CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 13 June 2024

Subject: Business Plan 2023-24 half year review

Report by: Strategic Director (Place)

1.0   Purpose

1.1.   This report provides the Committee with an update on the Place Business Plan 2023-24 which was agreed in November 2023.

2.0   Recommendations

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

3.0   Considerations

3.1.   **Policy and Strategy Development.**

The development of policies and strategies is progressing generally in line with the timetable, with the following exceptions, which have experienced some delay:

- Local biodiversity action plan
- Net Zero strategy and action plan
- Housing 30 year business plan review Allocations policy
- Evictions policy
- Housing Needs and Demand Assessment
- Play Park strategy

3.2.   The table below sets out the revised timetable:

Strategy or Policy	Approved/Last Reviewed	Date for Review
Housing Service		
Housing 30 Year Business Plan	2018	Dec 2024

Property Asset Management Strategy (Housing)	New	2024
Allocations Policy (Westhaugh)	2019	Aug 2024
Allocations Policy	2019	2024-25
Evictions Policy		2024-25
Anti-social behaviour Policy and strategy (Housing specific)		2024
Tenant Participation Strategy		Aug 2024
Local Housing Strategy		2025
Strategic Housing Investment Programme	Nov 2023	Oct 2024
Property buy-back policy		2024
Housing Needs and Demands Assessment		2024-25
Homelessness prevention strategy		2024
Property Service		
Learning Estate Strategy	Dec 2019	2024
Non Housing Property Asset Management Plan (Phase 1)	New	Feb 2024
Non Housing Property Asset Management Plan (Phase 2)	New	2024
Development Service		
Community Wealth Building Action Plan	2023	2024
Regional Economic Strategy	New	2024
Local Biodiversity Action Plan	2018	2024-25
Regional Energy Masterplan	New	Complete
Local Development Plan	2015	2028
Local Employability Partnership Action Plan	2023	2024
Net Zero Strategy and Action Plan	New	August 2024
Outdoor Access Strategy	2018	2024/25
Environment Service		
Local Transport Strategy		2024/25
Public transportation strategy	New	2024/25
Active Travel Strategy 'Connecting Clackmannanshire'	2021	2024
Road Safety plan		2024
Play Park strategy	New	2024
Household Waste Collection Policy	2021	Complete

3.3. **Key Issues and Priorities**

3.4. 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

3.5. **Priorities**

3.6. Priority policy/strategy development and improvement actions are set out in the relevant sections of this business plan (see 3.2 and Appendix A). Progress against these priorities is regularly reviewed at team meetings and 121s and also at meetings with Administration Spokespersons. Transformational activities are also reported to the Be The Future Board.

3.7. 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.

3.8. Sound financial management is more important now than ever, and Place services have a number of budget savings to implement, including some that were delayed / not achieved from the last financial year. The Senior Management Team meets monthly with finance colleagues to review revenue and capital outturns and to assess performance against agreed savings actions. These meetings also form the basis for planning and preparing for the budget setting process for the 2025-26 budget.

3.9. **Service design, skills and capacity**

3.10. Within the Place directorate there are a number of areas where there are small teams and multiple potential single points of failure, where sickness absence and recruitment and retention issues can quickly create knowledge and capacity issues.

3.11. Service redesign and capacity for the short – medium term has been addressed insofar as is possible in a number of services. Via appropriate governance, additional capacity has been brought in over the last 12 months to support tenant participation, homelessness, housing policy development and voids management, and waste services. Resources to support City Region Deal and Investment Strategy activities have been included as part of the Council's approved capital budget. The Property service redesign remains a key priority and a paper on this will be presented to Council on 27 June 2024.

3.12. 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). Initial output from this work is expected in summer 2024.

3.13. **Performance management and governance**

3.14. Service performance is generally to a high standard however our performance management regimes have identified a number of areas for improvement, most of which are set out in this business plan.

3.15. Performance management approaches across Place are variable. Those services with statutory reporting duties tend to have well developed data gathering monitoring and reporting processes, whilst others rely on annual returns to the Local Government Benchmarking Framework and APSE performance network. Availability of resources is the single limiting factor preventing a more systematic approach to performance management being developed across the whole Directorate. Expectations are high that with the implementation of MS365 and access to applications such as Power BI, these issues will be resolved.

3.16. A high proportion of team leaders and supervisors are new to either the organisation or the role and there is work to do to embed business processes and good governance. Some progress has been made via training/coaching, but we are still experiencing examples of non compliance with governance rules including financial regulations and contract standing orders. Each example is followed up and used as a learning opportunity.

3.17. Generally, our attendance at mandatory training courses has been low. Organisational development colleagues have produced easy to access video versions of on-line courses specifically for use with outdoor/peripatetic colleagues and a programme of tool box talk type training sessions is being organised to improve our level of attendance. This approach has already been successfully employed in the Roads service.

3.18. **Providing the right tools and equipment**

3.19. The Council's capital programme includes funding for vehicle replacement and this year has seen the purchase of 1 gully emptier, 1 street cleaning vehicle, 7 3.5t tippers, 4 transit vans and 5 multi purpose trailers.

3.20. Capital funding has also been made available to replace vehicle washing and fuel storage facilities at Kelliebank, which were nearing the end of their life.

3.21. Research has been carried out in relation to HSE guidance on face-fitting for protective masks and respirators where operatives have facial hair and subsequently new, appropriate face masks have been purchased for a number of colleagues.

3.22. We are about to begin the procurement process for the purchase of wearable technology to assist in the monitoring of exposure to Hand Arm Vibration Syndrome to better protect our colleagues who work with vibrating or rotating tools.

3.23. Planned improvements in IT systems and equipment include the move to MS365 and the implementation of a new Housing IT system.

3.24. **Transformation, Innovation and Collaboration**

3.25. 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; Ben Cleugh Centre and Sauchie Hall.

3.26. 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.

3.27. 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.

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

- Internet of things pilot on remote monitoring of CO_2 in classrooms
- Customer service portal
- 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.

3.29. In partnership with CTSI and Forth Environment Link, we were successful in securing £500,000 from the Vacant Derelict Land Improvement Fund to support a small scale pilot net zero community food growing project at Forthbank. Colleagues at SIEC are also proving support and advice and early stage planning and design activity is underway.

3.30. **Stakeholder Engagement**

Stakeholder engagement is an essential part of our approach to designing and delivering services and projects. Over the recent period we have carried out the following engagements:

- Formal rent consultation with Tenants as part of the budget process for HRA 2024-25.

- Renewed engagement with the Tenants Federation.

- Housing tenant satisfaction feedback sought for all for capital, repairs and maintenance works.

- Meetings with local community groups occupying our properties on leases in particular where shared repair and maintenance liabilities occur.

- Business engagement conducted through the Clackmannanshire Business Support Partnership including fortnightly mailing to over 1,600 recipients and Business Survey.

- Supported a number of community based Climate Change Fora in each of our Ward areas.

3.31. **Service Performance**

3.32. Appendix A sets out our performance across the Local Government Benchmarking Framework. In addition, 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
- Public Bodies' Climate Change Duties
- Scottish Housing Regulator – Annual Return of the Charter (ARC)
- Scottish Housing Regulator – Self Assurance Statement
- Scottish Housing Regulator – Landlord Report to Tenants
- Core Facts Return to Scottish Government
- Scottish Housing Regulator – Annual Return of the Charter (ARC) & Assurance Statement
- Annual Core Facts Building Condition Return to Education for their Submission to Scottish Government
- LEAMS Keep Scotland Beautiful Local Environmental Audit & Management System

3.33. **Workforce Planning**

3.34. The Council's workforce is aging, and this is particularly acute within Place. More than a third of the workforce is at an age where retirement is a potential option, with over half moving into this category within the next 5 years. At the same time, the number of younger employees in the service is distinctly imbalanced, with around 10% of employees under the age of 30. The scale and pace of staff turnover is likely to increase significantly in the next 5 years, emphasising a requirement to secure and develop skills required to fulfil statutory and essential support functions as a matter of

priority. Due to our size, there are people covering multiple roles and this creates risks of single points of failure. There are also skills and capacity gaps in some business-as-usual activities and in meeting our Capital Plan and transformation aspirations.

3.35. Whilst there has been some early engagement with Organisational Development colleagues, we have not yet completed a review of the workforce plan for Place.

3.36. **Delivery Plan**

3.37. Appendix A sets out details of the delivery plan, which describes service performance and progress against agreed improvement actions

3.38. Improvement actions are progressing generally in line with expectations, with the following exceptions:

PLC 213 101   Net Zero strategy and action plan

PLC 213 201   Survey and options appraisals for learning estate

PLC 213 202   Develop the next iteration of the learning estate strategy

PLC 213 207   Westhaugh Gypsy Traveller site

PLC 213 307   Comprehensive review of homeless accommodation

PLC 213 402   Replacement Housing IT system

3.39. Action which have been completed include:

PLC 213 305   Menstrie-Alva active travel route

PLC 213 301   Fire safety and electrical checks (Housing)

PLC 213 406   Roads and transportation capita projects

PLC 213 402   Kilncraigs roof

3.40. **Risks**

3.41. Key risks that apply to Place services are:

- Insufficient financial resilience
- Inadequate workforce planning
- Health and Safety Breach
- Failure to prepare for severe weather events.

3.42. Appendix A includes the service risk register which identifies how these risks are to be mitigated.

4.0   Sustainability Implications

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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

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** (Please double click on the check box ☑)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all   ☑
Our families; children and young people will have the best possible start in life   ☑
Women and girls will be confident and aspirational, and achieve their full potential   ☑
Our communities will be resilient and empowered so that they can thrive and flourish   ☑

(2)   **Council Policies** (Please detail)

8.0   Equalities Impact

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

9.0   Legality

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

10.0 Appendices

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

Appendix A – Performance and Risk dashboard
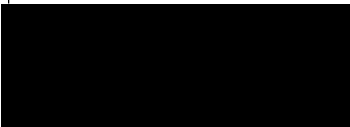

11.0 Background Papers

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)

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Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	██████████

1. Performance Indicators

1.1 Housing Service

Code	Performance Indicator	2020/21 Value	2021/22 Value	2022/23 Value	2022/23 Scotland	2023/24 Target	Management Comments	Lead
HMO ALL 035	Rent Loss due to Void (empty) Properties	0.94%	0.66%	1.02%	1.71%	1.00%	The proportion of rent lost in Clackmannanshire was the 9th lowest in Scotland in 22/23. The service has experienced significant challenge in reducing down void property numbers and turn around times during 2023/24 with void rent loss increasing as a result of this. There has been progress in this area within Q1 of 2024-25 and performance expected to improve.	Tenancy Services Coordinator - Housing Options; Team Leader Tenancy Services
HMO HPI 005	Council Dwellings Meeting the Scottish Housing Quality Standard (SHQS)	79.19%	59.87%	39.33%	70.90%	100.00%	We have seen a marked reduction in properties meeting the Scottish Housing Quality Standard which is, similarly to EEESH compliance, associated with a change in guidance and reporting and due to our inability to undertake electrical testing works within domestic dwellings during lockdown. A programme of catch up works is nearing completion.	Team Leader - Planned Works & Compliance
HMO HPI 157	Council Dwellings Meeting the Energy Efficiency Standard for Social Housing (EESSH)	85.26%	62.28%				The reduction does not reflect a material degradation in the standard of properties but relates to reporting changes and Energy Performance Certificates expiring during lockdowns when we were unable to gain access for re-assessment. A programme to address this is well underway, coupled with improvement works in 'hard to treat' homes that will see results improve.	Team Leader - Planned Works & Compliance
HMO PRO 006	Average Time to Complete Non-emergency Repairs (working days)	4.24	4.90	5.41	9.68	7.08	Despite slight increases, our responsiveness to non-emergency repairs has been the fastest in the country for 2 years running.	Senior Housing Officer
HMO TEM 011	Rent Arrears (as % of rent due in the year)	9.56%	10.66%	11.51%	9.59%	11.51%	Clackmannanshire's Local Outcomes Improvement Plan outlines key actions to address deprivation, a long-standing issue of concern for the area. As well as high child poverty rates and uptake of free school meals, there are also high levels of local children living in the 20% most income deprived areas of Scotland. Supporting people to sustain tenancies and prevent homelessness whilst reducing rent arrears is a challenge but one that officers are working hard to achieve good outcomes in. Performance is expected to improve in arrears management.	Team Leader Tenancy Services

1.2 Property Service

Code	Performance Indicator	2020/21 Value	2021/22 Value	2022/23 Value	2022/23 Scotland	2023/24 Target	Management Comments	Lead
ASM FAC 02a	Operational Buildings Suitable for Current Use	80.0%	91.4%	91.4%	86.1%	85.0%	The Council manages a portfolio of 81 public buildings, including the school estate. Suitability is assessed annually against the 'core facts criteria', with 91.4% graded good or satisfactory, where our rank improved from 23rd to 9th over 2 years.	Strategic Director - Place; Team Leader - Planned Works & Compliance
ASM FAC 03a	Council Buildings in Satisfactory Condition (by floor area)	97.7%	97.5%	97.5%	89.7%	95.0%	Condition is also assessed annually, with 97.5% judged to be satisfactory, where our 3rd place ranking continues top quartile performance for the 9th consecutive year.	Strategic Director - Place; Team Leader - Planned Works & Compliance

1.3 Development Service

Code	Performance Indicator	2020/21 Value	2021/22 Value	2022/23 Value	2022/23 Scotland	2023/24 Target	Management Comments	Lead
DEV DMA 01b	Cost per local planning application	£3,575	£3,362	£4,055	£5,538	£5,538	Lower than average and variable depending on number of applications received by small planning team. Staff undertake additional functions beyond assessment of planning applications (eg. capital project management, bid preparation, Place making , City Region Deal, Local Development Plan assistance and environmental improvement work).	Planning & Building Standards Team Leader
DEV DMA 01c	Average Time to Process Commercial Planning Applications (weeks)	6.5	7.2	9.3	12.0	12.0	Average processing time has increased, though not to the same extent as our family group, broadly following the national trend and continuing top quartile rankings for the 5th consecutive year. This is associated with an annual increase in the number of applications received over the last 5 years (with the exception of a slight reduction in 20/21) as well as increasing complexity and more time spent by officers on non-planning application activity.	Planning & Building Standards Team Leader
DEV DMA 11a	Immediately Available Employment Land (as % of land allocated for employment in Local Development Plan)	68.5%	68.0%	26.1%	22.8%	22.8%	While the Local Development Plan identifies sufficient land for employment purposes, it becoming immediately available is dependent on market conditions, whether applications are received, and whether planning permission can be granted. We remain slightly above average, despite the recent reduction also seen elsewhere (with only 3 authorities improving in 22/23).	Planning & Building Standards Team Leader; Senior Manager - Development
DEV LFR 026	Cost of Economic Development & Tourism per 1,000 population	£37,707	£74,350	£83,961	£109,349	£77,173	Further investigation into the detailed inclusions and exclusions in this calculation will be conducted in order to set future targets, as investment in essential employability and business support services is critical for inclusive growth.	Senior Manager - Development

Code	Performance Indicator	2020/21	2021/22	2022/23		2023/24	Management Comments	Lead
		Value	Value	Value	Scotland	Target		
EDE EMP 005	Unemployed People Assisted into Work via Council Employability Programmes	9.0%	39.3%	21.0%	12.9%	12.9%	Unemployment rates are higher amongst young people than the overall working age population. Every authority saw a sharp increase in claimants during 20/21 then 2 subsequent years of reductions. Though it is not the case in all areas, the national result for both indicators has now recovered and, while rates remain in the bottom quartile locally, both are now below pre-pandemic levels (significantly so in the case of young people). Much of this was due to the ClacksWorks employability service supporting over 500 people into employment over 2 years, with rates substantially above the Scottish average.	Senior Manager - Development
SAP DEM EW%	Unemployment Rate - All Working Age (16-64 years)	6.6%	4.9%	3.7%	3.2%	3.2%		Team Leader Economic Development; Senior Manager - Development
SAP DEM EY%	Unemployment Rate - Young People (16-24 years)	9.9%	6.3%	4.8%	3.5%	3.5%		Team Leader Economic Development; Senior Manager - Development
EDE LGB B1b	Business Gateway Startups (per 10,000 population)	17.9	15.5	17.2	14.3	14.3	Rates are consistently higher than average. For these indicators, our family group is based on population density/rurality, and we have also surpassed the above average levels seen in this group in all years but 21/22.	Senior Manager - Development
EDE LGB B2a	Residents Earning Less than the Real Living Wage	N/A	N/A	N/A	9.4%	9.4%	It is disappointing that the Office for National Statistics is now only providing this vital data for the 19 largest authorities, though national bodies hope to address this. The Clackmannanshire Anchor Partnership endorsed the Good Employment Charter on 21-Apr-23, subsequently approved by the Alliance on 23-Jun-23. A working group of the Anchor Partnership will be created to oversee delivery. It is anticipated that this will improve Real Living Wage (RLW) levels across the County.	Senior Manager - Development
EDE LGB B3a	Properties with Superfast Broadband	95.8%	98.2%	98.8%	95.5%	95.5%	Our central location is relevant to the area having the 5th highest proportion of properties with superfast broadband in the country, supporting us to address inequalities around digital connectivity and ensuring availability is not a barrier to hybrid learning and working opportunities.	Senior Manager - Development
EDE SLD 19a	Town Vacancy Rate (vacant retail units as % of total - Alloa town centre only)	13.6%	18.6%	22.7%	12.0%	22.7%	Long-term trends of reducing business startups, and significant pandemic impacts on businesses, have seen the proportion of vacant units increase, without the recovery seen nationally in 21/22, and now the highest rate in the country.	Senior Manager - Development
RGY EHE 014	Cost of Environmental Health per 1,000 population	£13,648	£11,001	£11,710	£15,239	£15,239	After the service cost being skewed by grant funding from the Scottish Government to deal with the pandemic, the funding model favouring smaller Councils, the costs are nearer to pre pandemic levels. The service is now concentrating on re-establishing work streams and service provision that was suspended during the pandemic. This "recovery" phase will take several years, particularly for food regulation, and follows an approved plan.	Senior Manager - Development

Code	Performance Indicator	2020/21 Value	2021/22 Value	2022/23 Value	2022/23 Scotland	2023/24 Target	Management Comments	Lead
RGY TST 004	Cost of Trading Standards per 1,000 population	£1,891	£1,281	£1,758	£7,063	£5,033	Savings have been made in recent years due to unfilled vacancies but this has put significant strain on service delivery. Stirling Council is actively seeking to address the shortfall in staffing in order to ensure that service provision is maintained at the required level. This is proving challenging, however.	Senior Manager - Development
RGY SCC 005	Carbon Dioxide Emissions - All (per head of population)	9.4 tonnes	9.2 tonnes				The area's industrial heritage means we have some of the highest levels of carbon dioxide emissions in the country (in contrast to our family group's better than average results), both across all emissions and those 'within local authority scope'. Reductions have, however, been made at a slightly faster rate than nationally and, for all emissions, we were among only 3 authorities whose results continued improving in 21/22.	Senior Manager - Development; Home Energy Strategy Officer
RGY SCC 006	Carbon Dioxide Emissions - Within Local Authority Scope (per head of population)	6.2 tonnes	6.4 tonnes					Senior Manager - Development; Home Energy Strategy Officer
RGY SCC 007	Carbon Dioxide Emissions - From Transport (per head of population)	16.6 tonnes	18.3 tonnes				The Council welcomes the addition of new benchmarked emissions indicators, though there may be issues with this newly-released data. We are attempting to clarify the exact formula in use, but this relates only to whether results are 'per head of population' as stated, or whether they have been calculated 'per 1,000 population', which would affect all authorities' results equally. The data does confirm the breakdown already known locally, with significant emissions from industry and waste, but lower proportions from transport, electricity and natural gas, resulting in top quartile rankings for all 3 sources.	Senior Manager - Development; Home Energy Strategy Officer
RGY SCC 008	Carbon Dioxide Emissions - From Electricity (per head of population)	41.1 tonnes	36.7 tonnes					Senior Manager - Development; Home Energy Strategy Officer
RGY SCC 009	Carbon Dioxide Emissions - From Natural Gas (per head of population)	48.2 tonnes	41.5 tonnes					Senior Manager - Development; Home Energy Strategy Officer

1.4 Environment Service

Code	Performance Indicator	2020/21 Value	2021/22 Value	2022/23 Value	2022/23 Scotland	2023/24 Target	Management Comments	Lead
SAP PHO T01	Active Travel to School	65.9%	66.1%	65.3%	50.2%	50.2%	Exemplary levels of active travel to school can be seen, with nearly two thirds of school children normally travelling in an active way. We have achieved top quartile rankings in all years but one, with the 2nd highest levels of any authority for the last 2 years. Significant investment has been made in our core paths network and the safer routes to school initiative to promote accessible and sustainable active travel routes, often separate from the main road network, alongside work to make our roads more walking- and cycling-friendly. We are also focussed on ensuring the area has suitable public transport provision, and road safety is a key priority in schools.	Senior Manager - Development; Home Energy Strategy Officer

Code	Performance Indicator	2020/21	2021/22	2022/23		2023/24	Management Comments	Lead
		Value	Value	Value	Scotland	Target		
ENV LAN 01a	Cost of parks & open spaces per 1,000 population	£14,272	£18,374	£17,990	£23,311	£18,064	Value increased in 21/22 and aligns with general trend of increased investment in playparks.	Land Services Contracts Manager
ENV SHS POS	Satisfaction with Parks & Open Spaces (3 year average)	87.4%	88.0%	85.0%	87.3%	87.3%	Though there are still data integrity concerns around the Scottish Household Survey, Clackmannanshire's results show variable levels of satisfaction with environmental services. For refuse collection, we remain in the bottom quartile, despite seeing the greatest improvement of any authority in 22/23. Perceptions around street cleaning continue to improve, now in 9th place, though we have moved to below average for satisfaction with parks and open spaces.	Land Services Contracts Manager
ENV SHS STR	Satisfaction with Street Cleaning (3 year average)	63.3%	65.0%	66.3%	58.3%	58.3%		Land Services Contracts Manager
ENV SHS WMA	Satisfaction with Refuse Collection (3 year average)	64.3%	65.0%	73.3%	78.0%	78.0%		Team Leader (Roads & Street Lighting); Performance & Quality Officer
ENV STR 02e	Street Cleanliness Score (% 'acceptable')	89.6%	90.4%	96.5%	90.6%	90.6%	Above average performance continues in street cleanliness, assessed independently by Keep Scotland Beautiful, where we improved substantially with an associated ranking improvement from 14th place to the 3rd best in the country.	Land Services Contracts Manager
ENV STR 04a	Cost of street cleaning per 1,000 population	£12,283	£16,046	£15,014	£16,068	£16,068	Increased due to backlog of work due to Covid-19, illicit dumping and house land clearances also impacted street cleaning teams.	Land Services Contracts Manager
ENV WMA 02c	Cost of refuse collection per premise	£45	£51	£58	£76	£58	Cost remains below national average which highlights how efficient the waste service delivery model currently is. Continued low costs of operating will be achieved via ongoing work towards Councils Net Zero targets, new target operating model and structural changes.	Team Leader (Roads & Street Lighting)
ENV WMA 02d	Cost of refuse disposal per premise	£110	£112	£108	£95	£108	Costs held steady through increase in new build properties and significant drop in residual waste tonnage collected / deposited at Forthbank Recycling Centre of 690 tonnes, resulting in reduction in landfill tax of around £69,000. Net Zero targets, landfill ban and planned changes to collections next year should result in reduced tonnages to landfill.	Team Leader (Roads & Street Lighting)
ENV WMA 04c	Household Waste Composted or Recycled	48.6%	50.0%	51.0%	43.3%	51.0%	Having historically been an extremely strong performer in household waste recycling, rates did suffer (as they did nationally) due to service disruption during the pandemic. As well as temporary closure of the recycling centre, there was an increase in non-recyclable clinical waste and the Council was, at times, required to redeploy staff into vital roles to protect the most vulnerable in our communities. While we have moved out of the top quartile, rates remain well above average.	Team Leader (Roads & Street Lighting)
RAT RCI 001	A Class Roads to be Considered for Treatment (3 year average)	26.5%	26.9%	27.1%	27.4%	25.0%	The quality of our road network is an important factor for road safety, vitally in relation to the possible impact of incidents on families and communities, but also the potential financial	Team Leader (Roads & Street Lighting)

Code	Performance Indicator	2020/21	2021/22	2022/23		2023/24	Management Comments	Lead
		Value	Value	Value	Scotland	Target		
RAT RCI 002	B Class Roads to be Considered for Treatment (3 year average)	18.5%	19.0%	24.7%	31.5%	20.0%	implications of insurance claims against the Council, as well as ensuring we exploit our key central location to attract people and trade to and through the area. Though we remain above average for unclassified roads and there have been increases in A and B class roads (very slight in the case of A class), these remain better than average and our ranking for C class roads is in the top quartile. Roads and winter maintenance continues to be a high priority and must be managed within the context of reducing budgets across many environmental services.	Team Leader (Roads & Street Lighting)
RAT RCI 003	C Class Roads to be Considered for Treatment (3 year average)	27.4%	27.0%	26.3%	32.7%	30.0%		Team Leader (Roads & Street Lighting)
RAT RCI 004	Unclassified Roads to be Considered for Treatment (4 year average)	43.2%	40.8%	40.6%	36.4%	42.0%		Team Leader (Roads & Street Lighting)
RAT RDS 024	Cost of maintenance per kilometre of road	£12,968	£9,573	£14,449	£12,844	£12,844	Increase in wholesale costs for materials and availability has reduced the number of schemes that could be delivered. This has had a significant impact on our road condition indicator performance and will only continue with the increased inflation. There are still concerns regarding the accuracy and consistency of authorities' reporting for this measure. The current level of investment will not keep the road network in a 'steady state'.	Team Leader (Roads & Street Lighting)

1.5 Place Directorate

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Scotland	Target		
PLC CNQ BUS	% Councillor enquiries responded to within timescale - Place	86.67%	84.15%	90.73%	N/A		Complaints attributed to Place account for 54.49% of total Council complaints. Top 4 themes are service provision (121); policy and procedure (130); employees (9); communication (9)	Strategic Director - Place
PLC FOI GOV	% Freedom of Information requests responded to within timescale - Place	92.87%	94.24%	92.46%	N/A		Performance has improved on-year, andt further improvement is necessary	Strategic Director - Place
PLC MPQ BUS	% MP/MSP enquiries responded to within timescale - Place		85.7%	73.8%	N/A		The level of upheld/partially upheld complaints has risen and the service strives to use the learning gained to make service improvements and/or avoid similar issues from arising	Strategic Director - Place
PLC C01 CUS	Number of formal complaints received - Place	280	150	152	N/A		There were 399 Member enquiries attributed to Place , which accounts for 84% of total Member enquiries.	Strategic Director - Place
PLC C02 CUS	% formal complaints closed within timescale - Place	41.8%	DIV/0	76.7%	N/A		There were 544 FOIs attributed to Place, which accounts for 40.75% of Council FOIs	Strategic Director - Place
PLC C04 CUS	% formal complaints dealt with that were upheld/ partially upheld - Place	33.3%	49.2%	47.4%	N/A		There were 122 MSP/MP enquiries attributable to Place, which accounts for 78.71% of Council MSP/MP enquiries	Strategic Director - Place

2. Actions

2.1 Sustainable Inclusive Growth

Code	Action	Desired Outcome	Due	Progress	Lead
PLC 213 101	Develop Net Zero strategy and action plan	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	31-Aug-2024	Final report including Action Plan scheduled to go to Council 21 March 2024.	Senior Manager - Development
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.	31-Aug-2024	An update to the CWB Action Plan will be presented to Council in August 2024.	Senior Manager - Development
PLC 213 105	Review of the Local Development Plan and the preparation of a Proposed Plan, in line with NPF4 and the Regional Spatial Strategy for the Forth Valley area.	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.	31-Mar-2028	Progress has been made on the first stage of the LDP, the evidence report. Engagement with communities, stakeholders and development industry taking place over Spring/Summer 2024	Senior Manager - 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-2025	A brief for a stakeholder event has been prepared.	Senior Manager - Development
PLC 213 111	Deliver CRD programme in line with delivery plan/financial profile	To meet the outcomes that are specified in the Deal Benefits Realisation strategy	31-Mar-2024	Spend on Clacks projects is largely in line with profile.	Strategic Director - Place
PLC 234 101	Develop and secure governance on phase 1 of the property asset management plan	To ensure the long term financial and environmental sustainability of the Councils non-housing assets	31-Mar-2025	Arrange for the disposal of identified assets. Some Identified Phase 1 Assets have been sold. Procurement of Agency Surveyor required to complete remaining.	Senior Manager - Property
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-Mar-2025	Arrange for Disposal of identified assets. Procurement of Agency Surveyor required to complete.	Senior Manager - Property
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-Aug-2024	Production of a RES is ongoing with an initial draft complete. A final draft is expected in August 2024	Senior Manager - Development
PLC 234 104	Refresh Clackmannanshire Economic Strategy	To ensure that economic development activities meet current and emerging priorities, risks and opportunities	31-Mar-2025	Early work gathering evidence and economic data for the strategy has started.	Senior Manager - Development
PLC 234 105	Clackmannanshire Investment Strategy	Full funding officer post as first stage of implementation of Investment Strategy	31-Aug-2024		Senior Manager - Development

Code	Action	Desired Outcome	Due	Progress	Lead
PLC 234 106	Review Local Economic Partnership (LEP) governance arrangements	To ensure compliance with Council and partnership governance arrangements	31-Aug-2024		Senior Manager - Development

2.2 Empowering Families & Communities

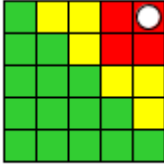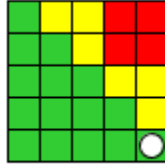| Code	Action	Desired Outcome	Due	Progress	Lead
PLC 213 201	Undertake condition survey & option appraisal of Learning Estates Primary School property assets.	To inform the next iteration of the Learning Estate strategy.	31-Dec-2024	Work on-going. Procurement issues have delayed completion of this task.	Senior Manager - Property
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-Apr-2025	Delayed as a consequence of procurement delay on condition surveys and options appraisals	Senior Manager - Property
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	30-Apr-2025	Future Learning Estate Capital Projects will be identified based on outcome of Options Appraisals and Strategy.	Senior Manager - Property
PLC 213 205	Develop plans to implement Scottish Government policy for free school meals for P6 and	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-Apr-2026	Roll out of free school meals delayed by Scottish Government	Senior Manager - Property
PLC 213 207	Deliver Westhaugh Gypsy/Traveller site improvement project	To provide modern, low carbon, purpose built facilities that meet the needs of the community	30-Apr-2025	Delayed. Contractor for the project to be replaced due to concerns around financial stability. This has delayed completion of the project.	Senior Manager - Property; 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-Aug-2024	Strategy is out to consultation and will presented to the Council in August.	Senior Manager - Housing

2.3 Health & Wellbeing
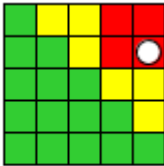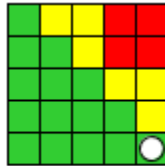
Code	Action	Desired Outcome	Due	Progress	Lead
PLC 213 301	Support the development of the Wellbeing hub	To facilitate the quality design and effective delivery of new leisure and wellbeing facilities and services.	31-Mar-2025	Property support will continue to be provided for the development of the Wellbeing Hub as required.	Senior Manager - Development; Senior Manager - Environment; Senior Manager - Property
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-2025	Capital Plan reviewed and delivered on an annual basis.	Senior Manager - Property
PLC 213 305	Deliver Menstrie-Alva active travel route	To encourage people to make healthier, low carbon transportation choices.	31-Mar-2024	Project successfully complete and under budget @ £1,759,000.00 & selected for Ministerial Visit – Await new Minister. This is Phase 1 of the 3 Phase project, attention now turns to design for Phase 2 Alva to Fishcross.	Senior Manager - Environment
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-2024	Comprehensive review of the council use of homeless temporary accommodation (HRA stock, RSL and Private).	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-Aug-2024	Housing and Property Teams have an agreed action plan that is being followed to reduce void numbers to an acceptable level.	Senior Manager - Property; 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.	30-Jun-2024	Complete with exception of no access properties.Arrangements in place to access remaining houses	Senior Manager - Property

2.4 Compliance & Operational Resilience

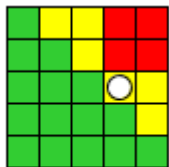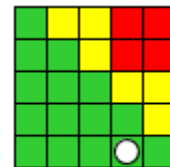| Code	Action	Desired Outcome	Due	Progress	Lead
PLC 213 401	Implement service redesign and associated workforce development plan	To secure the long term operational and financial sustainability of the services within Place; and to support the effective delivery of the Council's Be The Future transformation programme.	31-Mar-2024	Waste services redesign is completed. Proposals for Property service are due to SLG early 2024.	Strategic Director - Place

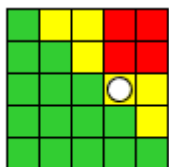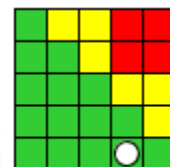| Code	Action	Desired Outcome	Due	Progress	Lead
PLC 213 402	Implement Housing/Property IT system	To have a fit for purpose IT system, ensuring legislative compliance, delivery of tenant priorities including appointment systems and support flexible and mobile deployed working.	31-Aug-2025	With the added need for incumbent systems to be PSN compliant before 31st March 2023, interim measures are being explored while implementation of a new system is realised. A procurement pathway has been identified, with progression to advertise a tender to be complete in Q4 of 2023/24. Recruitment of a project manager has been successful, with a hopeful start date in Q4 of 2023/24 to make extensive progress with this project.	Senior Manager - Property; Senior Manager - Housing
PLC 213 404	Review service delivery model for Trading Standards service	To secure the long term operational and financial sustainability of the service.	31-Aug-2024	Review has been undertaken with Stirling Council to establish clear performance reporting and schedule of meetings to ensure clear and effective communication. A reviewed SLA is also being drawn up and Stirling Council has recruited new trading standards staff which will improve service delivery.	Senior Manager - Development
PLC 213 405	Deliver property Compliance and Operational Resilience capital projects	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.	31-Mar-2025	Annual Plan.Projects reviewed and delivered each year as required.	Senior Manager - Property
PLC 213 406	Deliver roads and transportation Compliance and Operational Resilience capital projects	To secure the long terms operational and financial sustainability of the roads network and to enhance active travel opportunities.	31-Mar-2024	All Projects complete in year and to budget, despite a challenging year with climate change and reduced budgets the Roads Service has delivered its planned carriageway & footway resurfacing schemes With a clear focus on Net Zero the service was able to carry out another road recycling scheme and plans are in place for further road recycling this fiscal year.	Senior Manager - Environment
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.	To ensure that people are safe from harm, property and equipment is not damaged and to meet legislative requirements.	31-Mar-2024		Strategic Director - Place
PLC 234 402	Complete Kilncraigs roof works	To ensure operational resilience of Kilncraigs building and to enable the re-opening of reception services.	31-Mar-2024	Roof Works Complete with 20 year guarantee in place.	Senior Manager - Property
PLC 234 403	Complete RAAC assessment in council homes and public buildings and secure governance on required actions for decanted blocks.	To fully understand risk exposure and future investment requirements. To enable informed engagement with tenants and owners of affected buildings	31-Aug-2024	Assessment remains to be completed in one block. Delay due to procurement and owner occupier approval for works	Senior Manager - Property; Senior Manager - Housing

3. Risks

ID & Title PLC DRR 009	**Insufficient Financial Resilience**	Approach	Treat	Status	🛑	Lead	Strategic Director - Place	Current Rating	25	Target Rating	5

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 impacts on service delivery.

ID & Title PLC DRR 008	**Health & Safety Breach**	Approach	Treat	Status	🛑	Lead	Chief Executive	Current Rating	20	Target Rating	5

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	H&S development work has been interrupted as the team has been heavily involved in establishing safe working arrangements in light of the Covid 19 pandemic. However a new IT system is being developed to help manage H&S risks across the Council.

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).
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.

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 DRR 003 — Focused resource to manage the RAAC survey programme, communications and resident support actions	Internal Controls — RAAC Survey Programme
	PLC DRR 004 — Housing service leads part of ALACHO RAAC Cross Sector Working Group	ALACHO RAAC Cross-sector Working Group
	PLC 234 403 — Complete RAAC assessment in council homes and public buildings and secure governance on required actions for decanted blocks.	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

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.
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		

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	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 (EESSH). 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.
Potential Effect	Regulatory and reputational impacts, potential non compliance with decarbonisation and net zero targets

Related Actions	PLC DRR 005	Housing Business Plan	Internal Controls	SHQS & Regulator Reporting
	PLC DRR 006	Focused resource from internal and external sources to meet target deadline of 31st March 2024		
	PLC 213 101	Develop Net Zero strategy and action plan		

Latest Note	The authority has been an extremely strong performer for over a decade in SHQS, including 100% compliance with the previous energy efficiency element for 5 years running (to 18/19). Replacement of the latter with EESSH saw benchmark rankings move into the 2nd and 3rd quartiles, and now to the bottom quartile for 2 years (to 21/22). Our decline in SHQS performance was mirrored by most other authorities, though to a slightly lesser degree (Scottish average 90.3% down to 69.7%, Clacks 98.8% to 59.9%).

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.	
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 DRR 007 Update Housing Needs & Demand Assessment	Internal Controls	Local Housing Strategy
	PLC 234 301 Deliver voids improvement plan		Buy-back Strategy
			Strategic Housing Investment Plan

Latest Note	Similar issues are being experienced across Scotland, Clackmannanshire Council's caseload has increased by 63% since May 2019, despite the existing mitigation of an increased proportion of lets going to homeless applicants (47% in 19/20 up to 60% for subsequent 3 years). 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 - 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.	
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.