

The background of the slide features a large, faint, light blue outline of the City of Vancouver coat of arms. The crest includes a crown at the top with four maple leaves, a shield divided into four quadrants (top-left: a saltire, top-right: a stag's head, bottom-left: a sailing ship, bottom-right: a grizzly bear), and a banner at the bottom with the motto 'CITY OF VANCOUVER' in a stylized font.

Agenda Item

6

Development Services Performance Update

Falkirk Council

Title: Development Services Performance Update
Meeting: Performance Panel
Date: 23 March 2017
Submitted By: Director of Development Services

1. Purpose of Report

- 1.1 This report sets out a summary of Development Services performance for the period 1 April to 31 December 2016 and includes an update on our:
- key priorities;
 - key areas for improvement;
 - significant challenges, risks and changes in Service pressures since the last Performance Panel update;
 - important indicators; and
 - engagement with our customers.
- 1.2 The attached Performance Panel Statement seeks to update Members on progress towards achieving the important actions and indicators drawn from our Service Performance Plan.

2. Recommendation(s)

- 2.1 **The Performance Panel is asked to note the performance of Development Services over the period 1 April to 31 December 2016.**

3. Key Priorities

- 3.1 We have set out the following key priorities for our Service in our Service Performance Plan 2016-2019. These are;
- Priority One: Developing and promoting a strong local economy**
- Priority Two: Protecting our communities and the environment**
- 3.2 We continually monitor progress on the actions within our Service Performance Plan. We have identified 43 actions which ensure the above priorities are met. Progress on each of these is provided in the attached Performance Panel Statement (Appendix 1).
- 3.3 The Performance Panel Statement also includes our important performance indicators.

4. Key Areas for Improvement

- 4.1 Development Services has continued with its programme of service reviews since the last report to the Performance Panel in October 2016. The involvement of the Improvement Groups is an integral part of the review process. This provides a means of enabling best value through better integration of services or targeting improvements to reflect customer demand or other external pressures. It enables the service to address restructurings, budget or service pressures. We aim to achieve service enhancements and, where possible, efficiencies from these actions. We are implementing a rolling programme of this review and service improvement activity covering each service division to help demonstrate continuous improvement and contribute towards achieving the Council's objectives.

Service Review Programme:

Area	Significant Area for Review	Year
Environmental Health, Trading Standards & Community Safety	Effectiveness of service delivery following integration.	16/17
Roads and Grounds Maintenance	Effectiveness of service delivery following integration.	16/17
Planning & Environment	Integration of bereavement services and parks into this unit.	16/17
Employment & Training	Impact of structural changes	17/18

- 4.2 The review of Environmental Health, Trading Standards & Community Safety has arisen as a consequence of service restructuring including the retiral of the former Manager and the transfer of the Community Safety team to Development Services. The review focuses on delivering an effective management structure and integration of the teams to connecting its various statutory and non-statutory services. It aims to enable more efficient service delivery targeted to key areas of community concern in environmental protection, food safety and anti-social behaviour. The review process is underway and will be completed by the end of March 2017. Coinciding with this work a recent audit of the Council's food safety services has taken place and its findings will contribute to the review
- 4.3 The scope of the Roads and Grounds Maintenance review includes the closer integration of the grounds maintenance function with the roads service. The outcome is to ensure efficient delivery of the grounds maintenance service with a reduced workforce and budget. The review process was completed in December 2016 and the integration of the two units continues including the planned introduction of new costing and management systems for grounds maintenance operations. The introduction of mobile working for roads staff and operatives over the next year is expected to increase efficiency, provide better recording of inspections and avoid unnecessary return trips to base for instructions. These improvements will give us the best opportunity of maintaining levels of service with a reduced workforce having delivered a saving of £190k in 16/17.
- 4.4 The Bereavement Service (cemeteries and the crematorium) and the client role for parks were transferred to the Planning & Environment Unit in January 2016. Additional capital funds were allocated by the Council for the expansion and upgrading of the crematorium and extensions to cemeteries. The capital

projects have been refined to reflect new requirements from SEPA And (in the case of the crematorium) useful suggestions from funeral directors and celebrants. This 34 week project is now underway and is expected to be complete end of September 2017. A review of the resourcing and management practices in the transferred functions may lead to additional service improvements. A BSI audit inspection is expected in April 2017 with a review expected to be complete by end of May 2017 to address any recommendations.

- 4.5 Significant changes are anticipated to affect the Council's Employment & Training Unit (ETU) activities arising from national welfare reform, the apprenticeship levy and the devolution of employability responsibilities to Scottish Government. The framework for this review is currently being concluded, and will take into account policy decisions by the UK and Scottish Governments which will impact on the delivery and management of employability support. Meantime the fulfilment of ongoing commitments including European Social Funded programmes and national Skills Development Scotland apprenticeship contracts is being managed to maximise resources available for those most excluded within the labour market, while delivering £200k saving in 2016/17. The review will also align with the Strategic Objectives and Local Delivery Plans (SOLD) currently being finalised. It will commence in spring 2017.
- 4.6 Improvement Group activity continues across the Service. The Waste Services Improvement Group meets to consider further improvements in service delivery and is integral to delivery/implementation of Council budget decisions. Recent examples include the 3 weekly and 4 weekly residual waste collection. The service will deliver £532k of savings in 2016/17. An internal audit relating to Waste Services concluded in September 2016. This provided substantial assurances with no recommendations for improvement made.
- 4.7 Members of the Street Cleansing Improvement Group including trade union representatives have joined a wider group looking at a Litter Strategy for the Council. Fleet Services were successful in attracting £49k from the Scottish Government via its Switched on Fleet Low Emissions scheme, to be committed in this financial year. The Council will lease seven electric vehicles for a period of 3 years. These vehicles will be used as pool cars to reduce the Council's grey fleet mileage and form part of a wider grey fleet review.

5. Update since last Performance Panel

- 5.1 There have been a number of challenges, risks and changes in Service pressures since our last Performance Report in October 2016.
- 5.2 A key objective of the Economic Strategy 2015-25, launched last year, is the establishment of an Investment Zone to realise the area's economic opportunity, create jobs and attract investment and this is being developed further with Government bodies and local stakeholders. Additionally TIF projects continue to be developed and progressed including the Gateway sites and Junction 5. The Investment Zone is being progressed through liaison with Scottish and UK Governments and will add to service demands in this area of activity.

- 5.3 An update on progress on the Council's Strategic Property Review was reported to the Council in December 2016. This is a major review of all Council assets with a view to rationalising provision and ensuring that they are fit for the needs of modern services. It includes consideration of options for the Council's office headquarters and future arts centre provision. The Council agreed to the establishment of a Member Working Group and a report on the way ahead for the project will be submitted to the next Council meeting.
- 5.4 The Council's review of the Falkirk Local Development Plan (LDP2) has progressed to publication of the Main Issues Report in February 2017. A 12 week consultation exercise has been launched which runs until 5th May 2017. Publication of LDP2 is estimated for May 2018 with a projected adoption date of May 2020. This is within the statutory 5 year timeframe for replacing the plan
- 5.4 The service is continuing its delivery of the Falkirk THI with several key Priority Projects now underway. Restoration work to the Falkirk Steeple completing and the Public Realm contract will commence in March 2017. The Phase 1 building at Denny town centre was completed including the opening of the new Library and 3 shop units.
- 5.5 Reports on the performance of the tourism sector indicated that the Falkirk area witnessed one of the highest visitor increases of any local authority area between 2014 and 2015 with visitor spend increasing by 8.9% in the Falkirk area at £105.7m in 2015. A new Digital Boost programme was commenced by the Council's Business Gateway team with the Falkirk area showing amongst the highest take-up of areas across Scotland.
- 5.6 The target date for the implementation of Decriminalised Parking Enforcement (DPE) is September 2018. The 3 month consultation ran in Falkirk from November 2016 to February 2017, in line with Scottish Government recommendations. A Falkirk Council cross service working group is now established. Installation of waiting restriction signs and road markings will commence in April and a progress report will be issued to the Executive in August 2017.

6. Important Indicators

- 6.1 Our Service has a suite of indicators that are required for statutory and business related purposes. We have identified 60 important indicators of which 23 are statutory and have provided information on all of these in the attached Performance Panel Statement.
- 6.2 Indicators that are on target have comparative data for information. Indicators that are significantly below target or slightly below target have additional background information on the progress and improvement actions for each.

7. Engagement with Customers

- 7.1 Progress toward the actions set out in our Engagement Plan 2016-17 is provided in the Engagement Plan Progress Report (Appendix 2).

Director of Development Services

Author: Rhona Geisler, Director of Development Services – 01324 504950,
rhona.geisler@falkirk.gov.uk

Date: 14 March 2017

APPENDICES

Appendix 1 – Development Services Performance Panel Statement: March 2017

Appendix 2 – Development Services Engagement Plan Progress Report: March 2017

Development Services - Performance Panel Statement April 2016 to December 2016

Key Actions Progress



Action is behind target.



Action is in danger of not achieving deadline.



Action is progressing on target.




Action is complete.

Service Plan Actions (Key Priorities) - Progressing on Target











Developing and promoting a strong local economy











Action	Progress	Target Date	Status
Implementation of the strategic and operational Developing the Young Workforce (DYW) Action Plan in conjunction with Children's Services	The DYW regional group has been established for the Forth Valley area and launched in January '17. Participation continues in the DYW work streams aimed at reducing youth unemployment. The use of the Apprenticeship Levy by the Scottish Government has been subject to representations from local government as funds will not be returned in full as first indicated.	31-Mar-2017	
Operational implementation of all elements of European Social Fund (ESF) supported employability activities	First operational year of the project has been completed. Guidance is awaited on submission of claims. Year 2 is being profiled based on year 1 outcomes to ensure the project is on track.	31-Mar-2017	
Review and update of the Employability Action Plan with Local Enterprise Partnership (LEP) partners in line with the Fair Work Agenda and pending devolution of UK employability programmes	Employability Partnership held a workshop on 15/12/16 to conclude SOLD action plan/priorities for implementation	31-Mar-2017	
Implement the first round of Local Transport Strategy projects including the Carronshore Footbridge and Safer Route to School at Victoria Primary School	Footway now complete.	31-Mar-2017	
Deliver the approved 2016/17 Infrastructure Implementation Strategy for Tax Incremental Finance Initiative (TIF)	The Falkirk Gateway Preliminary Development Framework completed - Sustainable Urban Drainage Strategy in progress; Marketing agents appointed for Gateway sites on a phased basis; Junction 5 upgrading preparatory works underway with physical works underway during	31-Mar-2017	

Action	Progress	Target Date	Status
	17/18. Update issued to Feb 2017 Exec including updated Implementation Programme.		
Implement the Portfolio Management Plan (PMP) programme of disposals	Marketing Ongoing. Sale completed for site at Southbridge Street, Grangemouth.	31-Mar-2017	▶
Implement the Falkirk Area Tourism Strategy 2015 – 2020	Growth Fund bid to VisitScotland successful. Report to Executive on economic impact including increases in tourism expenditure, bednights, jobs and visitor numbers. Accommodation, networking, expenditure growth support opportunities being developed with VisitScotland, Business Gateway and LEADER.	31-Mar-2017	▶
Manage and deliver the European Regional Development Fund (ERDF) Business Competitiveness – Innovation and Jobs project	Programme successfully launched on 30/09/16. Funding will end Dec 2018 when nationally ERDF money finishes, unless otherwise notified	30-Sep-2016	✓
Review or procure and award new Business Gateway Contract	Procurement process underway for next phase of activity in Forth Valley.	31-Mar-2017	▶
Develop the Falkirk Economic Partnership and develop Grangemouth Investment Zone	Investment Zone proposal progressing as reported to Feb 2017 Exec.	31-Mar-2017	▶
Co-manage the Grangemouth Energy Project with partners	Business case completed with report going to March 2017 Executive.	31-Mar-2017	▶
Complete construction of the Phase 1 light industrial units at Abbotsford Business Park	Phased completion with building works completed. Utilities infrastructure connections being arranged.	30-Sep-2016	✓
Undertake new housing project at Main Street, Stenhousemuir	18 new housing units completed 6 th March 17	31-Mar-2017	✓
Progress final plans for Falkirk town centre improvements	Townscape Heritage Initiative (THI) scheme underway.	31-Mar-2017	▶
Commence marketing and promotion of the Falkirk Gateway/Stadium phase 1 sites	Agents appointed and revisions to site ownership being concluded with Callander Estates following report to Feb Executive.	31-Mar-2017	▶
Progress Denny town centre regeneration project including the marketing and disposal of the Phase 2 site	Phase 1 building (including new FCT Library) open and town square works commenced. Original Phase 2 interest not progressed. Phase 2 to be remarketed on completion of Phase 1. Commissioning of public art underway.	31-Mar-2017	▶
Progress projects at Grangemouth and Bo'ness town centres through consideration of options	Projects on hold due to current economic conditions	31-Mar-2017	▶
Prepare and consult on the Local Development Plan 2 (LDP2) Main Issues Report (MIR)	LDP2 MIR published and 12 weeks consultation taking place until 5th May 2017.	31-Mar-2017	✓
Co-ordinate National Planning Framework 3 (NPF3) active programme meetings as part of the delivery of the	Regular and ongoing programme meetings. Next meeting scheduled for March 2017.	31-Mar-2017	✓



Action	Progress	Target Date	Status
programme of the Grangemouth Investment Zone national development			
Finalise adoption of statutory supplementary guidance (SG) and selected non-statutory planning guidance associated with Local Development Plan 1 (LDP1)	16 of 17 SGs adopted. Remaining SG requires joint preparation with other authorities.	31-Mar-2017	

Protecting our communities and the environment

Action	Progress	Target Date	Status
Review the Historic Environment Strategy (formerly Built Heritage Strategy)	Consultative draft strategy has been prepared for Executive in March 2017 following which formal consultation will be undertaken for a 6 week period..	31-Mar-2017	
Continue implementation of the Antonine Wall Management Plan and Local Action Plan	Implementation ongoing. Antonine Wall Heritage Lottery Fund (HLF) Stage 1 bid submitted to HLF. Decision expected April 2017.	31-Mar-2017	
Deliver the Falkirk Greenspace Strategy and Central Scotland Green Network through a programme of access, woodland and biodiversity projects including initiatives as part of the Inner Forth Landscape Partnership	Ongoing. Wide range of project delivery progressing with notable success in access funding leverage achieved. Inner Forth Landscape Projects ongoing.	31-Mar-2017	
Contribute to slowing the increase in energy consumption by delivering a suite of capital projects that will reduce energy use and carbon emissions including working with Children's Services to embed climate change within the school curriculum	Non Domestic Energy Efficiency Framework (NDEEF) invitation to tender in progress, for full project implementation by December 2018	31-Mar-2017	
Implement 4 weekly brown bin collections	The 4-weekly brown bin collection was implemented from 1st April 2016.	30-Apr-2016	
Implement outcomes from the Waste Policy Development Panel	Outcomes from Waste Policy Development Panel reported to Executive on 7th June. Executive decided not to adopt any outcomes from the Policy Development Panel.	30-Oct-2016	
Implement 4 weekly residual bin collections.	4-weekly residual collections now implemented.	31-Oct-2016	
Deliver a project to consider new working arrangements in Waste Collection	Work ongoing through the Waste Improvement Team.	31-Mar-2017	
Prepare, consult on and adopt the Open Space Strategy incorporating the Parks Development Plan	Open Space Strategy adopted October 2016.	31-Mar-2017	
Develop a new Litter Strategy for the Falkirk area	Work ongoing to develop strategy includes engaging with the Council services, community groups and external organisations to help finalise the	31-Mar-2017	

Action	Progress	Target Date	Status
	strategy and present it to Executive later in 2017.		
Complete construction of a new additional support needs (ASN) secondary school at Grangemouth in partnership with East Central HUBco.	Construction phase scheduled for completion in June 2017	31-Mar-2017	
Develop systems and prepare for the introduction of the e-Building Standards system	Launched on 24th August 2016	31-Aug-2016	
Review and implement strategy for extending burial ground capacity	Ongoing. Working group progressing burial infrastructure options at various sites.	31-Mar-2017	
Continue implementation of the Mission Possible! Project	Completed - 13 June 2016.	30-Jun-2016	
Develop an active and sustainable travel plan in line with the Local Transport Strategy and submit to Council Executive for approval	All projects in Active Travel proposals have been through public consultation. Proposals to be published in June 2017.	30-Sep-2016	
Report to the Council Executive on the outcome of the business case for decriminalised parking enforcement	3 month consultation period began Nov 2016, completed Feb 2017. Cross service working group established. Report to August Executive and work on signage and road markings to take place from April 2017. Target date for full implementation is Sept 2018.	30-Jun-2016	
Finalise and publish Local Flood Risk strategies	Completed on target. Grangemouth flood protection scheme is a national priority. Scot Govt to fund 80% of scheme. Stakeholder consultation has commenced.	30-Jun-2016	
Undertake accident investigation study at four sites with a view to establishing a prioritised list of road safety schemes for implementation	Feasibility complete for 2 sites, ongoing for a third site. 2 sites to be constructed by 31 March 2017 (Pretoria Rd, Larbert complete. C116 Waterslap Rd north and A9 under construction).	31-Mar-2017	
Develop the Surface Water Management Plan in partnership with Scottish Water	Ongoing but progress dependent on Scottish Water.	31-Mar-2017	
Complete all ground investigation works, commence ecology and environmental studies and complete options appraisal at the Grangemouth Flood Protection Scheme	Ground investigation contract in relation to industrial sites within Grangemouth has been awarded and will commence on site in April 2017 for 6 months. Stakeholder consultation, currently underway and key to determining the output and conclusions from the option appraisal stage.	31-Mar-2017	

Service Plan Actions – with revised target dates

Action	Progress		Status
Develop outline business case to secure capital funding to retrofit all suitable lighting columns with sustainable (Light Emitting Diodes) LED lamps. Consult with finance for validation and report to the Council Executive for approval	Business case with Finance for review prior to reporting to a future Executive meeting.	31 December 2016	
Manage the delivery of capital upgrades to Falkirk Crematorium	Works commenced on site 30 January 2017. Contract period 34 weeks for completion at the end of September 2017. The Council was advised of revised completion date on 22 nd February 2017.	30 September 2017	

Important Indicators - On Target

	2014/15	2015/16	2016/17	Current Target	Benchmark	Last Updated
	Value	Value	Value			
% of A class roads to be considered for maintenance treatment	28.3%	27.5%	Annual	28%	29% (Scotland 2015/16)	23-Feb-2017
% of adults satisfied with parks and open spaces	91%	89%	Annual	None	85.67% (Scotland 2015/16)	23-Feb-2017
% of adults satisfied with refuse collection	86%	84.33%	Annual	None	83% (Scotland 2015/16)	23-Feb-2017
% of adults satisfied with street cleaning	84%	78.33%	Annual	None	73.67% (Scotland 2015/16)	23-Feb-2017
% of all Development Services complaints closed as "Not Upheld" or "Partially Upheld"	47.89%	60.05%	68.91%	60%	None	28-Feb-2017
% of all Development Services complaints closed at Stage 1	93.8%	94.72%	93.15%	96%	None	28-Feb-2017
% of all Waste complaints closed as "Not Upheld" or "Partially Upheld"	28%	47%	64%	None	None	23-Sep-2016

	2014/15	2015/16	2016/17	Current Target	Benchmark	Last Updated
	Value	Value	Value			
% of B class roads to be considered for maintenance treatment	36.6%	34.6%	<i>Annual</i>	36%	34.8% (Scotland 2015/16)	23-Feb-2017
% of Building Warrant applications responded to within 20 days	100%	99.8%	99.61%	100%	TBC	30-Jan-2017
% of business properties leased by the council that are occupied	94.8%	95.6%	95%	95%	None	30-Jan-2017
% of C class roads to be considered for maintenance treatment	38.5%	34.9%	<i>Annual</i>	37.3%	34.7% (Scotland 2015/16)	23-Feb-2017
% of Council buildings in which all public areas are suitable for and accessible to disabled people	88.53%	88.52%	<i>Annual</i>	88%	None	01-Aug-2016
% of floor area of Operational Buildings in a Satisfactory condition	86.59%	87.07%	<i>Annual</i>	85%	81.5% (Scotland 2015/16)	23-Feb-2017
% of FOI requests to Development Services responded to within 20 days	95.1%	97.8%	96.6%	100%	None	28-Feb-2017
% of Household Waste Recycled and/or Composted	54.3%	53.9%	<i>Annual</i>	50.0%	44.3% (Scotland 2015/16)	23-Feb-2017
% of Operational Buildings suitable for their current use	90.79%	91.44%	<i>Annual</i>	90%	79.6% (Scotland 2015/16)	23-Feb-2017
% of overall carriageway length to be considered for maintenance treatment	34.1%	33.2%	<i>Annual</i>	34%	37% (Scotland 2014/15)	26-Apr-2016
% of Planning Enforcement Enquiries responded to within 10 working days	94.91%	96.51%	95.8%	95%	None	30-Jan-2017
% of premises that hold a Food Hygiene Information Scheme (FHIS) Pass rating	90.12%	90.25%	90.96%	90%	None	28-Feb-2017
% of school children travelling actively to school	50.25%	48.31%	<i>Annual</i>	50%	None	26-Apr-2016

	2014/15	2015/16	2016/17	Current Target	Benchmark	Last Updated
	Value	Value	Value			
% of schools which are "Fully or Mostly accessible" to disabled people (A or B rated)	91.3%	91.3%	<i>Annual</i>	92%	None	26-Apr-2016
% of Street Light repairs completed within 7 days	91.4%	86.9%	93.1%	93%	90.1% (Scotland 2014/15)	30-Jan-2017
% of Street Lights that are less than 30 years old	75.82%	75.33%	<i>Annual</i>	65%	None	27-Apr-2016
% of Trading Standards Business Advice Requests dealt with within 14 days	93.3%	96.1%	98.1%	95%	None	01-Mar-2017
% of Traffic Light repairs completed within 48 hours	96.6%	97.4%	97.4%	95%	96.1% (Scotland 2014/15)	30-Jan-2017
% of U class roads to be considered for maintenance treatment	34%	33.7%	<i>Annual</i>	33%	40.1% (Scotland 2015/16)	23-Feb-2017
% of Unemployed People assisted into work from Council operated / funded Employability Programmes	13.04%	16.1%	<i>Annual</i>	None	11.9% (Scotland 2015/16)	23-Feb-2017
Area of Council owned or managed land actively managed for biodiversity (Ha)	176	176	<i>Annual</i>	170	None	08-Jun-2016
Average Staff Turnover % in Development Services	5.4	14.7	8.6	12	None	28-Feb-2017
Average Time (Weeks) per Commercial Planning Application	10.30	6.90	<i>Annual</i>	None	11.2 (Scotland 2015/16)	23-Feb-2017
Average time taken (in weeks) to determine a Local Development (Non-Householder) planning application	15.87	18.65	10.68	11.4	12.87 Weeks (Scotland 2014/15)	30-Jan-2017
Building Standards Average Customer Satisfaction Level	96%	97%	100%	90%	None	01-Mar-2017

	2014/15	2015/16	2016/17	Current Target	Benchmark	Last Updated
	Value	Value	Value			
Co2 emissions from Falkirk Council operations (tonnes)	49,926	53,326	<i>Annual</i>	None	Data TBC	08-Nov-2016
Co2 emissions per street light (kg)	206.2	182.6	<i>Annual</i>	None	208.28 (Scotland 2014/15)	28-Apr-2016
Cost of environmental health per 1,000 population	£22,449.89	£17,121.00	<i>Annual</i>	None	£16849.00 (Scotland 2015/16)	23-Feb-2017
Cost of maintenance per kilometre of roads	£6,614.72	£7,736.00	<i>Annual</i>	None	£10,791.00 (Scotland 2015/16)	23-Feb-2017
Cost of Parks & Open Spaces per 1000 population	£38,606.95	£21,772.00	<i>Annual</i>	None	£22,232.00 (Scotland 2015/16)	23-Feb-2017
Cost of trading standards per 1,000 population	£6,590.97	£6,140.40	<i>Annual</i>	None	£5873.30 (Scotland 2015/16)	23-Feb-2017
Cost Per Planning Application	£7988.30	£11421.90	<i>Annual</i>	None	£4832.00 (Scotland 2015/16)	23-Feb-2017
Current LEAMS Cleanliness Index Score	76	76	<i>Annual</i>	76	None	04-Nov-2016
Domestic Noise Complaints): Average time (in hours) to attend on site	11.76	8.62	<i>Annual</i>	None	70.3 (Scotland 2015/16)	23-Feb-2017
Gross property costs as a % of the Council's total revenue expenditure	4.3%	4.3%	<i>Annual</i>	None	None	07-Oct-2016
Local business satisfaction expressed as "Falkirk is a good area in which to do business"	91%	94%	<i>Annual</i>	None	None	16-May-2016
Net cost of street cleaning per 1000 population	£14,653.64	£14,654.00	<i>Annual</i>	None	£15480.00 (Scotland 2015/16)	23-Feb-2017
Net cost of Waste collection per preemies	£88.84	£56.06	<i>Annual</i>	None	£63.40 (Scotland 2015/16)	23-Feb-2017
Net cost per waste disposal per premises	£52.10	£43.89	<i>Annual</i>	None	£97.02 (Scotland 2015/16)	23-Feb-2017

	2014/15	2015/16	2016/17	Current Target	Benchmark	Last Updated
	Value	Value	Value			
No. engaged in Employment Training with Council support	1,228	1,274	823	690	None	03-Mar-2017
No. of Modern Apprentices in programmes managed by the Council	576	586	386	337.5	None	03-Mar-2017
No. of unemployed people accessing jobs via Council funded/operated employability programmes	690	618	378	357	None	03-Mar-2017
No of business gateway start-ups per 10,000 population	24	19	<i>Annual</i>	None	16.9 (Scotland 2015/16)	23-Feb-2017
Number of missed bins per 100,000 collections (all bins)	120	120	153	None	None	30-Jan-2017
Street Cleanliness Score (% Acceptable)	94.6%	95%	<i>Annual</i>	None	93% (Scotland 2015/16)	23-Feb-2017
The value of tourism expenditure in the area (£)	£99.92M	<i>Not available</i>	<i>Annual</i>	None	None	08-Jun-2016

Important Indicators - Slightly Below Target

30-Jan-2017	2014/15	2015/16	2016/17	Target	Benchmark
No. of jobs created/secured through Business Gateway with Council-funded support	1,353.5	1,346.5	512	562.5	None
Context					
Job forecasts are based on engagement with existing companies or start-ups requiring support or funding. These figures exclude delivery of PACE support. Nationally and locally start-up figures have declined due to economic conditions; ineligibility of support for some sectors, delay in introduction of national loan funds support for companies and changes to eligibility of Regional Selective Assistance (RSA) meaning fewer companies eligible for investment support.					
Improvement Action					
The Growth & Investment Unit has recently recruited staff to a new ERDF funded programme. It includes targeting customer segments to enable companies that might not meet the growth criteria of Business Gateway and Scottish Enterprise to be assisted.					

Important Indicators - Significantly Below Target

28-Feb-2017	2014/15	2015/16	2016/17	Target	Benchmark
Sickness Absence % in Development Services - Overall	3.21%	5.41%	5.06%	4%	None
Context			28-Feb-2017		
Regular 1-1 monitoring meetings highlights that key area affecting absence is long term sickness. This is managed in accordance with Council absence management policy with procedures adopted proactively and with sensitivity, by service managers.					
Improvement Action			28-Feb-2017		
Continued adoption of Council absence management policy and procedures					

28-Feb-2017	2014/15	2015/16	2016/17	Target	Benchmark
Sickness Absence % in Development Services - Craft & Manual Only	5.45%	7.32%	6.01%	4%	None
Context			28-Feb-2017		
Regular 1-1 monitoring meetings highlights that key area is long term absence. This is managed in accordance with Council absence management policy and procedures proactively and with sensitivity, by service managers.					
Improvement Action			28-Feb-2017		
Continued adoption of Council absence management policy and procedures					

28-Feb-2017	2014/15	2015/16	2016/17	Target	Benchmark
Sickness Absence % in Development Services - Scottish Joint Council Only	4.46%	5.07%	4.88%	2.5%	None
Context			28-Feb-2017		
Regular 1-1 monitoring meetings highlights that key area is long term absence. This is managed in accordance with Council absence management policy and procedures proactively and with sensitivity, by service managers.					
Improvement Action			28-Feb-2017		
Continued adoption of Council absence management policy and procedures					

30-Jan-2017	2014/15	2015/16	2016/17	Target	Benchmark
Net number of new businesses supported and sustained	376	307	167	282	None
Context			18-Oct-2016		
Changing economic conditions affecting start-up rates. Increased PACE activity providing advice to people facing redundancy (Carron Phoenix, Green Machines, Longannet) created additional service demands. Staff recruitment also affected service delivery, but now resolved.					
Improvement Action			18-Oct-2016		
Increased prospecting and links with the Business Gateway national unit to monitor national trends. Local promotion and advertising to focus on start-ups in addition to growth activity.					














01-Mar-2017	2014/15	2015/16	2016/17	Target	Benchmark
Average time taken (in weeks) to determine a Local Development (Householder) planning application	6.85	6.85	7.37	6.6	7.5 Weeks (Scotland 2014/15)
Context			01-Mar-2017		
The majority of householder planning applications continue to meet the statutory timescale of two months for determination.					
Improvement Action			01-Mar-2017		
Continue to proactively monitor timescales and consider setting a revised internal notional target of 7 weeks for householder planning applications. The 6.6 week target was set to drive improvement and statistics show an improving trend in Jan and Feb 2017 of 6.56 and 6.43 weeks respectively.					

01-Mar-2017	2014/15	2015/16	2016/17	Target	Benchmark
Building Design Customer Satisfaction Level				93%	None



















	96.6%	94.8%	88.1%		
Context			01-Mar-2017		
The lowest performing contracts are all render and roof replacement contracts, which are inherently disruptive works. On some contracts, there has been a recognised national problem regarding supply of roof tiles, leading to prolonged periods on site and generally lower levels of satisfaction.					
Improvement Action			01-Mar-2017		
General areas of concern are discussed with all contractors (internal and external) at site progress meetings, with particular matters addressed directly between the Contractors, Clerk of Works and Customer Care officers At pre-start meetings for emerging contracts, the matters that have caused dissatisfaction on previous contracts are highlighted in order that contractors are aware of the need to programme works efficiently, ensure good site tidiness procedures and improve communication with residents over matters that may lead to delay in the works.					

Audits, Inspections & Reviews



















Action	Update	Status
Audit of air quality stations on the national network	Consultants Ricardo have been auditing our AQ sites over the past couple of months - they also audited the Automatic Urban and Rural Network (AURN) sites. The audits are complete; however, the results have not yet been published.	✓
British Standards Institute (BSI) International Organisation for Standardisation (ISO) 9001 Compliance Audit 1 - Road Services Unit	No non-conformance or corrective action issues raised Continued compliance with ISO 9001:2008 confirmed. Readiness review arranged for 13 January 2017 regarding our transition to the new standard ISO 9001:2015.	✓
BSI ISO 9001 Compliance Audit 2 - Road Services Unit	Awaited. Due March 2017.	▶
BSI ISO 9001 Compliance Audit - Crematoriums	Next BSI audit now due April 2016.	▶
BSI ISO 9001 Compliance Audit – Engineering Design	No non-conformance or corrective action issues raised Continued compliance with ISO 9001:2008 confirmed. Readiness review arranged for 13 January 2017 regarding our transition to the new standard ISO 9001:2015.	✓
Driver and Vehicle Licensing Agency (DVLA) Security Audit	A further annual audit anticipated in June 2017.	▶
ESF (Youth Employment Scotland Fund)	Final audit conducted on 19/12/16 without issue and final payment awaited.	✓
ESF Operations	Verification and Compliance Audit completed with no remedial actions.	✓

Action	Update	Status
Federation of Burial and Cremation Authorities (FBCA) Audit	Audit completed with positive outcome and no remedial actions.	
Food Safety Audit	Food Standards Scotland (FSS) capacity and capability audit conducted 5th-7th Dec. 2016. A draft report has been received for comment, with comments and an Action Plan in respect of 6 Recommended Points for Action due by the last week in Feb. 2017 (FSS have extended the original 13th Feb. deadline).	
Planning Performance Framework (PPF)	PPF submitted to Scottish Government on 29 July 2016 and feedback received on 25 November 2016.	
Scottish Government Inspection of Crematoriums	First inspection of Falkirk Crematoria completed by HM Inspector of Crematoria for Scotland on 20th April 2016. Overall conclusion was Crematorium was well run. Good practice was observed in respect of safeguards to ensure compliance of the applicant's instructions and continuity of identification throughout the process.	
Skills Development Scotland Employability Fund compliance audit	Audit completed with positive outcome and no remedial actions.	
Skills Development Scotland Employability Fund monitoring review	Review concluded and allocation fully utilised by 31/12/16 and additional places allocated for Q4 as a result.	
Skills Development Scotland Modern Apprenticeship compliance audit	Audit completed with positive outcome and no remedial actions.	
Skills Development Scotland quality systems check	Information completed, submitted and awaiting outcome.	
Skills Development Scotland - Employer Recruitment Incentive (SERI)	SERI allocation fully utilised and additional places bid for. Contingent liabilities being managed in a business as usual approach.	
Scottish Qualifications Authority (SQA) External Verification of Early Years training	Completed 4th May 2016.	
SQA External verification of Falkirk Employability Award (FEA)	Completed 19 June 2016.	
SQA systems verification	Completed 27 April 2016.	
Trading Standards Weights & Measures Calibration Audit	Completed 13 th May 2016.	

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Action	Status Icon	Assigned To	Target Date	Previous Progress Report
Employability support information event		Pamela Smith	19-Apr-2016	This event was held with partners on 19th April 2016.
Modern Apprenticeship awards ceremony		Pamela Smith	15-Nov-2016	Annual Awards ceremony to celebrate achievements took place with over 250 in attendance and was a great success.
Doorstep crime events		Graeme Webster	31-Mar-2017	FC has participated in 2 joint operations with the Police this year.
National consumer week		Graeme Webster	30-Nov-2016	FC released advice to consumers via the Press Office.
Anti-idling initiative		Graeme Webster	31-Mar-2017	The partnership is aiming to focus upon road traffic Air Quality Mgt Areas (AQMA's) and sensitive locations such as schools.
Developer workshops to address current issues in development and building control		Ian Dryden	31-Mar-2017	Workshop being held early 2017
Consultation on transport options for people with disabilities		Julie Cole	31-Mar-2017	Completed July 2016.
Consultation of the Local Development Plan 2 Main Issues Report		Richard Broadley	31-Jan-2017	Consultation launched on 10 February 2017 and will run for 12 weeks.
Consultation on East Maddiston Development Framework		Richard Broadley	30-Jul-2016	The Planning & Environment team completed a 6 week consultation on the East Maddiston Development Framework in July 2016.
Consultation on a Supplementary Planning Guidance (SPG) on Denny Eastern Access Road (DEAR) delivery		Richard Broadley	31-Mar-2017	Timescale for preparation of SPG still to be confirmed.
Consultation on Supplementary Guidance SG08 - Local Nature Conservation Sites and Geodiversity Sites		Richard Broadley	30-Jun-2016	Consultation complete October 2016.
Consultation on the Historic Environment Strategy (formerly Built Heritage Strategy) - Stakeholder engagement programme		Richard Broadley	31-Mar-2017	Initial stakeholder engagement programme complete.
Consultation on the Historic Environment Strategy - Public consultation		Richard Broadley	31-Dec-2016	Consultation with a range of stakeholders took place from April to November 2016. Further consultation planned subject to Committee approval of consultative draft.
Consultation on Nailier Park upgrades		Richard Broadley	31-Oct-2016	Two public drop-in events were completed in September 2016.
Consultation on Zetland Park upgrades		Richard Broadley	31-Mar-2017	Ongoing consultation with stakeholders. Heritage Lottery Fund (HLF) stage 1 submission made in September 2017.
Consultation of Ash Park upgrades		Richard Broadley	31-Mar-2017	Consultation ongoing.
Consultation on the Local Biodiversity Action Plan (LBAP)		Richard Broadley	31-Mar-2017	Formal consultation planned for March 2017.
Townscape Heritage Initiative (THI) Public Realm business engagement – November – Feb 2017		Pete Reid	31-Mar-2017	Pending award of contract in March 2017.

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Action	Status Icon	Assigned To	Target Date	Previous Progress Report
THI Steeple Business Engagement April 2016		Pete Reid	30-Jun-2016	Engagement with town centre businesses in Falkirk was undertaken in June prior to the commencement of the renovation contract of the Falkirk Steeple, a priority project under the Falkirk Townscape Heritage Initiative (THI).
Denny town centre regeneration engagement drop in facility – every Tuesday. Public Art Programme.		Pete Reid	31-Mar-2017	Completed now facility demolished. Public art programme underway, engaging Community Council, local schools etc.
Denny town centre regeneration monthly briefings – Local Members, DDCC and Denny Town Facebook page		Pete Reid	31-Mar-2017	On-going
Denny Regeneration Newsletter		Pete Reid	31-Oct-2016	Last newsletter issued Oct 16
Love the Lido - Stenhousemuir Community Engagement Event		Pete Reid	20-Aug-2016	Delivered
Tax Increment Financing (TIF) survey of businesses		Pete Reid	31-Mar-2017	Annual survey. Reporting to Executive Feb 2017.
Launch of the new Economic Strategy and annual business briefing event		Pete Reid	13-May-2016	Business Falkirk update event on Friday 13 May in Falkirk Town Hall to launch of the new Economic Strategy and deliver to business the annual business briefing event with business workshop and feedback sessions. 94% of businesses surveyed at the event agreed Falkirk is a good place to do business.
Business Falkirk Summer Seminars – ‘A focus on manufacturing’		Pete Reid	30-Aug-2016	Delivered
Business Falkirk Summer Seminars – ‘Energy in your business’		Pete Reid	31-Aug-2016	Delivered
Business Falkirk Summer Seminars – ‘The Creative Industries’		Pete Reid	01-Sep-2016	Delivered
Falkirk Business Day 2016		Pete Reid	08-Sep-2016	Delivered
Business Falkirk Annual Conference,		Pete Reid	04-Nov-2016	Delivered Nov 16
Falkirk Business Gateway Brexit Survey with Falkirk growth sector companies		Pete Reid	31-Mar-2017	Completed - results conveyed to Business Panel Conference.
FalkirkBiz Twitter Feed		Pete Reid	31-Mar-2017	1568 followers of Falkirk Biz and 1478 followers of VisitFalkirk
Business Falkirk Monthly Ezine		Pete Reid	31-Mar-2017	Business ezine circulation of 3418 / VisitFalkirk business tourism ezine circulation of 194
Business Falkirk LinkedIn Page		Pete Reid	31-Mar-2017	850 followers
Visit Falkirk Facebook Page		Pete Reid	31-Mar-2017	9538 likes
Visit Falkirk Instagram		Pete Reid	31-Mar-2017	541 followers

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Action	Status Icon	Assigned To	Target Date	Previous Progress Report
Digital Tourism Scotland Events		Pete Reid	31-May-2016	3 courses promoted
Visit Scotland Expo		Pete Reid	30-Apr-2016	Took a VisitFalkirk stand at VisitScotland Expo held at the Royal Highland Exhibition Centre in April. The Falkirk team won Best Destination stand 2016 at this event.
Changes to Household Waste Collection service		Robin Baird	31-Mar-2017	The Waste Services team carried out a range of public engagement activities in relation to changes to the household waste collection service, including distributing information packs to households and consultation with Community Councils.
Consultation on decriminalised parking enforcement (DPE)		Greg Pender	31-Mar-2017	3 month Consultation in line with Scottish Government recommendations began November 2016. Cross service working group now set up.
Development Plan update newsletter		Richard Broadley	31-Mar-2017	Around 1500 on mailing list. Latest edition published February 2017.
Local Development Plan (LDP) Facebook page		Richard Broadley	31-Mar-2017	1324 views since launch of page in December 2015.