
Report to Audit & Scrutiny Committee

Date of Meeting: 28 August 2025

Subject: Place Services Year End 2024/2025 Business Plan Progress Report

Report by: Strategic Director: Place

1.0 Purpose

- 1.1. The report provides the Committee with a year-end status update of the 2024/2025 Place Services Business Plan. A detailed summary is available in Appendix 1, key highlights and considerations are presented below.

2.0 Recommendations

- 2.1. Committee is asked to note, comment on and challenge the report.

3.0 Considerations

- 3.1. Place Services delivers a diverse range of services, including a number of statutory and essential support functions. This report provides the Committee with an update on performance, risks and achievements, relating to the Business Plan 2024/2025 agreed by Council in autumn 2024. (link can be found at <https://www.clacks.gov.uk/document/meeting/1/1248/7975.pdf>)
- 3.2. The Department continues to play a key part in the coordination and management of response, transformation and business as usual activity. This work ranges Housing Services, Corporate and Educational Asset Management, Soft Facilities Management; Environmental Services and Development Services, including City Region Deal activity.
- 3.3. Appendix 1 provides a more detailed description of performance and risk within our Business Plan, this cover report draws out a number of highlights, including achievements and areas for improvement.

Housing Services

- 3.4. Housing Services continues to provide high quality housing for local resident, with very high tenant satisfaction being reported. This reflects the Council's investment in frontline Housing Officers and demonstrates the people centred approach by the Service.

- 3.5. The Service has progress vital works to bring the Westhaugh Travellers Site back online following challenges through HubCo East Central's Tier 1 Contractor failing. It is anticipated that this major investment by the Council, supported by Scottish Government will be completed by May 2026. Housing Services have maintained excellent engagement with out impacted Traveller's community throughout.
- 3.6. Housing Services have progressed alongside those affected residents of RAAC in the Tillicoultry area, especially those evacuated. A planned investment programme was devised late 2024/2025 and will be implemented in 2025/2026, which offers evacuated residents a solution to the underlying RAAC concerns with the identified 3 housing blocks. Work continues to support and engage those tenants and owners affected.
- 3.7. The Council's Housing Repair and Capital Works Team have progressed with rigour the investment programme which is seeing improvements across our Housing Stock as reflected in our Tenants Satisfaction Reports and response times. The Team continues to support Housing's Off The Shelf Purchasing, increasing the Council's Housing stock capacity.
- 3.8. The Service has been progressing the Housing Needs Demand Assessment, which is well underway and expected to be concluded in 2025/2026, providing much required intelligence for future need and will support the development of a new Local Development Plan.

Environment Services

- 3.9. The Council's Environment Services continues to deliver a good service to the Communities of Clackmannanshire with outstanding recycling rates that have come around as a result of operational changes approved by Council which saw 4 weekly collections, a move that is being considered by more Scottish Local Authorities.
- 3.10. Land Services, continues to deliver planned and reactive grounds maintenance programmes and street cleaning services throughout the County. The Service have also as part of the 25/26 budget setting progressed proposed a new service redesign to release further efficiencies and change their delivery model, retaining communities at the heart. The Service, continues to look at innovative approaches including the opening of a natural burial cemetery on the Hillfoots, amongst our spectacular countryside.
- 3.11. Our Roads and Transport Management Functions have both worked to improve the County's road infrastructure to create a safe and active travel network seeing road improvements across the County, as well as capitalising on new housing development to support new road improvement works. Additionally, the Team have seen the opening of major Active Travel Routes as part of the City Region Deal programme working in partnership with National agencies including Transport Scotland.

Development Services

- 3.12. Development Services which incorporates the Council's Planning and Building Services, Environmental Health Service, Economic Development Service and Energy and Sustainability Services have experienced quite significant

turnover in key positions over the past year with the Senior Manager, Team Leader & Interim Team Leader Planning and Building Standards all securing new positions within other local authorities. This change has placed significant pressure on the Council's planning functions, and has resulted in the appointment of agency staff to provide stability within the Service.

- 3.13. The vacant Senior Manager post has allowed the Department to realise additional recurring savings and to progress a Directorate realignment with the remaining Senior Managers and Service functions.
- 3.14. The Council's Environmental Health Service have continued to formalise the Partnership Agreement with Stirling Council which has been strengthened by the filling of all Trading Standards positions at Stirling providing our authority with one of the Countries lowest cost service functions within this field and retaining strong delivery in this sector.
- 3.15. The Council's Economic Development Service has progressed the delivery of the UK Government's Shared Prosperity Programme, supporting employability and local businesses as well as preparation for the 2025/2026 programme extension. The Service remains ready to respond to calls for provision beyond that period. The Service working with Education colleagues has supported the Tackling Child Poverty agenda, with a dedicated staff member hosted within the People Directorate to support our work in and around the Whole Family Wellbeing agenda and ensuring that there is good connectivity between directorates and funding programmes, including the Scottish Government's No-One Left Behind programme.
- 3.16. The Council's Energy and Sustainability Team continues to progress the Council's Climate Change ambitions through the development of the Councils Climate Change Strategy which has been compiled in conjunction with all Directorates and a wide range of partners in the public and community sectors. It is expected this strategic document and the Council's Biodiversity Action Plan will be presented to Council in the near future. The Team have also continued their work in attracting investment to the authority to progress work on the introduction of green energy options for local residents and energy efficiency improvements with works being developed alongside the Council's Housing Services teams to invest such technologies in targeted areas known to have high pockets of child poverty.

Property Services

- 3.17. The Council's Property Service have finalised their Stage 1 Service Redesign, securing their leadership tier and work is progressing to ensure that the appropriate operational tier is in place for future sustainable service delivery.
- 3.18. Works commenced on the repair to Greenfield House as part of the Council's Capital Investment Programme, which will see £1m being invested to bring the house back to a wind and watertight state in preparation for the City Region Deal(CRD) Cultural, Heritage, and Tourism Hub development which will see a minimum of £6.1m of CRD monies invested in the site and discussions with National Lottery Heritage Fund/Historic Environment Scotland/Scottish Government RCGF for potentially a further £4m approx investment for the site. This initiative will see an exciting and complimentary investment to the County.

Future Developments

- 3.19. Going forward as introduced within the 2024/2025 Business Plan, Place Services are in the process of developing a “One Plan” similar to that undertaken within the People Directorate with their Wellbeing Plan. This will assist the Directorate in coordinating a range of strategic returns and plans in one place focused on Outcomes and attempt to reduce on the burden of administration for Officers and Partners. There is a longer-term ambition that such plan could be combined with the Wellbeing Plan.
- 3.20. The Service realised that it has become over reliant on the use of the Local Government Benchmarking Framework (LGBF) for its performance reporting and whilst this is a helpful framework to determine the Council's overall performance, it has created difficulty in providing members with timely data to assist their oversight and challenge to the Service as a result of the time lag with publications. Therefor in the 2025/2026 Place Business Plan it is anticipated that the Directorate will transition to local KPIs to allow for timely reporting and where appropriate and feasible annual reports will reference LGBF Indicators.
- 3.21. The Department will also be progress significant project such as the Council's Asset Management Strategy, Learning Estate Strategy and Decriminalisation of Parking within the County. The Department will over the next 12-24 months will be busy and ambitious for Clackmannanshire.

4.0 Sustainability Implications

- 4.1. There are no direct sustainability implications arising from this report, however as the Department continues to evolve and respond to the challenging financial position within the Sector, there will be a requirement to further prioritise service provision and implement the Council's TOM to its full potential.

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*

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 ☒

8.0 Equalities Impact

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

Yes ☐ No ☒ Not applicable

9.0 Legality

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

10.0 Appendices

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

Appendix 1

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)

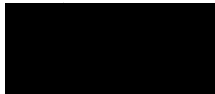
Yes ☒ (please list the documents below) No ☐

Place Services Business Plan 2024/2025
(<https://www.clacks.gov.uk/document/meeting/1/1248/7975.pdf>)

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director: Place	

Place Directorate Business Plan 2024-25 PERFORMANCE REPORT

1. Performance Indicators

1.1 Housing Service

Code	Performance Indicator	2022/23	2023/24	2024/25	2024/25	Lead
		Value	Value	Target	Progress	
HMO ALL 035	Rent Loss due to Void (empty) Properties	1.02%	1.34%	1.20%	0.82%	Tenancy Services Coordinator - Housing Options; Team Leader Tenancy Services
HMO HPI 005	Council Dwellings Meeting the Scottish Housing Quality Standard (SHQS)	39.33%	93.54%	96.3%	84.65%	Team Leader - Planned Works & Compliance
HMO PRO 006	Average Time to Complete Non-emergency Repairs (working days)	5.41	5.12	6	5.08	Senior Housing Officer
HMO TEM 011	Rent Arrears (as % of rent due in the year)	11.51%	11.15%	10%	7.25%	Team Leader Tenancy Services

1.2 Property Service

Code	Performance Indicator	2022/23	2023/24	2024/25	2024/25	Lead
		Value	Value	Target	Progress	
ASM FAC 02a	Operational Buildings Suitable for Current Use	91.4%	91.4%	100%	At time of writing this figure has not been available.	Project Co-ordinator; Team Leader - Planned Works & Compliance
ASM FAC 03a	Council Buildings in Satisfactory Condition (by floor area)	97.5%	97.5%	100%	At time of writing this figure has not been available.	Project Co-ordinator; Team Leader - Planned Works & Compliance

1.3 Development Service

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Code	Performance Indicator	2022/23	2023/24	2024/25	2024/25	Lead
		Value	Value	Target	PROGRESS	
DEV DMA 01b	Cost per local planning application	£4,055	£4197	£4,500	£4344	Planning & Building Standards Team Leader
DEV DMA 01c	Average Time to Process Commercial Planning Applications (weeks)	9.3	12.0	11.7	11.5 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	26.1%	Planning & Building Standards Team Leader; Senior Manager - Development
DEV LFR 026	Cost of Economic Development & Tourism per 1,000 population	£83,961	£66,904	£83,961	At time of writing this figure has not been available.	Senior Manager - Development
EDE EMP 005	Unemployed People Assisted into Work via Council Employability Programmes	21.0%	22.1%	30%	At time of writing this figure has not been available.	Senior Manager - Development
EDE LGB B1b	Business Gateway Startups (per 10,000 population)	17.2	16.7	17.5	At time of writing this figure has not been available.	Senior Manager - Development
EDE LGB B2a	Residents Earning Less than the Real Living Wage	N/A	Jim	<10%	At time of writing this figure has not been available.	Senior Manager - Development
EDE LGB B3a	Properties with Superfast Broadband	98.7%	98.7%	99%	At time of writing this figure has not been available.	Senior Manager - Development
EDE SLD 19a	Town Vacancy Rate (vacant retail units as % of total - Alloa town centre only)	22.7%	10.8%	<10%	At time of writing this figure has not been available.	Senior Manager - Development
RGY EHE 014	Cost of Environmental Health per 1,000 population	£11,710	£10,108	<£12,000	At time of writing this figure has not been available.	Senior Manager - Development
RGY SCC 005	CO2 emissions area wide per capita - all emissions	10 tonnes	9.8 tonnes	<9.8	8.6 tonnes	Senior Manager - Development; Home Energy Strategy Officer
RGY SCC 006	CO2 emissions area wide per capita - emissions within scope of local authority	7 tonnes	6.6 tonnes	<6.6	5.8 tonnes	Senior Manager - Development; Home Energy Strategy Officer
RGY TST 004	Cost of Trading Standards per 1,000 population	£1,758	£1,348	<£2,000	At time of writing this figure has not been available.	Senior Manager - Development
SAP DEM EW%	Unemployment Rate - All Working Age (16-64 years)	3.7%	3.4%	3.1%	At time of writing this figure has not been available.	Team Leader Economic Development; Senior Manager - Development
SAP DEM EY%	Unemployment Rate - Young People (16-24 years)	4.6%	4.9%	3.5%	At time of writing this figure has not been available.	Team Leader Economic Development; Senior Manager - Development

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1.4 Environment Service



Code	Performance Indicator	2022/23	2023/24	2024/25	2024/25	Lead
		Value	Value	Target	Progress	
SAP PHO T01	Active Travel to School	65.3%	61.9%*	61.8%*	(*does not include Pre5)	Senior Manager - Development; Home Energy Strategy Officer
ENV LAN 01a	Cost of parks & open spaces per 1,000 population	£17,990	£19,811	<£17,500	At time of writing this figure has not been available.	Land Services Contracts Manager
ENV SHS POS	Satisfaction with Parks & Open Spaces (3 year average)	85.0%	81.3%	>88%	At time of writing this figure has not been available.	Land Services Contracts Manager
ENV SHS STR	Satisfaction with Street Cleaning (3 year average)	66.3%	65.7%	>67%	At time of writing this figure has not been available.	Land Services Contracts Manager
ENV SHS WMA	Satisfaction with Refuse Collection (3 year average)	73.3%	78%	75%	At time of writing this figure has not been available.	Team Leader (Roads & Street Lighting); Performance & Quality Officer
ENV STR 02e	Street Cleanliness Score (% 'acceptable')	96.5%	90.8%	92.1%	At time of writing this figure has not been available.	Land Services Contracts Manager
ENV STR 04a	Cost of street cleaning per 1,000 population	£15,014	£17,501	£14,900	At time of writing this figure has not been available.	Land Services Contracts Manager
ENV WMA 02c	Cost of refuse collection per premise	£58	£58	£65	At time of writing this figure has not been available.	Team Leader (Roads & Street Lighting)
ENV WMA 02d	Cost of refuse disposal per premise	£108	£107	£105	At time of writing this figure has not been available.	Team Leader (Roads & Street Lighting)
ENV WMA 04c	Household Waste Composted or Recycled	51.0%	52%	52.8%	Provisional figure from SEPA 57%	Team Leader (Roads & Street Lighting)
RAT RCI 001	A Class Roads to be Considered for Treatment (3 year average)	27.1%	27.9%	25.0%	30.3%	Team Leader (Roads & Street Lighting)
RAT RCI 002	B Class Roads to be Considered for Treatment (3 year average)	24.7%	23.7%	20.0%	23.2%	Team Leader (Roads & Street Lighting)
RAT RCI 003	C Class Roads to be Considered for Treatment (3 year average)	26.3%	25.0%	30.0%	27.9%	Team Leader (Roads & Street Lighting)
RAT RCI 004	Unclassified Roads to be Considered for Treatment (4 year average)	40.6%	37.9%	42.0%	38.5%	Team Leader (Roads & Street Lighting)
RAT RDS 024	Cost of maintenance per kilometre of road	£14,449	£12,145	TBC	N/A	Team Leader (Roads & Street Lighting)

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1.5 Place Directorate

Code	Performance Indicator	2022/23	2023/24	2024/25	2024/25	Lead
		Value	Value	Target	Progress	
PLC CNQ BUS	% Councillor enquiries responded within timescale - Place	84.2%	90.7%	100%	87%	Strategic Director - Place
PLC FOI GOV	% Freedom of Information requests responded to within timescale - Place	94.2%	92.5%	100%	87.4%	Strategic Director - Place
PLC MPQ BUS	% MP/MSP enquiries responded to within timescale - Place	85.7%	73.8%	100%	80%	Strategic Director - Place
PLC C01 CUS	Number of formal complaints received – Place (reduce by 10%)	150	152	135	167	Strategic Director - Place
PLC C02 CUS	% formal complaints closed within timescale - Place	72.2%	55.3%	100%	72%	Strategic Director - Place







2. Actions

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
PLC 213 101	Produce, consult on and get Council approval for a Net Zero Strategy and Action Plan to ensure that all strategic Council decisions, budgets and approaches are in line with achieving net zero by 2045 and that the Council is positively influencing the shift to net zero by business, industry and local communities.	2024/25		The plan has been produced and consulted on with final amendments to the strategy and action plan taking account of the diminishing resources. This will be presented to Council in 2025-26	Senior Manager - Development
PLC 213 103	Deliver on the Community Wealth Building Action Plan	2024/25		The action plan progress report was produced and reported to Council on 20	Senior Manager – Development





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Code	ACTION	By When	Expected Outcome	Latest Note	Lead
	Outcomes			March 2025	
PLC 213 105	To set out how Clackmannanshire will develop and change over the next 10-15 years, meeting planning legislation and setting out the Council's strategic objectives in spatial terms.	2024/25		Due to staffing turnover and prioritisation to service of the Planning Committee and assessing planning applications this work has paused. There has been development in some areas that will contribute to the local plan such as the development of the HNDA. Work is underway with the National Planning Hub to bring this work back online which will see progress in 2025-26.	Senior Manager – Development
PLC 213 109	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.	2024/25		Due to the staff turnover this work has not commenced. Operational delivery of this will be taken forward in 2025-26 by Economic Development Services instead of Planning & Building Standards due to capacity constraints. Work to commission consultants will commence Autumn 2025	Senior Manager - Development
PLC 213 111	To meet the outcomes that are specified in the Deal Benefits Realisation strategy	2024/25		Good progress has been made with the Clacks delivery of CRD with milestones (albeit few) being met. Significant progress is anticipated in relation to Cultural Heritage and Tourism actions in 2025-26.	Strategic Director - Place
PLC 234 102	To ensure the long term financial and environmental sustainability of the Councils non-housing assets	2024/25		This work has not been progressed due to changes within Property Services with Phase 1 only being finalised late 2024 and Senior Management realignment as part of the 2025/26 budget process. It is anticipated that this will be concluded Summer 2026.	Senior Manager - Property
PLC 234	Produce with Stirling and Falkirk	2024/25		Officers across the Forth Valley have been	Senior Manager -




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Code	ACTION	By When	Expected Outcome	Latest Note	Lead
103	Councils, a Regional Economic Strategy to identify areas where the Forth Valley can collectively work to deliver economic benefit			collaborating on the final version of the RES with contribution from all 3 CEX, it is anticipated that the strategy will be presented to Council in the Autumn 2025	Development
PLC 234 104	To ensure that economic development activities meet current and emerging priorities, risks and opportunities	2024/25		This task is yet to commence and is awaiting sign off of the RES (PLC 234 103)	Senior Manager - Development
PLC 234 105	Create a framework to take forward the Investment Strategy across Clackmannanshire and fill the Funding officer post to assist with Implementation	2024/25		A post was developed and advertised to progress this work; however, we failed to recruit to the post. Options are currently being evaluated in terms of re-advertising or a potential strategic partnership model. The next step is to create the strategic framework in which the Investment Strategy will operate. Key initial stakeholders are to be proposed.	Senior Manager – Development / Senior Manager – Transformation and Capital
PLC 213 201	To inform the next iteration of the Learning Estate strategy.	2024/25		Condition surveys of our Primary School Estate have been undertaken with final reports by external assessor being finalised. This information will inform our Learning Estate Strategy.	Senior Manager - Property
PLC 213 202	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.	2024/25		Work has commenced on the development of the Learning Estate Strategy but will require external support. Broad concept has been approved, and Officers are progressing.	Senior Manager - Property
PLC 213 203	To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational	2024/25		Work is underway with improvement works to 5 Primary Schools with additional investments within St Mungo's RC Primary. Additionally, Officers have applied for £2m additional investment from Salix in order to	Senior Manager - Property




Appendix 1

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
	outcomes for our young people			support Net Zero improvement works in two identified schools requiring extensive improvements. On Tract for March 2028 target.	
PLC 213 205	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. (Scottish Government policy under review – no date at current time for implementation)	2024/25		<p>The Service is currently awaiting progress in this area by Scottish Government. The Service has worked with Education to create a delivery model, with a submission for funding. We await decision on Government programme delivery for which we will implement.</p> <p>Currently the Service is delivering P6/7 meals free to those eligible for Child Poverty payment (approx 220 children)</p>	Senior Manager - Property
PLC 213 207	To provide modern, low carbon, purpose built facilities that meet the needs of the community	2024/25		Due to challenges relating to a HubCo East Central Teir 1 contractor, this project has been delayed with increased costs. The project has resumed and is anticipated completion date May 2026	Senior Manager - Property; Senior Manager - Housing
PLC 213 208	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.	2024/25		The TP Strategy approved at Council in August 2024; this will improve tenant engagement and meet the Council's responsibilities under the Scottish Housing Regulator's Charter. Yr 1 Action Plan progress underway. Update on action plan progress will be provided at May's Housing Performance Meeting. New Action Plan to be developed for Year 2 (Sept 2025)	Senior Manager - Housing
PLC 245 201	To inform our residents and partners of the range of assets available for CAT to inform, support and advice	2024/25		This action has yet to be started. CAT is being incorporated within the Council's Asset Management Strategy which will come before Council in the Autumn of 2025. Work has	Strategic Director - Place






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Code	ACTION	By When	Expected Outcome	Latest Note	Lead
	Communities through the CAT Process to understand the fullness of Assets available.			been carried out in updating the Officer Assessment Workbook to streamline CAT assessments and improve consistency with CAT applications.	
PLC 234 301	To facilitate the quality design and effective delivery of new leisure and wellbeing facilities and services.	2024/25		Work is ongoing to support the development of the Wellbeing hub facilities, including the exploration of Active Travel Routes. Transport Management Colleagues are working closely with the Wellbeing Hub Team to explore opportunities. Additionally, Staff within Property are supporting the planning works in preparation for the Hub coming online.	Senior Manager - Development; Senior Manager - Property; Senior Manager - Environment
PLC 213 302	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	2024/25		<p>The Council's Housing Capital Plan improvement works completed aligned to the investment plan with programmes covering new windows, kitchen installations electrical works improvements, gas installation and upgrade and roof and render works achieve on target with internal realignment of resources to compensate for inflation and increased material costs.</p> <p>The Service completed all but two buy backs, rolling those two into 2025/26.</p> <p>Additionally, the Housing rent restructure and rent increase provides the future sustainability for the service and future improvement delivery including major projects such as Westhaugh Traveller's site.</p>	Senior Manager - Property
PLC 213 307	To help minimise and mitigate failures from the unsuitable accommodation order.	2024/25		Additional leased stock was acquired from partner RSL's and the procurement for homeless temp accommodation stock in and	Senior Manager – Housing



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Code	ACTION	By When	Expected Outcome	Latest Note	Lead
				out with area was advertised, evaluated and been awarded. Due to the Housing emergency, we are exploring further work in 2025/26 to reduce our reliance on stock out with our control.	
PLC 234 301	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.	2024/25		The backlog was tackled as we reduced the number of properties awaiting repairs down from 110 to 45, however a variety of sick leave and holiday leave impacts near the year end, pushing the void figure back to 70. Problem solving sessions continue to ensure that mitigations are raised and taken. The Service is exploring what decisions might need delegated to continue the push on voids.	Senior Manager - Property; Senior Manager - Housing
PLC 234 302	To ensure that all council homes have compliant fire safety systems and current electrical testing certification.	2024/25		The Service has achieved this action.	Senior Manager - Property
PLC 213 401	To secure the long term operational and financial sustainability of the services within Place; and to support the effective delivery of the Council's Be The Future transformation programme, and improve the residents and service user experience and increased performance and workforce satisfaction	2024/25		The Service has undergone an external review by Trueman Change which identified a number of strains within the department, coupled with a series of staffing turnover, including reduction of Senior Staff linked to the 2025-26 budget setting process there has been a proposed realignment of functions within the Directorate. We continue to consider options around the Council TOM and collaboration with neighboring Council's. Additionally, there have been a series of Hackathons involving Directorate staff at all levels in service improvement as well as a series of Team Leader/ Senior Manager Development Session.	Strategic Director - Place

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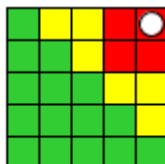
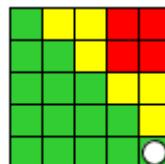
Code	ACTION	By When	Expected Outcome	Latest Note	Lead
PLC 213 402	To have a fit for purpose IT system, ensuring legislative compliance, delivery of tenant priorities including appointment systems and support flexible and mobile deployed working.	2024/25		Tender and procurement process completed, and contracts engaged with two suppliers (NEC and CIVICA) for their respective Housing and Repairs systems. During Summer recess the system will be receiving critical patch upgrades, which will enable them to move to cloud and achieve PSN compliance.	Senior Manager - Property; Senior Manager - Housing
PLC 213 404	To secure the long term operational and financial sustainability of the service.	2024/25		The Service is finalising a Partnership Agreement with Stirling for the delivery of Trading Standards Services. It is anticipated that this will be concluded September 2025.	Senior Manager - Development
PLC 213 405	To secure the long term operational and financial sustainability of Council services; and to support the effective delivery of the Council's Be The Future transformation programme.	2024/25		Compliance tasks across council public buildings are carried out in line with current legislation and guidance.	Senior Manager - Property
PLC 213 406	To secure the long term operational and financial sustainability of the roads network and to enhance active travel opportunities.	2024/25		The Service has completed a programme of works throughout the County working within the allocated fiscal envelope. Additionally, the team secured a series of investment monies to enhance the Council's core capital investment including Active Travel programmes.	Senior Manager - Environment
PLC 234 401	To ensure that people are safe from harm; property and equipment are maintained to a good standard and to fulfil our legislative requirements.	2024/25		A series of staff engagements through Director's Blog have been circulated across the department along with focus interventions by H&S Colleagues and targeted work in high incident areas. Additionally, the matter receives routine review and challenge at the Department SLT and through Bipartite. We have seen an increase in reporting and a	Strategic Director - Place


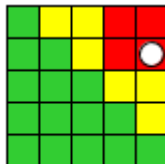
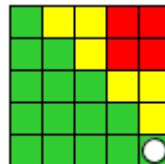
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Code	ACTION	By When	Expected Outcome	Latest Note	Lead
				uptake in mandatory training.	
PLC 234 403	To fully understand risk exposure and future investment requirements. To enable informed engagement with tenants and owners of affected buildings. To provide recommendations to enable decision making on forward future actions to be taken (Nov 2024). RAAC assessments for stock determined as dangerous complete. Manage and monitor blocks due for inspection by Chartered Structural Surveyor expected to be completed by December 2024. Property Officers working on remedial action as necessary. Housing Officers working alongside owner occupiers.	2024-25		RAAC has been identified within one council public building. Routine inspections are carried out at 6 monthly intervals by a structural engineer to check for any change in fabric condition and reports issued.	Senior Manager - Property; Senior Manager - Housing
PLC 234 402	To provide a report to Council that informs of progress and milestones towards achieving a streamlined approach to strategic planning and reporting which will reduce bureaucracy and burden of reporting on the local authority.	2024/25		Work to develop a One Plan for Place Directorate is underway, with a steering group of relevant officers established. Early discussions, to learn from People Directorate's experience, are also in progress.	Strategic Director - Place

Appendix 1


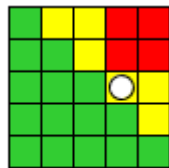
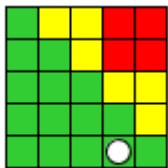
Risk Register


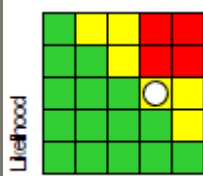
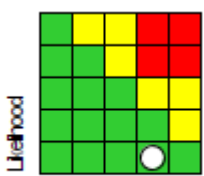
ID & Title	Insufficient Financial Resilience		Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	25	Target Rating	5
PLC DRR 009									 Likelihood Impact	 Likelihood Impact		
Description	The Directorate does not have a balanced budget to meet essential service demands, customer needs, or external agendas.											
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									
	PLC DRR 001	Effective financial management.										
	PLC DRR 002	Focus resources on key priorities as set out in this business plan.										
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 impact on service delivery. The Service will require to consider more radical delivery in line with the TOM in order to maintain a Service Provision.											

ID & Title	Health & Safety Breach		Approach	Treat	Status		Lead	Chief Executive	Current Rating	20	Target Rating	5
PLC DRR 008									 Likelihood Impact	 Likelihood Impact		
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.											
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										
Latest Note	Interventions introduced within the Department is starting to see an increase in reporting of incidents, whilst still low for the nature of our business, the noticeable increase is a signal that interventions, training and awareness is starting to embed within the workforce.											

Appendix 1


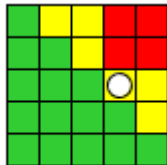
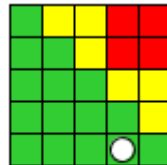
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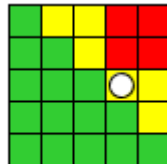
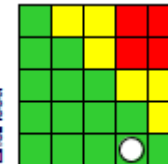
ID & Title	Failure to Prepare for Severe Weather Events	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 011											
Description	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).							<div><div>Likelihood</div><div>Impact</div></div>		<div><div>Likelihood</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	The Service have responded well to significant storm activity demonstrating resilience within the Service and responsiveness of Teams. This is an area that is being developed further with enhancements being made to our Business Continuity Planning and further developments led by the Council's Resilience Team.										

ID & Title	Managing Reinforced Autoclaved Aerated Concrete		Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 012												
Description	RAAC in buildings resulting in these structures being at risk of deterioration and becoming unsafe and uninhabitable											
Potential Effect	Domestic properties containing RAAC 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 budget or accounted for.											
Related Actions	PLC 234 403	Complete RAAC assessment in council homes and public buildings and secure governance on required actions for decanted blocks.	Internal Controls	RAAC Survey Programme								
	PLC DRR 003	Focused resource to manage the RAAC survey programme, communications and resident support actions		ALACHO RAAC Cross-sector Working Group								
	PLC DRR 004	Housing service leads part of ALACHO RAAC Cross Sector Working Group		Cross-service Working Between Teams/Depts								
Latest Note	Ongoing survey works across the domestic property estate at present undertaken by qualified structural engineers. An options appraisal to be developed to assess the forward actions required to be taken. Continued engagement with relevant sector organisations to communicate developments in RAAC. It is anticipated that we will see significant movement with RAAC evacuated properties creating a potential pathway for other RAAC Affected properties within the County.											


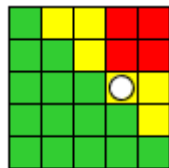
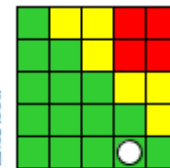
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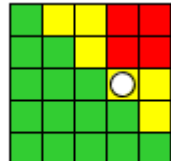
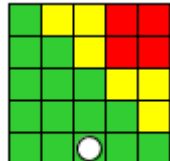
ID & Title	Insufficient Built Asset Information		Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 013												
Description	Lack of sufficient stock condition survey information and robust asset management strategy resulting in inability to project future works programmes requirements. Risk of stock falling into disrepair and financial resources being deployed in the wrong areas.								<div><div>Usefulness</div><div></div><div>Impact</div></div> <div><div>Usefulness</div><div></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	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;											

ID & Title	Housing Quality & Environmental Underperformance				Approach	Treat	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>Urgency</div><div></div><div>Impact</div></div> <div><div>Urgency</div><div></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 31st March 2024													
Latest Note	Our percentage compliance with Scottish Housing Quality Standard (SHQS) has dropped from 93.54% to 84.65%. This is due to a number of Energy Performance Certificates (EPCs) becoming out of date and requiring to be renewed. This issue was highlighted following an in-depth review of the data held within this area, a number of properties were identified as having EPCs which were no longer valid (in date). Recovery work is ongoing to improve this position and recover our compliance level within financial year 2025-26. A wider strategic piece of work to undertake a stock condition survey across HRA owned assets is in process of being procured, the findings from this survey will inform a future Asset Management Strategy (AMS), the AMS will align to the HRA Financial Business Plan.														

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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											
Description	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.							<div> Likelihood Impact</div> <div> Likelihood Impact</div>			
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.										

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ID & Title	Inadequate Workforce Planning					Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	3	
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.												Likelihood		Likelihood	
Related Actions	PLC 213 401	Implement service redesign and associated workforce development plan					Internal Controls	Strategic Workforce Plan					Impact		Impact	
Latest Note	The Departments WFP is currently outdated; however, the Senior Leadership Team continue to monitor the capacity (including the interim report by Trueman Change, which reviewed all Departmental services workforce) and respond reactively. There is a need to consider the Departmental TOM and work is underway in considering this. The service have introduced additional specialist support via Agency staff.															