Report to: Scrutiny Committee

Date of Meeting: 20 December 2016

Subject: Resources & Governance Finance & Performance Q2 from 1 July 2016 – 30 September 2016

Report by: Head of Resources & Governance

1.0 Purpose

1.1. This paper reports to Committee Resources & Governance performance for the 2nd quarter of 2016 /17.

1.2. The report highlights service activity, achievements and performance between 1 July 2016 and 30 September 2016. It also identifies future challenges, opportunities and risks.

2.0 Recommendations

2.1. The Committee is asked to note the report, comment on and challenge performance as appropriate.

3.0 Service Activity - key issues

3.1 Introduction

3.1.1 The Resources and Governance vision is to ensure that financial and human resources, IT systems and governance processes are aligned to the strategic aims of the organisation to facilitate the delivery of the Council's corporate priorities in a legally compliant, cost effective and efficient way.

3.1.2 The Resources and Governance mission as set out in the service business plan is "to provide high quality, professional, value added proactive advice and support to enable senior officers, managers, elected members and staff in the delivery of their strategic and operational objectives" This includes advice and support to manage resources whether they are human, technological or financial.

3.2 Service Activity

3.2.1 **Cross-Service**

Tech One developments

All Council services with the exception of Catering and Social Services are now processing purchase orders in One Council. This provides services with more accurate information on the committed spend to date.

253 staff from all Services, including schools, attended end user training sessions, enabling them to effectively use Procure to Pay

The Tech One team have completed the training on reporting functions and are currently in training 2 days per week to complete the configuration of the budget packs. This is expected to be complete by Christmas. Accountancy will be involved with the testing of the budgeting process.

Work is also ongoing to streamline the transfer the data between back office systems and Tech One. Significant improvements have been made in Adult Care where the automation of invoicing between Finch and Tech One has removed the requirement for manual data entry. This has realised a productivity saving of 9 days per month. The project team are currently working with other Service Areas to maximise system functionality and realise benefits.

HSCI

The service continues to be involved in activities related to HSCi. There is an expectation that each partner provides support from its existing resource however, this may become problematic as there becomes greater expectations by the partnership on delivery of key priorities.

For example, recent meetings include monthly HR Workforce Groups and the Quarterly Joint Staff Forum, ICT Management participates in the Data Sharing Partnership board and the Senior Governance Officer represents the Council on the Integrated Joint Board's Governance Workstream Group.

3.2.2 **Human Resources**

Organisational Development functions have successfully integrated into HR Services and work is ongoing with regards to changes to the corporate PRD process, L&D policy, workforce planning, updating and rebranding of Clacks Academy (OLLE), toolbox talks, development of the performance management module of iTrent,

VS and VR applications continue to be progressed. 57 TVR and 72 VS applications have been approved for discussion with members of staff and this has resulted in 37 acceptances (24 TVR and 13 VS) and 54 refusals (24 TVR and 30 VS).

The iTrent team continues to develop and deliver improved processes including continued work with TECH1regarding the new payroll costing structure. Data load templates have been built for claims relating to OT/Additional Hours which, when fully tested and signed off, will free up significant capacity within the payroll team as this will remove requirement for manual entry. User focus groups have been established and the first group meeting was held in July.

The HR Business Partners provide advice and guidance to all service areas as well as undertaking the full generalist remit. Current formal cases are as outlined below.

Service	Absence Management	Capability	Disciplinary	Grievance	Other
D&E	1	5	8	1	0
Education	12	7	5	0	8
HCS	3	4	1	1	0
R&G	3	4	2	0	1
Social Services	11	4	1	1	1
SCS	6	2	0	0	3
Total	36	26	17	3	13

3.2.3 Legal Services

The addition of an experienced qualified lawyer has helped reduce the backlog of work in regard to council house sales and general conveyancing and contract work.

3.2.4 Information Technology
The Records Management Plan has now been submitted to the Keeper as part of the requirement for the council to comply with the Public Records Scotland (Act).

The migration to a new updated Citrix environment was completed to provide a modern, supported desktop environment for all users. Email has also undergone a major upgrade as part of this process providing additional functionality such as Instant Messaging to all users.

Work has been done to simplify and modernise back office infrastructure. Additional storage has been procured and installed and has had a positive impact on system performance and availability with fewer interruptions to availability due to system failures. Much effort has been devoted to dealing with ongoing issues associated with defects in the power and cooling in the Kilncraigs server room.

Connection to the national E-building standards website has gone live. Customers have successfully submitted applications for an e-Building standard through the portal. The project was delivered on time and under budget.

As part of our annual summer refresh work in schools, new laptop computers were installed in 4 primary schools, new servers were installed in 7 primary schools and a large number of new computers were configured and installed across the three secondary schools. This work is on top of routine annual maintenance of equipment.

A new managed wifi solution has been installed in each of the three secondary schools over the summer break. This will provide faster wifi access and better support the increasing numbers of laptops, tablets and personal devices used in schools. This is the first phase of a capital project to provide an enhanced wifi solution to all council buildings. 250 High speed wireless access points have been configured and installed over the summer holiday period.

All backbone inter building network links connecting schools to the corporate centre and onwards to the internet have been upgraded offering increased bandwidth into schools.

Major repairs were carried out to ICT equipment in ABC Nursery and Secondary School Support Unit after lightning strikes on the buildings.

Significant effort has gone into supporting moves of staff, including the move of members into Kilncraigs and moves associated with the ending of Shared Services. 280 new terminals and 200 screens have been replaced and upgraded in Kilncraigs building as part of the rolling desktop replacement programme.

Staff have been proactively reducing costs associated with mobile telephony. Monthly costs have seen a reduction of 11%

3.2.5 Accountancy

The team have been involved in supporting the Council's budget strategy; assisting services in the identification of savings and assessing the financial viability of proposed business cases for 2017/18 and monitoring the progress of in year 2016/17 agreed savings.

Work is also ongoing supporting Social Services in the development and implementation of their financial recovery plan.

3.2.6 Internal Audit

Work is complete on reviews from the 2015/16 plan, with final reports being issued for all reviews. Work on the 2016/17 plan is underway with 3 final reports issued, 4 draft reports prepared and 4 reviews in progress. The 2016/17 National Fraud Initiative exercise has been completed.

3.2.7 Democracy

The Democracy Team advise and support all services with Freedom of Information and Environmental Information Requests. The table below shows the numbers received, including any requests for review or appeals to the Scottish Information Commissioner.

Quarter 2 Statistics

Service	FOIs/EIRs received	Reviews	Appeals to Scottish Information Commissioner
Development & Environment	72		
Education	21		
Housing & Community	48		
Resources & Governance	60	1	
Social Services	25	1	
Strategy & Customer Services	15	1	
Totals	**241**	**3**	**0**

The Council had one enquiry/complaint from the Information Commissioner alleging that we had breached the data protection act in our Revenues

Service. The Information Commissioner agreed that we had acted in accordance with the act.

Final agreement for adjustments to the Local Government Ward Boundaries was released and the necessary steps have been planned to ensure they are in place for next years Local Government Election.

Preparations for the delivery of the 2017 Local Government Election have already begun, mostly in the area of the count which is done electronically. This included awareness training for key staff in September and initial work on agreeing the contract for the third party supplier in conjunction with the Scottish Government.

3.2.8 **Assets**

Property Maintenance
Following concerns in Edinburgh about the structural integrity of walls 100% of all school properties were checked for urgent and non urgent building works. 70% of repairs were identified as minor and were completed by the start of the new school term. The remaining 30% are programmed for completion in line with the capital works programme through to 18/19. No structural work was required in any of the Academies.

Leisure facilities including pavilions are now being surveyed 80% of the surveys are complete Repairs will be programmed on completion of all surveys. Urgent repairs are acted upon immediately.

Safety works to Paton's Tower following structural inspection are ongoing.

PPP – Schools Contract

Work is continuing with the Contractor relating to contract interpretations, with a view to documenting all agreements before January 2017.

The Deduction values to be applied by the Contractor from the Unitary Charge, relating to service failures, have been agreed for the first three months of financial year 2016-17, disputed amounts for July August, September and October are being withheld. .

Historic issues relating to Utilities Reconciliation reporting have been reviewed and agreed and payment of all historic financial balances have now been made

The Contract Insurances Cost Sharing Mechanism Report has been received and agreed and payment of the Council's share of the cost saving has been received.

Catering

The overall uptake in the primary schools has been consistent since April 2016. There is a 60% overall meal uptake with an uptake of 72% for Primary 1-3 Free Meals Initiative. Trials for a limited number of Nursery meals are ongoing.

After lengthy consultation a new menu structure has been designed which will give the children a much more varied choice.

Meals on Wheels are now supplied by Apetito. This new venture has been successful with very positive feedback from the clients and social services. All labour savings have been met with the introduction of this service.

More schools are now contacting the Catering Service to work alongside them on a number of activities. Extremely positive reviews have been received commenting on the successful partnership working and enhancement to curricular activities. This model for Better Eating Better Learning is receiving positive inspection comments.

Capital projects

There were 32 live projects with total project value of £19,661,000 entering the Q2 reporting period, projects were at various stages of delivery as detailed below:

- 2 Projects in the Feasibility stage (£1.55m)
- 3 Projects in the Design Development stage, (£307k)
- 11 Projects are on site (£3.2m)
- 12 projects are in the Make Good Defects and Final Account stage (£14.4m)
- 4 Projects were closed in the period. (£204k)

3.2.9 **Health & Safety**

An external review of the H&S management system was also set up and co-ordinated throughout September with a report due by Christmas.

The winter flu vaccination programme was set up and co-ordinated by the H&S team in October. In total 706 vaccinations were requested.

A noise measurement project has also commenced within the Roads department, including the compilation of exposure risk assessments. This will generate a significant saving for the Roads department, avoiding the requirement to hire consultants to complete this work.

The annual H&S report will be available for the Committee during Q4.

3.2.10 **Procurement**

Contract Awards financial year to date

	April 16 – Nov 16
Low Value Awards - Below OJEU	16
Value £	£4,314,966
OJEU Awards	0
Value £	£0

Due to the significant changes in procurement legislation work continues to redesign the procurement documentation in line with case law and Scottish Government Policy notes. The statutory development of a procurement strategy has been drafted and the statutory requirement to produce an annual report is currently being drafted. All of these must be approved and published on our website before 31st December 2016

4.0 Performance

4.1 These are reported in Appendix A

5.0 Governance Improvement Action Plan - Update

5.1 Work is progressing on revising the Council's local code of governance. R&G supported S&CS in the delivery of the Best Value Audit self assessment.

6.0 Progress in Delivering Planned Budget Savings in 2015/16

6.1 Discussed in Audit and Finance Committee

7.0 Achievements

7.1 **Information Technology**
The annual PSN compliance programme was completed successfully. PSN is an external audit of ICT security which is a prerequisite for being allowed to connect to other Government networks and is required to allow us to access systems such as Inland Revenue, DWP etc. PSN compliance demands very strict security controls including an independent security audit. The Council is now compliant for a further year.

7.2 **Accountancy**

The 2015/16 Annual Accounts were given a clean audit by the Council's external Auditors, Deloitte at the Council's Audit and Finance Committee on 15th September 2016. This was Deloitte's last year of their five year appointment with new Auditors – Audit Scotland taking on the appointment for the next 5 years.

7.3 **Democracy**

Community Council election in Muckhart was managed successfully giving Modern Apprentices an opportunity to take part as enumerators. The presence of the Provost at the count was greatly appreciated.

7.4 **Procurement**

Procurement was nominated as a finalist in the Procurement Team of the year category in the Government Opportunities (GO) Excellence in Public Procurement Awards Scotland 2016/17. At the ceremony on Wednesday 9 November 2016, members of R and G together with the Council Leader were

in attendance. The GO Awards Scotland is the benchmark by which progress in this £11 billion plus sector in Scotland is measured.

8.0   Opportunities, Challenges and Risks

8.1   Pleased see risk register at Appendix A

9.0   Sustainability Implications

9.1   None

10.0   Resource Implications

10.1   Financial Details

10.2   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 ☐

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

10.4   Staffing

11.0   Exempt Reports

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

12.0   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)

13.0   Equalities Impact

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

14.0   Legality

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

15.0   Appendices

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

Appendix A - Covalent performance report

16.0   Background Papers
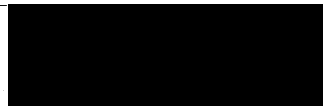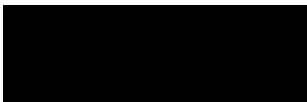
16.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☐ (please list the documents below)   No ☐

Author(s)
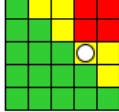
NAME	DESIGNATION	TEL NO / EXTENSION
Stephen Coulter	Head of Resources & Governance	01259 452022

Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources & Governance	███████████
Nikki Bridle	Depute Chief Executive	███████████

Resources & Governance   **APPENDIX A**

Business Plan 2016-17

Mid Year Progress Report

Key to symbols used in this report

PIs		ACTIONS		RISKS	
Short Trend Compares this quarter's performance with last quarter		**Expected Outcome**		**Current Rating** Likelihood x Impact (1 - 5)	**Status**
⬆	Performance has improved	✅	Already complete		🔴 Rating 16 and above
▬	Performance has remained the same	✔️	Meet target/complete within target dates		🔺 Rating 10 to 15
⬇	Performance has declined	⚠️	Will complete, but outwith target		✅ Rating 9 and below
❓	No comparison available - May be new indicator or data not yet available	🔴	Overdue	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.	
		❌	Cancelled		

Corporate Performance Indicators 2016-17

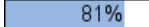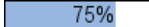| Code	KPI	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Target	Q2 2016/17 Value	Q2 2016/17 Short Trend	Q2 2016/17 Note	Lead
COU AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	7.4	12.12	11.83	11.33	2.86	⬆	.	Chris Alliston
COU FOI GOV	Percentage of Council Freedom of Information requests dealt with within timescale			91.1%	600.0%	92.5%	⬇	The number of requests that have been responded to on time have dropped very slightly, we continue to work with services on the importance of responding on time.	Andy Hunter
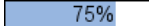
Service Performance Indicators 2016-17

Code	KPI	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Target	Q2 2016/17 Value	Q2 2016/17 Short Trend	Q2 2016/17 Note	Lead
ACC B01 RAG	Performance against phased budgeted spend - Resources and Governance	98.3%	100.0%	94.3%	95.0%	96.8%	⬇	Currently a £0.729m underspend. Position reported at A&F Committee in November.	Stephen Coulter
GOV AUD 001	Percentage of Internal Audit plan completed	100%	100%	100%	100%	66%	⬆	A&F committee updated on staffing situation in November. Substantial elements of plan will be completed.	Stephen Coulter
ITS CUS 001	Percentage of customers satisfied with ICT services	98.2%	94.8%	96.6%	96.0%	95.9%	⬆	Performance has improved over the period as issues are resolved within the new Citrix environment. Resource continues to be diverted to address staffing moves and addressing new issues created by the IT Server Room.	John Munro
ITS ITS 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.035%	0.060%	0.035%	0.035%	0.002%	⬇	13 server incidents during the quarter due to thermal control issues within the IT Server Room causing system damage.	John Munro

Code	KPI	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Target	Q2 2016/17 Value	Q2 2016/17 Short Trend	Q2 2016/17 Note	Lead
RAG HS3 GOV	Proportion of Resources & Governance Health and Safety Risk Assessments reviewed and up to date	N/A	75.0%	95.0%	95.0%	70.3%	?	One R&G Team Leader confirmed they are currently in the process of reviewing the large number of H&S risk assessments within their service area.	Stephen Coulter
RAG PPL 003	Percentage of Resources and Governance staff recorded as having completed a PRD	88.4%	80.0%	40.5%	85.0%		?	Data currently being validated.	Stephen Coulter

ACTIONS

1 Clear Policy Priorities

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
MCB RAG 035	Workforce Planning (Corporate)	31-Mar-2020	81%	✔	The Councils OD Adviser is compiling the overall Council Workforce Strategy based on submissions received from Services. It is now likely that the full report will be submitted for Council consideration in January	Chris Alliston
RAG 16 001	Review and revise Governance Strategy and key Governance documents	31-Mar-2017	75%	✔	Progress on Scheme of Delegation, Finance Regs and CSOs and Local Code of Governance. Intention to bring the revised suite to Council in Q4 following discussion with Administration and CMT. Documents on track for completion as per original timescales.	Stephen Coulter
RAG 16 002	Undertake an options appraisal of services provided to the VJB with the aim of establishing the full costs of service provision and introducing greater formality in the services provided	31-Dec-2016	75%	✔	R&G senior management have provided update on services provided. Other Council's SLAs have been reviewed and proposal to be drafted for agreement with Assessor.	Stephen Coulter

2 Increasing Income & Savings

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
RAG 167 111	Income and charging increase (corporate)	31-Mar-2017	12%	✔		Lindsay Sim

3 Making Efficiencies
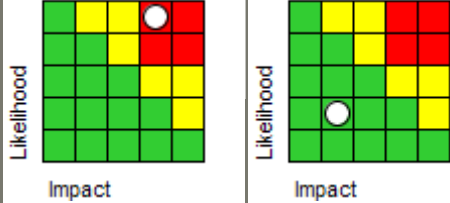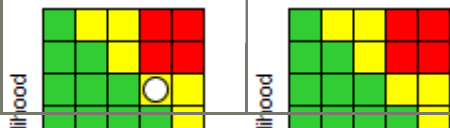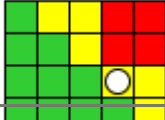
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
MCB RAG 018	Resources and Governance Delivery Model	31-Mar-2018	84%	✔	Work ongoing – savings are expected to be delivered.	Stephen Coulter
MCB RAG 037	Review Telephone Provision and Digital Transactions	31-Mar-2017	85%	✔	Blackberry Server now terminated. Anticipated cost of 5K avoided by migrating users across to iPhone where required. Telephone support contract reviewed. £3K saving. Revised Tariff for our fixed line telephone calls reducing calls to mobiles from 6p to 4p per minute. Identified potential of extending IP technology investment which could reduce monthly telephone charges from £4.5K to zero, leaving only a connection charge circ £1K per month.	John Munro
MCB RAG 039	Review of working week, role flexibility and other terms and conditions	31-Mar-2017	100%	✘	Following meeting of 10/11 Council agreed not to progress. Whilst consultation and briefing and preparation of business cases has concluded and marked as complete the overarching action can now not be completed.	Chris Alliston
MCB RAG 054	Reduce energy costs and raise awareness of energy usage	31-Mar-2019	100%	◉	A competition in primary schools reported on 14th June a reduction in CO2 of 250 tonnes and a financial saving of £4300. This saving needs to be considered as part of the reduction in energy budgets which has seen a £271k reduction this year.	Eileen Turnbull
MCB RAG 055	Review of Printing	31-Mar-2018	65%	✔	Following the approval by CMT on 29th June, we have met with the supplier to advise we will be reducing our fleet of printing devices and obtained updated prices for further roll out of staff ID card scanning equipment. We have been given approval for the reduction within the CAPs by the Customer Services Manager and have met with the Communications Team about the promotion of appropriate printing. Network configuration changes are being progressed to enable the reduction of devices with little business impact.	John Munro

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
MCB RAG 18a	Restructure of Resources and Governance Service	31-Mar-2017	69%	✔	Assets to transfer. Other services underway. HR Phase 2 complete.	Stephen Coulter
MCB RAG 18b	Review of Equipment and Information Management	31-Mar-2017	100%	✔	Key action was presentation of Records Management Plan to Keeper in line with PR(S)A. This was completed in November. A working group for records management has been established and other aspects for the plan are being implemented. Actions under this project will be absorbed as Business As Usual within the service.	Stephen Coulter
RAG 16 003	Implementation of Tech One and the realisation of benefits	31-Mar-2018	85%	✔	Key modules in place. Roll out of training on budgeting and P2P ongoing	Lindsay Sim
RAG 167 048	Renegotiate GIS provision and use of Open Source technologies to bring some functionality in-house.	31-Mar-2017	100%	✅	Contract completed for GIS. New contract cost £50K per annum from 1/7/16	John Munro
RAG 167 062	Relocate Centrespace to other Council building to remove property costs	31-Mar-2017	35%	✖	Liaison has taken place with SW. A series of events based on freeing up space in Menstrie House to free up space in Ludgate House to allow the relocation to take place has to happen. This relies on beds being vacated	Stephen Coulter
RAG 167 066	Reduce or remove unnecessary building lease costs for Ward Street	31-Mar-2017	33%	✖	Carsebridge is now vacated (partial savings this year). Unit 5 Bruce Street now vacated.	Eileen Turnbull
RAG 167 095	PPP service reduction	31-Mar-2017	100%	✅	Savings from the PPP contract due to insurance rebate have been made. Ongoing negotiation with contractor about clawback are nearing completion.	Eileen Turnbull

4 Transforming Services
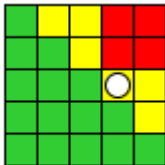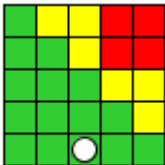
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
MCB RAG 067	Assets Review: Cleaning Service	31-Mar-2019	60%	✖	Completely dependent on HR terms and conditions (unsocial hours) negotiations with Unions. Four months into the year so this will not be achieved fully.	Eileen Turnbull
MCB RAG 099	Reduce Cleaning Service by 25%	31-Mar-2017	36%	⚠	Cleaning service model is under discussion with staff and TUs. Staff savings for 16/17 look possible but more analysis in regard to VS/VR needed.	Eileen Turnbull
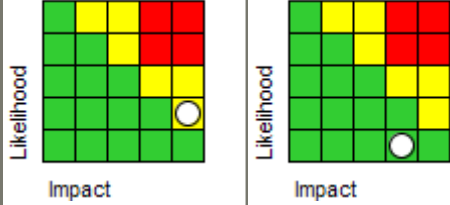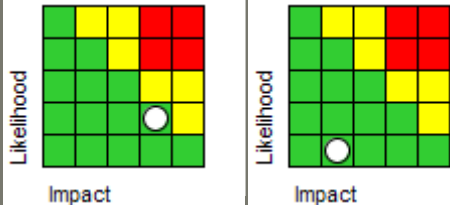
RISK REGISTER

ID & Title	RAG RAG 008	Insufficient resources to support business plan and Council Projects	Approach	Treat	Status	🛑	Managed By	Stephen Coulter	Current Rating	20	Target Rating	4

Description	Internal R&G and other Corporate projects and activities requiring input from one or more R&G teams
Potential Effect	Resource is diverted to projects resulting in fall in quality or delays in "business as usual" Projects fail
Related Actions		Internal Controls	Business Planning Process
Latest Note	Resource constraints are being felt across R&G. Recruitment scrutiny, budget pressure, staff voluntary and peaks of workload are leading to under delivery or delivery outside timescales. Managerial work such as PRDs tends to be de-prioritised

ID & Title	RAG CRR 009	Poor Information & Knowledge Management	Approach	Treat	Status	🛑	Managed By	Stephen Coulter	Current Rating	16	Target Rating	12

Description	Organisational information and knowledge are not effectively managed due to poor information sharing, records and absence management and succession planning, increased dependence on IT systems and unrecorded knowledge held by staff members.
Potential Effect	Increased difficulty and time to access information and loss of tacit information and knowledge when staff leave or are absent, resulting in duplication or non-completion of (possibly statutory) duties. Loss of productivity when systems do not operate effectively, causing frustration and impact on staff morale.
Related Actions	MCB RAG 18b — Review of Equipment and Information Management 	Internal Controls	People Strategy Information & Communication Technology Strategy Information Management Strategy
Latest Note	Work is now progressing on information management and a new corporate file structure. Mandatory Training modules are aslo being put in place

ID & Title	RAG RAG 001	R&G has weak impact on Corporate Governance	Approach	Treat	Status	⚠️	Managed By	Stephen Coulter; John Munro	Current Rating	12	Target Rating	4

Description	Lack of corporate compliance with policies, procedures and processes designed by R&G specialists which enable efficient business processes and good governance
Potential Effect	Council suffers reputational or financial loss and/or is unable to maximise best value or realise project benefits. Service has to change approach or objective to ensure corporate or legislative compliance. Dissatisfied customer.

Related Actions	MCB RAG 018	Resources and Governance Delivery Model	Internal Controls	Governance Panel		
	RAG 16 001	Review and revise Governance Strategy and key Governance documents		Governance Improvement Plans		
				Governance & Audit Processes		
Latest Note	Work on going to revise governance documents and introduce and embed new finance system and upgrade iTrent.					

| ID & Title | RAG RAG 006 | Staff resilience | Approach | Treat | Status | ⚠ | Managed By | Chris Alliston; Stephen Coulter; John Munro; Lindsay Sim; Eileen Turnbull | Current Rating | 12 | Target Rating | 3 |

| Description | Changing job roles, redundancy and uncertainty of Council's long term direction creates anxiety in staff |
| Potential Effect | Stress on staff members leading to absenteeism
Loss of engagement of team members and reduced effort
Poor quality outcomes for the Council because of weaker central support services |

Related Actions	MCB RAG 018	Resources and Governance Delivery Model	Internal Controls	Leadership Development Programme
	MCB RAG 035	Workforce Planning (Corporate)		Health & Safety Management System
				Maximising Attendance & Employee Wellbeing Policy
				Making Clackmannanshire Better Programme

| Latest Note | Staff remain in pockets under pressure due to increased workloads because of staff leaving or expectations of support required. However, staff are clearer about the need for change and the rapid increase driven by technology and voluntary exit |

ID & Title	RAG RAG 005	Failure of IT systems	Approach	Treat	Status	⚠️	Managed By	Stephen Coulter; John Munro	Current Rating	10	Target Rating	4
Description	A significant failure of secure ICT systems that has a major detrimental impact on council operations											
Potential Effect	Council cannot transact vital business. Financial transactions disrupted leading to a loss of council revenue or financial hardship to individuals Loss of confidence in the council Destruction of knowledge assets or costs to recover											
Related Actions					**Internal Controls**		Information & Communication Technology Strategy					
							Business Continuity Plans					
							Operational Business Plan					
Latest Note	Work ongoing on digital strategy and disaster recovery. Systems and infrastructure are being upgraded to improve the end user experience											

ID & Title	RAG RAG 009	R&G Service Reviews	Approach	Treat	Status	✅	Managed By	Stephen Coulter	Current Rating	8	Target Rating	2
Description	R&G service reviews don't deliver savings or improved quality of service											
Potential Effect	R&G does not adapt to budget pressures Opportunities to capitalise on new technology are lost Job roles remain administrative/support rather than strategic and consultative											
Related Actions					**Internal Controls**		Workforce Planning Process					
							Contract Standing Orders					
							Council Standing Orders					
Latest Note	Service reviews are being undertaken as part of MCB and are already underway. Appointment to key posts and roll out of One Council will accelerate progress											

Internal Audit & Fraud Progress Report: Resources & Governance

Overview

AUDIT NAME	Finding Priority 1	2	3	4	Actions Status
Absence Management			1	1	green arrow
Budget Management & Monitoring			2		red octagon
		4	2		green tick
Capital Project Management		2	1		red octagon
			1		green tick
Cash Collection & Handling			6		red octagon
Compliance with IT Security Standards			3		red octagon
			1		green tick
Consultancies and Agency Workers			1		green arrow
		3	1		green tick
			1		red octagon
Delegated Financial Approval Authority		1			red octagon
Funding applications including European		1	1		red octagon
General Ledger		1		1	green arrow
		1	1		green tick
ICT Asset Management Plan & Contract Management			1		red octagon
		6	2		green arrow
Income Collection & Cash Receipting			2		red octagon
Information Governance	1	3			green tick
		4	1		red octagon
Insurance		2	2		green arrow
iTrent Project Implementation		1	2	1	green tick
		1			green arrow
Mobile Phone Usage		1	1		green arrow
			3		green tick
Payroll & HR			1		red octagon

AUDIT NAME	Finding Priority				Actions Status
	1	2	3	4	
PPC action plan			1		🛑
		5	5		✅
		1			▶
Progress of new Finance System Project				1	✅
		1			▶
Savings and Efficiencies - Overtime		2	5		✅
			1		▶
Travel and Subsistence		1	2	1	✅
		1			🛑
Treasury Management				1	🛑

Capital Project Management

AUDIT FINDING	IAF CPM 02	Corporate Project Management Principles and Procedures are not available. Adoption of existing specialised procedures would be advantageous. Procedures covering the Post Implementation Review Requirements should identify where and when it is appropriate to carry out PIRS and a deminimus value above which a PIR would potentially provide benefits. No corporate training provided on Capital Project Management.	Priority	2	Sign-off	No

Agreed Action		Original Due Date	Due date	Status	Progress	Latest Note	Lead
RAG CPM 02	Discussion will be undertaken at CMT to identify appropriate way forward.	30-Mar-2016	30-Mar-2016	🛑	50%	This will be raised at the Capital Projects Group to identify a corporate approach. The group itself has clarified a number of governance issues.	Stephen Coulter

AUDIT FINDING	IAF CPM 03	Issues relating to unclear roles and responsibilities when one service undertakes project tasks on behalf of another. There is no agreement / client relationship contract in place between the Service, Project Manager and internal sections responsible for carrying out project work.	Priority	2	Sign-off	No

Agreed Action		Original Due Date	Due date	Status	Progress	Latest Note	Lead
RAG CPM 03	Issues relating to unclear roles and responsibilities when one service undertakes project tasks on behalf of another. There is no agreement / client relationship contract in place between the Service, Project Manager and internal sections responsible for carrying out project work. Discussion will be undertaken at CMT to identify appropriate way forward.	30-Mar-2016	30-Mar-2016	🛑	50%	The transfer of capital project management responsibilities from R&G to H&CS is designed to clarify responsibilities. The lead will transfer to Head of H&CS.	Stephen Coulter

Delegated Financial Approval Authority

AUDIT FINDING	IAF DFA 001	The Scheme of Delegation and Financial Regulations relating to approval authority for budget related transactions are out of date.				Priority	2	Sign-off	No	

Agreed Action		Original Due Date	Due date	Status	Progress	Latest Note	Lead
RAG DFA 001	Following the implementation of Tech one and the publication of the Scottish Government Procurement Regulations R&G will lead work to redevelop Finance Regs, CSOs and the Statement of Delegation . Work will commence in Q1 of 2016-17 with the aim to have drafts finalised by September 30th.	30-Sep-2016	30-Sep-2016	🔴	75%	This is part of the R&G Business Plan. Key documents are being re-developed for presentation to Council in Q4 2016/17.	Stephen Coulter

Funding applications including European

AUDIT FINDING	IAF FAE 02	No forum or network that allows staff from across the Council who manage external funding to liaise on best practice, discuss funding opportunities and identify potential risks.				Priority	2	Sign-off	No	

Agreed Action		Original Due Date	Due date	Status	Progress	Latest Note	Lead
RAG FAE 02	The corporate Accountancy Team leader will lead a review of the current arrangements within the council to identify individual (s) who will take responsibility for identifying and coordinating funding opportunities across all services.	31-Mar-2015	31-Mar-2016	🔴	80%	Depending on the outcome of the business case it is expected that the action to be complete by 31-Mar-2016	Lindsay Sim

Information Governance

AUDIT FINDING	IAF IGA 03	There are still a significant number of physical files being stored in various Council buildings including Lime Tree House and Alloa Town Hall.					Priority	2	Sign-off	No	

Agreed Action			Original Due Date	Due date	Status	Progress	Latest Note	Lead
RAG IGA 03	Services will be reminded that the official record should now be held on electronic medium. Consideration is being given to identifying an appropriate archive store.		30-Sep-2015	31-Mar-2016	🛑	80%	Documents have been removed from LTH prior to sale. RM working group is working through physical storage and is working with SW to clear out remaining records from Ward Street Store.	Stephen Coulter

AUDIT FINDING	IAF IGA 04	No log or register is maintained of documents / files that are deposited or removed from storage areas.					Priority	2	Sign-off	No	

Agreed Action			Original Due Date	Due date	Status	Progress	Latest Note	Lead
RAG IGA 04	Logging and access arrangements will be considered as part of the Records Management Project.		31-Dec-2015	31-Mar-2016	🛑	95%	Logging and access arrangements are being actively considered as part of the Records Management Project.	Stephen Coulter

AUDIT FINDING	IAF IGA 08	Where the Council has external data sharing protocols in place, these are not subject to periodic review.					Priority	2	Sign-off	No	

Agreed Action			Original Due Date	Due date	Status	Progress	Latest Note	Lead
RAG IGA 08	The Policy Development Phase of the Records Management Project will include a review of data sharing arrangements and requirements. Council Management Team (CMT) to be responsible for compliance.		31-Mar-2016	31-Mar-2016	🛑	95%	As part of a revised approach to statements of Assurance H of S will be asked to provide assurance that data sharing protocols are in place and reviewed in line with an identified schedule.	Stephen Coulter

AUDIT FINDING		IAF IGA 09	Few Council Services maintain registers of the physical files they hold.				Priority	2	Sign-off	No	
Agreed Action			Original Due Date	Due date	Status	Progress	Latest Note				Lead
RAG IGA 09	Locally developed processes and practices will be reviewed as part of the Records Management Project, to assess where they could be developed and shared across the Council. Council Management Team (CMT) to be responsible for compliance.		31-Mar-2016	31-Mar-2016	🛑	80%	The RMP project through the network of service champions is ensuring that work will be done to eliminate paper records as far as is legislatively possible. Remaining paper documents will be catalogued by the service.				Stephen Coulter

Travel and Subsistence

AUDIT FINDING		IAF TSA 01b	Limited guidance is available on the Intranet and on claim forms however stronger guidance in certain areas could require claimants to ensure that most efficient method of travel is utilised				Priority	2	Sign-off	No	
Agreed Action			Original Due Date	Due date	Status	Progress	Latest Note				Lead
RAG TSA 01b	Current guidance to be reviewed to ensure it covers areas a such as consideration of value for money		31-Oct-2015	31-Oct-2015	🛑	90%	Lesley Deans Principal Transportation Planner has advised that revised Policy is till in draft and has still to be approved by SMT/CMT				Lesley Deans

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 20 December 2016

Subject: Housing and Community Safety

Performance Report Quarter 2

Report by: Head of Housing & Community Safety

1.0   Purpose

1.1.   This report updates performance to the second quarter of 2016/17.

2.0   Recommendation

2.1.   It is recommended that Committee notes the report, while commenting on and challenging the performance as appropriate.

3.0   Scottish Social Housing Charter

3.1.   In August the Scottish Housing Regulator (SHR) published the information collected from the third return on the Social Housing Charter. Attached at appendix 1 is the output from the Scottish Housing Regulator's comparison tool, comparing the key indicators for Clackmannanshire with the neighbouring authorities, and the largest RSLs in the area. In comparison with all Scottish Local Authority landlords, performance was above average in some areas including overall satisfaction levels, time to complete non-emergency repairs, and the percentage of stock meeting the Scottish Housing Quality Standard (SHQS).

3.2.   As part of the Charter all social landlords must report on performance to tenants and other service users.   A working group of tenants and stakeholders reviewed the design and content of this report[1], and it was distributed to all Council tenants in line with the requirements.

4.0   Service Restructuring

4.1.   Following the work with Vanguard the service restructuring is continuing with the aim of improving services and generating efficiencies.

4.2.   The last round of housing officer recruitment has now been completed, but it will be early in the New Year before all are appointed. The housing officers

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[1] http://clacksweb/site/documents/housing/housingserviceperformancereport/

are now providing generic services to smaller areas, and there a programme of ongoing training. The new ways of working allow housing officers to better understand their tenants and areas.

4.3. An area of significant concern for the service is rent arrears. Given that all the team members have not been fully trained, it is expected that the results of the changes will be not been seen until 2017-18. However, there are some signs that the decline has been addressed. At the end of Q2, the estimate of gross rent arrears as a percentage of rent due has reduced slightly to 7.84% from the end of year position of 7.95%. The rent collected as a percentage of rent due over the half year has increased from 99.07% to 104%.

4.4. The role of the housing officer is intended to be very wide, and to go beyond what might be considered as a traditional housing management role. The following very brief case extract gives members an example of the possibilities of the new ways of working.

During a routine visit the housing officer found "Mr T" sitting in the dark and freezing cold in his flat. He said that his ESA (Employment and Support Allowance) had been sanctioned and that he was relying on his PIP (Personal Independence Payment). About £18 out of every £20 he put into his gas and electric meters was going to repay his fuel debt. Spending time with him the housing officer found that he is a recovering alcoholic, and making good progress. Concerned that his situation would cause a relapse the housing officer took personal responsibly for helping him. She phoned the Gate foodbank, arranged a food parcel, and collected it for him. She helped him with a crisis grant application, including getting the verification required. She then helped him to sort his gas and electricity so that only £2 of each top up was repaying debt. When he mentioned he was sleeping on the couch as his bed was broken she sourced another bed for him from a local charity, as this was the quickest route. The housing officer remains in contact with Mr T.

It is not known if Mr T will continue with his recovery. However, the actions of the housing officer, going well beyond her job description, must surely have given him a much better chance.

5.0   Performance Indicators

5.1. Members will note the progress and comments on the performance indicators attached at Appendix 2.

Council Tax

5.2. The current Council Tax collection rate (60.09%) is currently lower than at the corresponding period in 2015 (62.75%). However, it is not considered that this figure provides an accurate measure of current performance for two main reasons. Firstly, the number of customers paying by Direct Debit has increased by around 400 from the numbers paying by this method at the start of the year. These customers have the option of clearing their balance of a longer period. Along with the general encouragement to switch to direct debit, there was also an increase in this payment method in September when the local offices (CAPs) stopped taking cash payments.

5.3. Secondly, the actions from the review of the Council Tax process, putting in place a more customer-focussed service, has resulted in almost one third (31%) fewer customers reaching the final Sheriff Officer stage of recovery, compared to the same period last year. This is considered a good measure of the numbers of customer accounts that are up to date.

5.4. Other factors may adversely affect the current collection rate. The take up of Council Tax Reduction (CTR) by Universal Credit (UC) applicants is currently only 40%, well below what would be expected. Previously, customers receiving housing benefit did not have to apply separately for CTR. To deal with this officers have visited all UC applicants who had not applied for CTR. However, in accordance with most UK benefits, strict backdating rules are in place meaning that claims and payments can only be backdated one month, so there is likely to be lost collection.

5.5. Problems with the IT systems may also impact on council tax and benefits performance, and that the time of writing systems were unavailable to provide full updates.

Housing Benefit

5.6. The measures put in place to address the previous poor performance have achieved significant sustained improvement. Performance for new claims has improved to 24 days, near the Scottish Average figure, and change of circumstances are being turned round in only 6 days. As far as we can see, these are the best processing times the Council has ever achieved. To put this in perspective, the average figures at the end of quarter 1 in 2015-16 were 37 and 27 days respectively.

Voids

5.7. As reported to the Audit and Finance Committee performance on voids has not continued with the progress made last year. The reasons for this and actions taken to address performance are set out below.

Increase in the number of properties becoming void

5.8. There are currently 62 voids. There has been an increase in the number of properties becoming void during the period (234 compared with 187 in the first half of last year). In addition to this, 141 temporary homeless units were relet in the first half of this year compared with only 111 in the same period last year.

5.9. It is clear that the current working practices and staffing complement cannot respond quickly to spikes in demand. In the first quarter more houses were being returned than relet. However, working practices are being reviewed, and during the second quarter more properties were relet than become void.

Increase in properties to be allocated

5.10. In addition to the 209 void properties let in the first half of this financial year, (compared with 204 in the same period last year) staff allocated 36 new build properties, where there were none last year. Some of our current tenants

were allocated some of the new build properties so this increased the number of void properties to be relet. 45 current tenants moved to properties within our own stock compared with only 31 in the same period last year.

Poor condition of property

5.11. Many of the properties becoming void during the first half of this year have been in a poor condition. Analysis of termination reasons for the first half of the year shows that there has been an increase (of 10) in the number of tenancies ending as a result of tenant's death or moving into permanent care resulting in 42 voids. Many of these properties required kitchens, bathrooms and rewiring as these improvements had been refused by the tenant during the capital programme.

5.12. Six evictions were carried out compared with only 1 in the same period last year. These properties required very extensive work.

Actions taken to improve performance

5.13. As part of the new ways of working introduced through Vanguard, staff hold regular problem solving sessions. At these sessions staff identify the issues that are adversely affecting performance, and identify solutions to deal with this. Some examples of the solutions identified are set out below.

House Clearance

5.14. Many of our void properties required clearing and cleaning before tradesmen could enter and start repairs work. Additional labourers were appointed to deal with this.

Utilities

5.15. Electric and gas meters cause significant delays during the void process. These meters need reset when vacant so that staff have power to work in the property, and the new tenant can make their arrangements for a supplier. Where meters have been tampered with, or are in debt, the energy supplier has to visit the property. This can take four weeks.

5.16. We have been working with Citrus Energy, a social enterprise, which helps tenants find the best deal and can often negotiate on behalf of Councils with energy suppliers. However, the Council is now a full member of Our Power, a new energy supply company established by Scottish social housing providers. When properties are void Our Power will install smart meters. This will reduce the delays involved with multiple suppliers, and offer tenants, particular those on Pay as You Go, more competitive tariffs and control over their energy payments.

Textured Ceilings and floor coverings.

5.17. Some of our properties have textured ceilings and floor tiles which contain small amounts of asbestos content. Whilst work on any type of asbestos can be dangerous, the Health & Safety Executive (HSE) advises that work on

textured coatings can be carried out by non-licensed workers who are appropriately trained. This work would generally not need to be notified.[2]

5.18. However, the current corporate council policy requires the use of licensed asbestos contractors in all instances of work with asbestos products. It is considered this is adding unnecessary significant and costly delays to the process. The policy requires the suspect coating to be tested by an external contractor. If the test shows asbestos is present, a different contractor is required to prepare the surface before repairs can be carried out. Where textured coatings are disturbed during maintenance works reassurance air tests are also required. Air tests cost £300 per job, and there has been no positive samples since this practice began in 2008. In additional to the general added delay this provides, there have been significant additional delays with the specialist contractor.

5.19. The total cost of these works and related voids costs in 2015-16 was estimated to be in the region of £200,000.

5.20. It is intended to recommend that work in council residential properties be dealt with in line with HSE regulations. This will require a change to the corporate policy.

Pre termination visits.

5.21. The new ways of working has meant that housing officers have started visiting properties as soon as the current tenant gives notice of termination. This should improve the condition of properties returned and so improve void performance.

6.0   Capital Programme Update

6.1. The capital programme is proceeding satisfactorily. With regard to the Scottish Housing Quality Standard (SHQS), the Scottish Housing Regulator now wants tenant refusals and failures due to owners not agreeing to upgrade works to be recorded as abeyances. This will increase the SHQS compliance to **99.86%**.

6.2. The stock is also now 70% compliant with the Scottish Government's new Energy Efficiency Standard for Social Housing (EESSH), an increase of 7% since April 2016. The EESSH is an enhancement to the SHQS and it is expected near compliance will be achieved by the deadline of April 2020.

6.3. The £2m upgrade at Hutton Park, Alloa is making good progress. Window replacement completed in September, and external rendering is scheduled to be completed by March 2017. Scottish Government part funding allowed the installation of external thermal insulation to the non-traditionally built Swedish Timber housing in Gordon Drive, Wallace Street and Sutherland Avenue. As well as significantly improving the thermal performance of the properties, the properties now look better too. Private owners were given the opportunity to be included in the upgrade works for a nominal fee following the securing of the grant funding.

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[2] http://www.hse.gov.uk/asbestos/essentials/coatings.htm

6.4. The securing of the Scottish Governments HEEPS ABS (Home Energy Efficiency Programme Area Based Scheme) grant has allowed the council to carry out key External Thermal Insulation upgrades to 114 non-traditionally built homes in Alva South, Coalsnaughton, Tullibody. A total of 47 council homes were included as part of this contract with match funding from the HRA. Sharing owners were again offered the upgrade for a nominal fee with their contribution grant funded.

6.5. Roof and render work is a significant proportion of the current capital programme. The external cladding of properties in The Orchard, Tullibody is now complete. Other upgrades within the Roof and Render programme carried out over the first two quarters are as follows -

- Newmills/Ochil Street Tullibody –(Ochil street – 54 properties rendered, Newmills – roofs replaced)

- Lochbrae Sauchie – 17 Properties roof and render upgrade

- Holton Crescent Sauchie – 13 properties roof upgrade

- Woodlands, Sauchie – 4 properties roof upgrade

6.6. 395 properties had a central heating upgrade to the 30th of September 2016. Another 300 properties are scheduled for upgrade up until April 2017.

6.7. 323 properties had window replacement in the first two quarters. A further 200 properties are programmed.

6.8. Some of the window programme has now been brought in house, with work to 234 properties programmed for this year, and a 102 complete to date. The work is scheduled so that the full window replacement to each property can be done in one day and on a day that suits the tenant.

6.9. Bringing this work in house allows overheads to be spread over a larger programme of works, and direct control of customer satisfaction, which is reported at 98%. It also provides a guaranteed steady programme of works, and has enabled two apprentices completing their training to be taken on for a year of post qualification experience.

7.0   Sustainability Implications

7.1. None.

8.0   Resource Implications

8.1. Financial Details

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

Yes √

Finance has been consulted and has agreed the financial implications as set out in the report.   Yes √

8.2. Staffing

There are no additional staffing implications associated with this report.

9.0   Exempt Reports

9.1. Is this report exempt?

Yes ☐ (please detail the reasons for exemption below)   No √

10.0   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)

11.0   Equalities Impact

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

No

12.0   Legality

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

13.0   Appendices

13.1. Please list any appendices attached to this report. If there are no appendices, please state "none".
1. SHR Landlord Comparisons
2. Covalent Performance Indicators

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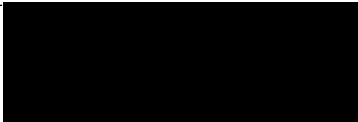
13.2. Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No√

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Jennifer Queripel	Service Manager	2475
Murray Sharp	Service Manager	5113

Approved by

NAME	DESIGNATION	SIGNATURE
Ahsan Khan	Head of Housing	███████████
Nikki Bridle	Depute Chief Executive	███████████

Landlord Report

How your landlord told us it performed in 2015/2016

2015/2016 Response

Indicator	Clackmannanshire Council	Average of compared landlords	Difference from this average	Stirling Council	Falkirk Council	Ochil View Housing Association Ltd	Paragon Housing Association Ltd
Homes and rents							
Total number of homes	4,968	6,186	1,218	5,626	16,369	1,355	1,396
Total rent due to be collected	£16,777,089	£19,504,649	£2,727,560	£17,645,831	£49,900,933	£5,283,169	£5,188,664
Percentage average weekly rent increase to be applied	3.5 %	2.3 %	1.2 %	1.0 %	3.6 %	2.6 %	2.0 %
Total number of 1 apartments	27	27	0	25	69	7	8
Average weekly rent for 1 apartments	£63.81	£42.28	£21.53	£53.65	£35.32	£61.97	£55.70
Total number of 2 apartments	1,344	1,100	244	1,293	2,605	349	152
Average weekly rent for 2 apartments	£65.53	£53.51	£12.02	£60.63	£47.70	£68.88	£61.68
Total number of 3 apartments	2,227	3,054	827	2,308	8,659	570	678
Average weekly rent for 3 apartments	£67.22	£60.11	£7.11	£62.79	£57.74	£75.31	£68.43
Total number of 4 apartments	1,236	1,798	562	1,739	4,534	402	515
Average weekly rent for 4 apartments	£68.92	£67.56	£1.36	£65.31	£65.98	£81.06	£78.49

Indicator	Clackmannanshire Council	Average of compared landlords	Difference from this average	Stirling Council	Falkirk Council	Ochil View Housing Association Ltd	Paragon Housing Association Ltd
Total number of 5 apartments	134	208	74	261	502	27	43
Average weekly rent for 5 apartments	£70.85	£73.90	£3.05	£67.01	£75.40	£83.28	£92.36
Tenant satisfaction							
Percentage of tenants satisfied with the overall service	90.9 %	82.4 %	8.5 %	79.6 %	77.4 %	90.8 %	82.0 %
Percentage of tenants who felt their landlord is good at keeping them informed about their services and outcomes	80.9 %	81.3 %	0.4 %	82.7 %	72.7 %	85.9 %	83.9 %
Percentage of tenants satisfied with the opportunities to participate in the landlord's decision making	79.2 %	74.0 %	5.3 %	74.3 %	75.6 %	79.7 %	66.3 %
Quality and maintenance of homes							
Percentage of homes meeting the Scottish Housing Quality Standard	97.2 %	91.4 %	5.8 %	97.2 %	91.1 %	71.2 %	91.1 %
Average number of hours taken to complete emergency repairs	2.0	5.5	3.5	7.7	5.0	1.9	1.8
Average number of days taken to complete non-emergency repairs	5.9	8.8	2.8	4.9	11.3	9.2	5.4
Percentage of reactive repairs carried out in the last year completed right first time	93.5 %	94.5 %	1.0 %	84.7 %	98.2 %	90.2 %	95.6 %
Percentage of repairs appointments kept	99.9 %	98.5 %	1.4 %	98.5 %	98.6 %	N/A	100.0 %
Percentage of tenants who have had repairs or maintenance carried out in the last 12 months who were satisfied with the repairs and maintenance service	95.0 %	87.8 %	7.2 %	84.0 %	93.4 %	94.2 %	79.5 %
Neighbourhoods							

Indicator	Clackmannanshire Council	Average of compared landlords	Difference from this average	Stirling Council	Falkirk Council	Ochil View Housing Association Ltd	Paragon Housing Association Ltd
Cases of anti-social behaviour, per 100 homes, reported in the last year	6.4	11.5	5.1	12.3	10.2	29.4	5.8
Percentage of anti-social behaviour cases resolved within locally agreed targets in the last year	75.2 %	75.8 %	0.6 %	93.8 %	64.7 %	95.0 %	59.3 %
Value for money							
Percentage of total rent due collected in the previous year	99.1 %	100.0 %	0.9 %	99.8 %	99.3 %	102.1 %	104.7 %
Percentage of rent due not collected through homes being empty in the last year	0.6 %	0.8 %	0.2 %	0.6 %	1.0 %	0.3 %	1.0 %
Average length of time in days taken to re-let homes in the last year	35.8	46.8	11.0	30.0	50.2	35.1	62.2

Housing, Community Safety & Revenues   **APPENDIX 2**
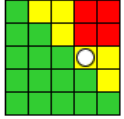
Business Plan 2016-17

Quarter 2 Progress Report

Key to symbols used in this report

PIs		ACTIONS		RISKS		
Short Trend Compares this quarter's performance with last quarter		**Expected Outcome**		**Current Rating** Likelihood x Impact (1 - 5)		**Status**
⬆	Performance has improved	✅	Already complete		🔴	Rating 16 and above
▬	Performance has remained the same	✔	Meet target/complete within target dates		🔺	Rating 10 to 15
⬇	Performance has declined	⚠	Will complete, but outwith target		✅	Rating 9 and below
❓	No comparison available - May be new indicator or data not yet available	🔴	Overdue	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.		
		❌	Cancelled			

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Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		2014/15	2015/16	2016/17		
		Value	Value	Value	Target	
HCS CUS 003	% tenants satisfied with the management of the neighbourhood they live in	83%	83%	90%	NA	The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2017.
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.	40	36	58	36	The average time to let properties has increased since the year end position. The increase in the volume of work e.g. 21% increase in temp accommodation voids, 36 new build properties to allocate, has impacted on our ability to maintain low relet times.
HMO ALL 013	The percentage of new tenants satisfied with the lettable standard when moving in - used for SHBVN & report to tenants	83%	94%	NA	98%	We no longer collect measures for SHBVN. This duplicates Charter indicator HCS CUS 048 (see below)
HMO ALL 041	Total number of lets (including new builds and OTS)	403	363	258	NA	The number of properties let in the first half of the year has increased compared with the same period last year. In addition to the 209 void properties let in the first half of this financial year, (compared with 204 in the same period last year) staff allocated 13 off the shelf properties (13 in the same period last year) and 36 new build properties (no new build properties last year).
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.	46%	46%	34%	40%	The refusal rate continues to reduce as Officers work closely with applicants to ensure that tenancy offers are suitable for the needs of the applicant.
HMO ALL 057	The number of empty dwellings that arose during the last year in self-contained lettable stock	398	367	234	NA	The number of properties becoming void during the first half of the year was significantly higher than the same period last year when 187 properties became void.
HMO ALL 071	The percentage of lettable dwellings that arose during the year (excluding new-build and off the shelf purchases) in self-contained	8.21%	7.59%	Annual Indicator	NA	This is an annual indicator and will be calculated at the end of the reporting year.

Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		2014/15	2015/16	2016/17		
		Value	Value	Value	Target	
	lettable stock.					
HMO TEM 074	% of factored owners satisfied with the factoring service they receive	20%	69.23%	Annual Indicator	NA	This survey is carried out at the end of the reporting year.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 070	Redesign Estate management service to focus on customer priorities.	31-Dec-2016	80%	✔	All posts are now filled and Estate work is up to date. The final part of this action will be to get operatives onto mobile working system. This will be completed by 31st December 2016.

2) Our communities are more cohesive and inclusive

Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		2014/15	2015/16	2016/17		
		Value	Value	Value	Target	
HMO HPI 005	The proportion of the council's housing stock meeting the Scottish Housing Quality Standard.	92.6%	97.2%	Annual Indicator	100.0%	Work continues to maintain stock at the SHQS. This will be calculated at the end of the reporting year.
HMO TEM 070	% of court actions initiated which resulted in eviction	9.68%	11.25%	13.46%	NA	Of the 52 court actions initiated in the half year, 7 proceeded to eviction.
RGN ACC 021	Average weekly rent for Gypsy/Travellers pitch	£85.00	£85.00	Annual Indicator	NA	This is an annual indicator and will be set and reported at the year end.
RGN ASN 002	% Satisfaction with management of Gypsy/Traveller site	93.33%	28.57%	Annual Indicator	NA	This survey is carried out at the end of the reporting year.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 079	Review the Housing Allocation Policy	31-Dec-2016	80%	✔	Following a consultation exercise which involved, a staff working group, Council tenants, applicants on the waiting list, and Tenants and Residents Federation., a report will be presented to the next Council meeting, following a Members Briefing.

	4) Our communities are safer

		2014/15	2015/16	2016/17		
Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		Value	Value	Value	Target	
HMO TEM 067	% of asb cases reported in the last year which were resolved within locally agreed targets	78.25%	75.24%	Annual Indicator	75.00%	In the first half of the year 131 ASB cases have been opened. Of these cases, 75 have been resolved within the target timescale. The other 56 cases are ongoing. This is an annual indicator and will be reported at the year end.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 071	Implement the use of mobile CCTV cameras.	30-Sep-2016	70%	⚠	The Council took delivery of the Mobile CCTV cameras and equipment week commencing 7th November. The procedures governing their deployment in accordance with the Regulation of Investigatory Powers (Scotland) Act will be agreed by the multi agency tasking coordinating group (MATAC), to ensure their effective deployment.

	5) Vulnerable people and families are supported

		2014/15	2015/16	2016/17		
Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		Value	Value	Value	Target	
HMO ALL 043	Percentage lets to statutory homeless applicants	46 %	57 %	45 %	50 %	At the half year point, the target for lets to homeless is not being met. The lack of 1 bed properties has an impact on this. We are currently matching homeless applicants who are couples or have access to children to 2 bedroom properties to increase the lets to homeless applicants.
HMO HPI 041	% of approved applications for medical adaptations completed during the reporting year	92%	83%	73%	80%	Applications received in 2015/16 exceeded the budget available. A decision was taken to increase the budget for these works, however the backlog has caused a delay in completing some major adaptations.
HMO HPI 042	Average time to complete medical adaptation applications	38 days	27 days	52 days	35 days	Applications received in 2015/16 exceeded the budget available. A decision was taken to increase the budget for these works, however the backlog has caused a delay in completing some major adaptations.
HMO TEM 054	Percentage of new tenancies sustained for more than a year, by existing tenants -	95%	92%	96%	94%	Tenancy sustainment levels have improved in comparison with the year end position. Housing Officers continue to work closely with tenants to

Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		2014/15	2015/16	2016/17		
		Value	Value	Value	Target	
	Transfer (TR)					help them to sustain their tenancy.
HMO TEM 056	Percentage of new tenancies sustained for more than a year, by applicants who have been assessed as statutory homeless (HP)	80%	85%	78%	85%	The % Homeless Households sustained has reduced since the year end position.
HMO TEM 058	Percentage of new tenancies sustained for more than a year, by applicants from the Housing Waiting List - WL	90%	89%	85%	90%	The % of Waiting List lets sustained has reduced slightly since the year end position. Generic Housing Officers are now working in patch areas where they are focused on helping tenants sustain tenancies.
HMO TEM 060	Percentage of new tenancies sustained for more than a year, let source by other reason	100%	0	0	NA	There were no lets in this category.
RGN AOR 001	% of households requiring TA to whom an offer was made	98.90%	100.00%	99.53%	100.00%	As a Local Authority, we are required to offer all homeless applicants who need it, temporary accommodation. In the first half of this year, due to exceptional circumstances 1 person was not offered temporary accommodation.
RGN ASN 001	% Satisfaction with standard of Homeless Temporary Accommodation	90%	79%	81%	93%	We have improved the recording process for measuring satisfaction, therefore the figures are more reflective of the satisfaction rates.
RGN ATA 201	Avg no of weeks stay in Homeless **TA (exiting TA)** - LA ordinary dwelling	20.17 weeks	14.34 weeks	Annual Indicator	NA	This will be calculated at the end of the reporting year.
RGN ATA 202	Avg no of weeks stay in Homeless **TA (exiting TA)** - Housing Association/ RSL Dwelling	0.00 weeks	0.00 weeks	Annual Indicator	NA	This will be calculated at the end of the reporting year.
RGN ATA 206	Avg no of weeks stay in Homeless **TA (exiting TA)** - Bed & Breakfast	7.99 weeks	4.86 weeks	Annual Indicator	NA	This will be calculated at the end of the reporting year.
RGN ATA 208	Avg no of weeks stay in Homeless **TA (exiting TA)** - Private Sector Lease	886.86 weeks	0.00 weeks	Annual Indicator	NA	This will be calculated at the end of the reporting year.
RGN ATA 209	Avg no of week stay in Homeless **TA (exiting TA)** - other LA	6.69 weeks	0.00 weeks	Annual Indicator	NA	This will be calculated at the end of the reporting year.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 072	Review and redesign the Housing Support Service	31-Mar-2017	50%	✔	The Housing Support Team will be re-located to Hallpark, They will support young homeless applicants, and young people referred through the Corporate Parenting Protocol. Two new posts have been created in the Housing Support Team. These staff will be responsible the resettlement of refugees in the area.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 073	Housing Officers use the MCB improvement budget.	31-Mar-2017	50%	✔	This years budget is progressing well. Housing Officers continue to work with tenants in terms of identifying projects that will enhance and add value to the estates. In recent weeks this has seen works approved to create parking bays and purchase CCTV units for monitoring common closes. Tenants have identified these projects as priorities which MCB has been able to meet. Work has also started on Phase 2 of the play park renewal and upgrade at Craigview, Sauchie. This project was initially proposed by the community group Active8 but could only be partially completed due to issues with funding. The MCB budget has been able to contribute to complete this project.

8) The environment is protected and enhanced for all

		2014/15	2015/16	2016/17		
Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		Value	Value	Value	Target	
HMO HPI 013	15iii) The number and proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard by criteria. Energy efficient - Percentage	100.00%	100.00%	Annual Indicator	100%	All Council Housing stock meets the requirements of the SHQS Energy Efficiency criteria. The Energy Efficiency Standard for Social Housing (EESSH) now supersedes this indicator.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 074	Prepare strategy and action plan to ensure the housing stock meets EESSH	31-Mar-2017	50%	✔	A further 46 Non-traditionally built houses are being upgraded in 2016/17 with external wall insulation as part of the HEEPS ABS Scottish Government programme. We are adding our HRA stock to the contract to ensure that our assets are compliant with EESSH moving forward and also to secure contract savings and to maximise the agreed rates through the contract. This follows on from the 43 properties upgraded already in 2016/17. We have a central heating rolling replacement programme scheduled for 2018-2022 with an outline programme of 300 boiler changes per year over the term. This will target current EESSH failures. We have a window replacement programme of works established with outline agreement to replace windows to 500 properties per year between 2006 and 2026. This will further enhance the energy performance of our stock. Windows are being replaced with energy efficient heat reflective glass.

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

		2014/15	2015/16	2016/17		
Covalent Ref.	**PI Description**	2014/15	2015/16	2016/17		Latest Note
		Value	Value	Value	Target	
HCS CUS 001	% tenants satisfied with the overall service provided by their landlord	90.94%	90.94%	94%	NA	The data for this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2017.
HCS CUS 002	% tenants satisfied with the opportunities given to them to participate in their landlord's decision-making process	79.23%	79.23%	89%	NA	The data for this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2017.
HCS CUS 004	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions.	81%	81%	92%	NA	The data for this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2017.
HCS CUS 007	Percentage of tenants who feel the rent for their property represents good value for money	79.89%	79.89%	93%	NA	The data for this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2017.
HCS CUS 015	Percentage of FOI requests dealt with within timescale by Housing and Community Safety		100%	100%	100%	The service continues to respond to FOIs timeously.
HCS CUS 016	Percentage of Councillor enquiries dealt within timescale	100%	100%	100%	100%	The Service continues to respond to Councillor's enquiries within the prescribed timescale.
HCS CUS 048	% of tenants who moved in within the last 12 months satisfied with their home.	83%	94%	96%	95%	The % of new tenants satisfied when they move into their new home has increased in the first half of 2016/17 compared with the figure for last year. We have recently changed our process so that the officer who takes the customer to 1st viewing and agrees the work to be done on the property checks that the tenant is happy when they sign up. (This information used to be collated 4-6 weeks after the new tenant had moved in, at the settling in visit.) Now, if there is anything that the tenant is not satisfied with the officer is able to do something about it at the time.
HCS CUS 049	% of tenants who have had repairs or maintenance within the last 12 months satisfied with the repairs and maintenance service.	81%	95%	Annual Indicator	96%	This will be calculated at the end of the reporting year.
HCS CUS 050	Percentage of first stage complaints to Housing and Community Safety (inc Revs) responded to in full		100%	100%	100%	Performance remains consistent with all complaints being responded to in full.

		2014/15	2015/16	2016/17		
Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		Value	Value	Value	Target	
HCS CUS 051	Percentage of first stage complaints to Housing and Community Safety (inc Revs) responded to in full within SPSO timescale		100%	100%	100%	Performance remains consistent with all complaints being responded to within the SPSO timescales.
HCS CUS 052	Percentage of first stage complaints to Housing and Community Safety (inc Revs) Upheld		52%	44%	NA	Compared with the position at year end, slightly fewer complaints were upheld.
HCS CUS 053	Percentage of second stage complaints to Housing and Community Safety (inc Revs) responded		100%	100%	100%	Performance remains consistent with all complaints being responded to.
HCS CUS 054	Percentage of second stage complaints to Housing and Community Safety (inc Revs) responded within SPSO timescale		100%	100%	100%	Performance remains consistent with all 2nd stage complaints being responded to within the SPSO timescale.
HCS CUS 055	Percentage of second stage complaints to Housing and Community Safety (inc Revs) upheld		60%	50%	NA	There has been a slight reduction in the % of 2nd stage complaints upheld since the end of year 15/16.
HCS PPL 001	Percentage sickness absence in Housing & Community Safety service	4.44%	4.82%	4.68%	4.75%	Sickness absence has improved slightly over the first half of the year. Absence management continues to be a priority for managers.
HMO ALL 035	% of rent due lost through properties being empty during the last year	1.10%	0.61%	Annual Indicator	0.60%	This will be calculated at the end of the reporting year.
HMO ALL 072	% of existing tenants satisfied with the quality of their home	88%	88%	89%	NA	The data for this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2017.
HMO HPI 001	% Properties with Current Gas Safety Certificate	100%	100%	100%	100%	The service continues to prioritise gas safety checks and maintain this excellent performance.
HMO PRO 005	Average Length of Time Taken to Complete Emergency Repairs (i) The total number of emergency repairs completed in the last year (ii) The total number of hours taken to complete emergency repairs	1.95	2.01	2.26	2.01	Performance has dipped slightly in the first half of the year. Working practises are currently being reviewed and we aim to improve this over the second half of the year.
HMO 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	6.28 days	5.94 days	8.46 days	5.94 days	The average response time has been affected due to working through a backlog of gutter maintenance jobs that had accumulated. These jobs are now complete but have had an effect on the average time to complete repairs. A shortage of Plasterers also resulted in repairs taking longer to complete. Jobs are now progressed as they are received so they will no

Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		2014/15	2015/16	2016/17		
		Value	Value	Value	Target	
	complete non-emergency repairs					longer be held as a batch. Improvements are expected over the second half of the reporting year.
HMO 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	91.6%	90.9%	86.1%	90.0%	Performance has dipped in this area. Working practices are currently being reviewed to address issues in the system.
HMO PRO 008	Percentage of repairs appointments kept (i) Do you operate a repairs appointment system Y/N? (ii) Number of reactive repairs appointments made int the last year (ii) The number of appointments kept in the last year	90.09%	99.91%	99.2%	100%	The percentage of repairs appointments kept continues to be very high. Recent IT issues have lead to a few appointments being missed.
HMO TEM 010	Rent collected as percentage of total rent due in the reporting year (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)	99.05%	99.07%	104%	99.5%	At the half year point, 104% of the rent due in the half year has been collected. This is consistent with the slight reduction in the gross rent arrears percentage.
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	7.39%	7.95%	7.84%	7.5%	Estimating the total rent due for the reporting year, the gross arrears as percentage of rent due is less than it was at the year end. As Officers are working in smaller patch areas they are able to closely manage tenant's rent accounts.
HMO TEM 071	Average annual management fee per factored property	2.17	2.33	Annual Indicator	NA	This will be calculated at the end of the reporting year.
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£16.69	£19.55	Annual Indicator	NA	This will be calculated at the end of the reporting year.
RAP CTA 007	NDR in year collection rate	97.26%	98.15%	Annual Indicator	98.00%	This will be calculated at the end of the reporting year.
RAP CTA 011	Sundry debt in year collection	73.95%	73.84%	Annual		This will be calculated at the end of the reporting year.

Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		2014/15	2015/16	2016/17		
		Value	Value	Value	Target	
				Indicator		
RAP CTA 019	Debt collection rates > 90 days	33.46%	43.10%	Annual Indicator	34.00%	This will be calculated at the end of the reporting year.
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	94.44%	95.77%	Annual Indicator	95.50%	This will be calculated at the end of the reporting year.
RAP CTA 020	Number days taken on average to process new benefits claims	32	34	24	25	Following a Vanguard intervention and review of process the Council is now processing new claims at the Scottish Average. This represents a significant improvement and currently represents the fastest time for processing the Council has ever achieved. Audit Scotland and the DWP have removed their monitoring activity due to the sustained improvement.
RAP CTA 021	Number of days taken on average to process changes to benefits claims	12	14	6	11	Following a Vanguard intervention and review of process the Council is now processing change of circumstances for benefits significantly quicker than the Scottish Average. This is as a result of verification process taking place as soon as forms are received to be processed. This was highlighted as Best Practice by Audit Scotland.
RAP CTA 022	Percentage of applications to Local Social Fund processed within 2 days (Crisis grants)	100%	100%	92%	100%	As reported to the October Scrutiny committee the Service has recruited extra staff to review process involved in SWF from the customer's point of view. Where staff believe there is a genuine need, cases are kept open beyond the target timescale rather than close it without award. The service did face significant external pressure when the complication over the award and payment of tax credits by HMRC resulted in a heightened demand for grants.
RAP CTA 023	Percentage of applications to Local Social Fund processed within 28 days (Community Care grants)	100%	100%	100%	100%	As reported to the October Scrutiny committee the Service has recruited extra staff to review process involved in SWF from the customer's point of view. The service did face significant external pressure when the complication over the award and payment of tax credits by HMRC resulted in a heightened demand for the team to process.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 075	Review the HRA Financial Business Plan	31-Mar-2017	50%	✔	We are currently working with Capita to develop a model Business Plan that allows us to see clearly the implications of rent increases and capital investment over the course of 30 years.
HCS SBP 076	Implement the integrated Housing IT system	31-Mar-2017	10%	✔	Technology One are currently reviewing the functionality of their Housing solution. We will shortly commence work with Technology One to ensure it

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
					meets the needs of the Housing Service. Meanwhile we continue to review our internal practices and data cleanse our current systems in preparation to move to the new system. Although this action has been included in the 16/17 business plan, the target implementation date for the system is March 2018.
HCS SBP 077	Review and implement the Audit Scotland Housing Benefit requirements	31-Dec-2016	95%	✔	Last remaining action was intervention activity and the batch was issued to claimants week commencing 7th November. Audit Scotland requires an update by the 31st of January 2017 on the Councils HB Intervention Activity, the final results of this work will be available week commencing 2nd January.
HCS SBP 078	Implement the redesign of the council tax system	31-Dec-2016	70%	✔	A number of improvement actions were agreed by the Vanguard Check team and CMT for implementation, most actions have been implemented and rest have commenced, this has resulted in a 30% reduction in cases at Sheriff Officers compared with the same period last year. We are currently working with communications on our online Direct Debit set up and online notification forms to enable change of circumstances information to come in clean.
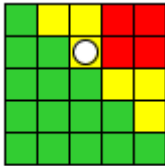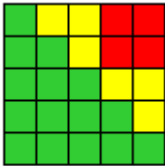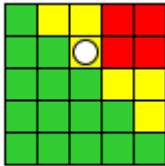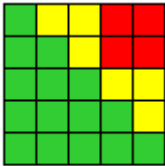
ID & Title	HCS SBP 001 Resources Reduce Below Manageable Levels	Approach	Treat	Status	⚠	Managed By	Ahsan Khan	Current Rating	15	Target Rating	
Description	Financial pressures worsen to a point where buildings, physical assets, technologies and supplier contracts can no longer be maintained, used or improved and staff numbers reduce to levels below the service's functional requirements.										
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.										

Related Actions:

HCS SBP 075	Review the HRA Financial Business Plan	Internal Controls	Budget Challenge & Financial Monitoring
HCS SBP 076	Implement the integrated Housing IT system		Corporate Asset Management Strategy
			Interim Workforce Strategy

Latest Note
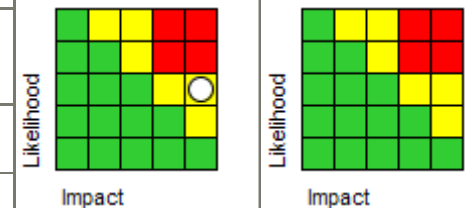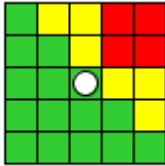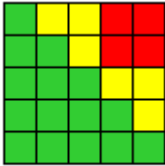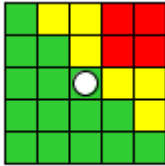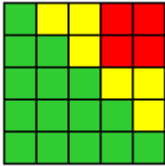
ID & Title	HCS SBP 002 Loss of Staff Knowledge, Skills and / or Goodwill	Approach		Status	⚠	Managed By	Jennifer Queripel	Current Rating	12	Target Rating	
Description	The lack of a corporate approach to knowledge management leads to the loss of tacit information, knowledge and experience held by staff members as the workforce contracts due to reducing budgets, which also reduces ability to appropriately train and develop staff.										

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.		
Related Actions		**Internal Controls**	Maximising Attendance & Employee Wellbeing Policy
			Information Management Strategy
			Workforce Learning & Development Strategy
Latest Note			

ID & Title	HCS SBP 003 Strategies Do Not Provide Clear, Deliverable Direction	**Approach**		**Status**	⚠️	**Managed By**	Susan White	**Current Rating**	12	**Target Rating**	
Description	Policies and strategies do not clearly set out realistic actions to achieve the required outcomes within appropriate timescales with available resource.										
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.										
Related Actions	HCS SBP 070 Redesign Estate management service to focus on customer priorities.			**Internal Controls**		Business Planning Process					
						CMT & Committee Approval Process					
Latest Note											

ID & Title	HCS SBP 004 Focus on Transformation Rather Than Need	**Approach**		**Status**	✅	**Managed By**	Ahsan Khan	**Current Rating**	9	**Target Rating**	
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 need and preferences etc.										
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.										
Related Actions	HCS SBP 071 Implement the use of mobile CCTV cameras.			**Internal Controls**		Customer Consultation & Communication					
	HCS SBP 072 Review and redesign the Housing Support Service					Tenant Participation Strategy					

					Vanguard Principles & Techniques				
Latest Note										

| ID & Title | HCS SBP 005 | Missed Improvement Opportunities | **Approach** | | **Status** | ✅ | **Managed By** | Murray Sharp | **Current Rating** | 9 | **Target Rating** | |

| **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. |
| **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. |

Related Actions	HCS SBP 078	Implement the redesign of the council tax system	**Internal Controls**	Invest to Save Principles & Processes
				Making Clackmannanshire Better Programme
				Vanguard Principles & Techniques

| **Latest Note** | |

| **ID & Title** | HCS SBP 006 | Lack Of Appropriate Governance or Scrutiny | **Approach** | | **Status** | ✅ | **Managed By** | Elaine McCaffery | **Current Rating** | 6 | **Target Rating** | |

| **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. |
| **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. |

Related Actions	HCS SBP 073	Housing Officers use the MCB improvement budget.	**Internal Controls**	Covalent Performance Management System
				Governance & Audit Processes
				CMT & Committee Approval Process

| **Latest Note** | |

| **ID & Title** | HCS SBP 007 | Strategies Do Not Meet Local / Corporate / National Needs | **Approach** | | **Status** | ✅ | **Managed By** | Elaine McCaffery | **Current Rating** | 5 | **Target Rating** | |

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.				
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.				
Related Actions	HCS SBP 074	Prepare strategy and action plan to ensure the housing stock meets EESSH	Internal Controls	Customer Consultation & Communication	
	HCS SBP 077	Review and implement the Audit Scotland Housing Benefit requirements		Community Safety Partnership Strategy	
	HCS SBP 079	Review the Housing Allocation Policy		CMT & Committee Approval Process	
Latest Note					

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CLACKMANNANSHIRE COUNCIL

Report to Scrutiny Committee

Date of Meeting: 20 December 2016

Subject: Development and Environment Services Performance – 6 Monthly Report

Report by: Head of Development and Environment

1.0 Purpose

1.1. This report updated Committee on performance for Development & Environment Services during the period April – September 2016. Performance reported relates to the Service's Business Plan for 2016/17.

1.2. In addition the report highlights key service activity, achievements, opportunities and challenges facing the Service.

2.0 Recommendations

2.1. It is recommended that Committee notes the report, while commenting on and challenging the performance of Development & Environment Services as appropriate.

3.0 Service Activity – Key Issues

3.1. Development Services

3.1.1. *Planning & Building Standards*

- Planning Permission has been granted for the following significant developments :

    - Erection of 30 houses at The Glen Coalsnaughton.
    - Conversion of Greenfield House in Alloa to 42 retirement flats.
    - Erection of 250 houses as the first 2 phases of a planned village development at Forestmill.

- Pre-planning advice and discussions are ongoing for housing sites in Tullibody and Muckhart.

- The following developments have been the subject of ongoing monitoring and are either completed or nearing completion :

  - Development of a Solar Farm at Balhearty near Tillicoultry.
  - 22 houses and a serviced cemetery site at Lover's Loan, Dollar.

  In July this year, the Service submitted it's fifth Annual Report to the Scottish Government on it's Planning Performance Framework. The report represents a comprehensive analysis of the work of the Planning Service and provides a range of performance information, both in relation to statistics on planning and related applications, including a measurement of the quality of development on the ground set against a series of placemaking criteria.

- Following the adoption of the Clackmannanshire Local Development Plan and some related Supplementary Guidance (SG), two additional SG's have been approved. They provide advice to prospective developers and householders on Woodlands/Forestry proposals and Domestic developments.

- Character Appraisals have been completed, approved and consultation commenced for Alloa Glebe, Tillicoultry, Clackmannan and Kennet Conservation Areas. These documents will provide residents, local businesses and others with a clearer understanding of the conservation issues to be examined as part of any proposals they may have for new or existing accommodation.

- Following the successful implementation of the eplanning service, the Council has launched it's similar ebuildingstandards service. Using the Scottish Government's edevelopment.scot portal, applicants can now submit building warrant applications on line. Figures already indicate relatively healthy uptake on this service, with around 40% of our applications being submitted through the portal.

3.1.2. *Economic Development Service*

- In the period from April to September 2016, across all programmes, the service registered 128 new participants. 77 people have gone into work and 60 gained qualifications. In addition the service supported 122 businesses with, for example, business growth, recruitment and training.

- **Skills Development Scotland (SDS) Programmes :** Recruitment to this year's **Modern Apprenticeship (MA)** contract for 20 places is well underway. We have filled 5 Business & Administration MA opportunities and 3 Craft MAs, all of which are placed in the Council. We have also supported the Council's Sport Development Service to recruit 5 Sports MAs who will start shortly.

  Up to the end of September, we filled 27 places on our **Employability Fund (EF)** contract for 38 places. Whilst over half of our contracted EF places are targeted at school leavers, some of our EF places have been used to support the re-training of employees who have been made redundant from Longannet.

We have filled this year's contract of 7 places for **Scotland's Employer Recruitment Incentive (SERI)** which supports the creation of subsidised jobs for vulnerable young people.

- **Additional Modern Apprenticeships in the Council :** We are now in the second year of this initiative which has been developed to increase the number and range of Modern Apprenticeship (MA) opportunities across the Council. To date, the initiative has helped to subsidise the wage costs of recruiting 14 MAs in various Council services including Business Support, Registrars, Sports Development and Class Cuisine. Other services that are in the process of and planning to take advantage of, this initiative are Social Services (Adult Care), Waste Management, Procurement, Facilities Management and Roads.

3.1.3. *Property*

- Good progress has been made on the disposal of the Council's surplus properties and it is anticipated that over £700k will be achieved this year (part attributed to the Capital Stimulus Fund for sale of business park land), with an additional £970k already under offer subject to planning consent, which may conclude this financial year or early 2017/18.

3.2. Environment

3.2.1. *Waste*

- A major change from fortnightly to a three weekly residual waste collection service was completed in August. The changeover allowed new collection calendars and service information booklets to be distributed to all households. Improvements to service performance following the change are detailed in Section 5 of the report.

3.2.2. *Streetcare*

- Grant funding of £40,000 from Zero Waste Scotland's Litter Prevention Innovation Fund has been secured for commitment to pilot a project using incentives to stimulate community-led litter prevention activity. This will be target at working with schools to improve behaviours towards litter prevention.

3.2.3. *Fleet*

- Fleet Services are participating in collaborative procurements via Scotland Excel framework contracts for tyres and vehicle parts which are expected to provide improved pricing and deliver savings in a highly competitive market.

- The Service is going through a programme of modernisation, covering all aspects of the Service from equipment, tools, vehicles and procurement.

3.2.4. *Grounds Maintenance*

- The grass cutting season was punctuated by bouts of exceptional growth as a result of periods of sporadic mild and wet conditions, making service deliver a challenge that was successfully met.

- All of the road and pavement kerbs in the county were treated with two applications of herbicide to suppress weeds during the growing season over a length of approximately 725km.

- Over 600 gardens were maintained as part of the Garden Aid support scheme.

3.3. Regulatory

3.3.1. *Environmental Health*

- The service, as part of its duties to monitor air quality, has submitted its annual assessment on Air Quality to the Scottish Government which showed Clackmannanshire to be within the required limits for pollutants. It is thought that a business may cause an exceedance of particulate limits in the Tullibody area but SEPA have advised the dispersion modelling used to predict this may not be accurate. We will be seeking their assistance to confirm we are within limits.

- Currently air quality monitoring utilising the fixed station on King Street has been interrupted due to building works to the rear of the Spiers Centre and will impact upon next year's annual report, however the Scottish Government are aware of the situation.

- The service is taking part in a pilot run by Food Standards Scotland to evaluate a new inspection and risk rating matrix for food businesses. This provides an opportunity for the Council to help shape the future of food law enforcement in Scotland.

- Officers have been working with dog owners to ensure dogs are micro-chipped to support new legislative requirements and have served enforcement notices to make sure this happens when needed.

- We have been working with other authorities in the Central, Fife and Tayside Health and Safety Liaison Group to identify suitable premises for Health and Safety interventions based on risk. Warehouse safety was identified as having particular risks. A suitable programme to draw warehouse operator's attention to controlling their risks.

3.3.2. *Licensing*

- The Licensing Service have begun work on reviewing all Civic Government (Scotland) Act licence conditions, to update and to make sure they are relevant and fit for purpose.

- The Licensing Service have been working with the taxi trade to improve the system for checking meters after re-calibration and are looking to improve how the testing of taxis and private hire cars is carried out.

- Clackmannanshire has recently issued its first Dangerous Wild Animal licence to someone enabling them to keep a Crocodilian.

- Changes are taking place in how Police Scotland controls traffic at public processions. The service is currently working with them and the Roads Service to make sure the correct orders are in place allowing the Police to lawfully control traffic at these events.

3.3.3. *Trading Standards*

- The Service has dealt with a number of bogus workmen issues in Clackmannanshire where elderly and vulnerable victims have been targeted. In one instance a consumer from Clackmannan was told that the woodwork in her loft required replacement and a fee of £2500 was charged. Trading Standards arranged for the loft to be inspected by a surveyor who concluded that the workmen hadn't done any work at all. The workmen called the consumer a taxi to take her to the bank but the bank staff were suspicious and alerted the Police. No money was paid to the workmen. The case went to trial at Perth Sheriff Court on 8th November 2016 and one of the accused pleaded guilty to attempted fraud charges in relation to both incidents, and was sentenced in total to 27 months imprisonment.

- Two other Clackmannanshire residents have contacted the Service regarding building works for which substantial deposits were paid and no works were undertaken other than obtaining planning consents. The trader is based outwith the area and was of interest to Edinburgh Trading Standards, who are in the process of inviting the trader for interview. This Service liaised with Police Scotland in the matter and is working closely with Edinburgh to progress matters.

- Much emphasis has recently been placed on the flammability and safety of clothing including "Halloween outfits". Exposure to naked flames continues to be a problem as much during the summer months when consumers are using barbeques and chimineas as during the colder months given that there has also been a growing trend over recent years for consumers to use candles. Items of clothing are now subject to tests by the Service.

3.3.4. *Energy & Sustainability*

Energy Efficiency and Fuel Poverty

- Completion of the Council's £1.151m 2015/16 Home Energy Efficiency Programme (HEEP's) was completed. This programmed delivered external wall insulation and associated energy efficiency measures to 110 non- traditional properties and targeted 360 owner occupiers in designated fuel poor areas who had been identified within the Scottish Government's Energy Efficiency database as requiring energy efficiency advice and improvements. These residents benefitted from advice and insulation measures to reduce their fuel bills and help them become more energy efficient.

- Following a successful bid for 2016/17 HEEP's the Council has been granted Scottish Government and Energy Company Obligation funding to complete a £1.648m energy efficiency programme. This funding will target non-traditional housing in areas designated as being in the lower 5 and 10% of most deprived datazones in Scotland. 201 homes will benefit from this project.

- In line with the Community Well being partnerships aims to help tackle and support young families in fuel poverty, the energy advice team have been delivering energy and fuel poverty awareness training to staff and community groups in designated areas of fuel poverty with a view to establishing energy champions that will be able assist and/or signpost colleagues and neighbours to specialist support.

- The team have also developed an online fuel poverty awareness training module and introduced a customer referral portal to maximise uptake of energy efficiency advice, grants and loans.

- During this quarter the Home Energy Advice Officers have secured savings of £65,000 for the local community. This has brought their total savings for the year up to £794,373 which has helped the most vulnerable in our community to live in more energy efficient and affordably warm homes.

Sustainability

- The Service has now produced the Council's first mandatory Public Body Climate Change Duty report. The findings of this report help develop and improve the Council's governance associated with Climate Change. Since producing the report the team have developed Sustainable Ways of Working guidance for staff and managers and are presently working with Human Resources to finalise e-learning modules on our Climate Change duties.

- The Council's Biodiversity duties have focussed on our local Nature Conservation sites where 50% have now been assessed and we are now moving towards designation stages.

- Support is continuing for the roll out of projects under the Inner Forth Landscape Initiative. 2900 metres of new pathways have now been completed allowing greater access to the local wetlands in Alloa and Cambus.

- Access improvement projects and safety initiatives have been carried out in Mill Glen, Alva Glen, Gartmorn Dam and the National Cycle network at Dollar to make these areas more safe and accessible to the public. In addition to this the Service has been working with volunteers from the Greener Greenways initiative and personnel from the Community payback scheme to improve the biodiversity adjacent to cycle paths in the Hillfoots and to tackle minor repairs and encroaching undergrowth on our paths network.

- Parks and Play area Capital improvement projects commenced in Alloa (West End park), Clackmannan (King George V park) and Tullibody (Newmills) with a view to having the projects completed by the end of this financial year. Additionally the team have been working with local Community groups to provide play area improvements in Fairfield, Gartmorn Road and Lochbrae in Sauchie.

- Investigation into non-council owned land and hedges and the subsequent handback to the owners has cumulated in 90,000 square meters of land returned to owners along with 2.4km of hedging.

- Work has commenced on the development of an Allotments and Food Growing strategy, as required by the Community Empowerment (Scotland) Act. The strategy will be designed to support biodiversity, climate change adaptation and resilience.

- Utilising the concepts of the Community Empowerment (Scotland) Act, the service facilitated another successful "Clackmannanshire In Bloom" initiative, which attracted 53 participants. The initiative focused on biodiversity, land improvements and food growing.

3.4. Roads & Transportation

3.4.1. Roads & Footways

- The road and footway capital improvement programme is approximately 85% complete. Details of the progress with individual schemes is shown in Appendix 1.

- The surface dressing programme has been completed. Full details are shown in Appendix 1.

- The Street Lighting Improvement Programme is programmed for the latter half of the year with 60% of the programme committed to date.

3.4.2. Flooding & Drainage

- Details on progress with the Flooding and Road Drainage Programme are given in Appendix 1. The Tillicoultry Burn Flood Protection Study as required by the local Flood Risk Management Plan is underway and programmed to be complete early in 2017.

3.4.3. Public Transport

- Officers were involved closely with the Community Council and the bus operators early in the year in the face of drastic changes to commercial bus services mainly in Clackmannan and between Clackmannanshire and Dunfermline. Subsequent amendments to the initial service cuts have been agreed which made the initial outcome much more amenable to local public transport users.

3.4.4. Traffic Management & Cycling

- The active travel route between Lornshill and Tullibody and the route through the park at Delph Pond, Tullibody are now complete. The final

major project of the year, Park Terrace to Cambus has been designed and the contract due for completion by the first week in December. Full details are shown in Appendix 1.

- The design for the Kellie Place/Clarememont pedestrian crossing and footway improvements has been completed and the contract is let for construction in January 2017.

4.0   Putting Customers First (PCF) & Corporate Priority Outcomes

4.1.   Development & Environment Business Plan sets out to deliver upon the Corporate Priorities of the Council in the Single Outcome Agreement and Council Plan and taking forward Putting Customers First (PCF). The key Corporate Priorities and key PCF workstreams are set out below.

Corporate Priority Outcomes

- Clackmannanshire has a positive image and attract business and people;
- Communities are more inclusive and cohesive;
- People are better skilled, trained and ready for learning and employment;
- Communities are and feel safer;
- Vulnerable people and families are supported;
- Substance misuse and its effects are reduced;
- Health is improving;
- Our environment is protected and enhanced;
- Our public services are improving.

At the end of the second quarter of 2016/17 the Service is on target to deliver against all Business Plan activities. Appendix 2 to this report sets out the key activities and outcomes delivering PCF and Corporate Priorities. The Service sets out progress achieving the key performance indicator objectives, albeit some of these KPIs are annual targets and cannot be projected at Quarter 2.

5.0   Opportunities, Challenges and Risks

5.1.   Service Wide

- ***Clackmannan Regeneration Project*** **:** The Development & Environment Service has a key role in the delivery of the project which has achieved £2 million of Scottish Government funding with Property, Planning, Roads and Economic Development staff progressing different elements. This project is the subject of separate reports.

- **City Deal :** The Council and key partners have been taking forward a joint City Deal initiative with Stirling Council. Work continues at a pace with pubic and private sector partners to develop proposals and articulate an economic vision and supporting themes for Clackmannanshire.

- The Service has commenced delivery of a £1.1 million transformation and efficiency programme across all service areas. At 6 months, the programme is on course for full delivery.

5.2   Development Services

5.2.1. *Economic Development*

- **Clackmannan Works European Social Fund Programme :** The process to approve the 2015-2018 Clackmannanshire Works programme is nearing completion following a successful systems check.

  Whilst the approval and claim process is still on-going the programme has been supporting individuals facing barriers to employment at Stage 1 and 2 of the employability pipeline and has recently been able to commence an Employer Recruitment Incentive. This is helping promote individuals to employers and encouraging sustainable outcomes. Whilst the data is yet to be verified the service estimates that during its first year (April 2015 to March 2016) it supported 174 eligible participants. In this period 10 progressed into further education, 35 gained qualifications and 35 went into work.

- **Longannet :** The Council continues to be a key partner in the Longannet Task Force. Government Ministers have indicated that no additional ring fenced funding will be set aside to address the issues arising from the closure of the plant. Instead the focus has been on bidding into existing funding streams and, as reported to Council on 13 October 2016, the Council was successful in being awarded a grant of £2m, as part of the Scottish Government's Local Economic Development Fund, to assist with the regeneration of Clackmannan. Other strands of the Economic Recovery Plan continue to be taken forward with the current focus being on assessing the Upper forth Bridgehead's potential for bringing forward employment land opportunities.

- The decommissioning of the plant is moving into its final stages and a number of the remaining employees at the site are due to be laid off towards the end of the year. The Economic Development service continues to work with affected employees to support them into employment or self-employment.

5.3   Environment

5.3.1. *Waste*

- The move to three weekly residual waste collection, although only introduced in August, has seen a marked change in the flow of waste through recycling services and consequent reduction in waste to landfill as shown in the graphs below.

- Combined with the change to three weekly refuse collection, service delivery moved to a four week-day mainstream service. Operating on four longer days allows refuse collection vehicles to be filled more efficiently. Greater efficiency in the use of refuse collection vehicles will over a full year period result in 250 fewer journeys to tip and approximately 3,000 fewer miles travelled by refuse collection vehicles.

Reduction in Waste To Landfill

Additional Tonnes Food Waste cumulative 4 months -v- previous year
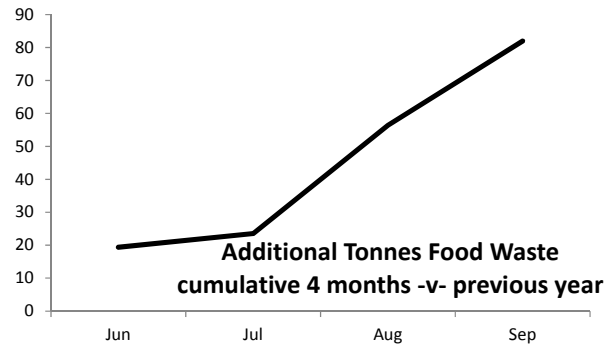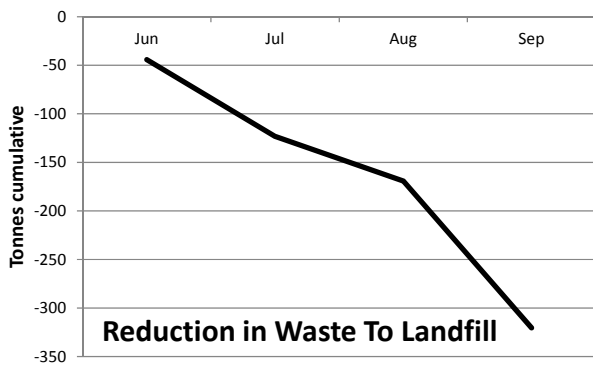
Data from the previous 3 months showing (1) more food waste and (2) less residual waste indicates savings, sustained

More collected food waste - monthly increase (at £40/t gate fee)

	Aug	Sep	Oct	Total (t)	Ave t/mth	If 12 month (tonnes)	Cost 12 mth
(1)	33	26	25	83	28	333	£ 13,312

Less collected residual waste from green bins (at £100/t inclusive tax)

	Aug	Sep	Oct	Total (t)	Ave t/mth	If 12 month (tonnes)	Saving 12 mth
(2)	-46	- 151	-96	-293	-98	-1,171	-£ 117,112

- As expected with such a significant change considerably more enquiries were received via the contact centre than normal, the table below illustrates the peak in demand during the change over:

Service Requests (Waste)
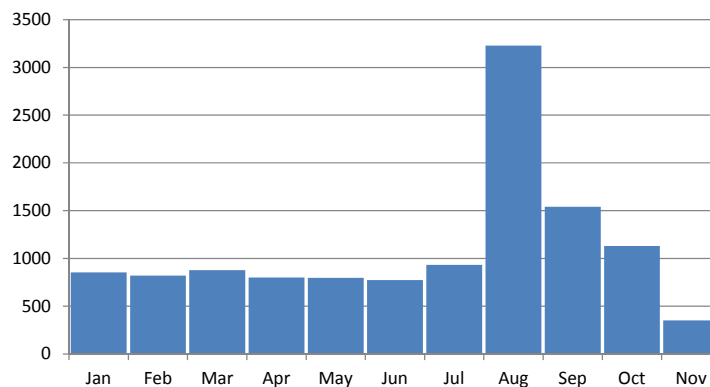
- A new contract has been tendered using the Scotland Excel mini-competition procedure for the sale of glass collected from kerbside boxes and bring sites. The winning bid had a lower cost per tonne than the previous price under contract with O-I Manufacturing which ceased in August. The lower price for glass is expected to be a loss of income of approximately £20,000 per annum.

- A new contract for the recycling of wood collected from bulky uplifts and gathered at the Forthbank Recycling centre has been placed using the mini-competition procedure under an existing Scotland Excel framework. The contract which includes the uplift and transport of material from Forthbank is expected to result in a saving of over £30,000 per annum.

5.3.2. *Streetcare*

- Tacking litter in and around secondary schools and routes to/from schools is resource intensive for the Streetcare Service in terms of clean up and awareness raising. This litter is also the source of complaints from communities within which they are located.

- Grant funding of £40,000 from Zero Waste Scotland's Litter Prevention Innovation Fund was secured for Clackmannanshire's commitment to pilot a project to use incentives to stimulate community-led litter prevention activity. The project, with the support of Education Services, advocates new and creative approaches to enhance communications and develop innovative initiatives and resources which will specifically engage young people in the school environment.

- This year to date one street cleanliness audit has been carried by Keep Scotland Beautiful and this will count towards the annual validation of our LEAMS performance indicator. The audit scored 91.4% for acceptably clean streets. Six streets were recorded as grade C - unacceptable. Smoking related litter was again recorded as the predominant litter source with 71% of streets audited having some level of smoking waste recorded.

5.3.3. *Grounds Maintenance*

- **New Works :** Newmills play area is undergoing improvements to replace the bark-fill with rubber matting and grassed areas, Fairfield and Gartmorn play areas were enhanced through the Active-8 programme.

- A number of gala days and fetes were accommodated by changing the grounds maintenance and grass cutting regime to ensure ideal ground conditions for the community events.

- Work has been completed on withdrawing from parcels of land not owned and not liable for maintenance by the Council. Similar work continues in regard to other land assets such as hedges to ensure the service attends to Council priorities for the whole community.

- The Burial Grounds service has recorded a first half of year reduction in demand of over 17%. Covering the first half of the year, the reduction in demand for burial services could adversely affect the income expectation for the service, the demand is enumerated as shown in the table below :

Cemetery	Interments 2016	Change on Prior Year
Sunnyside	48	11
Sunnyside New Extension	25	-10
Tillicoultry	22	-5
Alva	15	-7
Tullibody	12	-7
Dollar	8	-2
Clackmannan New	6	0
Clackmannan	2	-4
Muckhart	1	0
Grand Total Apr-Sept	**139**	**-24**

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5.3.4. *Fleet*

- Following a sustained period of low fuel prices the cost per litre of diesel has been steadily increasing over the current year. If sustained, rising fuel prices could offset some of the currently forecast saving from the reduction in total fleet asset numbers. Currently fuel expenditure is forecast to be below the 2016/17 budget of £469,000.

Fuel price - pence per litre
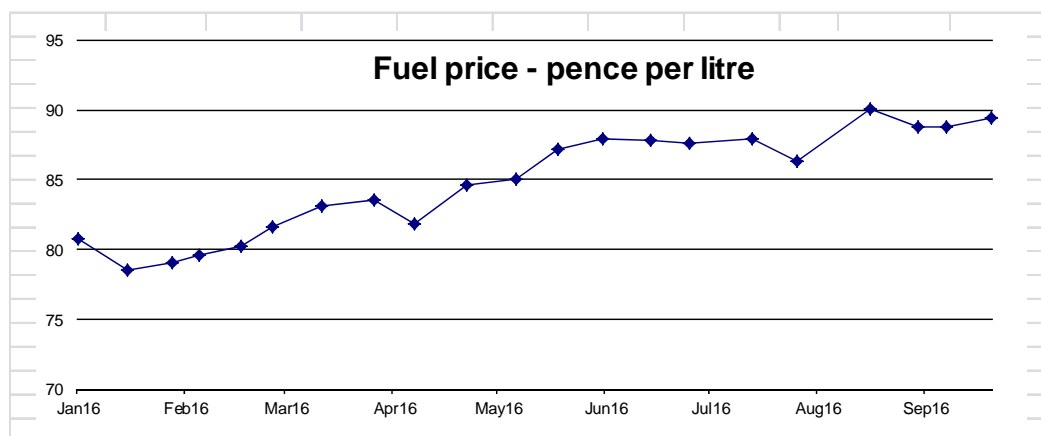
- A new telematics system has been installed to most of the Council's Fleet assets. The telematics system allows for the first time a complete overview of the Council's fleet and provides detailed information on the utilisation of vehicles. Utilisation data has and will contribute to reducing the total number of vehicles by identifying under-used assets and opportunities for vehicle sharing.

5.4 Regulatory

5.4.1. *Trading Standards*

- The Service is participating in an APSE benchmarking pilot, completing its first return. There will be a review meeting after the pilot is complete. Benchmarking and the APSE performance network will assist the service to identify good practice and to make service improvements.

- Illicit trade on Social Media remains a tangible threat within Scotland and the Service continues to receive intelligence of illicit trade on social media sites. There have been a number of reports of concerns within Clackmannanshire whereby individuals are offering counterfeit goods or illicit tobacco for sale via 'selling' pages on social media and we may see an increase in complaints in the lead up to Christmas. The service is working with Trading Standards Scotland to set up systems to conduct internet investigations.

5.5 Roads & Transportation

- Roads & Transportation will be taking on the design and contract procurement of the Main Street, Clackmannan – Environmental Streetscape Improvement project and the Lochies Road/Port Street Clackmannan – Safer Route to School & Environmental Improvement project. Both projects must be committed by March 31st 2017 and will take up considerable staff resource.

- The Street Lighting Improvement Programme has been amended from its original five year programme to being delivered in full by the end of 2017/18 thereby completing the project three years early and providing increased power and maintenance savings.

- A new contract has been tendered using Scotland Excel which has provided a saving of £129,000, over the project, on the procurement of LED lanterns and installation. Works scheduled to commence on the LED accelerated replacement programme in late January 2017.

- Progress is being made on the Roads Collaboration initiative with neighbouring Councils, for projects such as joint contract for procurement of road markings, roads design and construction joint working and other client and operational areas.

- Roads & Transportation is collaborating with Menstrie Primary School, SEPA, Scottish Flood Forum and Heriot Watt University to set up flood protection resilience and awareness events aimed at early learning and involving the community in flood protection. A drop in event has been organised for 23rd March 2017 at the Dumyat Centre, Menstrie.

- Roads & Transportation has reviewed it's Health & Safety Policy and Guidance and this has been made available to all staff. The Guidance will be reviewed and updated annually.

6.0   Sustainability Implications

6.1.   Any sustainability implications are covered in the body of the report.

7.0   Resource Implications

7.1.   Financial Details

7.2.   The financial performance of the Service is set out in the financial report to Audit & Finance Committee.   Yes ☑

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

7.4.   Staffing

7.5.   There are no specific staffing implications arising from the contents of this report.

8.0   Exempt Reports

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

9.0 Declarations

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

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

The area has a positive image and attracts people and businesses	☑
Our communities are more cohesive and inclusive	☑
People are better skilled, trained and ready for learning and employment	☑
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)

10.0 Equalities Impact

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

11.0 Legality

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

12.0 Appendices

12.1 Appendix 1 – Roads & Transportation Services Operational Programmes
Appendix 2 – D & E Covalent Report – Quarter 2

13.0 Background Papers

13.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☐ (please list the documents below) No ☑

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Gordon McNeil	Head of Development & Environment	Extension : 2533

Approved by

NAME	DESIGNATION	SIGNATURE
Gordon McNeil	Head of Development & Environment	
Garry Dallas	Executive Director	

Roads & Transportation Operational Plan Action Plan 2016/17

Progress to 30th September 2016

Roads Improvement Programme 2016/17				

Reference	Action	Status	By when	Lead
RI-01	A907 Claremont / Kellie Place, Alloa	0%	Nov 2016	SW - CR - GF
RI-02	Bowhouse Road / Bristol Street, Alloa	Complete	Aug 2016	SW - CR - DLO
RI-03	Newtonshaw, Sauchie	Complete	Sep 2016	SW - CR - DLO
RI-04	Glenhead Avenue, Coalsnaughton	Complete	May 2016	SW - NW - DLO
RI-05	Johnston Crescent, Tillicoultry	0%	Nov 2016	SW - NW - DLO
RI-06	Burnside Road, Menstrie	Complete	Jun 2016	SW - AS - DLO
RI-07	Dumyat Avenue, Menstrie	Complete	Jun 2016	SW - AS - DLO
RI-08	Alloa Road (at Banchory PS) Tullibody	Complete	Apr 2016	SW - AS - DLO
RI-09	Laurel Bank / Long Row, Menstrie	Complete	Jul 2016	SW - AS - DLO
RI-10	McKinley Crescent, Alloa	0%	Oct 2016	SW - NW - DLO
RI-11	Jamieson Gardens, Tillicoultry	0%	Oct 2016	SW - NW - DLO
RI-12	A91 Dollar Road, Tillicoultry	Complete	Sep 2016	SW - NW - GF
RI-13	A91 Alva Road, Tillicoultry	Complete	Jun 2016	SW - NW - GF
RI-14	A907, Ludgate Roundabout, Alloa	Complete	Sep 2016	SW - CR - GF
RI-15	C59, Kennet Phase 2	Complete	Jun 2016	SW - CR - GF
RI-16	Drysdale Street, Alloa	0%	Nov 2016	SW - CR - GF
RI-17	Ochil Street, Tillicoultry	Complete	Aug 2016	SW - NW - DLO
RI-18	High Street, Dollar	Complete	Sep 2016	SW - NW - GF
RI-19	Stalker Avenue, Tillicoultry	Complete	Aug 2016	SW - NW - GF

Reference	Action	Status	By when	Lead
RI-20	The Braes / Craigleith View, Tullibody	Complete	Aug 2016	SW - AS - GF
RI-21	Blackgrange Road	0%	Nov 2016	SW - AS - GF
RI-22	Mitchell Crescent, Alloa	0%	Oct 2016	SW - CR - GF
	Surface Dressing Schemes			
RI-23	A91 West Stirling Street, Alva	Complete	Aug 2016	SW - CR - Ext
RI-24	B909 Alloa Eastern Link Road	Complete	Aug 2016	SW - CR - Ext
RI-25	B910 Linn Mill to A977	Complete	Aug 2016	SW - CR - Ext
RI-26	B9096 Stirling Road, Tullibody	Complete	Aug 2016	SW - CR - Ext
RI-27	C88 Aberdonna Road	Complete	Aug 2016	SW - CR - Ext
RI-28	Meeks Park Road	Complete	Aug 2016	SW - CR - Ext
RI-29	Dollar to Crook of Devon Road	Complete	Aug 2016	SW - CR - Ext
RI-30	A907, Braehead to Arnsbrae	Complete	Aug 2016	SW - CR - Ext
RI-31	A907 Cambus to Braehead	Complete	Aug 2016	SW - CR - Ext

Footways Improvement Programme 2016/17

Reference	Action	Status	By when	Lead
FI-01	Newtonshaw, Sauchie	Complete	Aug 2016	SW - CR - DLO
FI-02	Brucefield Crescent, Clackmannan	Complete	Aug 2016	SW - CR - DLO
FI-03	Glenhead Avenue, Coalsnaughton	Complete	Jul 2016	SW - NW - DLO
FI-04	Johnston Crescent. Tillicoultry	Complete	Sep 2016	SW - NW - DLO
FI-05	Tarmangie Drive, Dollar	0%	Nov 2016	SW - NW - DLO
FI-06	Elmbank (at PS), Menstrie	Complete	Sep 2016	SW - AS - DLO
FI-07	Ludgate (Nth of church), Alloa	Complete	Sep 2016	SW - CR - DLO

Reference	Action	Status	By when	Lead
FI-08	Erskine Street, Alloa	Complete	Jun 2016	SW - CR - DLO
FI-09	Ashley Terrace, Alloa	Complete	Aug 2017	SW - AS - DLO
FI-10	Hillside / Greenfield Street, Alloa	Complete	Jul 2016	SW - CR - DLO
FI-11	B9096 Inglewood (north)	0%	Oct 2016	SW - AS - DLO
FI-12	B9096 Inglewood (south)	0%	Oct 2016	SW - AS - DLO
FI-13	Beechwood, Sauchie	0%	Oct 2016	SW - CR - DLO
FI-14	Menteith Court, Alloa	Complete	Jul 2016	SW - CR - GF
FI-15	Kilncraigs Road, Alloa	Complete	Jul 2016	SW - CR - GF
FI-16	High Street, Dollar	Complete	Sep 2016	SW - NW - Ext

Street Lighting Improvement Programme 2016/17

Reference	Action	Status	By when	Lead
SL-01	MCB Street Lighting Replacement, Tillicoultry	40%	Mar 2017	SW - EXTERNAL
SL-02	Strategic Street Lighting Improvement	10%	Mar 2017	SW - EXTERNAL
SL-03	Inspection regime Action Plan Priority Locations	20%	Mar 2017	SW - EXTERNAL
SL-04	Tarmangie Drive, Dollar	0%	Nov 2016	SW - NW - DLO

Traffic Management Programme 2016/17

Reference	Action	Status	By when	Lead
TM-01	Kellie Place / Zebra & Accessibility Scheme	30%	Jan 2017	AM - CF - GF
TM-02	Claremont Traffic Management / Accessibility Scheme	20%	Jan 2016	AM - CF - GF
TM-03	Accessible Infrastructure - Hallpark, Sauchie	0%	Mar 2017	AM - CF

Reference	Action	Status	By when	Lead
TM-04	Traffic Management / Bus Boarders, Devonside, Tillicoultry	25%	Oct 2016	AM - CF - GF
TM-05	Traffic Calming - Lower Mill Street, Tillicoultry	Postponed	Mar 2017	AM - CF
TM-06	Zebra Crossing SRTS - Dollar Road, Tillicoultry	Complete	Aug 2016	AM - CF - GF
TM-07	Quiet Rd / Turning Heads - Blackfaulds Road, Coalsnaughton	Postponed	Mar 2017	AM - CF - GF
TM-08	Traffic Management - West James Street, Alva	0%	Mar 2017	AM - CF - GF
TM-09	Speed Cushions - Hazel Avenue, Menstrie	0%	Nov 2016	AM - CF
TM-10	VAS Alloa Road, Clackmannan	0%	Mar 2017	AM - CF
TM-11	Schaw Court, Sauchie - Accessibility / Bus Shelter	Complete	Aug 2016	AM - CR
TM-12	A91 Stirling Street, Alva - Accessibility / Bus Boarders	0%	Dec 2016	CN - LD
TM-13	Bus Shelter / TM - B9140 Pitfairn Road, Fishcross	0%	Mar 2017	AM - CF
TM-14	Bus shelter / Hard Standing - A908 Benview	Postponed	Postponed	AM - CF
TM-15	Road Marking Programme	70%	Mar 2017	AM - NL
TM-16	Traffic Signs Renewal Programme	50%	Mar 2017	AM - JM
TM-17	Street Name Plate Renewal Programme	50%	Mar 2017	AM - JM
TM-18	Parking & TM - Mitchell Crescent, Alloa	0%	Sep 2016	SW - CF - SM

Flooding & Roads Drainage Programme 2016/17

Reference	Action	Status	By when	Lead
FD-01	Dollar (North) Flood Protection & SWMP Works - Phase 3	0%	Oct 2016	SC - Scot Water
FD-02	Culvert & Drains at B9096 Lornshill (Active Travel Route)	Complete	Aug 2016	AM - WW/GF
FD-03	Drainage Ditch Clearance Programme	60%	Mar 2017	WW - Payback
FD-04	B913 Solsgirth Silt Removal - Phase 2 to Boundary	Complete	Jun 2016	AM - WW
FD-05	Blocked Gulley Clearance Programme	60%	Mar 2017	AM - WW
FD-06	Annual Gulley Maintenance programme	60%	Mar 2017	AM - WW

Reference	Action	Status	By when	Lead
FD-07	Gulley Frame Reinstatement Programme	50%	Mar 2017	AM - WW
FD-08	Integrated Catchment Study (SW) Year 1	30%	Mar 2017	SC - Scot Water
FD-09	B9140 East of Fishcross	Complete	Aug 2016	AM - WW
FD-10	A907 Shillinghill Rbt / King Street - Gulleys	0%	Mar 2017	AM - WW - GF
FD-11	Flood Protection Study - Tillicoultry	30%	Mar 2017	AM - WW
FD-12	A91 East & West of Tait's Tomb - Culvert & Ditch	0%	Oct 2016	AM - WW - GF
FD-13	Complete Surface Water Management Plans (SWMP) - Stage 2 Action Plans	Complete	Mar 2017	AM - SC
FD-14	Flood Protection Study, Menstrie (data gathering for 2018/19)	50%	Mar 2017	AM - SC
FD-15	B9140 Collyland Roundabout - new pipe / culvert system	Postponed	Postponed	AM - WW
FD-16	Marchglen - new pipes from gullies to River Devon	Postponed	Postponed	AM - WW
FD-17	Cattlemarket, Clackmannan - new gullies / drains	Complete	Jul 2016	AM - WW
FD-18	A823 nr Yetts O Muckhart - Ditch & new gulley	Complete	Jul 2016	AM - WW
FD-19	Hillfoots Rd Dollar at Cowden Cottage - culvert pipe	Complete	Jun 2016	AM - WW
FD-20	Kennet Village - culvert pipe	Complete	Aug 2016	AM - WW - GF
FD-21	A91 Cowden Bends - extend pipe	Complete	Aug 2016	AM - WW
FD-22	B9140 King O Muirs, Tullibody - headwalls and drains	Complete	May 2016	AM - WW
FD-23	Mitchell Crescent - Drainage	0%	Oct 2016	AM - WW - GF

Bridges & Structures Programme 2016/17

Reference	Action	Status	By when	Lead
BS-01	C101/10 Approach Safety Fence	0%	Mar 2017	AM - GF
BS-02	PI / GI Priority 1 - 4 Works	10%	Jan 2017	AM - GF
BS-03	PI / GI Inspections 2016/17	30%	Mar 2017	GF - Falkirk Co
BS-04	Park Terrace, Tullibody - Wall (Cycle Route)	0%	Nov 2016	AM - GF

Reference	Action	Status	By when	Lead
BS-05	B9140 Fishcross Bridge - Pointing / Masonry Works	0%	Nov 2016	AM - GF

Capital Projects Programme 2016/17

Reference	Action	Status	By when	Lead
CP-01	Stage 3A - Lornshill to Cambus Active Travel Route - Lornshill to Tullibody	Complete	Sep 2016	AM - GF/CF
CP-02	Stage 3D - Lornshill to Cambus Active Travel Route - Delph Pond	Complete	May 2016	AM - GF/CF
CP-03	Stage 5 - Lornshill to Cambus Active Travel Route - Park Terrace	20%	Feb 2017	AM - GF/CF
CP-04	Tillicoultry to Dollar Active Travel Route - Park Place 'Placemaking'	Complete	Apr 2016	AM - GF/CF
CP-05	Blackfaulds Road, by Tillicoultry - Quiet Road (Turning Heads)	20%	Feb 2017	AM - GF/CF
CP-06	Devon Cycle bridge, Tillicoultry - Anti-Skid Surface	Postponed	Postponed	AM - CF
CP-07	SCSP - WoW	50%	Mar 2017	AM - CF
CP-08	SCSP - Publicity	80%	Nov 2016	AM - CF
CP-09	SCSP - Website	60%	Dec 2016	AM - CF
CP-10	Electric Vehicle Charging Points (Kelliebank)	0%	Nov 2016	AM - LD
CP-11	Tron Court, Placemaking - Speed Tables / Zebra Crossing	0%	Feb 2017	Facilities Man.

Roads Framework Contracts Programme 2016/17

Reference	Action	Status	By when	Lead
FC-01	Road Markings Framework Contract	0%	Mar 2017	AM - GF
FC-02	Flood Protection Study Framework Contract	Complete	Aug 2017	SC - GF
FC-03	CDM Advisor Framework Contract	Cancelled	Cancelled	AM - GF
FC-04	Term Commission Contract for Professional Services	Complete	Aug 2016	GF - Falkirk Co

Policies & Strategies Programme 2016/17

Reference	Action	Status	By when	Lead
PS-01	Local Transport Strategy - Year 1 review	60%	Jan 2017	AM - LD
PS-02	Road Safety Plan - Year 1 review	60%	Jul 2016	AM - LD/CF
PS-03	DLO Service Delivery Model	80%	Oct 2016	SW - AM
PS-04	R&T Service Delivery Model	50%	Oct 2016	AM - SW
PS-05	Roads Asset Management Plan 2016/17	50%	Mar 2017	SW
PS-06	Health & Safety Plan - Year 1 review	80%	Mar 2017	AM
PS-07	Flood Emergency Manual - Review	Complete	Mar 2017	AM - SC
PS-08	Surface Water Management Plan - 1st Year	30%	Mar 2017	AM - SC

Health & Safety Action Plan 2016/17

Reference	Action	Status	By when	Lead
HS-01	H&S Risk Assessments 16/17	Complete	Mar 2017	SW - SM
HS-02	H&S Safe Systems of Work 16/17	Complete	Mar 2017	SW - SM
HS-03	PPE - Schedule	80%	Aug 2016	SW - HM
HS-04	Training - Schedule	80%	Dec 2016	SW - HM

Operational & Business Management Action Plan 2016/17

Reference	Action	Status	By when	Lead
OBM-01	Maximise the use of Covalent for Operational Plan Actions / PIs / Risk Log	Complete	Mar 2017	AM - LD
OBM-02	Work Force Planning	Complete	Jul 2016	AM - All
OBM-03	Whole of Government Accounts Returns	Complete	Jun 2016	SW

MCB1 Clear Policy Priorities

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 001	Regulatory Service supports business through inspection, intervention and engagement programmes.	31-Mar-2017	50%	✔	Inspection & intervention programmes continue to be delivered according to schedule. No programme inspections have been missed.	Ian Doctor
DAE SBP 002	Work with Education and the business sector through the Regional Invest in Young People Group.	31-Mar-2017	50%	✔	Regional group established and funding agreed by the Scottish Government. Staff now recruited	Julie Hamilton
DAE SBP 003	Provide additional Modern Apprenticeship places in the Council and within D&E services.	31-Mar-2017	50%	✔	5 MAs started in 2016/17 and a further 8 (including a Roads MA) have been appointed and are awaiting start dates. 2 MA posts currently being advertised.	Julie Hamilton
DAE SBP 005	Deliver D&E Service's Capital Investment Programme 2016/17	31-Mar-2017	60%	✔	Capital budget allocation on target for spend by year end.	Gordon McNeil
DAE SBP 006	Publish the Local Transport Strategy and produce a 5 year action plan. Implement the year 1 actions.	31-Mar-2017	80%	✔	Progressing	Alan Murray
DAE SBP 007	Carry out marketing and engagement activity to promote land availability for housing and business in line with the Clackmannanshire Local Development Plan.	31-Mar-2017	80%	✔	Initial meeting convened with local housing and business reps. Direct contact with site owners/developers ongoing. Articles in trade press. Consultation on housing land audit.	Julie Hamilton
DAE SBP 008	In partnership with Clackmannanshire Business promote Clackmannanshire as a place to do business through website development & marketing.	31-Mar-2017	40%	✔	Website development agreed, to be led by business sector for completion by the end of March.	Gordon McNeil
DAE SBP 009	Produce 6 year programme and action plan of flood studies and flood protection projects in accordance with the Forth Local Flood Risk Management Plan (2016-22).	31-Jul-2016	100%	✔	The latest River Basin Management Plan is progressing on to its next cycle which is carried out on a 6 yearly basis. This work is carried in conjunction with adjoining Local Authorities and SEPA. Progress continues to be on target.	Alan Murray
DAE SBP 010	Establish and deliver Business Loans Fund	31-Mar-2017	60%	✔	Council has agreed to become a member of the Loans Fund. Local Authority consortium succesful in tendering for delivery. Awaiting decisions on ERDF funding and bank loan support.	Julie Hamilton
DAE SBP 011	Implement the active travel awareness campaign under the Smarter Choices Smarter Places initiative.	31-Dec-2016	60%	✔	Wee Cycle Event	Alan Murray

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 012	Revise the Sustainability and Climate Change Strategy and implement 2016/17 actions	31-Mar-2017	55%	✔	Report on Public Bodies Climate Change duties presented to Council's October meeting detailing Councils position in complying with duties. The report highlighted that the Council is making progress in tackling climate change and outlined a number of areas for further development	Ian Doctor
DAE SBP 013	Contribute to the development of a revised Clackmannanshire Tourism Strategy aligning local opportunities to national priorities	31-Mar-2017	75%	✔	The industry Group 'Discover Clackmannanshire' is now established, led by industry and supported by the Council and VisitScotland, it is working towards developing a strategy for tourism, securing funding for marketing and events, as well as promoting the opportunities for partnership working across the sector. The volume and value of tourism in Clackmannanshire has continued to grow year on year, with national industry awards and accreditation being achieved by businesses both in the accommodation and food & drink sector.	Julie Hamilton
DAE SBP 014	Take forward agreed 2016/17 actions within biodiversity programmes in partnership with third sector organisations.	31-Mar-2017	60%	✔	Programme on target for delivery. Review of Local Nature Conservation Sites ongoing with c.50% of sites suitable for formal assessment. Series of overarching actions proposed to Officer Group to enhance Council's ability to incorporate biodiversity considerations into normal work alongside specific biodiversity projects, many of which are delivered by external partners.	Ian Doctor
DAE SBP 015	Update Health & Safety Risk Assessments to reflect risk matrix.	31-Mar-2017	25%	✔	Process of updating to new format has commenced in the majority of service areas	Gordon McNeil
DAE SBP 016	Improve the strategic management of Gartmorn Dam.	31-Mar-2017	30%	✔	The Scottish Urban Regeneration Group commissioned by Clacks to do some work. Will also form part of wider City Deal discussions.	Gordon McNeil
DAE SBP 017	Longannet Economic Recovery Plan - agree actions and resourcing	31-Mar-2017	40%	✔	Council awarded £2m funding through the Local Economic Development strand of the Scottish Government's Capital Stimulus Fund	Julie Hamilton
DAE SBP 019	Maximise ESF funding for the delivery of employability services.	31-Mar-2017	60%	✔	Programmes approved. Formal Offer of Grant. Stage made and accepted. Systems check scheduled for Nov 1st 2016. Subject to satisfactory outcome of the systems check, the service will be able to submit claims and start reporting verified data.	Julie Hamilton
DAE SBP 020	Promote LEADER to develop projects for funding support	31-Mar-2017	75%	✔	LEADER now launched and Development Officers in post. Working with applicants to develop projects as	Julie Hamilton

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					well as wider promotion across Clackmannanshire.	

MCB2 Increasing Income & Savings

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE 167 000	Development and Environment financial savings 2016/17	31-Mar-2018	73%	✔	Savings on course for delivery by year end.	Gordon McNeil
DAE 167 001	Development and Environment savings approved for 2016/17 by Council in February 2015.	31-Mar-2017	70%	✔	Savings on course for delivery by year end.	Gordon McNeil
DAE SBP 021	Manage effectively the D&E financial targets	31-Mar-2017	50%	✔	At 6 months through year service on course to deliver in-year efficiencies of £700,000.	Gordon McNeil
DAE SBP 030	Attracting funding to improve energy efficiency and provide home energy advice.	31-Mar-2017	80%	✔	The Energy and Sustainability team have successfully bid for HEEPS ABS funding for 2016/17 and received a grant award of £393,931 to tackle energy inefficient non-traditional properties in Clackmannanshire. This will allow us to deliver a £1,649,000 programme of works, supplying 201 households in areas of Alloa and Clackmannan in the lowest 5% of the SIMD with energy efficient building fabric improvements. It will also allow us to deliver an energy efficiency advice service for these residents and their neighbours, which will help to reduce the number of households in fuel poverty and contribute to improved health and wellbeing. the delivery of this project is expected to commence during quarter three and be complete by March 2017. Over and above this successful bid, the opportunity for further funding for 16/17 HEEPS ABS funding has been made available. the Energy and Sustainability team successfully lodge a bid and received a grant award of a further £225,000. This will allow boiler and insulation upgrades to around 137 properties which fail the Energy Efficiency Standard for Social Housing (EESSH) and are located in the lowest 5% of SIMD areas.	Ian Doctor

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 032	Attract funding for energy initiatives.	31-Mar-2017	40%	✔	The bid for funding for a Community Owned Ground Source District Heating / Cavity Wall Insulation to the Scottish Energy Efficiency Programme was unsuccessful. Further work will be done to develop this project proposal with a view to submitting a further bid for funding at the next funding opportunity. The Energy and Sustainability team helped support the Clackmannanshire Tenants and Residents Association submit a bid for funding to raise awareness of the national Smart Meter roll out which is starting now and due to be completed by 2020. Unfortunately this bid was not successful.	Ian Doctor
MCB DAE 065	Roads - Capitalisation Options	30-Apr-2016	100%	✔	Work undertaken as part of 16/17 budget changes.	Gordon McNeil

MCB3 Making Efficiencies

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 022	Implementation of LED street lighting programme aligned with the MCB Community Investment Strategy and with the Capital Asset Management Plan which will reduce electricity consumption and lighting column maintenance.	31-Mar-2017	37%	✔	Works continuing in Tillicoultry. Working with SFT to create business plan / case for realignment of funding to complete project by Mar 2018.	Gordon McNeil; Scott Walker
DAE SBP 023	Deliver the annual vehicle replacement programme and improve the quality of our vehicle fleet to reduce fuel use and emissions.	31-Mar-2017	25%	✔	Draft report from consultants for Fleet Service Review received and under consideration to determine options for course of action for future service delivery. Recent introduction of Telematics will assist to inform reduction in Fleet before further committment to capital programme as purchasing model may change. i.e. lease -v- purchase	Graeme Cunningham
DAE SBP 024	Identify efficiency savings for 2017/18	31-Mar-2017	50%	✔	Budget proposal formed and worked through formal processes.	Gordon McNeil
DAE SBP 025	Improve attendance performance within D&E	31-Mar-2017	30%	✔	All employees supported through attendance policy. Regular absence meetings held to challenge and support performance.	Gordon McNeil

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
MCB DAE 022	MCB DAE 022a Fleet utilisation MCB DAE 022 Reduction in Fuel Costs MCB DAE 022d Vehicle Maintenance/Workshop Facilities MCB DAE 022h Pool Vehicles/Grey Mileage	31-Mar-2017	68%	✔	Telematics reports now rolling out to managers of Fleet to address both vehicle utilisation and to promote safe and sustainable driver behaviours. Workshop review now feeding into general improvements on Council Depots in 17/18 business case. Social Services working with Fleet constructively to increase fleet efficiencies including 2 minibuses being taken off the road.	Gordon McNeil

MCB4 Transforming Services

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 018	Review provision of support to local businesses through Business Gateway including the delivery model.	31-Mar-2017	60%	✔	First stage review undertaken	Julie Hamilton
DAE SBP 026	Support the service's priorities and outcomes by using the most effective communication channels and technologies.	31-Mar-2017	50%	✔	A variety of communication channels used by services. Most effectively the Waste Service Change campaign.	Gordon McNeil; Karen Payton
DAE SBP 027	Use customer consultation and feedback to influence how services are configured and delivered	31-Mar-2017	50%	✔	Clacks 1000, enquiries and specific surveys for business and residents support shaping service delivery.	Gordon McNeil
DAE SBP 028	Implement improvement actions from Annual Governance Statement Governance Panel	31-Mar-2017	50%	✔	Improvements being taken forward where service has control and supporting corporate led actions.	Gordon McNeil
DAE SBP 029	Progress the employee action plan	31-Mar-2017	50%	✔	The action plan is being implemented by service areas and services as a whole.	Gordon McNeil
DAE SBP 031	Implement E-building Standards	31-Mar-2017	100%	◉	Portal live and 40% of applications now being submitted electronically.	Ian Doctor; Julie Hamilton
DAE SBP 033	Undertaking workforce planning and take forward agreed outcomes.	31-Mar-2017	50%	✔	Workforce plans produced for all service areas and services as a whole.	Gordon McNeil
MCB DAE 019	Roads and Transportation Future Delivery Model	31-Mar-2017	70%	✔	Implementation plan in place and actions in progress.	Gordon McNeil
MCB DAE 021	Review Cemetery Strategy	31-Mar-2017	50%	✔	Report in preparation for Council meeting in 2017	Gordon McNeil

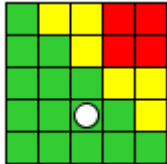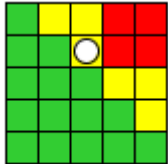| Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
MCB DAE 025	Review of Play Areas Strategy	31-Mar-2017	55%	✔	Scoping paper drafted. Amendments being made to draft ready for presentation to Head of Service, end August.	Gordon McNeil
MCB DAE 026	Review of Waste Collection service.	31-Mar-2017	82%	✔	New routes commenced on 15th August	Gordon McNeil
MCB DAE 034	Review and disposal of surplus assets.	31-Mar-2017	39%	✔	£1,080,000 capital savings expected during 2016/17.	Gordon McNeil

Key Performance Indicators
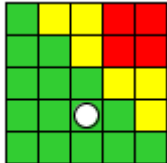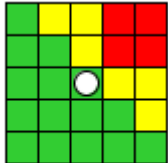
Code	Description	2014/15 Value	2015/16 Value	2016/17 Target	Q1 2016/17 Value	Q2 2016/17 Value	Latest Note	Lead
ENV STR 02e	LEAMS Audit Summary: % acceptable clean street sites	96.6%	96.6%	96.0%	Annual measure only		Provisional 96.6%	Graeme Cunningham
RAT RAT 001	Percentage of A class roads that should be considered for maintenance treatment	30.1%	23.6%	28.7%	Annual measure only		Significant improvement from previous year due to capital investment strategy	Scott Walker
RAT RAT 005	Percentage of all roads that should be considered for maintenance treatment	39.1%	36.2%	36.0%	Annual measure only		Improvement from previous year due to capital investment strategy	Scott Walker
RAT RAT 006	Percentage of traffic light repairs completed within 48 hours	95.2%	100.0%		Annual measure only		One site fault required new controller unit which had to be ordered. That particular site was inspected within 2 hours of failure notification and warnings signs / bags erected.	Alan Murray
RAT RAT 007	Percentage of street light repairs completed within 7 days	90.8%	95.3%	96.0%	94.2%	64.5%	Reason for failure a combination of staff absence in Contracts Unit and processes in Business Support Unit. Additional temp resource has been employed within the Contracts Unit while Business Support issue has been addressed. Additional monitoring measure also put in place.	Scott Walker
RAT RAT 008	Electricity Consumption of Street Lights and Signs in a rolling year	3460 mWh	3247 mWh	3430 mWh	Annual measure only		Data accurate as of 10 June 2016	Alan Murray
RGY BST 006	% building warrant applications responded to within 20 days	99.4%	94.1%	90.0%	77.0%	55.2%	Performance for quarter is above target and as expected	Ian Duguid; Julie Hamilton

Code	Description	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17	Latest Note	Lead
		Value	Value	Target	Value	Value		
EDE EMP 001	Number of new starts participating in Council Economic Development funded employability programmes.	295	355	375	62	128	95% of target achieved. Small shortfall in ESF participants and a reduction in numbers on Employability Fund contract.	Ian Fraser; Jim Livingstone
EDE BUS 002	No of unique businesses supported by Council Economic Development Team.	249	250	200	84	122	On target.	Julie Hamilton
DAE AB1 GOV	Average FTE Days Sickness Absence (Development & Environmental Services)	10.28	11.94	11.34	3.79	5.38	A number of long-term absence cases are impacting performance.	Gordon McNeil
DAE AB2 GOV	% Sickness absence (Development & Environment)	2.40%	4.51%	4.00%	4.70%	8.29%	Sickness absence is at around the same level for the last 2 years.	Gordon McNeil
DAE FOI GOV	% FOI enquiries responded to within timescale - Development & Environment		97%	100%	99%	100%	235 of the 243 FoI requests were responded to on time.	Gordon McNeil
DAE PPL 004	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) cases within the Development and Environment service.	19	7		2	1	Figures lower for first 6 months of 16/17.	Gordon McNeil
DAE CUS 023	DAE Councillor enquiries responded to within timescale.	88%	88%	94%	84%		Of 69 Cllr enquiries, 58 were dealt with within timescale.	Gordon McNeil
DAE CUS 024	DAE MP / MSP enquiries dealt with within timescale.		93%	94%	87%		Of 15 MP/MSP enquiries, 13 were dealt with within timescale	Gordon McNeil
DAE CUS 025	DAE complaints responded to within timescale	72.4%	74.5%	93.0%	100.0%		All 3 complaints received were dealt with within timescale	Gordon McNeil
DAE PPL 005	% DAE staff who have undertaken a review of their performance with their line manager in the previous 12 months (e.g PRD Toolbox meeting).			100%	Annual measure only			Gordon McNeil
DEV DMA 001	The percentage of all planning applications dealt with within two months	91.74%	84.08%	84.00%	88.73%	90.32%	The Council is the top performing council for local developments in respect of the average time in determining all applications (6.8 weeks). In the second quarter, 100% of householder applications were determined under 2 months and the average time to determine such applications was 4.5 weeks - the quickest average time of all local authorities.	Julie Hamilton
DEV DMA 004	Local planning applications avg. time (weeks)	6.5	7.6	7.0	8.4	7.1	The performance meets the target for the period and represents continued	Julie Hamilton

Code	Description	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17	Latest Note	Lead
		Value	Value	Target	Value	Value		
							improvement in the three-year period.	
RGY EHE 013	Percentage of service requests to Environmental Health responded to within timescale.	96%	97%	96%	98%	99%	Performance is marginally above target, and as expected	Ian Doctor
ENV WMA 09a	Waste Management Complaints			900			The number of recorded complaints was higher than expected as a result of the complex service changes introducing 3-weekly residual waste collection, re-routing collection rounds and moving to 4 day mainstream refuse collection.	Graeme Cunningham

Development and Environment Service Risks 2016-17

ID & Title	DAE SRR 100 Workforce Resources	Approach	Treat	Status	⚠️	Managed By	Gordon McNeil	Target Rating	6	Current Rating	12

Description	Capacity to deal with peaks in workload, demands upon the service and service resilience due to workforce availability.
Potential Effect	Service cannot demonstrate that is effective, efficient and recognised for excellence.

Related Actions	DAE SBP 025	Improve attendance performance within D&E	30%	Internal Controls	Performance Review & Development Process
	DAE SBP 029	Progress the employee action plan	50%		People Strategy
	DAE SBP 033	Undertaking workforce planning and take forward agreed outcomes.	50%		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.

ID & Title	DAE SRR 003 Loss of external funding for the delivery of D&E services.	Approach	Treat	Status	✅	Managed By	Gordon McNeil	Target Rating	6	Current Rating	9

Description	Development & Environment deliver a number of services through income generated through internal customers and external funders.
Potential Effect	Service has insufficient income to maintain services.

Related Actions	DAE SBP 019	Maximise ESF funding for the delivery of employability services.	60%	Internal Controls	
	DAE SBP 021	Manage effectively the D&E financial targets	50%		
	DAE SBP 032	Attract funding for energy initiatives.	40%		

Latest Note	The most significant risk in this area relates to the end of the current European Structural Funds programme which was scheduled for June 30th 2014. Economic Development Officers have successfully negotiated an extension of this programme to December 2014 and will apply, when invited, to be included in the next round of European Funding being made available to support employability.

ID & Title	DAE SRR 101 Unaligned service delivery with corporate objectives	Approach	Treat	Status	✅	Managed By	Gordon McNeil	Target Rating	3	Current Rating	6

Description	Service delivery is not aligned with corporate objectives						
Potential Effect	Fail to meet corporate and service objectives; Customer expectations not met; and Fail to meet customer demand.						
Related Actions				Internal Controls	Budget Strategy		
					Budget Challenge & Financial Monitoring		
					Business Planning Process		
					Governance Panel		
					Making Clackmannanshire Better Programme		

Latest Note	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.