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**Report to Clackmannanshire Council**

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**Date of Meeting: 27 November 2025**

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**Subject: Place Business Plan 2025/2026**

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**Report by: Strategic Director: Place**

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**1.0 Purpose**

- 1.1. This report presents the Place Directorate Business Plan, 2025/26, for the consideration and approval of Council.

**2.0 Recommendations**

Council is asked to:

- 2.1. Note, comment and approve the plan as attached at Appendix 1.

**3.0 Considerations**

- 3.1. The Place Directorate Plan 2025/2026 has been developed in line with the agreed [business planning guidance](#).
- 3.2. Place services are central to achieving the Council's vision and ensuring the delivery of meaningful outcomes for the people of Clackmannanshire. They provide the essential foundations on which safe, resilient, and sustainable communities are built.
- 3.3. Delivering high-quality front-line services is a core responsibility of the Council. Infrastructure, amenities, housing, waste management, and public protection are not only among the most highly valued services by residents but also have a profound influence on everyday life and long-term wellbeing. Ensuring these services are delivered effectively, efficiently, and equitably is critical to maintaining community confidence and trust.
- 3.4. Equally, housing, property, and facilities management play a vital enabling role. By underpinning the delivery of other critical services, such as education, health, and social care, these functions help create the conditions in which individuals, families, and communities can thrive.

- 3.5. Place services also have contributed significantly towards shaping the future prosperity of Clackmannanshire, through spatial planning and development management, economic development, and the delivery of capital projects in support of the Council's vision and outcomes. Many of the levers that can promote and accelerate a Wellbeing Economy lie within the Place Directorate.
- 3.6. We will build up on previous years actions and achievements, with some key milestones planned for the forthcoming year. Following on from work around Truman Change review, the Service plans realignment management roles in support of better interconnectedness. This work will be complimentary to the planned efforts around Collaboration that the Council is exploring at present.
- 3.7. Additionally, this year will develop further work started on progressing the One Plan, One Report approach already championed by the People Directorate. This new plan will also see a concerted effort to build capacity in terms of Planning and Building Standards, including the recommencement of our work on our new Local Development Plan.
- 3.8. The Directorate is in a position of consistent internal review in order to explore transformational opportunities for change and efficiency, working across the Council in support of our Target Operating Model.
- 3.9. We are seeking to improve our governance performance, which will not only support our service improvement agenda, but underpin our commitment to excellent customer service for the communities of Clackmannanshire. We have this year sought to reflect on local KPIs instead of LGBF Indicators, improve on reporting timescales of performance. LGBF Indicators will be reported separately.
- 3.10. There are no direct financial implications arising from this report.

#### **4.0 Sustainability Implications**

- 4.1. None

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

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

Yes ☒

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

Yes ☒

##### *5.4. Staffing*

- 5.5. There are no direct impacts to staff arising from this report.

## 6.0 Exempt Reports

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

## 7.0 Declarations

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

### (1) Our Priorities

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

Complies with relevant Council Policies Yes ☒

## 8.0 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☐ No ☒

If an impact assessment has not been undertaken you should explain why:

An Equality Impact Assessment (EQIA) and Fairer Scotland Duty Assessment have not been undertaken specifically for the Place Directorate Business Plan 2025–2026. This is because the actions and priorities outlined within the plan are primarily internally focused and operational in nature. However, in line with statutory obligations under the Equality Act 2010 and the Fairer Scotland Duty, any new or revised policy, strategy, or service change arising from the delivery of this business plan will be subject to a full and proportionate EQIA and/or Fairer Scotland Duty Assessment at the appropriate stage.

This approach ensures that equality considerations are embedded in the development and implementation of all relevant policies and practices. Where assessments are undertaken, they will be used to eliminate discrimination, advance equality of opportunity, and foster good relations, in line with the Council's legal duties and commitment to inclusive and equitable service delivery.

## 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".
- 10.2 Place Directorate Business Plan 2025-2026

## 11.0 Background Papers

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

### Author(s)

| NAME        | DESIGNATION               | TEL NO / EXTENSION |
|-------------|---------------------------|--------------------|
| Kevin Wells | Strategic Director: Place | X2533              |

### Approved by

| NAME        | DESIGNATION               | SIGNATURE                                                                             |
|-------------|---------------------------|---------------------------------------------------------------------------------------|
| Kevin Wells | Strategic Director: Place |  |



# Place

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## Business Plan 2025-26



**Be the  
FUTURE**

|                                             |
|---------------------------------------------|
| <b>1 SERVICE OVERVIEW</b>                   |
| <b>1.1 SERVICE PURPOSE &amp; OBJECTIVES</b> |

Place services are central to achieving the Council’s vision and ensuring the delivery of meaningful outcomes for the people of Clackmannanshire. They provide the essential foundations on which safe, resilient, and sustainable communities are built.

Delivering high-quality front-line services is a core responsibility of the Council. Infrastructure, amenities, housing, waste management, and public protection are not only among the most highly valued services by residents but also have a profound influence on everyday life and long-term wellbeing. Ensuring these services are delivered effectively, efficiently, and equitably is critical to maintaining community confidence and trust.

Equally, housing, property, and facilities management play a vital enabling role. By underpinning the delivery of other critical services, such as education, health, and social care, these functions help create the conditions in which individuals, families, and communities can thrive.

Place services also have contributed significantly towards shaping the future prosperity of Clackmannanshire, through spatial planning and development management, economic development, and the delivery of capital projects in support of the Council’s vision and outcomes. Many of the levers that can promote and accelerate a Wellbeing Economy lie within the Place Directorate.

### **The Council’s Vision – Be the Future**

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

### **Our Priorities**

- Sustainable, inclusive growth
- Empowering individuals, families and communities
- Health and Wellbeing

## Wellbeing Local Outcome Improvement Plan (WELOIP)

The work of the Place Directorate supports the ambition, and the priorities set out within the WELOIP. Services within the Place Directorate will ensure that their improvement objectives take cognisance of the WELOIP and reporting on performance will be undertaken through the Clackmannanshire Alliance Partnership.

### Our Values

- **Be the customer** - Listen to our customers communicate honestly and with respect and integrity.
- **Be the team** - Respect each other and work collectively for the common good.
- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.
- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

### 1.2 SERVICE STRUCTURE



The portfolio General Service's revenue budget for 2025-26 is £34.851m following a savings realisation of £1.174m. The HRA revenue expenditure budget for 2025-26 is £22.548m, with an income target of £27.204m leading to a budgeted surplus of £4.656m, towards Capital investment. The HRA net capital budget is £9.798m. Due to ongoing pressures within local government financing, the Directorates General Fund Activity will operate with critical post recruitment and essential spending reviews for most if not all of 2025-26.

### 1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

| Strategy or Policy                                   | Approved/Last Reviewed | Date for Review |
|------------------------------------------------------|------------------------|-----------------|
| <b>Housing Service</b>                               |                        |                 |
| Abandoned Property Policy                            | Aug 2024               | Aug 2027        |
| Allocations Policy (Westhaugh Gypsy Traveller site)  | New                    | Aug 2025        |
| Allocations Policy (wider estate)                    | New                    | March 2026      |
| Anti-social behaviour Policy (Housing specific)      | 2024                   | 2027            |
| Asset Disposal Policy                                | June 2025              | June 2028       |
| Damp and Mould Policy                                | Aug 2025               | Aug 2028        |
| Estate Management Policy                             | NEW                    | March 2026      |
| Evictions Policy                                     | 2024                   | 2027            |
| Homelessness prevention strategy                     | New                    | Jun 2026        |
| Housing 30 Year Business Plan Review                 | Interim 2024           | 2028            |
| Housing Allocations Policy                           | 2019                   | Q2 2027         |
| Housing Needs and Demands Assessment                 | New                    | Jan 2026        |
| Housing Repairs Policy                               | Aug 2025               | Aug 2028        |
| Local Housing Strategy                               | 2018                   | Q3 2026         |
| Missing Shares Policy                                | Aug 2025               | Aug 2028        |
| Open Space Management Policy                         | NEW                    | March 2026      |
| Private Sector Scheme of Assistance                  | 2021                   | March 2026      |
| Property Acquisition Policy                          | Aug 2025               | Aug 2028        |
| Property Adaptations Policy                          | NEW                    | Nov 2025        |
| Property Asset Management Strategy (Housing)         | NEW                    | 2028            |
| Rechargeable Repairs Policy                          | Aug 2025               | Aug 2028        |
| Strategic Housing Investment Programme               | 2024                   | Oct 2025        |
| Tenant Participation Strategy                        | 2024                   | 2029            |
| <b>Property &amp; Development Service</b>            |                        |                 |
| Asset Management Strategy                            | New                    | December 2025   |
| Learning Estate Strategy                             | Dec 2019               | Jun 2026        |
| Non-Housing Property Asset Management Plan (Phase 1) | New                    | Mar 2026        |
| Non-Housing Property Asset Management Plan (Phase 2) | New                    | Jun 2026        |
| WeAll Employability Action Plan                      | 2024                   | March 2026      |
| Outdoor Access Strategy                              | 2018                   | Oct 2026        |
| Woodland Strategy                                    | 2014                   | Oct 2026        |
| Community Wealth Building Action Plan                | March 2025             | March 2027      |
| Regional Economic Strategy                           | New                    | March 2026      |



|                                                                  |            |              |
|------------------------------------------------------------------|------------|--------------|
| Regional Energy Masterplan                                       | 2023       | 2028         |
| Local Heat and Energy Efficiency Strategy (LHEES)                | 2023       | Nov 2028     |
| Local Biodiversity Action Plan                                   | 2018       | October 2026 |
| Local Development Plan                                           | 2015       | May 2028     |
| Local Employability Partnership (LEP) Delivery Plan              | March 2025 | June 2026    |
| Climate Change Strategy and Climate Emergency Action Plan (CEAP) | New        | Oct 2025     |
| Pollinator Strategy                                              | New        | Oct 2025     |
| Regional Adaptation Strategy                                     | New        | Oct 2026     |
| Local Allotments and Food Growing Strategy                       | New        | Oct 2026     |
| <b>Environment Service</b>                                       |            |              |
| Local Transport Strategy                                         | 2014       | 2026         |
| Active Travel Strategy 'Connecting Clackmannanshire'             | 2021       | 2026         |
| Road Safety Plan                                                 | New        | 2026         |
| Play Park Strategy                                               | New        | 2026         |

## 2 KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2025-2026

Over the life of this business plan, we will seek to excel in delivering operational services whilst also developing and implementing key strategic activities to ensure that the service is fit for the future and that our contribution to the people and place of Clackmannanshire is maximised. To do this successfully, we need to:

- Be clear on our priorities and ensure that resources are focused on these
- Ensure that we have the service design, skills and capacity to deliver, within known constraints
- Develop our business management approaches, including performance management and governance
- Provide the right tools, equipment and
- Support our people to develop the right skills and aptitudes to succeed in a changing operating environment, providing opportunities for career development

Priority policy/strategy development and improvement actions are set out in the relevant sections of this business plan. Key issues are set out below:

The Council is experiencing significant workforce pressures, with an aging employee profile and growing challenges in recruiting and retaining staff across key professional disciplines within a highly competitive labour market.

Within the Place Directorate, several service areas operate with small teams, resulting in potential single points of failure. Workforce shortages in these areas can quickly lead to critical gaps in knowledge and capacity, increasing operational risk. These pressures not only place additional demands on existing staff but also pose a tangible risk to the Council's ability to fulfil its statutory and regulatory responsibilities.

Proactive workforce planning, targeted recruitment strategies, and succession planning are therefore essential to mitigate these risks and ensure the continuity and resilience of essential services.

Service redesign and capacity for the short – medium term has been addressed in a number of services but further work still remains. Implementation of Phase 1 of the Property service redesign has completed and when next phase is completed it will bring much needed additional operational capacity into the team. There are other areas where capacity gaps and operational resilience need to be addressed and the ability to deliver policy development and improvement actions in line with the timetable set out in this plan depends on our ability to resource this activity.

Given the public sector financial environment, it is likely that more fundamental service redesign will be required to ensure a sustainable future for delivery of our services. External support has been commissioned to help us to shape our future Target Operating Model (TOM). Output and collaboration / partnership landscape from this work is expected during 2025-26.

Service performance is generally to a good standard and we need to be more proactive in communicating and celebrating our successes with our stakeholders and to each other as well as being less reliant on LGBF indicators alone. Our performance management regimes have identified a number of areas for improvement, however, some of which are set out in this business plan.

The Department as mentioned earlier have experienced significant and critical vacancies and a number of team leaders and supervisors are new to either the organisation or the role as well as the need for work to be done to embed business processes and good governance. We will also work with colleagues to identify areas where processes can be streamlined and/or digitised or automated, to improve productivity and customer service.

Financial sustainability has been a key challenge and theme for the Council for many years. The post-pandemic financial environment is one in which public sector budgets are likely to come under even greater pressure in the near future. As a result, our focus as a portfolio must remain on delivering operational efficiency and transformation.

### **3 APPROACHES**

#### **3.1 TRANSFORMATION, INNOVATION & COLLABORATION**

At the heart of our "Be the Future" ambitions is a bold commitment to delivering sustainable public services that drive economic prosperity and improve quality of life for all. By nurturing innovation, supporting local enterprise, and strategically investing in infrastructure, skills, and opportunities, we are creating the conditions for Clackmannanshire's people, businesses, and communities to flourish.

This is a long-term journey of transformation, requiring ambition, collaboration, and resilience. It is not a quick fix, but a determined programme designed to unlock lasting

economic growth, enhance social wellbeing, and build a vibrant, inclusive, and forward-looking future for everyone in our region.

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Place services are contributing to taking forward the key 'Be The Future' transformation themes of: Sustainable, Inclusive Growth; Empowering Families and Communities; and Health and Wellbeing. Examples include:

- Key partner in the Family Wellbeing Partnership and STRIVE, working with others to find creative solutions to support local people whilst helping to shape the future of public service delivery.
- Working with the University of Stirling, Forth Valley College and UK and Scottish governments to develop the Alloa Innovation Campus to stimulate innovation, business growth and jobs.
- Working with Council colleagues and community representatives to develop collaborative ownership/operation models for a number of community assets including Clackmannan Town Hall and former Community Access point; Marshall House, Ben Cleuch Centre and Sauchie Hall.
- We continue to work closely with colleagues in the Transformation Team to identify areas where processes can be streamlined and/or digitised or automated, to improve productivity and customer service with developments within our Environmental Services and Housing.

- We continue to lead Community Wealth Building activity across the Council, ensuring it is central to the WELOIP and playing a key role across Forth Valley and support the Clackmannanshire Anchor Partnership.

Our transformation journey will include a continuation of increasing collaboration and a quickening pace of digital transformation - including from the deployment of M365 and major new management information systems such as a new Housing and Property management system - to more of our transactional processes being digitally accessible to our citizens around the clock.

For example, we are taking forward a number of initiatives including:

- Internet of things pilot on remote monitoring of CO2 in classrooms
- Customer service portal
- The use of environmental sensors within our domestic stock for the purpose of Damp and mould monitoring.
- Innovations In-cab technology in waste vehicles
- Roads Digital Initiatives – Transformation to paperless documentation – Site Inspection Reports, Power Automate Software that sends daily updates to interested parties on road works and emergencies to Stirling and Clacks Contact Centre and Police Scotland live information to improve awareness and safety.
- Health & Safety Accessibility – Use of iPads to disseminate H&S information such as Risk Assessments, Near Miss Reporting and COSHH information, again moving to paperless working.

### **3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT**

Place services engage with customers and stakeholders to understand how we are performing and to inform new policy and service development. We aim to meet the Council's service standards in ways that reflect the Council's values, primarily: Be the Customer. As such we aim to listen to our customers (internal and external), communicate honestly, openly, with transparency and with respect and integrity.

Some examples of recent and planned engagement are listed below.

### External

- Ongoing engagement with the Tenants Federation and formal consultation with tenants on rent setting, policy decisions and other key investment decisions.
- Building on the success of the Year 1 Tenancy Participation Action Plan, the Year 2 plan has been developed collaboratively with Clackmannanshire Tenants and Residents Federation (CTRF) and the Housing Spokesperson. This continued partnership ensures that tenant voices remain central to shaping housing services.
- Since 2023, monthly Housing Performance meetings have provided a valuable platform for dialogue and scrutiny. These meetings bring together housing officers, CTRF, other Registered Tenant Organisations (RTOs), Elected Members and Trade Union representatives to review and challenge performance across key service areas. A full programme of events is scheduled through to the end of 2025, with plans underway to develop a new programme for 2026, ensuring ongoing opportunities for meaningful tenant engagement.
- Meetings with local community groups occupying our properties on leases or to explore potential asset transfers
- Consultation on our Pollinator and Climate Change Strategy including Stakeholder engagement.
- Public consultation on the City Region Deal funded Regional Energy Masterplan.
- Commencement of a masterplan for Alloa town centre in accordance with the Scottish Futures Trust's 'Place guide: a process for improved Place-based decision making'
- On-going feedback from employability clients and employers through our Clackmannanshire Works key worker and job broker service
- Business engagement conducted through the Clackmannanshire Business Support Partnership including monthly mailing to over 1,600 recipients and annual Business Survey
- Public consultation to develop a play park strategy is to take place during the life of this plan
- Soft FM Catering service to engage with Parent Councils in partnership with Education regarding ongoing menu development.
- Consultations and meeting events held with the Clackmannanshire Access Forum
- Key partner in our highly regarded Local Employability Partnership (LEP), working with strategic employability partners to maximise training and employability opportunities for Clackmannanshire residents;
- Members of Tackling Child Poverty Partnership and Community Justice Partnership, contributing to strategic action planning and linking employability into TCP and CJP agendas;
- Supporting Discover Clackmannanshire tourism group, arranging events and liaising with members (also supporting emerging work on a Forth Valley travel trade website and joint activity);
- Engagement with community groups through delivery of a Communities and Place grant fund:

- Membership of SLAED groups: Employability, Data and Performance, and Tourism, and chair of SLAED Business Group and member of SLAED Executive Group;
- CRD programme management, working across services to co-ordinate reporting and progress on City Region Deal projects;
- Engage with Clackmannanshire Anchor Partners through the Anchor Partnership;
- Actively collaborating with other Forth Valley Local Authorities to develop a Regional Economic Strategy;
- Collaboration with Clackmannanshire Business Support partners to produce 'Locate in Clackmannanshire' website and brochure, designed to encourage businesses to start up in, or move to Clackmannanshire

### Internal

- Improved communication and stakeholder engagement with all cleaning staff and Head Teachers.
- Soft FM Teamleader sits with Headteachers on Education business meetings and discusses ongoing Soft FM agenda.
- Closer liaison with Education and key stakeholders in relation to the capital programme for the learning estate.
- Working group in action to collaborate on strategic asset management ensuring Planning masterplans and property assets are evaluated to increase value from outcomes.
- Active engagement in the development of the Wellbeing Hub/Lochies project including ensuring and supporting community benefits deriving from the project.
- Active engagement in the Family Wellbeing Project and associated activities; supporting the FWP Strategic and Operational Groups, and leading on the employability strand of FWP activity (including development and progress on the WeAll employability action plan).
- Bipartite meetings with TU/Management underpinned by local service TU engagement groups.
- Regular meetings with political portfolio holders/Group Leaders.
- Thrive Programme - Funding and Supporting the successful Thrive to Keep Well Programme, in partnership with FWP and NHS FV;
- Development of a community benefits strategy, working with procurement and other service managers to devise a robust and effective strategy for maximising community benefits through our contracts.
- Active engagement with wider Council services on City Region Deal investment and opportunities, including housing, digital transformation and property.

### 3.3 MANAGING SERVICE PERFORMANCE

Maximising the contribution and talents of all our staff is essential. This business plan provides the basis for all service, team and individual Constructive Conversations plans within Place. Senior Managers will maintain plans and risk registers for their areas of responsibility.

Every employee will have regular one-to-one supervisory meetings and will agree objectives for the year as part of the agreed Constructive Conversations process. Whilst objectives will continue to form a core element of discussions and supervisory meetings, how we go about Council business is a core part of our transformation objectives; therefore, demonstrating how we are living up to the Council's vision and values, supporting our staff and ensuring mental health and wellbeing will form an important element of service performance.

Risks and performance against business plan objectives will be reviewed regularly by the Place Senior Management Team, and for Senior Managers as part of regular supervisory meetings with the Strategic Director. Our services will input systematically to the Be The Future Programme Management Office requirements, and progress against our business plan and financial outturns will be reported to the Audit and Scrutiny Committee six monthly, for the purposes of scrutiny and transparency.

Across the directorate there are a range of embedded practices for managing and monitoring service performance. The service provides a number of statutory/national performance reports, as follows:

- Planning Performance Framework
- Building Standards Verification – Annual Performance Report
- Food Control Service Plan submitted to Food Standards Scotland annually. Progress report presented to audit and scrutiny throughout each year.
- Public Bodies' Climate Change Duties
- Scottish Housing Regulator – Annual Return of the Charter (ARC)
- Scottish Housing Regulator – Annual Assurance Statement (AAS)
- Scottish Housing Regulator – Landlord Report to Tenants
- National Fraud Initiative Annual Checking Report (Housing)
- Scottish Housing Network (SHN) Quarterly Performance Information collation, includes a monthly void return
- Scottish Government Statistical Returns (HL1, HL2, HL3, Prevent1)
- Scottish Housing Regulator (SHR) Annual Engagement Plan



- Annual Core Facts Building Condition Return to Education for their Submission to Scottish Government
- National Fraud Initiative (NFI) Annual Checking Report (Housing) for internal audit.
- HRA Annual Budget and Rent Setting Report to Council.
- HRA Quarterly and Year End Outturn Reports by Finance and Housing Services - reported to audit and scrutiny and where required Council.
- HL1, HL2, HL3, and Prevent 1 Homeless Statistical Information to the Scottish Government
- LGBF - updates provided by housing to the x5 KPIs reported on relevant to housing.
- SHR Annual Engagement Plan – direct engagement with regulation manager on local improvements
- SHN Local Authority Monthly Void Return Information
- Monthly Housing Performance Meetings to all elected members, RTOs and union representatives.
- Scottish Roads Commissioner reporting
- SEPA Waste Flow Reporting
- Annual reporting of Environmental Health and Trading Standards performance to Scottish Government, HSE and Food Standards Scotland.
- SLAED Annual Indicators Reporting.
- Community Wealth Building Progress Reporting.
- EES ABS Quarterly Reporting
- NatureScot Annual Reporting on Investment

### 3.4 WORKFORCE PLANNING

The Directorate Workforce Plan has been delayed, due to developments within the Council aligned to the work being progressed on Council Collaboration and TOM Development, however the Senior Management Team within the Directorate continue to monitor and address our workforce planning management and acknowledge the following profile of the department:

#### Departmental Profile:

- **Headcount:** Average headcount has reduced marginally by 0.2% since March 2024 predominantly linked to the filling of vacancies and redesign. There will be a planned decrease from April 2025 onwards in response to the social / economic challenges facing the Council. Our core workforce is anticipated to contract over the next 3 years as we progress the implementation of the TOM, but this is dependent on the ongoing impact of a range of external factors, including inflation, public sector financing, legislative changes and potential partnership arrangements.

2022/23 Average FTE – 504.12 Headcount – 587 (excluding casual)

2023/24 Average FTE - 508.24 Headcount – 593.5 (excluding casual)

2024/25 Average FTE – 507.22 Headcount – 580 (excluding casual)

- **Temporary Contracts** – Due to the current fiscal positioning and the Departments success in securing external funding, albeit temporary, the use of temporary contracts has remained static across the Department. Recent redesign work within the department had hoped to stabilise this trend. Further work will be required as part of our workforce planning to assist with retention by addressing concerns regarding employment security for our workforce and improve business continuity for the Council. Whilst this is our desired outcome, we recognise that the overall fiscal positioning of the Council and local government investment levels will be considerable factors associated with this approach and as the Council considers its TOM approach, there may be a requirement for further use of temporary arrangements to facilitate transformation towards a more sustainable state.

31<sup>st</sup> March 2023 Temporary Contracts 19.74%

31<sup>st</sup> March 2024 Temporary Contracts 19.06%

31<sup>st</sup> March 2025 Temporary Contracts 19.97%

- **Age Profile** - The age profile of our workforce creates a medium-term challenge and risk. With **49.83%** of the current workforce aged 50 or over and expected to rise noticeably in the next 5 years, we need to continue to consider measures to attract younger people into the Council while managing the risks associated with an ageing workforce and avoiding knowledge loss.

- **Turnover** – turnover is currently **11.53%** (March 2025). This is likely to be linked to the use of temporary posts and salary banding in comparison to other local employers. Whilst the average turnover is recorded above, it will vary across the Department Services linked to the nature of the different roles and is creating strains within certain service areas.

- **Absence** - has fallen slightly from **6.13%** (2023/24) to 6.02% (2024/25). Most absences are long term absence (70.99%) which have varying justifications associated, including those attributed to COVID, i.e. backlog for operations, etc.

2023/24 - Long Term 72.06%/Short Term 27.94%

2024/25 - Long Term 70.99%/Short Term 29.01%

- **Grade Profile** - The Council fully consolidated the Scottish Local Government Living Wage (SLGLW) into its grading structure. The majority of employees (87.3%) are appointed within the lower half of the grading structure which is reflective of the nature of the services being delivered. In context, 2.94% of employees are appointed within the top 3 management grades.

**2024-2025:**

| GRADE    | HEADCOUNT          | GRADE    | HEADCOUNT         |  | GRADE    | HEADCOUNT          |
|----------|--------------------|----------|-------------------|--|----------|--------------------|
| Grade 1  | <b>83</b> (12.8%)  | Grade 2  | <b>83</b> (12.8%) |  | Grade 3  | <b>40</b> (6.2%)   |
| Grade 4  | <b>103</b> (15.9%) | Grade 5  | <b>64</b> (9.9%)  |  | Grade 6  | <b>191</b> (29.6%) |
| Grade 7  | <b>18</b> (2.8)    | Grade 8  | <b>27</b> (4.2%)  |  | Grade 9  | <b>18</b> (2.8%)   |
| Grade 10 | <b>14</b> (2.2%)   | Grade 11 | <b>1</b> (0.2%)   |  | Grade 12 | <b>4</b> (0.6%)    |

- **Use of Casual and Agency workers** - The use of casual and agency workers within the department is vital to maintain service delivery to cover unplanned absence or assist with peaks in service delivery requirements. All Services have been asked to keep under review and minimise the use of agency workers as far as possible. It is however recognised that to progress forward with the level of reduction within public spending that a 'mixed' economy approach as outlined within the Council's TOM going forward will be required, especially where it is more fiscally prudent to do so.

- **Equality Profile** - Our workforce gender is broken down 44%:56% (Male/Female), the breakdown is more pronounced a difference within Services where there are elements of job segregation in certain service areas (e.g. refuse collection, cleaning, catering, craft) and work remains ongoing to try and consider these issues as part of the ongoing equalities work. Our ethnicity and racial demographics, based on self-reporting of staff is:

|                        |    |                        |     |       |   |
|------------------------|----|------------------------|-----|-------|---|
| Asian or Asian British | 2  | Black or Black British | 3   | Mixed | 1 |
| Other Ethnic Groups    | 12 | White                  | 480 |       |   |

The Council's Workforce Strategy and action plan will be developed in line with the development of the planned Collaboration / Partnership work and enhancement of the Council's TOM. This work will support the portfolio to address a number of impacting issues and plan for future service delivery.

## 4 DELIVERY PLAN

# Place Directorate Business Plan 2025-26

## 1. Performance Indicators

### 1.1 Housing Service

| Code        | Performance Indicator                                                  | 2023/24 | 2024/25 | 2025/26 | Lead                                     |
|-------------|------------------------------------------------------------------------|---------|---------|---------|------------------------------------------|
|             |                                                                        | Value   | Value   | Target  |                                          |
| HMO ALL 035 | Rent Loss due to Void (empty) Properties                               | 1.34%   | 0.82%   | 1%      | Team Leader - Tenancy Services           |
| HMO HPI 005 | Council Dwellings Meeting the Scottish Housing Quality Standard (SHQS) | 93.54%  | 84.65%  | 93%     | Team Leader - Planned Works & Compliance |
| HMO PRO 006 | Average Time to Complete Non-emergency Repairs (working days)          | 5.12    | 5.08    | 6.5     | Team Leader – Hard FM                    |
| HMO TEM 011 | Rent Arrears (as % of rent due in the year)                            | 11.15%  | 7.25%   | 7%      | Team Leader - Tenancy Services           |

### 1.2 Property Service

| Code        | Performance Indicator                                       | 2023/24 | 2024/25 | 2025/26 | Lead                                                           |
|-------------|-------------------------------------------------------------|---------|---------|---------|----------------------------------------------------------------|
|             |                                                             | Value   | Value   | Target  |                                                                |
| ASM FAC 02a | Operational Buildings Suitable for Current Use              | 91.4%   | 91.4%   | 95%     | Project Co-ordinator; Team Leader - Planned Works & Compliance |
| ASM FAC 03a | Council Buildings in Satisfactory Condition (by floor area) | 97.5%   | 97.5%   | 98.5%   | Project Co-ordinator; Team Leader - Planned Works & Compliance |

### 1.3 Development Service

| Code        | Performance Indicator                                                                                   | 2023/24    | 2024/25    | 2025/26    | Lead                                                                    |
|-------------|---------------------------------------------------------------------------------------------------------|------------|------------|------------|-------------------------------------------------------------------------|
|             |                                                                                                         | Value      | Value      | Target     |                                                                         |
| DEV DMA 01b | Cost per local planning application                                                                     | £4,197     | £4,344     |            | Planning & Building Standards Team Leader                               |
| DEV DMA 01c | Average Time to Process Commercial Planning Applications (weeks)                                        | 12 Weeks   | 11.7 Weeks | 11 Weeks   | Planning & Building Standards Team Leader                               |
| DEV DMA 11a | Immediately Available Employment Land (as % of land allocated for employment in Local Development Plan) | 26.1%      | 26.1%      | 26.1%      | Planning & Building Standards Team Leader; Senior Manager - Development |
| DVM ECD C3A | Unemployed People Assisted into Work via Council Employability Programmes                               | 199        | 196        | 132        | Team Leader – Economic Development                                      |
| EDE LGB B1c | Business Gateway Startups (per 10,000 population) remove per 10,000 population – give unique number     | 89         | 84         | 89         | Team Leader – Economic Development                                      |
| DVM ECD B2c | Town Vacancy Rate (vacant retail units as % of total - Alloa town centre only)                          | 28 (10.8%) | 30 (12%)   | 29 (11.4%) | Team Leader – Economic Development                                      |
| NEW         | % of Environmental Health Service requests for Infectious disease responded to within 1 day             | 100%       | 100%       | 100%       | Team Leader: Environmental Health                                       |
| NEW         | % of Environmental Health Service requests for Pest Control responded to within 3 days                  | 100%       | 100%       | 100%       | Team Leader: Environmental Health                                       |
| NEW         | % of Environmental Health Service requests for Food Complaints responded to within 3 days               | 100%       | 100%       | 100%       | Team Leader: Environmental Health                                       |
| RGY SCC 005 | CO2 emissions area wide per capita - all emissions                                                      | 9.8 tn     | 8.6 tn     | 8 tn       | Senior Manager – Property & Development; Home Energy Strategy Officer   |
| RGY SCC 006 | CO2 emissions area wide per capita - emissions within scope of local authority                          | 6.6 tn     | 5.8 tn     | 5.5 tn     | Senior Property & Manager - Development; Home Energy Strategy Officer   |
| RGY TST 004 | Cost of Trading Standards per 1,000 population                                                          | £1,348     | £2,021     | £2,112     | Senior Manager – Property & Development                                 |
| DVM ECD F3b | Unemployment Rate - All Working Age (16-64 years)                                                       | 3.8        | 3.8        | 3.3        | Team Leader Economic Development;                                       |
| DVM ECD F3c | Unemployment Rate - Young People (16-24 years)                                                          | 13.1       | 8.3        | 12.2       | Team Leader Economic Development;                                       |
| NEW         | Total Number of people supported by Council funded employability programmes                             | 908        | 1134       | 820        | Team Leader – Economic Development                                      |

## 1.4 Environment Service

| Code        | Performance Indicator                                                              | 2023/24 | 2024/25 | 2025/26  | Lead                                                                    |
|-------------|------------------------------------------------------------------------------------|---------|---------|----------|-------------------------------------------------------------------------|
|             |                                                                                    | Value   | Value   | Target   |                                                                         |
| SAP PHO T01 | Percentage of primary school pupils actively travelling to school (HUSS Reporting) | 61.9%   | 63%     | 64%      | Active Travel Manager                                                   |
| ENV LAN 01a | Cost of parks & open spaces per 1,000 population                                   | £19,811 | £17,260 | <£17,000 | Land Services Contracts Manager                                         |
| ENV SHS POS | Satisfaction with Parks & Open Spaces (3 year average)                             | 81.3%   | 84      | 85%      | Land Services Contracts Manager                                         |
| ENV SHS STR | Satisfaction with Street Cleaning (3 year average)                                 | 65.7%   | 65.7    | 65%      | Land Services Contracts Manager                                         |
| ENV SHS WMA | Satisfaction with Refuse Collection (3 year average)                               | 78%     | 79%     | 80%      | Team Leader (Roads & Street Lighting);<br>Performance & Quality Officer |

## 1.5 Place Directorate

| Code        | Performance Indicator                                                   | 2023/24 | 2024/25 | 2025/26 | Lead                       |
|-------------|-------------------------------------------------------------------------|---------|---------|---------|----------------------------|
|             |                                                                         | Value   | Value   | Target  |                            |
| PLC CNQ BUS | % Councillor enquiries responded within timescale - Place               | 90.7%   | 86.6%   | 100%    | Strategic Director - Place |
| PLC FOI GOV | % Freedom of Information requests responded to within timescale - Place | 92.5%   | 87.4%   | 100%    | Strategic Director - Place |
| PLC MPQ BUS | % MP/MSP enquiries responded to within timescale - Place                | 73.8%   | 80%     | 100%    | Strategic Director - Place |
| PLC C01 CUS | Number of formal complaints received – Place (reduce by 10%)            | 152     | 164     | 100%    | Strategic Director - Place |
| PLC C02 CUS | % formal complaints closed within timescale - Place                     | 55.3%   | 72.1%   | 100%    | Strategic Director - Place |

## 2. Actions

### 2.1 Sustainable Inclusive Growth

| Code        | Action                                                                                                                                            | Desired Outcome                                                                                                                                                                                                                                                                                                                                                                                  | Due Date     | Lead                                                                    |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------------|
| NEW         | Increasing HRA stock portfolio with the purchase of 20 properties, fully renovated and let to tenants from the housing waiting list.              | This will help reduce the housing waiting list and meet the growing demand for suitable homes. This approach allows for the service: To quickly increase the supply of available housing. Provide specialist accommodation, such as accessible homes for people with mobility needs. Direct purchase for the local market, assist in vacancy chains and stimulates local growth by house movers. | April 2026   | Team Leader – Housing Operations                                        |
| PLC 213 111 | Progressing CRD projects through Business Case Development/approvals and delivery stage                                                           | to meet the requirements of the CRD Implementation Plan and deliver on the four strategic outcomes                                                                                                                                                                                                                                                                                               | 2025-2030    | Strategic Director – Place<br>CRD Programme Lead – Economic Development |
| NEW         | Economic Development working in partnership with property to progress Greenfield House regeneration project                                       | To bring Greenfield House and Park back into functional use and act as a catalyst for the wider Alloa town centre regeneration                                                                                                                                                                                                                                                                   | 2025-2030    | Strategic Director – Place<br>CRD programme Lea – Economic Development  |
| PLC 213 105 | Fully resource the core Planning and Building Standards Team, including:<br>-a principal Planning officer (development Plans) to progress the LDP | A highly performing Planning & Building Standards Council with a clear routemap for the publication and servicing of our new LDP to set out how Clackmannanshire will develop and change                                                                                                                                                                                                         | October 2026 | Team Leader: Planning & Building Standards                              |

| Code        | Action                                                                                                                                                                                                | Desired Outcome                                                                                                                                                                                                                                                                                 | Due Date      | Lead                                                                             |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------|
|             | -additional capacity within Building Standards<br>-Shared Specialism approach with neighbouring authorities                                                                                           | over the next 10-15 years, meeting planning legislation and setting out the Council's strategic objectives in spatial terms.                                                                                                                                                                    |               |                                                                                  |
| NEW         | Review and update of the WeAll employability action plan                                                                                                                                              | An action plan that delivers positive employability outcomes and economic growth for Clackmannanshire.                                                                                                                                                                                          | March 2026    | Team Lead – Economic Development                                                 |
| NEW         | Development of a Community Benefits Strategy for Clackmannanshire Council                                                                                                                             | A strategy that delivers the maximum return for Clackmannanshire Communities.                                                                                                                                                                                                                   | Sept 2026     | Team Leader – Economic Development (working with procurement and other services) |
| NEW         | Complete restorative works to greenfield house and commence Business Case for a Culture Heritage and Tourism Hub as part of Alloa Innovation Campus.                                                  | We have a strong foundation to realize the potential from the CRD investment for the Alloa Innovation Capus at Greenfield House.                                                                                                                                                                | March 2026    | CRD Lead Officer                                                                 |
| NEW         | Fulfil 2025/26 EES ABS Programme - Desired outcome - Improved energy efficiency of homes in the private sector benefiting those considered vulnerable in the community                                | Delivery of our energy masterplan and Climate Change Strategy Objectives                                                                                                                                                                                                                        | March 2026    | Team Leader: Energy & Sustainability                                             |
| NEW         | Fulfil 25/26 Renewable Energy Initiative - Desired outcome - help identified vulnerable persons in the community reduce their energy bills via the use of solar panels and battery storage facilities | Delivery of our energy masterplan and Climate Change Strategy Objectives                                                                                                                                                                                                                        | March 2026    | Team Leader: Energy & Sustainability                                             |
| PLC 213 101 | Approval of the Climate Change and Pollinator Strategies - Desired Outcome - Council approval of strategies and associated Climate Emergency Action Plan                                              | Delivery of our Pollinator and Climate Change Strategy Objectives in support of achieving Net Zero ambitions. To ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045                        | November 2025 | Team Leader: Energy & Sustainability                                             |
| PLC 213 103 | Deliver Community Wealth Building Action Plan Outcomes                                                                                                                                                | For Clackmannanshire to become a community wealth building place through: progressive procurement of goods and services; making financial power work for local places; socially productive use of land and assets; fair employment and just labour markets and plural ownership of the economy. | November 2025 | Senior Manager – Property & Development                                          |
| PLC 213 109 | Produce Alloa Town Centre Masterplan                                                                                                                                                                  | To develop a coordinated masterplan to guide investment and provide a prospectus of potential opportunities to stimulate public and private sector investment in the regeneration of Alloa.                                                                                                     | 31-Mar-2026   | Senior Manager – Property & Development                                          |
| PLC 234 102 | Develop and secure governance on phase 2 of the property asset management plan                                                                                                                        | To ensure the long term financial and environmental sustainability of the Councils non-housing assets                                                                                                                                                                                           | 31-March 2026 | Senior Manager – Property & Development                                          |
| PLC 234 103 | Co Produce a Regional Economic Strategy                                                                                                                                                               | Produce with Stirling and Falkirk Councils, a Regional Economic Strategy to identify areas where the Forth Valley can collectively work to deliver economic benefit                                                                                                                             | 31-Mar-2026   | Senior Manager – Property & Development                                          |



| Code        | Action                                     | Desired Outcome                                                                                              | Due Date    | Lead                                        |
|-------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------|
| PLC 234 104 | Refresh Clackmannanshire Economic Strategy | To ensure that economic development activities meet current and emerging priorities, risks and opportunities | 31-Dec-2026 | Senior Manager – Property & Development     |
| PLC 234 105 | Clackmannanshire Investment Strategy       | Full funding officer post as first stage of implementation of Investment Strategy                            | 31-Mar-2026 | Senior Manager – Transformation and Capital |

## 2.2 Empowering Families & Communities

| Code        | Action                                                                                                                                                                                                                                                                 | Desired Outcome                                                                                                                                                                                                                                                                                 | Due Date       | Lead                                                             |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------------------------------------------|
| NEW         | Establish a Tenants Scrutiny Panel to review housing service performance and make recommendations for improvement. The panel will focus on key service areas and provide structured feedback to inform service delivery and policy.                                    | This supports the continued commitment to ensure that tenant voices remain central to shaping the housing service. This enhances tenant influence, transparency, and accountability in housing service delivery. Supports strategic goals around continuous improvement and tenant empowerment. | March 2026     | Team Leader – Business Management Team                           |
| NEW         | Delivery of the CRD Lone Parent Project: Employability support for lone parents in the Alloa South and East area, providing paid work placements and wrap around support for up to 10 parents, with the aim of sustainable employment for at least 90% of participants | A developed blueprint for employability support for lone parents, which leads to sustained and meaningful employment prospects for almost all participants.                                                                                                                                     | September 2026 | Team Leader – Economic Development<br>Child Poverty Co-ordinator |
| PLC 213 201 | Undertake condition survey & option appraisal of Learning Estates Primary School property assets.                                                                                                                                                                      | To inform the next iteration of the Learning Estate strategy.                                                                                                                                                                                                                                   | 30-Jun-2026    | Senior Manager - Property & Development                          |
| PLC 213 202 | Develop the next iteration of the Learning Estate Strategy                                                                                                                                                                                                             | To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational outcomes for our young people.                                                                                                                   | 30-Jun-2026    | Senior Manager - Property & Development                          |
| PLC 213 203 | Deliver Learning Estate capital projects                                                                                                                                                                                                                               | To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational outcomes for our young people                                                                                                                    | 31-Mar-2027    | Senior Manager - Property & Development                          |
| PLC 213 205 | Develop plans to implement Scottish Government policy for free school meals for P6 and 7                                                                                                                                                                               | To ensure that the Council meets its statutory responsibilities, delivers a service that is co-designed with Education, and to secure additional funding for capital improvements.                                                                                                              | 30-Jun-2026    | Senior Manager – Property & Development                          |
| PLC 213 207 | Deliver Westthugh Gypsy/Traveller site improvement project                                                                                                                                                                                                             | To provide modern, low carbon, purpose built facilities that meet the needs of the community                                                                                                                                                                                                    | 30-May-2026    | Senior Manager - Housing                                         |
| PLC 213 208 | Tenant Participation Improvement Plan                                                                                                                                                                                                                                  | To establish staff resource and a refreshed TP strategy to improve tenant engagement and to meet the Council's responsibilities under the Scottish Housing Regulator's Charter.                                                                                                                 | 31-Oct-2025    | Senior Manager - Housing                                         |

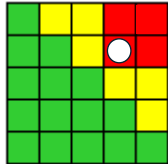
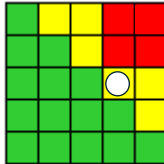
## 2.3 Health & Wellbeing

| Code        | Action                                                                                                                                | Desired Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Due Date    | Lead                              |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------|
| NEW         | Install IoT air quality sensors to 60 properties as part of a 12 month pilot scheme to tackle damp and mould issues in housing stock. | <p>These sensors monitor environmental conditions, such as humidity and temperature, that contribute to damp and mould growth. The key objectives of the pilot are: Early identification of damp and mould risks. Proactive maintenance and investigation before issues escalate. Tenant empowerment through better understanding of how property use affects indoor conditions. Improved service planning, reduced reactive repairs, and potential cost savings.</p> <p>If successful, the pilot may lead to a wider rollout of sensor technology across the Council's housing stock</p> | March 2026  | Service Manager Housing           |
| NEW         | Undertake a targeted campaign to tackle illegal activity including the sale of products to underage citizens and counterfeit goods.   | Reduce known gaps within enforcement activity with the focus to minimise the access to restricted products.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | March 2026  | Team Leader: Environmental Health |
| NEW         | Development and Implementation of new Academy school menu which is fully nutritionally compliant.                                     | For the first time since guidelines have been in place to promote the menu for our 3 academies. Ensure menu is conforming to nutritional academy guidelines by March 26.                                                                                                                                                                                                                                                                                                                                                                                                                  | March 2026  | Soft FM Team Leader               |
| PLC 213 301 | Support the development of the Wellbeing hub                                                                                          | To facilitate the quality design and effective delivery of new leisure and wellbeing facilities and services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 31-Oct-2027 | Senior Managers                   |
| PLC 213 302 | Deliver Housing Capital plan                                                                                                          | To secure the long term operational, financial and environmental sustainability of the Council's housing stock and service provision, meeting the needs of current and future tenants                                                                                                                                                                                                                                                                                                                                                                                                     | 31-Mar-2026 | Senior Manager - Housing          |
| PLC 213 307 | Comprehensive review of the council use of homeless temporary accommodation (HRA stock, RSL and Private)                              | To help minimise and mitigate failures from the unsuitable accommodation order.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 31-Mar-2026 | Senior Manager - Housing          |
| PLC 234 301 | Deliver voids improvement plan                                                                                                        | To reduce the number of void properties to increase the availability of homes for people and to reduce the financial impact of rent loss due to voids.                                                                                                                                                                                                                                                                                                                                                                                                                                    | 31-Mar-2026 | Senior Manager - Housing          |
| PLC 234 302 | Deliver fire safety and electrical check performance improvement                                                                      | To ensure that all council homes have compliant fire safety systems and current electrical testing certification.                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 31-Mar-2026 | Senior Manager - Housing          |

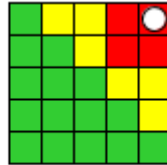
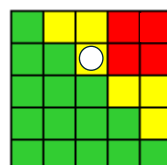
## 2.4 Compliance & Operational Resilience

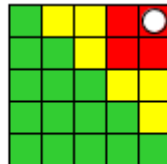
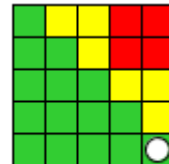
| Code | Action                                                                                                                                             | Desired Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Due Date      | Lead                                   |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------|
| NEW  | Complete Housing procurement process and contract sign off which will enable progress on several key projects                                      | <p>Two key areas to be progressed in this procurement exercise are the review of the Allocations Policy and introduction of an Asset Management Strategy.</p> <p>The Allocations Policy review will aim to ensure fair, transparent and needs-based allocation of housing, which supports compliance with statutory duties and improves service delivery. A modernised approach will help the Council respond more effectively to changing housing demands, including those related to homelessness, accessibility and equality.</p> <p>The Housing Asset Management Strategy will provide a structured approach to maintaining, investing in and improving homes to ensure they are safe, energy-efficient and fit for the future. This strategic planning will strengthen operational resilience by improving long-term maintenance forecasting, reducing reactive repairs and ensuring housing assets meet regulatory standards.</p> | December 2025 | Team Leader – Business Management Team |
| NEW  | To develop a renewed partnership agreement with Stirling Council for the delivery of Trading Standards provision with associated performance plan. | An approved partnership agreement for the delivery of Trading Standards function incorporating new and amended legislation and regulatory required within the trading standard field.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | January 2026  | Team Leader: Environmental Health      |
| NEW  | Completion of PBCCD report - Desired outcome - report completed on time and submitted to SNN by 30th Nov. 2025                                     | Compliance with our statutory requirements and achievement of our Climate Strategy ambitions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | November 2025 | Team Leader: Energy & Sustainability   |
| NEW  | Development of a routemap for decriminalization of Parking within Clackmannanshire.                                                                | A strategic direction and plan to enable decriminalization of Parking to support road safety and investment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | November 2025 | Senior Manager: Environment            |
| NEW  | Progress the development of a 'One Plan' approach similar to the Council's Wellbeing Plan                                                          | A streamlined and connected strategic approach focused on Outcomes for Place Services associated Plans and strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | March 2026    | Strategic Director: Place              |
| NEW  | Creation of an Asset Management Strategy                                                                                                           | A strategic framework for asset management across key Council Assets, including public buildings, fleet, lands and roads.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | March 2026    | Strategic Director: Place              |

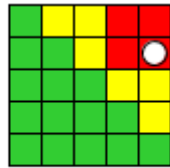
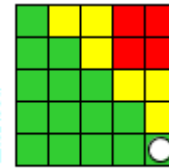
## Risk Register

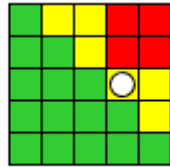
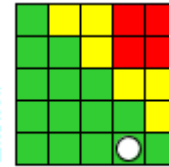
| ID & Title       | Economic Development – Annual Funding                                                                                                                                                                                                                                            |  |  |  | Approach | Treat             | Status                          |  | Lead | Strategic Director - Place | Current Rating                                                                                                                                                                                                                | 16 | Target Rating | 12 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|----------|-------------------|---------------------------------|-------------------------------------------------------------------------------------|------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---------------|----|
| Description      | Delayed confirmation of annual funding awards for employability programmes, and lack of clarity on replacement UKSPF beyond March 2026.                                                                                                                                          |  |  |  |          |                   |                                 |                                                                                     |      |                            | <div><div><br/>Impact</div><div><br/>Impact</div></div> |    |               |    |
| Potential Effect | Delays to funding announcements/grant letters and potential reduction in funding due to changes to UKSPF, may require redundancy notices to be issued to affected staff by December 2025                                                                                         |  |  |  |          |                   |                                 |                                                                                     |      |                            |                                                                                                                                                                                                                               |    |               |    |
| Related Actions  | Extend staff contracts for 3 months to end June 2026 (using employability EMR), to give time for funding to be confirmed                                                                                                                                                         |  |  |  |          | Internal Controls | Local Employability Partnership |                                                                                     |      |                            |                                                                                                                                                                                                                               |    |               |    |
|                  | Further action depending on outcomes of funding allocation, but may include review of resource required to deliver priority programmes                                                                                                                                           |  |  |  |          |                   |                                 |                                                                                     |      |                            |                                                                                                                                                                                                                               |    |               |    |
|                  |                                                                                                                                                                                                                                                                                  |  |  |  |          |                   |                                 |                                                                                     |      |                            |                                                                                                                                                                                                                               |    |               |    |
| Latest Note      | The Service is reliant on external investment from UK and Scottish Governments to sustain this work. We await announcements from both Govt's on their employability programmes for 2026 onwards, focusing the majority of investment for 2025-2026 on the works of Clacks Works. |  |  |  |          |                   |                                 |                                                                                     |      |                            |                                                                                                                                                                                                                               |    |               |    |

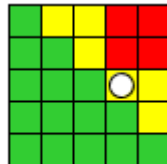
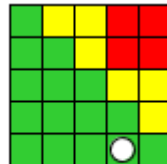
|                  |                                                                                                                                                   |          |  |                   |                                                                                     |      |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |               |    |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------|--|-------------------|-------------------------------------------------------------------------------------|------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---------------|----|
| ID & Title       | CRD Culture, Heritage and Tourism Project                                                                                                         | Approach |  | Status            |  | Lead | Strategic Director - Place | Current Rating                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 15 | Target Rating | 10 |
| Description      | Funding shortfall to delivery CHT project at Greenfield House                                                                                     |          |  |                   |                                                                                     |      |                            | <div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div><div>Lifehood</div><div>Impact</div></div></div><div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div><div>Lifehood</div><div>Impact</div></div></div></div></div></div></div></div></div> |    |               |    |
| Potential Effect | Project is delivered in phases                                                                                                                    |          |  |                   |                                                                                     |      |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |               |    |
| Related Actions  | Options appraisal to be conducted to facilitate a phased delivery. Additional funding sought – current ongoing applications with HES, NHLF, RCGF. |          |  | Internal Controls | Programme Board Established                                                         |      |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |               |    |
|                  | External Consultation to evidence business plan                                                                                                   |          |  |                   | Regular reporting to SOG / BtF Board                                                |      |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |               |    |
|                  |                                                                                                                                                   |          |  |                   |                                                                                     |      |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |               |    |
| Latest Note      |                                                                                                                                                   |          |  |                   |                                                                                     |      |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |               |    |

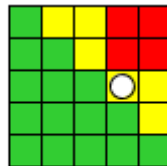
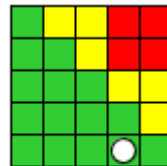
|                  |                                                                                                                                                                                                                                                                                  |                                                                     |       |                   |                                                                                     |      |                            |                                                                                     |                                                                                     |               |    |
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| ID & Title       | Workforce resilience                                                                                                                                                                                                                                                             | Approach                                                            | Treat | Status            |  | Lead | Strategic Director - Place | Current Rating                                                                      | 25                                                                                  | Target Rating | 12 |
| Description      | The Department has an aging workforce with a number of frontline services which are physically demanding. The Department has also struggled to recruit and fill key leadership roles.                                                                                            |                                                                     |       |                   |                                                                                     |      |                            |  |  |               |    |
| Potential Effect | Insufficient workforce to deliver statutory duties including the deterioration within its leadership levels rendering the department vulnerable in terms of resilience and response capabilities. All of the above leading to potential systems, governance and safety failures. |                                                                     |       |                   |                                                                                     |      |                            |                                                                                     |                                                                                     |               |    |
| Related Actions  | Workforce Plan Development                                                                                                                                                                                                                                                       |                                                                     |       | Internal Controls | SLG / Place SLT Monitoring                                                          |      |                            |                                                                                     |                                                                                     |               |    |
|                  | Collaboration & TOM Development Work                                                                                                                                                                                                                                             |                                                                     |       |                   | Place Recovery Plan                                                                 |      |                            |                                                                                     |                                                                                     |               |    |
|                  | PLC DRR 002                                                                                                                                                                                                                                                                      | Focus resources on key priorities as set out in this business plan. |       |                   |                                                                                     |      |                            |                                                                                     |                                                                                     |               |    |
| Latest Note      | The Department is adapting to the growing pressure it faces in relation to workforce resilience.                                                                                                                                                                                 |                                                                     |       |                   |                                                                                     |      |                            |                                                                                     |                                                                                     |               |    |

|                  |                                                                                                                                                                                                                                                                                                                   |                                                                      |  |  |          |                   |                                                         |                                                                                     |      |                            |                |                                                                                                                                                 |                                                                                                                                                 |   |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|--|--|----------|-------------------|---------------------------------------------------------|-------------------------------------------------------------------------------------|------|----------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---|
| ID & Title       | Insufficient Financial Resilience                                                                                                                                                                                                                                                                                 |                                                                      |  |  | Approach | Treat             | Status                                                  |  | Lead | Strategic Director - Place | Current Rating | 25                                                                                                                                              | Target Rating                                                                                                                                   | 5 |
| PLC DRR 009      |                                                                                                                                                                                                                                                                                                                   |                                                                      |  |  |          |                   |                                                         |                                                                                     |      |                            |                |                                                                                                                                                 |                                                                                                                                                 |   |
| Description      | The Directorate does not have a balanced budget to meet essential service demands, customer needs, or external agendas.                                                                                                                                                                                           |                                                                      |  |  |          |                   |                                                         |                                                                                     |      |                            |                | <div><div>Usefulness</div><div></div><div>Impact</div></div> | <div><div>Usefulness</div><div></div><div>Impact</div></div> |   |
| Potential Effect | Reputational and legal implications and severe, extended loss of service provision.                                                                                                                                                                                                                               |                                                                      |  |  |          |                   |                                                         |                                                                                     |      |                            |                |                                                                                                                                                 |                                                                                                                                                 |   |
| Related Actions  | PLC 213 401                                                                                                                                                                                                                                                                                                       | Implement service redesign and associated workforce development plan |  |  |          | Internal Controls | Financial Monitoring at SLT / Business Continuity Plans |                                                                                     |      |                            |                |                                                                                                                                                 |                                                                                                                                                 |   |
|                  | PLC DRR 001                                                                                                                                                                                                                                                                                                       | Effective financial management.                                      |  |  |          |                   | Budgetary Planning                                      |                                                                                     |      |                            |                |                                                                                                                                                 |                                                                                                                                                 |   |
|                  | PLC DRR 002                                                                                                                                                                                                                                                                                                       | Focus resources on key priorities as set out in this business plan.  |  |  |          |                   | Collaboration & TOM Work                                |                                                                                     |      |                            |                |                                                                                                                                                 |                                                                                                                                                 |   |
| Latest Note      | Place services have out-turned within budget for the last two years, whilst delivering significant savings. The majority of savings have been management efficiencies or one-off in year savings. Identification of recurring savings is becoming ever more difficult without having impacts on service delivery. |                                                                      |  |  |          |                   |                                                         |                                                                                     |      |                            |                |                                                                                                                                                 |                                                                                                                                                 |   |

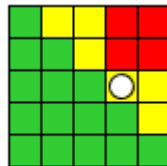
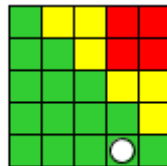
| ID & Title       | <b>Health &amp; Safety Breach</b>                                                                                                                                                                                                          |                                                                                                                                                      |  |  | Approach | Treat             | Status                                    |  | Lead | Chief Executive | Current Rating                                                                                                                        | 20 | Target Rating                                                                                                                         | 5 |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|----------|-------------------|-------------------------------------------|-------------------------------------------------------------------------------------|------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------|----|---------------------------------------------------------------------------------------------------------------------------------------|---|
| PLC DRR 008      |                                                                                                                                                                                                                                            |                                                                                                                                                      |  |  |          |                   |                                           |                                                                                     |      |                 |                                                                                                                                       |    |                                                                                                                                       |   |
| Description      | Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control. |                                                                                                                                                      |  |  |          |                   |                                           |                                                                                     |      |                 | <div><div>Likelihood</div></div> <div>Impact</div> |    | <div><div>Likelihood</div></div> <div>Impact</div> |   |
| Potential Effect | The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.                      |                                                                                                                                                      |  |  |          |                   |                                           |                                                                                     |      |                 |                                                                                                                                       |    |                                                                                                                                       |   |
| Related Actions  | PLC 234 401                                                                                                                                                                                                                                | Review health and safety and compliance performance and culture and embed improvement in line with the Corporate Health and Safety Improvement Plan. |  |  |          | Internal Controls | Health & Safety Management System         |                                                                                     |      |                 |                                                                                                                                       |    |                                                                                                                                       |   |
|                  | PLC 213 407                                                                                                                                                                                                                                | Review health and safety and compliance performance and culture and embed improvement in line with the Corporate Health and Safety Improvement Plan  |  |  |          |                   | Management Oversight at SLT and BiPartite |                                                                                     |      |                 |                                                                                                                                       |    |                                                                                                                                       |   |
| Latest Note      | Movement is being seen within this area, although slower than desired. Work is being maintained to ensure compliance and performance for H&S Actions, with regular oversight at the Departments SLT.                                       |                                                                                                                                                      |  |  |          |                   |                                           |                                                                                     |      |                 |                                                                                                                                       |    |                                                                                                                                       |   |

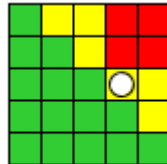
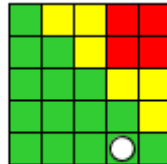
| ID & Title       | Failure to Prepare for Severe Weather Events                                                                                                                                                                                                                                                                                                                                                                           | Approach | Treat | Status            |  | Lead | Strategic Director - Place | Current Rating                                                                                                                                  | 12                                                                                                                                              | Target Rating | 4 |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------|-------------------|-------------------------------------------------------------------------------------|------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---|
| PLC DRR 011      |                                                                                                                                                                                                                                                                                                                                                                                                                        |          |       |                   |                                                                                     |      |                            |                                                                                                                                                 |                                                                                                                                                 |               |   |
| Description      | Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).                                                                                                                                                                   |          |       |                   |                                                                                     |      |                            | <div><div>Likelihood</div><div></div><div>Impact</div></div> | <div><div>Likelihood</div><div></div><div>Impact</div></div> |               |   |
| Potential Effect | Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Increased workload in numerous services, impact on delivery, reputation & finances                                                                                                                                                                |          |       |                   |                                                                                     |      |                            |                                                                                                                                                 |                                                                                                                                                 |               |   |
| Related Actions  |                                                                                                                                                                                                                                                                                                                                                                                                                        |          |       | Internal Controls | Business Continuity Plans                                                           |      |                            |                                                                                                                                                 |                                                                                                                                                 |               |   |
|                  |                                                                                                                                                                                                                                                                                                                                                                                                                        |          |       |                   | Winter & Flood Management Plan                                                      |      |                            |                                                                                                                                                 |                                                                                                                                                 |               |   |
|                  |                                                                                                                                                                                                                                                                                                                                                                                                                        |          |       |                   | Forth Valley Local Resilience Partnership                                           |      |                            |                                                                                                                                                 |                                                                                                                                                 |               |   |
| Latest Note      | In 2020 communities in the Hillfoots were impacted by flooding requiring a multi-agency response and debrief process. Since then 2 additional flood resilience groups were established in Alva and Dollar and work in ongoing to support those groups. Work is also ongoing with Police Scotland on improving community resilience response for flooding particularly where road closures on minor roads are required. |          |       |                   |                                                                                     |      |                            |                                                                                                                                                 |                                                                                                                                                 |               |   |

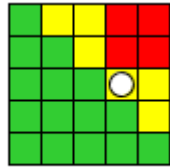
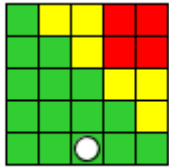
|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |          |                   |                                                                                                                                    |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------|----------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------|---|
| Group ID & Title | Limited Assurance Around Management of RAAC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Approach | Treat             | Status                                                                                                                             |  | Lead | Strategic Director - Place | Current Rating                                                                                              | 12                                                                                                          | Target Rating | 4 |
| COU CRR 054      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |          |                   |                                                                                                                                    |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
| Description      | RAAC in buildings resulting in these structures being at risk of deterioration and becoming unsafe and uninhabitable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |          |                   |                                                                                                                                    |                                                                                     |      |                            | <br>Likelihood<br>Impact | <br>Likelihood<br>Impact |               |   |
| Potential Effect | Domestic properties containing RAAC in “manage and monitor” condition becoming uninhabitable with an associated increase in void property numbers and increased pressure demand on the existing housing stock, this at a time when affordable housing supply is already in high demand and short supply. Financial cost to the housing service which was not in budget or accounted for. Potential to increase pressure on temporary accommodation provision if the condition of RAAC “manage and monitor” properties were to deteriorate.                                                                                                                                                                                                            |          |                   |                                                                                                                                    |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
| Related Actions  | PLC 234 403    Secure governance on required actions for decanted blocks.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |          | Internal Controls | Property Service lead to ensure that RAAC Survey of top floor flats takes place in line with Structural Engineers recommendations. |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
|                  | PLC DRR 003    Consider the current management arrangements for RAAC “manage and monitor” properties and ensure the adequacy of these.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |          |                   | Property Service lead to ensure that the in-house property service team monitor the RAAC blocks as agreed and hold record of this. |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
|                  | PLC DRR 004    SG/ALACHO RAAC Cross-sector Working Group – continued participation by Housing and Property Services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |          |                   | Cross-service Working Between Teams/Depts                                                                                          |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
| Latest Note      | Escalated to the corporate risk register. All displaced council tenants (from x3 RAAC evacuated blocks) have now been permanently re-housed. Dialogue is ongoing with private owners to find suitable resolve with the parameters of the governance approved at June 2025 Council.<br>Challenge exists in monitoring the further x7 RAAC blocks (that continue to be occupied) – there is a lack of assurance over the condition of these blocks owed to the structural engineers assessments in these having so far taken place within common close areas and not within individual top floor flats. Access to top floor flats for further inspection is a recommendation from the original survey report and should be taken forward as a priority. |          |                   |                                                                                                                                    |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |

| ID & Title       | Insufficient Built Asset Information                                                                                                                                                                                                                                                                                                         |  |  |  | Approach | Treat             | Status                             |  | Lead | Strategic Director - Place | Current Rating                                                                                                                       | 12                                                                                                                                   | Target Rating | 4 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|----------|-------------------|------------------------------------|-------------------------------------------------------------------------------------|------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------|---|
| PLC DRR 013      |                                                                                                                                                                                                                                                                                                                                              |  |  |  |          |                   |                                    |                                                                                     |      |                            |                                                                                                                                      |                                                                                                                                      |               |   |
| Description      | Lack of sufficient stock condition survey information and robust asset management strategy resulting in inability to project future works programmes requirements. Risk of stock falling into disrepair and financial resources being deployed in the wrong areas.                                                                           |  |  |  |          |                   |                                    |                                                                                     |      |                            | <div><div>Likelihood</div><div>Impact</div></div> | <div><div>Likelihood</div><div>Impact</div></div> |               |   |
| Potential Effect | Wasted time, effort and money on works undertaken without thought or link to forward asset management strategy and housing need. Failure to improve on housing quality and energy efficiency performance indicators. Inability to adequately plan for future investment and provide a robust and assured HRA Financial Business Plan (30yr). |  |  |  |          |                   |                                    |                                                                                     |      |                            |                                                                                                                                      |                                                                                                                                      |               |   |
| Related Actions  | PLC DRR 005    Housing Business Plan                                                                                                                                                                                                                                                                                                         |  |  |  |          | Internal Controls | Property Asset Management Strategy |                                                                                     |      |                            |                                                                                                                                      |                                                                                                                                      |               |   |
|                  | PLC 213 405    Deliver property Compliance and Operational Resilience capital projects                                                                                                                                                                                                                                                       |  |  |  |          |                   | SHQS & Regulator Reporting         |                                                                                     |      |                            |                                                                                                                                      |                                                                                                                                      |               |   |
|                  | PLC 213 402    Implement Housing/Property IT system                                                                                                                                                                                                                                                                                          |  |  |  |          |                   | Stock condition survey             |                                                                                     |      |                            |                                                                                                                                      |                                                                                                                                      |               |   |
| Latest Note      | Impact of covid pandemic resulted in an inability to maintain stock condition at level expected in both SHQS and EESSH performance – stock condition survey works were not able to be progressed during this time and data held is now outdated and not comprehensive (contains gaps).                                                       |  |  |  |          |                   |                                    |                                                                                     |      |                            |                                                                                                                                      |                                                                                                                                      |               |   |



|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                            |          |        |                   |                                                                                     |      |                            |                                                                                                                                                                                                                                                                           |    |               |   |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------|--------|-------------------|-------------------------------------------------------------------------------------|------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---------------|---|
| ID & Title       | Housing Quality & Environmental Underperformance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                            | Approach | TreatZ | Status            |  | Lead | Strategic Director - Place | Current Rating                                                                                                                                                                                                                                                            | 12 | Target Rating | 4 |
| PLC DRR 014      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                            |          |        |                   |                                                                                     |      |                            |                                                                                                                                                                                                                                                                           |    |               |   |
| Description      | Changes in reporting guidance and a backlog of assessments arising from the pandemic (when properties could not be accessed) resulted in a greater proportion of stock classified as non-compliant with the Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (ESSH). Further future risk of not being able to meet our required commitments to decarbonisation and improving the energy efficiency within the domestic housing stock due to a lack of sufficient stock condition survey information and a detailed forward asset management strategy. |                                                                                            |          |        |                   |                                                                                     |      |                            | <div><div>Likelihood</div><div>Impact</div></div> <div><div>Likelihood</div><div>Impact</div></div> |    |               |   |
| Potential Effect | Regulatory and reputational impacts, potential non compliance with decarbonisation and net zero targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                            |          |        |                   |                                                                                     |      |                            |                                                                                                                                                                                                                                                                           |    |               |   |
| Related Actions  | PLC 213 101                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Develop Net Zero strategy and action plan                                                  |          |        | Internal Controls | SHQS & Regulator Reporting                                                          |      |                            |                                                                                                                                                                                                                                                                           |    |               |   |
|                  | PLC DRR 005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Housing Business Plan                                                                      |          |        |                   |                                                                                     |      |                            |                                                                                                                                                                                                                                                                           |    |               |   |
|                  | PLC DRR 006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Focused resource from internal and external sources to meet target deadline of winter 2025 |          |        |                   |                                                                                     |      |                            |                                                                                                                                                                                                                                                                           |    |               |   |
| Latest Note      | Significant progress had been made on the EPC certification of our Housing Assets; an Officer error resulted in almost 600 properties EPC expiring. A recovery plan has been devised which will see these properties fully compliant by Winter 2025                                                                                                                                                                                                                                                                                                                                             |                                                                                            |          |        |                   |                                                                                     |      |                            |                                                                                                                                                                                                                                                                           |    |               |   |

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |          |                   |                                   |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
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| ID & Title       | Lack of Affordable & Suitable Housing Supply (Mainstream & Temporary/Homeless)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  | Approach | Treat             | Status                            |  | Lead | Strategic Director - Place | Current Rating                                                                                              | 12                                                                                                          | Target Rating | 4 |
| PLC DRR 015      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |          |                   |                                   |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
| Descripti on     | There is an overall increase in demand for affordable social housing across all local authority areas. Increasing demand for mainstream housing, homeless accommodation, housing provision for care leavers and for refugees is significant, the increasing cost of living and pressure on home energy costs only add to the challenge. Current challenges in our turn around times associated with void and bought back from market properties becoming available and decelerating new build programmes mean demand is outstripping supply and we are struggling at present to meet our housing need.                                                                                                                                                                                 |  |          |                   |                                   |                                                                                     |      |                            | <br>Likelihood<br>Impact | <br>Likelihood<br>Impact |               |   |
| Potential Effect | Diminished capacity to comply with statutory obligations within the Housing (Scotland) Act to provide suitable accommodation to those who require it. The service is currently in breach of the Unsuitable Accommodation Order due to utilisation of stock out with area for extended duration stays. Further potential impacts include – inability to support housing applicants into sustainable tenancies, implications for wellbeing (particularly mental health), lack of stability and inclusion, possible reputational damage and regulatory impacts, reduction in available properties to meet demand from waiting list applicants and those with an application for adapted properties. Reduced capacity to support the Councils aspirations as set out within “The Promise”. |  |          |                   |                                   |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
| Related Actions  | PLC 234 301 Deliver voids improvement plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |          | Internal Controls | Local Housing Strategy            |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
|                  | PLC DRR 007 Update Housing Needs & Demand Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |          |                   | Buy-back Strategy                 |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |          |                   | Strategic Housing Investment Plan |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |
| Latest Note      | Similar issues are being experienced across Scotland, Clackmannanshire Council's homeless caseload has increased despite the existing mitigation of an increased proportion of lets going to homeless applicants (47% in 19/20 up to 68% in 2024/25). This is expected to worsen further as a result of increased mortgage interest rates, potential for repossessions and pressure on private landlords which may increase rents and evictions. We anticipate there to likely be additional obligations on local authorities as part of the new Scottish Government Housing Bill.                                                                                                                                                                                                     |  |          |                   |                                   |                                                                                     |      |                            |                                                                                                             |                                                                                                             |               |   |

| ID & Title       | Inadequate Workforce Planning                                                                                                                                                                                                                                                                                                                                                  |                                                                      |  |  |  |  | Approach | Treat             | Status                   |  | Lead | Strategic Director<br>- Place | Current<br>Rating                                                                   | 12                                                                                  | Target<br>Rating | 3 |
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| PLC DRR 010      |                                                                                                                                                                                                                                                                                                                                                                                |                                                                      |  |  |  |  |          |                   |                          |                                                                                     |      |                               |                                                                                     |                                                                                     |                  |   |
| Description      | Due to lack of workforce planning the Directorate fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.                                                           |                                                                      |  |  |  |  |          |                   |                          |                                                                                     |      |                               |  |  |                  |   |
| Potential Effect | Loss of key staff from posts identified as single points of failure, leading to inability to delivery key services and lack of adequate professional advice to Council Officers/Elected Members. Negative impact on staff health and wellbeing.                                                                                                                                |                                                                      |  |  |  |  |          |                   |                          |                                                                                     |      |                               |                                                                                     |                                                                                     |                  |   |
| Related Actions  | PLC 213 401                                                                                                                                                                                                                                                                                                                                                                    | Implement service redesign and associated workforce development plan |  |  |  |  |          | Internal Controls | Strategic Workforce Plan |                                                                                     |      |                               |                                                                                     |                                                                                     |                  |   |
| Latest Note      | Council approved the Strategic Workforce Plan (2019-22) in June 2019. This identifies the key workforce development priorities for the Council, and establishes a detailed plan of work for the next three years (via the annexed workforce development delivery plan). As we move through the implementation of this plan, the likelihood of this risk occurring will reduce. |                                                                      |  |  |  |  |          |                   |                          |                                                                                     |      |                               |                                                                                     |                                                                                     |                  |   |

