

CLACKMANNANSHIRE COUNCIL

Report to Enterprise & Environment Committee

Date of Meeting: 5th June 2014

Subject: Community & Regulatory Services: Annual Report 2013-14

Report by: Senior Service Manager

1.0 Purpose

- 1.1. This report presents the Services based on the 2013-14 Business Plan.
- 1.2. The Annual Report provides Committee members with an overview of the activities of the service over the 12 month period from 1st April 2013 to 31st March 2014. The Annual Report is attached as Appendix A.
- 1.3. The Annual Report summarises activities carried out over the year, identifies highlights and gives an overview of both financial and operational performance. The Covalent report which contains the service's annual performance against agreed KPIs is included in the Annual Report.

2.0 Recommendations

- 2.1. The Committee is asked to note the content of the Annual Report and comment on or challenge as appropriate.

3.0 Summary of Key Performance

- 3.1. Key highlights of the year included:-
 - The Service was re-accredited for Customer Service Excellence with a record award of 8 Compliance Pluses.
 - The Council was awarded top rating in the 2013 National Assessment of Local Authority Cycling Policy.
 - Roads & Transportation were ranked No 1 in 6 of the Key Benchmark Indicators and No 1 overall in the UK National Highways and Transportation Customer Satisfaction Survey.

- The Local Development Plan was finalised and approved by Council for final consultation and submission to Scottish Government. Once adopted it will replace the current Development Plan of 2004 and provide a vision for Clackmannanshire to 2035.
- The Contaminated Land Resource Sharing Partnership received first place at the annual Making Clackmannanshire Better staff awards emphasising the success of this group. This partnership has allowed the Council to conduct a number of site investigations during the year at a fraction of previous costs.

4.0 Sustainability Implications

- 4.1. The Sustainability and Climate Change Strategy is now being implemented and improvement actions are being monitored through the Sustainability and Climate Change Working Group.
- 4.2. The commencement of the installation of LED street lighting schemes will have a favourable impact on the level of CO2 emissions from electricity consumption.

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. There are no new financial implications resulting 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 new staffing implications resulting from this 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)

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?

Yes 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

Appendix 1 - Community and Regulatory Business Plan 2013/14 Annual Report

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)

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Approved by

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

Community and Regulatory Services

Annual Report 2013/14



Making Clackmannanshire Better

1 INTRODUCTION AND OVERVIEW

The past year has been challenging for Community & Regulatory Services particularly with the long term absence and subsequent untimely death of our Head of Service, John Gillespie.

In common with services across the Council there has been a focus on budgets and savings. All agreed savings were delivered during the course of the year. Preliminary work has been done on identifying statutory and discretionary functions and this will be taken forward in the coming year.

As a result of the formation of the new Housing and Community Safety Service arrangements were made to transfer the various functions of this service over to it. As well as the Housing the functions transferred included the Community Wardens team, public space CCTV and Landlord registration. The transfer successfully took place on 1st November.

Managers within the Service made strenuous efforts to encourage staff to respond to the staff survey. As a result staff responses within Community & Regulatory Services response rates increased from 8.1% in 2010/11 to 54.8% in 2013/14. Analysis of the results highlights that we must continue to seek ways to improve communication with staff. An initial meeting between managers and Team Leaders to discuss trends agreed areas of performance will be addressed through a service improvement plan with input encouraged from all staff.

After some delay staff moved to their current locations within Kilncraigs prior to Christmas. Initially there were real concerns amongst staff regarding new ways of working and to an extent these concerns are reflected in the staff survey results. Now that staff are settled in their new locations these concerns have largely abated however there is no room for complacency and staff will be encouraged to make any ongoing concerns known.

Long term partnership working with adjoining local authorities has continued on a wide range of services. Most recently we have developed a Demand Responsive Transport scheme in conjunction with Perth & Kinross to cover the Muckhart and rural west Kinross area.

As a result of pressure at various levels NHS Forth Valley extended the contracts for the supported bus (H) services between Clackmannanshire and Forth Valley Royal Hospital (FVRH) until 31st December 2014. Negotiations have continued with NHS Forth Valley regarding access to the hospital after that date.

Following annual assessment in October 2013, the Service was successful in maintaining accreditation for Customer Service Excellence and awarded a record 8 Compliance Pluses.

The Council was awarded top rating in the 2013 National Assessment of Local Authority Cycling Policy. This award recognises that cycling is represented across Council policies and there has been good progress in embedding cycle skills development into schools.

The reputation of the Council in the field of cycling provision was instrumental in allowing us to benefit from external grants of £340,000 in 2013-14 with a further £100,000 pledged for 2014-15.

Roads & Transportation took part in the UK National Highways and Transportation Customer Satisfaction Survey along with seventy other local authorities. Clackmannanshire Council was ranked number one in six of the Key Benchmark Indicators. The key benchmark indicators included: accessibility; rights of way; management of road works; traffic management; overall satisfaction locally; and overall satisfaction nationally.

The Local Development Plan was finalised and approved by Council for final consultation and submission to Scottish Government. Once adopted it will replace the current Development Plan of 2004 and provide a vision for Clackmannanshire to 2035.

The Contaminated Land Resource Sharing Partnership received first place at the annual Making Clackmannanshire Better staff awards emphasising the success of this group. This partnership has allowed the Council to conduct a number of site investigations during the year at a fraction of previous costs.

The enhanced road and footway structural maintenance and improvements programme was successfully completed on schedule using both the in house DLO and external contractors. Programming of the 2014-15 works are well advanced.

2 HIGHLIGHTS OF THE YEAR

Roads & Transportation

April - June 2013

- Agreement to set up a joint project between the Council and Scottish Water to look at the issue of lifetime ownership and maintenance of Sustainable Urban Drainage Systems (SUDS) to be taken forward as a model for all new developments across Scotland.
- Success in gaining a total of £340,000 external funding towards cycling infrastructure schemes in Clackmannanshire for 2013/14.
- £1.6m Capital programme for Roads and Footways improvements started. Major schemes completed included:
- Alloa Road, Clackmannan from Devonway to Riccarton - Resurfaced and Mary Place junction realigned
- A908 - from Parkhead Road to Main Street Sauchie - Resurfaced and zebra crossing installed
- Parkhead Road, Sauchie - From Branshill Road to Fairfield - Resurfaced
- B9140 - bends between Fishcross and Coalsnaughton - resurfaced and drainage improvements.

July - September 2013

- Redwell Safer Route to School footpath/cycle path completed.
- 20 mph residential speed limits completed in Alloa, Tillicoultry, Devonside, Clackmannan, Tullibody & Sauchie.
- £1.6m Capital Programme for Roads and Footways completed. Major schemes completed included:
- Surface dressing of the A91 between Menstrie and Alva, the Pitgober / Vicars Bridge Road, Branshill Road, Sauchie and part of the A823 near Naemoor Road
- residential streets around Caroline Crescent, Alva resurfaced.

October - December 2013

- Replacement of Silver Burn retaining wall on Shavelhaugh Loan, Alva.
- Clackmannanshire Council awarded top rating in 2013 National Assessment of Local Authority Cycling Policy.
- Our Winter Service Policy and Procedures document was presented to the Enterprise and Environment Committee and met with general support.
- A self-help winter maintenance scheme in an area of Alloa began for a second winter. Enquiries have been made from other residents groups although none have taken up the challenge so far.
- A report was commissioned from an independent consultant to inform our plans for the phased introduction of LED street lighting across the council area. The aims were to reduce our maintenance costs and electricity usage and, as a consequence, reduce our expenditure on electricity and our carbon output. The report detailed

several alternatives and as a result a significant spend to save bid for capital financing in 2014/15 and subsequent financial years was submitted.

January - March 2014

- Alva - Tillicoultry off road cycle path completed.
- Consolidated Off-Street Parking Places Road Traffic Order (RTO) completed,
- Results of the National Highways & Transportation Customer Satisfaction Survey ranked Clackmannanshire as No 1 in 6 of the Key Benchmark Indicators including No 1 overall. We were also ranked No 1 in 14 of the more detailed Benchmark Indicators.
- A £400k Capital programme of street lighting works, as a prelude to the bid mentioned above, was completed with highlights being the introduction of energy saving, LED street lights in Branshill, Woodlea and The Hennings, Sauchie.

Regulatory Services

April - June

- Licensing Board Publications Scheme adopted
- Launch and operation of the Local Dog watch campaign in Clackmannan.
- Air Quality was reviewed and no exceedences of air quality standards was found.

July - Sept 2013

- Licensing of Taxis and Private Hire Cars reviewed, including public consultation. New conditions approved at 4th July Regulatory Committee.
- Launch and operation of Local Dog Watch in Tillicoultry
- Grant funding awarded for the purchase of a new Air Quality Monitoring Station.

Oct - Dec 2013

- Public consultation and review of Licensing Board's Statement of Licensing policy successfully completed and new Statement of Licensing Policy adopted by the Licensing Board.
- Construction Compliance Notification Plans (CCNP) for non domestic buildings introduced adding to the procedural/assessment and site inspection duties of Building Standards.
- Community Warden Service transferred to the new Housing and Community Safety Service
- Contaminated Land Resource Sharing group received Bronze at COSLA's annual awards for innovation and partnership.
- All three Trading Standards Consumer Advisers were nominated to receive a Customer Service Star award in recognition of the quality of the service they provide.

Jan - March 2014

- "Local Building Standards" customer charter updated to complement the National Building Standards Charter.
- Officers took part in four joint operations ("Operation Bionic") with Police Scotland and Benefit Fraud at various locations in part to tackle doorstep crime and bogus workmen. A number of unlicensed window cleaners were referred to Licensing.

Development Services

April - June 2013

- Review of feedback from Development Quality customer forum - including frequency of meetings, electronic communication, consolidated levels of performance for planning applications, development guidance for underused land (including Council land). We have addressed all recommendations.
- Awarded Skills Development Scotland contracts including the new Employability Fund programme. Providing 46 training places for local young people and generating £124,191 of income.
- £230,000 secured from the Big Fund for the delivery of the Forth Coastal Project, delivering environmental improvements and creation of up to 20 apprenticeships in conjunction with the Inner Forth Landscape Initiative, in the coastal area of Clackmannanshire.

July - September 2013

- Presentation to joint Community Council planning representatives on latest planning reform initiatives.
- 39 events took place as part of the 2013 Ochils Festival. 1124 people took part, over double the numbers from 2012.
- Successfully bid to the Youth Employment Scotland Fund creating 50 subsidised employment opportunities for local young people.
- Successful delivery of a range of events to mark the Tercentenary of Gartmorn Dam.

October - December 2013

- Consultation with stakeholders with planned improvements on our pre-application advice service. New procedure implemented.
- Planning Performance Framework completed and approved by Planning Committee. Subsequent endorsement by Scottish Ministers.
- Successful completion of 17 projects funded through the Council's Community Environmental Improvement Fund, and commencement of a further 14 projects to be completed by the end of 2014.
- Clackmannanshire's status as a fair trade zone was successfully renewed.
- Business Planning Guidance was revised to incorporate a range of sustainability considerations, providing a more robust framework to ensure that the Council meets its statutory sustainability duties.

January - March 2014

- The Clackmannanshire Works team received a commendation for their excellent customer service at the Staff Awards ceremony. The team consistently receive satisfaction ratings of over 90% satisfied or very satisfied customers.
- The service has met or exceeded targets set in the majority of programmes in 2013-2014 making a significant contribution to the objectives of both the Council and the Clackmannanshire Alliance.
- Scheme of Delegation for Local development planning applications, and arrangements for "Planning applications call in" reviewed and approved by Planning Committee. Subsequent approval of Scheme by Scottish Ministers in February.
- Consultation with Dollar Community Council on finalised Planning Protocol.
- Completion of consultation on the Proposed Local Development Plan, Open Space Strategy and Muckhart Conservation Area Appraisal, including two innovative drop-in sessions organised by Development Services and involving a range of other teams and organisations relevant to Plan delivery.
- £1.9 million secured for the Inner Forth Landscape Initiative from Heritage Lottery Fund, enabling commencement of the project in May 2014, including delivery of a range of environmental, access and cultural heritage projects in Clackmannanshire.
- Completion of a feasibility study into a Heritage and Climate Change Park in Alloa, along with physical environmental improvement works in the Alloa Park area, funded by £30,000 secured from the Central Scotland Green Network Development Fund.

3 FINANCIAL PERFORMANCE

The Revenue Budget outturn for Community & Regulatory Services for 2013/14 is £5,063,805 against a budget of £5,460,220. This is an under-spend of £396,415 against budget.

The following table outlines the financial position as at 31st March 2014.

REVENUE BUDGET

	<u>Annual</u>		
	<u>Budget</u>	<u>Outturn</u>	<u>Variance</u>
Roads & Transport	3,000,510	2,816,824	-183,686
Development	1,552,790	1,428,272	-124,518
Regulatory	793,550	725,283	-68,267
Head of Service	113,370	93,426	-19,944
TOTAL	<u>5,460,220</u>	<u>5,063,805</u>	<u>-396,415</u>

The £68,267 under spend in Regulatory Services emanates largely from an under spend in Environmental Health of £40,362. The main elements that contributed to this were grade changes to two posts and increased income in part due to increasing charges part way through the year. A vacancy in Building Standards and two maternity vacancies in Trading Standards also contributed to the under spend.

The £183,686 under spend in Roads & Transportation is largely a result of the very mild winter and a credit from salt in stock. The process of filling vacancies also contributed to the saving.

The £124,518 under spend in Development Services is largely due to the Local Development Plan Inquiry being programmed for this financial year. Other reasons are to do with additional income received and not having legal expenses during the year.

The 2013/14 Community & Regulatory Services budget included "Management Savings" of £172,350 and "Policy Savings" of £156,700 totalling £329,050. All of these savings were achieved during the year.

4 KEY SERVICE ACTIVITY

Roads & Transportation

Road & Footway Improvement Programme - A £1.6 million capital road and footway maintenance and improvement programme involving drainage improvements, resurfacing, surface dressing and anti-skid surfacing of priority roads and footways across the County was completed.

Street Lighting - An independent consultant was commissioned to advise on options for a phased introduction of LED street lighting across the Council area. As a result a significant Spend to Save bid was submitted which resulted in additional funding being made available for the work over the next five years. Street lights in The Hennings & Branshill/Woodlea, Sauchie; Tullich Terrace, Tillicoultry and Newmills, Tullibody were upgraded to LED lights as part of a £400,000 programme.

Winter Service Provision - The winter weather was less severe than in recent winters but our staff and fleet of standby gritters and footway tractors remained ready to provide a service in line with our policy. We continue to monitor weather condition 24 hours per day and the new "Icelert" station at Meadowhill continues to give valuable weather information. With less winter service action than in an average winter part of the savings were redeployed to carriageway patching.

A review of our current winter service provision has been completed with a view to producing savings and will be reported separately.

A self-help winter service scheme in an area of Alloa has completed it's second year. The scheme has been very successful both in terms of treatment and public perception and engagement.

Flooding, Watercourses & Roads Drainage - Continuing to make progress, working with our partners in the Forth and Forth Estuary Local Plan Districts, on the development of accurate, agreed information required for the production of the Flood Risk Management Plans and Surface Water Management Plans required by the Flood Risk Management (Scotland) (Act) 2009. We have also established improved communication with Scottish Water's local asset managers relating to the mapping, assessment, maintenance and improvement of local drainage systems.

We are currently collaborating with Scottish Water (SW) to assess the state of existing Sustainable Urban Drainage (SUDs) infrastructure in Clackmannanshire. These SUDs have been the result of developments over the last 10 - 15 years and the responsibility for design approval and maintenance has been unclear. SW aims to use the Clackmannanshire study as a case of good practice in dealing with (i) legacy SUDs, and (ii) managing the design, adoption and ongoing maintenance of all SUDs serving future developments.

Development Control & Transport Planning - Staff have been involved in numerous activities relating to roads and transportation issues arising from the new Local Development Plan and changing guidelines relating to urban street design, SUDs, flood risk and drainage impact, travel planning and national roads design guidelines.

Road Safety & Traffic Management - The main project this year has been the implementation and signposting of 20 mph limits in our residential streets. This project is aimed at reducing the speed of traffic on all residential streets without the need for physical traffic calming. However, we are monitoring the project and any streets that continue to record high speeds and / or have casualty accidents may be subject to further traffic calming. We are continuing to meet the national road safety strategy targets for casualty reductions.

Cycling & Walking - Further to our success in bringing grants from Sustrans of £225,000 for Alva to Tillicoultry cycle path and £50,000 for Arnsbrae SRTS cycle path, we were able to claim a further £60,000 from Sustrans towards completing the Alva to Tillicoultry. We have also been successful in achieving a grant of £100,000 from Sustrans for Dollar to Tillicoultry cycle path works during 2014/15.

Bridges & Structures - During 2013/14 we have completed the programme of bridge and culvert improvements and repairs arising from our rolling 6 year assessments. The assessments for 2013/14 have been carried out and we are awaiting the prioritised works for 2014/15. The main individual project for this year was the replacement of the retaining wall on the Silver Burn between the A91 and Alva Industrial Estate access road. This retaining wall also supports the carriageway of Shavelhaugh Loan.

Procurement & Roads Design - Our framework contracts performed well for us in 2013/14 and we were able to utilise them to supplement Roads Contracts in the completion of the roads & footways, street lighting and cycling capital programmes. The final design for the B9140 east of Collyland road re-alignment was completed. Further, landowner issues and design & construction of the Alva to Tillicoultry cycleway were dealt with in-house. We were able to bring forward the design and specification of the tie-ins for the cycle route to benefit from a further grant from Sustrans in February.

Central Scotland Safety Camera Partnership (CSSCP) - Working with the CSSCP we continue to monitor and enforce speed at Sauchie, Devonside and Cambus. During the year sites on the A91 at Alva, Alloa Road in Clackmannan, A91 at Muckhart and the B9096 at Lornhill were assessed. Of these only the site on the B9096 met the criteria for a community camera enforcement site and camera enforcement should commence there in the near future.

Regulatory Services

Environmental Health

Food Safety - Driven by the continued risk of E.coli food poisoning outbreaks the service carried out a comprehensive range of food regulation activity including inspections, sampling, the investigation of complaints, and educational visits to businesses. Several basic food hygiene courses were run through the year to help ensure food business employees know what they need to operate safely and for the second year running the service has continued to support food business operators to comply with new cross contamination guidance.

Dog Control and Fouling - The Community Wardens led two successful " Local Dog Watch" initiatives, one in Clackmannan and one in Tillicoultry, designed to tackle dog fouling. A significant improvement in both areas was noted during the campaigns. Since November the Community Wardens have moved to Housing Services.

The Animal Welfare Officer continued to promote responsible dog ownership on a number of fronts, dealing with stray dogs, daily engagement with dog owners, promoting the use of poop scoops, the provision of advice and the running of dog training classes. The uptake of poop scoops this year has increased to almost 2 million.

Air Quality - A new air quality monitoring station, which measures air quality in Alloa and feeds into national air quality databases, procured using Scottish Government grant funding.

Health and Safety - The service continued to provide a Health & Safety at Work service providing businesses with advice, carrying out interventions, and investigating accidents and injuries. The service targeted its interventions this year on gas safety and swimming pool safety.

Work activity and performance - The table below summarises the main levels of activity within the service.

Service Requests	Number Received	% responded to within target
Environmental Health	1333	94%
Pest Control	1258	99%
Animal Welfare	639	93%

Other Environmental Health activity	Number
Samples	260
Inspections of businesses	352
Accidents reports received	8

Trading Standards

Staffing - This has been a challenging year for the service with the Team Leader and a Trading Standards Officer being off on maternity leave for most of the period. This has been addressed by focusing on reactive work with some reduction in proactive work such as inspections and projects, nevertheless most of the targeted projects were achieved.

Consumer and Business Advice -The Consumer Advice Service continued to provide practical and comprehensive advice to local consumers and consumers who shop within our area. The majority of consumer complaints received by the service related to faulty goods, car purchase and vehicle servicing, upholstered furniture, items of clothing, building/home improvements, cancelling satellite TV contracts and issues relating to rented accommodation. Consumers also continue to contact the Consumer Advice Service regarding "copycat" websites offering passport, driving licence, European Health Card, PPI claims and tax return services.

Doorstep Crime/Cold Calling - The service continued to take a number of approaches to tackle doorstep crime. Four joint exercises, "Operation Bionic" with the Police and other

partners took place to try to identify rogue traders. Officers have also been liaising with other authorities to support their equivalent operations (Operations Nominate and Aristotle).

Projects & other work -The service supported a number of national initiatives that have been identified as affecting consumers. These included looking at Post Office Tariffs charged, at the safety of candles, at spirit substitution, underage sales and animal feed sampling.

Complaints were received regarding the sale of "legal highs" in a Clackmannanshire shop premises. Trading Standards are working with the police to investigate. The products were found to be correctly labelled albeit for alternative use e.g. room fresheners and contain the warning not for human consumption.

Tobacco Control - Visits were carried out to ensure compliance with the Tobacco Display Ban in large retailers. Several test purchasing operations were carried out at 16 retailers in the area resulting in 5 fixed penalty notices (from 2 actual sales) being served for the sale of tobacco products to minors.

Scams - A list of 140 people in the Stirling/Clacks area who are susceptible to scams has been compiled from information from several enforcement agencies. This list has been used to make contact and offer help. So far 30 responses have been received of which approximately 20 are prepared to provide further information to enable investigations to be carried out.

Building Standards and Licensing -The service has been working hard to improve the customer guidance available via Clacksweb and through its correspondence with applicants. It has: -

- Updated guidance on website and that provided to applicants regarding Construction Compliance Notification Plans
- Updated Building Standards Customer Charter
- Developed new guidance on the licensing of Taxis and Private hire Cars following approval of the new conditions.

The performance of the Building Standards Service is now measured against nine national Key Performance Outcomes. This year the Building Standards Team met all its targets contained within those nine Key Performance Outcomes

Development Services

Economic Development

Economic Development officers have been successful in bringing in resources to support labour market activity and the operational 'Clackmannanshire Works' team have delivered positive outcomes for residents under a variety of programmes;

- The **Clackmannanshire Works European Structural Funds** programme has supported 1556 local people since July 2011. Of those 449 have gone into work so far, including 111 who have started their own business, and a further 394 have undertaken training or gained qualifications.

- 35 young people have started their apprenticeships under the **Clackmannanshire Apprenticeship Initiative**.
- We have filled 54 places under the **Youth Employment Scotland Fund** initiative exceeding the target of the 50 places available to young people.
- During the year, we managed to secure additional places under the SDS **Employability Fund contract** bringing the total filled places to 35. Thirty of the places were filled by 16/17 year olds and 5 places were filled by adults aged 25+.
- Of the 26 new **Modern Apprenticeship** places we had for 2013-2014, 22 were filled. This is in addition to supporting 35 existing MA's who have started in previous years. 16 young people completed their apprenticeships this year and all of them are still working.
- All 4 of the **Clackmannanshire Forth Coastal Project** placements we are supporting have been filled.
- Since January 2012, 37 Work Experience Placements, 10 Apprenticeships and 25 jobs have been created under **Community Benefits clauses** across 8 Council contracts.

In addition, Clackmannanshire Works supports local businesses and employers. The aim is to help stimulate activity in the economy and help provide more opportunities for both employment and self-employment. In total 240 businesses and other employers have received support this year.

All 22 Ochils Landscape Partnership projects have started. 4 of these have been completed. The Ochils Festival 2013 was a great success and Dollar Glen, which incorporates a community archaeological dig, provided opportunities for volunteer engagement, contribution to local historical knowledge and press coverage. The online resources: The Virtual Visitor and Education Centre, have proven extremely popular.

Since the start of the Current European Structural Funds Programmes in mid 2011, the Economic Development team has dealt with 1556 clients with 449 of these finding employment or self employment and a further 394 completing training or achieving a qualification. Other programmes currently being delivered cater for a further 273 clients including 35 Modern Apprenticeships on the Clackmannanshire Apprenticeship Initiative and a further 57 contracted from Skills Development Scotland. In addition 339 businesses have been supported.

Sustainability

During the past year, the Team has continued preparation of the **Local Development Plan** for Clackmannanshire, which once adopted, will replace the existing Structure and Local Plans for the area. The Team has also prepared a draft **Open Space Strategy** and **Conservation Area Appraisal for Muckhart**. These documents have recently been finalised following public consultation and will be presented to Council for approval during June. A draft **Conservation Area Appraisal for Dollar** has also been completed and will be presented to Council in June.

The Team has worked collaboratively with a number of partners over the year to develop a range of environmental projects to be implemented as part of the **Inner Forth Landscape Initiative**, including the creation of a wetland at the mouth of the Black Devon, access and woodland projects which will enrich biodiversity and improve access in a number of

locations and environmental improvements in the Cambus Pools area. Delivery of the project commenced on 1 May following a successful bid for £1.9 million from the Heritage Lottery Fund. As part of the related **Forth Coastal Project**, Development Services have successfully secured £230,000 from the Big Fund to deliver a Flood Management Feasibility Study, wetland creation work, community engagement and the creation of up to 20 apprenticeships in the 'green' sector.

The **Ranger Service** has continued engagement with schools and the broader community to raise awareness on the environment and biodiversity, while work has been undertaken with volunteers and communities to improve the environment across Clackmannanshire, including pond restoration and habitat preservation and eradication of harmful invasive species. Work has also continued to improve the **Core Path Network** and improve access to the network for all users.

The Council's **Community Environmental Improvement Fund** has distributed £100,000 to enable communities across Clackmannanshire to deliver projects that make a real difference locally, ranging from natural play facilities for children to footpath access improvements.

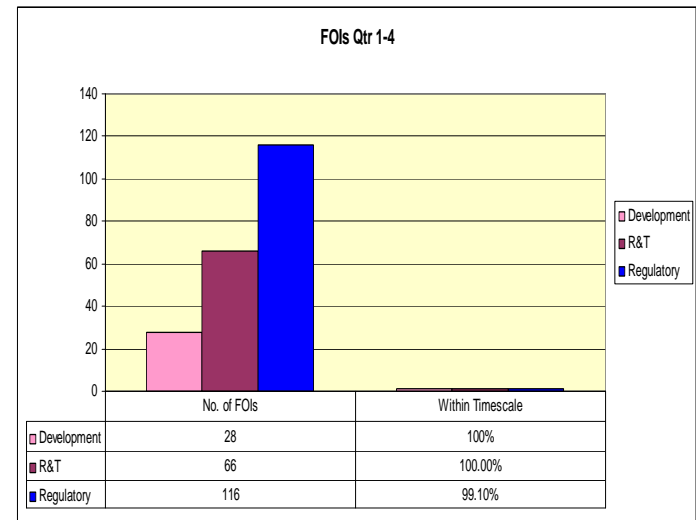
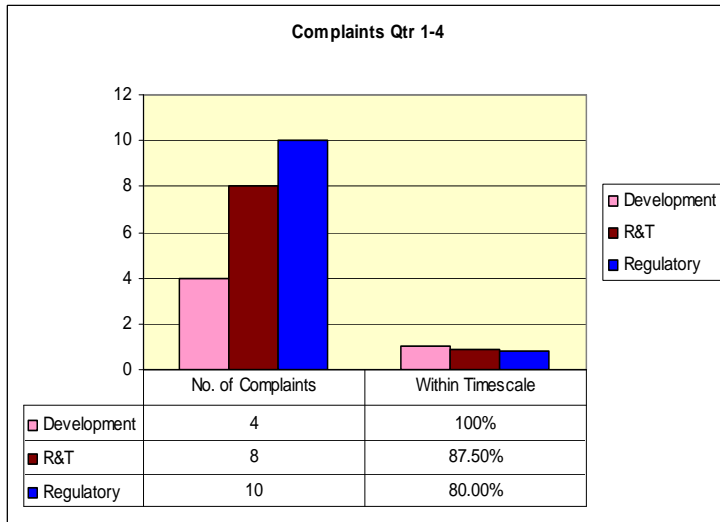
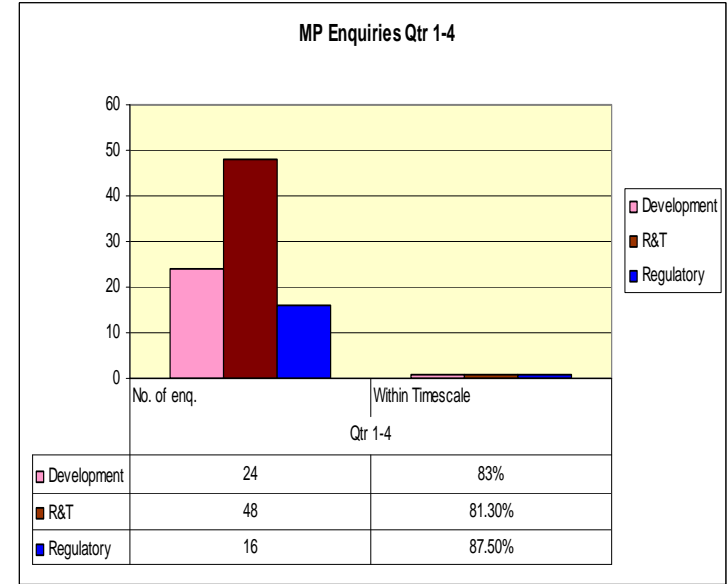
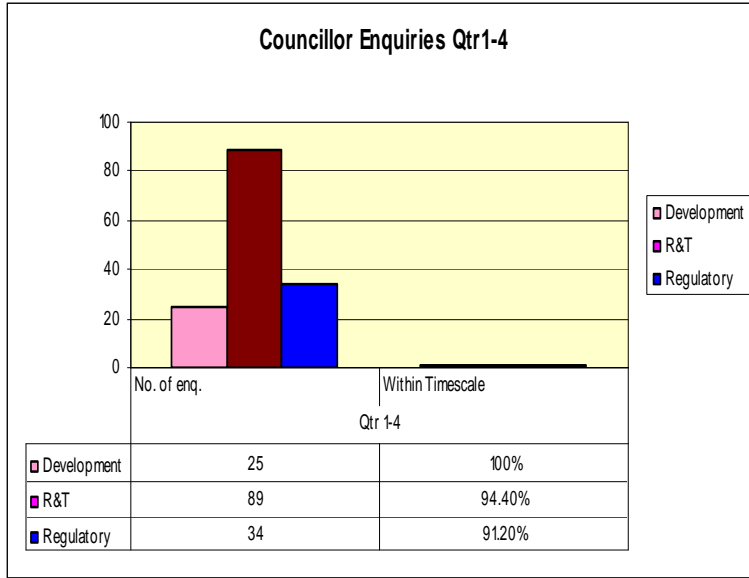
Development Quality

Performance on **planning applications** during the year continues to exceed our target figures and ensure we remain one of the top performing Councils in Scotland. We received 307 applications during the year, a small increase over the previous year. Our fee income increased by £32,644 compared to 2012/13 and was £21,551 more than 2011/12. Savings were included in the budget for increased fees. Given the level of fee income, the Development Quality Service had a budgeted net cost in 2013/14 of £71,460. This provides for the four staff (who also provide pre application advice and enforcement activities which receive no income) and one Service wide Technical Support Officer.

The Council's **Scheme of Delegation** was reviewed during the year and approved by Scottish Ministers in February 2014. This replaces the previous Scheme of Delegation which was approved in 2009. The new scheme streamlines the procedure for members requesting an application to be referred to Planning Committee for decision.

Over 60 enquiries were investigated in accordance with our **Enforcement Strategy and Planning Enforcement Charter**. Only 7 merited formal action.

The Council submitted its second Annual Report on its **Planning Enforcement Framework** to Scottish Government.



4 PERFORMANCE HIGHLIGHTS OF THE YEAR

The Service was successful in achieving re-accreditation in Customer Service Excellence (CSE) and were awarded Compliance + in 8 categories. As well as the staff thanks for this achievement must go to the Service "Champions" and to Fiona for supporting us so ably.

Clackmannanshire Council was one of only 5 Councils that achieved the highest rating of four stars in the National Assessment of Local Authority Cycling Policy. The partnership working between Roads, Education and Sustainable Development was cited as an example of best practice for Scotland.

Roads & Transportation participated in the independent, UK wide, National Highways and Transport Customer Satisfaction Survey for the first time along with seventy other local authorities. Clackmannanshire was rated number one in six of the Key Benchmark Indicators including number one overall. In addition we also were ranked number one in fourteen of the more detailed Benchmark Indicators.

Our Road Safety and Traffic Management Officer has successfully completed the highly respected ROSPA: Road Safety Engineering Accreditation.

The Environmental Health service won the Best Partnership category at the annual Making Clackmannanshire Better staff awards for its contaminated land resource sharing group with Fife Council & Perth and Kinross Council. This group enables partners to share equipment and officer expertise to reduce costs and improve service levels. It allows the service to investigate sites without the use of external contractors, achieving savings in the region of 90%. The success of the resource sharing group was also recognised by COSLA at its annual awards by way of a Bronze Award innovation and partnership.

The new Proposed Local Development Plan (LDP) for Clackmannanshire was approved by Council in October 2013, and went out for consultation until the end of January 2014. This LDP will now progress to examination of representations received and it is expected will be adopted in 2014/15. It will replace the existing Development Plan which was adopted in 2004. The new LDP provides a vision for Clackmannanshire to 2035 and is a catalyst for economic regeneration and investment

Annual Report

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

CORPORATE PRIORITY OUTCOME							
1) The area has a positive image and attracts people and businesses.							

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
		Value	Value	Value	Target	Value	Status		
DEV DMA 004	Local planning applications avg. time (weeks)			8.0	7.0	7.2		The figure is a significant improvement on the corresponding performance for 2012/13. While it marginally exceeds the target figure of 7.0, the level of performance will ensure that the Council remains within the top quartile of planning authorities in Scotland.	Julie Hamilton
DEV DMA 005	Householder planning applications avg. time (weeks)			5.6	4.0	5.8		Levels of performance in the first 3 quarters remained consistent at an average of 5.5 weeks. A drop in performance in Qtr 4 led to the end value of 5.8 weeks. The lower than targeted performance is largely attributed to a coincidence of complex issues and submissions attracting unusually high levels of public interest.	Julie Hamilton
DEV EDE 025	Number of businesses and employers supported by Clackmannanshire Works advisers. (Ends June 2014)				150	243		243 organisations have been supported this year. This figure is higher than forecast and is partly a reflection of a review of the database. This is well ahead of target.	Julie Hamilton
DEV EDE 026	Percentage of those who register with Clackmannanshire Works European Structural Funds programme seeking Business Start-up support who move into self-employment. (Ends June 2014)				35.00	24.83		Performance and target will be reviewed for 2014/15.	Julie Hamilton
DEV EDE 027	Number of new business start-ups from clients supported by Clackmannanshire				50%	82%		This is the first year that we have measured business survival rates at the	Julie Hamilton

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
			Works advisers still operating at 12 months. (Ends June 2014)						
EHTS_SPI021.01	Percentage of consumer complaints to Trading Standards dealt with within 14 days of receipt. A consumer complaint is a contact from an individual or household acting as a consumer in which the consumer, rightly or wrongly, consider that the goods, services or property are faulty or wrongly described, in which the goods, services or property are subject to conditions imposed by the supplier which appear to the consumer to be unreasonable, or in which the supplier has adopted an attitude or engaged in a trading practice which the consumer regards as detrimental to his/her other interests.	83.0%	88.9%	88.9%	85.0%	89.9%		Value 89.9%. Performance is above target and has improved on last year, despite vacancies due to maternity leave.	Ian Doctor
EHTS_SPI021.02	Percentage of business advice requests to Trading Standards dealt with within 14 days of receipt. 'Business advice' is advice given in response to enquiries by individual businesses (but not consumers). It includes approaches made in person and inquiries received by letter and telephone, but excludes advice given as part of a routine visit.	96.6%	96.8%	91.3%	90.0%	93.3%		Value 93%. Performance is above target and has improved on last year, despite vacancies due to maternity leave.	Ian Doctor
RAT RAT 005	Percentage of all roads that should be considered for maintenance treatment	37.4%	36.4%	33.7%	34.0%	35.0%		Slight increase in Road Condition Index (RCI) reflects that investment in maintenance up to 2013 was less than that required to meet steady state figure. Work carried out in 2013/14 and projected spending in 2014/15 should address this slight decline in the overall network condition.	Mac West

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
RGY BST 004	The percentage of Completion Certificates issued within 3 days	88.4%	91.7%	95.6%	80.0%	98.7%		Performance is above target and has improved upon the previous year as a result of stable staffing numbers.	Ian Doctor
RGY BST 006	% building warrant applications responded to within 20 days			94.9%	85.0%	98.6%		Performance is above target and has improved upon the previous year as a result of stable staffing numbers.	Ian Doctor

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
CAR DEV 007	Finalise Local Development Plan	31-Aug-2013			Consultation on the Proposed Local Development Plan has now closed. A report on the representations on the Proposed Plan is due to go to Council in June 2014.	Julie Hamilton

CORPORATE PRIORITY OUTCOME


3) People are better skilled, trained and ready for learning and development.

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
DEV EDE 028	Proportion of Clackmannanshire Works European Structural Funds Programme customers seeking support with progressing into work who enter into employment. (Ends June 2014)		35%	38%	35%	37%		Figure is holding up well considering relatively high levels of unemployment and limited job opportunities	Julie Hamilton
DEV EDE 029	Proportion of Clackmannanshire Works European Structural Funds programme customers seeking support with progressing into work who gain an employability outcome other than employment (training, work experience, qualifications etc.). (Ends June 2014)		26%	26%	25%	24%		Performance remains slightly behind target but is counter-balanced by higher number finding employment.	Julie Hamilton
DEV EDE 030	Number of apprenticeship places created through the Clackmannanshire			7	33	28		A total of 35 Modern Apprentices have been supported through this initiative.	Julie Hamilton

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
	Apprenticeship initiative.							Budget is fully committed.	

CORPORATE PRIORITY OUTCOME

4) Our communities are safer.

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
RAT RAT 007	Percentage of street light repairs completed within 7 days	88.8%	92.5%	93.1%	93.0%	94.5%		No longer undertaking evening scouting (inspections) therefore calls from the public are being dealt with quicker (hence improvement from previous years). Total number of repairs undertaken is down on previous years for the same reason.	Mac West

Code	Description	2010 Value	2011 Value	2012 Value	2013 Target	2013 Value		Latest Note	Lead
		2010 Value	2011 Value	2012 Value	2013 Target	2013 Value	Status		
RAT RTA 002	Annualised average number of people killed in road accidents in Clackmannanshire in the last five years	2	2	1.6	1.4	Data not yet available		This measure, when read with measures RAT RTA 004, 6, 8 and 10, gives an indication of our progress towards improving road safety within Clackmannanshire. The annual figure is taken as an average of the number of people killed on our roads per year for the last five years. This is the statistic used by the Scottish Government to track progress towards national targets. Our target aligns with the national five-year average target for the same period. However, this indicator is not entirely within our control as road accidents are random occurrences and are also influenced by such thing as	Alan Murray; Mac West

Code	Description	2010 Value	2011 Value	2012 Value	2013 Target	2013 Value		Latest Note	Lead
		2010 Value	2011 Value	2012 Value	2013 Target	2013 Value	Status		
		Value	Value	Value	Target	Value	Status		
								<p>vehicle safety mechanisms, weather conditions and the health of the driver.</p> <p>There were no reported people killed on our roads in 2012 or 2013.</p>	
RAT RTA 004	Annualised average number of people seriously injured in road accidents in Clackmannanshire in the last five years	18.6	16	16.8	13	Data not yet available		<p>This measure, when read with measures RAT RTA 002, 6, 8 and 10, gives an indication of our progress towards improving road safety within Clackmannanshire. The annual figure is taken as an average of the number of people seriously injured on our roads per year for the last five years. This is the statistic used by the Scottish Government to track progress towards national targets. Our target aligns with the national five-year average target for the same period. However, this indicator is not entirely within our control as road accidents are random occurrences and are also influenced by such thing as vehicle safety mechanisms, weather conditions and the health of the driver.</p> <p>The number of people seriously injured on our roads has decreased from 16 in 2012 to 14 in 2013.</p>	Alan Murray; Mac West
RAT RTA 006	Annualised average number of people slightly injured in road accidents in Clackmannanshire in the last five years	95.2	84.8	77.4	85	Data not yet available		<p>This measure, when read with measures RAT RTA 002, 4, 8 and 10, gives an indication of our progress towards improving road safety within Clackmannanshire. The annual figure is taken as an average of the number of people slightly injured on our roads per year for the last five years. This is the statistic used by the Scottish Government to track progress towards national targets. Our target aligns with the national five-year average target for the same period. However, this indicator is not entirely within our control as road accidents are random occurrences and are also influenced by such thing as vehicle safety mechanisms, weather conditions and the health of the driver.</p>	Alan Murray; Mac West

Code	Description	2010 Value	2011 Value	2012 Value	2013 Target	2013 Value		Latest Note	Lead
		2010 Value	2011 Value	2012 Value	2013 Target	2013 Value	Status		
		Value	Value	Value	Target	Value	Status		
								The number of people slightly injured on our roads continues to decrease from 72 in 2012 to 66 in 2013.	
RAT RTA 008	Annualised average number of children (0-16 years) killed in road accidents in Clackmannanshire in the last five years	0.2	0.2	0.2	0.7	Data not yet available		<p>This measure, when read with measures RAT RTA 002, 4, 6 and 10, gives an indication of our progress towards improving road safety within Clackmannanshire. The annual figure is taken as an average of the number of children killed on our roads per year for the last five years. This is the statistic used by the Scottish Government to track progress towards national targets. Our target aligns with the national five-year average target for the same period. However, this indicator is not entirely within our control as road accidents are random occurrences and are also influenced by such things as vehicle safety mechanisms, weather conditions and the health of the driver.</p> <p>There were no reported children killed on our roads in 2013.</p>	Alan Murray; Mac West
RAT RTA 010	Annualised average number of children (0- 16 years) seriously injured in road accidents in Clackmannanshire in the last five years	3.2	2.6	2.4	2.2	Data not yet available		<p>This measure, when read with measures RAT RTA 002, 4, 6 and 8, gives an indication of our progress towards improving road safety within Clackmannanshire. The annual figure is taken as an average of the number of children seriously injured on our roads per year for the last five years. This is the statistic used by the Scottish Government to track progress towards national targets. Our target aligns with the national five-year average target for the same period. However, this indicator is not entirely within our control as road accidents are random occurrences and are also influenced by such things as vehicle safety mechanisms, weather conditions and the health of the driver.</p> <p>There were two reported children seriously injured on our roads in 2013.</p>	Alan Murray; Mac West

CORPORATE PRIORITY OUTCOME

5) Vulnerable people and families are supported.



Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14			
		Value	Value	Value	Target	Value	Status		
DEV EDE 031	Number of young people supported through SDS contracts for Modern Apprenticeships and the Employability Fund (new starts).				46	57		Exceeded overall target by 11 starts. Although we under performed by 4 starts on our Modern Apprentice starts, we were awarded an additional 15 Employability Fund starts, which increased the total number of young people supported through SDS contracts.	Julie Hamilton

CORPORATE PRIORITY OUTCOME

8) The environment is protected and enhanced for all.






Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14			
		Value	Value	Value	Target	Value	Status		
RAT RAT 009	CO2 emissions from electricity consumption of street lighting and signs in a rolling year	1883 tonnes	1874 tonnes	1881 tonnes	1850 tonnes	1846 tonnes		Investment in the asset base in 2013/14 has resulted in the Service achieving this target.	Mac West
RGY EHE 006	Percentage of high risk food safety inspections completed within required timescale	100%	100%	100%	100%	100%		We remain on target with this essential service.	Ian Doctor








Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
CAR DEV 008	18 out of the 22 Ochils Landscape Partnership projects to be completed or underway.	31-Mar-2014			22 out of 22 projects started and within that 4 projects have been completed (A2,A9, A10, A13). Works due to start on C3 & C5. Projects A11, B2 and B3 being scoped by consultant hydrologist.	Julie Hamilton
CAR DEV 009	Implement Sustainability and Climate Change	31-Mar-2014	65%		Sustainability and Climate Change Strategy now	Julie Hamilton







Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
	Strategy.				implemented. Improvement actions are monitored through the Sustainability and Climate Change Working Group.	
CAR RAT 006	Manage flood risk as part of the Local Flood Risk Management Group with neighbouring Councils.	31-Mar-2014	 100%		On-target to produce flood risk plans by December 2016.	Mac West


CORPORATE PRIORITY OUTCOME















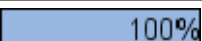



9) The Council is effective, efficient and recognised for excellence.











Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
		Value	Value	Value	Target	Value	Status		
SAP S01 CAR	Staff survey - Community & Regulatory Services staff - I am satisfied with my job	50.0%	67.7%	66.7%	68.0%	55.1%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S03 CAR	Staff survey - Community & Regulatory Services staff - I am proud to work for the Council	42.0%	51.6%	44.3%	52.0%	52.9%		Performance in this area is noted by service leaders. Further improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S04 CAR	Staff survey - Community & Regulatory Services staff - I feel that the Council is an equal opportunities employer	56.0%	69.4%	76.3%	77.0%	62.3%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S05 CAR	Staff survey - Community & Regulatory Services staff - I have the materials, information and support I need to do my work	32.0%	59.7%	53.6%	60.0%	45.7%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S06 CAR	Staff survey - Community & Regulatory Services staff - I intend to continue working for the Council		69.4%	72.2%	73.0%	59.1%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement	Mac West

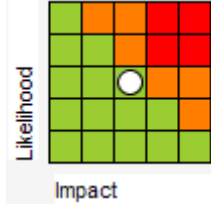
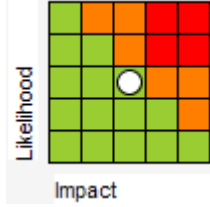
Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
SAP S12 CAR	Staff survey - Community & Regulatory Services staff - I receive feedback from my line manager	39.0%	53.2%	53.6%	57.0%	51.4%		Performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S14 CAR	Staff survey - Community & Regulatory Services staff - My senior managers demonstrate strong and consistent leadership skills	27.0%	38.7%	26.0%	40.0%	20.0%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S15 CAR	Staff survey - Community & Regulatory Services staff - I have a Performance Review & Development meeting at least once a year	86.0%	72.6%	64.2%	74.0%	67.1%		Performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S19 CAR	Staff survey - Community & Regulatory Services staff - Senior Managers (received an appropriate level of leadership coaching)		33.3%	20.0%	35.0%	20.0%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S23 CAR	Staff survey - Community & Regulatory Services staff - I get health and safety information which is relevant to me and my work	59.0%	75.8%	70.8%	77.0%	68.6%		Performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S25 CAR	Staff survey - Community & Regulatory Services staff - I am encouraged to make suggestions to improve the service	51.0%	66.7%	60.8%	68.0%	52.9%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S27 CAR	Staff survey - Community & Regulatory Services staff - I have contributed to my team's future plans	64.0%	77.8%	69.8%	79.0%	67.1%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West

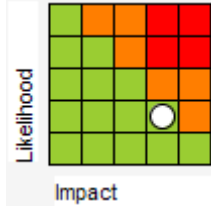
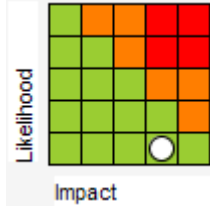
Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
		SAP S30 CAR	Staff survey - Community & Regulatory Services staff - I feel that communication across my service/team is good	35.0%	39.7%	39.6%	41.0%		
SAP S40 CAR	Staff survey - Community & Regulatory Services staff - Survey response rate	8.1%	36.4%	51.0%	70.0%	54.8%		Highly-ambitious target was failed to be met. However, response rates increased from 8.1% in 2010/11 to 54.8% in 2013/14, which is the highest service response rate in the Council.	Mac West
CAR CUS 001	Number of formal complaints to Community and Regulatory Services.		59	69		10			Mac West
CAR CUS 003	% CAR FOI enquiries responded to within timescale.		100%	100%	100%	100%		Year-to-date figures show that all 172 FOI requests to the Community and Regulatory Service have been responded to within timescale.	Mac West
CAR PPL 001	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) cases within the service.			1	0	0			Mac West
CAR PPL 006	% staff turnover in Community and Regulatory Service			16.1%	14.0%	3.2%			Mac West
CAR PPL 007	Percentage sickness absence level within Community and Regulatory Services.			4.9%	4.9%	3.3%			Mac West
DAE CUS 005	Percentage of customers very or fairly satisfied with being able to deal directly with someone who could help them.				75%			Data not yet available.	Mac West
DAE CUS 008	Percentage of customers very or fairly satisfied with the quality of information they received.				80%			Data not yet available.	Mac West
DAE CUS 016	Percentage of customers very or fairly satisfied with how polite and sensitive to their needs staff were.				80%			Data not yet available.	Mac West
DAE CUS 022	Percentage of customers very or fairly satisfied with the overall service they received from Community and Regulatory				80%			Data not yet available.	Mac West

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
			Service						
DAE CUS 027	Percentage of Community and Regulatory Service with CSE accreditation.			100%	100%	100%		Rolling programme 2 assessment undertaken 3rd October 2013. A total of eight compliance pluses now achieved.	Mac West

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
CAR CAR 004	Implement budget efficiencies	31-Mar-2014	 100%		Efficiency savings identified and have been met.	Mac West
CAR CAR 005	Devise and implement customer satisfaction methods	31-Mar-2014	 100%		Methods have been agreed and implemented for measuring customer satisfaction with delivery of all of Community and Regulatory Services. This includes the Customer Satisfaction Measurement Toolkit (CSMT) survey and the National Highways and Transport (NHT) Survey.	Mac West
CAR CAR 006	Increase the number of staff survey responses	31-Mar-2014	 100%		Although the response date for the staff survey was extended to 17th January, initial indications are that staff responses from Community and Regulatory Services has increased substantially.	Mac West
CAR CAR 007	Review communication, consultation and engagement between staff	31-Mar-2014	 100%		A review of the Staff Survey 2012 outcomes was undertaken by Service Management. An action plan is now in place to improve communication across all staff within Community and Regulatory Services.	Mac West
CAR CAR 008	Implement measures that monitor equalities and EIAs	31-Mar-2014	 100%		Equality Impact Assessments have been carried out for all proposed budget savings.	Mac West
CAR CAR 009	Streamline key service processes	31-Mar-2014	 100%		Three key service processes reviewed this year include: Winter Service; Regulatory Service (CIM assessment); and Clackmannanshire Works.	Mac West
CAR CAR 010	Improve leadership and leadership coaching opportunities for Community and Regulatory senior management staff.	31-Mar-2014	 100%		All service leaders undertaking leadership development opportunities, in accordance with corporate Leadership Development Programme 2014.	Mac West
CAR CAR 011	CAR team moves within Kilncraigs	31-Mar-2014	 100%		All CAR teams now moved into 3rd floor of Kilncraigs	Mac West
CAR CAR 012	CAR new ways of working	31-Mar-2014	 100%		New working styles have been identified, agreed and, in some parts of the service, implemented, in-line with	Mac West

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					Kilncraigs moves.	
CAR CAR 013	Customer Insight Tables	31-Aug-2013	 100%		Action completed in-line with Customer Service Excellence (CSE) rolling programme of continuous improvement.	Mac West
CAR CAR 014	Assess and refine public performance reporting	31-Mar-2014	 100%		Clackmannanshire Works has established a process for developing and publishing user-friendly performance data. It published its first half-yearly update on Clacksweb, Facebook & Twitter late in 2013 and will continue to assess and refine its approach.	Julie Hamilton
CAR CAR 015	Measure the corporate comments and complaints procedure for efficiency and effectiveness	31-Aug-2013	 100%		A review of the corporate Comments and Complaints procedure (implemented in 2012) was undertaken by Customer Services. A report was presented to Resources and Audit Committee in June 2013.	Mac West
CAR CAR 016	Establish customer satisfaction with complaints outcome across Community and Regulatory Services.	30-Sep-2013	 100%		Complaints Monitoring Officers now undertake a standard complaints satisfaction survey with a sample of all complainants each quarter. Process underway within Community and Regulatory Services.	Mac West
DEV EDE 031	Deliver agreed contribution to the Local Employability Partnership Action Plan 2013/14.	31-Mar-2014	 100%		Officers are currently supporting the LEP to develop a revised strategy for the period 2014-2017.	Julie Hamilton

Covalent Code	Risk Description	Status	✓	Current Rating	9	Target Rating	9
DEV EDE 001	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.			Managed By		Julie Hamilton	


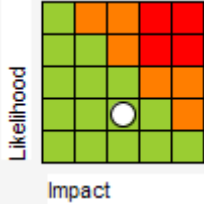
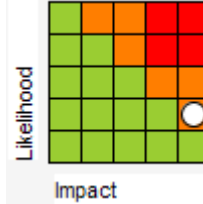
Covalent Code	Risk Description	Status	✓	Current Rating	8	Target Rating	4
STC CAR 001	Community and Regulatory Services fails to deliver its Business Plan.						
Potential Effect	Corporate outcomes are not met.						
Related Actions	CAR BP 2013/14	Com & Reg Bus. Plan 2013/14		Internal Controls		Covalent Performance Management System	
						Performance Review & Development Process	
						Business Planning Process	
						Community & Regulatory Services Business Plan	
Latest Note	Community and Regulatory Service Business Plan 2013/14 is 78% complete and on-target. Progress is			Managed By		Mac West	


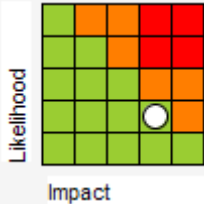
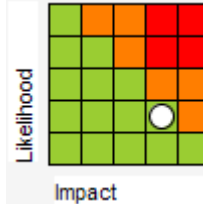
regularly reported to E&E Committee and Service Managers monitor service performance against targets.

Covalent Code	Risk Description	Status	Current Rating	Target Rating
STC CAR 002	Do not meet budget savings required and agreed by the Council		4	5
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.		Managed By	Mac West


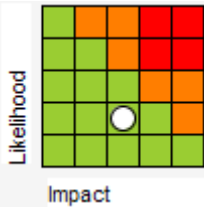
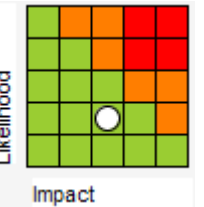
Covalent Code	Risk Description	Status	Current Rating	Target Rating
STC CAR 003	Do not adhere fully to all relevant Health and Safety legislation, regulation and policy.		8	4
Potential Effect	Prosecution; financial penalties; loss or danger to life; poor reputation			
Related Actions	CAR CAR 007 Review 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			


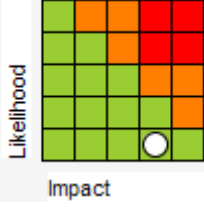
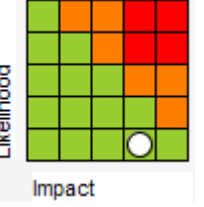
	health emergencies.		
Latest Note	Close relations with corporate Health and Safety Adviser. Updates in legislation are communicated to staff timeously. Risk assessments are updated regularly and are available to staff.	Managed By	Mac West







Covalent Code	Risk Description	Status	Current Rating	6	Target Rating	10
STC CAR 004	Service fails to respond appropriately to weather and seasonal conditions.					
Potential Effect	Health and safety risks; local business and services are unable to function.					
Related Actions	CAR DEV 009	Implement Sustainability and Climate Change Strategy.	Internal Controls	Roads Asset Management Plan		
	CAR RAT 006	Manage flood risk as part of the Local Flood Risk Management Group with neighbouring Councils.		Extreme Weather Budget		
				Road Safety Plan		
Latest Note	As part of the Flood Risk Management Strategy, areas with the potential for flooding are inspected whenever adverse weather is forecast. Winter Maintenance Policy was reviewed and approved by Council in 2013.		Managed By	Mac West		

Covalent Code	Risk Description	Status	Current Rating	8	Target Rating	8
STC CAR 005	Incidents, that require a response by Environmental Health, will occur from time to time outwith normal working hours. These incidents could be major outbreaks/incidents but they could also be smaller issues that present potential risks either to public health or the health of individuals. Examples are: major food poisoning outbreak, major pollution incident, dangerous premises, contamination incident - asbestos contamination, chemical spillage, escape of toxic gas etc, dangerous activity, serious health and safety risk, workplace fatality etc.					
Potential Effect	Loss or danger to health					
Related Actions	REG EHE 001	Staff to be trained in responding to public health emergencies.	Internal Controls	Food Law Enforcement Policy		
	REG EHE 002	Define standards for responding to a public health emergency				
	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	The main work that has taken place to reduce this risk revolves around the updating of the Joint Public Health		Managed By	Ian Doctor		

	Protection plan for Forth Valley. The authority has worked closely with Forth Valley Health Board on a joint plan which specifically relates to how incidents will be handled. In addition to this an Environmental Health Officer has been given a lead responsibility to attend emergency planning exercises to further enhance the level of preparedness of the service.		
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Covalent Code	Risk Description	Status	Current Rating	6	Target Rating	6
STC CAR 006	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			Internal Controls		Performance Review & Development Process	
					People Strategy	
					Maximising Attendance & Employee Wellbeing Policy	
Latest Note	Service Managers monitor work demands upon staff as priority and programmes of work are adjusted accordingly.		Managed By		Mac West	

Covalent Code	Risk Description	Status	Current Rating	4	Target Rating	4
STC CAR 009	Contracts fail					
Potential Effect	Failed contracts can incur financial penalties and have a detrimental impact on the efficiency and effectiveness of service delivery.					
Related Actions			Internal Controls		Contract Standing Orders	
					Procurement Strategy	
					Tender Process	
					Council Standing Orders	
Latest Note	Managers ensure that corporate procurement procedures are followed.		Managed By		Mac West	

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
CAR GOV 001	Community Engagement: Build upon existing good practice to continuously improve customer involvement and engagement with wider service customers.	31-Mar-2014			<p>CSE accreditation achieved with 8 compliance pluses during 2013/14.</p> <p>Customer Satisfaction Measurement Toolkit (CSMT) Surveys rolled out across all parts of Community and Regulatory Service and results are monitored regularly.</p> <p>Roads and Transportation took part in the National Highways and Transportation Customer Satisfaction Survey, which shows that the service is ranked number one across the UK.</p>	Ian Doctor; Julie Hamilton; Mac West
CAR GOV 002	Roles / Remits and Accountabilities: Review roles and remits in light of decision to appoint Head of Housing and Community Safety.	31-Mar-2014			<p>Roles and Remits now clarified with new Head of Service. Community Safety functions of service transferred over on 1st November 2013 to Housing and Community Safety</p>	Ian Doctor; Julie Hamilton; Mac West
CAR GOV 003	Procurement: Further embed corporate Procurement Strategy at service level and align process to improve Council procurement capability score.	31-Mar-2014			<p>Designated staff attended the training session on Contract Standing Orders.</p> <p>Staff now following procedures in Procurement Journey.</p> <p>Authorised signature levels have been reviewed and changed in-line with the Council's Scheme of Delegation.</p> <p>Monitoring Officer is a member of the Corporate Review Group for Service Level Agreements with voluntary organisations.</p> <p>Prioritised for future procurement, high level of spend areas.</p>	Ian Doctor; Julie Hamilton; Mac West
CAR GOV 004	Information Management: Corporate strategy and clarity as to roles and responsibilities for Information Management required.	31-Mar-2014			<p>Staff reminded on their responsibilities to keep information secure and in accordance with the Council's policy.</p> <p>Service Retention Schedule has been finalised and approved.</p> <p>Procedures in place to review all paper files on an ongoing basis.</p>	Ian Doctor; Julie Hamilton; Mac West

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					Information held on paper reduced as part of the Kilncraigs move. Documents now scanned into IDOX, where relevant.	