**CLACKMANNANSHIRE COUNCIL**

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

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| **Date of Meeting:** | **2nd June 2016** |

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|---|---|
| **Subject:** | **Housing, Revenues & Community Safety Service Business Plan 2016 – 2017** |

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

### 1.0 Purpose

1.1. This report presents the Housing, Revenues & Community Safety Business Plan for 2016 – 17.

### 2.0 Recommendations

2.1. Committee is asked to note the Business Plan, commenting and challenging as appropriate, and to agree the relevant performance targets and measures for scrutiny purposes.

### 3.0 Background

3.1. The Business Plan is for the second full year of the service which was created by bringing together Housing, Revenues, PCU and the Strategy team. Integration is still ongoing and the service is starting to see the benefits from the work carried out with Vanguard Scotland during 15-16.

3.2. The Business Plan includes the delivery plan setting out measureable actions. The majority of these actions are required to meet the statutory requirement to report on the Scottish Social Housing Charter. The indicators from the previous Director of Finance annual report, and local government benchmarking framework are also included. These targets have been grouped against the Council's Priority Outcomes.

3.3. The Plan includes a short section on workforce planning and an update on the IT strategy. Challenges for the future year are similar to those set out in previous plans. There are declining resources at a time of onging economic uncertainty, with continuing welfare reforms reducing the incomes of many Clackmannanshire residents. However the on going restructuring and improving processes in line with the consultancy work will help to deal with the challenges identified.

3.4. Good progress against most of the targets set in the previous plan is reported elsewhere on the agenda.

**4.0    Risks**

4.1.   The Plan includes a risk assessment.  Further risk assessment is planned during the year.

4.2.   Health and Safety Risk management is also a standing item at team meetings.  The service also actively contributes to the corporate health and safety management.

**5.0    Sustainability Implications**

5.1.   The investment made by the Service towards the energy efficiency of stock in all tenures, together with the fuel poverty advice and assessment carried out, greatly contribute to the reduction in carbon emissions.

**6.0    Resource Implications**

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

Yes ☑

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

**7.0    Exempt Reports**

7.1.   Is this report exempt?          Yes ☐                                      No   ☑

**8.0    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)

**9.0    Equalities Impact**

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

Yes ☑   No ☐

## 10.0  Legality

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

## 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 ☐

11.2.  Clackmannanshire Housing Strategy 2012 - 2017   (October 2012)

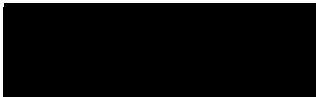11.3.  Housing Revenue Budget 2016/17 and Capital Programme 2016/17

## 12.0  Appendices

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

appendix 1 Business Plan

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**Author(s)**

| NAME | DESIGNATION | TEL NO / EXTENSION |
| --- | --- | --- |
| Jennifer Queripel | Service Manager | 2475 |
| Owen Munro | Planned Investment Officer | 5172 |
| Murray Sharp | Service Manager | 5113 |
| Elaine McCaffrey | Team Leader | 5176 |

**Approved by**

| NAME | DESIGNATION | SIGNATURE |
| --- | --- | --- |
| Ahsan Khan | Head of Service | |
| Nikki Bridle | Depute Chief Executive | |

# Housing, Revenues & Community Safety

## Service Plan 2016-17

Service Planning

Leadership

People Resources

Partners and other Resources

Service Processes

Customer Results

People Results

Community Results

Key Performance Results

**Making Clackmannanshire Better**

## 1   SERVICE OVERVIEW

### 1.1   MISSION & OBJECTIVES

*To continually improve services to tenants and other customers whilst controlling costs.*

Operational Principles:

- Improvement of Service Delivery across all areas of business
- Making sure all staff are doing value work
- Leaders are in the work
- Making sure we provide tailored solutions for customers
- Manage the change of culture
- Budget transparency
- Working in partnership
- Maximising Resources
- Make sure we comply with legislation
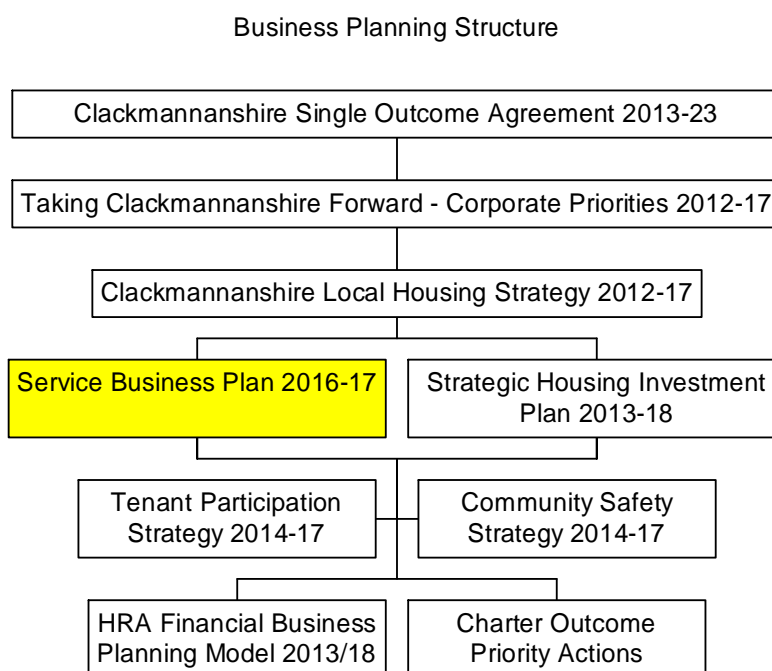- IT is fit for purpose

### 1.2   Purpose

This business plan sets out the Housing, Revenues and Community Safety service's contribution to the Council's vision of *Making Clackmannanshire Better*.  The key strategies and actions included help ensure that budget decisions reflect what is most important for our customers.

The service is focussed on helping to achieve the priority outcomes listed in the Clackmannanshire Single Outcome Agreement.  The four distinct areas of operation can be summarised as follows: -

1. Housing Services: landlord services including repairs and income collection to approximately 5,000 properties across Clackmannanshire, and strategic housing planning and investment.

2. Revenues, Benefits and Advice:  Collection of council tax and other sources of income; and distribution of benefits.

3. Community Safety:  Working with Police Scotland and other partners in the Alliance to improve well-being and safety in Clackmannanshire.

4.   Regeneration and Strategy: health and social care integration; identifying needs, planning for new housing, advice and assistance to owners, factoring.

**Figure 1. Business Plan relationship to other Strategies.**

Business Planning Structure

```
┌─────────────────────────────────────────────────────────┐
│     Clackmannanshire Single Outcome Agreement 2013-23     │
└─────────────────────────────────────────────────────────┘
┌─────────────────────────────────────────────────────────┐
│  Taking Clackmannanshire Forward - Corporate Priorities   │
│                       2012-17                             │
└─────────────────────────────────────────────────────────┘
┌─────────────────────────────────────────────────────────┐
│     Clackmannanshire Local Housing Strategy 2012-17       │
└─────────────────────────────────────────────────────────┘
┌──────────────────────────┐  ┌──────────────────────────┐
│ Service Business Plan     │  │ Strategic Housing        │
│ 2016-17                   │  │ Investment Plan 2013-18  │
└──────────────────────────┘  └──────────────────────────┘
   ┌──────────────────────┐  ┌──────────────────────┐
   │ Tenant Participation  │  │ Community Safety      │
   │ Strategy 2014-17      │  │ Strategy 2014-17      │
   └──────────────────────┘  └──────────────────────┘
   ┌──────────────────────┐  ┌──────────────────────┐
   │ HRA Financial Business│  │ Charter Outcome       │
   │ Planning Model 2013/18│  │ Priority Actions      │
   └──────────────────────┘  └──────────────────────┘
```

This service business plan is based on three key corporate documents: Clackmannanshire Single Outcome Agreement 2013-23; Taking Clackmannanshire Forward - Corporate Priorities 2012-17, and the Clackmannanshire Local Housing Strategy (CLHS) 2012-17 which sets out the Council's strategic priorities for housing across all tenures in Clackmannanshire over a five-year period and is delivered in partnership with other agencies and services.
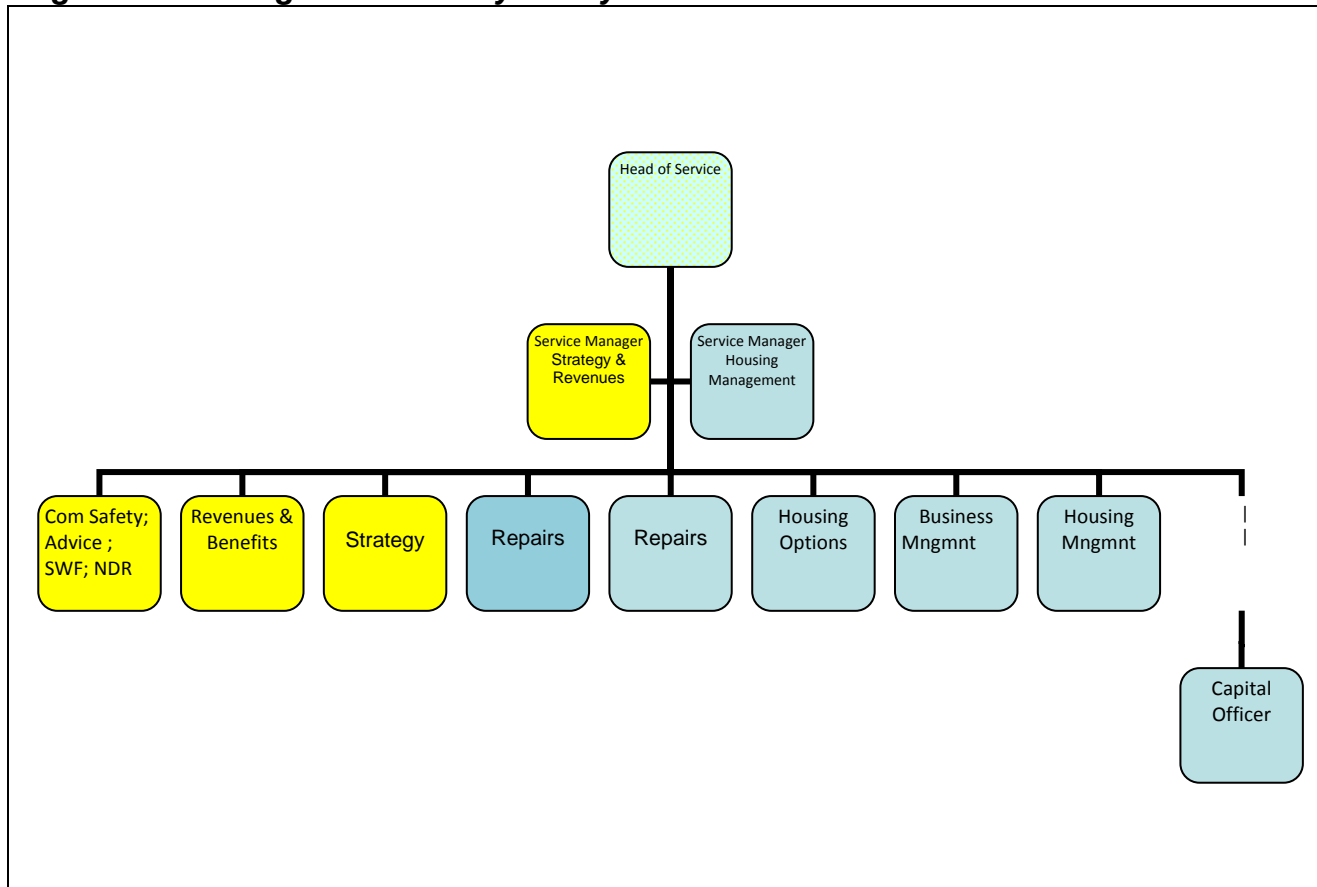
**Regulation**

The Scottish Housing Regulator monitors and assesses against the Scottish Social Housing Charter the performance of Clackmannanshire Council as a landlord.

Social Care and Social Work Improvement Scotland (SCSWIS) scrutinises the performance and quality of Clackmannanshire Council's Housing Support team. The team is registered as a housing support provider with the Care Inspectorate in accordance with the Public Services Reform (Scotland) Act 2010, Part 5.

Audit Scotland, the Scottish Government and Department of Work and Pensions monitors and assesses performance of the Council's revenues collection and benefits administration ensuring that its statutory functions are fulfilled timeously and accurately.

## 1.2    SERVICE STRUCTURE

*Figure 3: Housing & Community Safety Service Structure\**

```
                          ┌──────────────┐
                          │Head of Service│
                          └──────────────┘
                                 │
              ┌──────────────────┴──────────────────┐
      ┌───────────────┐                    ┌───────────────┐
      │Service Manager│                    │Service Manager│
      │  Strategy &   │                    │   Housing     │
      │   Revenues    │                    │  Management   │
      └───────────────┘                    └───────────────┘
                                 │
  ┌──────┬──────┬──────┬──────┬──────┬──────┬──────┬──────────┐
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│Com   ││Revenues││Strategy││Repairs││Repairs││Housing││Business││Housing│
│Safety;││& Benefits││     ││      ││      ││Options││Mngmnt ││Mngmnt │
│Advice ;││      ││      ││      ││      ││      ││      ││      │
│SWF; NDR││      ││      ││      ││      ││      ││      ││      │
└──────┘└──────┘└──────┘└──────┘└──────┘└──────┘└──────┘└──────┘
                                                             │
                                                        ┌──────┐
                                                        │Capital│
                                                        │Officer│
                                                        └──────┘
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*This structure is to be reviewed in view of the budget decisions and consultation has begun.*
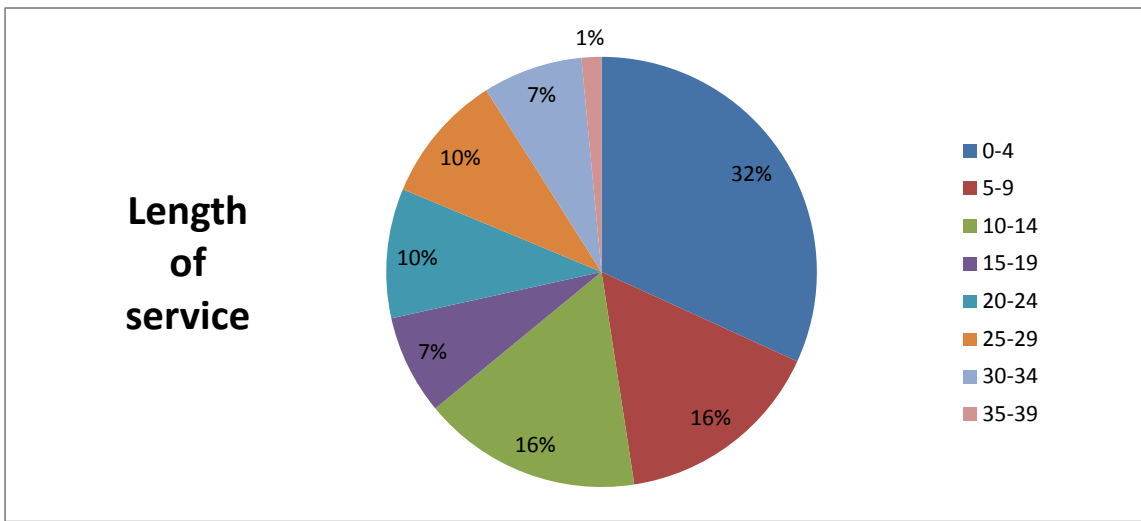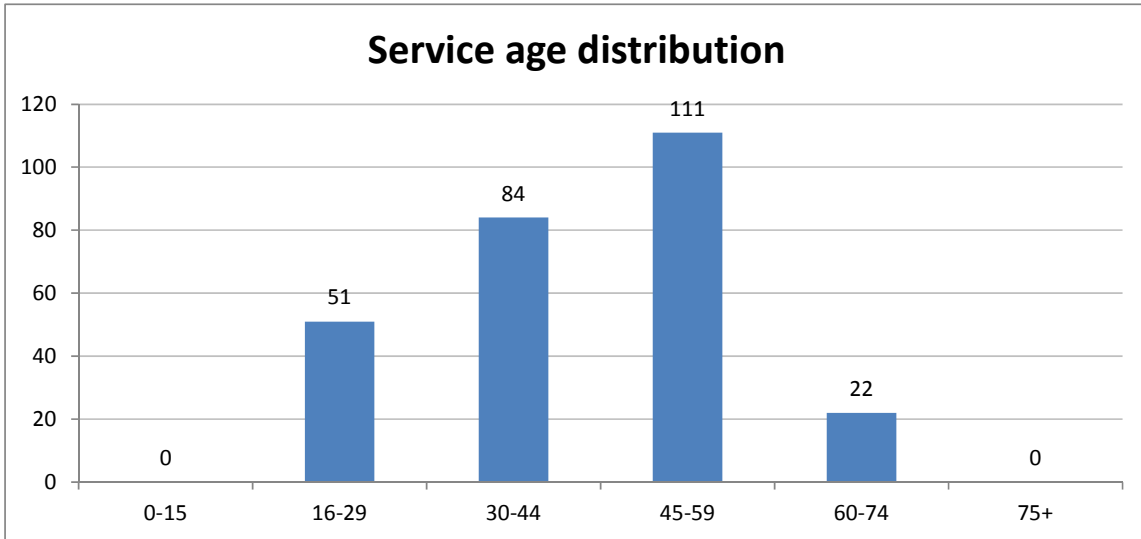
## 1.3    Workforce Planning

Since the integration of the previously separate services efficiencies created have allowed staff numbers to reduce from 303 to 264 full time equivalent (FTE), between April 2014 and March 2016, a reduction of 13%. Staffing numbers will be reduced further this year with vacant posts deleted from the structure as part of the budget savings.

Working with staff in the Vanguard exercise is also helping to redesign jobs to better meet changing customer needs. As part of this the housing officer role was redesigned and is currently being implemented. There are likely to be further discussions with trade unions and staff during the year.

The trades apprentice programme has been evaluated in relation to the current age and work profile.

The current workforce profile is shown in the graphs below.

## Service age distribution

| Age range | Count |
|-----------|-------|
| 0-15 | 0 |
| 16-29 | 51 |
| 30-44 | 84 |
| 45-59 | 111 |
| 60-74 | 22 |
| 75+ | 0 |

## Length of service

| Range | Percentage |
|-------|------------|
| 0-4 | 32% |
| 5-9 | 16% |
| 10-14 | 16% |
| 15-19 | 7% |
| 20-24 | 10% |
| 25-29 | 10% |
| 30-34 | 7% |
| 35-39 | 1% |

## Gender - Grade distribution

| Grade | Male | Female |
|-------|------|--------|
| Grade 1 | 0 | 0 |
| Grade 2 | 0 | 0 |
| Grade 3 | 4 | 1 |
| Grade 4 | 18 | 12 |
| Grade 5 | 41 | 31 |
| Grade 6 | 70 | 39 |
| Grade 7 | 11 | 6 |
| Grade 8 | 5 | 5 |
| Grade 9 | 1 | 0 |
| Grade 10 | 1 | 4 |
| Grade 11 | 1 | 1 |
| Grade 12 | 0 | 0 |
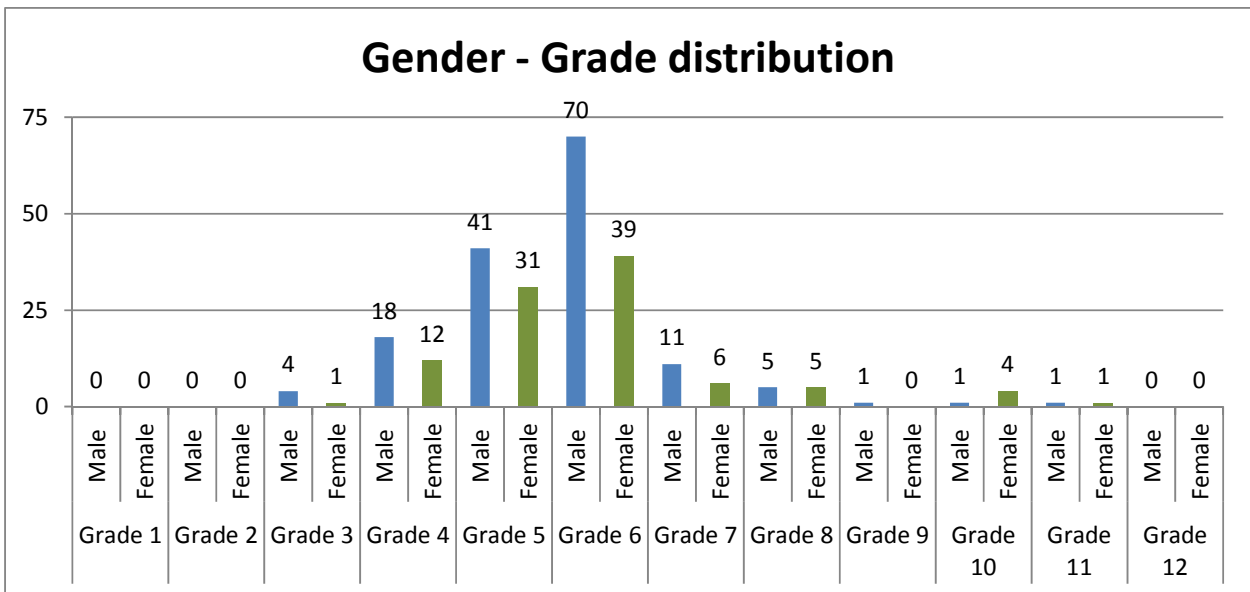
*\* Numbers may not total due to missing data*

## 1.4 BUDGET

The Housing Revenue Account budget is ring-fenced, with income coming from rents, and expenditure legally restricted to be used for the tenants' benefit. A thirty year business plan was agreed following consultation with our tenants and residents.

| HRA REVENUE BUDGET (including "PCU"*) | 2016/17 £'000 |
|---|---|
| Repairs and maintenance | 5,774 |
| Supervision and management | 3,564 |
| Capital Finance charges | 3,130 |
| Other | 1,102 |
| **Total Gross Expenditure Budget** | **13,570** |
| Total Income | 18,488 |
| Surplus (deficit) | 4,918 |
| Capital funded from current revenue surplus & reserves | 4,871 |
| HRA Uncommitted Reserves | 736 |
| HRA Total Outstanding Borrowing | 33,494 |

| HRA CAPITAL BUDGET | 2016/17 £'000 |
|---|---|
| Primary Building Elements | 150 |
| Secondary Building Elements | 4,202 |
| Energy efficiency | 2,201 |
| Modern facilities | 150 |
| Healthy, safe and secure | 550 |
| Non-SHQS | 590 |
| **Total Capital Investment** | **7,843** |
| Estimate House Sales to support Capital Investment | 240 |
| Borrowing to support Capital Investment | 2,732 |
| | |

*the former Property Contracts Unit (PCU) has now been integrated within the housing service.*

**Expenditure on Community Safety and Housing Strategy is met by the general fund.**

| GF REVENUE BUDGET | 2016/17 £'000 |
|---|---|
| Strategic Housing Costs | 409 |
| Homeless Accommodation & Strategy | (488) |
| Private Sector Housing | 170 |
| Housing Benefits | 1,084 |
| Anti-social behaviour | 168 |
| CCTV Maintenance | 19 |
| **Total Housing GF Budget** | **1,362** |

**Revenues and Advice**

| Revenue Budget | £000 |
|---|---|
| Employee costs | 1,201 |
| Supplies and services | 188 |
| Third party payments | 500 |
|  | 1,889 |
| Grant Income | (541) |
| **Total Budget** | **1,348** |

## 2   KEY AREAS FOR IMPROVEMENT

The key areas for improvement for the Housing and Community Safety service were identified with assistance from consultants from Vanguard Scotland, whilst also taking into account trends in key performance indicators and results from the independent tenant satisfaction survey completed in 2013.   Issues identified as a priority have been risk-assessed and will be managed by named service leaders:

- Complete the integration of housing, community safety, repairs and revenues services, engaging colleagues in the redesign.
- Maximise the collection of income from all sources, minimising irrecoverable debts.
- Mitigate, as far as possible within resources, the impacts of welfare reform
- Implement the actions arising from the tenant satisfaction survey.
- Make better use of our own housing stock and seeking flexible solutions to meet customer needs, maximise income and reduce costs, through sustainable projects.
- Ensuring our properties are safe, secure and desirable, meeting the SHQS and EESSH, working to reduce fuel poverty.
- Maximise the Government grant allocation to Clackmannanshire, ensuring the housing programme allocation is achieved on time and budget.
- Support our colleagues to improve well-being and maximise attendance.
- Actively support Police colleagues to address Antisocial Behaviour
- Improving sustainability of tenancies and communities through delivery of enhanced tenancy management.
- Review the HRA Financial Business Plan to ensure ongoing financial viability and to deliver best value for our tenants.
- Working with Regulatory partners to effect improvements in various parts of the Service including Scottish Welfare Fund, rent arrears management and Housing Benefit.
- Redesign of the factoring service provided to former council owned properties.

The Housing, Revenues and Community Safety Service have a number of Making Clackmannanshire Better actions.  The progress against these actions will be monitored through the MCB monitoring framework and will be scrutinised by the Executive Management Team.

## 3 APPROACHES

### 3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

We place our customers at the heart of our business. The Housing and Community Safety service has a statutory duty to involve tenants and stakeholders in the planning and decision-making process.

Extensive consultation methods are in place, built around the Scottish Social Housing Charter Outcomes.

The service is committed to delivering high standards of customer service through the Clackmannanshire Council Customer Charter.

We discuss our plans and strategies in advance with our stakeholders and agree the final documents with them. Engagement methods include:

- Regular and independent tenant satisfaction survey (to be completed during 2016)
- Financial and Officer support for independent Tenants' and Residents' Forum and Registered Tenant Organisations
- "Estate Walkabouts" with residents and elected members
- Ongoing customer satisfaction surveys through a variety of means, including telephone, face-to-face and online
- Evening meetings, presentations and forums
- Contributions in "Clackmannanshire View", the Council's online newsletter
- New tenant visits, encouraging personal contact
- Using complaints and enquiries as learning opportunities.

### 3.2 SUPPORTING AND DEVELOPING STAFF

It is recognised that people must be equipped with the knowledge, skills and management support to do their job well.

The redesign of services has provided the opportunity for more on the job training. This will be continued during the year.

Job roles have been redesigned to focus on value work and what matters to the customer. Colleagues have clear purpose and are actively engaged in problem solving. The aim is to put decision making as close to the customer as possible, with flexible confident staff who have the ability to deal with the wide variety in the work. Clear measures are set for each area in order that progress can be recorded, with issues discussed at regular problem solving sessions.

Externally, the service attends various best practice forums and national bodies, including the Association of Local Authority Chief Housing Officers (ALACHO), Association for Public Sector Excellence (APSE), Chartered Institute of Housing (CIH), Scotland's Housing Network (SHN) and the Tayside, Central, Fife Housing Options Hub. Other internal and external working groups attended include:

- Community Wellbeing & Safety Partnership
- MATAC group
- Drug and Alcohol Partnership
- Mental Health Partnership
- Corporate Parenting Group
- Health and Wellbeing Partnership
- Business Skills and Jobs Partnership
- MAPPA Management Group
- Community Alliance
- Tayside, Fife and Central Hub (Housing Options)
- SHN Forums
- APSE Building & Housing Advisory Group
- CIH Policy Practice Groups
- Local Support Service Delivery Forums
- DWP, IRRV and COSLA Forums

## 3.3 MANAGING SERVICE PERFORMANCE

Over the last 18 months Vanguard Scotland has been working with groups of staff to improve customer service across several areas.  The main operational self-assessment processes now derive from this work.

Weekly "Visual Measurement Board" (VMB) problem solving meetings are held to discuss performance improvement.   Managers at all levels are expected to be "in the work", translating strategic aims into clear operational actions to benefit customers, and taking responsibility for unblocking the barriers to performance improvement.   Managers are also responsible for driving and disseminating the good practice identified.

Progress is monitored through service and operational team meetings.  Results are published both internally and externally.  Performance information is cascaded through team briefings.

Progress against the Housing and Community Safety Service Business Plan is scrutinised by the Council's Housing, Health and Care Committee at regular intervals throughout the year.

The service also self-assesses against the Scottish Social Housing Charter Outcomes and Director of Finance performance indicators. Advice from external agencies, including the Scottish Housing Regulator, DWP and Audit Scotland is acted on as priority.

The Housing and Community Safety service monitors its performance and progress towards achieving its objectives using a variety of methods.  These include:
- Feedback from customers and staff (including independent tenant survey)
- Analysis of service key performance results (including benchmarking)
- The Council's Annual Governance Statement and the service Governance Improvement Plan
- Making Clackmannanshire Better (MCB)

- Scottish Social Housing Charter self assessment
- Director of Finance performance indicators
- Care Inspectorate self-assessment
- Internal and external audit recommendations
- Statutory Performance / Local Government Benchmarking Framework indicators
- Budget monitoring and challenge process.
- Analysis of inspection reports
- APSE Performance Networks

The service is represented by the Head of Service at the Council's Senior Management team.

The budget review and thirty-year cash flow ensures the service is run on sound financial management information and robust business case appraisal.

## 3.4  IT Systems

As part of the upgrade of the Council Finance system, the opportunity was taken to acquire the supplier's housing module.  The new system will be fully implemented in 2017-18. It will result in the replacement of four systems, so providing cost savings, efficiencies, and better information management.

Staff also worked during the year with the council tax software supplier to develop significant enhancements to the recovery functionality.   This has contributed to the improvement of the in-year collection figure.   As part of a Vanguard review further changes are planned to the main billing section to improve processes and customer service.   Work is also ongoing with other Councils and the supplier to provide further common enhancements.  If however this functionality cannot be provided, or if council tax reforms cannot be accommodated, it may necessary to consider replacing the system.  This will be actively reviewed during the year.

## 4.0  Risk Management

The Housing, Revenue & Community Safety management team held a session with the Corporate Risk Manager to identify the Risks associated with the Service.  These risks will be reviewed regularly and mitigation will be managed through the linked actions.

**KEY TO SYMBOLS**

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

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

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

**CORPORATE PRIORITY OUTCOME**

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

| Covalent code | KPI | Indicator Source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Lead |
|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Target | |
| HCS CUS 003 | % tenants satisfied with the management of the neighbourhood they live in | Charter | 83% | 83% | 83% | n/a | Jennifer Queripel |
| HMO ALL 005 | Average length of time taken to re-let properties in the last year - excluding new-build & OTS (i) The total number of properties re-let in the reporting year. (ii) The total number of calendar days properties were empty. | Charter | 40 | 40 | 36 | 36 | Julie Russell; Jennifer Queripel |
| HMO ALL 013 | The percentage of new tenants satisfied with the lettable standard when moving in - used for SHBVN & report to tenants | Charter | 96% | 83% | 94% | 98% | Julie Russell; Jennifer Queripel |
| HMO ALL 041 | Total number of lets (including new builds and OTS) | Charter | 461 | 403 | 363 | n/a | Cheryl Bowden; Jennifer Queripel |
| HMO ALL 056 | The percentage of tenancy offers refused during the year (i) Number of tenancy offers made during the reporting year. (ii) The number of tenancy offers that were refused. | Charter | 52% | 46% | 46% | 40% | Cheryl Bowden; Jennifer Queripel |
| HMO ALL 057 | The number of empty dwellings that arose during the last year in self-contained lettable stock | Charter | 401 | 398 | 367 | n/a | Cheryl Bowden; Jennifer Queripel |
| HMO ALL 071 | The percentage of lettable dwellings that arose during the year (excluding new-build and off the shelf purchases) in self-contained lettable stock. | Charter | 8.24% | 8.21% | 7.59% | n/a | Cheryl Bowden; Jennifer Queripel |
| HMO TEM 074 | % of factored owners satisfied with the factoring service they receive | Charter | N/a | 20% | N/A | - | |

| Covalent code | Action | Impact | By when | Lead |
|---|---|---|---|---|
| HCS | Redesign our Estate management service to focus on customer priorities | Houses are let quicker, neighbourhoods have better image | December 2016 | Jeanette Pearcy |

| CORPORATE PRIORITY OUTCOME |
|---|
| 2) Our communities are more cohesive and inclusive |

| Covalent code | KPI | Indicator Source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Lead |
|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Target | |
| HMO HPI 005 | The proportion of the council's housing stock meeting the Scottish Housing Quality Standard. | Charter LGBF | 90.8% | 92.4% | 97.3% | 100% | Owen Munro |
| HMO TEM 070 | % of court actions initiated which resulted in eviction | Charter | 7.55% | 9.68% | 11.25% | n/a | Jennifer Queripel; Julie Russell |
| RGN ACC 021 | Avg weekly rent for Gypsy/Travellers pitch | Charter | £56.28 | £85.00 | £85.00 | n/a | Francine Abercrombie |
| RGN ASN 002 | % Satisfaction with management of Gypsy/Traveller site | Charter | 100% | 93.33% | NA | - | Francine Abercrombie |

| Covalent code | Action | Impact | By when | Lead |
|---|---|---|---|---|
| HCS | Review the Housing Allocation Policy | Houses are allocated to meet the needs of customers and make best use of the housing stock | December 2016 | Francine Abercrombie |

| CORPORATE PRIORITY OUTCOME |
|---|
| 4) Our communities are safer |

| Covalent code | KPI | Indicator Source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Lead |
|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Target | |
| HMO TEM 067 | % of asb cases reported in the last year which were resolved within locally agreed targets. | Charter | 74.70% | 78.25% | 75.24% | 75% | Julie Russell |

| Covalent code | Action | Impact | By when | Lead |
|---|---|---|---|---|
| HCS | Implement the use of mobile CCTV cameras | Enhanced ability to respond to resident concerns | Sept 2016 | Wilson Lees |

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| CORPORATE PRIORITY OUTCOME | | | | | | | |
|---|---|---|---|---|---|---|---|
| 5) Vulnerable people and families are supported | | | | | | | |

| Covalent code | KPI | Indicator Source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Lead |
|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Target | |
| HMO HPI 041 | % of approved applications for medical adaptations completed during the reporting year | Charter | 58.3% | 97.4% | 92% | - | |
| HMO HPI 042 | Average time to complete medical adaptation applications | Charter | 65.7 days | 37.7 days | 37 days | - | |
| HMO ALL 043 | Percentage lets to statutory homeless applicants | Charter | 39 % | 46% | 57% | 50% | Cheryl Bowden; Jennifer Queripel |
| HMO TEM 054 | Percentage of new tenancies sustained for more than a year, by existing tenants - Transfer (TR) | Charter | 92% | 95% | 92% | 94% | Jennifer Queripel; Julie Russell |
| HMO TEM 056 | Percentage of new tenancies sustained for more than a year, by applicants who have been assessed as statutory homeless (HP) | Charter | 82% | 80% | 85% | 85% | Jennifer Queripel; Julie Russell |
| HMO TEM 058 | Percentage of new tenancies sustained for more than a year, by applicants from the Housing Waiting List (WL) | Charter | 88% | 90% | 89% | 90% | Jennifer Queripel; Julie Russell |
| HMO TEM 060 | Percentage of new tenancies sustained for more than a year, let by source other. | Charter | 100% | 100% | 0 | n/a | Jennifer Queripel; Julie Russell |
| RGN AOR 001 | % of households requiring TA to whom an offer was made | Charter | 98.9% | 99% | 100% | 100% | Francine Abercrombie |
| RGN AOR 002 | % of TA offers refused - Total | Charter | 11.9% | 8.4% | 1.67% | n/a | Francine Abercrombie |
| RGN ASN 001 | % Satisfaction with standard of Homeless Temporary Accommodation | Charter | 92% | 90% | 79% | 93% | Francine Abercrombie |
| RGN ATA 201 | Avg no of weeks stay in Homeless TA during period - LA ordinary dwelling | Charter | 12.6 weeks | 15 weeks | 14.2 weeks | n/a | Francine Abercrombie |
| RGN ATA 202 | Avg No of weeks stay Homeless TA DP - Housing Association/ RSL Dwelling | Charter | 27.2 weeks | 38.2 weeks | 0 | n/a | Francine Abercrombie |
| RGN ATA 206 | Avg No of weeks stay Homeless TA DP - Bed & Breakfast | Charter | 9.9 weeks | 7.2 weeks | 4.8 weeks | n/a | Francine Abercrombie |
| RGN ATA 208 | Avg No of weeks stay Homeless TA DP - Private Sector Lease | Charter | 34 weeks | 55.9 weeks | 0 | n/a | Francine Abercrombie |

| Covalent code | KPI | Indicator Source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Lead |
|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Target | |
| RGN ATA 209 | Avg No of weeks stay Homeless TA DP - other LA | Charter | 1.2 weeks | 5.4 weeks | 0 | n/a | Francine Abercrombie |

| Covalent code | Action | Impact | By when | Lead |
|---|---|---|---|---|
| HCS | Review and redesign the Housing Support Service | Homeless applicants receive support to learn independent living skills and maintain a secure tenancy. | March 2017 | Francine Abercrombie |
| HCS | Housing Officers use the MCB improvement budget in consultation with local communities to maximise its impact. | Community improvement priorities are supported | March 2017 | Julie Russell |

| CORPORATE PRIORITY OUTCOME |
|---|
| 8) The environment is protected and enhanced for all |

| Covalent code | KPI | Indicator source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Lead |
|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Target | |
| HMO HPI 013 | The % of the council's housing stock in scope of the EESSH that meet the standard | Charter LGBF | - | - | 63% | 70% | Owen Munro |

| Covalent code | Action | Impact | By when | Lead |
|---|---|---|---|---|
| HCS | Prepare the strategy and action plan to ensure the housing stock meets the Energy Efficiency Standard in Social Housing (EESSH) | Reduction of fuel poverty and CO2 emissions | March 2017 | Owen Munro |

| CORPORATE PRIORITY OUTCOME | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 9) The Council is effective, efficient and recognised for excellence | | | | | | | | |

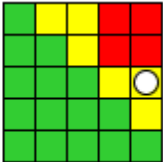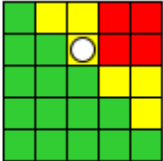| Covalent code | KPI | Indicator Source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Lead |
|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Target | |
| RAP CTA 01a | Council Tax Collected Within Year | Director of Finance CIPFA LGBF | 94.73% | 94.97% | 95.77% | 95.5% | Murray Sharp |
| RAP CTA 002 | Cost of collecting Council Tax per dwelling | Director of Finance CIPFA LGBF | £16.51 | £16.69 | N/A | N/A | Murray Sharp |
| RAP CTA 007 | Non Domestic Rates in year collection rate | Director of Finance CIPFA | 97.66% | 97.26% | 98.15% | 98% | Murray Sharp |
| RAP CTA 011 | Sundry debt in year collection | Director of Finance CIPFA | 73.15% | 73.95% | 73.84% | 74% | Murray Sharp |
| RAP CTA 019 | Debt collection rates > 90 days | Director of Finance CIPFA | 37.01% | 33.96% | 43.1% | 34% | Murray Sharp |
| RAP CTA 020 | Number days taken on average to process new benefits claims | Director of Finance CIPFA | 47 | 32 | 34 | 25 | Murray Sharp |
| RAP CTA 021 | Number of days taken on average to process changes to benefits claims | Director of Finance CIPFA | 15 | 12 | 14 | 11 | Murray Sharp |
| HCS | Percentage of Housing Benefit cases for which the calculation of benefit amount is correct | Audit Scotland | | | New | 95% | Murray Sharp |
| HCS | Total number of Housing Benefit cases where pro-active interventions are completed | Audit Scotland | | | New | 100 | Murray Sharp |
| HCS | Time taken to deal with re-consideration of Housing Benefit award  (internal target 10 working days) | Audit Scotland | | | New | 90% | Murray Sharp |
| HCS | Time taken to submit an appeal to the Tribunals Service (28 days) | Audit Scotland | | | New | 100% | Murray Sharp |
| HCS | The number of changes resulting in a decrease or increase in benefit arising from proactive interventions | Audit Scotland | | | New | New | Murray Sharp |
| HCS | The percentage of HB overpayments recovered in-year against | Audit | | | 65% | 65% | Murray Sharp |

| Covalent code | KPI | Indicator Source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Lead |
|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Target | |
| | the value of overpayments raised in year (Rent Allowances) | Scotland | | | | | |
| HCS | The percentage of HB overpayments recovered in-year against the value of overpayments raised in year (Rent Rebates) | Audit Scotland | | | 44% | 50% | Murray Sharp |
| HCS | The percentage of HB overpayments recovered in-year against the value of overpayments raised in year (Rent Rebates + Rent Allowances) | Audit Scotland | | | 59% | 60% | Murray Sharp |
| HCS | The percentage of HB overpayments recovered against all total Rent Allowance debt | Audit Scotland | | | 46% | 48% | Murray Sharp |
| HCS | The percentage of HB overpayments recovered against all total Rent Rebates debt | Audit Scotland | | | 8% | 10% | Murray Sharp |
| HCS | The percentage of HB overpayments recovered against all total Rent Allowance + Rent Rebates debt | Audit Scotland | | | 17% | 20% | Murray Sharp |
| RAP CTA 022 | Percentage of applications to Local Social Fund processed within 2 days (Crisis grants) | - | 100% | 100% | 100% | 100% | Murray Sharp |
| RAP CTA 023 | Percentage of applications to Local Social Fund processed within 28 days (Community Care Grants) | - | 100% | 100% | 100% | 100% | Murray Sharp |
| HCS CUS 048 | % of tenants who moved in within the last 12 months satisfied with their home. | Charter | 77% | 77% | 77% | n/a | Julie Russell |
| HCS CUS 049 | % of tenants who have had repairs or maintenance within the last 12 months satisfied with the repairs and maintenance service. | Charter | 88% | 88% | 88% | n/a | Jeanette Pearcy |
| FAM HPI 001 | % Properties with Current Gas Safety Certificate | Charter | 100% | 100% | 100% | 100% | Ian Inglis |
| PRF PRO 005 | Average Length of Time Taken to Complete Emergency Repairs (i) The total number of emergency repairs completed in the last year (ii) The total number of hours taken to complete emergency repairs | Charter LGBF | 1.91 hours | 1.95 hours | 2.01 hours | 2.01 hours | Jeanette Pearcy |
| PRF PRO 006 | Average Length of Time Taken to Complete Non-Emergency Repairs (i) The total number of non-emergency repairs completed in the last year (ii) The total number of working days to complete non-emergency repairs | Charter LGBF | 6.74 days | 6.28 days | 5.94 days | 5.94 days | Jeanette Pearcy |
| PRF PRO 007 | Percentage of reactive (non-emergency) repairs completed right first time during the reporting year (i) Number of reactive repairs completed right first time during the reporting year (ii) Total number of reactive repairs completed | Charter | 87% | 91.6% | 93.5% | n/a | Jeanette Pearcy |

| Covalent code | KPI | Indicator Source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Lead |
|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Target | |
| PRF PRO 008 | Percentage of repairs appointments kept<br>(i) Do you operate a repairs appointment system Y/N?<br>(ii) Number of reactive repairs appointments made int the last year<br>(ii) The number of appointments kept in the last year | Charter | - | 90.09% | 99.91% | 100% | Jeanette Pearcy |
| HCS CUS 001 | % tenants satisfied with the overall service provided by their landlord | Charter | 91% | 91% | 91% | n/a | Elaine McCaffery |
| HCS CUS 002 | % tenants satisfied with the opportunities given to them to participate in their landlord's decision-making process | Charter | 79% | 79% | 79% | n/a | Elaine McCaffery |
| HCS CUS 004 | Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions. | Charter | 81% | 81% | 81% | n/a | Elaine McCaffery |
| HCS CUS 007 | Percentage of tenants who feel the rent for their property represents good value for money | Charter | 80% | 80% | 80% | n/a | Elaine McCaffery |
| HCS CUS 015 | Percentage of FOI requests dealt with within timescale by Housing and Community Safety | Corporate | - | 100% | 100% | 100% | Ahsan Khan |
| HCS CUS 016 | Percentage of Councillor enquiries dealt within timescale | Corporate | - | 100% | 99.4% | 100% | Ahsan Khan |
| HCS CUS 036 | Percentage of first stage complaints to Housing and Community Safety responded to in full | Charter | 100% | 100% | 100% | 100% | Ahsan Khan |
| HCS CUS 037 | Percentage of first stage complaints to Housing and Community Safety that were upheld | Charter | 31% | 41% | 52% | n/a | Ahsan Khan |
| HCS CUS 038 | Percentage of first stage complaints to Housing and Community Safety that were responded to within SPSO timscales. | Charter | 90% | 100% | 100% | 100% | Ahsan Khan |
| HCS CUS 045 | Percentage of second stage complaints to Housing and Community Safety responded to in full | Charter | 100% | 83% | 100% | 100% | Ahsan Khan |
| HCS CUS 046 | Percentage of second stage complaints to Housing and Community Safety that were upheld | Charter | 33% | 50% | 60% | n/a | Ahsan Khan |
| HCS CUS 047 | Percentage of second stage complaints to Housing and Community Safety that were responded to within SPSO timescales. | Charter | 100% | 83% | 100% | 100% | Ahsan Khan |
| HCS PPL 001 | % Sickness Absence Housing & Community Safety | Corporate | 4.91% | 4.93% | 5.29% | 4.75% | Ahsan Khan |
| HMO ALL 035 | % of rent due lost through properties being empty during the last year. | Charter LGBF | 0.86% | 1.10% | 0.61% | 0.6% | Jennifer Queripel |
| HMO ALL 072 | % of existing tenants satisfied with the quality of their home | Charter | 88% | 88% | 88% | n/a | Elaine McCaffery |
| HMO TEM 010 | Rent collected as percentage of total rent due in the reporting year | Charter | 96.34% | 99% | 99% | 99.5% | Julie Russell |

| Covalent code | KPI | Indicator Source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Lead |
|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Target | |
| | (i) The total amount of rent collected in the reporting year (ii) The total amount of rent due to be collected in the reporting year (annual rent debit) | | | | | | |
| HMO TEM 011 | Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (i) The total value (£) of gross rent arrears as at the end of the reporting year (ii) The total rent due for the reporting year | Charter LGBF | 6.64% | 7.39% | 7.95% | 7.5% | Julie Russell |
| HMO TEM 071 | Average annual management fee per factored property | Charter | - | £2.17 | £2.33 | n/a | |

| Covalent code | Action | Impact | By when | Lead |
|---|---|---|---|---|
| HCS | Review the HRA Financial Business Plan | To ensure the financial model meets future requirements to continue to deliver a quality housing service. | March 2017 | Elaine McCaffery |
| HCS | Implement the Integrated Housing IT System | Implement a fully integrated Housing IT system that supports core Housing business. | April 2018 | Elaine McCaffery |
| HCS | Review and implement the Audit Scotland Housing Benefit requirements | Ensuring that processing times and service standards achieve or exceed Scottish averages | December 2016 | Murray Sharp |
| HCS | Implement the redesign of the council tax system | Continual improvement in collection levels. | December 2016 | Murray Sharp |

**Risks**

| **Resources Reduce Below Manageable Levels** | Head of Housing & Community Safety | MCB Theme | Making Efficiencies | Existing Controls | Status | ⚠️ |
|---|---|---|---|---|---|---|
| Description | Financial pressures worsen to a point where buildings, physical assets, technologies and supplier contracts can no longer be maintained, used or improved and staff numbers reduce to levels below the service's functional requirements. | | | Budget Challenge & Financial Monitoring (RAG ACC BCF) | Current Score | 15 |
| Potential Effect | Inability to complete required redesign and project work, disturbance to core service delivery and failure to fulfil fundamental goals and duties, with associated financial, legal and reputational implications, particularly if resource reductions coincide with increased demand. | | | Corporate Asset Management Strategy (RAG ASM CAM) | | (risk matrix) |
| Related Actions | Review the HRA Financial Business Plan Implement new Housing IT System | Housing Business Management Team Leader | | Interim Workforce Strategy (RAG GOV IWS) | | |

| **Loss of Staff Knowledge, Skills and/or Goodwill** | Housing Management Operations Service Manager | MCB Theme | Increasing Income & Savings | Existing Controls | Status | ⚠️ |
|---|---|---|---|---|---|---|
| Description | The lack of a corporate approach to knowledge management leads to the loss of tacit information, knowledge and experience held by staff members as the workforce contracts due to reducing budgets, which also reduces ability to appropriately train and develop staff. | | | Information Management Strategy (RAG GOV IMS) | Current Score | 12 |
| Potential Effect | Neglect of key or statutory duties if remaining staff are unaware of requirements or unequipped to fulfil them, increased pressure on staff, reduced satisfaction, morale and willingness to add value or contribute to improvement activities, complacency, lowered standards, increased absence and future recruitment difficulties. | | | Maximising Attendance & Employee Wellbeing Policy (RAG GOV MAE) | | (risk matrix) |
| Related Actions | (none currently included in draft business plan are relevant) | | | Workforce Learning & Development Strategy (RAG GOV WLD) | | |

| **Strategies Do Not Provide Clear, Deliverable Direction** | Housing Development & Regeneration Team Leader | MCB Theme | Clear Policy Priorities | Existing Controls | Status | ⚠️ |
|---|---|---|---|---|---|---|
| Description | Policies and strategies do not clearly set out realistic actions to achieve the required outcomes within appropriate timescales with available resource. | | | Leadership Development Programme (SCS SAP LDP) | Current Score | 12 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Potential Effect | Unfulfilled objectives, loss of balance between project work and core service delivery, resulting in backlog of unmet demand, or negative reports from regulatory bodies and closer future scrutiny, all with additional reputational damage. | | | | Business Planning Process (SCS SAP BPP) | |
| Related Actions | Redesign our Estate management service to focus on customer priorities | | Commercial Team Leader | | CMT & Committee Approval Process (COU COM CMT) | |

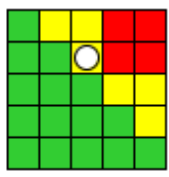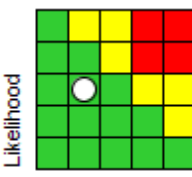| **Focus on Transformation Rather Than Need** | | Head of Housing & Community Safety | MCB Theme | Transforming Services | Existing Controls | Status ✅ |
|---|---|---|---|---|---|---|
| Description | Transformation itself becomes the goal, rather than addressing the reasons for which transformation is required, such as modernising working practices, exploiting emerging technologies, responding to changing demand, demographics, customer needs and preferences, etc. | | | | Customer Consultation & Communication (SCS SAP CSE) | Current Score 9 |
| Potential Effect | Significant wasted resources and potential impact on productivity and service delivery, while new services and processes may not address the required issues with efficiency and effectiveness declining, rather than improving, and resulting failure to make savings or increase income. | | | | Tenant Participation Strategy (HCS HMG TPS) | |
| Related Actions | Implement the use of mobile CCTV cameras | | Homelessness, Support & Advice Team Leader | | Vanguard Principles & Techniques (HCS HCS VAN) | |
| | Review and redesign the Housing Support Service | | Housing Options Team Leader | | | |

| **Missed Improvement Opportunities** | | Strategy & Revenues Service Manager | MCB Theme | Making Efficiencies | Existing Controls | Status ✅ |
|---|---|---|---|---|---|---|
| Description | Opportunities for improving efficiency are not taken due to a risk averse culture, delays in senior management or elected member decision-making or a lack of long-term planning and vision to identify actions required now to ensure robust and sustainable services are in place to meet future needs. | | | | Making Clackmannanshire Better Programme (SCS SAP MCB) | Current Score 9 |
| Potential Effect | Vanguard principles not rolled out to remaining teams leading to disjointed approaches and continuing inefficiency in areas where working practices require improvement, lack of action contributes to worsening resource pressures and standards fall below those in other authorities, and those expected by regulatory bodies. | | | | Invest to Save Principles & Processes (SCS SCS INS) | |
| Related Actions | Implement the redesign of the council tax system | | Strategy & Revenues Service Manager | | Vanguard Principles & Techniques (HCS HCS VAN) | |

| Lack of Appropriate Governance or Scrutiny | Housing Business Management Team Leader | MCB Theme | Transforming Services | Existing Controls | Status | ✅ |
|---|---|---|---|---|---|---|
| **Description** | Failure to effectively manage performance or comply with corporate governance requirements during transitional periods of service redesign, or a lack of scrutiny from senior management or elected members during periods of political instability results in a governance failure. | | | Governance & Audit Processes (RAG GOV GAP) | Current Score | 6 |
| **Potential Effect** | Potential for harm to individuals and/or financial penalties from insurance claims or breaches of statutory duties, negative publicity and/or attention from audit/regulatory bodies. | | | CMT & Committee Approval Process (COU COM CMT) | | |
| **Related Actions** | Housing Officers use the MCB improvement budget in consultation with local communities to maximise its impact. | Tenancy Estate Management Services Team Leader | | Covalent Performance Management System (SCS SAP CPM) | | |

| Strategies Do Not Meet Local/Corporate/National Needs | Housing Business Management Team Leader | MCB Theme | Clear Policy Priorities | Existing Controls | Status | ✅ |
|---|---|---|---|---|---|---|
| **Description** | Policies and strategies are not fit for purpose due to decisions not taking into account appropriate data, evidence or consultation information, or not being aligned to corporate, community planning or national goals and plans. | | | Community Safety Partnership Strategy (HCS COS CSP) | Current Score | 5 |
| **Potential Effect** | Focus on the wrong actions and/or outcomes, wasted time and money, duplication or contradiction of actions by other services or partners, failure to meet customer or statutory requirements, associated reputational and legal implications. | | | CMT & Committee Approval Process (COU COM CMT) | | |
| **Related Actions** | Review the Housing Allocation Policy | Housing Options Team Leader | | Customer Consultation & Communication (SCS SAP CSE) | | |
| | Prepare the strategy and action plan to ensure the housing stock meets the Energy Efficiency Standard in Social Housing (EESSH) | Planned Investment Officer | | | | |
| | Review and implement the Audit Scotland Housing Benefit requirements | Strategy & Revenues Service Manager | | | | |

# Corporate Risk

Corporate risks are updated 6-monthly (or more frequently if required) by the Lead (or a delegate), then reviewed by the Corporate Risk Forum and Corporate Management Team before going to Committee.

| **Council & Community Impact of Welfare Reform** | | Priority Outcome | 1. The area has a positive image and attracts people and businesses; 5. Vulnerable people and families are supported | Status | | Change Since Last Review | ▬ |
|---|---|---|---|---|---|---|---|
| Head of Housing & Community Safety | COU CRR 032 | | | Current Score | 12 | Target Score | 6 |

| Description | The welfare reform agenda increases deprivation in the area, removes between £8 million and £10 million from the local economy and requires the Council to provide additional services and support due to a national priority of reducing welfare expenditure. | |
|---|---|---|
| Potential Effect | Potential reversal of efforts to reduce deprivation and improve economic development in the area, as well as reputational, budget and staffing implications of providing new services (the impact of the transfer to Universal Credit cannot yet be quantified). | |
| Latest Note | Members updated on impacts in March 2016. Housing service is being restructured to try to provide more personal and direct advice for customers and service users. Additional partnerships being considered. | |

| Related Actions | Implement new, supported bus services in Clackmannanshire | DAE SBP 132 | Existing Controls | Scottish Welfare Fund (Crisis & Community Grants) |
|---|---|---|---|---|
| | Develop and implement Local Employability Strategy 2014-17 action plan | DAE SBP 137 | | Housing Options Service |
| | Review current housing support and intensive tenancy management services for all vulnerable tenants/customers (temp and secure accommodation) | HCS SBP 064 | | Restructured Housing Management Service |