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**Report to Enterprise and Environment Committee**

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**Date of Meeting: 21st May 2015**

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**Subject: Development and Environment Annual Performance Report  
2014/15**

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**Report by: Head of Development and Environment**

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**1.0 Purpose**

- 1.1. This report presents the performance based on the 2014-15 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 2014 to 31st March 2015. 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 service's annual performance against agreed KPIs is included in the report.

**2.0 Recommendations**

- 2.1. It is recommended that the Committee :

Note the content of the Annual Report and comment on and challenge as appropriate.

**3.0 Considerations**

- 3.1. Development & Environment Service has performed strongly across all aspects of service delivery and within each of the individual areas of service. The performance is detailed in the attached Annual Governance report, key highlights include :

Service Performance - Delivery of key priorities and outcomes.

Financial Performance - Delivery of services within budget delivering approved efficiencies and in year efficiencies.

Customer Performance - Good customer feedback on services delivered through local and national survey outcomes.

#### 4.0 Sustainability Implications

- 4.1. The Service vision is for the delivery of sustainable services to residents, communities and businesses of Clackmannanshire. 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. The financial performance of the Service is set out in the 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         | <input checked="" type="checkbox"/> |
| Our communities are more cohesive and inclusive                          | <input checked="" type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input checked="" type="checkbox"/> |
| Our communities are safer  | <input checked="" type="checkbox"/> |
| Vulnerable people and families are supported                             | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced                             | <input type="checkbox"/>            |
| Health is improving and health inequalities are reducing                 | <input checked="" type="checkbox"/> |
| The environment is protected and enhanced for all                        | <input checked="" type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence        | <input checked="" type="checkbox"/> |

- (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

The recommendation in the report will have no impact on equalities.

## 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 A - Development and Environment 2014/15 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
Gordon McNeil	Head of Development & Environment	
Garry Dallas	Executive Director	



# Development and Environment

## Annual Report 2014/15



**Making Clackmannanshire Better**

## 1. INTRODUCTION AND OVERVIEW

2014-15 saw the creation of the Development & Environment Service, bringing together Environment, Community & Regulatory Services. The Development & Environment Services deliver a diverse range of services, provided directly to the public, serving every household, business and our community partners. It has been a busy and productive year with services delivering positive outcomes for our residents, community and businesses.

The Service has delivered strong operational and financial performance over the last year, achieving the vast majority of the outcomes, objectives and targets set for the service including supporting and delivering on a number of corporate priorities. These results are down to our staff and their continued dedication to deliver effective services to our customers, residents and businesses. This has been achieved against a backdrop of contracting budgets and ever increasing demand for services.

There are numerous performance highlights across the services to detail a few :

- an increase in our recycling rate to 60.8%
- expansion of our cycle networks
- examination of the local development plan
- supporting 1551 people into work or learning over the last 3 years
- leading performance through national survey and benchmarking
- retention of Customer Service Excellence

Delivery of the Clackmannanshire's Single Outcome Agreement and the transformation programme Making Clackmannanshire Better have been priority areas of work delivered over 2014/15 with a significant contribution to outcome delivery from Development & Environment Services.

There are, as always, areas to be improved and where customers and communities experiences can be improved upon. As a new Service it is our role as a Leadership Team to take forward in 2015/16 areas for development and ensure we invest, communicate and support our employees to deliver effective and efficient services.

In the last year the service has delivered a number of outcomes in partnership with adjoining Local Authority and third sector organisations. This has proven a successful model and services will look to consolidate on these to deliver our services to our communities.

The Service is well placed on the basis of 2014/15 performance to take forward the key changes and opportunities for the Service and for the Council as a whole, indeed through this last year the Service has planned for delivery of an extensive transformational, efficiency and savings programme in 2015/16.

These challenges will require the Service to be adaptive, flexible and open minded building on service strengths and transforming the way services are delivered to provide sustainable services and outcomes for our residents, communities and businesses.

## 2. HIGHLIGHTS OF THE YEAR

This annual review provides a summary of Development & Environment Services achievements in 2014/15.

### ***Environment Services***

- Achieved a recycling rate of 60.8% for household waste achieving the 2020 household recycling target, leading performance for recycling.
- Street cleanliness indicator improved with 96.6% of our streets meeting acceptable levels of cleanliness.
- Fleet Services were short listed as a finalist for an APSE award for service performance.

### ***Development Services***

- The Clackmannanshire Work team completed delivery of the European Structural Works Programme supporting 1551 people over the three year programme.
- All 22 of the Ochils Landscape Partnership projects completed and delivered.

### ***Regulatory Services***

- Community Environmental Improvement Fund priorities were implemented.
- A variety of national food safety and health safety initiatives were completed to support business delivery improvements in their businesses and to employees and residents.
- Secured external funding to support delivery and development of environmental projects such as Clackmannanshire Forth Coastal project and development of District Heat Network from waste recovery from O-I Glassworks.

### ***Roads & Transportation***

- The Council implemented an ambitious programme to replace conventional street lights with LED lights in order to save energy, reduce maintenance and associated costs/contributing to carbon reduction targets.
- Completion of Alva to Tillicoultry and Tillicoultry to Dollar active travel and cycle routes.

### ***Financial Performance***

- The service performed well, delivered approved budget savings and delivered further in year financial efficiencies to contribute towards the Council's overall financial performance.

## **People**

The Service Management Team embarked on a leadership and development programme, leaders pathway and management pathway. Service teams took forward specific training programme for employees and services to maintain and improve upon service competence and skills to effectively deliver services.

## **Customers**

The Service successfully retained Customer Service Excellence achieving eight compliance plus awards. The Service also maintained very high levels of timely response to customer enquiries and requests for service.

### **3. FINANCIAL PERFORMANCE**

#### **Revenue Budget**

The revenue budget for 2014/15 services was £12,171,000. The Services demonstrated strong financial performance within the year to deliver in year saving and manage peaks in expenditure and income levels. Table 1 sets out the detailed financial position for each Service.

**Table 1 - Revenue Budget**

<b>Service Area</b>	<b>Annual Budget 14/15</b>	<b>Final Outturn to 31/03/15</b>	<b>Variance</b>	<b>Comments</b>
Head of Service	106	72	(34)	Vacancy in early part of year
Sustainability & Implementation	548	464	(84)	Staff Turnover and vacancy management, lower professional fees and Gartmorn operating costs
Economic Services	309	219	(90)	Staff vacancies and net surplus on Employability Fund
Land Services	78	78	0	On budget
Ochil Landscape Partnership	2	0	0	On budget
Clacks Works	419	439	20	Slight overspend from accelerated delivery of employability programmes.
Planning	47	85	38	Reduced planning fee income
Environmental Health	590	552	(38)	Increased EH and Pest Control income



Licensing	(14)	(23)	(9)	Increase in fee rates and volume - brought in extra income
Building Standards	54	81	27	A significant shortfall in Building Warrant income was partially offset through staff vacancies.
Trading Standards	152	137	(15)	In year efficiencies.
Roads Client	2,926	2,504	(422)	Reduction in Street Lighting Maintenance and Power costs, savings in materials purchases, lower winter maintenance in final quarter and reduction in overtime.
Roads Contract	(379)	(298)	81	Increase in short term plant hire costs.
Public Transport	446	431	(15)	In year efficiencies.
Fleet Services	1,526	1,086	(440)	Service is now charging Fleet costs to Housing within Management Accounts following policy change – income not budgeted for in planning round
Land Services & Burial Grounds	1,202	1,205	3	On target
Streetcare	665	571	(94)	Savings in staffing costs and external fleet/plant cost
Waste Management	3,496	2,977	(519)	Savings from dynamic vacancy management and, reduced costs arising from transfer of waste processing route from contractor to Stirling Council.
<b>Total Development &amp; Environment</b>	<b>12,171</b>	<b>10,577</b>	<b>(1,594)</b>	

## Capital Budget

The table below sets out of the capital programme delivered by Development and Environment Services during the financial year 2014 - 2015. Narrative is provided where projects have varied in cost and been carried forward into 2015 - 2016 for completion.

**Table 2 - Capital Programme**

Project	Annual Budget 14/15	Actual Out-turn 31/03/15	Variance	Comments
<b>Roads Asset Management Plan</b>				
Bridge Strengthening	50	4	(46)	Term Contractor unable to complete this financial year. Specific works require to be retendered separately. Completion in 15-16.
Flood Prevention	100	92	(8)	
Roads & Footway Improvements	1650	1,591	(59)	
Accident Prevention, CWSS, Traffic Management	222	175	(47)	Total works in 14-15 £471K. Grant funding from Scottish Gov and Sustran totalling £249K. Menstrie one-way street to be completed April 15.
National Cycle Route	200	235	35	
Street Lighting	830	820	(10)	
B9140 Realignment of Bends	600	35	(565)	Site investigations along the proposed realignment have identified areas of soft ground which might be worsened by exposure to winter weather. As a result works on site have been rescheduled and will now commence in May 2015.
Tullibody - Install Table at Tron Court	20	0	(20)	Works have been delayed until 2015-16 due to the larger project for Tron Court area which is at consultation stage with Tillibody Community.

<b>Land Asset Management Plan</b>				
Black Devon Landfill Gas Collection & Treatment Project	10	5	(5)	Retention only Paid January 2015
Cemeteries Strategy	200	0	(200)	Delay in the handover from developer of the grounds for the Dollar cemetery until their works are complete. Infrastructure works anticipated to commence in May 2015.
Parks, Play Areas & Open Spaces	50	49	(1)	
Landscape Partnership	7	7	0	
Wheeled/Litter Bins/Strategic Waste Fund	30	17	(13)	Purchase of bins deferred due to proposed 3-weekly collection
Streetscape Programme	217	115	(102)	Works reprofiled to best fit with small towns and villages town centre initiative. Savings on anticipated costings for works in 2014-15
Drainage	81	21	(60)	Due to nature of works drainage needs to settle before 2nd stage completed. Works to be completed in 15-16
Bowmar Area Enhancements	50	3	(47)	Preliminary project works commencing in 2014/15, to be completed in 2015/16
<b>Fleet Asset Management Plan</b>				
Vehicle Replacement Programme	1,350	1,076	(274)	Awaiting a new Scotland Excel framework for Grounds Maintenance Machinery. Decision on Service redesign pending will affect choice of streetcare equipment. Roads Equipment purchase pending and will not be delivered until 2015-16
<b>Total Development &amp; Environment</b>	<b>5,667</b>	<b>4,245</b>	<b>(1,422)</b>	

## 4. KEY SERVICE ACTIVITY

### Roads & Transportation

#### *Road Assets & Maintenance*

Maintaining roads, footways and footpaths remains the largest area of spend within the Roads and Transportation budget. Through the revenue funding stream and the Capital Programme around £2 million was spent on our roads providing long term improvements to the road and footway network. Significant amongst these projects were the resurfacing of the sections of the A91 through Muckhart Main Street and Harviestoun Road, Dollar. In Alloa, Hill Street and Parkway were resurfaced and a start was made by resurfacing part of Claremont, a project which will be continued in 2015/16 in conjunction with traffic management work. In Sauchie, Branshill Park was resurfaced and residents in The Glebe area of Alva benefitted from similar improvements to their roads. In Clackmannan the resurfacing work in Kirk Wynd, North Street and Cattlemarket received much appreciation from the residents.

As in every year, providing a winter service for roads and footways, dominated the workload from November through to March. While the severity of the winter was not as bad as some years in terms of extreme temperatures or sustained sub-zero periods, significant action was required to ensure that roads were kept safe for drivers and pedestrians. The workforce again provided a first class service with employees prepared to work at all hours and to be on standby for emergencies, throughout the winter.

#### *Street Lighting*

The capital allocation for Street Lighting improvements over the next 6 years, saw the start of an ambitious programme to convert the street lights from conventional lamps to light emitting diodes (LEDs). The use of LEDs will significantly reduce the Council's electricity consumption and expenditure on power, helping us to meet our carbon reduction targets. The LEDs also have a life of around 5 times that of a conventional lamp and require minimal maintenance, so will reduce maintenance costs in the future. The LED lights improve visibility on roads and footpaths and reduce surrounding lighting levels, resulting in less lighting in gardens and on houses. There are a couple of streets where LED lighting installed is being revised due to the locations of the lighting columns in those streets to improve lighting levels.

#### *Flood Management*

The draft Local Flood Risk Management Plan (LFRMP), a duty of the Flood Risk Management (Scotland) Act 2009, has been completed and has gone to consultation. Whilst this project has been led by SEPA, much of the background work was carried out by Roads & Transportation and Stirling Council as partners in the Forth Local District Plan group. The finalised LFRMP will set out the actions required in Clackmannanshire over the next six years. The service has prepared a programme, in collaboration with our partners in the Local Plan District (Stirling & Clackmannanshire), to complete our obligations and within forecast budgets.

The service completed an investigation of the roads drainage systems in the residential streets in Upper Dollar. Gulley and drainage pipe improvements were carried out as required following an assessment of the investigation findings. At the same time Roads & Transportation worked in collaboration with Scottish Water to carry out an integrated study of the drainage systems in the Upper Dollar area and have agreed a joint scheme for 2015/16 to bring the drainage systems up to standard that should deal with the ongoing problems and minimise the future risk of surface water and sewer flooding in the area.

The service has agreed the parameters of a major Integrated Catchment Study with Scottish Water. The study area will cover Alloa, Clackmannan, Tullibody, Sauchie and Menstrie. This study will provide a digital model of the Council's drainage systems, Scottish Water's drainage and sewer systems and will highlight areas at risk of surface water flooding. The resulting catchment model will also be available to determine the drainage requirements of new development proposals in the catchment areas.

Working with Scottish Water, the service has agreed draft Section 7 (Sewerage (Scotland) Act 1968) Agreement with Scottish Water outlining the responsibilities of each authority in the design and future maintenance of roads drainage systems and Sustainable Urban Drainage systems (SUDs) in association with all new developments. This work has been progressed as a result of an earlier 'legacy SUDs' demonstration project developed by Roads & Transportation and Scottish Water. Both the Section 7 Agreement and the legacy SUDs project will be the first successful examples of collaboration between local authorities and the water authority in Scotland.

### ***Active Travel***

The service, working with Education Services Active Schools team, has delivered the 'Give Me Cycle Space' initiative at all schools in Clackmannanshire. As part of this initiative we have facilitated the completion of school travel plans at five of our schools and we are working towards the completion of travel plans for all of the remaining schools.

The Service completed the Alva to Tillicoultry and Tillicoultry to Dollar active travel and cycle routes. Officers continued to build on the relationship with Sustrans to put forward bids for £325,000 for external funding for the following Active Travel & Cycle Route projects: Lornshill to Tullibody and Cambus and Tillicoultry to Dollar (Phase 2). Both bids have been successful and we have been given the 'Full Award' in the bidding process. The service will construct both projects within 2015/16. The Lornshill to Tullibody route will be designed and constructed in partnership with the Tullibody, Tron Court initiative.

### **Regulatory Services**

#### ***Sustainability & Environmental Protection***

The Scottish Government has begun the legislative process to introduce mandatory reporting on public bodies' climate change duties. The Service has prepared a response to this consultation. In light of the proposed reporting template included in the consultation, the service has begun to review the Council's governance, management and monitoring arrangements around climate change.

Clackmannanshire Council has been involved in the development of a new e-learning module on the public bodies' climate change duties (coordinated by the Sustainable Scotland Network), which has now been made available to all staff.

Staff have attended the Adaptation Learning Exchange project . This is part of the Adaptation Scotland programme whose aim is to promote good practise on policy and project development to address climate change adaptation.

The Clackmannanshire Forth Coastal Project has contributed to the employment of 16 trainees in local environmental settings across the 14/15 Financial Year. This is an investment of around £80,000 from the Coastal Communities Fund. This is partly matched by the Inner Forth Landscape Initiative which contributes an additional £44,000 of funding across the life of the project. Trainees have had the opportunity to gain industry sector experience through registered training courses. These include: survey skills, mammal, fungi and bird identification, chainsaw and brush cutter certification and first aid skills.

Inner Forth Landscape Initiative (IFLI). Sustainability staff are continuing to support the role out of projects under the Initiative for access , volunteering, natural and cultural heritage . Forth Coastal Project supports in partnership with IFLI's funding from the Heritage Lottery Fund 10 posts within organisations delivering the Initiative's projects . The IFLI Landscape trainees have undertaken access , scrub and invasive species clearance work at a number of locations including Cambus, Hawkhill and Woodlea.

Improvements were made to a number of play areas and parks as of the Council's Open Space Strategy. These included improvements to Coalsnaughton Public Park, Muckhart Playing Field, Cochrane & Johnstone Parks and West End Park.

Completion of all the Community Environmental Improvement Fund Projects. Although all projects are complete, the projects supported by the Fund continue to deliver local environmental improvement and broader community benefit.

Consultation on the Dollar Conservation Area Appraisal has been undertaken and draft Conservation Area Appraisal have been completed for Alloa Glebe and Tillicoultry areas.

"Our Clackmannanshire in Bloom" launched in June 2014 culminated in a Council reception for our Prize winners in Alloa Town Hall in October 2014. This Competition encouraged greater community engagement incorporating Schools, Communities, Local Businesses, Tourism and Hospital, it was a great success resulting in over 53 entries. This coming year the team will build in even greater Community engagement. Publicity for this years competition was launched on the 1st April 2015.

Over the course of the year the service has received an increasing number of enquiries in relation to invasive species. To help inform enquirers about the Council's role Clacksweb has been updated to provide guidance. The service is also working with University of Stirling on a project to map or record known problem sites.

School children planted areas with poppies in the Spring of 2014 which flowered over the summer to commemorate the Great War. These areas will be developed into sustainable gardens and wild flower areas next year. The service has also worked with schools to improve their grounds introducing more interactive play areas, helping deliver curriculum for excellence agendas.

The High Hedges Act came into force on the 1st of April 2014. The service has received over 15 enquiries under the new legislation and completed five applications for action under the Act. Two formal notices are currently being processed.

The service worked with other partners to submit a bid a bid for EU Horizon 2020 funding to deliver waste heat recovery from O-I glassworks. The funding will assist in the creation of a district heating system in Alloa. Establishing a district heating scheme in Alloa would help the Council delivery on a number of its priorities through the provision of low cost heat to homes, businesses and council buildings. It would also contribute to the objectives of the Sustainability and Climate Change Strategy, Carbon Management Plan, and Affordable Warmth and Home Energy Action Plan. Over and above the EU Horizon funding bid officers are also exploring additional sources of funding and support should the bid be unsuccessful.

### ***Environmental Health***

Air Quality : Following on from the installation of new air quality monitoring equipment last year, Environmental Health secured further funding of £9,000 from the Scottish Government this year. This will enable new equipment to be purchased that monitors the levels of Nitrogen Oxides and key traffic pollutant. This further enhances our ability to monitor and react if air quality standards breach EU limits.

As part of a major initiative throughout the UK over the last three years, Environmental Health this year completed the programme of ensuring businesses comply with guidance aimed at reducing the risk of food borne EColi infection. This has resulted in an improvement in business's compliance with Food Safety legislation in Clackmannanshire generally and ultimately assisting in reducing risks to the public.

Environmental Health carried out a series of Health and Safety at Work interventions in nail bar and sun bed premises. The programme of interventions provided guidance and advice to businesses where their work operations have the potential to directly affect health of customers and employees. They also helped ensure that businesses were operating safely and in accordance with regulations.

Following the release of many hundreds of pigeons into the community after the demolition of the Alva Glen Hotel, Alva, Environmental Health began a programme of eradicating the excessive numbers of birds in the vicinity of the old building. This is ongoing but, so far, is proving to be successful with in excess of 100 birds being removed from the area.

## ***Building Standards & Licensing***

As part of on going changes to civic licensing a number of key policy changes were reported to and approved by Regulatory Committee. These included removing limit on numbers of taxi operator (vehicle) licences and removing restrictive zoning for street traders.

A data sharing agreement between the Council and the Scottish Government was signed off allowing information to be collected and analysed from quarterly and annual returns relating to the Key Performance Outcomes (KPO), information gathered by the national customer satisfaction survey, continuous improvement plans, and balanced scorecards. This will be used for continuous improvement actions, "Local Building Standards" customer charter updates to complement the National Building Standards Charter.

The Building Standards Team provided significant input and assistance to the Scottish Parliament for a members bill proposing the introduction of "Charging Orders" to assist local authorities to more easily recover debt from property owners where the Council has incurred expenses undertaking works in default of an owner.

## ***Trading Standards***

The new charges for carrier bags was introduced and monitored by Trading Standards. The introduction went well with only a few complaints being received.

Trading Standards continued to work with the Police and other partners in relation to doorstep crime and bogus callers and participated in a week long exercise, Operation Monarda.

Trading Standards has seen some very large payouts for consumers who sought assistance from them. One consumer with a longstanding PPI claim, who has been assisted by this Service for some months, has recently received a payout of £5600 for a claim, which the underwriter previously rejected. Another consumer received assistance and successfully made a claim under section 75 of the Consumer Credit Act with their credit card for a timeshare re-sale deal, which had not delivered what it promised.

## ***Development Services***

The Third Annual Report on our Planning Performance Framework was submitted to the Scottish Government. The Government's feedback report acknowledged improvements in levels of pre-application advice, the delegation rate for planning applications and timescales for decision making on non-householder planning applications. The report also signalled an improving trend in response to 15 performance markers.

In accordance with statutory provisions, the Planning Enforcement Charter was reviewed and re-published. It has served a valuable role in guiding consistent decision making on informal enforcement enquiries and formal notices.

Following the production of supplementary guidance on developer contributions, a cross-service Development Contribution Group was convened. The purpose of the



Group is to advise and decide on developer contributions for proposals that are subject to planning application or preliminary enquiries.

The Service has consulted key users on potential changes to customer engagement. The feedback will inform service improvements next year.

In consultation with the Improvement Service, officers completed a Costing the Planning Service exercise. The findings have been analysed with all other planning authorities in Scotland, to inform future review of planning application fee regulations.

Outstanding representations to the Proposed Local Development Plan were submitted to the Directorate for Planning and Environmental Appeals (DPEA) in August 2014 and considered through an Examination. The Reporters prepared a report setting out their findings and giving reasons for their conclusions which was received by the Council on 20th March 2015.

Seven pieces of Supplementary Guidance were updated following consultation and two further pieces of Supplementary Guidance were prepared. One piece of Supplementary Guidance on Minerals was prepared but has been put on hold following the Scottish Government's announcement of a moratorium on unconventional gas exploration pending further research and discussion.

Five Conservation Area Appraisals were carried out for Alva, Dollar, Tillicoultry, Clackmannan and Alloa Glebe.

A Housing Land Audit and Vacant and Derelict Land Audit were completed and a Business Land Audit commenced.

### ***Economic Development***

The Economic Development team have been engaged in a variety of activities to support the local economy. Strategically officers have been working with the Business, Jobs & Skills Partnership team and the Local Employability Partnership to plan and review local service development and delivery. During this year the Clackmannanshire Employability Strategy was reviewed and a new strategy developed. An Action Plan for 2015-17 is under preparation.

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 2011 to 2014 Programme has now closed. It supported 1551 local people. Of those 568 have gone into work, including 131 who have started their own business; 38 people progressed into full-time education; and a further 465 have undertaken training or gained qualifications.
- Of the 35 young people who started their apprenticeships under the Clackmannanshire Apprenticeship Initiative, 21 have now left or completed. 15 have fully achieved their Modern Apprenticeship, 3 have achieved a part qualification and 3 left before they were able to complete their qualifications (1 went to college, 1 got another job and 1 resigned).

- We filled 83 places under the Youth Employment Scotland Fund, which provided an employer recruitment incentive to help create job opportunities for young people. This is significantly higher than the original target of 61 places.
- The team delivered its annual target of 42 places under the Skills Development Scotland Employability Fund contract. 31 of the places were filled by 16 - 18 year olds and 11 places were filled by adults aged 25+.
- We achieved our annual target of 21 new Modern Apprenticeship places. This is in addition to supporting 41 existing MAs who have started in previous years. 25 young people completed their apprenticeships during the year and 22 of them are still in employment.
- We continued to support delivery of the Clackmannanshire Forth Coastal Project by helping with the recruitment and monitoring of 10 suitable candidates to the opportunities created through the project in 2014/15.
- During the year, we supported 2 contractors to recruit local people through the use of community benefit clauses in Council contracts. The LTM Group Ltd, who did work for the Ochils Landscape Initiative, provided 6 month training opportunities in building conservation for 7 young people with 5 of them leading to apprenticeships. PH Jones, the contractor for the Council's Central Heating Replacement Framework, took on a Gas and Maintenance Apprentice who was one of our Employability Fund trainees.

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 249 businesses, predominantly micro-businesses, and other employers have received support this year.

During 2014, a tourism sub-group was created by Clackmannanshire Business with a remit to work in partnership with local tourism businesses and organisations to develop initiatives to drive tourism within the area.

All 22 Ochils Landscape Partnership (OLP) projects have started of which the majority are now complete or approaching completion. Ochils Festival 2014 was a great success with in excess of 2500 participants across 47 free events. The OLP was visited by HRH Prince Edward, Duke of Kent on 8th July 2014 where he met the core team, funders and local dignitaries at the Cochrane Hall followed by a short tour of the Alva Glen project, Dollar Museum and the works carried out at Dollar Mill Green. The online engagement materials and smart phone apps remain popular with volunteer numbers currently at 555. Project costs have been within budget and the scheme is fully funded. With the agreement of the Heritage Lottery Fund, the project's end date has been extended to 31st August 2015. Work is now focusing on the establishment of a successor organisation to continue and further develop the work carried out under the OLP.

## **Environment Services**

### **Waste**

The service handled over 19,000 service requests via the Contact Centre, the most significant were, 3,858 bulky uplift requests, 2,118 replacement bins and food caddies, 1,724 Forthbank access card requests and 184 tree work requests.

The comprehensive waste collection and recycling service provided over 4 million kerbside collections. The number of customer contacts recorded as service complaints reduced from 1,332, to 1,089.

Total waste managed increased from 28,492 to 28,705 tonnes with the increase being primarily non-recyclable household waste.

The household waste recycling rate increased slightly from 59.9% to a provisional 60.8% (subject to verification by SEPA) achieving the Scottish Government target of 60% recycling of household waste by 2020 ahead of schedule.

The welcome improvement in recycling has served to highlight that residual waste bins are on average 63% full compared to collections in 2008 and as such demonstrate that collection efficiencies can be made in the household collection system by extending the collection cycle from 2-weekly to 3-weekly.

Although the household waste recycling rate increased by 0.9% to 60.8% further improvements to recycling in both quantity and quality of material must be seen as an objective of the service.

The contract with ACE Recycling CiC for kerbside recycling was extended for a period of two years to March 2017 reflecting on the good performance of the service provided.

The service continues to work collaboratively with neighbouring councils and a new bulky waste treatment and recycling contract has been entered into in partnership with Stirling Council with Levenseat Ltd being the service provider within a Scotland Excel framework.

Following the announcement in October by the Cabinet Secretary for Rural Affairs, Food and Environment of a National Brokerage Service for waste, officers have been supporting the development of the brokerage service. The National Waste Brokerage is anticipated to bring price stability and longer term trading conditions for secondary waste materials.

Waste Services completed the roll-out of source separated recycling services and food waste collections to commercial waste customers to bring commercial waste customers in-line with the changes demanded by the Waste (Scotland) Regulations 2012.

Regulatory compliance continues to be a strength with Forthbank Household Waste Recycling Centre and Black Devon Landfill both achieving excellence standard in SEPA's annual regulatory risk and compliance inspections for the second year.

## **Streetcare**

The indicator of street cleanliness reported by the LEAMS system improved to 96.6% of streets meeting an acceptable level of street cleanliness of Grade A, B or B+.

Following the launch of the Scottish government litter strategy; Towards a Litter Free Scotland, a highly visible anti-litter campaign utilising press and local bus shelters was undertaken with the support of Zero Waste Scotland.

Partnership working with Alloa BIDS has allowed the deployment of further Recycling-On-The-Go litter bins to Kelliebank industrial area.

## **Lands**

In addition to the routine maintenance of 130 hectares of grass, 10 hectares of shrubs, over 600 Garden Aid scheme properties were serviced monthly during the growing season.

A decrease in demand for burials from 341 in 2013/14 to 290 this year is a reduction of 15%.

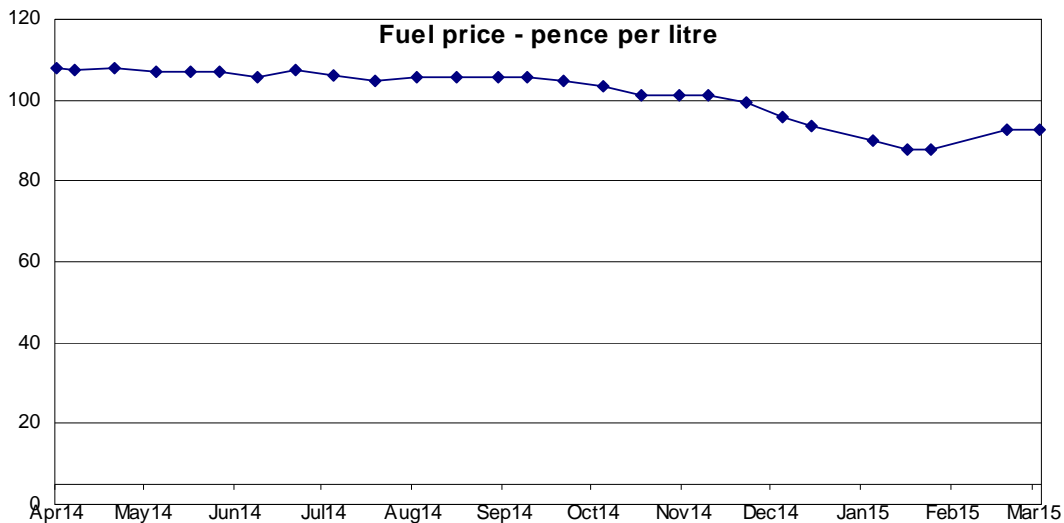
Pending the anticipated handover of the new Dollar Cemetery site, due in mid 2015, additional burial lairs have been made available within the Dollar churchyard.

Streetscape improvements totalling £175,000 were completed as part of the Streetscape capital programme including coordinated effort with other services including planned improvements to Sauchie Main Street. Drainage works comprising verti-draining and sand top dressing was carried out on all bookable football pitches to improve drainage. More extensive drainage and sand slitting works were completed at Fairfield Park.

The service worked closely with local schools to create commemorative gardens of poppies marking the 100th anniversary of the first world war.

## **Fleet**

Fuel prices reduced significantly during the second and third quarters falling from 108.1 pence per litre to a low of 87.6 pence then rising again slightly during the fourth quarter. Fuel price volatility is shown in the graph below. By comparison the fuel price in April 2013 was 120 pence per litre.



Fleet use reports an increase of 80,000 miles in the year, rising to approximately 1.4 million miles. Consequently, fuel use also increased by 39,000 litres to approximately 402,000 litres in the year.

Fuel Efficient driver training supported by the Energy Saving Trust is now incorporated as a core element of all new Council driver assessments.

The asset life of vehicles continues to be extended in-line with the Fleet Asset Management Plan allowing end of service vehicles to be refurbished and brought into shared pool vehicle use.

## 5. PERFORMANCE HIGHLIGHTS OF THE YEAR

The overall performance and individual performance of services has been very strong in 2014/15. The Service has delivered an in many cases improved performance. To highlight just a few key performance highlights :

### **Customers**

- 91% of customers are either very or fairly satisfied with Development & Environment Services.
- Our timely response to customer requests for services is also high with over 96% of our Regulatory enquiries being responded to within timescale and our planning applications dealt with in less than 7 weeks.
- Retained Customer Service Excellence.

### **Finance**

- Services were delivered within budget.
- Agreed and in year financial savings and efficiencies were achieved.

## **Service**

- Above average performance in benchmarking indicators across most services, including leading the Local Government Benchmarking Group for Waste due to strong operational and recycling performance.

Development and Environment Service Business Plan 2014-15

APPENDIX 1

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	2011/12	2012/13	2013/14	2014/15	2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
DEV DMA 004	Local planning applications avg. time (weeks)		8.0	7.2	7.0	6.5		The performance meets the target for the period and represents continued improvement in the three-year period.	Development Services Manager
EDE BUS 002	Number of unique businesses and other employers supported by Economic Development staff within the current business year.			243	240	249		2014-2015 Target achieved. In addition 37 of the 44 individuals supported to start businesses in 2013-14 were still trading at the 12 month point.	Development Services Manager
RGY BST 006	% building warrant applications responded to within 20 days		94.9%	98.6%	85.0%	99.4%		Performance for quarter is above target and as expected	Regulatory Services Manager









### CORPORATE PRIORITY OUTCOME

8) The environment is protected and enhanced for all

Code	Description	2011/12	2012/13	2013/14	2014/15	2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
DAE SOC 001	Total number of miles travelled by staff on work-related business			69,468		53,355		Positive trends through active travel planning arrangements across Clackmannanshire Council.	Head of Development and Environment
DAE SOC 002	Total number of Council fleet miles travelled by Development and Environmental staff.			664,658		659,079		Positive trends in miles travelled through more efficient routine.	Head of Development and Environment
ENV STR 02e	LEAMS Audit Summary: % acceptable clean street sites	95.2%	93.6%	95.0%	96.0%	96.6%		This is a new indicator and method of recording street cleanliness. It is a less frequent but more extensive survey of street cleanliness and is more representative of performance. Outcomes are based on audits, each an 8% sample of streets. 2014/15 performance is an improvement on 2013/14 with targets reflecting an agreed standardisation of	Environment Manager












Code	Description	2011/12	2012/13	2013/14	2014/15	2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
								97% rating over the next three years.	
RAT RAT 005	Percentage of all roads that should be considered for maintenance treatment	36.4%	33.7%	35.0%	34.0%	39.1%		Investigations are ongoing to understand the decline in this condition indicator. A significant change of maintenance strategy should be considered if the Service is to be focused on addressing the decline in these condition indicators.	Roads and Transportation Service Manager
RGY EHE 013	Percentage of service requests to Environmental Health responded to within timescale.				94%	96%		The service has managed to ensure that service requests were responded to within the target set by staff working flexibly during a long term sickness absence in the summer. Although not sustainable for a longer time, it enabled us to cover that period.	Regulatory Services Manager



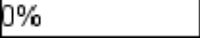















Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 006	Review the Local Transport Strategy	31-Mar-2015			Review complete. New LTS under preparation for 2015-2019.	Roads and Transportation Service Manager
DAE SBP 008	Local Development Plan	31-Mar-2015			The Examination into unresolved issues has been held and the Reporters have forwarded their Report to the Council. Report to be presented to Council on 14th May 2015 seeking to Adopt the local development plan as modified. If agreed and the Scottish Government do not call in the Plan it will be adopted in June 2015.	Development Services Manager
DAE SBP 009	Develop options and projects for Streetscape capital programme	31-Mar-2015			The Streetscape capital programme is not being carried forward following capital reprioritisation during the budget setting process for 2015-2016. Corporate priorities are focussed on the Small Towns and Village capital improvement programme	Environment Manager
DAE SBP 010	Reduce energy consumption by Development and Environment Service.	31-Mar-2015			Vehicle fuel use and power consumption for street lighting decreased. An e-learning module has been introduced to help staff understand their climate change duties and how to reduce their energy consumption.	Regulatory Services Manager



**CORPORATE PRIORITY OUTCOME**


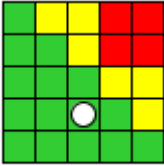
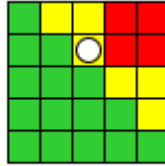



9) The Council is effective, efficient and recognised for excellence

Code	Description	2011/12	2012/13	2013/14	2014/15	2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
DAE PPL 004	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) cases within the Development and Environment service.				0	19		Health and Safety performance is viewed to address causes of accidents and reduce the number of future minor and reportable accidents occurred by the workforce.	Head of Development and Environment
DAE CUS 022	Percentage of customers very or fairly satisfied overall with the Development and Environment Service				90%	95.92%		Customer satisfaction achieved within Development and Environment Service is testament to the standards of service delivered to our customers, stakeholders and partners. This customer satisfaction rate is obtained from customer surveys in place across: Animal Welfare, Environmental Health, Pest Control and Clackmannanshire Works.	Head of Development and Environment
DAE CUS 023	DAE Councillor enquiries responded to within timescale.		89%	90%	92%	88%		A total of 222 Councillor Enquiries were received into the Development and Environment Service during 2014/15. Of these, 196 were responded to within timescale. Q4 has the highest number of Councillor Enquiries received (82) compared to previous three quarters (Q1=50, Q2=53, Q3=37) in the year. This increased demand has somewhat affected the dip in the year's overall performance.	Head of Development and Environment
DAE CUS 024	DAE MP / MSP enquiries dealt with within timescale.				92%			2014/15 data is not available at the time of writing.	Head of Development and Environment
DAE CUS 025	DAE complaints responded to within timescale				82.0%			2014/15 data is not available at the time of writing.	Head of Development and Environment
DAE CUS 026	DAE FOI enquiries responded to within timescale.				100%	97%		A total of 148 Freedom of Information enquiries were received into Development and Environment Services during 2014/15. Of these, 144 were responded	Head of Development and Environment

Code	Description	2011/12	2012/13	2013/14	2014/15	2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
								to within timescale.	
DAE PPL 002	% DAE PRDs undertaken			67%	75%	50%		PRD performance is lower than targeted. Corrective measures have been put in place to increase the number of employees having PRDs in the year 2015/16.	Head of Development and Environment
ENV WMA 02a	Net cost of Refuse Collection per Premise	£58.20	£63.45		£78.00			This is an annual PI and data is not available until year end financial reporting is complete	Environment Manager
ENV WMA 02b	Net cost of Refuse Disposal per Premise	£89.23	£84.13		£98.00			This is an annual PI and data is not available until year end financial reporting is complete	Environment Manager
ENV WMA 07a	Percentage additional recovery from missed recycling in residual waste	8.80%	9.40%	15.00%	5.00%	1.50%		Measurement of the progress in getting more recycling out of the residual green bin waste, underlying the indicator is an increase in residual waste and waste growth has reduced the impact of improved recycling.	Environment Manager
GOV AB2 DAE	Service sickness absence level (Development & Environment)				5.00%	2.40%		Performance has remained strong throughout the year as a result of focused management of the attendance policy and support to employees to remain in and return to work.	Head of Development and Environment
GOV TRN DAE	Staff turnover (Development & Environment)					4.76%		This is a new measure introduced in Quarter 3 that allows the service to monitor the rate of leavers against the average full-time equivalent. It gives context to staff resourcing, workforce planning and succession planning needs and so it is not suitable to set targets. There has been a reduction from 230.89 FTE to 225.27 FTE in the last six months of 2014/15.	Head of Development and Environment
RAT RAT 007	Percentage of street light repairs completed within 7 days	92.5%	93.1%	94.5%	95.0%	90.8%		Long term absence of electrician resulted in staffing issues for part of the fourth quarter, which has affected the average performance for the year.	Roads and Transportation Service Manager

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 001	Monitor and act upon feedback gained from customer surveys	31-Mar-2015	 100%		A range of customer performance measures are in place to provide Service Management Team with information on how well we respond to the various methods of customer contact, including complaints and enquiries. Customer satisfaction surveys are in place across key service areas that continue to identify any areas for improvement.	Head of Development and Environment
DAE SBP 002	Prepare a service-wide workforce plan.	31-Mar-2015	 0%		Development and Environment Service is committed to undertaking workforce development as part of the corporate approach, which is now underway.	Head of Development and Environment
DAE SBP 003	Define and prepare a plan to monitor the effectiveness of all partnerships and collaborative working relationships.	31-Mar-2015	 0%		Action to be considered as part of the new 2015/16 Performance Management action DAE SBP 106.	Head of Development and Environment
DAE SBP 004	Review service delivery processes for improved efficiencies and effectiveness	31-Mar-2015	 100%		Review of services was agreed at Council meeting of 24th February 2015 to achieve efficiencies and financial savings as part of the 2015/16 budget.	Head of Development and Environment
DAE SBP 005	Form new Development and Environment Service with a new Head of Service	31-Mar-2015	 100%		New Head of Development and Environment Service appointed and in place. New service created.	Head of Development and Environment
DAE SBP 007	Review service input to Clacks 1000	31-Mar-2015	 100%		Service representatives included in the Citizens Panel Working Group in May 2014 to review questions included in the Clacks 1000 survey previously. Survey was sent out to 1,250 panel members in early June 2014 with outcomes expected in September 2014.	Head of Development and Environment
DAE SBP 011	Devise and implement an improvement plan based on the 2013 staff survey outcomes.	31-Mar-2015	 100%		Service Management team supported by Team Leaders have discussed outcomes of the staff survey and a working group involving staff and management has been put together to take it forward. All suggestions will be considered and prioritised by the service management team. Key improvement actions will form part of the Service Business Plan 2015/16.	Head of Development and Environment
DAE SBP 012	Review approaches to monitoring and recording health and safety across Development and Environment Service for efficiency and effectiveness.	31-Mar-2015	 100%		Regulatory meetings with Trades Unions and Health and Safety Adviser now underway.	Head of Development and Environment
DAE SBP 013	Review efficiency and effectiveness of team meetings across DAE	31-Mar-2015	 100%		A comprehensive structure of meetings has been established across D&E Services to allow the downward and upward flow of information between Service Management and frontline employees.	Head of Development and Environment

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 014	Devise and implement an action plan to improve service governance and to address actions identified from the annual governance challenge process.	31-Mar-2015			Continue to work individually and corporately to improve our performance taking forward the actions identified from the Annual Governance Challenge process.	Head of Development and Environment


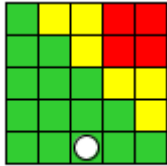
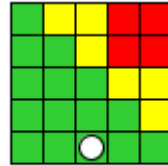


ID & Title	DAE SRR 006 Under-resourced staff group	Approach	Treat	Status		Managed By	Gordon McNeil	Target Rating	6	Current Rating	12
Description	Reduced capacity to deal with peaks in workload and demands upon the service.							 Likelihood Impact	 Likelihood Impact		
Potential Effect	Service cannot demonstrate that is effective, efficient and recognised for excellence.										
Related Actions	DAE SBP 002 Prepare a service-wide workforce plan.		Internal Controls	Performance Review & Development Process							
DAE SBP 011 Devise and implement an improvement plan based on the 2013 staff survey outcomes.		People Strategy									
DAE SBP 013 Review efficiency and effectiveness of team meetings across DAE		Maximising Attendance & Employee Wellbeing Policy									
Latest Note	Supporting and developing staff is an area for concern for the service. Reasons for this include: reducing specialist knowledge and support; need for investment in workforce skills and abilities; need for better management of single points of failure; and under-capacity restricting innovation and access to external funding. To counteract this, the Service Management Team will endeavour to invest in our experienced and committed staff through increased scope of PRDs, encouraging staff to expand their developmental activity into other areas of work, reviewing staff terms and conditions and building upon flexible ways of working.										

<b>ID &amp; Title</b>	DAE SRR 007 Loss of external funding for the delivery of employability, skills development and job creation services.	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Julie Hamilton	<b>Target Rating</b>	6	<b>Current Rating</b>	9
<b>Description</b>	At March 2015 Clackmannanshire had the 8th highest proportion of its working age population claiming key out of work benefits in Scotland at 14%. Many of these people face economic and social exclusion. Employability and Job Creation services are a key strategic tool needed to help address this issue. The Economic Development team draw on a range of funding sources to provide these services (European Structural Funds, Skills Development Scotland Contracts etc) and their loss would have a significant detrimental impact on the Council's ability to support it's residents.										
<b>Potential Effect</b>	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.										
<b>Related Actions</b>				<b>Internal Controls</b>							
<b>Latest Note</b>	The funding gap between EU programmes was successfully negotiated. The service does, however, face a significant reduction in the level of ESF funding than it has been used to. Due to this reduction in allocation a budget deficit has emerged. Steps are being taken to address this in the short and medium terms.										

<b>ID &amp; Title</b>	DAE SRR 001 Unaligned service delivery with corporate objectives	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Gordon McNeil	<b>Target Rating</b>	3	<b>Current Rating</b>	6		
<b>Description</b>	Service delivery is not aligned with corporate objectives												
<b>Potential Effect</b>	Fail to meet corporate and service objectives; Customer expectations not met; and Fail to meet customer demand.												
<b>Related Actions</b>	DAE SBP 001	Monitor and act upon feedback gained from customer surveys		<b>Internal Controls</b>	Budget Strategy								
	DAE SBP 004	Review service delivery processes for improved efficiencies and effectiveness			Budget Challenge & Financial Monitoring								
	DAE SBP 005	Form new Development and Environment Service with a new Head of Service			Business Planning Process								
	DAE SBP 007	Review service input to Clacks 1000			Governance Panel								
	DAE SBP 009	Develop options and projects for Streetscape capital programme			Making Clackmannanshire Better Programme								
<b>Latest Note</b>	The Service Management Team will endeavour to transformation weaknesses in how our service performance is managed. We are aware that: our corporate financial systems lag behind the current business need; the cyclical nature of budgeting does not reflect service operation need; and we have reducing staff numbers whilst we must respond to new and changing corporate and legislative requirements. Efforts ongoing to counteract this risk includes: establishing a clear vision of service provision; reducing expenditure on non-core activity; and automated procurement programmes and systems. Despite this risk, the service continues to achieve high performance in national performance indicators and has a track record of delivering service efficiencies.												

<b>ID &amp; Title</b>	DAE SRR 004 Budget savings not met	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Gordon McNeil	<b>Target Rating</b>	4	<b>Current Rating</b>	4
<b>Description</b>	Do not meet budget savings required and agreed by the Council										
<b>Potential Effect</b>	Do not delivery corporate objectives; revised provision of services and service delivery; increased annual aggregated cuts.										
<b>Related Actions</b>	DAE SBP 001	Monitor and act upon feedback gained from customer surveys		<b>Internal Controls</b>	Financial Management Strategy						
	DAE SBP 004	Review service delivery processes for improved efficiencies and effectiveness			Budget Strategy						
					Budget Challenge & Financial Monitoring						
				Invest to Save Principles & Processes							
<b>Latest Note</b>	Efficiency savings for 2015/16 have been identified and projects are underway to achieve them.										

<b>ID &amp; Title</b>	DAE SRR 005 Poor health and safety at work	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Gordon McNeil	<b>Target Rating</b>	4	<b>Current Rating</b>	4
<b>Description</b>	Do not adhere fully to all relevant Health and Safety legislation, regulation and policy.										
<b>Potential Effect</b>	Prosecution; financial penalties; loss or danger to life; poor reputation										
<b>Related Actions</b>	DAE SBP 012	Review approaches to monitoring and recording health and safety across Development and Environment Service for efficiency and effectiveness.		<b>Internal Controls</b>	Performance Review & Development Process						
					Health & Safety Management System						
					Maximising Attendance & Employee Wellbeing Policy						
<b>Latest Note</b>	Regular meetings are now in place between the Head of Service, Trades Unions and Health and Safety Team. These meetings ensure health and safety is high on the service agenda and any areas for improvement are highlighted then resolved quickly.										

<b>ID &amp; Title</b>	DAE SRR 002 Legislative requirements	<b>Approach</b>		<b>Status</b>		<b>Managed By</b>	Gordon McNeil	<b>Target Rating</b>	3	<b>Current Rating</b>	3
<b>Description</b>	Failure to respond to new or changes in legislation							<b>Likelihood</b>  <b>Impact</b>	<b>Likelihood</b>  <b>Impact</b>		
<b>Potential Effect</b>	Lack of understanding of the impact of new legislation and changes to existing legislation; Council priorities and objectives are not met.										
<b>Related Actions</b>	DAE SBP 006 Review the Local Transport Strategy			<b>Internal Controls</b>							
	DAE SBP 016 Impacts of each new and changed legislative requirement to be fully assessed.										
<b>Latest Note</b>	No legislative priorities anticipated during 2015/16 that the service is not prepared for or unable to manage.										