. Fleet users)
5	Downstream supply chain of reprocessors
6	Key contracts, waste, fuel, materials

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1.3 BUDGET

REVENUE BUDGET	£/000	CAPITAL BUDGET	£/000
Head of Service	111	Head of Service	-
Environment	3,495	Environment	998
Development	1,467	Development	300
Regulatory	803	Regulatory	-
Roads & Transportation	3,064	Roads & Transportation	3,270
Total Budget	**8,940**	**Total**	**4,568**

Budgets may be subject to change.

2 KEY ISSUES FOR THE SERVICE

Strengths

- Retaining staff skills, knowledge and experience
- Maintaining and providing existing standards of customer satisfaction, as supported by CSE, NHT and customer satisfaction surveys
- Maintaining positive outcomes through partnerships and collaborative working
- Continuing ability to lever external funding
- Retaining and continuing high levels of performance

Weaknesses

- Understanding corporate aspirations and how these align with service delivery
- Balancing reduced staff numbers whilst responding to new and changing corporate and legislative requirements.
- Managing single points of failure within the existing staff complement
- Under-capacity restricts innovation and access to external funding
- Cyclical nature of yearly budgeting does not reflect service operation need.

Opportunities

- Council establishing a clear vision of service provision
- Reinforcing roles and responsibilities of Elected Members and officers
- Forming a new service with a new Head of Service
- Clarifying and reinforcing legislative duties
- Collaborative working within the Council and out with the Council
- Staff expanding their developmental activity within other areas of work
- Building upon new flexible ways of working within one building
- Outcome of Referendum will achieve political certainty
- Review of Waste and Recycling Services due in 2014/15
- Collaborative procurement programmes and renewing major contracts to achieve more financial efficiencies
- Automating systems

Threats

- Budget pressures
- Increasing customer and public expectations and demands
- New and changes to existing legislation
- Staff resisting change to roles and responsibilities
- External organisations trying to transfer responsibilities to the Council
- Not investing in the existing workforce's skills and abilities
- Static organisational barriers and poor process design

3 APPROACHES

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

The Development and Environment Service is committed to encouraging engagement with all customers and stakeholders to recognise customer and stakeholder needs and requirements.

Delivery

Timeliness

Information → Satisfaction with the Service

Staff Professionalism

Staff Attitude

The service adopts a range of mechanisms and approaches, including:

- Customer Service Excellence (CSE) accreditation (since August 2012)
- Clackmannanshire Council Customer Charter
- Customer Satisfaction Measurement Toolkit (CSMT) surveys
- Customer fora
- Clacks 1000 Survey
- Community Councils
- Representation on external organisations
- Formal and targeted consultation exercises
- National customer survey frameworks, including the NHT and Building Standards Survey
- Roads and Transportation Customer Service Strategy, 2013
- FOIs
- MP and MSP Enquiries
- Councillor enquiries
- Complaints, compliments and feedback

Methods of communication and engagement include:

- Clacksweb
- Citizen Space Consultation Database
- Local press
- Direct contact, for example visits to schools and individual support
- Written contact, such as letters and emails
- Intensive awareness campaigns
- Information packs to all households
- E-planning system
- Social media, including Facebook and Twitter
- Events, such as Local Development Plan consultation, Ochil Landscape Partnership and Countryside Ranger activities
- Visiting public to main Council buildings and Community Access Points (CAPs)
- Back-up checks carried out by the Contact Centre with customers who requested bulky uplifts
- Meetings with special interest groups and residents' associations.

Particular effort is made to identify and engage with difficult and hard-to-reach customer groups and individuals. The service makes every effort to provide equal opportunity of access for all. For example, young people, disabled persons and those whose first language is not English.

The Development and Environment Service is committed to making the necessary resources available to improve community safety working through the Local Community Planning Group.

3.2 SUPPORTING AND DEVELOPING STAFF

The corporate People Strategy (2012) defines the Development and Environment Service's approach to supporting and developing staff. The range of mechanisms and approaches used within the service includes:

- Leadership and Management Development Programme
- Corporate PRD process, including competency framework and identification of learning, development and training needs
- Development and Environment Service Management team meeting
- Service Manager and Team Leader Meetings
- Operational team meetings
- 121s and group meetings with staff
- Monthly awareness sessions
- Online learning (OLLE)
- Staff Survey
- Supporting staff dealing with unforeseen circumstances and events
- Formal consultation with Trades Unions
- Formal consultation with staff through Citizen Space and staff meetings
- Continuous professional development through professional bodies

Managers encourage staff participation in the staff survey to ensure their views are heard.

3.3 MANAGING SERVICE PERFORMANCE

The Development and Environment Service reflects corporate priorities through the service business plan and related team action plans. This approach confirms the service's key priorities for 2014/15. Update on progress is provided on a regular basis to the Enterprise and Environment Committee for scrutiny and challenge.

Managers ensure regular monitoring of budgets with the service Accountant and these are reported to the Service Management Team and Enterprise and Environment Committee. Managers are fully engaged in the Budget Challenge process. The Development and Environment management team will undertake a review of functions as part of a managed contraction of services.

The range of approaches used within the service as part of the Making Clackmannanshire Better change programme include:

- Public Performance Reporting framework, particularly the return on annual Statutory Performance Indicators (SPIs) to Audit Scotland and as part of the Local Government Benchmarking Framework
- National performance frameworks, such as:
    - The Heads of Planning Scotland (HOPS) Planning Performance Framework
    - Scottish Local Authorities' Economic Development (SLAED) Annual Return
    - Building Standards Key Performance Outcomes
    - Framework Agreement on Official Feed and Food Controls by Local Authorities
- Self-assessment, including CIM, governance and risk
- Preparing and implementing plans to target priority objectives
- Internal audits
- External audits, for example on European Funded projects within Clackmannanshire Works: the Article 60(b) Management Verification and the Article 62 (b) On-the-spot audit of operations (verification) check within Clackmannanshire Works.
- APSE benchmarking
- CSE annual assessment
- Regular Performance meetings between Performance and Quality Officers and service leaders within Environment Services
- Membership of national professional groups and networks, such as:
    - Heads of Planning Scotland (HOPS)
    - Society of Chief Officers of Transportation in Scotland (SCOTS)
    - Local Authority Building Standards Scotland (LABSS)

Service activity for the medium and long-term is defined by, for example:

- The Local Development Plan
- Sustainability and Climate Change Strategy, 2010
- Local Transport Strategy 2010-2014

- Zero Waste Strategy 2012-2022
- Open Space Strategy
- Fleet Asset Management Plan 2013-18
- Lands Asset Management Plan 2014-18
- Roads Asset Management Plan 2012

Team action plans are monitored regularly between Team Leaders and staff and between Service Manager and Team Leaders.

PRDs and 121s with staff are used to recognise progress and achievement of business plan and action plan priorities.

The Covalent performance management system is used to monitor and report service performance.

Service-specific systems help to capture measurements of metrics used to measure performance and data is summarised to provide management information and to complete statutory returns.

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
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.	

DETAILED REPORT

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

Covalent Code	KPI	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	
RGY BST 006	% building warrant applications responded to within 20 days	N/A	94.9%	98.6%	90.0%	Ian Doctor

8) The environment is protected and enhanced for all

Covalent Code	KPI	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	
RAT RAT 005	Percentage of all roads that should be considered for maintenance treatment	36.4%	33.7%	35.0%	34.0%	Mac West
RGY EHE 013	Percentage of service requests to Environmental Health responded to within timescale.	N/A	N/A	N/A	94%	Andrew Crawford; Ian Doctor
DAE SOC 001	Total number of miles travelled by staff on work-related business	N/A	86,323	Results not yet available	To reduce	Mac West
DAE SOC 002	Total number of Council fleet miles travelled by Development and Environmental staff.	N/A	N/A	195,954	To reduce	Mac West
ENV WSL 001	Percentage of streets meeting the acceptable standard of cleanliness	N/A	N/A	N/A	75%	Graeme Cunningham

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
DAE SBP 006	Review the Local Transport Strategy	The review will ensure that the Local Transport Strategy (LTS) reflects changes since the last LTS and continues to encourage active and sustainable travel choices.	31-Mar-2015		Mac West
DAE SBP 008	Local Development Plan	Catalyst for development, investment and economic regeneration.	31-Mar-2015		Julie Hamilton
DAE SBP 009	Develop options and project for Streetscape Strategy with start on site	Will aid regeneration of towns and villages.	31-Mar-2015	£250,000.00	Graeme Cunningham
DAE SBP 010	Reduce the energy consumption of the Development and	Reduced costs and carbon emissions.	31-Mar-2015		Mac West

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
	Environment Service.				

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

Covalent Code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
SAP S10 CAR	Staff survey - Community & Regulatory Services staff - I am aware of the Council's corporate priorities and how I contribute to these	N/A	69.1%	56.5%	60.0%	Mac West
SAP S30 CAR	Staff survey - Community & Regulatory Services staff - I feel that communication across my service/team is good	39.7%	39.6%	38.6%	60.0%	Mac West
SAP S37 CAR	Staff survey - Community & Regulatory Services staff - I have skills/materials/information to provide excellent customer service	79.4%	77.9%	72.5%	75.0%	Mac West
SAP S39 CAR	Staff survey - Community & Regulatory staff - I am aware of the Council's sustainability and climate change objectives, and how I contribute to these	N/A	N/A	55.7%	60.0%	Mac West
CAR CUS 002	% CAR complaints responded to within timescale	66.1	75.4	78.9	82.0	Mac West
CAR CUS 003	% CAR FOI enquiries responded to within timescale.	100%	100%	100%	100%	Mac West
CAR CUS 004	% CAR Councillor enquiries responded to within timescale.	N/A	89%	95%	97%	Mac West
CAR CUS 005	Percentage of MP / MSP enquiries dealt with within timescale within Community and Regulatory Services.	N/A	89%	81%	85%	Mac West
CAR PPL 006	% staff turnover in Community and Regulatory Service	N/A	16.1%	3.2%	N/A	Mac West
CAR PPL 007	Percentage sickness absence level within Community and Regulatory Services.	N/A	4.9	3.3	4.5	Mac West
DAE CUS 004	Percentage of customers very or fairly satisfied with the time taken to speak to someone in Community and Regulatory Services about their enquiry	N/A	N/A	Results not yet available	To improve on 13/14 result	Mac West
RAT RAT 007	Percentage of street light repairs completed within 7 days	92.5%	93.1%	94.5%	95.0%	Mac West
DAE CUS 008	Percentage of customers very or fairly satisfied with the quality of information they received.	N/A	N/A	Results not yet available	To improve on 13/14 result	Mac West
DAE CUS 016	Percentage of customers very or fairly satisfied with how polite and sensitive to their needs staff were.	N/A	N/A	Results not yet available	To improve on 13/14 result	Mac West
DAE CUS 022	Percentage of customers very or fairly satisfied with the overall service they received from Community and Regulatory Service	N/A	N/A	Results not yet available	To improve on 13/14 result	Mac West
DAE PPL 002	% DAE PRDs undertaken	N/A	N/A	67%	75%	Mac West

Covalent Code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
WSL WMA 001	Net cost of Refuse Collection per Premise	£58.20	£63.45	Results not yet available	£78.00	Graeme Cunningham
WSL WMA 002	Net cost of Refuse Disposal per Premise	£89.23	£84.13	Results not yet available	£98.00	Graeme Cunningham
WSL WMA 016	Percentage additional recovery from missed recycling in residual waste	8.80%	9.40%	Results not yet available	5.00%	Graeme Cunningham

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
DAE SBP 001	Monitor and act upon feedback gained from customer surveys	Service is better informed to manage customer demand and expectation and service delivery is improved.	31-Mar-2015		Mac West
DAE SBP 002	Prepare a service-wide workforce plan.	To manage staff resources and deliver services efficiently and effectively.	31-Mar-2015		Mac West
DAE SBP 003	Define and prepare a plan to monitor the effectiveness of all partnerships and collaborative working relationships.	Maintain positive outcomes through partnerships and collaborative working.	31-Mar-2015		Mac West
DAE SBP 004	Review service delivery processes for improved efficiencies and effectiveness	Identify efficiency savings and enhance ability to lever external funding.	31-Mar-2015		Mac West
DAE SBP 005	Form new Development and Environment Service with a new Head of Service		31-Mar-2015		Mac West
DAE SBP 007	Review service input to Clacks 1000	Obtain and analyse customer perceptions of the service to ensure delivery meets demands and that expectations are managed effectively.	31-Mar-2015		Mac West
DAE SBP 011	Devise and implement an improvement plan based on the 2013 staff survey outcomes.	Use staff insight for suggested improvement actions to respond appropriately to the staff's priority needs for 2014-16.	31-Mar-2015		Mac West
DAE SBP 012	Review approaches to monitoring and recording health and safety across Development and Environment Service for efficiency and effectiveness.	All staff attend essential health and safety training and all risk assessments are identified, undertaken, reported and their outcomes are monitored.	31-Mar-2015		Mac West
DAE SBP 013	Review efficiency and effectiveness of team meetings across DAE	All staff have the option of a regular team meeting to feedback to service management and receive consistent communication from service management.	31-Mar-2015		Mac West
DAE SBP 014	Devise and implement an action plan to improve service governance and to address actions identified from the annual governance challenge process.	The levels of risk associated with poor governance arrangements are reduced and service governance is improved	31-Mar-2015		Mac West

ID & Title	COU CRR 005	Failure to Respond to Changing Demographics	Approach	Treat	Status	⚠️	Managed By	Nikki Bridle	Target Rating	10	Current Rating	15

Description	The Councils fails to reactively redesign services due to not predicting or acting on predictions of changing needs or behaviours or increasing demand for services, in areas such as the 'ageing population' (including more single-person households) and increasing school roles.
Potential Effect	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.

Related Actions	SCS CUS 002	Develop a revised Corporate Customer Service Strategy	Internal Controls	Customer Service Excellence Preparation/Surveillance
	SCS SAP 020	Gain council approval and Implement the revised Communications & Marketing Strategy to support Making Clackmannanshire Better		Communications Strategy
				Community Engagement Process

Latest Note	Improvements in community engagement and planning and work towards Customer Service Excellence standard ongoing across services, improving availability and accuracy of customer insight, performance and demographic information. Further work required to demonstrate how this informs decisions on service redesign and ensure staff and customers fully aware of why and how changes are being made so that expectations are realistic.

ID & Title	COU CRR 027	Failure to Adapt to Changing Climate	Approach	Treat	Status	⚠️	Managed By	Garry Dallas	Target Rating	12	Current Rating	12

Description	The Council fails to use and develop sustainable practices and/or does not plan effectively for climate change causing extreme weather events, leading to flooding, heat waves, droughts, fires or severe winter weather, of which the Council must manage the consequences.
Potential Effect	Significant service disruption, including to telecoms and roads infrastructure, and damage to property. Staff unable to get to work and increased workload in Emergency Planning, Housing, Roads and Customer Services, with financial, reputational and legal implications, as well as negative impact on local residents and businesses.

Related Actions	CAR DEV 009	Implement Sustainability and Climate Change Strategy.	Internal Controls	Forth Valley Local Resilience Partnership
	CAR SCCS 01.2	Include climate change impacts in service risk register guidance.		Sustainability & Climate Change Strategy
				Flood Management Plan

Latest Note	While work has started on climate change adaptation strategy, emerging threat of coastal flooding means risk rating remains consistent. Council is member of various Forth Valley advisory groups and contributes to SEPA's national flood hazard mapping, informing local strategies. Council has flood warning scheme, prioritised watercourse clearance regime, flood page on Clacksweb and provides guidance to developers on considering flood risk.

ID & Title	DAE SRR 007	Loss of external funding for the delivery of employability, skills development and job creation services.	**Approach**	Treat	**Status**	✅	**Managed By**	Julie Hamilton	**Target Rating**	6	**Current Rating**	9
Description	Clackmannanshire for some time has had higher than average unemployment linked to a very low job density. The global economic recession and welfare reforms have intensified and increased this situation. The number of people claiming JSA in February 2008 was 822, in February 2013 it was 1809. In January of 2014 this has come down to 1505 but is still high. Youth unemployment in particular remains high at 10.5% (Scotland 5.5.%). Economic Development draw on a range of funding sources to fund measures to help address this (European Structural Funds, Skills Development Scotland Contracts etc) and their loss would have a significant detrimental impact on the Council's ability to support residents.											
Potential Effect	The high level of unemployment leads to an increased demand for a range of services. For Economic Development the effect in particular is on the demand for support with job seeking, training, confidence and skills building. There is however a knock on effect to services such as Money Advice, Housing Support, Integrated Mental Health etc. If the Council supports local people into jobs and training this reduces the impact on the Council, its partners and the local economy.											
Related Actions						**Internal Controls**						
Latest Note	The most significant risk in this area relates to the end of the current European Structural Funds programme at June 30th 2014. Scottish Government insist that the next programme will be ready to commence on 1st July 2014 but there are considerable issues to be resolved around the use of funds before this can happen in practice. The risk relates to Clackmannanshire Works but also programmes delivered by partners such as Activity Agreements, Young Parent's Project and CTSI programmes. Officers in both Economic Development and Finance are working together to consider how the Council can best respond to any gap in funding and to ensure at least some continuity of services.											

ID & Title	DAE SRR 001	Unaligned service delivery with corporate objectives	**Approach**	Treat	**Status**	✅	**Managed By**	Mac West	**Target Rating**	3	**Current Rating**	9
Description	Service delivery is not aligned with corporate objectives											
Potential Effect	Fail to meet corporate and service objectives; Customer expectations not met; Fail to meet customer demand.											
Related Actions						**Internal Controls**	Budget Strategy					
							Budget Challenge & Financial Monitoring					
							Community & Regulatory Services Business Plan					
							Making Clackmannanshire Better Programme					
Latest Note												

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ID & Title	DAE SRR 003 Reduced refuse fleet	Approach	Treat	Status	✅	Managed By	Graeme Cunningham	Target Rating	8	Current Rating	8
Description	High number of refuse collection fleet vehicles lost to fire or malicious damage.										
Potential Effect	Cannot undertake short-term refuse collections.										
Related Actions				Internal Controls		Fleet Plan					
						Risk Management Strategy					
Latest Note	Mitigating / response actions include: vehicles containing residual waste are emptied at end of shift and security controls at depot; and private sector vehicles available.										

ID & Title	DAE SRR 005 Poor health and safety at work		Approach	Treat	Status	✅	Managed By	Mac West	Target Rating	4	Current Rating	8
Description	Do not adhere fully to all relevant Health and Safety legislation, regulation and policy.											
Potential Effect	Prosecution; financial penalties; loss or danger to life; poor reputation											
Related Actions	CAR CAR 007	Review communication, consultation and engagement between staff			Internal Controls		Performance Review & Development Process					
	REG EHE 001	Staff to be trained in responding to public health emergencies.					Health & Safety Management System					
	REG EHE 002	Define standards for responding to a public health emergency					Maximising Attendance & Employee Wellbeing Policy					
	RGY EHE 003	Review public health emergency response process.										
	RGY EHE 004	Work with Forth Valley Health Board to improve the level of joint preparedness for public health emergencies.										
Latest Note	Close relations with corporate Health and Safety Adviser. Updates in legislation are communicated to staff timeously. Risk assessments are updated regularly and are available to staff.											

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ID & Title	DAE SRR 006 Under-resourced staff group	Approach	Treat	Status	✅	Managed By	Mac West	Target Rating	6	Current Rating	6

Description	Reduced capacity to deal with peaks in workload and demands upon the service.

Potential Effect	Service cannot demonstrate that is is effective, efficient and recognised for excellence.

Related Actions	CAR CAR 006 Increase the number of staff survey responses	Internal Controls	Performance Review & Development Process
	CAR CAR 007 Review communication, consultation and engagement between staff		People Strategy
	CAR CAR 008 Implement measures that monitor equalities and EIAs		Maximising Attendance & Employee Wellbeing Policy
	CAR CAR 010 Improve leadership and leadership coaching opportunities for Community and Regulatory senior management staff.		
	CAR CAR 012 CAR new ways of working		

Latest Note	Service Managers monitor work demands upon staff as priority and programmes of work are adjusted accordingly.

ID & Title	DAE SRR 004 Budget savings not met	Approach	Treat	Status	✅	Managed By	Mac West	Target Rating	4	Current Rating	4

Description	Do not meet budget savings required and agreed by the Council

Potential Effect	Do not delivery corporate objectives; revised provision of services and service delivery; increased annual aggregated cuts.

Related Actions	CAR CAR 004 Implement budget efficiencies	Internal Controls	Financial Management Strategy
			Budget Strategy
			Budget Challenge & Financial Monitoring
			Invest to Save Principles & Processes

Latest Note	Efficiency savings identified and have been met.

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ID & Title	COU CRR 022 Public Health Emergency	Approach	Tolerate	Status	⚠	Managed By	Elaine McPherson	Target Rating	9	Current Rating	12

Description	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic.		
Potential Effect	Depending on the nature of the health emergency, potentially short- and long-term health implications for members of the public and staff absence if either ill themselves or caring for family and/or friends. Substantial disruption to back-office support functions and front-line service provision, including to customer groups already considered vulnerable.		
Related Actions	REG EHE 001 Staff to be trained in responding to public health emergencies.	**Internal Controls**	Business Continuity Plans
	REG EHE 002 Define standards for responding to a public health emergency		Pandemic Flu Plan
	RGY EHE 003 Review public health emergency response process.		Major Incident Operational Procedures
	RGY EHE 004 Work with Forth Valley Health Board to improve the level of joint preparedness for public health emergencies.		
Latest Note	Current score updated to 16 on 28-Nov-12, target updated to 16.		

ID & Title	DAE SRR 002 Legislative requirements	Approach		Status	✓	Managed By	Ian Doctor	Target Rating	3	Current Rating	9

Description	Failure to respond to new or changes in legislation		
Potential Effect	Lack of understanding of the impact of new legislation and changes to existing legislation; Council priorities and objectives are not met.		
Related Actions	?? -- enter action details here --	**Internal Controls**	
Latest Note			