

**CLACKMANNANSHIRE COUNCIL**

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**Report to: Scrutiny Committee**

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**Date of Meeting: 20 December 2016**

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**Subject: Housing and Community Safety**

**Performance Report Quarter 2**

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

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**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<sup>1</sup>, 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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<sup>1</sup> <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 responsibility 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.<sup>2</sup>

- 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 addition 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 (ESSH), an increase of 7% since April 2016. The ESSH 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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<sup>2</sup> <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	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

### (2) Council Policies (Please detail)

## 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


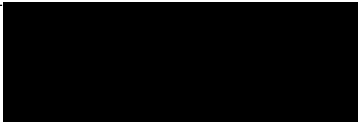
### 13.2. Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

**Author(s)**

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**Approved by**

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## 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

<b>Indicator</b>	<b>Clackmannanshire Council</b>	<b>Average of compared landlords</b>	<b>Difference from this average</b>	<b>Stirling Council</b>	<b>Falkirk Council</b>	<b>Ochil View Housing Association Ltd</b>	<b>Paragon Housing Association Ltd</b>
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 %
<i>Value for money</i>							
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



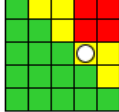










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Business Plan 2016-17

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		

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


Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		Value	Value	Value	Target	
		HCS CUS 003	% tenants satisfied with the management of the neighbourhood they live in	83%	83%	
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	<div style="width: 80%; background-color: #4F81BD; color: white; text-align: center;">80%</div>		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	<div style="width: 80%; background-color: #4F81BD; color: white; text-align: center;">80%</div>		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

Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		2014/15	2015/16	2016/17		
		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	<div style="width: 70%; background-color: #4F81BD; color: white; text-align: center;">70%</div>		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

Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		2014/15	2015/16	2016/17		
		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 <b>TA (exiting TA)</b> - 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 <b>TA (exiting TA)</b> - 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 <b>TA (exiting TA)</b> - 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 <b>TA (exiting TA)</b> - 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 <b>TA (exiting TA)</b> - 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	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">50%</div>		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	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">50%</div>		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

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%	

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 074	Prepare strategy and action plan to ensure the housing stock meets ESSH	31-Mar-2017	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">50%</div>		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 ESSH 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 ESSH 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.


Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Latest Note
		2014/15	2015/16	2016/17	Target	
		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.


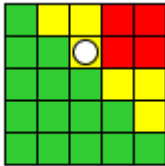

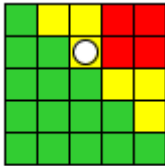

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
HCS SBP 075	Review the HRA Financial Business Plan	31-Mar-2017	<div style="width: 50%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div></div>		We are currently working with Capita to develop a model Business 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	<div style="width: 10%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">10%</div></div>		Technology One are currently reviewing the functionality of their Housing solution. We will shortly commence work with Technology One to ensure it


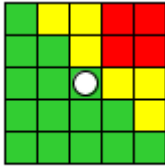

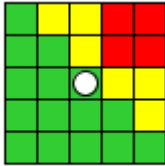

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
					meets the needs of the Housing Service. Meanwhile we continue to review our internal practices and data cleanse our current systems in preparation to move to the new system. Although this action has been included in the 16/17 business 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	 35%		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	 10%		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	<b>Internal Controls</b>			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.											

<b>Potential Effect</b>	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.				
<b>Related Actions</b>		<b>Internal Controls</b>	Maximising Attendance & Employee Wellbeing Policy		
			Information Management Strategy		
			Workforce Learning & Development Strategy		
<b>Latest Note</b>					

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

<b>ID &amp; Title</b>	HCS SBP 004	Focus on Transformation Rather Than Need	<b>Approach</b>		<b>Status</b>		<b>Managed By</b>	Ahsan Khan	<b>Current Rating</b>	9	<b>Target Rating</b>	
<b>Description</b>	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.								<b>Likelihood</b>  <b>Impact</b>	<b>Likelihood</b>  <b>Impact</b>		
<b>Potential Effect</b>	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.											
<b>Related Actions</b>	HCS SBP 071	Implement the use of mobile CCTV cameras.	<b>Internal Controls</b>	Customer Consultation & Communication				<b>Likelihood</b>  <b>Impact</b>	<b>Likelihood</b>  <b>Impact</b>			
	HCS SBP 072			Review and redesign the Housing Support Service								
<b>Latest Note</b>												



						Vanguard Principles & Techniques		
<b>Latest Note</b>								

<b>ID &amp; Title</b>	HCS SBP 005	Missed Improvement Opportunities	<b>Approach</b>		<b>Status</b>		<b>Managed By</b>	Murray Sharp	<b>Current Rating</b>	9	<b>Target Rating</b>	
<b>Description</b>	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.											
<b>Potential Effect</b>	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.											
<b>Related Actions</b>	HCS SBP 078			Implement the redesign of the council tax system			<b>Internal Controls</b>	Invest to Save Principles & Processes				
								Making Clackmannanshire Better Programme				
								Vanguard Principles & Techniques				
<b>Latest Note</b>												

<b>ID &amp; Title</b>	HCS SBP 006	Lack Of Appropriate Governance or Scrutiny	<b>Approach</b>		<b>Status</b>		<b>Managed By</b>	Elaine McCaffery	<b>Current Rating</b>	6	<b>Target Rating</b>	
<b>Description</b>	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.											
<b>Potential Effect</b>	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.											
<b>Related Actions</b>	HCS SBP 073			Housing Officers use the MCB improvement budget.			<b>Internal Controls</b>	Covalent Performance Management System				
								Governance & Audit Processes				
								CMT & Committee Approval Process				
<b>Latest Note</b>												

<b>ID &amp; Title</b>	HCS SBP 007	Strategies Do Not Meet Local / Corporate / National Needs	<b>Approach</b>		<b>Status</b>		<b>Managed By</b>	Elaine McCaffery	<b>Current Rating</b>	5	<b>Target Rating</b>	
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<b>Description</b>	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.				
<b>Potential Effect</b>	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.				
<b>Related Actions</b>	HCS SBP 074	Prepare strategy and action plan to ensure the housing stock meets ESSH	<b>Internal Controls</b>	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	
<b>Latest Note</b>					