

The background of the slide features a large, faint, light blue watermark of the City of Anchorage coat of arms. The coat of arms is a shield divided into four quadrants. The top-left quadrant shows a sailing ship on wavy lines representing water. The top-right quadrant shows a moose's head facing left. The bottom-left quadrant shows a cross. The bottom-right quadrant shows an eagle with spread wings. Above the shield is a crown with four points, each topped with a flower. A banner at the bottom of the shield contains the text "ANE FOR A'".

Agenda Item 4

**Development Services Performance
Update April –December 2017**

Falkirk Council

**Subject: Development Services Performance Update
April –December 2017**

Meeting: Performance Panel

Date: 15 February 2018

Submitted By: Director of Development Services

1. Introduction

- 1.1 This report sets out a summary of Development Services performance for the period 1 April to 31 December 2017 and includes an update on our:
- significant challenges, risks and changes in Service pressures since the last Performance Panel update;
 - an update on relevant performance reports, audits and inspections
- 1.2 The attached Performance Panel Statement seeks to update Members on progress towards achieving the priorities and outcomes within the Corporate Plan, progress on our key Council of the Future projects, important actions and key areas for improvement and/or reform.
- 1.3 This report shows achievement on those indicators currently identified by the Service as important and pertinent to the Service Plan. The Service has a more comprehensive set of operational level indicators which are monitored for management purposes, some of which are reported to external agencies and monitored through divisional level plans. Should any of these indicators become more relevant or significant to report on in the future, they would then be included in this summary.

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 2017.**

3. Background

- 3.1 The Service makes a significant contribution to the achievement of the Corporate Plan priorities and Strategic Outcomes Local Delivery Plan (SOLD) outcomes, particularly with regards to:
- **People**
 - Reduce the impact of poverty on children and their families
 - **Place**
 - Grow our economy
 - Improve the neighbourhoods we live in

- Promote vibrant own centres
- **Partnership**
 - work with communities to deliver better services
 - empower and enable people to be self-reliant

SOLD outcomes:

- Our area will be a fairer and more equal place to live
- We will grow our economy to secure successful businesses, investment and employment
- Our children will develop into resilient, confident and successful adults
- People will live full, independent and positive lives within supportive communities
- Our area will be a safer place to live

- 3.2 The performance statement attached notes progress against the actions we are taking forward over the coming year including those actions for the Council of the Future programme where Development Services has lead responsibility.

4. Service Update

- 4.1 There have been a number of challenges, risks and changes in Service pressures since our last Performance Report in March 2017. A brief summary of these is presented below:

Revenue budget – we have contributed to the work to identify potential savings options for the service to implement as a means of assisting the Council meet its budget savings requirements.

Strategic property review – the service has led the strategic property review giving recommendations on the approach to rationalise the Council's property portfolio. This includes progressing work on the options for the Council's headquarters project and delivery of local advice hubs.

Supporting other services with fire safety investigation – Following the tragic events at Grenfell, Development Services undertook a review of the Council's overclad residential tower blocks to verify the installed systems and give assurance on the presence of fire barriers. Subsequently other buildings were included in the next phase of the review.

Supporting Children's Services with Cole Report responses (wall tie/header tie/firestop matters in schools) – Given the concerns raised following the Edinburgh school wall failure, Development Services undertook a review of the Council's non PPP/PFI school estate, including reviewing structural inspections undertaken in 2004, and an analysis of the design of external wall constructions to all new school build and extension projects delivered by the Council since 2004, with the aim of identifying similar construction elements to those noted in the Edinburgh school wall failure. This was followed by prioritised inspections by a Structural Engineer and a Property Inspector to identify any areas of concern (none were found), and with further precautionary visual inspections carried out on the remaining schools which were not of a similar construction type to that of the Edinburgh schools.

Waste recycling and compliance with the Household Waste Recycling Charter – A report to the Executive on 13 February 2018 will identify that the continuing challenges associated with providing a waste collection and disposal service that is compliant with the Scottish Government Charter to which the Council is a signatory.

Smart Working Smart Travel – This is a Council of the Future project to examine the use and costs of staff vehicles for work related travel. Work is progressing well and the benefits will start to be realised from next year

Falkirk Tax Incremental Financing/Investment Zone – we continued the implementation programme for the Falkirk TIF including marketing and establishment of a developer framework for the Falkirk Gateway/TIF sites. An outline business case for an 'Investment Zone', growth deal package is also reaching completion

Welfare reform – the service has input to the development of measures arising from welfare reform and the introduction of devolved employability services. It was successful in leading the award of a contract for delivery of the national Fair Start service across the Forth Valley

External funding – we successfully pursued a number of submissions for external funds to assist with delivery of major projects including:

- Fair Start (£5m contract)
- Countryside access (£1.1m)
- Park & playspace improvements (£500k)
- development of active travel measures at Falkirk Stadium and Falkirk town centre (£535k)
- district heating in Callander Park (£977k)
- Digital Boost (business support) (£42k)

4.2 The service has progressed a number of strategies and plans during the year including:

- Local Development Plan (LDP2) – the service consulted on the main issues stage in the preparation of the next Local Development Plan. A report on Main Issues was published and will inform the consultative draft plan for issue in Spring 2018.
- Historic Environment Strategy – consultation has been undertaken on the draft strategy and a finalised version prepared for agreement by Executive in February 2018.

4.3 The Service has been involved in a number of service inspection, service scrutiny and audit activities during this year:

Food Safety Audit – In December 2016 Falkirk Council was audited by Food Standards Scotland (FSS) in order to assess the authority's capacity and capability to deliver its food safety function. The subsequent report was published by FSS highlighting areas of good practice as well as making recommendations for improvement. Due to staff vacancies that had arisen, the Council was assigned a rating of Limited Assurance and an action plan

was prepared to address the recommendations. This plan was presented in a report to the meeting of the Scrutiny Committee on 30 November 2017 detailing the corrective and preventative actions. Subsequently the FSS have carried out a re-inspection of the service and confirmed that all actions are now complete.

British Standards Institute (BSI) Audit of Bereavement Services – After a significant audit by the British Standard Institute (BSI) last Spring, Falkirk Council successfully achieved a quality management system accreditation for Bereavement Services in June 2017. This BSI ISO 9001 certificate of accreditation was a first for Falkirk Council under the new 2015 system, and is valid for 3 years until May 2020. It was a significant achievement for the service as it coincided with the opening of the refurbished crematorium facility. Bereavement services is subject to further interim audits and inspection by BSI, with the next inspection due on 28th February 2018.

In addition, the service is audited by other organisations including:

- The Scottish Government's Inspector of Crematoria.
- The Institute of Cemetery and Crematorium Management (ICCM).
- The Federation of Burial and Cremation Authorities (FBCA)

These inspections, and the BSI accreditation and audits, will help ensure continuous improvement and on-going compliance in this key service area.

Planning Performance Framework –The Council submits an annual planning performance framework report to the Scottish Government advising of progress on key performance markers relating to planning policy and development management. The report is assessed by the office of the Chief Planner at Scottish Government and a feedback report adopting a Red/Amber/Green reporting method was received in December 2017. This report indicated that for the period April 2016 to March 2017 the Council achieved 12 green ratings and 3 amber ratings for its services.

Cost of Planning: Local Government Benchmarking Framework (LGBF) – At the meeting on 17 August 2017, Scrutiny Committee considered the latest published Improvement Service LGBF indicators for 2015-16 on Scottish Local Authorities, including those for Development Services. Members asked for clarification on the cost per planning application, indicator ECON2. A follow up report to Scrutiny Committee on 1 February 2018 explained that the 2015-16 performance figure of £11,421 was incorrect. The report concluded that more detailed analysis of the applicable costs to be submitted in the Local Finance Return will be beneficial in providing a more accurate figure on this particular performance indicator in the 17-18 return. Further work on this matter is taking place to ensure accurate reporting of costs. This will also require to be informed by any changes arising from the outcome of consultations on the Planning (Scotland) Bill.

Economic Strategy 2015-2025 – A report to the Scrutiny Committee on 1 February 2018 provided an update on the progress and performance of the Economic Strategy 2015-2025. Including:

- delivery of the Falkirk Tax Incremental Financing (TIF) initiative
- development of the new Forth Valley College campus
- development of the Grangemouth port and chemicals complex by Ineos, Forth Ports and other businesses
- progress of the area as an international tourism destination

- progress of town centre regeneration projects including the Falkirk THI
- delivery of employability programmes

This report concluded that in the progress of the economic strategy a solid foundation has been created for economic growth. However this faces inevitable challenges relating to the wider economic and financial pressures. It noted that there are distinct opportunities in the Falkirk area through work on development of the Investment Zone to help build a strong local economy, deliver inclusive growth, attract investment and boost skills.

European Funding Audits – A series of audits have been undertaken by Scottish Government in relation to the commitment of EU funds (European Social Fund, European Regional Development Fund and LEADER) and have confirmed the compliance of current operations to enable drawdown of funds.

6. Conclusions and Future Actions

The Service has made sustained progress in the delivery of its service plan actions during 2017/18. It is continuing to progress the key actions necessary to address a number of service pressures, challenges and changes and to make a full contribution to the implementation of the Council of the Future initiative.

DIRECTOR OF DEVELOPMENT SERVICES

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Date: 5 February 2018

Appendices: Development Services Performance Panel Statement: April to December 2017

List of background papers: Planning Performance Framework, feedback report

Performance Panel Statement – 1 April 2017 to 31 December 2017

Key Actions Progress



Action is significantly behind target.



Action is slightly behind target or in danger of not achieving deadline.



Action is on target.



Action is completed.


Our Area - The Area We Need To Be - Priorities

People - Raising aspiration and ambition





Action	Progress	Status
01.01-DS17 Deliver employment and training programmes to enable access to the workplace.	<p>A number of new programmes have been developed to improve access to employment for the most disadvantaged job seekers. This includes:</p> <ul style="list-style-type: none"> • A 'Project Search' initiative aimed at providing pathways to employment for young people with learning disabilities • An innovative project with Criminal Justice Service and the third sector targeting people with backgrounds of criminality • A 'Family Firm' service model for Care Experienced young people. <p>The successful award of the Fair Start Scotland contract (the only local authority led programme in Scotland) will enable new provision to be established for 300 older vulnerable job seekers and will provide improved access to employment for jobseekers from April 2018.</p>	

Place - Growing our economy

Action	Progress	Status
03.02-DS17 Promote the Falkirk-Grangemouth Investment Zone to upgrade the areas.	A draft Investment Zone business case seeking financial support to boost economic growth has been prepared and is being finalised for submission to both UK and Scottish Governments by 31st March 2018.	
03.03-DS17 Deliver the Tax Incremental Financing (TIF) projects	2017/18 projects (<i>Junction 5 Utility Works, Gateway Phase 1, Westfield Roundabout</i>) are progressing within TIF programme. An update report submitted to the Council Executive in	




Action		Progress	Status
		February 2018 identified measures including marketing of the Falkirk Gateway and establishment of a developer framework for delivery of investment projects.	
03.04-DS17	Deliver Business Gateway activities.	A new Forth Valley BG Contract (covering Stirling and Clacks areas) was tendered and awarded October 2017 - 2022. Additional external ERDF Expert Help (£145k p.a.) contribution was secured until Dec 18 with extension likely to 2020. Additional Digital Boost external funding (£42k) was secured for April 2017 to March 2018 with extension likely. All business support segments, marketing, workshops and aftercare being delivered. Supporting Partnership Action for Continuing Employment (PACE) events and THI retailer support. Delivery against start-up and growth targets is behind, principally due to economic conditions.	


Place - Improving the neighbourhoods we live in

Action		Progress	Status
04.04-DS17	In collaboration with partners implement local flood protection schemes. The Grangemouth scheme is a local and national priority.	Consultation with industry and core stakeholders, including all major utilities, has been carried out. Consultation with elected members has also been undertaken with public/community group engagement scheduled to commence March 2018. Ground investigation works within industries is nearing completion but has suffered programme delay due to access and working method constraints by Ineos/Petroineos/BP. Option appraisal is substantially complete with outline design commencing.	
04.05-DS17	Local Development Plan.	Preparation and consultation on the Local Development Plan 2 (LDP2) Main Issues Report was completed in May 2017. Focus is now on preparing the LDP2 Proposed Plan. the Proposed Plan is being prepared and is targeted for approval in May 2018. Further consultation to be carried out by August 2018.	
04.06-DS17	Maintain standards of street cleansing, environmental health, food inspection, trading activities and safety across communities.	Work is ongoing to maintain standards across these areas through specific actions in our service plans. This includes a recent Food Safety inspection by Food Standards Scotland with a positive inspection. The review of Environmental Health and Trading Standards has also been completed.	
04.07-DS17	Maintain and enhance the areas open space and green networks.	Partnership development work is ongoing on a number of key projects, notably; Heritage Lottery Fund (HLF) projects; Inner Forth Landscape Initiative (year 4 of 4) and Rediscovering the Antonine Wall, as well as significant path and biodiversity enhancements of parks. Park masterplans have been prepared for 7 of 14 key open space assets: Ash Park, Gairdoch Park, Zetland Park. Stage 1 HLF bid successful for Zetland Park in December 2017 (£127k). Stage 2 bid under preparation for December 2018 submission seeking £927k of support.	



Action	Progress	Status
	<p>Improvements made at 9 key sites: 4 of our 50 open spaces which are priorities for quality improvement, and 5 of our 36 green network opportunities. A review of the maintenance schedule is now underway.</p> <p>Work is underway to develop a Food Growing Strategy and to assist delivery of John Muir Way partnership projects.</p>	

Place - Promoting vibrant town centres

Action	Progress	Status
05.02-DS17 Protect and enhance town centre environments and assist the promotion of town centres.	<p>Denny town centre phase 1 building works concluded providing 10 retail units and a new public library. Public realm works are due for completion in February 2018. The north steps public art aspect has been delayed to Spring 2018 for improved weather conditions. Denny Wi-Fi pilot project is to be launched during Feb 2018.</p> <p>Christmas light switch on events were delivered in Falkirk and other district centres as part of promotional activity. A 'Locate in Falkirk' retail brochure has also been delivered. A report to the Scrutiny Committee on the work of Falkirk Towns Ltd was submitted January 18.</p>	
05.03-DS17 Complete Townscape Heritage Initiative (THI).	<p>The overall Falkirk THI 5 year project is in the final year of delivery (complete Dec-18).</p> <p>Public realm works are changing the physical environment of Falkirk town centre and are being progressed with involvement of retailers. An extensive communication strategy has been delivered to alleviate disturbance during the works phases.</p> <p>The priority projects of the THI are all completed or underway. This includes the refurbishment of the Falkirk Steeple.</p> <p>Training and Heritage Engagement projects being delivered on target.</p> <p>THI Common Fund now fully committed against third party projects.</p>	
05.04-DS17 Regularise parking in town centres through the implementation decriminalised parking enforcement.	<p>Progress on decriminalised parking enforcement (DPE) was reported to the Executive Committee on 9 January 2018 with approval confirmed to formally submit the Council's application for DPE powers to Scottish Ministers. Stakeholder consultation is complete including Community Councils, schools etc. A contract to remedy issues with waiting restriction traffic signs across the Council area is complete and a contract for alterations to</p>	



Action		Progress	Status
		road markings in towns and villages excluding Falkirk is currently on-going with completion by 31 March 2018. A further road marking contract for Falkirk Town, including the town centre is under draft for implementation early financial year 2018/19. DPE implementation by 31 October 2018 is still achievable.	
05.05-DS17	Implement the Council's Road Safety programme on a rolling basis.	Road safety improvements at Stirling Street Denny and Carronvale Road Larbert are complete. Road Safety improvements at Newton Avenue Skinflats, Glenburn Road, Hallglen and Torwood Avenue Grangemouth have been designed, procured and awarded with completion on the ground by 31 March 2018.	

Partnership - Promoting stronger, more self-reliant communities




Action		Progress	Status
08.01-DS17	Enable Community Asset Transfer for surplus Council properties.	A process to administer Community Asset Transfer applications has been prepared and is being implemented. This involved creation of dedicated web pages detailing the application process, a list of Council properties and links for advice. A cross-service working group has been established to review and assess applications and several local groups have made approaches expressing interest in projects.	
08.02-DS17	Embed community and business resilience across area.	The Emergency Planning Unit has used local business events to promote business continuity. Work is ongoing with Community Council's to promote and develop Community Emergency Plan's. Promotional material was developed to encourage Community Council's and the wider community to sign up to the plan with a view to forming an active Community Resilience Group (CRG). Scottish Government are to visit Local Authorities to identify areas where support can be provided for the establishment of CRG's. The Emergency Planning Unit and the Scottish Environmental Protection Agency (SEPA) will arrange a table top exercise in 2018 to test Falkirk Council's Coastal Flood Emergency Response Plan and continue to encourage the participation of Community Councils.	

Our Area - The Area We Need To Be - Outcomes

We will grow our local economy to secure successful businesses, investment & employment

Action	Progress	Status
<p>10.02-DS17 Deliver the Falkirk Economic Strategy and promote the work of the Falkirk Economic Partnership.</p>	<p>A progress report on the Economic Strategy was conveyed to the Scrutiny Committee (February 2018) and Community Planning Partnership board (October 2017)</p> <p>Economic partnership meetings take place quarterly. The principal focus is on the delivery of the Falkirk-Grangemouth Investment Zone business case and commencement of negotiations with UK/Scottish Government seeking financial support for delivery of new infrastructure and support measures to attract investment and enable economic growth.</p> <p>An update report on the current Tourism Strategy was submitted to the Council Executive and highlighted excellent progress against targets with Falkirk showing the highest growth rate of any mainland Council area.</p>	
<p>10.03-DS17 Deliver the Falkirk Employability Strategy, operate training programmes and respond to changes in Welfare Reform and national skills development.</p>	<p>The delivery of the programme is on track and has been positively boosted by the Council winning the first fully devolved employability service from Scottish Government (Fair Start) facilitating better local alignment and integration of services for 300 people annually over the next 3 years.</p>	

Our Council - The Council We Need To Be

The Council We Need To Be			
Action		Progress	Status
COTF17.EEC3	Employment & Training Unit Review	The successful award of the Fair Start Scotland Contract and agreement on a revised budget savings option by Council on 6th December enabled this review to be completed, with delivery of the new Fair Start service contract commencing in April 2018.	
COTF17.MD5	Strategic Property Review (SPR)	<p>A report to Executive on the 28 Nov gave an update on a number of work stream strands, which align to other Council of the Future projects. Work is progressing on a refresh of the HQ/Arts Centre project design and affordability following on from the market testing undertaken in the summer. A further report will be taken to Executive in the early summer.</p> <p>A detailed design and costing exercise is underway for the creation of the West Advice and Information Hub at Carronbank House. This will form the enabling phase, repurposing the building to make it a more corporate and better utilised property. A feasibility study is also underway to find a location for the new Central Advice & Information Hub, which will replace the One Stop Shop at Callander Square. It is hoped that both projects will allow the Central and West Hubs to be operational in 2018.</p> <p>As the SPR has worked with Services, a number of properties will become surplus to operational requirements. Executive has agreed to dispose of 5 surplus properties to reduce holding costs and ensure capital receipts are timeously produced to underpin the 2018/19 capital programme. In addition, a number of leases are being terminated and staff/ services being redeployed to other underutilised and owned properties.</p>	
COTF17.MD7	Smart Working, Smart Travel	Presentation carried out to Council of The Future board on Mon 29 Jan 2018, confirmation of capital award awaited to further progress. Electric charging points will be installed at various Council locations by mid-Feb in line with project timelines.	

Important Indicators on target

	2015/16	2016/17	2017/18	Target	Benchmark
	Value	Value	Value		
DVS028c % of FOI requests to Development Services responded to within 20 days	97.8%	96.3%	97.4%	100%	None
DVS_Bus_VAL_01 % of all Development Services complaints closed as "Not Upheld" or "Partially Upheld"	60.1%	70.7%	74.6%	60%	None
cms.001 No. engaged in Employment Training with Council support	1,274	1,228	915	637.5	None
cms.002 No. of Modern Apprentices in programmes managed by the Council	586	435	339	300	None
cms.003a No. of unemployed people accessing jobs via Council funded/operated employability programmes	618	568	354	360	None
cms.003b No. of jobs created/secured through Business Gateway with Council-funded support	1,346.5	681	705.5	562.5	None
cms.005 % of business properties leased by the council that are occupied	95.6%	95.2%	94.9%	95%	None
CORP-ASSET1 Proportion of operational buildings that are suitable for their current use	91.44%	89.32%	Reports annually	90%	79.6% (Scotland 2015/16)
CORP-ASSET2 Proportion of internal floor area of operational buildings in satisfactory condition	87.07%	86.29%	Reports annually	85%	81.5% (Scotland 2015/16)

	2015/16	2016/17	2017/18	Target	Benchmark
	Value	Value	Value		
DVS_ED&ES_PRO_01 % of premises that hold a Food Hygiene Information Scheme (FHIS) Pass rating	90.25%	90.01%	94.12%	90%	None
SPS4b % of Trading Standards Business Advice Requests dealt with within 14 days	96.1%	98.1%	94.2%	95%	None
DVS_P&T_BUI_02 % of Building Warrant applications responded to within 20 days	99.8%	99.53%	98.98%	100%	None
DVS_P&T_WEA_01 Average time taken (in weeks) to determine a Local Development (Householder) planning application	6.85	7.22	5.81	6.6	7.5 Weeks (Scotland 2014/15)
DVS_P&T_WEA_02 Average time taken (in weeks) to determine a Local Development (Non-Householder) planning application	18.65	11.89	10.31	11.4	12.87 Weeks (Scotland 2014/15)
SRL1 % of overall carriageway length to be considered for maintenance treatment	33.2%	35.2%	Reports annually	34%	37% (Scotland 2014/15)
SRL2 % of Traffic Light repairs completed within 48 hours	97.4%	96.8%	98.8%	95%	96.1% (Scotland 2014/15)
SRL3 % of Street Light repairs completed within 7 days	86.9%	93.9%	98.6% (Q1)*	93%	90.1% (Scotland 2014/15)
DVS100 No. of missed bins per 100,000 collections (all bins)	120	108	83	N/A	None

**Only Q1 information available due to an ongoing IT fault.*

Important Indicators significantly below target

	2015/16	2016/17	2017/18	Target	Benchmark
DVS047 Sickness Absence % in Development Services - Overall	5.41%	5.29%	4.8%	4%	None
Progress					
This shows a slight reduction on the last report in March 2017.					
Improvement Action					
The Service continues to manage absence in accordance with the Council policy and procedures.					

	2015/16	2016/17	2017/18	Target	Benchmark
cms.004 Net number of new businesses supported and sustained	307	214	213	282	None
Progress					
The number of business start-ups reported to Business Gateway has slowed due to wider economic conditions (market uncertainties aligned with relatively high employment levels reduce the impetus to business formation).					
Improvement Action					
Monitor progress, wider economic conditions and assess need to re-focus start-up support efforts.					