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**Scrutiny Committee**

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**Date of Meeting: 14<sup>th</sup> June 2018**

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**Subject: Housing, Property and Revenues**

**Performance Report 2017-18**

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

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**1.0 Purpose**

- 1.1. This report provides a summary of performance in some of the main areas of the operation to the end of financial year 2017-18

**2.0 Recommendations**

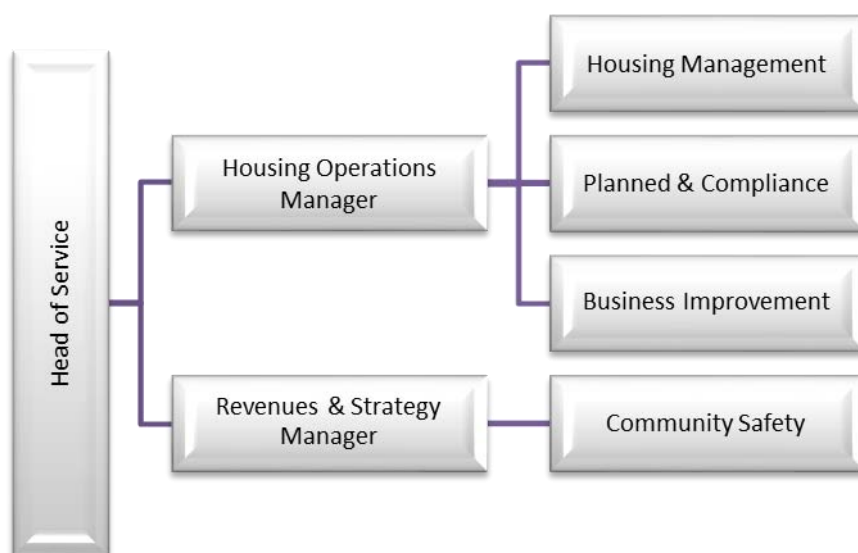
- 2.1. It is recommended that Committee notes the report, while commenting on and challenging the performance as appropriate.

**3.0 Background**

- 3.1. The Housing, Property and Revenues Service deals with the following functions:-
- Council Housing Management: landlord services including repairs and income collection to approximately 5,000 properties across Clackmannanshire.
  - Revenues and Benefits: Collection of council tax and other sources of income; and distribution of benefits.
  - Community Safety: Working with Police Scotland and other partners in the Alliance to improve well-being and safety in Clackmannanshire.
  - Strategy and Support: health and social care integration; support for vulnerable groups; identifying needs and planning for new housing; services to owners.
  - Corporate Property (from 2017): planned and reactive repairs for all public buildings
- 3.2. This will be the last report to the Committee on this service in this format given that the agreed changes to the Council structure divides these functions between the new Place, People and Performance departments.
- 3.3. Performance indicators are attached at appendix 1.

## 4.0 Staffing

- 4.1. As a result of efficiencies and the Council agreed budget savings there was a further reduction of 21 (7.5%) full time equivalent (FTE) posts during the year. 34 people left the service, and 15 joined. There are now 258 FTE posts.
- 4.2. The number of team leader posts in the service was halved during the year, from eight to four, through a combination of voluntary severance and turnover. Previously there were 10 team leaders responsible for these areas of operation. The service structure is shown below.



## 5.0 Financial Performance

### The Housing Revenue Account (HRA)

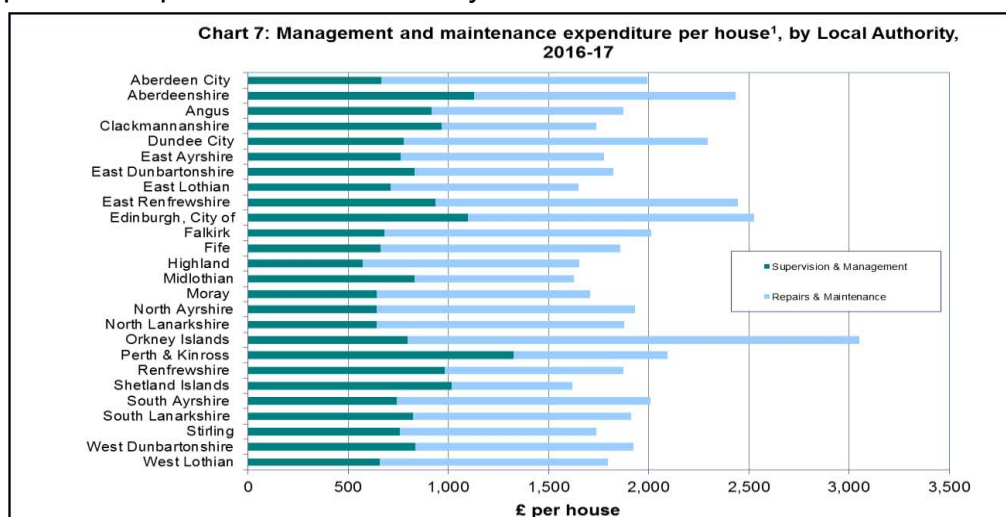
- 5.1. Rental income meets the costs of the services provided. As the HRA is ring-fenced any savings made do not contribute to the Council's overall financial health. Whilst the HRA does not face the same financial challenges as the Council general fund the intention is to continually improve services whilst reducing costs. The evidence demonstrates that doing the right things that matter to customers, and doing them well, naturally brings costs down, without a budget-led savings process. As a result the HRA has continued the strong financial performance of recent years as shown in the following table.

Table 1. HRA out-turn 2015-18

Year end.	(-Under) / Overspend
March 2015	(-£0.691M)
March 2016	(-£0.478M)
March 2017	(-£1.257M)
March 2018	(-£1.172M)

- 5.2. This figure includes £540K of staffing efficiencies, achieved through combined roles, vacancies arising during the year, and posts held vacant for ongoing restructuring work. Efficiencies were also achieved on the void rent loss budget (£80K) and the use of some external maintenance contractors significantly reduced. (£256K).

- 5.3. It is also noteworthy that for the second consecutive year there was no requirement to borrow to fund the ambitious capital programme. This means the service is ahead of the loan repayment schedule set out in the Financial Business Plan approved by Council in February 2018, and the retained surplus has risen to £2.6M. This is a strong position and will enable the Council to consider additional services to benefit its tenants in support of its agreed corporate priorities.
- 5.4. In the previous financial year management and maintenance expenditure on the service was lower than the majority of local authorities in Scotland according to figures from the Scottish Government as illustrated in the following table<sup>1</sup>. This is likely due to the considerable investment made in planned improvements in recent years.



## Housing General Fund Services

- 5.5. Around a quarter (60) staff in the service are engaged in general fund activities of homelessness, strategy, revenues, community safety; and public buildings maintenance. The following table shows that the housing general fund has contributed 12% of the total council efficiency savings made over the last four years.

Table 2: Housing General Fund: Budget Savings

Year	Housing GF Saving	% Budget	Council saving	% Budget Saving
2014-15	£0.646m	27.71%	£4.312m	3.76%
2015-16	£0.469m	14.52%	£3.017m	2.57%
2016-17	£0.455m	14.68%	£7.501m	6.13%
2017-18	£1.040m	11.10%	£6.804m	5.61%
<b>Total</b>	<b>£2.610m</b>		<b>£21.634m</b>	

- 5.6. This year there has been an underspend on the account of £0.410m. However, £283K is earmarked reserves to provide services for specific client groups.

<sup>1</sup> <http://www.gov.scot/Topics/Statistics/Browse/Housing-Regeneration/HSfS/HRAmainpage/HRAStatistics2017/HRAstatistics2016-17wordversion>

**Table 3: Housing General Fund Outturn summary 2015-18**

	March 2015	March 2016	March 2017	March 2018
(Under) / Overspend	(-£0.351M)	(-£1.279M)	(-£1.477M)	(-£0.410m)

- 5.7. The main areas of variation are the anticipated reduction (£0.356M) in homeless rental as a result of Universal Credit. This is compensated by an underspend of £0.537m in Housing Benefit payments budget, in line with previous underspends and additional government support to offset the impact of transfer of functions from the DWP. There is also £0.422m of efficiencies in Revenues Services, the result of staffing vacancies held, and additional income. The public buildings function taken on this year has overspent in total by £0.586m, of which £165K can be attributed to the rates revaluation.

### **HRA Capital Programme**

- 5.8. A further £6.1M was invested in the housing stock over the year. This builds on previous investment commitments and continues to sustain and consolidate the council's position in terms of compliance with the Scottish Housing Quality standard and working to achieve the new Energy Efficiency Standard for Social Housing (EESH) by the May 2020 deadline.
- 5.9. Using the charter methodology for assessment of SHQS, the council is currently **97.65%** compliant. Reported failures and abeyances are as follows. The majority of failures relate to defective door entry systems, largely due to issues with sharing owners. This is now being addressed under the mixed ownership and common repairs policy agreed in September last year.
- 5.10. Details of the capital investment programme are set out in appendix 2.
- 5.11. The HRA business plan agreed in February 2018 will see a further £30M invested in the housing stock, with £6.4M planned expenditure in 2018-19.

## **6.0 Housing Management Service Performance**

### **Repairs**

- 6.1. The main change in the repairs service this year has been the efforts made to rebalance resources between the various demands of voids, planned, emergency and routine repairs to council properties and public buildings.
- 6.2. There has been a conscious effort in particular to reflect the policy change made to carry out repairs within eight hours, rather than four. By reallocating resources, the target can be comfortably met, providing a high standard of emergency service, whilst contributing to performance improvement in other areas. The average time taken to complete non-emergency repairs is now just over four days, and almost 98% of jobs are carried out "right first time".
- 6.3. Satisfaction with the repairs service is high. Of the tenants who were asked about their views on the repair carried out in the year, 100% were satisfied.
- 6.4. The slight drop in repairs appointments completed (94.4% compared with 98.7% the previous year) can be attributed to the prolonged period of bad weather during December, and March, resulting in higher callouts and vehicles not being able to travel.

## Allocations

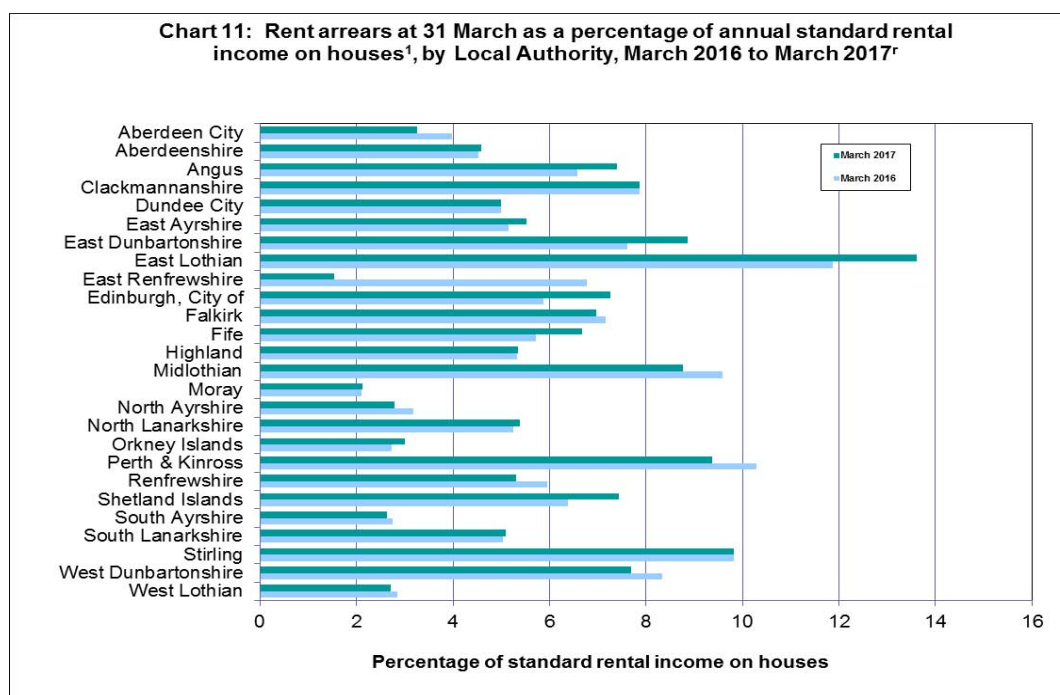
- 6.5. The Clackmannanshire Common Housing Register (CHR) in operation since 2012 has been reviewed. This agreement is an informal agreement between the Council and the largest local Registered Social Landlords (RSLs). The aim of the CHR is to make accessing housing simpler and fairer for people and this is achieved in three main ways: a common application form, a shared point of access and a method to exchange information.
- 6.6. Staff from partner organisations, have worked on a number of improvements including developing an on line application form and information provision on housing options. Kingdom Housing Association staff have also attended some operational group meetings with a view that it will join the CHR later in 2018.
- 6.7. The allocations policy is currently under review.

## Annual Risk Assessment 2017-18 – Scottish Housing Regulator

- 6.8. Each year the Scottish Housing Regulator (SHR) completes an annual risk assessment of the performance of all Scottish Social landlords. This confirms that the SHR does not intend to carry out any additional scrutiny of the housing service. However, the SHR did highlight that some areas of performance (from 2016-17) are in the bottom quartile and these are discussed below.

## Collection of Gross Rent arrears (indicator 31)

- 6.9. The comparison of rent arrears with other local authorities is shown in the table below<sup>2</sup>.



<sup>2</sup> <http://www.gov.scot/Topics/Statistics/Browse/Housing-Regeneration/HSfS/HRAmainpage/HRAStatistics2017/HRAstatistics2016-17wordversion>

- 6.10. As noted in previous reports, rent arrears have been a concern for some years. The staffing restructure required, and the full transfer of responsibilities was only concluded in the final quarter of 2016-17, and the arrears management has been a priority since the integrated service was re-established. However, any benefits that may have been seen this year have been overtaken by the roll out of Universal Credit (UC). During the year the collection rate declined to 97.83%, with the overall arrears figure increasing to 9.1%.
- 6.11. The increase in arrears was to be expected given the experience of other areas. A recent report<sup>3</sup> from the Scottish Government highlights the 30% increase in rent arrears experienced by East Lothian Council attributed to Universal Credit. East Lothian has a longer experience of full service UC than other areas in Scotland; as such it represents the strongest available case study into the impact of UC on rent arrears. The report quotes figures published by East Lothian Council in February 2018 showing that whilst East Lothian successfully reduced its overall level of rent arrears in the two previous years, in 2016/17 overall arrears increased by 30%, and were up a further 3% by the end of quarter 3 in 2017/18.
- 6.12. COSLA has recently reported similar increases in the early UC roll out Council areas of Highland, East Dunbartonshire and Midlothian.
- 6.13. The impact of UC in Clackmannanshire is demonstrated in the table below.

	2016-17	2017-18	change
total arrears	£655,464	£789,143	£133,679
average per case	£520	£571	£51
Total number of UC cases in arrears at year end	108	611	503
Total arrears at year end	£83,031	£455,914	£372,883
Average arrears per case	£710	£747	£38
non UC claimants in arrears	1153	772	-381
total non-UC arrears	£572,433	£333,229	-£239,204
average arrears per case	£496	£432	-£65
No of UC claimants at year end	117	697	580
% in arrears	92%	88%	

- 6.14. As can be seen, nine out of ten tenants in receipt of UC are in arrears, 44% of UC cases make up 58% of the total arrears, with the average debt per UC case approaching double that of the non-UC cases.

<sup>3</sup> “Annual Report on Welfare Reform” <https://news.gov.scot/news/impact-of-uk-government-welfare-cuts-1>

- 6.15. It should be noted that since the new ways of working were introduced the average arrears per case of the non-UC tenants has fallen by £65 (13%).

Statutory Homeless tenancies sustained for >1 year (indicator 20)

- 6.16. Tenancy sustainment rates have improved to 86.5% (from 80%), reflecting the work that is put into this. Over 9 out of 10 (91%) allocations from the waiting list are sustained for more than a year, compared to just over 8 out of 10 (82%) allocations to homeless people. It is intended that further resources will be directed to supporting homeless people.
- 6.17. Of the 41 homeless tenancies that were not sustained, six people actually did not move into the property, and this is an area that requires further investigation. It is possible to say however that support services to new tenants continues to improve as a result of the structural changes made. Homeless people meet their housing officer when they sign up for the tenancy, and resources are concentrated on those needing the most assistance. Some recent staff departures has also allowed for a further restructuring of this service and two new posts will shortly be advertised that will have sustainment as a key focus of their role.

Average length of time to re-let properties (indicator 35).

- 6.18. As noted in last year's report, performance on voids had dipped but this was attributed to a 15% increase in the properties that become void and the particular spike in the first half of the year, with many requiring extensive works.
- 6.19. This set back provided the opportunity to go back to the basic principles established during the Vanguard consultancy exercise, and work with the staff involved to examine the data, and redesign the system to improve performance. Weekly problem solving sessions take place and staff are able to try out different things to seek solutions to problems with the focus on doing the right things for the customer.
- 6.20. This has resulted in the time taken to relet properties improving to 33 days (from 55), which is ahead of the time achieved in 2015-16 (36). This increase comes on top of a 17% increase on the 2015-16 figure for properties that became empty during the year. The aim is for continual improvement on this figure.
- 6.21. It is also very pleasing to note that refusals of tenancy offers have continued the downward trend, and the figure is now less than one in three. This is due to a combination of better matching and improved standard of the accommodation offered.
- 6.22. We continue to work closely with new tenants to ensure that the standard of the property meets their expectation. Satisfaction levels remain high with 97% of new tenants expressing satisfaction with the standard of their home when moving in.

- 6.23. It is also pleasing to note that the work with “Our Power” (the not for profit energy supplier owned by RSLs, local authorities and community organisations<sup>4</sup>) is improving utility services to tenants, (and reducing costs), whilst helping with relet times. Over 500 properties have now transferred supply to Our Power, with 200 smart meters installed. Our Power ensures power is connected to the property when it is vacant, allowing for works to be completed. Previously a lot of time was wasted waiting for other energy suppliers to clear meters before power was available in the property.

Resolved ASB cases within locally agreed targets (indicator 19)

- 6.24. The figure for resolved cases this year has increased to 75%, up from last year’s figure of 59%. However, it should be noted that this figure can vary from year to year due to timing of the cases, and the relatively low number involved.
- 6.25. The service aims to resolve ASB cases through a variety of measures. Housing officers are now working in small patches and so able to deal with cases more quickly. Several have been trained in mediation skills. An out of hours service is in place and those experiencing anti-social behaviour encouraged to use it so the staff team can respond to support victims and witness incidents. Court action is used, but it must be recognised that these cases are often complex and where legal steps are required, the timescales lengthy.

## **7.0 Revenues Service**

Council Tax

- 7.1. The rate of council tax collection continued to improve despite the introduction of Universal Credit and the anticipated decline in the take up of the council tax reduction scheme.
- 7.2. The Year End Council Tax Collection rate for 2017/18 was 96.14%, a 0.29% increase on 2016-17. This represents another record collection in-year for the council. The figure is now ahead of the 2017 national collection rate of 95.8%.

Housing Benefit (HB)

- 7.3. The time taken to process new claims for Housing Benefit dipped very slightly from 23 days in 2016/17 to 24 days in 2017/18. Time take to process “Change of Circumstances” improved to 4 days compared with 5 days last year. These figures demonstrate another year of progress given the changes as a result of Universal Credit (UC).
- 7.4. New claims for housing assistance are now largely dealt with by the Department of Work and Pensions (DWP). Local authorities are dealing with the more challenging and difficult claims, without the volume of easier claims to process to bring average times down. There is also the challenge to ensure that customers are correctly advised to apply for UC or HB. Incorrect

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<sup>4</sup> <https://our-power.co.uk/about>



HB awards have a significant negative impact on the subsidy received from the DWP.

#### Former Tenant Arrears

- 7.5. Tenancies end for a variety of reasons including, abandonment, eviction or death. When there is a balance on the account these arrears can be difficult to collect if for example, there is no forwarding address, or the deceased has no estate.
- 7.6. During the year 288 (66%) of the 434 tenancies ended had an outstanding rent balance, amounting to £227,258. This equates to an average former tenant arrear of £789.09. This represents an average increase of £96.65 of debt at tenancy end compared with 2016/17.
- 7.7. Improvement in collections however meant the total outstanding reduced by £2,500, which is the first reduction in debt in recent years. There will be further information on this included in the annual debtor's report to the June meeting of the Council.

#### Former Tenant Arrears

	14-15	15-16	16-17	17-18
No of accounts	1235	1398	1522	1522
Outstanding amount	£621,882	£727,577	£818,396	£815,915

#### Non Domestic Rates (NDR)

- 7.8. Collection of NDR dipped slightly in 2017/18, with performance in-line with when the last rates revaluation took place. However as local authorities are allocated income principally from the rates pool, performance does not necessarily correlate with income collected locally. A review of rates relief was also carried out during the year. This resulted in additional queries from ratepayers. A number of reliefs also ended, primarily due to forms not being returned, increasing the billing base. The legislation means that current year recovery cannot begin until October of the billing year. Additional warrants being sent to our recovery agents for 2017/18 to enable the use of their powers to increase the collection.

#### Sundry Debts

- 7.9. Collection of sundry debts was slightly down on last year, but still up 10% on 2015/16. Debt over 90 days old has decreased from 65% to 56%.
- 7.10. Sundry debt collection performance also fluctuates due to the timing of invoices. Where invoices are raised in the final quarter of the year there is of course less time prior to the year end for payment to be made, or recovery action to begin.
- 7.11. During the year Council departments were provided with more detailed reports on outstanding invoices. This enables them to assist with collection or to stop services. The Revenues Service manager also meets regularly with the Adult Care Service Manager.

## 8.0 Public Buildings

- 8.1. The Assets Service, responsible for public buildings maintenance, and some of the staff team transferred from Resources and Governance to the Housing service in January 2017, but the full transfer of functions was not completed until April 2017. The service manager previous responsible for Assets moved to Education, with the majority of the functions associated with that post then transferred to the Service Manager for Housing Operations. The team leader previously responsible for the Assets Service left in June, and the functions of that post were integrated into the work of the Planned and Compliance Team Leader. These changes have improved the integration and efficiency of the delivery of the service, with all repairs functions now under the control of the one service manager, and better coordination of reactive and planned work. Although it was possible to recruit externally two qualified projects officers, responsibility for these public buildings has significantly added to workload of the service, which has resulted in other areas having to take lower priority.
- 8.2. The table below shows major works completed during the year.

Address	Start date	Date completed	Final cost (if known)
Alva Primary School Nursery and 3 Classroom Upgrades	May-17	May-18	£168,000
Park Primary School Refurbishment	May-17	May-18	£259,877
Banchory Primary School	Jul-17	Aug-17	£259,877
Park Primary School	Apr-16	Dec-17	£111,000
Clackmannan Primary Upgrade Phase 3	Apr-17	Apr-18	£400,899
Printworks and Shop Units at High St Clackmannan	Nov-17	Dec-17	£54,000
Tron Court Precinct Tullibody	Apr-16	Mar-18	Awaiting final account
Speirs Centre, Alloa	Mar-18	May-18	£15,000
Dollar Strathdevon	Jan-18	Mar-18	£8,500
Fishcross Primary School	Sep-16	Apr-18	£4,000
Kelliebank Yard	Apr-16	May-18	75% Complete
Forthbank	Apr-14	Feb-18	£51,000
Secondary Schools Support Building , Alloa	Sep-17	Dec-17	£23,905
CCTV Enhancements	Apr-17	Apr-18	£74,000
ABC Nursery	Mar-18	Ongoing	60% complete

### Stock Condition Survey Programme

- 8.3. A condition survey has now been completed of all public buildings by external property surveyors Nifes. The results are still being validated, and a revised Property Asset Management Plan will be drafted early in the summer. The previous Plan was drafted in 2010 and covered the period to 2015, so the review is overdue. A five year programme of capital and revenue works is being prepared and costed. Various maintenance backlogs have been identified but particular priority will be required to be given to Health and Safety and Compliance requirements. A separate report has been instructed on the traveller site as this was missed from the Nifes survey. It is likely that the site will require investment to meet current required standards.

#### Fire Risk Assessments for Public Buildings

- 8.4. Fire Risk assessments were completed on all public buildings during the year, and the works programme is being scheduled. Where possible the internal workforce will complete these works but some will require specialist external contractors.
- 8.5. The programme of work prioritises the highest risk areas, such as Care Homes, School Buildings and Offices. The programme is scheduled to start in May and will be completed fully by November 2018. Completed works will be quality assessed to ensure compliance and suitability.

#### Procurement Update

- 8.6. A Facilities Maintenance contract previously was in place that covered most of the repairs to public buildings. When it ended in February 2018 the view was taken that this type of arrangement did not provide best value, and this was compounded by weak contract management arrangements. This had resulted in the significant overspend on this contract for 2016-17 which has already been reported to members. There are still various legal issues being resolved with the former supplier to agree the final account. Various arrangements with individual suppliers have been put in place since.
- 8.7. There was a backlog in the procurement of contracts and so the team has devoted considerable resources to establishing new relationships, and a Priority Procurement Plan has been established for the next 12 months identifying all contract requirements for Corporate Asset buildings. This will ensure compliance and cost control along with more robust contract management arrangements moving forward.
- 8.8. New Contract Arrangements Completed / in progress during year
- Scaffolding Term Contract 2017-2021
  - Consultancy Contract 2017-19
  - Window Replacement 2018-22
  - Supply of Kitchen Units 2018-22
  - Heating Maintenance and Gas Safety / Heating Replacement – 2018-2020
  - Supply of Kitchen Units 2018-19
  - Supply of Entrance Doors 2018-2022
  - Demolition Contract for Clackmannan 2017-18
  - Procurement Currently in Progress
  - Fencing Reactive Repairs 2018-2022 – returns due 28th of May 2018

- Safe Electrical Testing and Upgrade – Public Buildings 2018-22 – Tenders returned and currently being evaluated. Scheduled to be awarded June 2018.
- Legionella Risk Assessment , Testing and Remedial Works – 2018-22
- Property Consultancy Housing – 2018-22
- Safe Electrical Testing – HRA Domestic Stock 2018-22 – (advertised May 2018).
- Multi Trade Contract 2018-20 for Upgrades to Schools and Non Domestic Assets

## Conclusion

- 8.9. In terms of Public Buildings and Corporate Assets, there is still extensive work and system re-design required within the overall management of reactive maintenance and regulatory compliance. Good progress has been made to date however there are many procurement matters to be concluded following the ending of the Facilities Maintenance Contract. The new Property Asset Management Plan will also identify a significant maintenance workload for the next five years.

## 9.0 Strategy and Community Safety

### New Housing

- 9.1. In 2017/18, 76 new build and 11 off-the-shelf affordable homes were added to local affordable social supply of homes by the Council and its RSL partners.

Number	Address	Completion Date
16	Primrose Place, Alloa	May 2017
12	National Housing Trust (NHT) , Mid Market Rental, Coalsnaughton	May 2017
48	Alva Greener Homes	June 2017
6	Council Off the shelf purchases	March 2018
5	Ochil View Off the shelf purchases	March 2018
<b>87</b>		

- 9.2. The total Scottish Government affordable housing grant claimed during the year was £4.09M, exceeding the budget target and (£3.88M) and nearly £424k more than 2016/17.

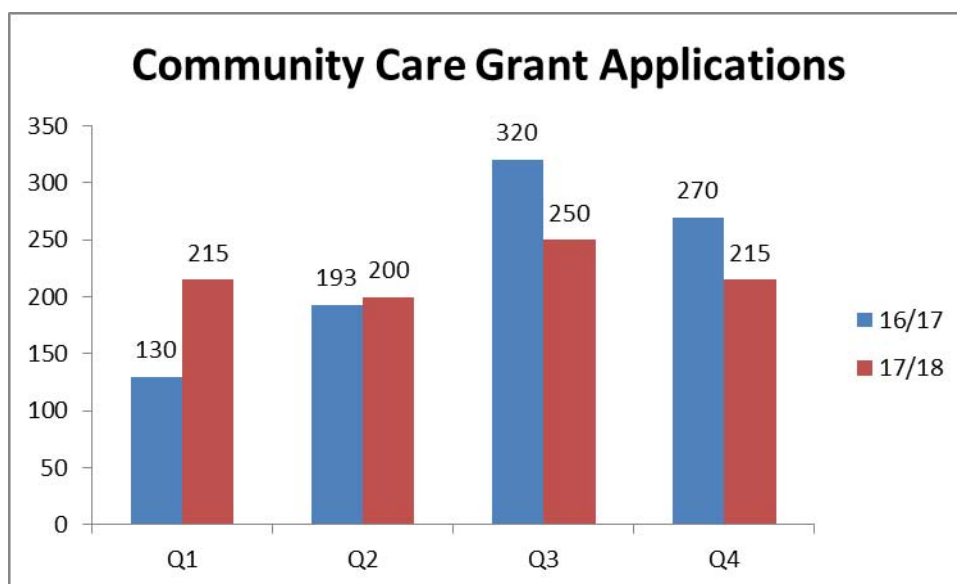
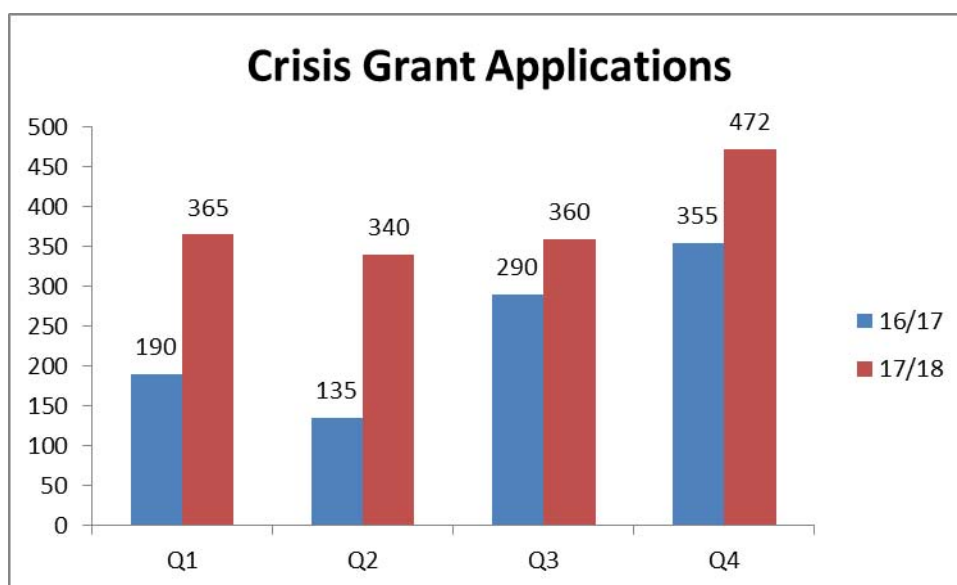
## 10.0 Scottish Welfare Fund

- 10.1. Clackmannanshire Council provides the local delivery of the Scottish Welfare Fund (SWF) on behalf of the Scottish Government. The fund aims to provide a safety net to people on low incomes through the provision of Crisis Grants and Community Care Grants.
- 10.2. **Crisis Grants:** These aim to help people on a low-income who are in crisis because of a disaster (such as a fire or a flood) or an emergency (such as where money has been lost or an unexpected expense has arisen).

10.3. **Community Care Grants:** These aim to help vulnerable people set up home or continue to live independently within their community. They are specifically aimed at:

- families under exceptional pressure
- people following a period of care or homelessness
- people continue to live independently where there's a risk of care or homelessness
- people meet additional costs associated with looking after someone on temporary release from prison or a young offenders' institution

10.4. The graphs below show the number of applications received by the Council over the last two financial years for assistance from the scheme.



- 10.5. As can be seen the volume of Crisis Grants applications has grown significantly during the last financial year. Crisis Grants are required to be processed by the Council within one working day, adding additional pressure on resources. Whilst further analysis would be required to fully understand the large increase the view of the staff involved is that Universal Credit is a significant factor.

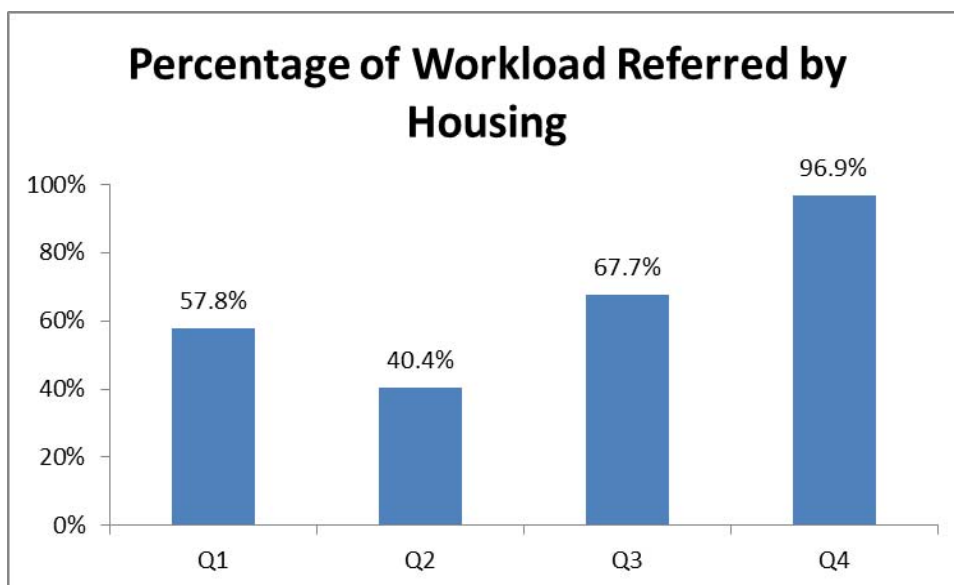
## **11.0 Clackmannanshire Citizens Advice Bureau. (CAB)**

- 11.1. Clackmannanshire Council provides funding for the core service provision of CAB. The funding allows CAB to provide a wide range of advice to members of the public, on matters such as debt, social security, housing, consumer issues, utilities etc. and enables the service to seek out and secure additional external funding to enhance and expand their provision.
- 11.2. CAB moved to new premises during the year resulting in an improvement in their interview facilities. They have also been successful in growing their volunteer base. CAB reports the following activity during the year 2017/18.

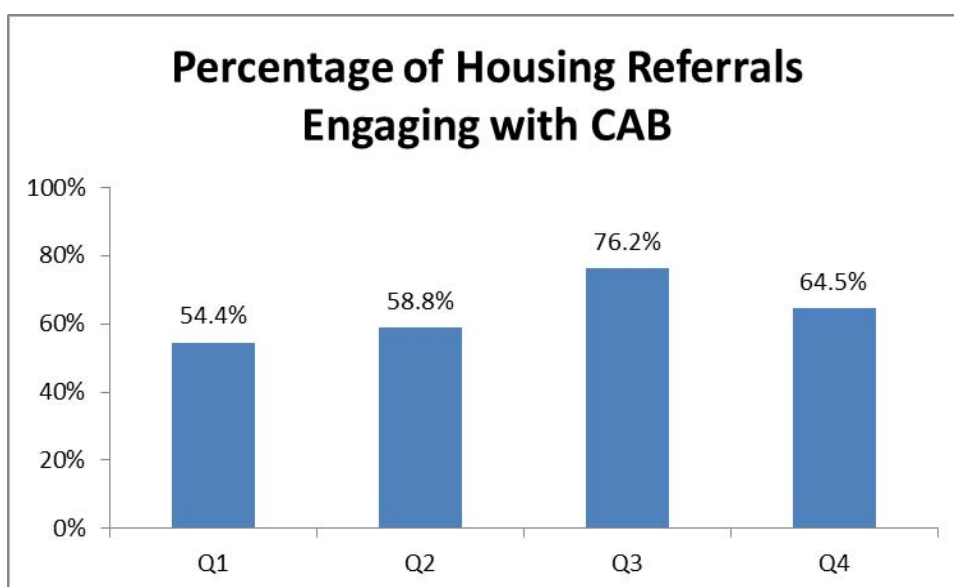
<b>Clackmannanshire CAB</b>	<b>Total 2017/18</b>	<b>16/17</b>
Total Number of individual clients recorded	<b>6021</b>	3269
Total Number of individual matters recorded	<b>14922</b>	
<b>Welfare Benefits Advice</b>		
Total number of clients seeking Benefits Advice	<b>4369</b>	
No. individual welfare benefits matters recorded	<b>11164</b>	
Total client financial gain (All)	<b>£1,171,086</b>	£735,752
clients seeking debt advice	<b>1964</b>	
clients seeking Employment Rights advice	<b>341</b>	
clients seeking Housing advice	<b>308</b>	
clients consumer issues advice	<b>84</b>	

- 11.3. As can be seen from the table, this represents a significant increase in both clients seeking assistance (up 84%), and the total client financial gain (increased by 60%%), and CAB is to be congratulated for its work in coping with this increase in case load and helping local people obtain money to which they are entitled.
- 11.4. The CAB is also separately directly funded with £17K from the Housing Revenue Account to provide independent support and assistance to council tenants experiencing financial issues.
- 11.5. During the year 2017/18 the service provided advice to 143 tenants, all but two of whom were in arrears with their rent. Each client is given a benefit check and assisted to apply for all benefits they may be entitled to. Clients with multiple debts are assisted to take control of their finances, making arrangements to address debts based on their disposable income.
- 11.6. The result of this assistance has been an estimated total financial gain of £87,624 over the financial year. This is made up of unclaimed Housing Benefit, Pension Credit, Carers Allowance and Council Tax Reduction.

- 11.7. This means that the average cost per person of this service is £119, and achieves a client financial gain five times the amount invested in the service. As such is considered good value for the Housing Revenue Account compared with the cost of trying to provide such a service in house.
- 11.8. The source of the caseworker's workload has changed over the course of the year with the overwhelming majority now being direct referrals from Housing Officers. This is illustrated in the table below and is indicative of the work being undertaken by Housing Officers to ensure their tenants are supported to manage and retain their tenancies.



- 11.9. Additionally, the percentage of clients referred who chose to engage with the advice provided has, in general, increased over the year. This is illustrated in the table below and is in keeping with industry averages for engagement.



## **12.0 Multi Agency Tasking & Coordination (MATAC) group**

- 12.1. The Council is a key member of the Multi Agency Tasking and Coordination (MATAC) group whose role is to address issues of anti-social behaviour and other community safety issues within Clackmannanshire. Comprising of Police Scotland, representatives from a number of Council services, the Scottish Fire & Rescue Service and a number of local landlords it seeks to coordinate activity so as to better respond to issues causing community concern.
- 12.2. The Council also continues to work in partnership with Police Scotland in the provision of CCTV within the Clackmannanshire area, and keeps the infrastructure and cameras operational. New maintenance arrangements are being put in place for this year to ensure this service continues.
- 12.3. The deployment and governance of the mobile cameras is overseen by MATAC. These cameras can be mounted upon lampposts and quickly moved to deal with issues as they present. Having been in operation for the last 12 months the cameras have proven to be a great success. They allow CCTV coverage of areas previously outwith the monitoring of the static cameras and provide greater flexibility to respond to issues of concern to communities.

## **13.0 Multi-Agency Public Protection Arrangements (MAPPA).**

- 13.1. MAPPA is the process through which the Police, Council and other statutory services work together to manage the risks posed by violent and sexual offenders living in the community in order to protect the public.
- 13.2. The Housing Service continues to play a significant role in the MAPPA process ensuring the monitoring and identification of suitable, risk assessed, properties for those managed by MAPPA. This is a challenging task but the systems currently in place are well tested and robustly implemented at both a local and national level.

## **14.0 Others**

### **Response rates to complaints, enquiries and FOIs**

- 14.1. It is a priority for the service to respond to all complaints and enquires within the time limits wherever possible. As can be seen from the table below there were few instances when time limits were not met, and performance compares favourably with the council averages. It is however disappointing to note that the service failed to respond to two councillor enquiries within the time limits set out, and staff have been reminded of their obligations in this regard.

	Housing and community safety		Council	
	Number	% on time	Number	% on time
Complaints (stage 1+2)	49	100%	183	78%
Complaints stage 1	39	100%	157	76%
Complaints stage 2	10	100%	26	89%



Councillor enquiries	192	99%	614	89%
MP / MSP enquiries	74	100%	192	91%
FOIs	70	99%	1173	94%

### **Attendance Management.**

- 14.2. The overall percentage of days lost as a result of absence increased compared with the previous year. However, the year on year comparison is not accurate given the transfer of staff into the service during the year.
- 14.3. It is clear that attendance across the service varies considerably, with some departments reporting excellent performance. However, considerable efforts have been made this year to replicate good practice across all parts of the service to support and manage people to attend for work. All senior staff were trained in the new policy and procedures. A full review of internal practices was completed, including raising awareness with staff about how attendance is managed.
- 14.4. As a result there were significant improvements in attendance across the service during the year, with the percentage of days lost falling to 4.65% in quarter four, compared with 8.80% for the second quarter of the year.

### **15.0 Sustainability Implications**

- 15.1. The Clackmannanshire Housing Strategy is subject to a full Environmental Impact Assessment which will incorporate its principle priorities and actions.

### **16.0 Resource Implications**

#### **16.1. Financial Details**

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

Yes ✓

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

Yes ✓

#### **16.2. Staffing**

There are no additional staffing implications associated with this report.

### **17.0 Exempt Reports**

#### **17.1. Is this report exempt?**

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

### **18.0 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 ☒)

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all ☐
- Our families; children and young people will have the best possible start in life ☐
- Women and girls will be confident and aspirational, and achieve their full potential ☐
- Our communities will be resilient and empowered so that they can thrive and flourish ☐

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

**19.0 Equalities Impact**

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

**20.0 Legality**

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

**21.0 Appendices**

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

1. Performance Measures
2. HRA Capital Programme detail

**Background Papers**

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

Yes ☐ (please list the documents below) No ☒

**Author(s)**

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Jennifer Queripel	Service Manager	2475
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**Approved by**




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

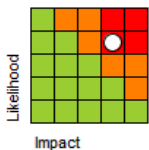



# Housing and Community Safety Service Business Plan 2017-18: Year End Report

## APPENDIX 1

### KEY TO SYMBOLS

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

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

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

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


Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HCS CUS 003	% tenants satisfied with the management of the neighbourhood they live in	83%	90%	90%		The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Service Manager, Housing Management Operations
HMO ALL 005	Average length of time (days) taken to re-let properties in the last year - excluding new-build & OTS (i) The total number of properties re-let in the reporting year. (ii) The total number of calendar days properties were empty.	36	55	33	35	Our performance on length of time to re-let voids this year has improved significantly, with the average length of time taken to re-let properties reducing to 33 days compared with 55 in the same period last year. This is as a result of improvements made to the process.	Team Leader Tenancy Services
HMO ALL 041	Total number of lets (including new builds and OTS)	363	495	424		Of the 424 properties let in the year, 5 properties were off the shelf purchases.	Tenancy Services Coordinator - Housing Options
HMO ALL 056	The percentage of tenancy offers refused during the year (i) Number of tenancy offers made during the reporting year. (ii) The number of tenancy offers that were refused.	46%	35%	31%	32%	The rate of properties refused has reduced. Following analysis of the reasons for refusals and using that information we redesigned our process to ensure that we give the customer all the information they need, and that we get all the information we require from them to minimise the risk of offers being refused. As a result, refusal rate has reduced to 31%.	Tenancy Services Coordinator - Housing Options
HMO ALL 057	The number of empty dwellings that arose during the last year in self-contained lettable stock	367	421	434		The number of properties becoming void during the year is slightly more than the number becoming void last year (421).	Tenancy Services Coordinator - Housing Options

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HMO ALL 071	The percentage of lettable dwellings that arose during the year (excluding new-build and off the shelf purchases) in self-contained lettable stock.	7.59%	8.75%	9.05%		There has been an increase in the number of properties becoming void in the year compared with the previous two years.	Tenancy Services Coordinator - Housing Options; Service Manager, Housing Management Operations
HMO TEM 074	% of factored owners satisfied with the factoring service they receive	69.23%	N/A	NA		No Factoring activity has taken place during the last year.	Team Leader - Business Management

## 2) Our communities are more cohesive and inclusive

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HMO HPI 005	The proportion of the council's housing stock meeting the Scottish Housing Quality Standard.	97.2%	97.3%	97.65%		<p>Out of our current stock of 4911 properties, 4796 meet the SHQS. 59 properties are in abeyance and 56 properties fail SHQS. There are 4 kitchens and 55 door entry systems that cannot be upgraded due to either tenant or private owners refusing the work, these have been reported as in abeyance.</p> <p>Of the properties failing SHQS, 6 properties fail due to defective wall fabric, 2 failures due to structural issues and 48 failures are due to</p>	Team Leader - Planned Works & Compliance

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						<p>SDES failures within an area earmarked for potential demolition/regeneration.</p> <p>Outside the properties earmarked for potential demolition located in Alva, the other SHQS Failures will be targeted as part of works planned for 2018/19.</p>	
HMO TEM 070	% of court actions initiated which resulted in eviction	11.25%	13.51%	14.5%		During the year 131 court actions were raised with 19 proceeding to eviction. 18 of these were due to rent arrears and 1 eviction was due to antisocial behaviour. Housing Officers continue to intervene as early as possible so that evicting someone is the last resort.	Team Leader Tenancy Services
RGN ACC 021	Avg weekly rent for Gypsy/Travellers pitch	£85.00	£85.00	£90.00		The weekly rent for a pitch at the Westhaugh site was £90.	Team Leader – Business Management
RGN ASN 002	% Satisfaction with management of Gypsy/Traveller site	28.57%	80.00%	100%		Surveys were completed by 8 residents of Westhaugh. 8 residents were either very or fairly satisfied with the management of the site.	Team Leader - Business Management

Code	Description	Expected Outcome	Progress	Due Date	Completed Date	Latest Note	Lead
HCS SBP 079	Review the Housing Allocation Policy		<div><div>80%</div></div>	31-Dec-2017		We are unable to complete the review as the revised Policy must take account of the guidance in relation to the legal framework issued by the Scottish Government. We were waiting for the final guidance to be out in April 2018	Service Manager, Housing Management Operations

Code	Description	Expected Outcome	Progress	Due Date	Completed Date	Latest Note	Lead
						with a date for the Statutory Instruments, it was anticipated there would be a year's lead in time for April 2019. This schedule appears to have slipped and at this point we are expecting the final Practice Guidance to be out in August 2018. Once we are in receipt of this it will require further consultation, however, we are able to build upon what has already been done. Once this is completed a report will be presented to Council.	
HCS SBP 080	Review the Local Housing Strategy	✓	95%	31-Mar-2018		The LHS has been internally reviewed and has been submitted to the Scottish Government for formal peer review with the Scottish Government. It is also out for consultation on citizens space and has been circulated to partner organisations for comment. LHS will be updated following consultation and peer review comments and final version submitted to Council for approval.	Service Manager Strategy & Revenues

#### 4) Our communities are safer

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HMO TEM 067	% of asb cases reported in the last year which were resolved within locally agreed targets	75.24%	59.09%	75.26%		190 asb cases were opened between 1st April 2017 and 31st March 2018.  150 of these were resolved on or before 31st March 2018. 7 of these cases were outwith the agreed target	Team Leader Tenancy Services

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						<p>of 20 weeks.</p> <p>The remaining 40 cases are ongoing @ 31st March 2018.</p>	

5) Vulnerable people and families are supported

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HMO TEM 056	Percentage of new tenancies sustained for more than a year, by applicants who have been assessed as statutory homeless (HP)	86%	80%	82%	85%	<p>Of a total of 230 Homeless applicants housed in 2017/18, 41 tenancies ended within a year.</p> <p>The highest reasons for terminations were Abandonment (9) and Moving in with partner(4).</p> <p>The main reason for Abandonment continues to be non-engagement by the new tenant, who does not move into the property. When homeless applicants move into their new tenancy, introduction of their new Housing Officer is now done at the sign up of the property. This means that Housing Officers build relationships with their tenants early in the process. We have refined our process of carrying out sustainment</p>	Team Leader Tenancy Services



Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						visits, ensuring that we are concentrating our resources on only those who require extra help to maintain their tenancy.	
HMO ALL 043	Percentage lets to statutory homeless applicants	57 %	46 %	51 %	50 %	With 51% of lets up to the end of the year going to homeless applicants this is just above the target set.	Tenancy Services Coordinator - Housing Options
HMO HPI 041	% of approved applications for medical adaptations completed during the reporting year	83%	96%	85%		This indicator combines major and minor adaptations. A total of 302 applications were received during the year with 258 being completed.	Team Leader - Planned Works & Compliance
HMO HPI 042	Average time to complete medical adaptation applications	27 days	31 days	26 days	28 days	There has been a marked improvement in the average time taken to complete medical adaptations in the year.	Team Leader - Planned Works & Compliance
HMO TEM 054	Percentage of new tenancies sustained for more than a year, by existing tenants - Transfer (TR)	92%	95%	94%	94%	Tenancy sustainment level for transfer applicants is slightly less compared with last year. Of the 72 transfer applicants 4 tenancies ended within a year. Of these 4 terminations, one tenant moved to permanent care, and one tenant is deceased. The other 2 terminations were for positive reasons, and the feedback received from the tenants in relation to the service they received and their tenancies in general was positive.	Service Manager, Housing Management Operations; Team Leader Tenancy Services
HMO TEM 058	Percentage of new tenancies sustained for more than a year, by applicants from the Housing Waiting List - WL	89%	84%	89%	85%	The % of Waiting List lets sustained has increased compared with last year. Of a total of 193 waiting list applicants, 21 tenancies ended within	Service Manager, Housing Management

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						a year.	Operations; Team Leader Tenancy Services
HMO TEM 060	Percentage of new tenancies sustained for more than a year, let source by other reason - O	N/A	N/A	N/A		There were no lets in this category.	Team Leader Tenancy Services
RGN AOR 001	% of households requiring TA to whom an offer was made	100	99.77%	99.86%		As a Local Authority, we are required to offer all homeless applicants who need it, temporary accommodation. 1 person was not offered temporary accommodation because the provider of the only accommodation available (B&B) refused to accept the applicant due to previous conduct in the establishment.	Team Leader Tenancy Services
RGN AOR 002	% of TA offers refused - Total	2.08%	8.37%	27.25%		The results for previous years are incorrect due to an error in recording. More accurate recording of offer refusals is now in place. People who present as homeless sometimes refuse temporary accommodation because family or friends can accommodate them in the short term, avoiding the immediate need for temporary accommodation. For example, this can be a positive outcome for some young people who present as homeless due to conflict with parents. Where it is safe to return to the family home, they can do so before a permanent offer can be made.	Team Leader Tenancy Services
RGN ASN	% Satisfaction with standard of	79%	90%	80%	93%	Satisfaction levels with temporary	Team Leader

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
001	Homeless Temporary Accommodation					accommodation have dropped during 2017/18. We are currently reviewing our approach to seeking feedback on the standard of temporary accommodation to find out reasons for dissatisfaction and to identify if this refers to specific temporary accommodation units.	Tenancy Services
RGN ATA 201	Avg no of weeks stay in Homeless TA (exiting TA) - LA ordinary dwelling	14.20 weeks	11.27 weeks	15.20 weeks		This indicator measures the time spent in temporary accommodation by those who leave it during the year. A number of factors are involved in reasons for length of stay in temporary accommodation, for example, some homeless applicants have specific needs that cannot be met by the stock that becomes available for permanent let, therefore they have to remain in temp accommodation until a suitable property becomes available.	Team Leader Tenancy Services
RGN ATA 202	Avg no of weeks stay in Homeless TA (exiting TA) - Housing Association/ RSL Dwelling	0.00 weeks	0.00 weeks	0.00 weeks		This type of temporary accommodation is no longer used by Clackmannanshire Council.	Team Leader Tenancy Services
RGN ATA 206	Avg no of weeks stay in Homeless <b>TA (exiting TA)</b> - Bed & Breakfast	5.03 weeks	4.26 weeks	0.00 weeks		We no longer use rooms in B&B.	Team Leader Tenancy Services
RGN ATA 208	Avg no of weeks stay in Homeless TA (exiting TA) - Private Sector Lease	126.00 weeks	40.14 weeks	0.00 weeks		We no longer have any households using Private Sector leased properties as Temporary Accommodation.	Team Leader Tenancy Services
RGN ATA 209	Avg no of week stay in Homeless <b>TA (exiting TA)</b> - other arranged by LA	DIV/0	5.42 weeks	4.69 weeks		We use dispersed accommodation owned by the bed and breakfast proprietor instead of rooms in the B&B.	Team Leader Tenancy Services

8) The environment is protected and enhanced for all

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HMO HPI 013	15iii) The number and proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard by criteria. Energy efficient - Percentage	100.00%	100.00%	100.00%	100.00%	All Council Housing stock meets the requirement of the SHQS Energy Efficiency criteria. The Energy Efficiency Standard for Social Housing (ESSH) now supersedes this indicator. The target date to meet ESSH is 2020.	Team Leader - Planned Works & Compliance
HMO HPI 157	The % of the council's housing stock in scope of the ESSH that meet the standard	61.71%	65.90%	71.69%	100.00%	<p>Work continues to ensure the stock meets the ESSH standard by the target date of 2020. Current capital projects such as Heating Upgrade window replacement and external thermal insulation contribute to achieving the standard.</p> <p>Key completed upgrades are as follows</p> <ul style="list-style-type: none"> <li>• 420 Heating Systems Upgraded</li> <li>• 408 Properties have had window replacement with Energy Efficient replacement windows</li> <li>• 57 Non-Traditionally built properties in Clackmannan, Alloa, Sauchie, Tillicoultry and Alva have been completed. The scope of works includes</li> </ul>	Team Leader - Planned Works & Compliance

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						<p>external thermal wall insulation, re-rendering and additional loft insulation</p> <p>There has been steady progress in meeting our EESSH Targets and many of our current failures have been previous refusals within our Heating Replacement Programme.</p>	

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

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HCS AB2 GOV	% Sickness absence (Housing & Community Safety)	5.29%	5.94%	6.47%	5.00%	Not possible to compare year on year performance due to transfer in of the staff from the Assets team. The trend during the year was downwards, with the Q4 figures 4.65% demonstrating progress.	Head of Housing & Community Safety
HCS CUS 001	% tenants satisfied with the overall service provided by their landlord	90.94%	94.23%	94.23%		The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Team Leader - Business Management
HCS CUS 002	% tenants satisfied with the opportunities given to them to participate in their landlord's decision-making process	79.23%	89.12%	89.12%		The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Team Leader - Business Management
HCS CUS	Percentage of tenants who feel	81%	92%	92%		The data from this indicator is from the	Team Leader -

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
004	their landlord is good at keeping them informed about their services and decisions.					Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Business Management
HCS CUS 007	Percentage of tenants who feel the rent for their property represents good value for money	79.89%	93.23%	93.23%		The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Team Leader - Business Management
HCS CUS 015	Percentage of FOI requests dealt with within timescale by Housing and Community Safety	100%	99%	99%	100%	Of the 269 FOI enquiries by the service, 267 were replied to within the prescribed timescale.	Head of Housing & Community Safety; Service Managers
HCS CUS 016	Percentage of Councillor enquiries dealt within timescale	100%	100%	99%	100%	Out of the 198 Councillor enquiries received by the Service, 196 were responded to within timescale.	Head of Housing & Community Safety; Service Managers
HCS CUS 048	The percentage of new tenants satisfied with the standard of their home when moving in	94%	97%	97%		We continue to work closely with new tenants to ensure that the standard of the property meets their expectation. This is reflected in the high level of satisfaction.	Team Leader Tenancy Services
HCS CUS 049	Percentage of tenants who have had repairs or maintenance carried out in the last 12 months satisfied with the repairs and maintenance service	85%	98%	99.61%		516 tenants answered the question. 502 very satisfied 12 Fairly satisfied 2 neither satisfied or dissatisfied 0 fairly dissatisfied 0 very dissatisfied	Team Leader - Repairs
HCS CUS 050	Percentage of first stage complaints to Housing and Community Safety (inc Revs)	100%	100%	100%		44 first stage complaints were received by the service to the end of the year. Performance remains consistent with	Head of Housing & Community

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
	responded to in full					all complaints being responded to in full.	Safety; Service Managers
HCS CUS 051	Percentage of first stage complaints to Housing and Community Safety (inc Revs) responded to in full within SPSO timescale	100%	100%	97.73%		44 first stage complaints were received by the service to the end of the year. 1 complaint was not responded to in full within the SPSO timescale.	Head of Housing & Community Safety; Service Managers
HCS CUS 052	Percentage of first stage complaints to Housing and Community Safety (inc Revs) Upheld	52%	45%	32%		14 out of the 44 complaints received were upheld or partially upheld. The service continues to complete "lessons learned" for each complaint upheld.	Head of Housing & Community Safety; Service Managers
HCS CUS 053	Percentage of second stage complaints to Housing and Community Safety (inc Revs) responded	100%	100%	100%		10 second stage complaints were received by the service to the end of the year. Performance remains consistent with all complaints being responded to.	Head of Housing & Community Safety; Service Managers
HCS CUS 054	Percentage of second stage complaints to Housing and Community Safety (inc Revs) responded within SPSO timescale	100%	100%	100%		10 second stage complaints were received by the service to the end of the year. Performance remains consistent with all complaints being responded to within the SPSO timescale.	Head of Housing & Community Safety; Service Managers
HCS CUS 055	Percentage of second stage complaints to Housing and Community Safety (inc Revs) upheld	60%	42%	30%		There has been a reduction in the % of 2nd stage complaints upheld compared with the previous year. 3 complaints out of the 10 received were upheld.	Head of Housing & Community Safety; Service Managers
HMO ALL 035	% of rent due lost through properties being empty during the last year	0.61%	1.45%	0.99%	0.90%	The % of rent lost due to properties being empty has reduced. This is due to the improvements implemented by staff to reduce the time taken to carry out repairs and match the property to a	Tenancy Services Coordinator - Housing Options; Team

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						suitable applicant.	Leader Tenancy Services
HMO ALL 072	% of existing tenants satisfied with the quality of their home	88%	89%	89%		The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Team Leader - Business Management
HMO HPI 001	% Properties with Current Gas Safety Certificate	100%	100%	100%		The service continues to prioritise gas safety checks and maintain this excellent performance.	Team Leader - Repairs
HMO PRO 005	Average Length of Time Taken to Complete Emergency Repairs (i) The total number of emergency repairs completed in the last year (ii) The total number of hours taken to complete emergency repairs	2.01	2.21	3.34	8	We aim to respond to emergency repairs within 8 hours in line with the Repairs Policy. There were 6587 emergency repairs, which is 34.21% of the total of 19,253	Team Leader - Repairs
HMO PRO 006	Average Length of Time Taken to Complete Non-Emergency Repairs (i) The total number of non-emergency repairs completed in the last year (ii) The total number of working days to complete non-emergency repairs	5.94	7.11	4.14		There has been a significant improvement in the average time taken to complete non emergency repairs. This is as a direct result of the improvements we have made to our processes. There were 12,666 non emergency repairs, which is 65.79% of the total of 19.253.	Team Leader - Repairs
HMO PRO 007	Percentage of reactive (non-emergency) repairs completed right first time during the reporting year (i) Number of reactive repairs completed right first time during the reporting year (ii) Total number of reactive repairs	93.5%	95.2%	97.7%		As above, we have improved the right first time percentage.	Team Leader - Repairs




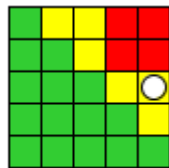
Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
	completed						
HMO PRO 008	Percentage of repairs appointments kept (i) Do you operate a repairs appointment system Y/N? (ii) Number of reactive repairs appointments made into the last year (ii) The number of appointments kept in the last year	99.91%	98.67%	94.44%		Performance on %of repair appointments kept has dipped. Some appointments had to be rescheduled as resources were redirected to tackle priority repairs work due to frozen and burst pipes and the resulting damage to properties during the periods of bad weather in December through to March.	Team Leader - Repairs
HMO TEM 010	Rent collected as percentage of total rent due in the reporting year (i) The total amount of rent collected in the reporting year (ii) The total amount of rent due to be collected in the reporting year (annual rent debit)	99.07%	98.82%	97.83%		97.83% of rent due has been collected in the year.	Team Leader Tenancy Services
HMO TEM 011	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (i) The total value (£) of gross rent arrears as at the end of the reporting year (ii) The total rent due for the reporting year	7.95%	8.39%	9.06%		This figure has increased in the year. Universal Credit is having an adverse affect on our ability to recover rent arrears. Clackmannanshire is now a full service area, meaning there has been an increase of UC cases of 83% since year end of 2016/17 (totalling 611 cases). The arrears total of cases who claim UC is £455,914.35. From a sample of UC cases we found that 48% of UC cases were not in arrears before claiming UC.	Team Leader Tenancy Services
HMO TEM 071	Average annual management fee per factored property	2.33	25.74	NA		No factoring work has been carried out during the year.	Team Leader - Business Management


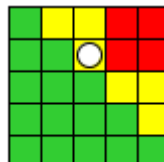
Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£19.55	£6.05	TBC		The cost of collecting CTAX is not produced until later in the Summer once guidance has been received.	Service Manager Strategy & Revenues
RAP CTA 007	NDR in year collection rate	98.15%	97.09%	95.76%		Collection of NDR dipped again in 2017/18, with performance in-line with when the last rates revaluation took place. During the course of the year the team also reviewed reliefs being provided to rate payers. This caused increased workload for the team dealing with additional queries from ratepayers and a number of reliefs have now been ended. As current rates legislation means that current year recovery can't begin until October of the billing year – recovery action for 2017/18 is continuing with additional warrants being sent to our recovery agents to use their powers to increase the collection.	Service Manager Strategy & Revenues
RAP CTA 011	Sundry debt in year collection	73.84%	86.80%	83.99%		Collection of sundry debts for 2017/18 was 10% percent higher than for 2015/16, last year the system reporting was in its infancy and we suspect last years collection rate to be slighted overstated.	Service Manager Strategy & Revenues
RAP CTA 019	Debt collection rates > 90 days	43.10%	65.00%	56%		Debt over 90 days old has decreased from 65% of all debt to 56%, with further systems improvements and engagements with services this measure should drop further.	Service Manager Strategy & Revenues
RAP CTA	Council tax collected within year	95.8%	95.9%	96.14%		The Year End Council Tax Collection	Service


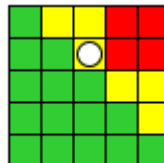
Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
01a	(excluding reliefs & rebates)					rate for 2017/18 was 96.14%, that was a 0.29% increase on 2016-17 (95.85%), and represents another record collection in-year for the council.	Manager Strategy & Revenues
RAP CTA 020	Number days taken on average to process new benefits claims	34	23	24		The Council went to a full UC service in June 2018 for housing costs assistance thus limiting the amount of new claims received and making those received sometimes more complicated. Although performance dipped by a day, it is in-line with historical best performance achieved by the Council.	Service Manager Strategy & Revenues
RAP CTA 021	Number of days taken on average to process changes to benefits claims	14	5	4		Improved performance in respect of housing benefit changes has continued to be sustained, ensuring tenants and customers are getting the correct level of assistance.	Service Manager Strategy & Revenues
RAP CTA 022	Percentage of applications to Local Social Fund processed within 24 hours (Crisis grants)	100%	84%	99.82%	100%	These figures are based on our local recording systems. We have now had the Scottish Government team visit us and work with the team and they have advised us that they will continue to use the figures from our host system that we feel doesn't accurately reflect the customer's experience. Staff resource is prioritised on dealing with those in a crisis, whilst leaving administration (where the Govt statistics are drawn from) to points when demand lessens.	Service Manager Strategy & Revenues
RAP CTA	Percentage of applications to Local	100%	93%	99.77%	100%	These figures are based on our local	Service


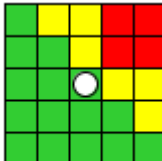
Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
023	Social Fund processed within 15 working days (Community Care grants)					recording systems. We have now had the Scottish Government team visit us and work with the team and they have advised us that they will continue to use the figures from our host system that we feel doesn't accurately reflect the customer's experience.	Manager Strategy & Revenues


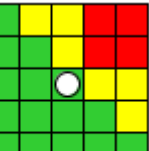
Code	Description	Expected Outcome	Progress	Due Date	Completed Date	Latest Note	Lead
HCS SBP 075	Review the HRA Financial Business Plan	✓	<div><div>100%</div></div>	31-Dec-2017	23-Feb-2018	The HRA Financial Business Plan 2018-2023 has been completed and was accepted by Council.	Team Leader - Business Management
HCS SBP 076	Implement the integrated Housing IT system	✓	<div><div>20%</div></div>	31-Mar-2018		The implementation of the project has slowed due to a resourcing issue with Technology One. As a result consideration is being given to changing supplier.	Team Leader - Business Management
HCS SBP 081	Complete the Asset Management Plan 2018-2023	✓	<div><div>50%</div></div>	31-Mar-2018		Stock condition is complete and indicative costs identified.	Service Manager, Housing Management Operations

ID & Title	HCS SBP 001	Resources Reduce Below Manageable Levels	Approach	Treat	Status		Managed By	Head of Housing & Community Safety	Current Rating	15
Description	Financial pressures worsen to a point where buildings, physical assets, technologies and supplier contracts can no longer be maintained, used or improved and staff numbers reduce to levels below the service's functional requirements.								<div><div>Likelihood</div><div>Impact</div></div>	
Potential Effect	Inability to complete required redesign and project work, disturbance to core service delivery and failure to fulfil fundamental goals and duties, with associated financial, legal and reputational implications, particularly if resource reductions coincide with increased demand.									
Related Actions	Review the HRA Financial Business Plan				Internal Controls	Interim Workforce Strategy				
	Implement the integrated Housing IT system									
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									


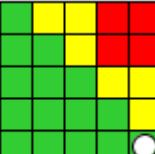
ID & Title	HCS SBP 002	Loss of Staff Knowledge, Skills and / or Goodwill	Approach	Treat	Status		Managed By	Service Manager, Housing Management Operations	Current Rating	12
Description	The lack of a corporate approach to knowledge management leads to the loss of tacit information, knowledge and experience held by staff members as the workforce contracts due to reducing budgets, which also reduces ability to appropriately train and develop staff.								<div><div>Likelihood</div><div>Impact</div></div>	
Potential Effect	Neglect of key or statutory duties if remaining staff are unaware of requirements or unequipped to fulfil them, increased pressure on staff, reduced satisfaction, morale and willingness to add value or contribute to improvement activities, complacency, lowered standards, increased absence and future recruitment difficulties.									
Related Actions	Training records collated for full service and training plan established.				Internal Controls	Information Management Strategy				
	Continue assessment of demand and current resource and skill base to address gaps.									
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 003	Strategies Do Not Provide Clear, Deliverable Direction	Approach	Treat	Status		Managed By	Team Leader - Business Management	Current Rating	12
Description	Policies and strategies do not clearly set out realistic actions to achieve the required outcomes within appropriate timescales with available resource.								<div><div>Likelihood</div><div>Impact</div></div>	
Potential Effect	Unfulfilled objectives, loss of balance between project work and core service delivery, resulting in backlog of unmet demand, or negative reports from regulatory bodies and closer future scrutiny, all with additional reputational damage.									
Related Actions	Redesign Estate management service to focus on customer priorities.				Internal Controls	CMT & Committee Approval Process				
	Review the Local Housing Strategy									
	Complete the Asset Management Plan 2018-2023									
	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.									
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 005	Missed Improvement Opportunities	Approach	Tolerate	Status		Managed By	Service Manager Strategy & Revenues	Current Rating	9
Description	Opportunities for improving efficiency are not taken due to a risk averse culture, delays in senior management or elected member decision-making or a lack of long-term planning and vision to identify actions required now to ensure robust and sustainable services are in place to meet future needs.								<div><div>Likelihood</div><div>Impact</div></div>	
Potential Effect	Vanguard principles not rolled out to remaining teams leading to disjointed approaches and continuing inefficiency in areas where working practices require improvement, lack of action contributes to worsening resource pressures and standards fall below those in other authorities, and those expected by regulatory bodies.									
Related Actions	Review the HRA Financial Business Plan				Internal Controls	Making Clackmannanshire Better Programme				
						Vanguard Principles & Techniques				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 004	Focus on Transformation Rather Than Need	Approach	Tolerate	Status		Managed By	Head of Housing & Community Safety	Current Rating	9
Description	Transformation itself becomes the goal, rather than addressing the reasons for which transformation is required, such as modernising working practices, exploiting emerging technologies, responding to changing demand, demographics, customer need and preferences etc.								<div>Likelihood</div>  <div>Impact</div>	
Potential Effect	Significant wasted resources and potential impact on productivity and service delivery, while new services and processes may not address the required issues with efficiency and effectiveness declining, rather than improving, and resulting failure to make savings or increase income.									
Related Actions	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.				Internal Controls	Vanguard Principles & Techniques				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 006	Lack Of Appropriate Governance or Scrutiny	Approach	Tolerate	Status		Managed By	Team Leader - Business Management	Current Rating	6
Description	Failure to effectively manage performance or comply with corporate governance requirements during transitional periods of service redesign, or a lack of scrutiny from senior management or elected members during periods of political instability results in a governance failure.								<div><div>Likelihood</div><div>Impact</div></div>	
Potential Effect	Potential for harm to individuals and / or financial penalties from insurance claims or breaches of statutory duties, negative publicity and/or attention from audit/regulatory bodies.									
Related Actions	Housing Officers use the MCB improvement budget in consultation with local communities to maximise its impact.				Internal Controls	Governance & Audit Processes				
						CMT & Committee Approval Process				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 007	Strategies Do Not Meet Local / Corporate / National Needs	Approach	Tolerate	Status		Managed By	Team Leader - Business Management	Current Rating	5
Description	Policies and strategies are not fit for purpose due to decisions not taking into account appropriate data, evidence or consultation information, or not being aligned to corporate, community planning or national goals and plans.								<div>Likelihood</div>  <div>Impact</div>	
Potential Effect	Focus on the wrong actions and / or outcomes, wasted time and money, duplication or contradiction of actions by other services or partners, failure to meet customer or statutory requirements, associated reputational and legal implications.									
Related Actions	Review the Housing Allocation Policy				Internal Controls	CMT & Committee Approval Process				
	Review the Local Housing Strategy									
	Complete the Asset Management Plan 2018-2023									
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									



## **HRA Capital Programme & SHQS/EESSH Update – May 2018**

### **Achievements**

In the last financial year around £6M was invested in key projects to further improve the condition of the council housing stock. This builds on previous investment and continues to sustain and consolidate compliance with the Scottish Housing Quality Standard (SHQS) and to achieve the new Energy Efficiency Standard for Social Housing (EESSH) by the May 2020 deadline.

During the year the following works were completed.

<b>Project</b>	<b>Number of Houses Completed</b>
Bathroom Replacement	10 Homes
Refurbishment of 8 Rankine Wynd Tullibody	Full Disabled adaptation to meet families needs
Kitchen Replacement -	156 Houses Completed
Major Adaptations -	35 Property Adaptations to sustain tenants within their homes.
Damp Rot Eradication	45 jobs completed
Front Door Replacements / Porch Replacements	10 Homes completed
Central Heating Programme	420 homes upgraded with new central heating system with "A" Rated combi boilers.
Safe Electrical Upgrades	103 homes re-wired with a further 442 fully tested and brought up to modern standards
Houses with Roof and Wall Replacement	83 properties with both measures undertaken
Roof Replacement	32 roof replacement only
Roughcast /Cladding Replacement	41 external wall fabric upgrade
Secure Door Entry Upgrade	46 properties benefit from upgrade across 8 common blocks
Fencing Replacement	103 properties complete – front and rear garden fences upgraded
Asbestos Testing	88 asbestos surveys undertaken
Asbestos Removal Works	137 asbestos removals undertaken
External Thermal Wall Upgrading Programme to our Non-Traditionally Built Housing Stock	11 non-traditionally built homes have been upgraded to meet EESSH. A further 57 will be completed before June 2018
Stock Condition Surveys	418 homes surveyed
Refurbishment to newly Purchased Properties.	6 properties upgraded to SHQS
Window Replacement Programme	408 Homes completed

### **Overall Scottish Housing Quality Standard Position – May 2018**

Using the charter methodology for assessment of SHQS, the council is currently **97.65%** compliant. Reported failures and abeyances are as follows –

## Failures

- **Free From Disrepair** - A total of 8 properties fail the SHQS Section B "Free from Disrepair" criteria as at the 31st of March 2018

These are 6 flats in Alloa Town centre failing due to defective wall fabric. This is due to it being in excess of 20% failure of wall fabric. The Council is in minority ownership within these blocks and the agreement of sharing common owners is required to agree the works. A further two were the result of structural issues with an access walkway at Tullibody Road, and this is being progressed.

- **Health Safe and Secure** – A total of 48 properties are currently failing due to defective secure door entry systems to common flat entrances within Tillicoultry High Street and within Westercroft Flats in Alva South.

## Abeyances Reported to the Scottish Government

These are recorded to the Scottish Housing Regulator where it has not been possible to carry out planned upgrades due to tenant refusals and failure to gain agreement from sharing private owners.

- **Kitchen Replacements** – 4 kitchens due to physical size and layout
- **Secure Door Entry Replacements** – There are 55 Council properties within 31 shared common blocks that require a secure door entry upgrade. This work has not been completed due to the failure to secure agreement with sharing owners with often the council in minority ownership. A new Secure Door Entry and Common area upgrade contract has been agreed and further attempts will be made to secure agreement before further action is considered.

## SHQS Compliance as at May 2018 – Properties Meeting The Standard

SHQS	Number of Properties failing	Percentage Compliant
Tolerable Standard	0	100%
Free From Serious Disrepair	8	99.8%
Energy Efficiency	0	100%
Modern Facilities & Services	4	99.92%
Health, Safe & Secure	103	97.91%

## **Energy Efficiency Standard for Social Housing (EESH) - Progress in 2017/18**

The Energy Efficiency Standard for Social Housing (EESH) was launched by the Scottish Government in March 2014. This is a new energy efficiency rating for all Social Housing to be achieved by May 2020. It aims to encourage landlords to improve the energy efficiency of

its housing stock. This is an enhancement of the previous Scottish Housing Quality Standard element 35.

As at May 2018 Clackmannanshire Council is **71.69 %**compliant with the EESSH standard. Good progress has been made during the year with a further External Wall Insulation programme tackling non-traditionally built homes (Cruden) within Clackmannan, Sauchie, Alva, Tillicoultry and Alloa scheduled to complete by the 30<sup>th</sup> of June 2018. Current failures are mainly due to our remaining non-traditionally built housing stock still to be upgraded within Alva and previous central heating refusals within our programme, coal and electrically central heated properties and housing with older heating systems replaced prior to 2006.

Good progress was also made with the window replacement and central heating upgrade programmes.

## **HRA Capital Programme End of Year Update**

### **1. SHQS Modern Facilities & Services**

All upgrade works, including bathroom and kitchen replacement, within this category are now carried out by in house trades. By developing the workforce to complete this work there are benefits for volume and quality control, so benefiting customers.

In 2017/18 a 20 year rolling kitchen replacement programme commenced in July 2017 and completed 156 homes. The business plan sets out a further 250 homes each year to benefit from kitchen replacement. This will ensure ongoing SHQS compliance. Previously kitchens were replaced at 25 year cycles, so this is an enhanced standard.

Kitchen design and choices were agreed with the Clackmannanshire Tenants' and Residents' Federation and so far these have proven to be very popular.



The bathroom replacement programme concluded in 2016. In 2017/18 a total of 10 bathrooms were replaced where there has been previous refusals. All previous refusals are being completed on tenancy turnover, or programmed on request.

### **Major Adaptations Works**

This year a total of 35 house adaptations were carried out within our housing stock carrying out key work ensuring that tenants can remain within their homes. The design and upgrade of this programme was carried out by in-house staff. The programme continues to be provided on a request as need basis aimed at sustaining tenancies and meeting tenants specific needs. Feedback following this change has been very positive.

## **2. SHQS Structural & Upgrading Works**

### **Roof and External Wall Upgrade Programme 2015-19**

As a result of stock condition surveys and referrals from reactive maintenance, the following works were completed:-

- Roof and Wall Upgrade – 83 properties
- Roof Replacement only – 32 properties
- Roughcast Cladding – 41 properties

The scope of works for roofing upgrade included the renewal of rainwater goods with rainwater gutter protection brushes. These have been installed on the back of a successful pilot carried out. These brushes have now been rolled out across all roofing installations reducing future maintenance dependency and cyclical costs. On-going maintenance is reduced further with installation of UPVC eaves soffit and fascia's boards replacing the previous timber finish.

The external roof upgrades uses high quality roof cladding materials, and the wall render upgrade utilised modern polymer render systems. This has provided not only an aesthetically pleasing finish to some of our most tired and aged stock but also protects the integrity of the underlying building structure ensuring maximum longevity in pro-longing the lifespan of the domestic housing stock.

There has been a notable aesthetic difference following the works carried out within Bowmar in Alloa, Tillicoultry North and Sauchie.

The ongoing Stock Condition Survey programme will be assessing 500 properties each year to build on the existing information held.

#### **Recently completed roof and wall upgrades: Jamieson Gardens in Tillicoultry**





### **Jamieson Gardens, Tillicoultry – Roof and Render upgrade**



**Jamieson Gardens, Tillicoultry – Roof and Render upgrade**

### **Window Replacement Programme – 2017-18**

408 properties benefited from the Window Replacement programme. The window upgrades include energy saving reflective glass, delivering savings to tenants, and further enhancing the performance of our stock towards meeting the EESSH target.

### **Damp Rot Term Contract 2015-19**

A long term contract was established with MAB Preservations from Grangemouth. This has delivered a significant saving on a comparison with previous years' expenditure, and has resolved some long term issues. A total of 45 jobs were carried out during the year.

## **3. SHQS Healthy Safe & Secure**

### **Secure Door Entry Replacement Programme**

A total of 46 properties have benefited from installation of new Secure Door Entry Systems completed across 8 common blocks within 2017-18.

The 4 year upgrade programme will continue to upgrade common close entry systems up to 2020.

The completed work greatly enhances the overall condition and security of the common areas of flats and in turn, should ensure easier management and maintenance for tenants and owners.

In house electricians have undertaken training on the maintenance of the new entry systems to ensure easier future servicing to prolong the lifespan of the upgrades.

**Door Entry Systems upgrade. Branshill Park, Sauchie**



Branshill Park, Before



Branshill Park, After

### **Safe Electrical Rewire Programme 2014-18**

A total of 204 electrical re-wires were completed with a further 411 homes fully tested and brought up to the modern electrical standards in 2017-8. Customer satisfaction from this programme has been excellent for intrusive work, with 95% customer satisfaction rating.

The electrical rewire programme is now informed by results from testing. This means many of properties can meet the modern standards through partial upgrade, as opposed to full rewire. This is achieving significant savings which have been used to upgrade to hardwired smoke detection. There will also be a focus in future programmes on the new standard to be introduced for interlinked smoke and heat alarms.

### **Fencing Renewal Programme- 2015-19**

A four year fencing contract with A & B Reid Fencing was established in 2016.

Local Housing Officers continued to engage with communities to identify priority areas for upgrading. Year 2 of the contract saw upgrades to 103 properties mainly in Clackmannan and Alloa. Feedback from tenants has been very positive. Enhancing gardens and common areas also assists management, whilst increasing security.

The upgrade specification includes items such as galvanised steel posts to ensure durability and longevity and reduce ongoing maintenance requirements.



## **Garden fencing upgrades, Clackmannan**



## **4. SHQS Energy Efficiency**

### **Central Heating Replacement Programme**

The central heating replacement contract agreed with PH Jones is making good progress with a total of 420 new central heating systems fitted during 2017-18. The specification for this includes a full heating upgrade with an "A" Rated SEDBUK boiler.

Replacement heating systems have seen significant improvements in some properties' Energy Performance Certificate (EPC) ratings. At the Orchard, Branshill Park, Craigview and Lochbrae EPC ratings increase from 49 (E) to 72 (C). The predicted energy cost savings for tenants is £550 per year.

Customer satisfaction for this programme is 97%

### **Upgrade to Non-Traditional Housing Stock**

Since 2013, over 950 non traditionally built homes have been upgraded with modern external thermal wall insulation both council and private housing stock within Clackmannanshire. This has been secured through Scottish Government grant assistance, and significant Housing Revenue Account funding.

This has revitalised housing stock across Clackmannanshire, reducing energy costs and fuel poverty, improving the aesthetics of many areas, and supporting local employment. Areas such as Devonway & Mary Place in Clackmannan, Carseview in Tullibody and Bowmar

Alloa have been transformed. This in turn has strengthened our overall position in compliance with the EESSH standard.

During the year a further 45 non-traditionally built properties (Cruden Steel) were upgraded with external thermal wall insulation and cladding. As well as greatly improving the appearance this work greatly improves the energy efficiency of the houses and increases their longevity. Works were carried out in :-

- Clackmannan – Port Street Bruce Street
- Alva – Ochilview
- Sauchie – Fairfield and Meadow Green
- Alloa – Hawkhill
- Tillicoultry – Church Grove

Private owners within the above areas also had upgrade works undertaken grant subsidised through the Scottish Government's Home Energy Efficiency Programme (HEEPS) programme. This has seen a transformation in previous tired inefficient stock and has contributed to the improved EESSH score.





### **Off the Shelf Purchase.**

Six properties were acquired on the open market and these were upgraded to meet both the SHQS and EESSH standards prior to re-letting.

### **Rolling Stock Conditions Survey**

September 2017 saw the start of a new rolling stock condition survey. To date over 400 properties have been surveyed. The intention is to survey 500 properties (10% of the total) per year. This will eliminate the need for future expensive one off surveys completed by private consultants.

