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**Report to:** Enterprise & Environment Committee

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**Date of Meeting:** 6 June 2013

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**Subject:** Facilities Management Business Plan 2013 - 2014

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**Report by:** Head of Facilities Management

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### **1.0 Purpose**

- 1.1. This report presents to the Committee the Facilities Management Business Plan for 2013 -14 (contained as Appendix 1).

### **2.0 Recommendations**

- 2.1. It is recommended that Committee;
- note the content of the Business Plan and comment on or challenge the priorities, risks and actions contained within it.

### **3.0 Considerations**

#### Background

- 3.1. The Business Plan sets out the actions that the Enterprise & Environment Committee will take forward over 2013-2104 and specifically identifies how these actions will contribute to Clackmannanshire Council's key priority outcomes. The plan incorporates priority setting, planned improvement activity, the development of the performance indicators set out in the Covalent system and a service wider risk management plan.
- 3.2. The Business Plan contains information and analysis of the key issues for the Service. The plan requires to be viewed in the context of evolving change across Facilities Management.

- 3.3. Links between the business plan and the Annual Governance Assurance process have been taken into consideration during the preparation of the Facilities Management Business plan.
- 3.4. The Plan sets out an overview of the Service, its purpose and objectives and budget information for 2013-2014. The key issues for the Facilities Management are set out alongside actions that will be taken to improve and support the ongoing engagement with customers and staff.

**4.0 Risks**

- 4.1. The Facilities Management Business Plan for 2013 - 14 includes a Risk Plan which will be a standard agenda item at our Facilities Management Strategic Management Team Meeting.

**5.0 Sustainability Implications**

- 5.1. None identified.

**6.0 Resource Implications**

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

Yes

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

Yes

**7.0 Exempt Reports**

- 7.1. Is this report exempt? Yes  (please detail the reasons for exemption below)

No

**8.0 Declarations**

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

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

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

People are better skilled, trained and ready for learning and employment

- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

**9.0 Equalities Impact**

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

Yes  No

**10.0 Legality**

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

**11.0 Appendices**

11.1. Appendix 1 - Facilities Management Business Plan 2013 - 14

**12.0 Background Papers**

12.1. 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

12.2. The Business Plan for Facilities Management 2012-2013

**Author(s)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Stephen Crawford	Head of Facilities Management	01259 452533

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Garry Dallas	Director, Services to Communities	
Elaine McPherson	Chief Executive	

# Facilities Management

Business Plan 2013-14



*Taking Clackmannanshire Forward*

Version	1.1
Status	Draft 6
Date	21.05.13



## 1 SERVICE OVERVIEW

### 1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

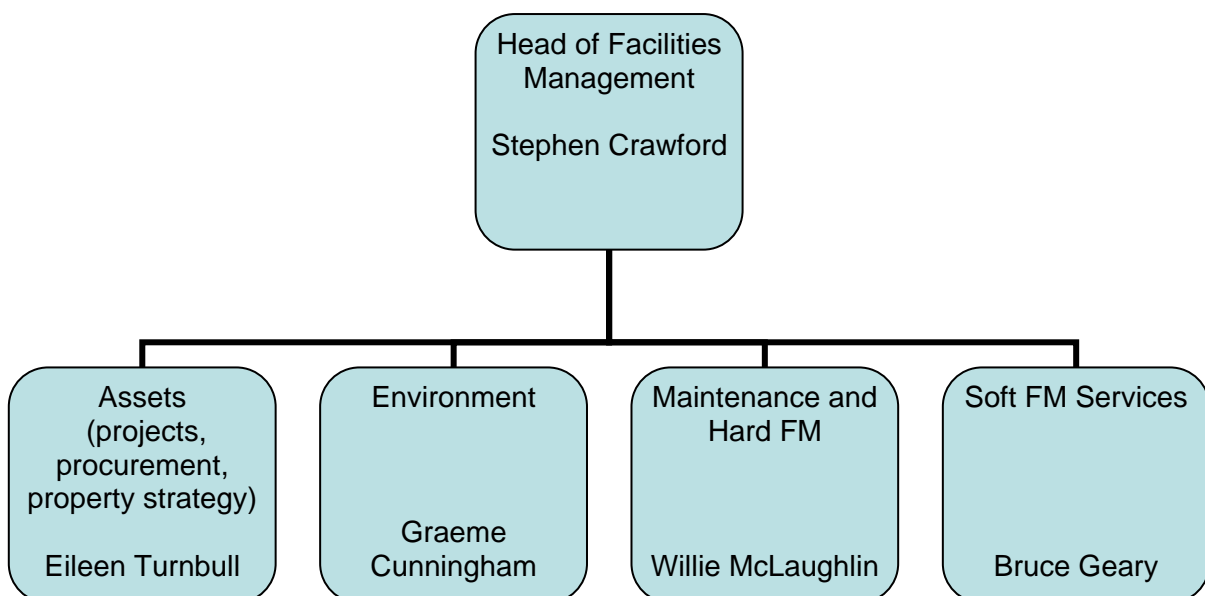
In 2012/13 Facilities Management Services will be a service in its third year, created with the aim of improving the way in which the Council organises its resources for the benefit of service delivery.

It will also play a critical part in the development of four of the Council's six Asset Management Plans and will be responsible for developing sustainable future strategies for these assets.

Services are:

- Catering , Cleaning & Caretaking
- Project Management and Design
- Property Asset Management including PPP Management
- Fleet
- Building Maintenance
- Housing Property Maintenance and Improvements
- Waste Management
- Land Services
- Streetcare
- Janitorial Services
- Leisure Services

### 1.2 SERVICE STRUCTURE



## **Assets**

Assets are tasked with developing and delivering sustainable property strategies and delivering key infrastructure projects and transactions. Retaining all key property data, the service project-manages larger projects and retains a small number of design staff. The PPP contract is managed in this team.

## **Environment**

Waste, lands, streetcare and fleet are at the forefront of public service delivery with arguably the most public-fronted face of the Council. The services are being integrated to create a cohesive single service with clear service specifications. Waste is at the forefront in Scotland in recycling performance and will continue to increase recycling performance to deliver the Council's contribution to national recycling targets.

## **Maintenance and Hard FM**

Maintenance will be the delivery vehicle for the 24-hour / 365 day per year technical maintenance delivery to all Council property. This includes housing and non-housing, as well as technical, informal support to Housing management and asset team.

Employment via the directly employed workforce and term framework contracts with contracting organisations employed to deliver works but delivering community benefits is core to the philosophy that will be adopted in 2012/13 and beyond. The Maintenance section will aim to make the portfolio more energy-efficient both in the buildings it occupies, rents and in its operational practices.

## **Soft FM**

Soft FM will focus on increasing school meal uptake amongst children, including those groups eligible for free school meals. It is a proven fact that health and diet are linked and early intervention with children can support lifelong healthier eating habits. Soft FM manages leisure delivery and contracts in Clackmannanshire and a strategy will be delivered to Council in 2013. Soft FM also includes building, cleaning and janitorial services.

# Organisational Model: Facilities Management

## What is the purpose of the organisation?

- The aim of our service is that every resident in our area should have access to good quality and affordable housing, facilities and support services that meet their needs
- To ensure people feel safe in their homes and in the community.

## Who are the service leaders?

Stephen Crawford, Head of Facilities Management  
 Bruce Geary, Soft FM  
 Eileen Turnbull, Assets  
 Willie McLaughlin, Maintenance  
 Graeme Cunningham, Environment

## What are the key inputs?

1	Buildings
2	Homes
3	Legislation, regulation and Codes of practice
4	Revenue and capital investment

## What happens in your service?

1	School Buildings
2	Energy Management
3	Building Projects
4	Repairs
5	Building cleaning
6	School catering
7	Refuse collection and recycling
8	Streetcare
9	Offices
10	Project Management
11	Project Management Property Development

## What are the key outputs?

1	High standard of Council housing stock
2	Better standards of Council building - clean, warm, correct size and location
3	Recycling
4	School meals
5	Clean external environment
6	New affordable housing

## Who are the key partners?

1	Council staff
2	Residents
3	Tenants
4	Corporate Services
5	Building Contractors
6	Housing Services
7	Contact Centre/Caps
8	Education
9	Social Work
10	Members

## Who are the key stakeholders?

1	Scottish Government
2	Elected Members
3	Residents
4	Tenants' & Residents' Federation

## What is the external environment?

1	High expectations
2	Contractual
3	Incoming costs
4	Customer demand

## Who are the key customers?

1	Council tenants
2	Council staff
3	Residents

### 1.3 BUDGET

The budget is made up of Revenue, Capital, the Council's Energy Efficiency Fund, and any other external funding that is made available i.e. Schools Fund , Central Energy Efficiency Funding and Service Devolved budgets. Strategic work in 2013/14 will develop plans and projects for the next 2/3 years expenditure.

As the 'spender' of much HRA funds they are included for completeness although they may also be featured in other services business plans.

<b>REVENUE BUDGET - 2013/14</b>	<b>£,000</b>
<b>Asset Management</b>	
Maintenance	
Soft FM	
Environment	
subtotal	24,220
HRA repairs*	5,000
<b>Total Budget</b>	<b>£29,220</b>

\* managed on behalf of Housing Services

<b>CAPITAL BUDGET - 2013/14</b>	
<b>Property AMP</b>	<b>11.162</b>
Lands AMP	.500
Fleet AMP	1,490
Housing Capital Plan*	7,877
<b>Total</b>	<b>£21,029</b>

\* managed on behalf of Housing Services

## **2 KEY ISSUES FOR THE SERVICE**

The challenge for the facilities management service will be the continuing improvement of front line services within the tightening financial envelope of 2014/15 and beyond. The key issues for the service will be in 2013/14:

### **Business Plan Objectives**

Focus on key business plan objectives and delivery in a time of significant change and challenge within council budgets

### **Project delivery**

Delivery key organisational changes in 2013/14:

- move to Kilncraigs including marketing LTH and Greenfield;
- development of appointments system at Kelliebank for the benefit of tenants;
- consolidation of food waste rollout and possible service review in 2013/14;
- delivery of Speirs Centre and Redwell capital projects

### **Feedback from Customers**

Develop within Facilities Management overarching measures for customer experience and satisfaction to provide information on the five drivers of customer satisfaction: Delivery; Timeliness; Information; Staff Professionalism; and Staff Attitude.

### **Staff Survey Key Outcomes 2012**

Address via senior management team:

- Low (10%) FM response rate to staff survey 2012
- Poor reward, recognition and welfare experienced by FM staff
- Communication considered poor

### **Annual Governance Statement and the Service Governance Improvement Plan**

Translate the annual governance improvements into meaningful service actions and delivery

### **CIM / CSE**

This has to be progressed in 2013/14 to align FM with other corporate services

### **Service Contribution to the Corporate Business Transformation Programme**

FM supports the main corporate services such as social services and education and will support the corporate business transformation programme as such

### **3 APPROACHES**

In a primarily operational service there will be a tension in 2013/14 delivering services within budget. Stakeholders, staff and performance will be monitored as follows:-

#### **3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT**

The approved Facilities Management Business Plan 2013/14 will be publicised on Clacksweb for customers, partners and external stakeholders and publicised on CONNECT intranet for staff. Progress reports on this business plan will be reported to the Enterprise and Environment Committee on a quarterly basis throughout the year, with report available to the public via Clacksweb Council and Committees' Reports Database.

Public Performance Reporting Arrangements are also in place via Audit Scotland for annual outcomes on statutory performance indicators. Annual service performance is also published on the Facilities Management pages of Clacksweb.

Consultations on new and revised strategies follow the corporately-recognised National Standards for Community Engagement.

Other methods of consultation and publicising of consultations include: Clacksweb Consultations Database; Community Councils / local groups; local press; and social media (Facebook and Twitter), as appropriate.

Pursuit of Customer Service Excellence accreditation during 2013/14 will address how customers and stakeholders will be consulted on how Facilities Management can be developed and improved.

Customer satisfaction is evaluated through customer surveys on a regular basis throughout the year. Formats include telephone surveys and freepost cards.

The Clacks 1000 survey will provide information on customers' perceptions of the delivery and outcomes Facilities Management services on an annual basis.

Pursuit of CSE accreditation this year will review current approaches in place to measure and evaluate customer satisfaction.

Customers and members of the public have a direct input to and can comment on existing service delivery and approaches through: customer comments and complaints; FOI requests; Councillor enquiries; MP enquiries; MSP enquiries; and involvement and participation in local Community Groups.

We aim to achieve high standards of customer service for all our stakeholders. The Customer Service Excellence quality standard is our approach for improving our customer and stakeholder engagement. This will be refocused and taken forward in 2013/14.

In as disparate a service as FM, feedback is gathered in a variety of ways and this requires to be revisited in 2012/13.

The principles of feedback will review the following five basic criteria:

- delivery
- timeliness
- information
- professionalism
- attitude

### **3.2 SUPPORTING AND DEVELOPING STAFF**

The current and future skills and knowledge needs of Facilities Management staff are identified through the corporate PRD process. All staff will receive an annual PRD meeting, which consists of a review of competencies against the corporate competency framework, a review of learning and development undertaken and a review of training needs and requirements.

PRD meetings will be carried out either in a 121 between staff and their line manager or in a team forum for staff of a similar post.

Formal 121s are held between individual members of staff and their line manager... as a mechanism for support and guidance on work and personal issues, including Maximising Attendance meetings.

Formal team meetings between staff and line managers will be held monthly.

Formal meetings between Trades Unions representatives and service management will via the corporate processes unless there is a particular project that requires a closer focus.

Formal meetings of the senior management team are held monthly - these are then fed down to service management teams.

The introduction of a new corporate HR and Payroll system will provide service management with more accurate details of staff resource information, upon request. This will be used to address any specific workforce planning issues, as they arise.

### **3.3 MANAGING SERVICE PERFORMANCE**

Service-wide performance and progress on actions is populated by lead officers into the Covalent performance management system on a regular basis.

Reports on service progress are monitored by service management on a quarterly basis at the FM Service Management Team Meeting.

Quarterly progress reports and annual report on the Facilities Management 2013/14 Business Plan is reported to the Enterprise and Environment Committee.

Performance measure outcomes and actions against service and corporate objectives included in this service-wide business plan are the responsibility of the relevant Facilities Management Service Manager and reviewed between the Service Manager and Head of service in monthly 121's.

In 2013/14, Covalent performance management system will be used to report our performance in meeting corporate priorities.



**PRIORITY OUTCOME**

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

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
FAC FAC 003	Percentage of operational buildings that are suitable for their current use	82.8%	83.3%	84.3%	85.0%	86%	Eileen Turnbull

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
FAM ASM 002	Kilncraigs project to be completed.	Catalyst for office rationalisation and project and sale of two offices.	31-Dec-2013	£7,000,000	Eileen Turnbull
FAM ASM 004	Speirs Centre to be 90% complete	Alloa Town Centre Strategy building completed and customer service centre completed	31-Mar-2014	£3,600,000	Eileen Turnbull
FAM ASM 005	Redwell Primary School to be 80% complete.	Develop new two two-stream school from two existing primaries in accordance with strategy	31-Mar-2014	£8,600,000	Eileen Turnbull
2 New Projects	Commence on site Phase 1 Village and Town Centre Project at Sauchie	Environmental Improvement of Main Street, Sauchie	Dec 2013	£650,000	Robert Smith
As above	Develop options and project for Streetscape Strategy with start on site	Improved Streetscape	Dec 2013	£250,000	Kenny Inglis

**PRIORITY OUTCOME**

3) People are better skilled and ready for learning and development

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
FAC FAC 012	Number of live on-site Council contracts with benefits clauses		4	10	10	10	Stephen Crawford
FAC FAC 013	Number of trades apprentices at PCU	14	15	16	16	16	Stephen Crawford

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
FAM PRM 005	Initiate formal review of the use and impact of the Employment Strategy in FM Services and contracts	Contribute to local employment through apprenticeship / work opportunity schemes	31-Mar-2014	-	Stephen Crawford

**PRIORITY OUTCOME**

5) Vulnerable people and families are supported

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
FAC FAC 001	The percentage of council buildings from which the Council delivers services that are suitable for, and accessible to, disabled people.	73.1%	73.9%	79.3%	80.0%	82.0%	Eileen Turnbull
FAM HPI 005	The proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard.	85%	89%	92%	96%	100%	Owen Munro

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
FAM ASM 007	Frameworks for general works-adaptation-structural upgrades, internal alterations, property extensions 2012-16	Better response to tenants needs and good economies of scale.	31-Mar-2014	£250k	Owen Munro
FAM PRM 002	Initiate rollout of repairs and maintenance appointment services and systems to trades.	More efficient service delivery and better customer satisfaction results	31-Mar-2014		Stephen Crawford
FAM PRM 003	1,000 upgraded bathrooms installed in Council housing as part of the Bathrooms Programme	Better facilities for tenants	31-Mar-2014	£2.9m	Owen Munro
FAM PRM 006	300 planned central heating replacments undertaken as part of Central Heating Programme	More efficient heating systems addressing fuel poverty	31-Mar-2014	£750k	Owen Munro
FAM PRM 007	10 blocks have secure door entry systems upgraded	Safer common areas and stairs	31-Mar-2014	£260k	Owen Munro
FAM PRM 008	240 electrical upgrades	Electrical systems less prone to failure	31-Mar-2014	£220k	Owen Munro
FAM PRM 009	300 Safe electrical periodical testing	Electrical systems less prone to failure	31-Mar-2014	£80k	Owen Munro
FAM PRM 010	Roof upgrades to houses and wall upgrades to 3 blocks of flats	Better weather protection and energy efficiency	31-Mar-2014	£610k	Owen Munro
FAM PRM 011	Energy efficient central heating systems upgrade-term contract 2013-16	Economies of scale and community benefit through larger, longer-term contracts	31-Mar-2014	-	Owen Munro
FAM PRM 012	65 entrance door	SHQS compliance	Dec 2013	£80,000	Owen Munro

#### PRIORITY OUTCOME

7) Health is improving and health inequalities are reducing

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
CAC CAT 001	Uptake of school meals, paid and free, in Secondary schools. (APSE PI36e)	62.72%	61.09%	69.28%	70.00%	72.00%	Bruce Geary
CAC CAT 002	Uptake of school meals, paid and free, in primary schools. (APSE	43.03%	44.88%	45.42%	46.00%	48.0%	Bruce Geary

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
	PI36e)						
CAC LEI 002	Alloa Leisure Bowl, subsidy per user	£1.37	£1.32	£1.25	£1.25	£1.25	Bruce Geary
CAC LEI 003	Monthly average visits to Community Leisure Facilities buildings in a rolling year		61,411	59,023	60,000	62,000	Bruce Geary
WSL STR 001a	The cleanliness index achieved following self-inspections of a sample of streets and other land	77	74	75	78	79	Graeme Cunningham

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
FAM SFM 001	Leisure Strategy Council approval process initiated	Overarching strategy and priority agreed	31-Mar-2014		Stephen Crawford
FAM SFM 002	Leisure Alternative Delivery Model strategy/policy discussed by Council	Strategy and Priorities agreed	31-Mar-2014		Stephen Crawford

#### PRIORITY OUTCOME

8) The environment is protected and enhanced for all

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
FAC FAC 007	CO2 emissions from gas consumption in Council buildings in a rolling year	4165 tonnes	2784 tonnes	3157 tonnes	3000 tonnes	2900 tonnes	Fergus Lindsay
FAC FAC 008	CO2 emissions from electricity consumption in Council buildings in a rolling year	4820 tonnes	4383 tonnes	4324 tonnes	4200 tonnes	4100 tonnes	Fergus Lindsay
FAC FAC 009	CO2 emissions from water consumption in Council buildings in a rolling year	30.00 tonnes	35.50 tonnes	32.97 tonnes	30.00 tonnes	29.00 tonnes	Fergus Lindsay
WSL WMA 006	Number of Waste Management Complaints	545	767	512	500	450	Graeme Cunningham
WSL WMA 016	Percentage additional recovery from missed recycling in residual waste		8.80%	9.40%	5.00%	5.00%	Graeme Cunningham


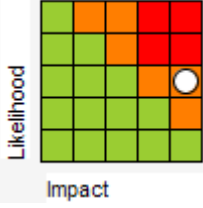
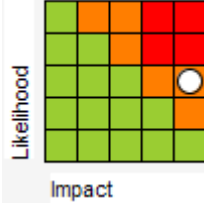

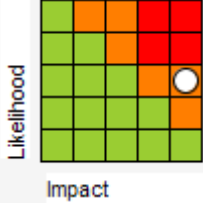
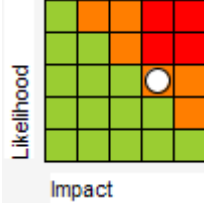
#### PRIORITY OUTCOME


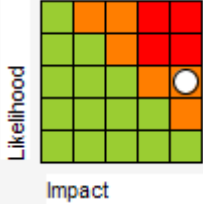
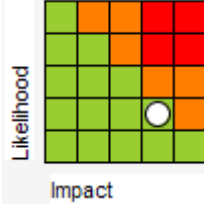
9) The Council is effective, efficient and recognised for excellence


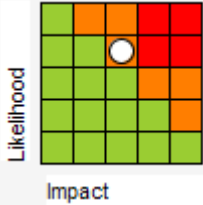
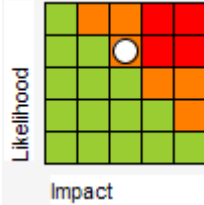
Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
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		Value	Value	Value	Target	Target	
SAP S01 FAM	Staff survey - Facilities Management staff - I am satisfied with my job	57.0%	60.0%	54.8%	60.0%	62.0%	Stephen Crawford
SAP S03 FAM	Staff survey - Facilities Management staff - I am proud to work for the Council	40.0%	55.0%	54.2%	56.0%	60.0%	Stephen Crawford
SAP S04 FAM	Staff survey - Facilities Management staff - I feel that the Council is an equal opportunities employer	68.0%	67.5%	66.3%	70.0%	73.0%	Stephen Crawford
SAP S05 FAM	Staff survey - Facilities Management staff - I have the materials, information and support I need to do my work		46.3%	58.3%	60.0%	63.0%	Stephen Crawford
SAP S06 FAM	Staff survey - Facilities Management staff - I intend to continue working for the Council		60.0%	69.9%	72.0%	74.0%	Stephen Crawford
SAP S12 FAM	Staff survey - Facilities Management staff - I receive feedback from my line manager		42.5%	51.2%	55.0%	60.0%	Stephen Crawford
SAP S14 FAM	Staff survey - Facilities Management staff - My senior managers demonstrate strong and consistent leadership skills	31.0%	43.9%	53.2%	55.0%	60.0%	Stephen Crawford
SAP S15 FAM	Staff survey - Facilities Management staff - I have a Performance Review & Development meeting at least once a year	53.0%	50.0%	51.9%	75.0%	80.0%	Stephen Crawford
SAP S19 FAM	Staff survey - Facilities Management staff - Senior Managers (received an appropriate level of leadership coaching)		16.7%	41.2%	70.0%	80.0%	Stephen Crawford
SAP S23 FAM	Staff survey - Facilities Management staff - I get health and safety information which is relevant to me and my work	64.0%	63.4%	76.2%	85.0%	88.0%	Stephen Crawford
SAP S25 FAM	Staff survey - Facilities Management staff - I am encouraged to make suggestions to improve the service	39.0%	51.2%	42.9%	50.0%	55.0%	Stephen Crawford
SAP S27 FAM	Staff survey - Facilities Management staff - I have contributed to my team's future plans	37.0%	53.7%	40.5%	50.0%	53.0%	Stephen Crawford
SAP S30 FAM	Staff survey - Facilities Management staff - I feel that communication across my service/team is good		41.5%	46.4%	50.0%	55.0%	Stephen Crawford
SAP S38 FAM	Staff survey - Facilities Management staff - Survey response rate	14.2%	7.7%	15.2%	40.0%	50.0%	Stephen Crawford
HMO HBM 001	Percentage of emergency response repairs completed within target time (Priority Code 0 - Emergency - 4 hours)	98.87%	99.56%	99.69%	99.75%	99.8%	Jeanette Pearcy; Jennifer Queripel; Murray Sharp
HMO HBM 002	Percentage of urgent response repairs completed within target time (Priority 1 - Urgent - 4 hours)	99.05%	99.18%	99.75%	99.8%	99.85%	Jeanette Pearcy; Jennifer Queripel; Murray Sharp
HMO HBM 003	Percentage of weekly response repairs completed within target time (Priority 2, weekly, 7 days)	94.44%	94.03%	91.11%	94%	94.5%	Jeanette Pearcy; Jennifer Queripel; Murray Sharp

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
HMO HBM 004	Percentage of 4 week response repairs completed within target time ( Priority 4, Routine Repairs, 28 days)	92.52%	89%	85.14%	87%	88%	Jeanette Pearcy; Jennifer Queripel; Murray Sharp
HMO HBM 005	Of all the repairs to Housing stock, the total percentage of them that were completed within their individual target timescales.	95.89%	94.52%	92.73%	93%	94%	Jeanette Pearcy; Jennifer Queripel; Murray Sharp
CAC CAT 003	Direct cost of producing a school meal. (APSE PI18)		£2.23	£2.31	£2.30		Bruce Geary
FAC FAC 011a	Total property running costs	£6,951,960	£6,568,267	TBA	£6,500,000	£6,500,000	Eileen Turnbull
FAM FAM 001	Number of complaints made through the Council's formal complaints system about Facilities Management		15%	11%	10%	10%	
FAM FAM 002	Percentage of FOI enquiries regarding facilities management dealt with within timescale.		100%	100%	100%	100%	Stephen Crawford
FAM FAM 003	Percentage of Councillor enquiries regarding facilities management dealt with within timescale.		91%	90%	90%	90%	Stephen Crawford
FAM FAM 012	Sickness absence level in Facilities Management		3.5%	3.8%	3.5%	3.5%	Stephen Crawford
FAM FAM 013	Number of RIDDOR cases		13	10	8	8	Stephen Crawford
FAM FAM 031	% FM staff turnover			8.2	7.5%	7.0%	Stephen Crawford
PRF PRO 001	Percentage of all repair work completed within expected timescales.	95.44%	95.14%	94.68%	95%	96%	Jeanette Pearcy
PRF PRO 002	Percentage of Housing repairs completed during the first visit	82.12%	82.56%	84.44%	85%	86%	Jeanette Pearcy
WSL WMA 001	Net cost of Refuse Collection per Premise	£51.59	£58.20	£64.06	£74.00	£78.00	Graeme Cunningham
WSL WMA 002	Net cost of Refuse Disposal per Premise	£85.12	£89.23	£83.30	£90.00	£98.00	Graeme Cunningham
WSL WMA 007	Net cost of Waste Collection per service visit	£.58	£.65	£.71	£0.85	£0.95	Graeme Cunningham
WSL WMA 008	Net cost of Waste Disposal per service visit	£.95	£.99	£.93	£1.00	£1.10	Graeme Cunningham

<b>ID &amp; Title</b>	FAM FAM 002 Disease outbreak	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Crawford	<b>Current Rating</b>	15	<b>Target Rating</b>	15
<b>Description</b>	Outbreak of disease, such as Pandemic Flu										
<b>Potential Effect</b>	Reduction in provision of service through labour shortage and reduced management capacity.										
<b>Related Actions</b>		<b>Internal Controls</b>	Health & Safety Management System								
			Pandemic Flu Plan								
			Maximising Attendance & Employee Wellbeing Policy								
<b>Latest Note</b>	Mitigating / response actions include: Contract external labour; maintain links for contingency arrangements for labour from private contracts; disperse management responsibilities to other teams and other management within Council; and contact neighbouring Councils for interim management of licensed locations - licensed holder.										
<b>ID &amp; Title</b>	FAM FAM 007 Under-resourced staff group	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Crawford	<b>Current Rating</b>	15	<b>Target Rating</b>	12
<b>Description</b>	Insufficient number and capability of staff resource to achieve service objectives.										
<b>Potential Effect</b>	Key objectives not met; targets not met; and potential fines.										
<b>Related Actions</b>		<b>Internal Controls</b>	Performance Review & Development Process								
			Competency Framework								
			Maximising Attendance & Employee Wellbeing Policy								
<b>Latest Note</b>	Mitigating / response actions include: staff and resources are continuously monitored and recruitment undertaken, as necessary.										

<b>ID &amp; Title</b>	FAM FAM 005 Staff work to rule	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Crawford	<b>Current Rating</b>	15	<b>Target Rating</b>	8
<b>Description</b>	Staff work to rule										
<b>Potential Effect</b>	Not all service objectives are achieved; increased costs; diminished reputation of Council; loss of management control and direction.										
<b>Related Actions</b>				<b>Internal Controls</b>	Performance Review & Development Process						
					Competency Framework						
				Trade Union Communications Protocol							
<b>Latest Note</b>	Mitigating / response actions include: Discipline and Grievance Policy in place; ensure performance is regularly assessed and fed back to staff; and grievances minimised through working with staff groups and unions.										

<b>ID &amp; Title</b>	FAM FAM 001 Adverse weather	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Crawford	<b>Current Rating</b>	12	<b>Target Rating</b>	12
<b>Description</b>	Adverse weather prevents service's vehicle movements										
<b>Potential Effect</b>	Failure to provide FM services.										
<b>Related Actions</b>	FAM FAM 008 Contracts in place for external / private contractors to provide key FM services in an emergency.			<b>Internal Controls</b>	Business Continuity Plans						
					Major Incident Operational Procedures						
					Emergency Response Plan						
<b>Latest Note</b>	Mitigating / response actions include: awareness of weather reporting and preparation to reorganise collections; inform customers via press / website / radio / Contact Centre of updated position and alternatives, such as Forthbank; and initially access areas that are accessible.										

<b>ID &amp; Title</b>	FAM FAM 011 Cost savings not realised	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Crawford	<b>Current Rating</b>	12	<b>Target Rating</b>	12
<b>Description</b>	Fail to realise cost savings										
<b>Potential Effect</b>	Corporate objectives are not met.										
<b>Related Actions</b>			<b>Internal Controls</b>	Budget Strategy Budget Challenge & Financial Monitoring Processes Invest to Save Principles & Processes							
<b>Latest Note</b>	Mitigating / response actions include: offer savings that are contained within areas of influence and do not rashly include those that rely upon external influence totally outwith the Council's control.										
<b>ID &amp; Title</b>	FAM FAM 013 No FM Services	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>		<b>Current Rating</b>	12	<b>Target Rating</b>	8
<b>Description</b>	Facilities Management Services are not provided / delivered										
<b>Potential Effect</b>	Do not fulfil statutory obligations; do not fulfil customer and stakeholder expectations; supply does not meet demand; increased pressures upon staff; facilities not maintained effectively; cannot respond to other Council maintenance and repairs' requirements; failure to respond to an emergency.										
<b>Related Actions</b>			<b>Internal Controls</b>	Facilities Management Business Plan							
<b>Latest Note</b>											
<b>ID &amp; Title</b>	FAM FAM 004 Loss of FM operational buildings	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Graeme Cunningham	<b>Current Rating</b>	9	<b>Target Rating</b>	9
<b>Description</b>	Loss of buildings or Kelliebank due to an emergency evacuation or damage.										
<b>Potential Effect</b>	Disruption to service provision.										
<b>Related Actions</b>			<b>Internal Controls</b>	Property Asset Management Strategy Business Continuity Plans Corporate Asset Management Strategy							
<b>Latest Note</b>	Mitigating / response actions include: Service Recovery Plan identifies actions to re-locate staff and operating base.										

<b>ID &amp; Title</b>	FAM FAM 008 Unmanageable Customer expectations	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Crawford	<b>Current Rating</b>	9	<b>Target Rating</b>	9
<b>Description</b>	Cannot manage customer expectations										
<b>Potential Effect</b>	Damage to reputation; performance failure; increased complaints; increased customer enquiries.										
<b>Related Actions</b>			<b>Internal Controls</b>	Customer Service Excellence Preparation/Surveillance							
				Clacks Improvement Model Self-assessments							
				Communications Strategy							
<b>Latest Note</b>	Mitigating / response actions include: effective communication with customers to explain need for service / changes and define role of Council and expectation of customer participation; and embedding Customer Charter across all services.										
<b>ID &amp; Title</b>	FAM FAM 003 Reduced refuse fleet	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Graeme Cunningham	<b>Current Rating</b>	8	<b>Target Rating</b>	8
<b>Description</b>	High number of refuse collection fleet vehicles lost to fire or malicious damage.										
<b>Potential Effect</b>	Cannot undertake short-term refuse collections.										
<b>Related Actions</b>			<b>Internal Controls</b>	Fleet Plan							
				Risk Management Strategy							
<b>Latest Note</b>	Mitigating / response actions include: vehicles containing residual waste are emptied at end of shift and security controls at depot; and private sector vehicles available.										
<b>ID &amp; Title</b>	FAM FAM 010 Failed contracts	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Crawford	<b>Current Rating</b>	8	<b>Target Rating</b>	4
<b>Description</b>	Contracts fail to deliver										
<b>Potential Effect</b>	Disruption to service delivery; damage to the environment; harm to reputation; increased costs.										
<b>Related Actions</b>			<b>Internal Controls</b>	Contract Standing Orders							
				Tender Process							
				Service Level Agreements							
<b>Latest Note</b>	Mitigating / response actions include: contract performance is regularly monitored.										

<b>ID &amp; Title</b>	FAM FAM 012 Failed Business Plan	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Crawford	<b>Current Rating</b>	6	<b>Target Rating</b>	6
<b>Description</b>	Do not meet Business Plan objectives										
<b>Potential Effect</b>	Loss of reputation; financial penalties; corporate objectives not met.										
<b>Related Actions</b>				<b>Internal Controls</b>	Public Performance Reporting						
					Business Planning Process						
<b>Latest Note</b>	Mitigating / response actions include: clear waste management; property and housing investment strategy developed and authority to implement it by the Council; preparation of reports to Council of any future measures needed to meet targets; and targets are continuously monitored and service operations adjusted to accommodate movement.										

<b>ID &amp; Title</b>	FAM FAM 006 Increased community population	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Crawford	<b>Current Rating</b>	6	<b>Target Rating</b>	2
<b>Description</b>	Population of community increases beyond capability of FM services.										
<b>Potential Effect</b>	Increased costs										
<b>Related Actions</b>				<b>Internal Controls</b>	Local Housing Strategy						
					Local Plan Alteration (Housing Land Supply)						
<b>Latest Note</b>	Mitigating / response actions include: continuous monitoring of data and number of households, as well as continuously monitoring budget / resources.										

<b>ID &amp; Title</b>	FAM FAM 009 Poor Health and Safety	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Crawford	<b>Current Rating</b>	5	<b>Target Rating</b>	5
<b>Description</b>	Do not adhere fully to all relevant Health and Safety legislation, regulation and policy.										
<b>Potential Effect</b>	Loss of life; under-resourced staff; financial penalties; damage to reputation; increased costs, increased audit and scrutiny.										
<b>Related Actions</b>				<b>Internal Controls</b>	Performance Review & Development Process						
					Health & Safety Management System						
<b>Latest Note</b>	Mitigating / response actions include: health and safety included in all contracts; inspections undertaken; and training and reporting in place as part of the PRD process.										

**PRIORITY OUTCOME**

Community Engagement

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
FM GOV 005	Effective and consistent systems are in place for community engagement.	Improved community engagement.	31-Mar-2014		Stephen Crawford

**PRIORITY OUTCOME**

Information Management

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
FM GOV 002	Corporate strategy to be developed providing clarity to roles and responsibilities.	Improved information management.	31-Mar-2014		Stephen Crawford
FM GOV 003	Asset information databases and systems to be rationalised and aligned to allow better information retention.	Improved information management.	31-Mar-2014		Stephen Crawford

**PRIORITY OUTCOME**

Personnel Development

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
FM GOV 004	Induction required for key Council HR policies and procedures, financial management and procurement for new managers and budget holders.	Improved personnel development.	31-Mar-2014		Stephen Crawford

**PRIORITY OUTCOME**

Procurement

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
FM GOV 001	Further embed corporate procurement strategy and align processes to improve Procurement Capability Score.	Improved procurement.	31-Mar-2014		Stephen Crawford

