



**Clackmannanshire
Council**

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Greenfield, Alloa, Scotland, FK10 2AD (Tel.01259-450000)

Enterprise and Environment Committee

Thursday 6 June 2013 at 10.00 am

Venue: Council Chamber, Greenfield, Alloa, FK10 2AD

Date	Time
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ENTERPRISE AND ENVIRONMENT COMMITTEE

To determine policies for the promotion of regeneration and enterprise in Clackmannanshire within the strategic policy framework approved by the Council in relation to the following:

- roads and transportation
- regulatory services
- development planning
- facilities management
- economic development

To develop strategies, plans and projects in those areas and work with officers and partners to implement them.

With the exception of those matters reserved to Council or delegated to a Committee or an officer, the functions, powers and duties of the Council as planning authority including the preparation of a Development Plan

To set standards for service delivery.

To secure best value in the provision of services.

To consider valid petitions submitted which relate to the areas covered by the Committee

To monitor performance in the delivery of services including consideration of:

- quarterly service performance reports
- inspection or other similar reports
- financial performance

To keep under review the impact of the Committee's policies on Clackmannanshire

To hear representations on petitions which have been accepted by the Director of Finance and Corporate Services as valid in accordance with the council policy and criteria. The Committee shall report on every petition in respect of which it has heard representations to Council with its recommendations on how the petition should be disposed of, which may include a recommendation that no action be taken.

29 May 2013

A MEETING of the ENTERPRISE AND ENVIRONMENT COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 6 JUNE 2013 at 10.00 am.



ELAINE McPHERSON
Chief Executive

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2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
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ENTERPRISE AND ENVIRONMENT COMMITTEE – MEMBERS

Councillors

Wards

Councillor	Donald Balsillie	(Convenor)	2	Clackmannanshire North	SNP
Councillor	Irene Hamilton	(Vice Convenor)	5	Clackmannanshire East	SNP
Councillor	Gary Womersley	(Ex officio; non-voting)	3	Clackmannanshire Central	SNP
Councillor	Les Sharp		1	Clackmannanshire West	SNP
Councillor	Derek Stewart		3	Clackmannanshire Central	LAB
Councillor	Graham Watt		3	Clackmannanshire Central	LAB
Councillor	Kenneth Earle		4	Clackmannanshire South	LAB
Councillor	Ellen Forson		4	Clackmannanshire South	SNP
Councillor	Alastair Campbell		5	Clackmannanshire East	CONS

Co-opted Members

Mr Mike Mulraney	Representing Clackmannanshire Business
Mr Malcolm McArdle	Representing Clackmannanshire Business
Co-opted Member	To be confirmed
Co-opted Member	To be confirmed



MINUTE OF MEETING of the ENTERPRISE AND ENVIRONMENT COMMITTEE held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 28 MARCH 2013 at 10.00 am.

PRESENT

Councillor Donald Balsillie, Convenor (In the Chair)
Councillor Irene Hamilton (Vice Convenor)
Councillor Gary Womersley (Ex Officio)
Councillor Alastair Campbell
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Bobby McGill (S)*
Councillor Les Sharp
Councillor Graham Watt

Mr Mike Mulraney, Co-opted Member (Representing Clackmannanshire Business)
Mr Malcolm McArdle, Co-opted Member (Representing Clackmannanshire Business)

IN ATTENDANCE

Garry Dallas, Director of Services to Communities
Stephen Crawford, Head of Facilities Management
John Gillespie, Head of Community and Regulatory Services
Ian Doctor, Service Manager
Graeme Finlay, Principal Planner
Niall Urquhart, Team Leader (Sustainability)
Andrew Wyse, Solicitor, Clerk to the Committee

Before the start of business, the Convenor welcomed Mr Mike Mulraney and Mr Malcolm McArdle, as Co-opted Members of the Enterprise and Environment Committee, both representing Clackmannanshire Business. A further two positions for Co-opted members remain vacant and are subject to advert.

The Committee was reminded that co-opted members may take part in the debate and may question officers as set out in Standing Orders (4.2). Co-opted members cannot move or second a motion or amendment, vote on any matter or arrange for a substitute to attend on their behalf. Co-opted representatives do not have the right to receive reports or other papers that contain exempt information unless agreed by the committee. Co-opted representatives have no rights of access to reports or other papers containing confidential information.

EEC.28 APOLOGIES

Apologies for absence were received from Councillor Derek Stewart.

*Councillor Bobby McGill attended as substitute for Councillor Stewart.

EEC.29 DECLARATIONS OF INTEREST

None.

As a co-opted representative Mike Mulraney indicated that detailed items in several reports related to companies in which he had an interest. Malcolm McArdle advised that this equally applied to him particularly regarding issues involving recycling.

EEC.30 MINUTES OF MEETING: 31 JANUARY 2013

The minutes of the meeting of the Enterprise and Environment Committee held on Thursday 31 January 2013 were submitted for approval.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

The minutes of the meeting held on 31 January 2013 were agreed as a correct record and signed by the Convenor.

EEC.31 FACILITIES MANAGEMENT FINANCIAL PERFORMANCE 3RD QUARTER 2012/13

A report which provided information on the financial performance of Facilities Management in respect of both revenue and capital spend for the financial year 2012/13, based on activity to date up to the end of December 2012 was submitted by the Head of Facilities Management. Projected outturns up to March 2013 were also set out in the report.

Motion

That the Committee notes the current financial position.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed to note the current financial position as augmented by responses to members' comments and challenges.

EEC.32 FACILITIES MANAGEMENT PERFORMANCE - 3RD QUARTER 2012/13

A report which updated the Committee on performance for Facilities Management Services during the 3rd Quarter 2012/13 related to the service's Business Plan for 2012/13 was submitted by the Head of Facilities Management. The report highlighted key service activity since September 2012, achievements, opportunities and challenges.

Motion

That the Committee notes the information set out in the report while commenting on and challenging the performance of Facilities Management as appropriate.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed to note the information set out in the report as augmented by responses to members' comments and challenges.

EEC.33 PROPOSED CLACKMANNANSHIRE LOCAL DEVELOPMENT PLAN

A report which updated the Committee on the progress of the Proposed Clackmannanshire Local Development Plan was submitted by the Head of Community and Regulatory Services. The report described processes to date and steps required before the publication of the Proposed Local Development Plan and the process thereafter to allow representations from the public and other interested parties.

The main areas of relevance to the Enterprise and Environment Committee were summarised in paragraphs 3.14-3.27 of the report.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed :

- (a) To note the progress made on the Proposed Local Development Plan and accompanying documents; and
- (2) that the Report and in particular paragraphs 3.14 to 3.17 inclusive as expanded by Appendix 1 and augmented by Members' comments and views be the Committee's contribution to the Proposed Local Development Plan on enterprise and environmental policy and proposals for consideration in preparation of the finalised draft Local Development Plan for presentation to Council.

EEC.34 AUDIT SCOTLAND REPORT ON PROTECTING CONSUMERS

A report which advised the Committee of the implications of the Audit Scotland Report on Protecting Consumers as it relates to Clackmannanshire Council and the consumers it serves, was submitted by the Regulatory Services Manager.

The audit by Audit Scotland is aimed at assessing how well councils protect consumers from unfair treatment or being put at risk by the businesses they buy goods or services from.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed unanimously to note the information set out in the report and to endorse the approach to addressing the audit's recommendations set out in paragraph 6.1 of the report.

Action

Head of Community and Regulatory Services

ENDS 11.54 am

Report to Enterprise and Environment Committee

Date of Meeting: 6th June 2013

**Subject: Community and Regulatory Services Financial
Performance 2013-2014**

Report by: Director of Services to Communities

1.0 Purpose

- 1.1. The purpose of this report is to provide an update to the Committee on progress made to implement the 2013/14 budget approved by Council on the 8th February 2013.

2.0 Recommendations

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

3.0 Background

- 3.1. Council has established new decision making and scrutiny arrangements. This will include reports on financial and non-financial performance being routinely submitted to the appropriate service committee.
- 3.2. At this stage of the year Finance colleagues have been focussing on finalising the 2012/13 year end figures to allow submission of the Council's Annual Financial Statements.
- 3.3. Services are in the process of implementing the 2013/14 budget which was approved on 8th February 2013. Specific budget savings and priority initiatives are included. This report focuses on the steps taken to date to achieve the required outcomes.

4.0 Priority Initiatives

- 4.1. Community & Regulatory Services are involved in implementing a number of the Council's priorities.
- 4.2. Programmes of work are being developed to ensure that the additional funding for road & street lighting improvements is targeted at the areas of

greatest need. Where appropriate some of this funding will be used to further support the Villages and Small Towns Initiative.

- 4.3. Sustrans have confirmed match funding of £225,000 for the Tillicoultry - Alva Cycle Route. Design is underway and discussions have commenced regarding land acquisition
- 4.4. Identification of effective flood prevention measures is ongoing and will be implemented during the course of the year.
- 4.5. The Service will also have an ongoing role in the identification and implementation of priorities for the Streetscape Programme.

5.0 Progress in Delivering Planned Budget Savings in 2013/14

- 5.1. Savings totalling £322,088 were identified for 13/14 for Community & Regulatory Services. The breakdown is as detailed in Tables 1 and 2. With the exception of the increased income from planning application fees and licensing fees all savings were implemented from 1st April 2013.

Table 1 Policy Savings 2013/14

Initiative	Amount £	Progress as at April 13
Subsidy to Alloa Tower (one off cash saving)	£25k	Implemented
Subsidy to Alloa Tower (permanent budget reduction)	£25k	Implemented
Reduction of Twinning Budget	£10k	Implemented
Reduction of Tourism Budget	£10k	Implemented
Planning (Additional Fee Income)	£15k	Will be subject to applications received.
Increase licensing income	£2k	Currently being implemented
Reconfiguration of night noise team	£17k	Implemented
Reduce Winter General Admin Payment to other LAs	£8k	Implemented
Cease fortnightly scouting for street lighting outages	£10.7k	No scouting scheduled
Cease charging for parking in High Street	£4.2k	Contract with Stirling Council cancelled

Targeted gulley emptying	£11k	Gulley cleansing routes rationalised to reduce spend
Reduce traffic signs maintenance by 10%	£4.8k	Programme adjusted to reduce spend
Reduce hours for Traffic Regulation Officer	£11.6k	Implemented
Taxicard reduced journey entitlement from 12 to 6.	£1.144	Taxicard holders, booking office and operators advised
Reduce annual subsidy to Shopmobility	£1.294	Operator advised.

Table 2 Management Savings

	Amount £	Progress as at April 13
Reduce subscriptions budget	£1k	Implemented
Increase income in EH	£2k	Implemented
Realign Community Safety funding	£30k	Implemented
Delete redundant overtime budget	£30k	Implemented
ASB budget realignment	£15.35k	Implemented
Redundant OASIS budget	£15k	Implemented
Reduction of HoS supplies & services	£7k	Implemented
Salt stock holding	£50k	Implemented
Supplies & services budget	£15k	Implemented
Reduce accident investigation budget	£7k	Implemented

5.2. New charges have also been implemented for the administration of road closures. Based on the recent norm for the number of road closures required the anticipated income in 2013/14 is expected to be in the region of £5,500 per annum.

5.3. Scope to achieve increased income during 13/14, through raising the costs for Food Safety export certificates has been identified, and this would provide an increased income of £4000.

- 5.4. A new saving in the capital budget for the investigation of contaminated land totalling £53,000 can be achieved in 2013-14. This is as a result of the success of the Contaminated Land Resource sharing initiative, created with a view to enabling the Council to continue to meet its contaminated land investigation duties in the face of previously reduced capital budgets.
- 5.5. Monitoring the achievement of planned savings will continue throughout the year.

6.0 Conclusions

- 6.1. The aim of this report is to bring greater transparency to the process & progress in implementing the Council's budget for 2013/14.

7.0 Sustainability Implications

- 7.1. N/A

8.0 Resource Implications

8.1. *Financial Details*

- 8.2. The financial implications are set out in the report. Yes

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

8.4. *Staffing*

N/A

9.0 Exempt Reports

- 9.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

10.0 Declarations

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

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

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced

- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

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

None

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? N/A

12.0 Legality

12.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

13.0 Appendices

None

14.0 Background Papers

14.1 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

Clackmannanshire Council General Services Revenue & Capital Budget 2013/14 Report

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mac West	Roads and Transportation Manager	X2624
Julie Hamilton	Development Services Manager	X2657
Ian Doctor	Regulatory Services Manager	X2577

Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Director of Services to Communities	

Report to Enterprise and Environment Committee

Date of Meeting: 6th June 2013

**Subject: Community and Regulatory Services Performance
End of Year 2012-2013**

Report by: Director of Services to Communities

1.0 Purpose

- 1.1. The attached report updates committee on the performance of Community and Regulatory Services during the year 2012/13. Performance reported relates to the services' Business Plan for 2012/13.
- 1.2. In addition, the report highlights key service activities, achievements, opportunities and challenges facing the service.

2.0 Recommendations

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

3.0 Key Issues

- 3.1. The end of year report is attached in Appendix 1. This report has been written as a series of bullet points which in summary form highlight the key issues for the service.

4.0 Sustainability Implications

- 4.1. There are no sustainability implications with this report.

5.0 Resource Implications

5.1. Financial Details

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

Yes

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

5.4. Staffing

5.5. There are no staffing implications resulting from this report

6.0 Exempt Reports

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

7.0 Declarations

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

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

The area has a positive image and attracts people and businesses	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - The Annual Review Report 2012/13 and Covalent Performance Report

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mac West	Roads and Transportation Manager	X2624
Julie Hamilton	Development Services Manager	X2657
Ian Doctor	Regulatory Services Manager	X2577

Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Director of Services to Communities	

Community and Regulatory Services

Annual Review Report 2012-13



May 2013

1 HEAD OF SERVICE INTRODUCTION & OVERVIEW

This has been a successful year for Community and Regulatory Services in that all business plan actions have been delivered with the exception of two which are substantially complete.

Overall the performance indicator targets were largely met and show positive trends. However the results of the staff survey show an adverse trend and work will be required in 13/14 to reverse this trend.

The service was able to come in exactly on budget, however within the service there have been unavoidable overspends which were counteracted by under spends in other areas due to staff vacancies.

The service once again received Customer Service Excellence accreditation in 2012/13.

2 HIGHLIGHTS OF THE YEAR

Roads and Transportation

- Roads & Transportation staff assisted along with emergency services at Alva (twice) and Menstrie flood to minimise the impact of these extreme weather events.
- Cycle route between Cambus & Menstrie opened by Keith Brown, Minister for Transport and John Lauder, Director of Sustrans. Sustrans also confirmed that our bids for 50/50 funding (£275,000) of Alva to Tillicoultry cycle route and Redwell Safer Route to School had been successful.
- Programme of road maintenance & improvement successfully completed including sections of A907 Clackmannan Bypass, A91 Cowden Bends, A823, B913 & B9140 as well as Shavelhaugh Loan, Gartmorn Road/Posthill and Park Road, Menstrie.
- Electrical & structural testing of 17% of our street lighting columns identified a number of defects. All defects identified were rectified including replacement columns where necessary

Development

- Completion of Proposed Local Development Plan (LDP) and Open Space Strategy. The LDP will guide the future development of Clackmannanshire to 2035 and will encourage sustainable economic and population growth. The LDP and Open Space Strategy, have been to all relevant Committees and will go to Council on 15th August, 2013 for approval before being subject to formal consultation process.
- The Clacks Works Project has, since its start in mid 2011 supported 830 local people, progressed 187 clients into employment, supported 204 SME's / Social Enterprises and a further 302 clients have undertaken education and training to help them progress towards employment. It is programmed to achieve or exceed all its targets.
- Development Management remains a high performer and for the first half of 2012/13 is the top performing Scottish Local Authority for the speed of determining all planning applications with a 6.8 week average determination time against the Scottish average of 12 weeks. Household applications were determined in an average of 4.9 weeks.

Regulatory

- Introduction of an initiative to tackle litter.
- Responded to the horse meat scandal to ensure food safety standards in Clackmannanshire were not compromised
- The Food Standards Agency conducted a review of the delivery of official food controls in the United Kingdom, concluding that the local delivery model will be retained.
- Significant resources were taken up dealing with a legally complicated case involving a dangerous structure in Clackmannan with significant potential impacts on a number of houses.

- In January 2013 the Scottish Government introduced a new framework of Key Performance Outcomes (KPOs) for Building Standards.
- The Scottish Government introduced a new Building Standards inspection regime as well as requiring Building Warrant applications to be risk assessed to create a Construction Compliance Notification Plan (CCNP).
- Building Standards received a large number of high profile, high priority Building Warrant applications which placed significant demands on the service.
- Audit Scotland conducted an audit on Consumer Protection assessing how well local authority Trading Standards and Food Safety services protect consumers.
- A review of the Consumer Landscape in Scotland led by COSLA studied future delivery models for Trading Standards Services in Scotland.
- Launched the Buy with Confidence Trusted Trader scheme.
- Launched a doorstep crime DVD.
- Licensing conditions for Taxi's and Private Hire Cars reviewed.

3 FINANCIAL PERFORMANCE

	Annual Budget 2012/13	Actual To 31/03/13	Variance Actual v Budget	Comment
Head of Service	119	82	(37)	Unbudgeted income
Sustainability	635	636	1	Overspends and compensating underspends
Economic Development	298	311	13	Retention of budget in accordance with Council approval
Land Services	109	119	11	Service restructure will be complete in May 2013
Ochil Landscape Partnership	0	0	0	Balance carried forward to 2013/14
Clacks Works	327	327	0	Balance carried forward to 2013/15
Development Quality	83	96	13	Fee income £15K less than budget
Environmental Health	599	506	(93)	Fee income higher than budget & savings made on vacant posts
CCTV	174	158	(16)	Maintenance and Rental of System costs lower than budget.
Licensing	(12)	(23)	(11)	Fee income higher than budget
Building Standards	39	57	18	Fee Income £19k below budget
Trading Standards	147	139	(9)	Final year end charge from Stirling Council less than budget
Roads & Transportation	2,989	3,099	110	Unbudgeted expenditure incurred - repair of retaining walls & electrical supply installation at ice station
Total	5,507	5,507	0	

Savings 12/13 Year end position

Total savings target for Community & Regulatory for 2012/13 was £107.5K. Savings achieved during 2012/13 totalled £88.7K.

Saving £18.8K not achieved was a result of a delay in the restructuring of Land Services.

4 PERFORMANCE

4.1 Service Activity and Key Issues

The area has a positive image that attracts people and businesses

- A finalised Local Development Plan (LDP) has been prepared which encourages growth and inward investment. It follows extensive consultation on a Main Issues Report and will be subject to further consultation, following Council approval.
- Development Management have dealt with a wide range of significant applications that improve the quality of the built environment - including Spiers Centre, Kilncraigs, Paton's School, Dalmore Centre and have approved key new developments including residential development at the former Alloa Academy, a new Redwell Primary School and new industrial development at Blackgrange.
- An Open Space Strategy has been prepared alongside the Local Development Plan. It has also been subject to Committee consultation between March - May 2013 and will be submitted to Council in August 2013.
- A prioritised programme of road & footway improvement works was developed using output from the National Road Maintenance Condition Survey. The programme was completed using our in-house DLO and external contractors.

Our communities are more cohesive and inclusive

- Council supported public transport services were reviewed and options identified. Existing services largely replicated other than the trial introduction of Demand Responsive Transport (DRT) in the Muckhart area.

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

- Clacks Works provides support for businesses and individuals aimed at creating and sustaining jobs. It provides a Key Worker Service, Work Placements, support for Council Modern Apprentices, Job Brokerage Service and a Business Development Service. The Economic Development staff continue to be active in supporting Local Employability Partnership activities and have in particular led on the Looked After Children project, which aims to provide placements and job opportunities. The service continues to support contractors who are fulfilling Council capital expenditure projects to implement their community benefits clauses. This year 14 local people have obtained jobs with Council contractors, 15 have undertaken work experience placements and 3 apprenticeships have been created.

Our communities are safer

- Roads Asset Management Plan (RAMP) and Winter Service Policy were reviewed and approved by Council.
- Historic road accident statistics are monitored to identify accident areas and clusters. Traffic calming, anti skid surfacing, speed restrictions or physical accident mitigation measures aimed at addressing these hotspots have been implemented.
- Elistoun Drive (Flood Alleviation) Pumping Station completed and new maintenance contract for pumping stations implemented. All SEPA identified targets for provision of information by

the Council for both the Forth and Forth Estuary Flood Risk Management Plans were achieved.

- CCTV assessment framework developed, but implementation on hold pending outcome of potential changes to staffing contract as a result of changes to government funding of Remploy.

Vulnerable people and families are supported

- New supported bus service contracts have been procured and the services are now operating. There are ongoing negotiations with NHSFV regarding the form of continued bus services to FVRH. The Council continued to support Dial-a-Journey and provision of Shopmobility as well as Taxicard.

Health is improving and health inequalities are reducing

- A significant extension of the off road cycle network in Clackmannanshire was aided by successful bidding for external funding.

The environment is protected and enhanced for all

- Work to implement the Sustainability and Climate Change Strategy is ongoing, with actions being taken forward by officers from all Council Services, co-ordinated by the Sustainability Team.
- Travel impact assessments for larger developments are now stipulated. Kilncraigs Travel Plan prepared.
- Planning is underway for 18 of the 22 Ochil Landscape Partnership project, with work on the ground for 11 of the projects. Within the last 6 months, considerable progress has been made at Blairlogie, Kelly Burn in Dollar, Alva Glen and the River Devon Trail.

Outcome - Providing effective advice, inspection and enforcement services.

- Health and Safety inspection programmes were changed to be evidence based.
- Food Safety programmes were targeted on cross contamination risks in higher risk premises as per national approaches.
- Trading Standards Inspections programme delivered and targets for high risk businesses met.
- All local and national performance targets met.
- A range of projects were undertaken by Trading Standards including - Blind Cords, Fireworks storage, electrical safety (block adaptors and electric blankets), Estate agents, underage sales of tobacco, post office tariffs, Butchers and Deli counters, spirit substitution, fair measure, cash for clothing, Best bar none, gold buyers, feed sampling, petroleum weights and measures and weighbridges.

The Council is effective, efficient and recognised for excellence

- Working towards CSE accreditation for all services by end of 2012/13
- Carrying out CIM assessment of all services and implement improvements
- Implement the Council's Covalent performance management system

In October 2012, the Community and Regulatory Services successfully gained CSE accreditation. The Inspection Report set out detailed comments on the evidence submitted for each element of

the CSE framework and all of the comments are a very positive acknowledgement of how well we serve our customers. The service was awarded compliance-plus in three areas.

A CIM assessment for Roads & Transportation was finalised in May 2012. Work on implementing the Action Plan is ongoing. A CIM assessment for Regulatory Services commenced in December utilising a new system for the gathering of evidence against all elements of the CIM model. The assessment was not completed in 12-13 and will therefore report during 13-14.

4.2 Performance

Roads & Transportation

A prioritised programme of road and footway improvements based on the output from the Scottish Road Maintenance Condition Survey was implemented through the year. The percentage of roads which should be considered for maintenance treatment is slightly ahead of the target of 34% indicating that the method of prioritising available funding is being successful.

The percentage of street lights repaired within 7 days (93.1%) slightly exceeds the target (93.0%). The decision to abandon scouting for non operating street lights during the coming winter may adversely affect the PI in 2013/14.

The road safety KPIs will not be available until July when the statistics are released by Scottish Government. These KPIs reflect the input of car manufacturers; road safety education both nationally and locally as well as traffic regulation enforcement by the police not simply the efforts of local authority road safety teams.

An in-depth review of Council supported bus services was completed and a number of options for improvements were identified. The Council preferred option, in terms of service to the public was to combine Council services with those to Forth Valley Royal Hospital (FVRH) which are funded by NHS Forth Valley. This would have produced significant savings for NHSFV and more modest savings for the Council. NHSFV rejected the idea of combined services. Discussions are ongoing with NHSFV regarding the form of continued transport provision to FVRH.

During the year electricity suppliers revised their assessments of the operating wattage of a variety of street lamp units. This revealed that some lamp units operated at a higher wattage than they were rated. When this was applied to our lighting stock it had the effect of showing an apparent increase in CO2 emissions. In fact previous calculations had understated the CO2 produced by street lights.

SEPA are responsible for leading the implementation of the Flood Risk Management (Scotland) Act 2009 and to do so require information on flood risk in each local authority area. To ensure the implementation plan remains on schedule SEPA have laid down strict timetables for local authorities to provide the necessary information. Clackmannanshire has consistently met these targets.

Development Services

The information available for the Clackmannanshire Works indicators required to be reviewed. Following updated advice from Scottish Government Auditors as a result of a recent systems check, client information on the Hanlon database is being amended and updated to reflect Scottish Government recommendations. It will result in accurate figures being available.

Regulatory Services

The performance by Trading Standards in relation to dealing with Business Advice requests has fallen from last year in part due to the implementation of a new database system for recording advice requests. The performance is also in part impacted because of the complexity of advice

requests. The service in supporting local businesses offers a high quality business advice service and therefore some cases can require significant research and sample testing resulting in the target of completing advice request within 14 days being missed.

In Building Standards performance indicator RGY BST 006 is showing no historical performance levels as the response target was adjusted to meet the requirements of the new Scottish Government Key Performance Outcome measures. The performance level is significantly above target, despite staff vacancies and therefore the target will be increased for 13-14. The target for indicator RGY BST 004 has also been increased for 13-14 as the 12-13 performance was comfortably above target. This indicator could however be adversely impacted upon in the future as resources are taken up to meet new site inspection requirements as part of Construction Compliance and Notification system.

APPENDIX

Guide to symbols used in this report




ACTIONS	
Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed


PIs					
Status		Short Term Trends (1 year)		Long Term Trends (3 years)	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				

Summary of service performance by corporate priority outcome







<p>Th 1) The area has a positive image and attracts people and businesses</p> <p>Actions: 0 0 1 0</p> <p>PIs: 0 0 1 0</p>	<p>Th 2) Our communities are more cohesive and inclusive</p> <p>Actions: 0 0 0 0</p> <p>PIs: 0 1 3 0</p>	<p>Th 3) People are better skilled, trained and ready for learning and development.</p> <p>Actions: 0 0 0 0</p> <p>PIs: 0 1 0 3</p>	<p>Th 4) Our communities are safer.</p> <p>Actions: 0 0 1 0</p> <p>PIs: 0 2 4 0</p>
<p>Th 5) Vulnerable people and families are supported</p> <p>Actions: 0 0 2 0</p> <p>PIs: 0 0 0 0</p>	<p>Th 8) The environment is protected and enhanced for all.</p> <p>Actions: 0 0 5 0</p> <p>PIs: 0 0 2 0</p>	<p>Th 9) The Council is effective, efficient and recognised for excellence.</p> <p>Actions: 2 0 3 0</p> <p>PIs: 0 0 2 0</p>	










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

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
EHTS003	This indicator provides a measure of the efficiency of the Council in dealing with trading standards business advice requests.	93.3%	98.2%	91.7%	90.0%				The performance is within target. The service provides a high quality service to the business sector.	Ian Doctor

Covalent Code	ACTION	Impact	Status	Full year update	Lead
CAR DEV 001	Preparation of new Local Development Plan	Maximising growth and inward investment		The Local Development Plan has been finalised. Gone to Committees between March and May 2013 and will go to Council in August 2013.	Julie Hamilton

2) Our communities are more cohesive and inclusive.




Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
EHTS002	This indicator provides a measure of the efficiency of the Council in dealing with trading standards consumer complaints.	77.5%	89.6%	88.1%	80.0%				The performance is within target.	Ian Doctor
DEV DMA 001	The percentage of all planning applications dealt with within two months	89.04%	88.66%	83.33%	83.00%				The figure is very marginally down on the previous year, but still exceeds the target figure. With the introduction of an average performance SPI for 2012/13, a number of older applications were brought to a decision in 2011/12. This may have contributed to the figure.	Julie Hamilton


Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
RAT RAT 005	Percentage of all roads that should be considered for maintenance treatment	37.4%	36.4%	33.7%	34.0%				Improvements to the dataset to prevent Contractor surveying private roads have contributed to the improvements in overall indicator and the unclassified network (in particular). The current figures offer a fairer reflection of the network condition at present but not the overall trend. [Trends for RAT001, RAT002 & RAT003 should be more accurate.]	Mac West
RGY BST 004	The percentage of Completion Certificates issued within 3 days	88.4%	91.7%	95.6%	80.0%				The filling of vacancies in the summer of 2012 provided a more stable work environment resulting in improved response times. It is acknowledged that these response times may increase in 2013/2014 due to the new Construction Compliance and Notification Plan (CCPN) inspection regime, introduced by Scottish Government in Jan 2013, as this will divert resources to site inspection work.	Ian Doctor
RGY BST 006	% building warrant applications responded to within 20 days			94.9%	80.0%				The target period was adjusted to match one of the new national Key Performance Outcomes (KPOs) set by Scottish Government introduced in September 2012. The filling of vacancies in the summer of 2012 provided a more stable work environment resulting in improved response times. It is acknowledged that response times may increase in 2013/2014 due to the new Construction Compliance and Notification Plan (CCPN) inspection regime, introduced by Scottish Government in Jan 2013, as this will divert resources away from plan assessment and to site inspection work.	Ian Doctor

3) People are better skilled, trained and ready for learning and development.

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
DEV EDE 007	No. enterprises supported from European Regional Development Fund Clackmannanshire Works.		133	56	60				The Clackmannanshire Works ERDF programme has already met it's 2011-2014 target for the number of Social Enterprises and SME's supported. In addition it has supported over 30 organisations who are not eligible under the ERDF programme (Public Sector/Large). It will continue to increase the number of organisations it supports for the remainder of the programme. This PI appears to be amber only because of the difficulties accurately presenting data for a 39 month programme on Covalent.	Julie Hamilton

4) Our communities are safer.

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
RAT RAT 007	Percentage of street light repairs completed within 7 days	88.8%	92.5%	93.1%	93.0%				Target achieved within timescale.	Mac West

Covalent Code	ACTION	Impact	Status	Full year update	Lead
CAR RAT 001	Identify and deliver on priorities for improvement work to the roads network			These works are complete and were carried out by the Roads DLO and external contractors.	Mac West

5) Vulnerable people and families are supported.

Covalent Code	ACTION	Impact	Status	Full year update	Lead
CAR DEV 003	Implement new Integrated Employability Model	Create a stronger sustainable approach on employability		Established July 2011. European funding due to end March 2013. Review against changing priorities and budgets is now underway.	Julie Hamilton
CAR RAT 002	Review transport subsidies based on need and vulnerability	Creating sustainable budgets for services		Revised supported bus service timetables commenced on 1st April and are now operating as scheduled.	Mac West

8) The environment is protected and enhanced for all.

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
RAT RAT 009	CO2 emissions from electricity consumption of street lighting and signs in a rolling year	1883 tonnes	1874 tonnes	1881 tonnes	1855 tonnes				Revised assessments of existing lighting stock by energy suppliers highlighted that some street lights operated at a higher wattage than they were rated. This had the effect of showing an apparent increase in the CO2 emissions. In reality previous figures for CO2 emissions had been an underestimate.	Mac West
RGY EHE 006	Percentage of high risk food safety inspections completed within required timescale	100.0%	100.0%	100.0%	100.0%				High risk inspections must all be completed within the given timescales in accordance with the Food Law Code of Practice. This has been achieved.	Ian Doctor

Covalent Code	ACTION	Impact	Status	Full year update	Lead
CAR DEV 002	Preparation of Open Space Strategy			The Open Space Strategy has been finalised. It has gone to Committees between March and May 2013 and will go to Council in August 2013.	Julie Hamilton

Covalent Code	ACTION	Impact	Status	Full year update	Lead
CAR DEV 004	Deliver Ochil Landscape Project Phases 1 and 2	Enhance national heritage and improving access to countryside		18 of the 22 projects are underway.	Julie Hamilton
CAR DEV 005	Ensure Council meets its statutory duties under Climate Change (Scotland) Act 2009	Implement strategy by delivering practical outcomes including home energy		Revised Action Plan for Sustainability and Climate change Strategy approved by Enterprise and Environment Committee of September 2012	Julie Hamilton
CAR DEV 006	Develop a Carbon Management Plan			Carbon Management Plan now completed and with facilities management for implementation	Julie Hamilton
CAR RAT 004	Ensure that the Council meets its statutory duties under Flood Risk Management (Scotland) Act 2009	Manage flood risk as part of the Local Flood Risk Management Group with neighbouring councils		Clackmannanshire Council has completed all actions required to-date under the Flood Risk Management (Scotland) Act 2009.	Mac West

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




Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SAP S01 CAR	Staff survey - Community & Regulatory Services staff - I am satisfied with my job	50.0%	67.7%	66.7%	68.0%				Clarity from revised Community and Regulatory Service and Housing and Community Safety structures, a revised People Strategy and a review of the corporate PRD system are hoped will improve job satisfaction.	John Gillespie
SAP S03 CAR	Staff survey - Community & Regulatory Services staff - I am proud to work for the Council	42.0%	51.6%	44.3%	52.0%				Clarity from revised Community and Regulatory Service and Housing and Community Safety structures is hoped will improve the number of staff feeling proud to work for the Council.	John Gillespie
SAP S04 CAR	Staff survey - Community & Regulatory Services staff - I feel that the Council is an equal opportunities employer	56.0%	69.4%	76.3%	70.0%				The new corporate People Strategy, due to go to Council in the summer, is hoped will enable us to continuously improve being an equal opportunities employer.	John Gillespie
SAP S05 CAR	Staff survey - Community & Regulatory Services staff - I have the materials, information and support I need to do my work	32.0%	59.7%	53.6%	60.0%				Clarity from revised Community and Regulatory Service and Housing and Community Safety structures is hoped will improve how staff feel about the materials, information and support they need to do their job.	John Gillespie

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SAP S06 CAR	Staff survey - Community & Regulatory Services staff - I intend to continue working for the Council		69.4%	72.2%	70.0%				The revised corporate People Strategy will introduce better arrangements to develop our existing staff, including: e-learning; mentoring / coaching; succession planning; and growing our own, which is aimed at improving the number of staff continuing to work with the Council.	John Gillespie
SAP S12 CAR	Staff survey - Community & Regulatory Services staff - I receive feedback from my line manager	39.0%	53.2%	53.6%	54.0%				During 2013/14, the Community and Regulatory Service will review the way we all communicate, including looking at new ways to improve communication both down from senior managers (cascade) and upwards too, so that everyone has a valued opinion and input.	John Gillespie
SAP S14 CAR	Staff survey - Community & Regulatory Services staff - My senior managers demonstrate strong and consistent leadership skills	27.0%	38.7%	26.0%	40.0%				The Community and Regulatory Service fully supports the corporate commitment to develop its Leadership and Management Development programme and expand it to include Team Leaders and aspiring managers.	John Gillespie
SAP S15 CAR	Staff survey - Community & Regulatory Services staff - I have a Performance Review & Development meeting at least once a year	86.0%	72.6%	64.2%	74.0%				The Community and Regulatory Service fully supports the corporate review of the PRD process to ensure learning and development is linked to business need, the needs of the post and the aspirations of the individual. The clarity of service structures will also help to ensure that PRDs are undertaken.	John Gillespie
SAP S19 CAR	Staff survey - Community & Regulatory Services staff - Senior Managers (received an appropriate level of leadership coaching)		33.3%	20.0%	35.0%				All senior managers within the Community and Regulatory Service will receive an appropriate level of leadership coaching this year, as part of the corporate introduction of a more robust learning and development process.	John Gillespie
SAP S23 CAR	Staff survey - Community & Regulatory Services staff - I get health and safety information which is relevant to me and my work	59.0%	75.8%	70.8%	77.0%				The Community and Regulatory Service will review its internal communications with staff to ensure everyone has sufficient access to and receives timely updates on all health and safety information.	John Gillespie

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SAP S25 CAR	Staff survey - Community & Regulatory Services staff - I am encouraged to make suggestions to improve the service	51.0%	66.7%	60.8%	68.0%				The Community and Regulatory Service will review the way we all communicate, including looking at new ways to improve communication, both down from senior managers (cascade) and upwards too, so that everyone has a valued opinion and input. Also, the service fully supports the corporate relaunch of the staff suggestion scheme.	John Gillespie
SAP S27 CAR	Staff survey - Community & Regulatory Services staff - I have contributed to my team's future plans	64.0%	77.8%	69.8%	79.0%				The Community and Regulatory Service fully supports the corporate review of the PRD process to ensure learning and development is linked to business need, the needs of the post and the aspirations of the individual. The clarity of service structures will also help to ensure that all staff contribute to team plans.	John Gillespie
SAP S30 CAR	Staff survey - Community & Regulatory Services staff - I feel that communication across my service/team is good	35.0%	39.7%	39.6%	41.0%				During 2013/14, the Community and Regulatory Service will review the way we all communicate, including looking at new ways to improve communication both down from senior managers (cascade) and upwards too, so that everyone has a valued opinion and input.	John Gillespie
CAR CAR 008a	% CAR complaints responded to within timescale		66.1	75.4	72.0				Compared to 2011/12, Community and Regulatory Services received more complaints (59 compared to 69), responded quicker to them and exceeded the target. This will continue to be monitored by the service management team on a regular basis.	John Gillespie
CAR CAR 009	Percentage of FOI enquiries regarding Community and Regulatory Services dealt with within timescale.		100%	100%	100%				This is the performance for the year ending September 2011. There were 13 enquiries received, all responded to within the deadline.	John Gillespie
CAR CAR 010	Percentage of Councillor enquiries dealt within timescale.			89	95				Despite the annual percentage of Councillor enquiries being responded to within timescale being less than target, the service has performed well to ensure that 451 Councillor enquiries were responded to throughout 2012-13. The service management team will review performance of all customer feedback on a	John Gillespie

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
									regular basis to monitor and identify areas for action.	
CAR CAR 029	Percentage of Community and Regulatory Services with CSE Accreditation		83%	100%	100%				CSE accreditation achieved for all of Community and Regulatory Services, which includes Housing Services and Community Safety, on 28th September 2012.	John Gillespie
CAR CAR 030	Percentage of Community and Regulatory Services (excluding Housing Management Operations, Regeneration and Community Safety) with CSE accreditation.		67%	100%	100%				CSE accreditation achieved / re-accredited for all of Community and Regulatory Services on 28th September 2012.	John Gillespie
CAR CAR 035	Percentage sickness absence level within Community and Regulatory Services.			4.9	6.0				Figure shown for 2012/13 is for April to February inclusively. It does not include data for March 2013, which is not yet available. However, annual performance is likely to be less than target, which is a significant improvement on 2011/12.	John Gillespie
RAT RAT 008	Electricity Consumption of Street Lights and Signs in a rolling year	3540 mWh	3523 mWh	3499 mWh	3500 mWh				These are annual figures - the quarterly figures reported previously have not been amended to reflect 25% of the annual usage.	Mac West

Covalent Code	ACTION	Impact	Status	Full year update	Lead
CAR CAR 001	Agree and implement new structures	Deliver an efficient streamlined structure fit for purpose		All major elements of planned restructuring are complete.	John Gillespie
CAR CAR 002	Implement efficiencies and prepare budgets for next 3 years	Create sustainable budgets for services		Efficiencies identified and implemented. Further efficiencies proposed for future years in Budget Challenge. Community & Regulatory Services' Business Plan 2013/14 drafted and awaiting approval.	John Gillespie

Covalent Code	ACTION	Impact	Status	Full year update	Lead
CAR CAR 003	Apply customer satisfaction measurement toolkit	Produce a baseline customer satisfaction rate for service continuous improvement		The Customer Satisfaction Measurement Toolkit has been applied to several parts of Community and Regulatory Services during 2012-13 as part of the CSE standard. This includes: Clacks Works, Pest Control, Countryside Rangers and Development Quality.	John Gillespie
CAR RAT 003	Review Roads Asset Management Plan and Winter Maintenance Policy	Ensuring optimum targeting of resources		The revised Winter Service Policy and Roads Asset Management Plan have been approved by Council.	Mac West
CAR RAT 005	Develop Framework contracts for the procurement of services and materials for Roads and Transportation	Best value and efficient services		The framework contracts have been tendered, contractors appointed are now operational.	Mac West

Report to Enterprise and Environment Committee

Date of Meeting: 6th June 2013

**Subject: Community and Regulatory Services Business Plan
2013-2014**

Report by: Director of Services to Communities

1.0 Purpose

- 1.1. This report presents to the Committee the Community and Regulatory 2013-14 Business Plan.

2.0 Recommendations

- 2.1. It is recommended that Committee;
- note the Community and Regulatory 2013-14 Business Plan and comment on or challenge the priorities, risks and actions detailed.

3.0 Considerations

- 3.1. The Business Plan sets out the key issues and action that Community & Regulatory Services will take to address them. The plan identifies how the Service will contribute to the Council's key priorities. The plan contains planned improvement activity, performance indicator targets and the key service risks.

4.0 Risk

- 4.1. As part of our contribution to Corporate Governance, the Community and Regulatory 2013-14 Business includes a Risk Plan which will be a standard agenda item at our monthly Community and Regulatory Service management team meeting.

5.0 Sustainability Implications

- 5.1. None identified.

6.0 Resource Implications

6.1. Financial Details

- 6.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 6.3. 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 | <input checked="" type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input checked="" type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input checked="" type="checkbox"/> |
| Our communities are safer | <input checked="" type="checkbox"/> |
| Vulnerable people and families are supported | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced | <input type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input checked="" type="checkbox"/> |
| The environment is protected and enhanced for all | <input checked="" type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence | <input checked="" type="checkbox"/> |

- (2) **Council Policies**

Taking Clackmannanshire Forward

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 - Community and Regulatory Services Business Plan 2013-14

Appendix 2 - Covalent Report

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mac West	Roads and Transportation Manager	X2624
Julie Hamilton	Development Services Manager	X2657
Ian Doctor	Regulatory Services Manager	X2577

Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Director of Services to Communities	

Community and Regulatory Services

Business Plan 2013-14



Taking Clackmannanshire Forward

1 SERVICE OVERVIEW

1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

Our vision is for safe and sustainable communities where individual citizens can achieve their potential.

Our objectives are:

- Provide excellent development and regulatory services which protect the health, safety and welfare of people living, working and visiting Clackmannanshire
- Address the Council's duties relating to the environment and sustainable development
- Promote economic growth and inward investment while protecting and enhancing the natural and built heritage of Clackmannanshire
- Facilitate the movement of people and goods within Clackmannanshire by a choice of travel modes through a transportation network that is safe, accessible, well maintained and well integrated.

1.2 SERVICE STRUCTURE

Community and Regulatory Services

- Regulatory Services
- Environmental Health
- Trading Standards
- Building Standards
- Licensing

- Development Services
- Development Quality
- Sustainability
- Economic Development

- Roads & Transportation
- Roads Maintenance and Improvement
- Street Lighting
- Winter Service
- Transportation Planning
- Public Transport Network Management
- Flood Prevention

Regulatory Services

What is the purpose of the service?

To provide excellent regulatory services which safeguards the built environment, promotes sustainable development and energy conservation, and protects the health, safety and welfare of consumers and people living, working and visiting Clackmannanshire.

Who are the leaders?

- Director, Services to Communities
- Head of Service, Community and Regulatory
- Service Manager, Regulatory
- Team Leader, Environmental Health and Community Wardens
- Team Leader, Building Control

What are the key inputs?

1	Licence applications
2	Building Warrant applications
3	Enquiries and requests for service
4	Statutory duties and national directives (i.e. CCNP)
5	External and internal information and reports on anti-social behaviour

What happens in your service?

1	Licensing and Building Standards application assessment, consultation, approval and reporting.
2	Sampling, monitoring, early intervention, inspection, investigation (i.e. site visits and inspections), enforcement and mediation.
3	Providing advice and guidance
4	Providing education and raising awareness

What are the key outputs?

1	Safe built environment
2	Safe work environment
3	Public health protection
4	Public protection through licensing
5	Safer communities
6	Achieving national and local objectives
7	Sustainable development

Who are the key partners?

1	Licensing Board
2	Food Standards Agency
3	Scottish Government (i.e. Building Standards Division)
4	Police Scotland
5	Forth Valley Health Board
6	Central Authorities Consortium Group
7	Community Safety Partnership

What are the key factors influencing the priorities of the service?

1	Customer Service Excellence
2	Performance indicators - statutory and local
3	Operational Plans
4	Government Policies
5	National Standards
6	Corporate Plan / Business Plan

Who are the key stakeholders?

1	Local Residents
2	Businesses
3	The public
4	National Agencies, including Police
5	Licensing Board
6	LABSS
7	Elected members, MP's & MSP's

Who are the key customers/service users?

1	Applicants
2	Architects and agents
3	Property owners / landlords
4	Businesses (food safety and health and safety)
5	ASB perpetrators and victims
6	Public enquirers or complainants

Roads & Transportation

What happens in your service?

- 1 Road and footway maintenance and improvement
- 2 Bridge maintenance and improvement
- 3 Street lighting maintenance and improvement
- 4 Winter maintenance
- 5 Road safety and traffic management
- 6 Development control
- 7 Transport planning
- 8 Flood prevention
- 9 Asset management
- 10 Provision of Council-supported public transport services

What are the key inputs?

- 1 Service Requests and Enquiries - roads and street lighting
- 2 Road safety surveys
- 3 National & Local Policy
- 4 Legislation, regulations & codes of practice
- 5 Alerts and incident reports
- 6 Road condition surveys
- 7 Weather
- 8 Accident Data
- 9 Funding
- 10 Passenger demand
- 11 Commercial services

Who are the key suppliers?

- 1 Central Support services (HR, Finance, IT etc)
- 2 Equipment and material suppliers
- 3 Contact Centre
- 4 Government agencies
- 5 Private agencies
- 6 Internal DSO's
- 7 Bus operating companies

Who are the key stakeholders?

- 1 Scottish Government
- 2 Sustran
- 3 Elected Members
- 4 Citizens
- 5 Public transport users
- 6 Community Councils

What is the external environment?

- 1 Scottish Government initiatives and requirements
- 2 Major change agenda
- 3 Legislative requirements
- 4 FOI/Data Protection
- 5 National Policy
- 6 Economic environment
- 7 Carbon footprint
- 8 Commercial bus operators

What are the key outputs?

- 1 Safe and efficient transportation network
- 2 Dealing with emergencies
- 3 Strategic plans
- 4 Adverse impact of weather is minimised
- 5 Economical and convenient bus services

Who are the key customers?

- 1 Council Service Areas
- 2 Utility Companies
- 3 Developers & other agents
- 4 Citizens requesting services
- 5 Emergency Services
- 6 Contractors
- 7 External organisations
- 8 Public transport users

H:\CIM\Roads\Org Model 2012 Roads & Trans v0.4.doc

Economic Development

What is the purpose of the service?

Coordination and delivery of council services to promote a healthy local economy and labour market.

Who are the leaders?

- Council Members
- Head of Service
- Service Manager



What are the key inputs?

- 1 Funding
- 2 Knowledge, skills and information
- 3 Staff
- 4 Legislation, government policy & guidance
- 5 Key partners

What happens in your service?

- 1 Development, delivery and monitoring of the Economic Development and Employability Strategies.
- 2 Capital programme project management
- 3 Maximising the use of community benefits in public sector contracts
- 4 Delivery of National Training Programmes
- 5 Promotion of the local area
- 6 Management & delivery of the Clackmannanshire Works ESF Priority 5 project including the delivery of employability services for individuals and businesses.
- 7 Accessing external funding
- 8 Delivery of the Ochils Landscape Partnership initiative
- 9 Business development including the management of the Business Gateway contract
- 10 Support for EDPT and LEP

What are the key outputs?

- 1 Increased numbers of jobs/employment rate
- 2 Improved joint working and use of partnership resources
- 3 Increased levels of external funding
- 4 Increased numbers of visitors
- 5 Increased and improved skills
- 6 Better match between employer demand and skills available in the labour market
- 7 Improvement in MCMC statistics

Who are the key partners?

- 1 Economic Development Partnership Team
- 2 Local Employability Partnership
- 3 Business community
- 4 Forth Valley Tourism Partnership
- 5 Forth Valley PACE Partnership
- 6 Other Local Authorities
- 7 Other council services

What are the key factors influencing the priorities of the service?

- 1 Economy e.g. recession, unemployment & low job density
- 2 Local, national & UK policies and priorities
- 3 Funding streams
- 4 Economic Development Partnership Team
- 5 Local Employability Partnership
- 6 UK welfare reform

Who are the key stakeholders?

- 1 Service users - individuals and businesses
- 2 Scottish Government
- 3 Elected Members
- 4 CPP partners
- 5 Investors
- 6 Council staff
- 7 Heritage Lottery Fund
- 8 Funders

Who are the key customers/service users?

- 1 Unemployed local people
- 2 Young people in the MCMC Group
- 3 Businesses
- 4 Social enterprises and third sector organisations
- 5 Low paid or low skilled employees
- 6 Potential investors
- 7 Visitors
- 8 Elected members and other council services

Development Quality

What is the purpose of the service?

To enable sustainable economic development in a manner that maintains and enhances the built and natural environment, and the amenity of households, all in accordance with the policies and objectives of the Clackmannanshire Local Plan and the forthcoming Clackmannanshire Development Plan

Who are the leaders?

Director, Services to Communities
 Head of Service, Community and Regulatory
 Development Service Manager
 Development Quality Team Leader

What are the key inputs?

1	Pre Application Enquiries
2	Permitted Development Enquiries
3	Applications for Planning Permission
4	Applications for Other Consents & Certificates
5	Objections/Representations/Consultations
6	NID/NCD/Information to Discharge Conditions
7	Enforcement Enquiries/Complaints
8	Appeals to DPEA, Notice of Review to LRB

What happens in your service?

1	Consult on and Assess Development Enquiries
2	Validate, Publicise, Consult On and Assess Applications
3	Prepare Reports of Handling (Delegated and Committee)
4	Monitor Planning Permissions, Discharge Conditions
5	Investigate Breaches of Planning Control
6	Prepare Oral/Written Submissions for LRB/DPEA Hearings
7	Update Electronic Files, Advice and Information on Website
8	Respond to Councillor, MP & MSP Enquiries, FOI's, Complaints
9	Core Meetings - Committee, Member Briefing, Case Conferences

What are the key outputs?

1	Pre Application Advice
2	Advice on Legislation and Procedures
3	Decision Notices
4	Certificates
5	Legal Agreements
6	Enforcement Notices
7	Planning & Enforcement Registers
8	Planning Portal/Website

Who are the key partners?

1	Statutory/Non-Statutory Consultees
2	Key Internal Service Consultees
3	Community Councils
4	Business Support
5	Legal Services
6	Development Team Plan
7	Licensing Board
8	Scottish Government Planning

What are the key factors influencing the priorities of the service?

1	Key Performance Indicators
2	Business Plan Actions Plans
3	Customer Expectations
4	Development Plan Policies
5	24/7 Access to Information
6	Enforcement Charter
7	Climate Change v Economic Growth
8	The Drive for Customer Excellence

Who are the key stakeholders?

1	Local Residents
2	Local Business
3	Council's Senior Management
4	Community Councils
5	Elected members
6	National Agencies, eg SEPA, SNH, SWT
7	Local Groups/Organisations
8	

Who are the key customers/service users?

1	Householders (as applicants)
2	Householders (as 3rd parties)
3	Developers and Landowners
4	Architects and Agents
5	Independent Professional Advisers
6	Local Representatives
7	Elected Members, MP's, MSP's
8	Local Review Body/DPEA

Sustainability Organisational Model

What is the purpose of the service?

To formulate and implement strategies to protect and enhance the natural and built environment; to work in partnership to implement environmental enhancement projects; to operate an effective Countryside Ranger service; to implement statutory duties related to outdoor access and biodiversity; to co-ordinate and deliver the corporate agenda on sustainability, including the Council's statutory duties in relation to Best Value and sustainability, climate change, and strategic environmental assessment; to encourage sustainability in the community, including co-ordination of the Alliance Environment Partnership Team.

Who are the leaders?

- ❖ Elected members (including Sustainability Portfolio Holder)
- ❖ Director - Services to Communities
- ❖ Head of Community and Regulatory Services
- ❖ Development Services Manager
- ❖ Team Leader Sustainability

What are the key inputs?

1	Legislation, Guidance and Advice
2	Sustainability & Climate Change Strategy (Action Plan defines certain team priorities)
3	Other Alliance and Council strategies/plans etc., including SOA, Corporate Plan, Development Plan, and Greening Clackmannanshire
4	Funding for projects (predominantly external funding)
5	Collaborative working with partners (including funding partners)
6	Plans co-ordinated by Team, including Core Paths Plan and Local Biodiversity Action Plan

What happens in your service?

1	Co-ordination of the corporate sustainability agenda through the implementation, monitoring and revision of the Council's Sustainability & Climate Change Strategy, in partnership with both internal and external stakeholders; ensure that the Council is meeting its legislative duties in relation to sustainability, biodiversity, climate change, flood management, outdoor access and strategic environmental assessment.
2	Participation in jointworking groups and policy initiatives on flood management, water quality, minerals and waste planning
3	Work with partners to develop and deliver key environmental projects across Clackmannanshire (including liaison and applications to secure external project funding)
4	Co-ordinate aspects of the preparation and implementation of Development Plan, including policy preparation and collation of background data/information, liaison with statutory agencies and stakeholders, and management of contractors; co-ordination of open space policy.
5	Co-ordinate, support and implement Alliance Environmental Partnership Team and community-based sustainability initiatives
6	Co-ordinate and support key partnership bodies operating within Clackmannanshire, including Access Forum and Biodiversity Partnership
7	Liaise with and advise other Council staff on sustainability issues
8	Co-ordinate countryside management and open space policy through development of a Woodland Strategy and Open Space Strategy; delivery of a Ranger Service - including safety of countryside users and environmental education

What are the key outputs?

1	Continuous improvement in sustainability performance across the Council and improved environmental sustainability in the community
2	Protection and enhancement of Clackmannanshire's environment
3	Improving partnership working and encouraging increased volunteering
4	Support those using the outdoors; increase awareness, understanding and responsible use of the natural and cultural heritage; and support the sustainable use and management of the outdoors
5	Improvements to biodiversity and opportunities for the public to visit and take exercise in the outdoors
6	Plans and strategies

Who are the key partners?

1	Alliance (particularly Environment Partnership Team)
2	Access Forum (co-ordinated by Access & Countryside Projects Officer)
3	Clackmannanshire Biodiversity Partnership (Steering Group co-ordinated by Development Officer (Sustainability))
4	Clackmannanshire Heritage Trust
5	Sustainability & Climate Change Implementation Group (internal officer group) (co-ordinated by Sustainability Team)
6	Scottish Natural Heritage
7	Forestry Commission Scotland
8	SEPA
9	Historic Scotland

What are the key factors influencing the priorities of the service?

1	Key Performance Indicators
2	Legislation and guidance
3	Council priorities
4	Implementation of agreed actions contained in the Sustainability & Climate Change Action Plan
5	Implementation of agreed actions contained in Greening Clackmannanshire
6	Business Plan and Team Action Plan
7	Availability of financial and human resources and relevant skills/expertise
8	Stakeholder demands/customer expectations

Who are the key stakeholders?

1	Other Council officers (with responsibility for areas covered in the Sustainability & Climate Change Strategy)
2	Alliance partners
3	Local residents, local businesses and visitors
4	Elected members
5	Statutory agencies (SNH, SEPA, Historic Scotland, FCS)
6	Other environmental partners (including RSPB, SWT)
7	Other interest groups, local groups/organisations (e.g. community councils)
8	Project funders

Who are the key customers/service users?

1	Other Council officers
2	Members of the public
3	Schoolchildren
4	Developers
5	Elected members, MPs, MSPs

1.3 BUDGET

REVENUE BUDGET	£000
Roads & Transportation	2,970
Head of Service	113
Develop Management and Sustainability	764
Economic Services	327
Land Services	108
Clacks Works	327
Environmental Health	612
CCTV	174
Licensing	-13
Building Standards	46
Trading Standards	151
Total Budget	5579

CAPITAL BUDGET	£000
Roads & Transportation	2,675
Total	2675

2 KEY ISSUES FOR THE SERVICE

The challenge for the service is to provide clear leadership and vision at a time of significant change and simultaneously maintain and improve the existing service levels. This is done against a background of major corporate change and efficiency to be implemented over the next three years.

- Every opportunity will be taken in the shaping of the new Local Development Plan to promote economic growth and inward investment.
 - With the Clackmannanshire Alliance identifying employability as a major priority the restructuring of Economic Development within Community & Regulatory Services will see improved links with employers and outcomes for individuals.
 - Following the Council budget decisions in February we will ensure that budget review and proposals for the next 3 years are based on sound financial management information and robust business case appraisal.
 - The new Flood Risk Management (Scotland) Act 2009 places a number of duties on the Council including assessing bodies of water for risk of flooding and preparing Local Flood Risk Management Plans and powers to do anything that it considers will contribute to the implementation of the Local Flood Risk Management Plan.
 - The Roads Asset Management Plan will be the key driver in arresting the decline in the condition of the road network
 - With the Local Transport Strategy we will facilitate a safe, reliable, integrated and accessible transport network which supports the physical, social and economic regeneration of the County.
 - The Climate Change (Scotland) Act 2009 places new duties on the Council and this, together with the Council's existing Sustainability and Climate Change strategy will provide the framework for necessary action.
 - There has been significant Capital investment by Scottish Government, Sustran and the Council in cycle ways. Future maintenance will fall to the Council but no budget has been allocated.
 - The relocation of staff to, and within, Kilncraigs will present a challenge to ensure that the new working arrangements will not negatively impact on service delivery during 2013/14
 - Provide guidance and support to help all Council services address sustainability and climate change.
-
- Addressing the organisational changes that will be required with the advent of the new Housing & Community Safety Service.
 - Implementation of the Scottish Government's new Tobacco control strategy to meet National smoking reduction targets. In relation to Trading Standards to specifically tackle the sales of tobacco to under 18's and the sale of illicit tobacco.
 - Address changes to the delivery of the Trading Standards services locally as a result of proposals currently being developed, and due to be agreed in 2014, by COSLA on a Scottish solution for Trading standards on the back of the Consumer Protection Landscape review.
 - Devise and implement an effective strategy to deal with dog fouling in Clackmannanshire
 - The move to a New Food Body for food safety in Scotland and how this may affect Clackmannanshire's Food law enforcement service. Similarly addressing the Government outcomes of the review of official controls in relation to Food Law enforcement

- Ensuring Clackmannanshire's Occupational Health and Safety enforcement service implements changes to comply with the new National Local Authority Enforcement Code for Health & Safety and the outcomes of government consolidation of Health and Safety legislation.

3 APPROACHES

The service is committed to engaging with its customers and stakeholders and adopts a range of mechanisms and approaches to ensure it is fully informed of their needs and requirements.

Critical to achieving the Council's priority outcomes is having a workforce that are effectively supported and developed. Community and Regulatory Services is committed to a range of staff measures to help ensure delivery of priority outcomes.

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

The service is committed to listening to ideas and suggestions put forward by service users and other interested parties and to consulting with them when appropriate by:

- Regularly using the Local press to inform, educate and elicit feedback from customers
- Conducting formal consultations with interested stakeholders, using on-line methods wherever possible.
- Arranging focus groups where interested parties can express their views and opinions.
- Ensuring that staff members are readily accessible to the public and service users.
- Welcoming personal visits and telephone calls to the Community & Regulatory offices to discuss specific issues and concerns.

Customer Service Excellence / Investors in People

The whole of Community & Regulatory Services are accredited to the Customer Service Excellence Standard following assessment and site inspections of the service in October 2012. A major focus of this accreditation is around the customer service experience. The Service will also work towards the Investors in People accreditation by 2015.

The following are also utilised as part of performance review and customer consultation aimed at improving customer satisfaction. Some work is needed to embed this more in all services.

- National Standards for Community Engagement
- Complaints and Compliments
- MP / MPS Enquiries
- Councillor enquiries
- FOIs
- Clacks 1000
- Public Performance Reporting Arrangements



3.2 SUPPORTING AND DEVELOPING STAFF

Community & Regulatory Services are committed to looking at the introduction of new ways of communicating with staff about strategic and operational planning issues in relation to their areas of work. This involves managers and staff in the implementation of the Corporate Communication strategy. Formal cascade arrangements are being put in place through team briefings, consultation, intranet exchanges and information portals. Again more focus needs to be given to embedding this service wide.

The Head of Community & Regulatory Services and Service Managers will hold communication and engagement sessions with staff to consult and to increase awareness.

All staff are given the opportunity to discuss their job and to talk through any issues with their line Manager. Staff are offered training identified during their PRD Interviews which are key to achieving continuous improvement for the service. Team Leaders are responsible for identifying skills gaps and displaying the necessary leadership qualities to establishing training and development plans.

We will consult with staff and unions on plans for service redesign and support the agreed protocol with unions.

Consultation and planning events will be scheduled to increase staff involvement in developing future plans and increase ownership including team meetings, awareness sessions.

Any consultations being conducted across Services to Communities for internal and external involvement will be entered onto the Council's electronic consultations database which is available on Clacks web.

3.3 MANAGING SERVICE PERFORMANCE

Measures which are used by the service to monitor, understand, predict and improve the performance of the service and establish customers' perceptions are:

- Statutory performance indicators and key performance indicators.
- Training and awareness of the Covalent management system
- Budget monitoring, (capital and revenue).
- Analysis of inspection reports, including evaluation of customer views.
- Self evaluation exercises e.g. CIM, CSE, Service review.
- Performance meetings to evaluate trends and identify gaps.
- Benchmarking including progress against Government targets.
- National standards and regulations
- Internal and external audits.
- Committee reports and challenge

The service senior management team reviews service performance on a monthly basis. Individual managers and team leaders have similar arrangements within their own teams.

The Head of Service also has 1 to 1 meetings with each senior manager regularly as well as PRDs and this arrangement is cascaded within the service.

As a Senior Management Team we will commit to the following :

- Contribute effectively to the Council Management Team and work with other team members to achieve cross-service priorities and strategic and organisational objectives.
- Lead and direct service to deliver Strategic and Organisational Objectives and improve service efficiency and effectiveness.

- Develop and implement effective service performance management arrangements using SMART objectives and Covalent.
 - Progress improvement actions arising from self-assessment. Demonstrate, through appropriate performance information, improved efficiency and effectiveness of service delivery.
 - Regularly review risk management plan and governance statement.
 - Control financial expenditure against budget to achieve agreed savings targets and financial results for 13/14
 - Develop budgets for 14/15 and 15/16.
 - Implement appropriate training and professional development for all staff including leadership development and project management.
 - Develop and implement action plan to improve staff survey responses.
 - Create and implement team building initiatives.
 - Implement effective workforce planning and rigorous absence and vacancy management.
 - Retain CSE Accreditation
 - Complete roll out of EDRMS for service teams.
 - Prepare and implement service action plans.
 - Prepare and implement works programmes to target priority areas.
-

4 DELIVERY PLAN

4 SERVICE LINKS TO CORPORATE PRIORITY OUTCOMES

Community & Regulatory Services contribute to the following priority outcomes:

1. The area has a positive image and attracts people and businesses
- 3 People are better skilled, trained and ready for learning and employment
4. Our communities are safer
5. Vulnerable people and families are supported
8. The environment is protected and enhanced for all.
9. The Council is effective, efficient and recognised for excellence.

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	
EHTS002	This indicator provides a measure of the efficiency of the Council in dealing with trading standards consumer complaints.	77.5%	89.6%	88.1%	82.0%		Ian Doctor
EHTS003	This indicator provides a measure of the efficiency of the Council in dealing with trading standards business advice requests.	93.3%	98.2%	91.7%	90.0%		Ian Doctor
DEV DMA 004	Local planning applications avg. time (weeks)			8.0	7.0		Julie Hamilton
DEV DMA 005	Householder planning applications avg. time (weeks)			5.6	4.0		Julie Hamilton
DEV EDE 025	Number of business and employer organisations supported by Clackmannanshire Works advisers.				150		Julie Hamilton
DEV EDE 026	Proportion (as a percentage) of Clackmannanshire Works customers seeking business start-up support commencing self-employment.				35%		Julie Hamilton
DEV EDE 027	Number of new business start-ups from clients supported by Clackmannanshire Works advisers still operating at 12 months.				50%		Julie Hamilton
RAT RAT 005	Percentage of all roads that should be considered for maintenance treatment	37.4%	36.4%	33.7%			Mac West
RGY BST 004	The percentage of Completion Certificates issued within 3 days	88.4%	91.7%	95.6%	82.0%		Ian Doctor
RGY BST 006	% building warrant applications responded to within 20 days			94.9%	85.0%		Ian Doctor

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
CAR DEV 001	Preparation of new Local Development Plan	Maximising growth and inward investment	31-Aug-2012		Julie Hamilton

PRIORITY OUTCOME

3) People are better skilled, trained 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	
DEV EDE 028	Proportion of Clackmannanshire Works customers seeking support with progressing into work who enter into employment.		35%	38%	35%		Julie Hamilton

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
DEV EDE 029	Proportion of Clackmannanshire Works customers seeking support with progressing into work who gain an employability outcome other than employment (training, work experience, qualifications etc.).		26%	26%	25%		Julie Hamilton
DEV EDE 030	Number of apprenticeship places created through the Clackmannanshire Apprenticeship initiative.			7	33		Julie Hamilton

PRIORITY OUTCOME

4) Our communities are safer.

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
RAT RAT 007	Percentage of street light repairs completed within 7 days	88.8%	92.5%	93.1%			Mac West
RAT RAT 011	No. people receiving slight injuries as a result of road collisions	82.6	82.6		85.3		Mac West
RAT RAT 013	No. people seriously injured as a result of a road collision.	15.80	15.80				Mac West
RAT RAT 014	No. people killed from a road collision.	2.00	2.00		1.50		Mac West
RAT RAT 015	No. children under 16 years of age seriously injured from road collision.	2.6	2.6				Mac West
RAT RAT 016	No. children under 16 years of age killed from road collision.	0.200	0.200		0.130		Mac West

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	
DEV EDE 031	Number of young people supported through SDS contracts for Modern Apprenticeships and the Employability Fund (new starts).	12	16	26	46		Julie Hamilton

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	

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
RAT RAT 009	CO2 emissions from electricity consumption of street lighting and signs in a rolling year	1883 tonnes	1874 tonnes	1881 tonnes	1850 tonnes		Mac West
RGY EHE 006	Percentage of high risk food safety inspections completed within required timescale	100.0%	100.0%	100.0%	100.0%	100.0%	Ian Doctor

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
CAR DEV 008	18 out of the 22 Ochils Landscape Partnership projects to be completed or underway.	Enhance national heritage and improve access to the countryside.	31-Mar-2014		Julie Hamilton
CAR DEV 009	Implement Sustainability and Climate Change Strategy.	Ensure the Council meets its statutory duties under Climate Change (Scotland) Act 2009.	31-Mar-2014		Julie Hamilton
CAR RAT 006	Manage flood risk as part of the Local Flood Risk Management Group with neighbouring Councils.	Ensure the Council meets its statutory duties under the Flood Risk Management (Scotland) Act 2009.	31-Mar-2014		Mac West

PRIORITY OUTCOME

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


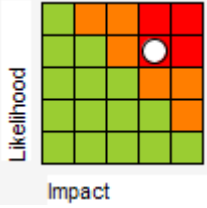
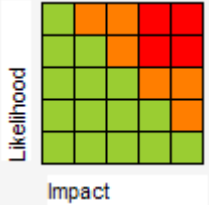
Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
SAP S01 CAR	Staff survey - Community & Regulatory Services staff - I am satisfied with my job	50.0%	67.7%	66.7%	68.0%	70.0%	John Gillespie
SAP S03 CAR	Staff survey - Community & Regulatory Services staff - I am proud to work for the Council	42.0%	51.6%	44.3%	52.0%	57.0%	John Gillespie
SAP S04 CAR	Staff survey - Community & Regulatory Services staff - I feel that the Council is an equal opportunities employer	56.0%	69.4%	76.3%	77.0%	80.0%	John Gillespie
SAP S05 CAR	Staff survey - Community & Regulatory Services staff - I have the materials, information and support I need to do my work	32.0%	59.7%	53.6%	60.0%	70.0%	John Gillespie
SAP S06 CAR	Staff survey - Community & Regulatory Services staff - I intend to continue working for the Council		69.4%	72.2%	73.0%	76.0%	John Gillespie
SAP S12 CAR	Staff survey - Community & Regulatory Services staff - I receive feedback from my line manager	39.0%	53.2%	53.6%	57.0%	65.0%	John Gillespie
SAP S14 CAR	Staff survey - Community & Regulatory Services staff - My senior managers demonstrate strong and consistent leadership skills	27.0%	38.7%	26.0%	40.0%	50.0%	John Gillespie
SAP S15 CAR	Staff survey - Community & Regulatory Services staff - I have a	86.0%	72.6%	64.2%	74.0%	85.0%	John Gillespie


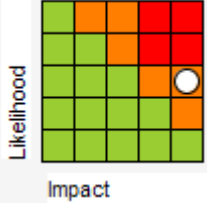
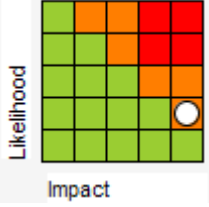
Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
	Performance Review & Development meeting at least once a year						
SAP S19 CAR	Staff survey - Community & Regulatory Services staff - Senior Managers (received an appropriate level of leadership coaching)		33.3%	20.0%	35.0%	50.0%	John Gillespie
SAP S23 CAR	Staff survey - Community & Regulatory Services staff - I get health and safety information which is relevant to me and my work	59.0%	75.8%	70.8%	77.0%	80.0%	John Gillespie
SAP S25 CAR	Staff survey - Community & Regulatory Services staff - I am encouraged to make suggestions to improve the service	51.0%	66.7%	60.8%	68.0%	75.0%	John Gillespie
SAP S27 CAR	Staff survey - Community & Regulatory Services staff - I have contributed to my team's future plans	64.0%	77.8%	69.8%	79.0%	85.0%	John Gillespie
SAP S30 CAR	Staff survey - Community & Regulatory Services staff - I feel that communication across my service/team is good	35.0%	39.7%	39.6%	41.0%	60.0%	John Gillespie
SAP S38 CAR	Staff survey - Community & Regulatory Services staff - Survey response rate	8.1%	36.4%	51.0%	70.0%	80.0%	John Gillespie
CAR CAR 001	Percentage of customers very or fairly satisfied with the overall service they received from Community and Regulatory Service				80	85	John Gillespie
CAR CAR 002	Percentage of customers very or fairly satisfied with the way the Community and Regulatory service handled any problems.				75	80	John Gillespie
CAR CAR 003	Percentage of customers very or fairly satisfied with the time taken to speak to someone about their enquiry in the Community and Regulatory Service.				75	80	John Gillespie
CAR CAR 004	Percentage of customers very or fairly satisfied with being able to deal directly with someone who could help them.				75	80	John Gillespie
CAR CAR 005	Percentage of customers very or fairly satisfied with how polite and sensitive to their needs staff were.				80	85	John Gillespie
CAR CAR 006	Percentage of customers very or fairly satisfied with how well staff did their jobs.				80	85	John Gillespie
CAR CAR 007	Percentage of customers very or fairly satisfied with the quality of information they received.				80	85	John Gillespie
CAR CAR 008	Number of complaints.		59	69			John Gillespie
CAR CAR 008a	% CAR complaints responded to within timescale		66.1	75.4			John Gillespie
CAR CAR 009	Percentage of FOI enquiries regarding Community and Regulatory Services dealt with within timescale.		100%	100%	100%	100%	John Gillespie
CAR CAR 010	Percentage of Councillor enquiries dealt within timescale.			89	90	92	John Gillespie


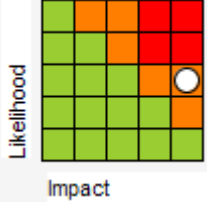
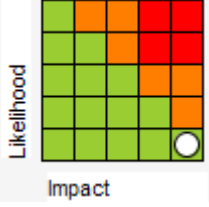
Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
CAR CAR 023	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) cases within the service.			1			John Gillespie
CAR CAR 024	% Staff who have completed the basic Fire Safety Awareness training in the last 36 months.				100	100	John Gillespie
CAR CAR 025	% CAR Managers who have reviewed their Health and Safety risk assessment in the last 12 months.				100	100	John Gillespie
CAR CAR 026	% of staff in Community and Regulatory Service who have had a regular 121 or toolbox meeting within the last six months.						John Gillespie
CAR CAR 027	% of staff cascade briefings conducted within Community and Regulatory Service.						John Gillespie
CAR CAR 028	% CAR staff turnover			16.1			John Gillespie
CAR CAR 029	Percentage of Community and Regulatory Services with CSE Accreditation		83%	100%	100%	100%	John Gillespie
CAR CAR 030	Percentage of Community and Regulatory Services (excluding Housing Management Operations, Regeneration and Community Safety) with CSE accreditation.		67%	100%			John Gillespie
CAR CAR 034	Percentage of CAR staff who attend, or have the opportunity to attend, regular team meetings.				95	97	John Gillespie
CAR CAR 035	Percentage sickness absence level within Community and Regulatory Services.			4.9	4.9	4.5	John Gillespie

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
CAR CAR 004	Implement efficiencies and prepare budgets for next 3 years.	Create a sustainable budget for Community and Regulatory Services.	31-Mar-2014		John Gillespie
CAR CAR 005	Devise and implement methods of consistently measuring customer satisfaction across Community and Regulatory Services.	CSE 1.3.2; 2.1.2; 4.3.6.	31-Mar-2014		John Gillespie
CAR CAR 006	Increase the number of staff survey responses	Increased proportional representation of staff survey outcomes.	31-Mar-2014		John Gillespie
CAR CAR 007	Review approaches for provision and receipt of information, consultation and engagement between Community and Regulatory Service staff.	Improved communication and open channels of communication, consultation and engagement between all staff in Community and Regulatory Services.	31-Mar-2014		John Gillespie
CAR CAR 008	Implement measures within the Community and Regulatory Service that monitors equality of opportunity	Staff feel improved fair and equal access to the development they need to do their job, that they are	31-Mar-2014		John Gillespie

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
	among staff and equality impact assessments on all new and revised policies and procedures.	treated fairly by their line manager and experience an improved work / life balance.			
CAR CAR 009	Define and streamline / analyse key service processes within Community and Regulatory Services via customer journey mapping.	Implement more streamlined key work processes that reduce duplication of effort and resource to improve conflicting demands upon staff and to improve staff's work/life balance. (CSE 1.3.5; 2.1.2)	31-Mar-2014		John Gillespie
CAR CAR 010	Improve leadership and leadership coaching opportunities for Community and Regulatory senior management staff.	Senior management demonstrate to staff strong and consistent leadership skills and they receive leadership coaching.	31-Mar-2014		John Gillespie
CAR CAR 011	Re-positioning of all Community and Regulatory teams as part of the corporate moves into Kilncraigs.	To be as efficient as possible in our use of space because space costs money, and in the current climate where the Council needs to save money, savings made through more efficient use of property will contribute to the overall savings made.	31-Mar-2014		John Gillespie
CAR CAR 012	Six different work styles have been identified and every member of Community and Regulatory staff located at Kilncraigs will use one of these styles.	To be as efficient as possible in our use of space because space costs money, and in the current climate where the Council needs to save money, savings made through more efficient use of property will contribute to the overall savings made.	31-Mar-2014		John Gillespie
CAR CAR 013	Create and implement a Customer Insight Table that identifies all current and potential customer groups.	Identify all current and potential customer groups for all parts of Community and Regulatory Services (CSE 1.1.2; 2.1.2).	31-Aug-2013		John Gillespie
CAR CAR 014	Assess and refine public performance reporting approaches in place within Community and Regulatory Services.	Produce and publish user-friendly performance reports to customers and potential customers. (CSE 4.1.2)	31-Aug-2013		John Gillespie
CAR CAR 015	Measure the corporate comments and complaints procedure for efficiency and effectiveness	Corporate comments and complaints procedure takes account of the views of customers, complainants and staff (CSE 4.3.5).	31-Aug-2013		John Gillespie
CAR CAR 016	Establish customer satisfaction with complaints outcome across Community and Regulatory Services.	Where complaints are upheld, customer feedback is sought to establish satisfaction with the way in which the complaint was handled. (CSE 4.3.6).	31-Aug-2013		John Gillespie
DEV EDE 031	Deliver agreed contribution to the Local Employability Partnership Action Plan 2013/14.	Support the delivery of outcomes agreed in the Local Employability Strategy.	31-Mar-2014		Julie Hamilton

ID & Title		Approach		Status		Managed By		Current Rating	16	Target Rating	
Description											
Potential Effect											
Related Actions				Internal Controls							
Latest Note											

ID & Title	STC CAR 004 Adverse weather	Approach	Treat	Status		Managed By	Mac West	Current Rating	15	Target Rating	10
Description	Service fails to respond appropriately to weather and seasonal conditions.										
Potential Effect	Health and safety risks; local business and services are unable to function.										
Related Actions				Internal Controls	Roads Asset Management Plan Extreme Weather Budget Road Safety Plan						
Latest Note											

ID & Title	STC CAR 002 Budget savings not met	Approach	Treat	Status		Managed By	John Gillespie	Current Rating	15	Target Rating	5
Description	Do not meet budget savings required and agreed by the Council										
Potential Effect	Do not delivery corporate objectives; revised provision of services and service delivery; increased annual aggregated cuts.										
Related Actions				Internal Controls	Financial Management Strategy Budget Strategy Budget Challenge & Monitoring Process Invest to Save Process						
Latest Note											

ID & Title	STC CAR 005 Public health emergency	Approach	Treat	Status		Managed By	Ian Doctor	Current Rating	10	Target Rating	5
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Description	Incidents, that require a response by Environmental Health, will occur from time to time outwith normal working hours. These incidents could be major outbreaks/incidents but they could also be smaller issues that present potential risks either to public health or the health of individuals. Examples are: major food poisoning outbreak, major pollution incident, dangerous premises, contamination incident - asbestos contamination, chemical spillage, escape of toxic gas etc, dangerous activity, serious health and safety risk, workplace fatality etc.					
Potential Effect	Loss or danger to health					
Related Actions	REG EHE 001	Staff to be trained in responding to public health emergencies.	Internal Controls			Food Law Enforcement Policy
	REG EHE 002	Define standards for responding to a public health emergency				
	RGY EHE 003	Review public health emergency response process.				
	RGY EHE 004	Work with Forth Valley Health Board to improve the level of joint preparedness for public health emergencies.				
Latest Note						

ID & Title	Approach	Status	Managed By	Current Rating	Target Rating
DEV EDE 001 Loss of external funding	Treat	✓	Julie Hamilton	9	9
Description	Clackmannanshire for some time has had higher than average unemployment linked to a very low job density. The global economic recession has intensified and increased this situation. In addition welfare changes have increased the number of lone parents and those formerly claiming disability benefits now claiming JSA. The number of people claiming JSA in February 2008 was 822, in February 2013 it is 1809.				
Potential Effect	The increase in unemployment leads to an increased demand for a range of services. For Economic Development the effect in particular is on the demand for support with job seeking, training, confidence and skills building. There is however a knock on effect to services such as Money Advice, Housing Support, Integrated Mental Health etc. If the Council supports local people into jobs and training this reduces the impact on the Council, it's partners and the local economy.				
Related Actions		Internal Controls	•Maximise the draw down on additional funds through Europe and initiatives such as youth Employment Scotland and the Coastal Communities Fund		
Latest Note					

ID & Title	STC CAR 006 Under-resourced staff group	Approach	Treat	Status		Managed By	John Gillespie	Current Rating	9	Target Rating	6
Description	Reduced capacity to deal with peaks in workload and demands upon the service.										
Potential Effect	Service cannot demonstrate that it is effective, efficient and recognised for excellence.										
Related Actions				Internal Controls	Performance Review & Development Process						
					People Strategy						
Latest Note											

ID & Title	STC CAR 001 Failed Business Plan	Approach	Treat	Status		Managed By	John Gillespie	Current Rating	8	Target Rating	4
Description	Community and Regulatory Services fails to deliver its Business Plan.										
Potential Effect	Corporate outcomes are not met.										
Related Actions				Internal Controls	Covalent Performance Management System						
					Performance Review & Development Process						
Latest Note											

ID & Title	STC CAR 003 Poor health and safety at work	Approach	Treat	Status		Managed By	John Gillespie	Current Rating	8	Target Rating	4
Description	Do not adhere fully to all relevant Health and Safety legislation, regulation and policy.										
Potential Effect	Prosecution; financial penalties; loss or danger to life; poor reputation										
Related Actions				Internal Controls	Performance Review & Development Process						
					Health & Safety Management System						
					Maximising Attendance & Employee Wellbeing Policy						
Latest Note											

ID & Title	STC CAR 009 Contracts fail	Approach	Treat	Status		Managed By	Mac West	Current Rating	8	Target Rating	
Description											
Potential Effect											
Related Actions				Internal Controls	Contract Standing Orders						
					Procurement Strategy						
					Tender Process						
Latest Note											

PRIORITY OUTCOME

Community Engagement

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
CAR GOV 001	Build upon existing good practice to continuously improve customer involvement and engagement with wider service customers.	Improved community engagement.	31-Mar-2014		

PRIORITY OUTCOME

Information Management

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
CAR GOV 004	Corporate strategy and clarity as to roles and responsibilities for Information Management required.	Improved information management.	31-Mar-2014		

PRIORITY OUTCOME

Procurement

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
CAR GOV 003	Further embed corporate Procurement Strategy at service level and align process to improve Council procurement capability score.	Improved procurement.	31-Mar-2014		

PRIORITY OUTCOME

Roles / Remits and Accountabilities

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
CAR GOV 002	Review roles and remits in light of decision to appoint Head of Housing and Community Safety.	Improved Roles / Remits and Accountabilities	31-Mar-2014		

Report to Enterprise and Environment Committee

Date of Meeting: 6th June 2013

**Subject: Governance Improvement Plan 2012-2013
Community and Regulatory Services**

Report by: Director of Services to Communities

1.0 Purpose

- 1.1. In October 2012, members of the Resource and Audit Committee requested that all services present their Governance Improvement Plan to the relevant service committee to provide assurance of actions agreed and to enable members to make the clear link to the service's business planning process.
- 1.2. This report provides the Committee with an update on progress with Community and Regulatory Services Annual Governance Statement process for 2011/12 following the Annual Governance Panel challenge which took place in June 2012.
- 1.3. Key issues identified as a result of this process are identified and an update on progress is provided within the resulting Governance Improvement Plan 12/13.

2.0 Recommendations

- 2.1. It is recommend that Committee:
 - 2.1.1. note the outcome of the Community and Regulatory Services Annual Governance Panel 2011/12;
 - 2.1.2. note progress with the Governance Improvement Plan 2012/13 and provide comment and challenge as appropriate.

3.0 Introduction and background

- 3.1. In April 2011, the Scrutiny Committee agreed the process the Council would take to move from the Statement of Internal Control for 2011 towards the issuing of a formal Governance Statement in March 2012.
- 3.2. The Local Code of Governance and the Governance Strategy were approved by the Council in March 2012 and set out the vision, principles, objectives, actions and values which the Council will adhere to in order to ensure that

there is a robust and effective governance framework in place and that the fundamental principles of good governance are embedded across the organisation at every level.

- 3.3. The Council was able to issue an Annual Governance Statement as part of the 2011/12 annual accounts.
- 3.4. As this was the first time this activity had been carried out for all services, the process will continue to be refined for 2013/14 and in future years.
- 3.5. This report is the first Community & Regulatory Services Governance Improvement Plan to be presented under the new Committee structure. Future reports will be made on a quarterly basis as part of the normal performance report.
- 3.6. A number of thematic questions were asked of each service with responses presented to a Governance Panel in June 2013.

The eight themes reported against are:

- Leadership
- Relationships
- Risk
- Internal Compliance
- Business Planning
- External Compliance
- Information to support decision-making
- Evaluation & Review

- 3.7. Community & Regulatory Certificate of Assurance identified four key areas of risk. These were:
 - Community Engagement
 - Roles/Remits/Accountabilities
 - Procurement
 - Information Management

A copy of the Certificate of Assurance is attached at Appendix 1.

Information relating to actions taken to instigate improvements in each of these areas is attached at Appendix 2.

4.0 Considerations

- 4.1. For Community and Regulatory Services, some of the key issues and outcomes identified through the Governance challenge process are cross cutting corporate matters. Where this is the case, the service may take the lead in actions to improve performance but will do so in partnership with other services. Improvement will depend on all services improving performance in these areas.
- 4.2. Where the identified improvements are the sole responsibility of Community and Regulatory Services, then the required improvements will be allocated to a lead manager; progress reviewed and the improvement action included in service operational plans. The Service's Business Plan will take into account the areas where improvement is required and identify these as a risk if warranted or as part of the service improvement objectives for the period covered by the business plan.
- 4.3. It is proposed to move the timing of the Governance Panels to earlier in the year, ideally to January / February so that the improvement actions can be incorporated earlier into the service business planning process for the following 12 month period.

5.0 Sustainability Implications

- 5.1. There are no sustainability implications associated with this report

6.0 Resource Implications

6.1. *Financial Details*

- 6.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 6.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

6.4. *Staffing*

There are no staffing implications associated with this report.

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**

Governance Strategy

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

Appendix 1 - Certificate of Assurance

Appendix 2 - Annual Governance Improvement Plan

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mac West	Roads and Transportation Manager	X2624
Julie Hamilton	Development Services Manager	X2657
Ian Doctor	Regulatory Services Manager	X2577

Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Director of Services to Communities	

28/6/12



Clackmannanshire Council
www.clacksweb.org.uk

CERTIFICATE OF ASSURANCE

FOR THE ANNUAL GOVERNANCE STATEMENT FOR YEAR ENDING 31 MARCH 2012

To: Director of Finance & Corporate Services

From: Head of Community & Regulatory

I am aware that you, as the Proper Officer in terms of section 95 of the Local government (S) Act 1973 are responsible for ensuring that the financial management is adequate and effective and that the Council has a sound system of internal control which facilitates the effective exercise of the Council functions and which includes arrangements for the management of risk. Clackmannanshire Council's system of internal control is reviewed at least once in a year.

To assist you in that process, I confirm that I have considered the standard of internal controls in my area of responsibility. I can confirm that I have undertaken a review of the internal control arrangements in my area of responsibility.

As part of that review process I have completed an Assurance Questionnaire which evidences the controls and systems in place in relation to the following areas :

- Financial Management
- Major Investment
- Risk Management
- Business Planning
- Project Management
- Procurement
- Human resources
- Equality & diversity
- Health & Safety
- Fraud & Corruption
- Information Management
- Voluntary Organisations & Sponsored Bodies
- External Compliance
- Law & Regulation

The Assurance Questionnaire also evidences the systems, processes, culture and values in place to support the following :

- Effective leadership
- effective community engagement
- good stakeholder relationships
- clarity of roles, responsibilities and accountabilities

Having done that I can confirm that the following areas have been highlighted for improvement and you and the Chief Executive may wish to consider this when preparing the Governance Statement

- Community engagement - build upon existing good practice as regards tenant engagement to engage customers of wider service
- Roles / remits /accountabilities - require to be review in light of recent decision to create Head of Housing post
- Procurement - requirement at service level to further embed corporate procurement strategy and align processes to improve the Council's Procurement Capability Score
- Information Management - corporate strategy required and clarity as to roles and responsibilities.

Apart from the above, I can confirm that controls in my area have been, and are, working well. There are, in my opinion, no other significant matters arising which would require to be raised specifically in the assurance you are required to give the Chief Executive

Certified by
John Gillespie
Head of Service

Date 28 June 2012

ANNUAL GOVERNANCE IMPROVEMENT PLAN
Community and Regulatory Services
April 2013

Key Risk Areas

Issue	Action required	Progress at April 2013
1) Community Engagement	Build upon existing good practice with regards tenant involvement, to engage customers of wider service.	<p>Customer and stakeholder mapping exercise completed for Customer Service Excellence.</p> <p>Achieved re accreditation CSE.</p> <p>Customer satisfaction measurement toolkit in process of being rolled out to all service teams.</p> <p>Roads & Transportation committed to participating in UK wide National Highways & Transportation Customer Satisfaction Survey</p>
2) Roles/Remits and Accountabilities	Roles and remits to be reviewed in light of decision to appoint Head of Housing and Community Safety.	Head of Housing and Community Safety appointed.
3) Procurement	Embed corporate procurement strategy at service level and align process to improve Council procurement capability score.	<p>Designated staff attended the training session on the Contract Standing Orders.</p> <p>Staff now following procedures in Procurement Journey,</p> <p>Authorised signature levels have been reviewed and changed in line with the Council's Scheme of Delegation.</p> <p>Monitoring officer is member of the Corporate Review Group for Service Level Agreements with voluntary organisations.</p> <p>Prioritised for future procurement, high level of spend</p>

		areas.
4) Information Management	Corporate strategy required and clarity as to roles and responsibilities.	<p>Staff reminded on their responsibility to keep information secure and in accordance with the Councils' policy.</p> <p>Service Retention Schedule has been finalised and approved.</p> <p>Procedures in place to review all paper files.</p> <p>Work ongoing as part of preparations for the Kilncraigs move to reduce information held on paper and work ongoing to scan documents into Idox.</p>

