
Report to: Place Committee

Date of Meeting: 7 November 2019

Subject: Place Business Plan – Half Year Progress Report

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. The Place Business Plan was presented to the Council at its meeting of 22nd August 2019, with the recommendation that progress on the plan would be reported through the Service Committee.
- 1.2. The purpose of this report is to provide a mid-year review of progress against the Place Business Plan objectives and associated Local Government Benchmarking Framework (LGBF) performance indicators, together with a review of Service Improvement Actions and the Place Risk Register.

The opportunity has also been taken to update Committee Members on key activities that have taken place between April and September 2019.

2.0 Recommendations

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

3.0 Considerations

3.1. *Key Service Activities April – September 2019*

No.	Service Area	Achievement
1.	Development - Property	Work progressing on sale of surplus non operational property with potential to achieve some £1.4 million in 2019/20 and 2020/21.
2.	Development : Planning & Building Standards	Building Standards performance within top 10% of all Scottish Local Authorities and consistently exceeding Scottish Government targets of performance and customer satisfaction.

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| 3. | Development : Planning & Building Standards | Planning application performance 20% above Scottish Local Authority average with higher percentage of approved applications both significantly above Scottish Government targets. |
| 4. | Development : Planning & Building Standards | 82% of planning / building warrant applications received electronically exceeding Scottish Government eDevelopment targets. |
| 5. | Development : Planning & Building Standards | 125 homes granted planning permission and building warrant approval. |
| 6. | Development : Planning & Building Standards | 114 affordable homes granted planning permission. |
| 7. | Development : Planning & Building Standards | 190 homes approved by Planning and Building Standards for occupation. |
| 8. | Development : Planning & Building Standards | Over 10 hectares (equivalent to 25 football pitches) of brownfield land now approved to be brought back into use by development resulting in reduction of vacant and derelict land in Clackmannanshire. |
| 9. | Development : Planning & Building Standards | Renewable energy planning permissions now approved to exceed the electricity needs of all Clackmannanshire homes. |
| 10. | Development : Planning & Building Standards | Approvals for multi-million pound expansion to local industries such as Diageo, and Kerry Foods and the re-location of Tillicoultry Quarries headquarters to within Clackmannanshire. |
| 11. | Development : Planning & Building Standards | Approvals for tourism developments at Cowden Japanese Garden, Inglewood House and The Woods Caravan Park to assist in the exploitation of tourism opportunities within Clackmannanshire. |
| 12. | Development : Planning & Building Standards | Housing Land Audit completed confirming a reduction in effective land supply following housing development. This will inform the identification of further housing sites in the Local Development Plan (LDP) preparation. |
| 13. | Development : Planning & Building Standards | Business Land Audit completed confirming a reduction in the level of business land following development. |

		This will inform the identification of further business sites in the LDP preparation.
14.	Development : Planning & Building Standards	Vacant and Derelict Land Audit completed confirming reduction in vacant and derelict land following successful brownfield housing development.
15.	Development : Planning & Building Standards	LDP Main Issues Report (MIR) Elected Member briefings undertaken to facilitate presentation of LDP main issues to Place Committee on 7th November and full Council on 19th December.
16.	Development : Economic Development	The service has continued to coordinate the development of the Clackmannanshire based projects as part of the City Region Deal bid and has led on the development of the Regional Skills & Inclusion Programme and the identification of our inclusive growth priorities
17.	Development : Economic Development	<p>Economic Development has continued to build on its track record of bringing in external and other funding to deliver labour market activity with the operational 'Clackmannanshire Works' team supporting around 400 individuals annually under a variety of employability programmes :</p> <ul style="list-style-type: none"> • The <i>European Social Fund Employability (ESF) Pipeline programme</i>, which started in April 2015, continues to provide support to unemployed clients (aged 16 – 67) with multiple barriers to employment. We entered phase 2 of this programme in January 2019 which will finish in December 2022. • Along with our partners, Falkirk and Stirling Councils, we are now in the second year of delivering the <i>Fair Start Scotland service</i> which is a Scottish Government contract to deliver intensive employment support to long-term unemployed and those with disabilities and health conditions. • We continue to deliver contracts with Skills Development Scotland for the <i>Modern Apprenticeship</i> and <i>Employability Fund</i> programmes

which predominantly support young people with skills training and employment.

We launched the *Fair Work Incentive* in July 2019 which is an employer recruitment incentive of £2,000 available to employers to create jobs for unemployed people of all ages. The funding for this initiative is through the Scottish Government's new No One Left Behind Employability Funding stream which our service is now managing and also includes the funding available for Activity Agreements delivered by Education Community Learning.

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| 18. | Development :
Economic Development | The Economic Development team continues to oversee the <i>Business Gateway</i> service in Clackmannanshire as part of the Forth Valley Business Gateway Management Group along with Falkirk and Stirling Councils. |
| 19. | Development :
Economic Development | Since April, we have delivered two tender training workshops through the <i>Supplier Development Programme</i> to help local businesses improve their chances of winning public sector contracts. |
| 20. | Development :
Economic Development | We continue to be part of the LEADER management group overseeing the award of funds to facilitate local business and community group investment in the local economy. |
| 21. | Environment : Waste
Services | Implementation of changes to Kerbside (blue box) collection service. Creation of 26 no. communal glass bin sites. Introduction of external assisted collection service for blue boxes. |
| 22. | Environment : Waste
Services | The following contracts have been substantially completed or put in place over the last six months; <ul style="list-style-type: none">• Scottish Materials Framework for Residual Waste (ensuring the Council are in a position to comply with the Scottish Governments (now delayed) biodegradable waste Landfill Ban).• Garden Waste disposal in collaboration with Stirling Council. |

23. Development : Roads & Transportation
- The following contracts have been substantially completed or put in place over the last six months;
- Framework Contract for Roads Maintenance Road Improvements (this is ready for tendering and has been developed in collaboration with Stirling Council),
 - Bridges joint working agreement with Falkirk Council,
 - Traffic Management Framework Contract (for the supply of temporary traffic management at roadworks and other events)
 - Traffic Signals Maintenance Contract
 - Street Lighting Non-destructive Testing Contract
 - Street Lighting Electrical Testing Contract
 - Coal Tar (removal and disposal) Contract
24. Development : Roads & Transportation
- Alva Regeneration: Construction of Phase 1 Brook Street Alva 'School Street' was completed over the summer. Mostly carried out during the school holidays and completed in early September. This project has been designed in collaboration with CAPlan, Alva Community Council and Alva Development Trust's Community Action Plan delivery team. This included a significant level of community decision making as the project progressed through the design stage. The objectives of the project are; speed reduction, increase in active travel to school, removal of parent parking from outside the school, safer routes to the school, improved lighting and environmental improvements.
25. Development : Roads & Transportation
- As a result of the collaboration between Roads & Transportation, Clackmannan Development Trust, Clackmannan Primary School and Clackmannan Community Council, the Clackmannan Regeneration Project has been identified by Sustrans as a Best Practice case study for Council / Community collaboration in the delivery of active travel infrastructure and behavioural change projects. Officers from Roads & Transportation and CDT have been invited to act as facilitators at

- Sustrans' Knowledge Sharing Day'. Sustrans' has produced promotional short film, made in Clackmannan showcasing the work done and including testimonies from Elected Members, Head Teacher, Council and CDT Officers.
26. Development : Roads & Transportation
Local Flood Risk Management Plan: We have concluded the assessment and analysis stage of the Surface Water Management Plan. SEPA has agreed with Roads & Transportation the list of six priority projects in Clackmannanshire. Work is already underway in meeting the objectives of each of the priority projects.
27. Development : Roads & Transportation
Local Flood Resilience: Roads & Transportation has been working closely the communities in Menstrie and Tillicoultry and the process has resulted in the formation of two community resilience groups; Menstrie Community Resilience Group and TIDECO in Tillicoultry, Devonside and Coalsnaughton. These groups are now operating and have faced their first on the ground challenges dealing with flood events in June and August. The success of these groups has been recognised by The Scottish Government who is launching their national Community Resilience Action Plan project at Menstrie which will be attended by Roseanna Cunningham, Cabinet Secretary for Climate Change and Land Reform.
28. Development : Roads & Transportation
The Tillicoultry Burn Flood Warning is now operational and being used by TIDECO. The flood warning compliments the flood warning system on the River Devon and provides sufficient lead in time for the TIDECO and the Council to take mitigating and protection measures in the lead up to a flood event. The flood warning system uses the output of the Council' Tillicoultry Burn Study completed in 2018.
29. Development : Roads & Transportation
Roads & Transportation has completed its annual carriageway resurfacing projects on budget and on programme. This is a £1.5m programme and includes resurfacing of the A907 Marshall and the

B9096 Tullibody Road.

30. Development : Roads & Transportation Roads & Transportation has substantially completed this year's Street Lighting Capital Improvement project on programme. Work is continuing to complete the LED lantern replacement project of which around 94% (8750 no.) of our street lighting units have been converted to LED's. This project has successfully achieved the majority of the targeted financial and carbon reduction savings.
31. Development : Roads & Transportation Sufficient road salt has been procured and stored in readiness for our Winter Maintenance operations and taking cognizance of potential Brexit issues.
32. Development : Roads & Transportation The roads drainage improvement programme is currently on programme and has delivered a number of local improvement schemes including works along the B913, at A91 Pool of Muckhart and Golf Course Road Muckhart and on A907 Clackmannan Bypass.
33. Development : Roads & Transportation The Roads Drainage team has taken on the maintenance of road gulleys in a number of settlements in eastern Fife as a collaboration project with Fife Council. This year's programme has been successfully completed and we look forward to maintaining this arrangement in future years.
34. Development : Roads & Transportation The initial feasibility and business case for advancing the case for the Council applying for Special Parking Area (SPA) status Parking Strategy was completed. Creation of an SPA would decriminalise parking enforcement (DPE) and require the Council to assume the powers (from Police Scotland) to carry out yellow line and parking enforcement on the Councils adopted road network. The feasibility study indicated that whilst the DPE scheme would not be financially cost neutral, it could be delivered as part of a wider strategy that includes the option to charge for parking.
35. Development : Roads & Transportation We have successfully procured our

Transportation	School Travel Plan Co-ordinator through the Smarter Choices Smarter Places fund. The STP Co-ordinator will work with each of our primary schools and nursery schools delivering the Walk Once a Week and Little Feet initiatives and developing each school's Travel Plans and the subsequent action plans.
36. Development : Roads & Transportation	Roads & Transportation has been an early implementer of the new Blue Badge Card Management System (CMS) which is now fully operational. Our Blue Badge Officer has delivered training for both Stirling and Falkirk Council's Blue Badge Officers and has been advising both Councils on how to implement the CMS.
37. Development : Roads & Transportation	<p>By taking full advantage of the newly implemented Blue Badge Card Management System, Roads & Transportation has fully implemented Gov.UK.Pay where our customers can apply and pay on-line for their Blue Badge. This transformational change benefits our customers as it cuts out needless visits to Kilncraigs reception and is showing savings to the Council of £1.00 per individual transaction. As a result of this successful trial, Gov.UK.Pay will be rolled out across all of the Council's services.</p> <p>Similarly we have also implemented Gov.UK.Notify. This system handles all of our e-mails text notices and letters to Blue Badge applicants. It provides a more efficient service to our customers and achieves savings to the Council. Again this will be rolled out across other Council Services.</p> <p>For general mailshots for consultations or changes to processes etc. when we are addressing larger groups, we have now taken on Royal Mail's Print & Post service. This is saving financially and the significant saving in staff time has been noticed already.</p>
38. Regulatory : Environmental Health	Environmental Health continues to work diligently to ensure the Council's statutory obligations to the health, safety and

- welfare of the people of Clackmannanshire are met. Much of this work is unseen by the public eye but is vital to ensure that the people who live, work and visit in Clackmannanshire do so in safety. This is achieved through both programmed and reactive work, engaging with businesses and the public, providing advice, guidance, support and proportionate regulation.
39. Regulatory :
Environmental Health
- Environmental Health progressed with the pilot review of alternative risk rating for food businesses for Scotland. The pilot was followed by a period of implementation and testing for a further 12 months. This bespoke system of risk rating for Scotland, which informs the frequency of food inspections for food businesses, was fully implemented on 1st July 2019. The project involved a significant amount of work and allowed Clackmannanshire Council to be directly involved in the shaping of the final system.
40. Regulatory :
Environmental Health
- The Council has been represented at various food safety working groups over the last two years including those associated with food business interventions, food hazard analysis, charging for official controls and the Scottish Food Enforcement Liaison Committee. The Council has become recognised for our Environmental Health Officer's knowledge and expertise in food safety at a national level.
41. Regulatory :
Environmental Health
- Commencing in April 2018 the service migrated to a new Management Information System (MIS). This involved considerable work which had to be absorbed by the team whilst continuing with work as normal. With effect from April 2019 the service have now fully moved to the IDOX system and are working to ensure that the advantages of the new system are fully utilised and maximised.
42. Regulatory :
Environmental Health
- The service has continued to develop the Council's commitment to air quality management, securing Scottish

Government grants to install new fixed and mobile monitoring equipment throughout the district. This ensures that we can monitor for all statutory parameters in relation to air quality and be in a position to react quickly should any failures occur.

43. Regulatory : Energy & Sustainability

The Home Energy Advice Team (H.E.A.T.) played a pivotal role in helping to tackle local fuel poverty and energy inefficiency by providing advice and assistance to Clackmannanshire residents on how best to use energy most efficiently and at the minimum cost possible and also by assisting them to access funding and grants to improve the energy efficiency of their homes.

As community energy champions the team delivered specialised training on energy efficiency and advocacy skills for members of the Community Well being partnership, provided drop in surgeries for the local community, worked directly with local Syrian refugees and established the Clackmannanshire Local Fuel Forum to share good practice and promote joint working with support agencies and national energy providers.

The team have also been developing a local fuel poverty data base to identify the most vulnerable in the community, This data base is being used to help identify and to tackle fuel poverty in the most vulnerable communities and to help plan ahead for future energy efficiency programmes which help to reduce fuel poverty even further.

44. Regulatory : Energy & Sustainability

During 2018/19 funding was successfully bid for an “ABLE TO PAY” initiative (**funding secured £74,500**) to assist the domestic and non domestic sectors in Dollar and Muckhart to receive energy efficiency advice, energy performance certification of their properties and specialist support to help access funding to install renewable energy and to make their homes and businesses more energy efficient and affordable to operate. This

scheme has targeted 1000 homes and 200 businesses located in the area. Delivery of this initiative is due to come to an end in October 2019 and has helped to develop partnerships with Home Energy Scotland, Zero Waste Scotland and most importantly the local Community. Feedback has been positive and the local Community councils have welcomed presentations and attendance at local Community events.

45. Regulatory : Energy & Sustainability

The team have been working with The Wildlife Information Centre (TWIC) to manage and record on our Local Nature Conservation Sites (LNCS) which is important in helping us to identify and protect vulnerable animal and plant life species. Identification and recording is important to our Planning Services to ensure biodiversity, sustainability and species protection is considered in all planning applications.

46. Regulatory : Energy & Sustainability

The Countryside Rangers service has played a key role in helping to prevent countryside vandalism. Working in partnership with the Police, Youth Services and local community groups the team have taken steps to help tackle problem sites at Gartmorn Dam and to raise awareness of the dangers caused by fire setting. This positive approach helps to encourage our local community to enjoy the outdoors responsibly.

47. Regulatory : Energy & Sustainability

The team project manage the Council's planned Park's and Play Area Capital projects programme. The programme for 19/20 is on schedule with the design work for upgrades at Kirkstyle Park, Dollar and Moss Road Park in Tillicoultry having been completed. Preparations are underway for work on the ground to be undertaken over the winter months.

48. Regulatory : Soft FM

As a result of a norovirus outbreak in schools additional equipment, in the form of electrostatic sprayers, was purchased to enable more efficient and effective disinfection to take place during such incidents.

Changes have also been made to the type of cleaning chemicals used during an outbreak to a more effective type whilst also saving money.

An exercise of swab testing to check the effectiveness of cleaning procedures has commenced and the results of this are expected during the third quarter of this year.

49. Housing
- Joint working between the tenancy management team and housing operations trades teams have seen measurable improvement in the area of void property working –
- Void property turn around time reduced overall from 55 days in 2016-17, to 36 days in second quarter of 2019, this slightly higher than the 33 days reported in 2018-19 and the target turn around time of 35 days.
 - Increased tenant satisfaction with process/property – this up to 99.5% in second quarter of 2019, previously at 98%.
 - Reduction in void rent loss currently at 0.75% for second quarter of 2019
 - Reduced dependency on bed and breakfast accommodation overall.
50. Housing
- Repairs – At end of second quarter of 2019 the average length of time taken to complete an emergency repair to tenant properties is just 3.76 hours with 95% of repairs completed “right first time”.
51. Housing
- Extensive Tenant Satisfaction Survey completed within first quarter of financial year 19-20, almost 20% of total housing stock surveyed engaging with our tenants on matters that directly impact them, this in line with the Scottish Social Housing Charter Outcomes. Previous survey results evidenced that 94% of tenants were either very satisfied or fairly satisfied with the overall service provided, this figure has decreased slightly to 91%.
52. Housing
- New Tenant Participation Strategy for 2019-2023 currently being worked on for roll- out late 2019, this working in

conjunction with Paragon HA and The Tenant Information Service (TIS).

53. Housing Extensive programme of staff training upskilling housing employees to undertake key works which would otherwise have to be contracted out. This ongoing through a planned programme of training throughout 2019-20.
54. Housing Multi award winning apprentice trades personnel now employed full time by the Housing Service securing jobs for young local people who have excelled in their area of expertise and providing excellence in the quality of service provided to our tenants. In second quarter of 2019 four time served apprentices have been recruited into full time trades positions.
55. Housing Focus on health and safety within the workplace with increased emphasis placed on all employees to take responsibility for ensuring the housing service is a healthy and safe place to work. This ongoing throughout 2019-20 via planned training programmes and in house toolbox sessions.
56. Housing A programme of property purchase from the open market continues on a year to year basis with the entire property journey from initial survey and purchase to refurbishment and letting managed by in house staff. This is a joint effort by staff working within property and housing departments due to continue through to end of financial year 2019-20.
57. Housing Vast reduction in sickness absence levels across the housing service owed to increased management focus on administration of process/procedures in this area. At end of second quarter sickness absence within areas of housing and property has maintained at a steady level with less than 10 staff absent due to ill health.
58. Housing Improvement and modernisation of the Kelliebank Depot to create a safer working environment for all working from

this location. Works completed within the first quarter of 2019-20 saw the end of agreed capital improvement works to increase and improve security and site safety within the depot.

59. Housing

Our work with Vanguard Scotland using the principles of thinking about customers and what they want. One person dealing with them end to end to make their journey better. In our Housing Options Team (HOT) one officer deals with the customer from application to sign up.

Generic Officers in the Tenancy Management Team (TMT) deal with customers from the point of allocation to end of their tenancy. This included rents which were brought back into Housing. Despite impact of UC we are working hard to mitigate this - 18/19 saw our first decrease, however slight, in gross rent arrears.

Allocations are now based at Kelliebank so the officers responsible work along side their colleagues who are inspecting and carrying out the work require to our void properties. First viewings with the customer are arranged as soon as possible to ensure we carry out the work they want to the property. The first viewing will also include an officer from the HOT or the TMT.

60. Housing

We were required to review the Allocation Policy, seek approval from Council and review the waiting list by 1st May 2019.

Despite delays in receiving the model tenancy agreement - got the necessary changes required by law completed and ready for tenants to sign up on 1st May 2019.

We continue to work on the Changes to Tenancy Rights which come into force on 1 November 2019, this included producing information which had to be sent out to all tenants by 1 November 2018.

61. Housing

The Tenancy Management Team manage

a 200K capital budget per annum. This budget is used to deliver small transformational improvements at estate level in many cases proposed by it's tenants. Examples over the past two years of improvements delivered include ;

- An upgraded children's play park in Maree Court, Alloa. This included new equipment and the installation of a child friendly surface.
- The installation of CCTV at a number of common closes throughout the county including Cairnton Place, Tillicoultry and Branshill Park, Sauchie which have assisted Police Scotland in terms of crime prevention and detection. It has also given residents much needed peace of mind and in so doing promotes community safety.
- A number of additional car parking spaces have been created in our estates by removing and tarring some grassed areas owned by the Housing Service. A good example of this is in Garden Terrace, Clackmannan where 9 parking bays were delivered by the Council's Roads Team in an area heavily congested with cars.
- Some larger gardens which had proven difficult to manage have been transformed in to low maintenance plots which the tenants involved have found easier to use and tend to. An example of this is in Lambert Terrace, Alloa. In the rear gardens disused sheds and outbuildings were removed as was shrubbery and grass. In there place gravel was laid and new fencing erected to a high specification.

We are currently working with our colleagues from the Council's Roads team to deliver bespoke improvements and add value to areas they are currently working in. Most recently this has seen a drying area in McKinlay Crescent / Sutherland Avenue completely tarred which will provide a smooth low maintenance surface for residents.

62. Housing

From LHS review document :

- 176 new build completions 2017/18 -

2018/19

- £782k town centre funding to Tillicoultry to help fund 17 bungalows for older people
- Review of allocation policy complete
- Proposals for Alloa Town centre housing development for older people received planning permission. Start on site proposed for Autumn 2019
- Joint working with social care partnership to facilitate joint research and enable gaps in specialist housing to be identified and implemented.

63. Housing

The overall Housing Condition within Clackmannanshire Council is very good and has benefited from being well managed with continued investment over a number of years.

We have excellent continued SHQS Compliance in Housing Stock – 97.2% Compliant – We continue to be one of the top performing councils in Scotland.

SHQS failures in the main involve tenants who have refused upgrades or works where sharing Private Owners have vetoed proposed upgrades.

64. Housing

HRA Capital Programme of £8.7m is continued to be delivered and managed well and in turn enhancing our assets and improving the Housing conditions for our customers.

This programme now includes significant works being undertaken by our own trades resource on a programmed basis from Kelliebank (20 Year Rolling Kitchen Replacement Programme and Bathroom Adaptations / Replacement). This is a positive for the service and for our trade's resource.

From April to September a further 111 Kitchens have been upgraded. This is providing workflow continuity for our own trades.

The Customer Satisfaction Key Performance Indicators scores for this work are excellent.

Bathroom adaptations are now being designed by our own staff at Kelliebank (Patricia Fraser) and delivered by our own trades. Previously this was work that was carried out by external consultants and contractors. From April to September 27 disabled bathroom adaptations have been carried out through to completion.

65. Housing

Upgrades to Non-traditionally Built stock - Over 900 properties have been upgraded between 2012 and 2019. This has future proofed the Housing Assets addressing fuel poverty and lowering carbon emissions and enabling customers to reduce their fuel costs. - Examples can be seen at Craighorn Road in Alva (Weir Timber) and Cruden Homes in Lochies Road Clackmannan , Bowmar , Schaw Court Sauchie , Devonway Clackmannan , Carseview , Coalsnaughton , Sauchie

We have now developed a scope of works to upgrade the remaining 17 Weir Multicom houses located within Alva South and Building Warrant applications have been submitted in September 2019. We have agreement to complete two pilot homes once approvals granted. These properties are longstanding known "Difficult to Treat "houses.

66. Housing

As stated above there is continual good progress within the Housing Services HRA Upgrade Programme –

- Roof replacement has been completed to the Islands Courts within Bowmar area of Alloa
- Roof Replacement and Render Upgrade are being concluded within the Scott Crescent/Engelen Drive areas of Bowmar Alloa . Further Roof and Render works are scheduled for areas of Sauchie and Clackmannan before April 2020. We have a new Roof and Render Term contract agreed in February 2019 for 4 years. Although this is with an external supplier, this is having a benefit for local suppliers providing stone chips, Local Plant Hire Companies and furthermore local trades and

professionals have been recruited on the back of this four year contract. For example the contractor has appointed a Contract QS from Clackmannan to work on this programme.

- There has been good progress with the Window Replacement Programme with 215 homes upgraded from April to September 2019 . The programme continues through to April 2022. Once again although this is with a external supplier from Perth, several local trades and professionals have been appointed and have secured employment on the back of this contract.
- The Electrical Testing Programme has commenced in April 2019 and is seeking to test 800 properties on a 5 year rolling programme . The programme commenced in April and is progressing well. We are currently testing 25 homes per week and furthermore , upgrading the hard wired smoke detector systems to 25 properties per week also.
- The Central Heating Replacement Contract 2019-23 commenced in September 2019 and to date 25 homes have been upgraded to date. A total of 140 properties are scheduled to be upgraded prior to April 2020. This will further enhance our EESSH position.
- Secure Door Entry Programme – Works are underway to upgrade 15 Common Entrance Close entrances within Alva South . This is expected to be finalised by November 2019. This includes an upgrade of the Secure controlled door entry system , re-painting of the stairwells , enhancement of the lighting and the fitting of emergency lighting.

Fencing Programme – Works are currently progressing within areas of Tillicoultry and at Beechwood Sauchie .

67. Housing

Established Housing Programme - 30 year HRA Capital Programme – As above this is planning and delivering elivering key refurbishments of the HRA Assets -

Example in Bowmar Alloa and within Alva Westercroft .

68. Housing
- Housing Stock Condition Surveys are being Carried out to our domestic assets on a rolling programme of inspection. This is avoiding the need for external consultants and strengthens our Capital Planning processes. A total of 503 external surveys were completed and 150 internal surveys completed last financial year. We are on course to complete the same number in 2019-20.
69. Housing
- Good progress is continuing in terms of Public Buildings Repairs and Compliance and momentum has certainly being sustained . A full synopsis was included in the compliance report to Council in September 2019 and this was well received by the members.
- These continue to be managed with costs stringently monitored. Last year delivered a saving of £20k on previous years.
70. Housing
- General Fund Projects**
- The project was completed upgrading Clackmannan Primary School. This concluded in August 2019.
- Project was also completed upgrading the Electrics to St Serfs Primary School Tullibody . This was concluded under the projected budget saving £7k.
- The Project to relocate the Sauchie Library into Sauchie Hall building was completed for opening on the 27th of July 2019. This was delivered under the reduced budget.
- Defective windows at the Spiers Centre were replaced via a latent defect through the previous contract with Marshalls Construction – This in turn saved the council £35,000.
- Upgrades to School Kitchens to take on Early Years 20/20 provision at Coalsnaughton , Set Serfs and Banchory Primary Schools

Replacement and Upgrade of the Fire System at Park Nursery

Further improvements to waste management at Kelliebank depot along with lighting upgrades within the yard with LED lights .

Improved disabled access at Clackmannan Primary School.

71. Housing

In terms of Procurement , Several longer term contracts have been agreed since April 2019 these being –

- A 4 year term Brickwork and Structural Upgrades Contract with a local Supplier Lasman Builders Alloa 2019-23
- Central Heating Replacement Contract with PH Jones 2019-23 – This will deliver our 4 year planned central heating replacement programme to our domestic assets. Works have started.
- Damp Rot Works Term Contract – 2019-23- With a locally based supplier MAB Grangemouth. This will allow damp and rot works to be carried out and costs managed through a schedule of rates moving forward.
- Floor Covering Replacement Contract 2019-23 – Due to be awarded in November 2019
- Multi Trade Contract 2019-23 – Due to be awarded in October 2019
- Water Management and Testing – 2019-22.

72. Housing

Significant Improvement and progress has been made in terms of Public Buildings Electrical Compliance –

- Primary School Estate has been fully upgraded and with compliant Emergency Lighting and PAT Testing.
- Clackmannan Primary School has had complete new mains incoming switchgear installed and is now fully compliant. Emergency lighting has been enhanced
- Spiers Centre is now fully compliant in terms of Emergency Lighting , Fixed

- Wire Testing and PAT Testing
- Kilncraigs has been fully PAT Tested and is due to have the fixed wire testing concluded within October 2019 . Emergency lighting has been enhanced in Kilncraigs . This was a long standing outstanding issue.

The testing and remedial works contract for Public Buildings is now is progressing well and work is being carried out by our own trades where possible. The Electrical Project Coordinator has been appointed and genuine progress is being made addressing outstanding work.

73. Housing

Energy Performance Certification is now carried out by our own officer following training. Since April 2019, a further 60 homes have been surveyed by Gill Millar . This assists the Housing Service in the overall management of EESSH Compliance.

74. Housing

Since April 2019 , Two Senior Officers have completed the BOHS P405 Management of Asbestos In Buildings Qualification .

A further 6 Officers have completed the BOHS P402 Asbestos Surveying Qualification.

Extensive Training has been undertaken by Repairs and Public Buildings Management Team on the following subjects –

- Legionella and Water Management
- CDM Regulations & Awareness
- PASMA Tower Scaffolding Operation
- Scaffolding Inspection
- Confined Space Working

3.2. **Service Performance**

The Service Performance Indicators, Improvement Actions and updated Risk Register are contained in Appendix 1

4.0 **Sustainability Implications**

- 4.1. There are no immediate implications of this report. However, as reported to Council at the October, the service is preparing an updated Sustainability and

Climate Change Strategy which will be brought through governance in early 2020.

5.0 Resource Implications

5.1. Financial Details

To date, financial performance has been the subject of a separate out-turn report which is presented to the Committee at each cycle. However, it is the intention to combine Finance and Service Performance into a single report for each cycle, with effect from the next Place Committee meeting.

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

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

5.4. Staffing

5.5. There are no staffing implications relating to this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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)

Local Development Plan
Strategic Housing Investment Plan (SHIP)
Local Housing Strategy
Asset Management Plan – Public Buildings
School Estate Strategy
Rapid Re-housing
Waste Collection (Household Charter)

Scottish Housing Regulator Assurance Statement
 HRA Financial Business Planning Review (Mid Cycle Review)
 Tenancy Management Policies (Evictions, Short Scottish Secure Tenancies (SSST), Estate Management and Abandoned Properties)
 Code of Practice for Litter and Refuse
 Smarter Choices Smarter Places (SCSP) Strategy
 Sustainability and Climate Change Strategy
 Community Empowerment – Allotments and Food Growing Strategy
 Transport/Parking Strategy
 Road Assessment Management Plan
 Local Transport Strategy
 Road Asset Safety Inspection (Risk Based Approach)

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

APPENDIX 1 - Place Directorate Business Plan 2019-20 Half Year Progress Report.

11.0 Background Papers

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

Clackmannanshire Council Business Plans – report to Council 22nd August by Chief Executive.

Author(s)





NAME	DESIGNATION	TEL NO / EXTENSION
Pete Leonard	Strategic Director (Place)	Extension : 2533




Approved by

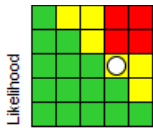



NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

Half Year Progress Report

Key to Symbols

Indicators	
Status	
Compares actual performance with target	
	Alert
	Warning
	Meeting or close to target
	Unknown

Actions	
Expected Outcome	
	Will complete within target dates
	Will complete, but outwith target
	Will 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. See Corporate Risk Management guidance.	

Performance Information Groupings




Sections 1 – 3 of this report contain the Directorate’s Performance Indicators, section 4 shows Actions and section 5 shows risks.



Where quarterly performance information is available, it is included in section 1, and section 2 includes indicators where provisional 2018/19 figures are available. Many of the Directorate’s indicators come from the Local Government Benchmarking Framework (LGBF), which has some inherent delays (such as final sign-off of annual accounts before cost indicators can be calculated), as well as particular quality assurance processes around sourcing and verifying data from national bodies. 2018/19 LGBF data will be available to authorities in December 2019, and will be reported to Committees as soon as possible after this (Corporate Plan/LGBF reports and Business Plan end of year reports).

1. Quarterly Performance Indicators

Code	Description	2017/18	2018/19	Q1 2019/20	Q2 2019/20	Target	Status	Latest Note	Lead
HMO ALL 035	Rent loss due to empty (void) properties	0.99%	1.14%	0.18%	0.75%	0.90%		The % of rent lost due to properties being empty has reduced up to the end of quarter 2 compared with the full year figure 2018/19, this is due to the amount of properties becoming void decreasing by 28 compared to this time last year and has also contributed to the improvement of performance in void turnaround time.	Tenancy Services Coordinator - Housing Options; Team Leader Tenancy Services
HMO PRO 006	Average working days to complete non-emergency repairs	4.14	6.22	6.71	7.26	7.50		There has been a slight increase in the time it takes for us to complete non emergency repairs. This year we have faced resource issues in some of the trades. We have also dealt with a high number of complex repairs that take us longer to complete such as fire damaged properties and dampness repairs. Some adverse weather has meant our external repairs are taking longer to complete. Our aim is to provide more first time fixes, this can lead to increased time spent on some repairs. To try and improve our performance we are recruiting more trade staff to deal with the demand.	Senior Housing Officer
HMO TEM 011	Rent arrears as a % of rent due in the year	9.06%	9.05%	9.41%	10%			This figure has increased. Universal Credit is having an adverse affect on our ability to recover rent arrears.	Team Leader Tenancy Services

2. Annual Performance Indicators (18/19 - Provisional Figures Only)

Code	Description	2016/17	2017/18	Scotland	2018/19	Target	Status	Latest Note	Lead
EDE EMP 005	Unemployed people assisted into work via Council employability programmes	9.5%	12.5%	14.4%	10.0%	14.4%			Development Services Manager
ASM FAC 02a	Council buildings in satisfactory condition (by floor area)	97.6%	97.6%	86.3%	97.6%	95.0%		Indicator has stabilised and matched last year's figure of 97.6%. Property Improvements continue to be made following further Capital Spending on the Primary Education Estate. These improvements will enhance capacity and property condition. Public Toilet closures have been updated. Community Asset transferred buildings are categorised as leased properties, therefore omitted from calculations.	Service Manager Housing
ASM FAC 03a	Operational buildings suitable for current use	85.5%	85.5%	81.0%	79.7%	85.0%		Building suitability gives cause for concern - the new criteria for Educational establishments published in 2017 has now been applied and some schools are now categorised as C for suitability. It is expected however that this indicator will improve following further Capital Spending on the Primary Education	Service Manager Housing

Code	Description	2016/17	2017/18	Scotland	2018/19	Target	Status	Latest Note	Lead
								Estate, currently underway in Clackmannan PS, Craigbank PS and Tullibody South Campus. Annual assessments for suitability and condition are reported each year to Scottish Government - Core Facts Monitoring and control of mandatory testing and certification, for items such as Fire Risk Assessments, Legionella and fixed wire electrical testing in our operational buildings continues to improve. Extensive Asbestos Management Plan surveys have been commissioned and continue to be updated.	
HMO HPI 005	Council housing meeting all Scottish Housing Quality Standard criteria	97.30%	97.66%	93.90%	97.73%	100.00%		Out of our current stock of 4943 properties, 4831 meet the SHQS. 112 properties are in abeyance. Of the 112 properties in abeyance, 85 fail on health safe and secure due to defective secure door entry systems located within areas that require large scale regeneration. 6 properties failing due to serious disrepair are due to wall render failures within a mixed tenure common block of flats, we will attempt to upgrade this financial year. 4 properties failing due to serious disrepair an external and external staircase collapse. This is currently awaiting building control sign off after completion of work. 17 properties in Alva failed energy efficiency standards due to building type. Currently a programme of work has commenced to clad with thermal render system or alternatively internal wall insulation.	Team Leader - Planned Works & Compliance
HMO HPI 013	Council houses that are 'energy efficient' (SHQS)	100.00%	100.00%	97.15%	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. (4943 properties meet appropriate NHER or SAP ratings). The target date to meet ESSH is May 2020.	Team Leader - Planned Works & Compliance

3. Annual Performance Indicators (17/18 only - 18/19 data available Dec-2019)

Code	Description	2015/16	2016/17	2017/18	Target	Status	Scotland	Latest Note	Lead
DEV DMA 01b	Cost per local planning application	£7,841	£5,734	£6,598	£4,565		£4,819	Variable depending on number of applications received by small planning team compared with Scotland average.	Team Leader Planning & Building Standards
DEV DMA 01c	Average weeks to process commercial planning applications	6.1	9.5	8.2	9.6		9.3	Improved following performance focussing.	Team Leader Planning & Building Standards
DEV DMA 11a	Immediately available employment land (as % of land allocated for employment in Local Development Plan)	19.0%	9.1%	9.1%	*1		40.8%	Available land supply remains consistent and will be monitored in preparation of next Local Development Plan.	Team Leader Planning & Building Standards; Development Services Manager
DEV LFR 026	Cost of Economic Development & Tourism per 1,000 population	£33,119	£47,128	£55,355	*1		£91,806	This relates to expenditure as opposed to cost and includes capital as well as revenue. The net revenue budget for Economic Development has declined in recent years.	Regulatory Services Manager
EDE LGB B1b	Business gateway startups per 10,000 population	20.6	21.4	21.8	21.4		16.8	Performance remains consistent.	Development Services Manager
EDE LGB B2a	Residents earning less than the Living Wage	24.6%	24.8%	21.3%	*1		18.4%	The figure shows improvement which is to be welcomed. It is still, however, worse than the Scottish average and earnings for women continue to be very low.	Development Services Manager
EDE LGB B3a	Properties with Superfast Broadband	87.0%	92.0%	93.7%	*1		91.1%	A small improvement shown.	Development Services Manager
EDE SLD 19a	Town vacancy rate (vacant retail units as % of total units) - Alloa town centre only	9.8%	5.9%	N/A	*1		11.5%	Improvement Service declined to use the data gathered due to the methodology used to collect it.	Development Services Manager
ENV LAN 01a	Cost of parks & open spaces per 1,000 population	£18,984	£26,446	£13,955	£20,432		£19,814	Capital works remained consistent but maintenance reduced due to ceasing to maintain land not owned by Council.	Land Services Contracts Manager
ENV SHS POS	Satisfaction with parks & open spaces (3 year average)	86.7%	88.0%	87.0%	86.0%		85.7%	Standards dropped slightly from last year due to budget constraints but still above Scottish average.	Land Services Contracts Manager
ENV SHS STR	Satisfaction with street cleaning (3 year rolling average)	80.7%	76.7%	62.7%	72.3%		69.7%	Standards have dropped quite considerably in the last 2-3 years and are below Scottish average due mainly to vehicle breakdowns and a reduction in staff resources.	Performance & Quality Officer
ENV SHS WMA	Satisfaction with refuse collection (3 year rolling average)	88.3%	84.3%	77.0%	81.7%		78.7%	While contributing to service efficiency and cost, the three-weekly collection of landfill waste has generated	Performance & Quality Officer


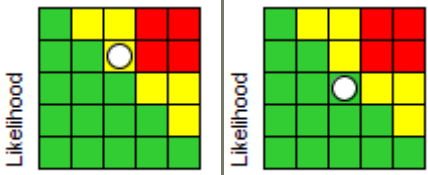
*1 5 Economic Development indicators were added to the Local Government Benchmarking Framework 6 months after the end of the 17/18 reporting year, therefore targets were not set in advance for 17/18, but have now been set for 18/19.


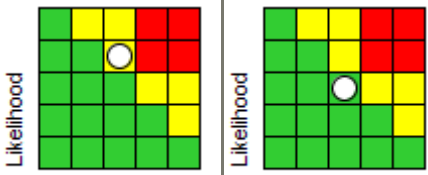
Code	Description	2015/16	2016/17	2017/18	Target	Status	Scotland	Latest Note	Lead
								a significant rise in level of complaints from residents.	
ENV STR 02e	Street cleanliness score (% 'acceptable')	96.6%	94.7%	93.5%	93.9%	✓	92.2%	Performance consistent with reduction in staff resources and high level of vehicle breakdown	Environment Service Manager
ENV STR 04a	Cost of street cleaning per 1,000 population	£13,084	£13,846	£13,081	£13,007	✓	£15,551	Costs per head of population still below the Scottish average but standards have dropped.	Environment Service Manager
ENV WMA 02c	Cost of refuse collection per premise	£52	£67	£56	£67	✓	£66	Drop consistent with efficiencies arising from change to three weekly residual waste collections.	Environment Service Manager
ENV WMA 02d	Cost of refuse disposal per premise	£105	£104	£98	£104	✓	£98	Drop consistent with behavioural change, encouraged by intervention strategies around improved recycling and reduced frequency of collections of landfill waste.	Environment Service Manager
ENV WMA 04c	Household waste composted or recycled	48.1%	56.5%	59.5%	56.5%	✓	45.6%	Increase consistent with behavioural change, encouraged by intervention strategies around improved recycling and reduced frequency of collections of landfill waste.	Environment Service Manager
RAT RCI 001	A class roads that should be considered for treatment	23.6%	22.2%	25.1%	25.0%	✓	30.2%	Condition slightly down on 2016 relating to proportion on budget spent on network.	Roads & Street Lighting Team Leader
RAT RCI 002	B class roads that should be considered for treatment	28.5%	26.3%	29.4%	30.0%	✓	35.9%	Variance due to only 50% of network being surveyed annually	Roads & Street Lighting Team Leader
RAT RCI 003	C class roads that should be considered for treatment	32.5%	28.4%	30.8%	30.0%	✓	36.2%	Variance due to only 50% of network being surveyed annually	Roads & Street Lighting Team Leader
RAT RCI 004	Unclassified roads that should be considered for treatment	41.9%	41.8%	41.9%	42.0%	✓	39.0%	Only 10% of network surveyed annually	Roads & Street Lighting Team Leader
RAT RDS 024	Cost of maintenance per kilometre of road	£14,160	£16,676	£17,624	£10,338	✗	£10,547	Includes capital spend therefore a higher cost per km highlights committed investment in this asset group.	Roads & Street Lighting Team Leader
RGY EHE 014	Cost of Environmental Health per 1,000 population	£11,974	£15,248	£13,158	£16,654	✓	£15,496	Budget savings have continued to be made by the EH service. More generic roles have enable specialist posts to be reduced.	Regulatory Services Manager
RGY TST 004	Cost of Trading Standards per 1,000 population	£3,057	£2,921	£2,430	£3,725	✓	£5,890	A re-structuring of the service has led to a slight reduction in management costs and therefore the cost of the service.	Regulatory Services Manager

4. Actions

Code	Description	Expected Outcome	Progress	Due Date	Completed Date	Latest Note	Lead
PLC 190 D01	Parking Strategy including developing a Business Plan for the adoption of Decriminalised Parking Enforcement	✓	0%	31-Mar-2020			Development Services Manager
PLC 190 D02	Prepare and implement Community Engagement Plans to develop Town Centre Regeneration Projects: Alva 2018 – 2020	✓	0%	31-Mar-2020			Development Services Manager
PLC 190 E01	New IT – costing system	✓	0%	31-Mar-2020			Roads & Street Lighting Team Leader
PLC 190 E02	Implement changes to waste collection services	✓	0%	31-Mar-2020			Roads & Street Lighting Team Leader
PLC 190 H01	To acquire a fit for purpose IT system to encompass all Housing statutory, regulatory and customer delivery needs	✓	50%	31-Mar-2020		Recent discussions have been held and are progressing with Falkirk Council to collaborate on this project, as their outputs and minimum requirements are very similar to our own, This as a minimum will enable both Councils to learn and adapt our tender specification and approach to the market. If the collaboration moves further, then we could realise benefits from a joint procurement exercise.	Service Manager Housing
PLC 190 H02	Transfer of travelling persons site to HRA	✓	65%	31-Mar-2020		Report due to December Council, to formally approve the transfer of the site and management.	Service Manager Housing
PLC 190 H03	Implementation of Rapid Rehousing proposals	✓	50%	31-Mar-2020		Research proposals being discussed with a working group of key staff including the Chief Executive, a pilot activity involving Police, Social Work, Housing and other partners due to start in January 2019 to test out joint and collaborative front line working.	Service Manager Housing
PLC 190 P01	Asset Management Strategy for Corporate Public Buildings to be completed including stock condition surveys	✓	33%	31-Mar-2020		Approval given at September Place Committee for additional surveyor staffing resource, HR Recruitment approach being developed.	Strategic Director of Place
PLC 190 P02	Learning estate strategy	✓	66%	31-Mar-2020		Cross working group established with Education and Place. Strategy being refined taking account of current school building conditions and investment requirements and house planning assumptions.	Asset Manager

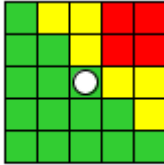
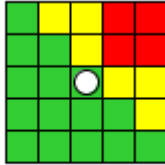
5. Risks

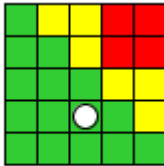
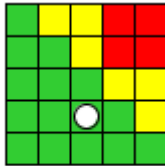
ID & Title	Loss of Staff Knowledge, Skills and/or Goodwill		Approach	Treat	Status		Lead	Strategic Director of Place	Current Rating	12	Target Rating	9	
PLC DRR 002													
Description	The lack of a corporate approach to knowledge management leads to the loss of tacit information, knowledge and experience held by staff members as the workforce contracts due to reducing budgets, which also reduces ability to appropriately train and develop staff.												
Potential Effect	Neglect of key or statutory duties if remaining staff are unaware of requirements or unequipped to fulfil them, increased pressure on staff, reduced satisfaction, morale and willingness to add value or contribute to improvement activities, complacency, lowered standards, increased absence and future recruitment difficulties.												
Related Actions	PLC 190 R07	Training records collated for full service and training plan established.	Internal Controls	Attendance & Wellbeing Policy				Likelihood	Impact	Likelihood	Impact		
	PLC 190 R08	Continue assessment of demand and current resource and skill base to address gaps.		Information Management Strategy									
	PLC 190 R09	Establish mentoring of / for report authors and line managers		Learning & Development Strategy									
Latest Note	This risk is being managed through the related actions. In addition, a system of recorded handover notes is in place as part of the exit process. Also a process of skills auditing has begun across the directorate, beginning with the Housing service.												

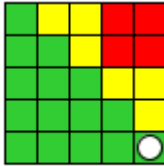
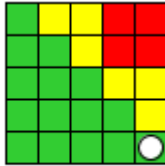
ID & Title	Strategies Do Not Provide Clear, Deliverable Direction		Approach	Treat	Status		Lead	Strategic Director of Place	Current Rating	12	Target Rating	9	
PLC DRR 003													
Description	Policies and strategies do not clearly set out realistic actions to achieve the required outcomes within appropriate timescales with available resource.												
Potential Effect	Unfulfilled objectives, loss of balance between project work and core service delivery, resulting in backlog of unmet demand, or negative reports from regulatory bodies and closer future scrutiny, all with additional reputational damage.												
Related Actions	PLC 190 R04	Review the Local Housing Strategy	Internal Controls	Business Planning Process				Likelihood	Impact	Likelihood	Impact		
	PLC 190 R05	Complete the Asset Management Plan 2018-2023		Committee Approval Process									
	PLC 190 R06	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.											
Latest Note	This risk is being managed through the related actions. The Director is currently reviewing the range of strategies that are under development in order to ensure that they align with corporate priorities and that engagement with stakeholders is carried out at an early stage of the process.												

ID & Title	Resources Reduce Below Manageable Levels	Approach	Treat	Status		Lead	Strategic Director of Place	Current Rating	12	Target Rating	5
PLC DRR 001											
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.							Likelihood 	Impact 		
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	PLC 190 R01	Organisational Redesign	Internal Controls	Budget Strategy & Monitoring							
	PLC 190 R02	Appoint Senior Managers		Corporate Asset Management Strategy							
	PLC 190 R03	Attendance Management Group		Interim Workforce Strategy							
Latest Note	New Director now in post and recruitment of senior managers is at an advanced stage. Therefore the likelihood of the risk occurring, and the overall risk rating have reduced.										

ID & Title	Focus on Transformation Rather Than Need	Approach	Tolerate	Status		Lead	Strategic Director of Place	Current Rating	9	Target Rating	9
PLC DRR 004											
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.							Likelihood 	Impact 		
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	PLC 190 R06	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.	Internal Controls	Customer Consultation & Engagement							
	CRR P&P TP1	Refocussing of Corporate Transformation Programme on current priorities		Tenant Participation Strategy							
	CRR P&P TP2	Refinement of Corporate Transformation processes and governance mechanisms		Vanguard Principles & Techniques							
Latest Note	Transformation business cases are being developed in line with the emerging corporate approach. These will ensure that key outcomes are identified and benefits realisation is achieved. A corporate prioritisation tool has been created which will assist in identifying which transformation business cases will be resourced.										

ID & Title	Missed Improvement Opportunities	Approach	Tolerate	Status	✔	Lead	Strategic Director of Place	Current Rating	9	Target Rating	9
PLC DRR 005											
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.							Likelihood 	Impact	Likelihood 	Impact
Potential Effect	Systems Thinking 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	CRR P&P TP1 Refocussing of Corporate Transformation Programme on current priorities	Internal Controls	Invest to Save Principles & Processes								
	CRR P&P TP2 Refinement of Corporate Transformation processes and governance mechanisms		Corporate Transformation Programme								
Latest Note	Transformation business cases are being developed in line with the emerging corporate approach. These will ensure that key outcomes are identified and benefits realisation is achieved. A corporate prioritisation tool has been created which will assist in identifying which transformation business cases will be resourced.										

ID & Title	Lack of Appropriate Governance or Scrutiny	Approach	Tolerate	Status	✔	Lead	Strategic Director of Place	Current Rating	6	Target Rating	6
PLC DRR 006											
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.							Likelihood 	Impact	Likelihood 	Impact
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	PLC 190 R09 Establish mentoring of / for report authors and line managers	Internal Controls	Pentana Performance Management System								
			Governance & Audit Processes								
			Committee Approval Process								
Latest Note	The Director has put in place a process and timetable for review, challenge and authorisation to ensure that the appropriate governance processes are followed.										

ID & Title	Strategies Do Not Meet Local/Corporate/National Needs	Approach	Tolerate	Status	✔	Lead	Strategic Director of Place	Current Rating	5	Target Rating	5
PLC DRR 007											
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.							Likelihood 	Impact	Likelihood 	Impact
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	PLC 190 R04 Review the Local Housing Strategy	Internal Controls	Customer Consultation & Engagement								
	PLC 190 R05 Complete the Asset Management Plan 2018-2023		Community Safety Partnership Strategy								
			Committee Approval Process								
Latest Note	This risk is being managed through the related actions.										

