

Report to Audit & Scrutiny Committee

Date of Meeting: 6 February 2025

Subject: Place: 2023/24 Year End Business Plan Update

Report by: Strategic Director, Place

1.0 Purpose

- 1.1. The report updates the Committee on the year-end status of the 2023/24 Place Business Plan.

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 2023/24 agreed by Council in autumn 2023. (link can be found at <https://www.clacks.gov.uk/document/meeting/1/1202/7748.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.

4.0 Key Achievements

- 4.1 Clackmannanshire has grown its reputation as a leader in Active Travel. Through 2023-24, we developed Phase 1 of our Active Travel programme linked to the City Region Deal investment. This saw the Menstrie to Alva route completed and under budget. The Department is now focusing on the extension into Phase 2 from Alva to Fishcross.
- 4.2 The Department set itself a priority to reduce void levels of our Housing Stock, to ensure that the Council is maximising the potential income for reinvestment back to

improving our housing stock for our tenants. In this reporting period we reduced by approximately half the void levels in line with our improvement plan.

5.0 Challenges

- 5.1. It is important to highlight to the Committee that whilst the Department has worked to progress the priorities set out in our Business Plan, there have been a number of factors that have prevented us from activity some of those priorities, some of which has been outwith Officers control.
- 5.2. There have been significant capacity strains within key service functions, Property Services for one. This has delayed works on developing the Learning Estate Strategy and the Asset Management Strategy. These are now planned for 2025-26.
- 5.3. There have been other developments delayed such as the Westhaugh Travellers Site Development, however this was outwith the Department's control, as the primary contractor through HUBCO East went into administration. Officers have worked closely with HUBCO East and Scottish Government and work is underway to recommence the project in this current fiscal year.

6.0 Areas for Further Development

- 6.1. It is recognised that there are a number of areas that require further development, notwithstanding the points referenced within the previous Section. The Department as part of their 2024-25 Business Plan has carried forward a series of actions, with a new Strategic Director appointed, there is a refocus on service standards including the Department performance on Elected Member enquiries, Complaint handling and FOI/EIR handling.

7.0 Conclusion

- 7.1. The Place Department continues to demonstrate impact in terms of delivering business critical and essential front line Council functions, whilst also playing a crucial role in enabling delivery of the Council's transformational priorities, whether through Be the Future or the supporting an investment-led recovery through the capital plan as well as a supporting function for other Council Services and Departments.
- 7.2. Not all the intended actions within the 23/24 plan have been delivered to date; however these actions have been reassessed and are being taken forward into the 24/25 business plan, agreed by Council in October 2024. Staff continue to be stretched and tested over a prolonged period, and capacity and skills gaps have impacted on some plans. Despite ongoing challenges and risks, whether these are inflation, labour supply or financial constraints, the Portfolio demonstrates achievement and response in the context of enabling delivery of Council priorities. This is testament to the flexibility, expertise, experience and resilience of its many dedicated staff.

8.0 Sustainability Implications

- 8.1. There are no direct sustainability implications arising from this report.

9.0 Resource Implications

9.1. Financial Details

9.1.1 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

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

Yes

9.2. Staffing

9.2.1 There are no staffing implications as a result of this report.

10.0 Exempt Reports

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

11.0 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**

Complies with relevant Council Policies

12.0 Equalities Impact

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

Yes No Not applicable

13.0 Legality

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

14.0 Appendices

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

Appendix A – 2023/24 Performance Report

15.0 Background Papers

15.1 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 Business Plan 2023/24 (link can be found at J:\PLACE Directorate\Reports to Council and Committee\2. Audit & Scrutiny Committee\2025\1. 6 February 2025\2. Place Year End Business Plan Report 2023-24 - Strategic Director\Papers - Final)

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Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director	

Place Directorate Business Plan 2023/24 - Year End Progress Report

1.1 Performance Indicators - Housing Service

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Target	Scotland		
HMO ALL 035	Rent Loss due to Void (empty) Properties	0.66%	1.02%	1.34%	1.00%	1.79%	In recognition of the deterioration of VOID performance following the Senior Manager being of Secondment a Voids Improvement Plan and financial investment was submitted to Council in June 2023. Due to (A) the lag in the performance matrix and (B) the delay in getting the voids Action Plan underway, it was only during 2024/25 that we have seen the results of this agreed Council action.	Tenancy Services Coordinator - Housing Options; Team Leader Tenancy Services
HMO HPI 005	Council Dwellings Meeting the Scottish Housing Quality Standard (SHQS)	59.87%	39.33%	93.54%	100.00%	77.80%	Work continued corporately with the Energy Efficiency Team, providing updated EPC's for those that had went out of the ten year anniversary date. As noted to Council this was the major reason for the change in the SHQS compliance.	Senior Manager - Housing
HMO HPI 157	Council Dwellings Meeting the Energy Efficiency Standard for Social Housing (ESSH)	62.28%					Recording of this indicator has been temporarily paused nationally due to regulatory changes.	Senior Manager - Housing
HMO PRO 006	Average Time to Complete Non-emergency Repairs (working days)	4.90	5.41	5.12	7.08	10.03	Excellent performance continued. However, it is acknowledged that this is expensive to respond and react rather than be proactive.	Senior Housing Officer
HMO TEM 011	Rent Arrears (as % of rent due in the year)	10.66%	11.51%	11.15%	11.51%	9.50%	This performance indicator is largely influenced by Former Tenant Arrears (FTA). The housing Service redesign was approved following organisation redesign principles and includes the return of FTA management to the service from Revenues.	Team Leader Tenancy Services

1.2 Performance Indicators - Property Service

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Target	Scotland		
ASM FAC 02a	Operational Buildings Suitable for Current Use	91.4%	91.4%	91.4%	85.0%	85.5%	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.	Project Co-ordinator
ASM FAC 03a	Council Buildings in Satisfactory Condition (by floor area)	97.5%	97.5%	97.5%	95.0%	89.8%	Building condition is assessed annually with 97.5% considered to remain as satisfactory.	Project Co-ordinator

1.3 Performance Indicators - Development Service

(22/23 data shown where 23/24 not yet published)

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Target	Scotland		
EDE LGB B1b	Business Gateway Startups (per 10,000 population)	15.7	17.2	16.6	14.3	13.6	2023/24 comment: Clackmannanshire continues to be a positive location for business startup and survival. Business Gateway supports both startup and expanding businesses. 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 B3a	Properties with Superfast Broadband	98.2%	98.7%	98.7%	95.5%	95.5% (22/23 benchmark)	2023/24 comment: Clackmannanshire effectively has complete geographical access to Superfast broadband. This allows for initiatives to reduce all forms of exclusion and poverty, while also facilitating improved productivity at home and in the workplace.	Senior Manager - Development
EDE SLD 19a	Town Vacancy Rate (vacant retail units as % of total - Alloa town centre only)	18.6%	22.7%	10.8%	22.7%	12.0% (22/23 benchmark)	2023/24 comment: Town centre vacancies have declined in the most recent year, due to a full review of the defined area of Alloa town centre. Properties previously included, but outside the defined boundary of the town centre have not been included in the 2023/24 data. This provides a much more accurate figure for the rate of vacant units in Alloa town centre.	Senior Manager - Development
SAP DEM EW%	Unemployment Rate - All Working Age (16-64 years)	4.9%	3.7%	5.4%	3.2%	3.1%	2023/24 comment: The 2023-24 unemployment rate for 16-24 year-olds in Clackmannanshire is lower than the working age population aged 16-64. The 16-24 year-old cohort has seen an increase in the unemployment rate to 2023/24, as has the overall working age cohort. Both remain above both the target figure and the Scottish average. The Clackmannanshire Works programme has succeeded in reducing the impact of unemployment in Clackmannanshire. The programme has supported 773 clients of working age to move closer to the labour market in 2023/24. In the same period, 199 clients progressed into sustained employment.	Team Leader Economic Development; Senior Manager - Development
SAP DEM EY%	Unemployment Rate - Young People (16-24 years)	6.3%	4.8%	5.1%	3.5%	3.4%	2023/24 comment: The 2023-24 unemployment rate for 16-24 year-olds in Clackmannanshire is lower than the working age population aged 16-64. The 16-24 year-old cohort has seen an increase in the unemployment rate to 2023/24, as has the overall working age cohort. Both remain above both the target figure and the Scottish average. The Clackmannanshire Works programme has succeeded in reducing the impact of unemployment in Clackmannanshire. The programme has supported 773 clients of working age to move closer to the labour market in 2023/24. In the same period, 199 clients progressed into sustained employment.	Team Leader Economic Development; Senior Manager - Development

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Target	Scotland		

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Target	Scotland		
DEV DMA 11a	Immediately Available Employment Land (as % of land allocated for employment in Local Development Plan)	68.5%	68.0%	26.1%	27.2%	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
DVM PBS P1c	Average Time to Process Commercial Planning Applications (weeks)	6.5	7.2	9.3	11.7	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
DVM E&S 005	Carbon Dioxide Emissions - All (per head of population)	9.5 tonnes	9.2 tonnes	9.1 tonnes	6.6 tonnes	4.8 tonnes	<p>The source data illustrates how industry emissions are by far the largest contributor, accounting for 37.1% of emission in Clackmannanshire, followed by commercial gas and electricity and then Transport. Emission figures indicate that total public sector emissions are a small proportion of the area-wide total at 2.01%.</p> <p>While regional emission in Clackmannanshire have shown a downwards trajectory since 2005, a revision of the benchmark from 2018 onwards to include Agriculture Livestock, Agriculture Soils and Landfill emissions data led to an increase between 2017 and 2018.</p> <p>Clackmannanshire's per capita emissions, at 9.8 tCO₂e, are higher than the Scottish average of 7.1 tCO₂e. Additionally, out of the 32 Scottish local authorities, Clackmannanshire has the 11th highest per capita emissions.</p> <p>The disproportionate significance of industry emission to Clackmannanshire is part of the reason for the above average per capita emissions with 3.6 tCO₂e for industry emissions in Clackmannanshire compared to an average of 1.12 tCO₂e across Scotland as a whole.</p>	Senior Manager - Development; Home Energy Strategy Officer
DVM E&S 006	Carbon Dioxide Emissions - Within Local Authority Scope (per head of population)	6.3 tonnes	6.5 tonnes	6.1 tonnes	5.9 tonnes	4.3 tonnes	<p>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</p>	Senior Manager - Development; Home Energy Strategy Officer

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Target	Scotland		
							and, for all emissions, we were among only 3 authorities whose results continued improving in 21/22.	
DVM E&S 007	Carbon Dioxide Emissions - From Transport (per head of population)	16.6 tonnes	18.3 tonnes	18.7 tonnes	26.8 tonnes	26.8 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
DVM E&S 008	Carbon Dioxide Emissions - From Electricity (per head of population)	41.1 tonnes	36.7 tonnes	34.8 tonnes	46.1 tonnes	43.5 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
DVM E&S 009	Carbon Dioxide Emissions - From Natural Gas (per head of population)	48.2 tonnes	41.5 tonnes	41.2 tonnes	57.2 tonnes	57.2 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
EDE EMP 005	Unemployed People Assisted into Work via Council Employability Programmes	9.0%	39.3%	21.0%	17.4%	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
EDE LGB B2a	Residents Earning Less	N/A	N/A	N/A	14.4%	9.4%	It is disappointing that the Office for National Statistics is now only	Senior Manager -

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Target	Scotland		
	than the Real Living Wage						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.	Development
DVM PBS P1b	Cost per local planning application	£3,575	£3,362	£4,055	£4,341	£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 LFR 026	Cost of Economic Development & Tourism per 1,000 population	£37,707	£74,350	£83,961	£71,944	£109,349	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
RGY EHE 014	Cost of Environmental Health per 1,000 population	£13,648	£11,001	£11,710	£15,032	£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
RGY TST 004	Cost of Trading Standards per 1,000 population	£1,891	£1,281	£1,758	£4,721	£7,063	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

1.4 Performance Indicators - Environment Service

(22/23 data shown where 23/24 not yet published)

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Target	Scotland		
ENV STR 02e	Street Cleanliness Score (% 'acceptable')	90.4%	96.5%	90.8%	90.6%	92.1%	Whilst Street Cleanliness was above target it still remained below Scotland target @ 92.1%. StCare redesign will improve efficiencies and will see benefits in 2025-2026	Senior Manager – Environment Land Services Team Leader
ENV WMA 04c	Household Waste Composted or Recycled	50.0%	51.0%	52.0%	51.0%	43.5%	Bold changes in our recycling and collection service made by the Council and successfully implemented by the Waste Service has shown an increase in household waste being recycled. Moving from residual waste being collected every 3 weeks to 4 weeks and the introduction a new paper and card bin combined with normal service resuming after Covid-19 has led to an improvement in our recycling rates above National targets.	Senior Manager – Environment Waste Team Leader
RAT RCI 001	A Class Roads to be Considered for Treatment (3 year average)	26.9%	27.1%	27.9%	25.0%	28.9%	The quality of our road network is a major factor for road safety in relation to the possible impact of incidents on families and communities, but also the potential financial implications of insurance claims and reputational damage 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 the Scottish average for unclassified roads we are below average on all A, B & C class roads, a continued reduction in roads maintenance budgets both capital and revenue has caused this drop in treatments for these roads. Roads and winter maintenance continues to be a high priority and must be managed within the context of reducing budgets across many environmental services.	Senior Manager – Environment Team Leader (Roads & Street Lighting)
RAT RCI 002	B Class Roads to be Considered for Treatment (3 year average)	19.0%	24.7%	23.7%	20.0%	32.5%		Senior Manager – Environment Team Leader (Roads & Street Lighting)
RAT RCI 003	C Class Roads to be Considered for Treatment (3 year average)	27.0%	26.3%	25.0%	30.0%	33.4%		Senior Manager – Environment Team Leader (Roads & Street Lighting)
RAT RCI 004	Unclassified Roads to be Considered for Treatment (4 year average)	40.8%	40.6%	37.9%	42.0%	36.2%		Senior Manager – Environment Team Leader (Roads & Street Lighting)

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Target	Scotland		
SAP PHO T01	Active Travel to School	65.9%	66.1%	65.3%	50.8%	50.2%	Exemplary levels can be seen, with top quartile rankings in 14 of the last 15 years, and the 2nd highest levels of any authority for the last 2 years. Significant investment has been made in our 'Connected Clackmannanshire' Network with improved active travel and safer routes to school initiative to promote accessible and sustainable active travel routes, alongside work to make our roads more walking- and cycling-friendly.	Senior Manager – Environment Transportation Team Leader

Code	Performance Indicator	2021/22	2022/23	2023/24			Management Comments	Lead
		Value	Value	Value	Target	Scotland		
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.	Senior Manager – Environment Land Services Contracts Manager
ENV SHS STR	Satisfaction with Street Cleaning (3 year average)	63.3%	65.0%	66.3%	58.7%	58.3%		Senior Manager – Environment Land Services Contracts Manager
ENV SHS WMA	Satisfaction with Refuse Collection (3 year average)	64.3%	65.0%	73.3%	76.0%	78.0%		Senior Manager – Environment Team Leader (Roads & Street Lighting); Performance & Quality Officer
ENV LAN 01a	Cost of parks & open spaces per 1,000 population	£14,272	£18,374	£17,990	£18,374	£23,311	Cost of parks and open spaces continues to be on target, whilst there has been capital investment from the Scottish Government for new infrastructure, savings have been made on operational revenue budgets.	Senior Manager – Environment Land Services Contracts Manager
ENV STR 04a	Cost of street cleaning per 1,000 population	£12,283	£16,046	£15,014	£14,860	£16,068	Increased due to backlog of work due to Covid-19, illicit dumping and house land clearances also impacted street cleaning teams.	Senior Manager – Environment Land Services Contracts Manager
ENV WMA 02c	Cost of refuse collection per premise	£45	£51	£58	£51	£76	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.	Senior Manager – Environment Team Leader (Roads & Street Lighting)
ENV WMA 02d	Cost of refuse disposal per premise	£110	£112	£108	£112	£95	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.	Senior Manager – Environment Team Leader (Roads & Street Lighting)
RAT RDS 024	Cost of maintenance per kilometre of road	£12,968	£9,573	£14,449	£10,955	£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'.	Senior Manager – Environment Team Leader (Roads & Street Lighting)

1.5 Performance Indicators - Place Directorate

(benchmarks not available for local indicators)

Code	Performance Indicator	2021/22	2022/23	2023/24	Management Comments	Lead
		Value	Value	Value		
PLC CNQ BUS	% Councillor enquiries responded to within timescale - Place	86.7%	84.2%	90.7%	There were 399 Member enquiries attributed to Place, which accounts for 84% of total Member enquiries.	Strategic Director - Place
PLC FOI GOV	% Freedom of Information requests responded to within timescale - Place	92.9%	94.2%	92.5%	There were 544 FOIs attributed to Place, which accounts for 40.75% of Council FOIs	Strategic Director - Place
PLC MPQ BUS	% MP/MSP enquiries responded to within timescale - Place		85.7%	73.8%	There were 122 MSP/MP enquiries attributable to Place, which accounts for 78.71% of Council MSP/MP enquiries	Strategic Director - Place
PLC C01 CUS	Number of formal complaints received - Place	280	150	152	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 C02 CUS	% formal complaints closed within timescale - Place	41.8%	72.2%	55.3%	Performance within this reporting period has dipped from 2022/23. This has become a priority for the new Strategic Director, appointed in August 2024.	Strategic Director - Place
PLC C04 CUS	% formal complaints dealt with that were upheld/partially upheld - Place	33.3%	46.6%	45.4%	The level of upheld/partially upheld complaints has broadly remained stable, and the service strives to use the learning gained to make service improvements and/or avoid similar issues from arising.	Strategic Director - Place

2.1 Actions - Sustainable Inclusive Growth

Code	Action	Desired Outcome	Due	Progress	Lead
PLC 213 101	Climate Change Strategy and Climate Emergency 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	Finalreport including Action Plan scheduled to go to Council in November 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-Mar-2025	Draft Progress Report complete and ready to enter committee cycle.	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	The Service has been awaiting Scot Govt. Guidance on the production of Evidence Reports before embarking on formal review of the current LDP. Early stages of evidence gathering have commenced and will be stepped up in 24/25.	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	Building on the Living Alloa project and dovetailing with Innovation Hub CRD project, early survey work is underway on a new Masterplan (Place Plan) for Alloa TC. Budget approval will be sought for resources to prepare a plan in 24/25.	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. Council endorsed the combination of SIEC, ILIH, CHT and Digital to enable the development of Alloa Innovation Campus. This initiative which is designed to bring investment to Clackmannanshire, in particular, Alloa is largely dependant on the University of Stirling who lead on much of this initiative.	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-Mar-2025	A final draft is now expected in March 2025.	Senior Manager - Development
PLC 234 104	Refresh Clackmannanshire	To ensure that economic development activities	31-Mar-	Early work gathering evidence and economic data for	Senior Manager -

Code	Action	Desired Outcome	Due	Progress	Lead
	Economic Strategy	meet current and emerging priorities, risks and opportunities	2025	the strategy has started.	Development
PLC 234 105	Clackmannanshire Investment Strategy	Full funding officer post as first stage of implementation of Investment Strategy	31-Aug-2024	The works associated with this action was delayed and anticipated that it will not now occur until 24/25-25/26	Senior Manager - Development
PLC 234 106	Review Local Economic Partnership (LEP) governance arrangements	To ensure compliance with Council and partnership governance arrangements	31-Aug-2024	Action is complete.	Senior Manager - Development

2.2 Actions - 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 Westthugh Gypsy/Traveller site improvement project	To provide modern, low carbon, purpose built facilities that meet the needs of the community	30-Apr-2025	Delay - Formal site start delayed due to TIER1 contractor going into administration. HUBCo looking to appoint new Tier 1 contractor to start on site early 2025.	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	Complete – Strategy to be presented to Council August 2024.	Senior Manager - Housing

2.3 Actions - 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 and Community Benefit 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, forming the updated SHIP.	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 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	Initial review complete and additional stock from RSLs obtained.	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	Complete – Housing & Property teams continue close working to seek improvements in line with June 2023 Council Report. Void levels have halved in the year in line with our near business as usual work rate	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.	Senior Manager - Property

2.4 Actions - 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 and Housing redesign is now complete. Proposals for Property Service are in progression.	Strategic Director - Place
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	Procurement route established, clarification of final costs and contracts awaiting approval. Suppliers will be on site early 2025 to implement new systems.	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	Senior Manager - Development

Code	Action	Desired Outcome	Due	Progress	Lead
				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.	
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 Team Leader (Roads & StreetLighting)
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	The Strategic Director reviewed a number of the approaches undertaken within the department with a range of actions progressing onto the 2024/25 reporting period. Works undertaken included campaigns on the reporting of incidents and near misses, instigation of a review of Risk Assessments and working closely with corporate Health & Safety Colleagues.	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	RAAC assessment complete for domestic stock and public buildings. Place Director has established RAAC working group, technical options appraisal being built up to help inform a future officer's recommendation to members.	Senior Manager - Property; Senior Manager - Housing

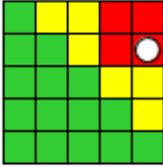
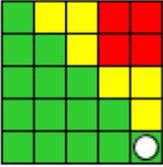
3.1 Risks - Corporate Register (Owned by Place Directorate)

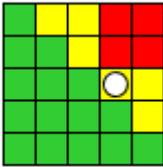
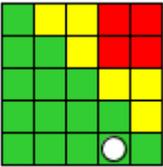
ID & Title	Approach	Treat	Status	Lead	Strategic Director - Place	Current Rating	Target Rating				
COU CRR 054	Conflicting Needs Around Management of RAAC					12	4				
Description	Potential deterioration of buildings with RAAC (Reinforced Autoclaved Aerated Concrete) into unsafe structures, requiring options appraisal that addresses both strategic implications (financial, assets and duty of care for residents), and the needs of individuals directly affected by uncertainty and other personal impacts, including financial										
Potential Effect	Domestic properties become uninhabitable, increasing voids & pressure demand on housing/homelessness services, with affordable housing already in high demand & short supply. Unbudgeted financial cost to housing services, community impacts and reputational damage through activism & negative media publicity.										
Related Actions	<table border="1"> <tr> <td>PLC DRR 003</td> <td>Focused resource to manage the RAAC survey programme, communications and resident support actions</td> <td rowspan="3">Internal Controls</td> <td>RAAC Survey Programme</td> </tr> <tr> <td>PLC DRR 004</td> <td>Housing service leads part of Scottish Government RAAC Cross Sector Working Group</td> <td>Scottish Government RAAC Cross-sector Working Group</td> </tr> <tr> <td></td> <td></td> <td>Housing Needs & Demand Assessment</td> </tr> </table>	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 Scottish Government RAAC Cross Sector Working Group	Scottish Government RAAC Cross-sector Working Group	
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 Scottish Government RAAC Cross Sector Working Group		Scottish Government RAAC Cross-sector Working Group								
			Housing Needs & Demand Assessment								
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. This risk has been escalated to the corporate level from the Place Directorate register for additional scrutiny around governance assurance due to recent media interest, though scores have been reviewed and remain consistent.										
COU CRR 049	Continued Contribution to Climate Change					10	5				
Description	The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, reducing waste and travel, making available resources, using/promoting sustainable practices, materials & technologies or failing to act as an ambassador for national & international good practice as it emerges.										
Potential Effect	Worsening environmental impacts including flooding (see Severe Weather risk), increased fuel poverty (with health/social impacts), missed efficiency savings/economic opportunities and poorer air quality. Reputational impacts of not supporting national/international policy, and legal implications of not meeting targets or demonstrating progress.										
Related Actions	<table border="1"> <tr> <td>PLC 213 101</td> <td>Climate Change Strategy and Climate Emergency Action Plan</td> <td rowspan="3">Internal Controls</td> <td>Local Biodiversity Action Plan</td> </tr> <tr> <td>PLC 213 104</td> <td>Develop routemap to compliance with EESSH2 for all Council Housing stock.</td> <td>Regional Energy Masterplan</td> </tr> <tr> <td>PLC 213 111</td> <td>Deliver CRD programme in line with delivery plan/financial profile</td> <td>Sustainable Food Growing Strategy</td> </tr> </table>	PLC 213 101	Climate Change Strategy and Climate Emergency Action Plan	Internal Controls	Local Biodiversity Action Plan			PLC 213 104	Develop routemap to compliance with EESSH2 for all Council Housing stock.	Regional Energy Masterplan	PLC 213 111
PLC 213 101	Climate Change Strategy and Climate Emergency Action Plan	Internal Controls	Local Biodiversity Action Plan								
PLC 213 104	Develop routemap to compliance with EESSH2 for all Council Housing stock.		Regional Energy Masterplan								
PLC 213 111	Deliver CRD programme in line with delivery plan/financial profile		Sustainable Food Growing Strategy								
Latest Note	We submit Climate Change Duties reports annually, and are developing/implementing several related strategies & projects around our own practice and dissemination to local residents & businesses. These relate to assets, housing stock, energy & fuel poverty advice, community food growing, waste reduction, low-carbon technology and sustainable transport. A comprehensive Net Zero/Climate Change Strategy and Climate Emergency Action Plan is also being prepared for Council in Q3, 2024/25 and a Council Climate Emergency Group and community Climate Change Forums have been established to support this process. Scotland's International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts.										

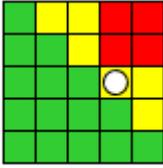
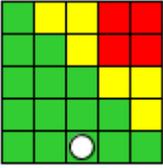
ID & Title	Failure to Prepare for Severe Weather Events	Approach	Tolerate	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	9
COU CRR 031											
Description	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).							 L1: Lifehood Impact	 L1: Lifehood Impact		
Potential Effect	Widespread community dislocation (including possible risk to life), damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Impact on delivery, reputation & finances, and increased workload in numerous services to support communities, including clearing roads and core paths (e.g. from fallen trees & other debris).										
Related Actions			Internal Controls	Business Continuity Plans							
				Winter & Flood Management Plan							
				Forth Valley Local Resilience Partnership							
Latest Note	Controls in place for monitoring and action as required. New severe weather framework developed. Community Resilience teams in place in areas of high risk. Ongoing liaison and discussion with Met Office and SEPA, looking at the long term impacts of climate change										

3.2 Risks - Place Directorate Register

ID & Title	Insufficient Financial Resilience	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	25	Target Rating	5
PLC DRR 009											
Description	The Directorate does not have sufficient resource to meet essential service demands, customer needs, or external agendas.							 L1: Lifehood Impact	 L1: Lifehood Impact		
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	Routine and robust internal management oversight.							
	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 three 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	Health & Safety Breach			Approach	Treat	Status		Lead	Chief Executive	Current Rating	20	Target Rating	5
PLC DRR 008													
Description	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.												
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.									Likelihood		Likelihood	
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				Impact		Impact	
Latest Note	The Council has been embedding a new H&S management system to assist monitor and maintain records of safety management. The department has been focusing on the roll out of this system, including the reporting of incidents in particular by our formal manual workforce, who tend not to be enrolled on the Council Network. A series of Risk Assessment Review and updates are underway and H&S continues to be a central discussion point by Management.												

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).									Likelihood		Likelihood	
Related Actions	PLC DRR 005	Housing Business Plan			Internal Controls	Property Asset Management Strategy				Impact		Impact	
	PLC 213 405	Deliver property Compliance and Operational Resilience capital projects				SHQS & Regulator Reporting							
	PLC 213 402	Implement Housing/Property IT system											
Latest Note	January 2025 – Funding for full scale asset management survey will be included in the HRA budget for approval for spend in 2025/26.												

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	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.												

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 (EESH). 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 213 101	Climate Change Strategy and Climate Emergency 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	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 EESH 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.										

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