Economy and Infrastructure

Economy and Environment

Service Plan 2026 – 2027

Dumfries and Galloway COUNCIL

Directorate purpose:

"We deliver essential frontline services and collaborate openly with our communities to build vibrant, resilient places. By fostering the right conditions for economic growth and enhancing the environment and quality of life for residents and visitors, we create meaningful, lasting positive change across Dumfries and Galloway".

The Economy and Environment service provides strategic leadership and professional expertise to support the delivery of the Council Plan's priorities. The service plays a key role in driving inclusive economic growth, addressing the climate emergency, improving health and wellbeing, protecting and enhancing natural capital, and ensuring the supply of high-quality, affordable housing.

The service focuses on enabling sustainable development and investment, delivering high-quality and customer-focused services, protecting and improving the local environment, and supporting resilient, inclusive communities. Working collaboratively with residents, businesses, communities, and community planning partners, Economy and Environment helps to realise the Council Plan's long-term ambition and vision.

Economy and Environment delivers its objectives through the following core functions:

- **Strategic Economic Investment**
  Supporting inclusive economic growth by attracting investment, supporting businesses, contributing to regional growth opportunities, strengthening the economic resilience and regeneration of places and responding effectively to the housing emergency.
- **Planning and Development**
  Enabling sustainable development and investment, directing and managing development to the right places and to the rights standards to support the communities and economy of the region.
- **Environment and Sustainability**
  Leading the response to the climate emergency, while safeguarding, enhancing, and promoting understanding of our region's natural capital.
- **Community Protection**
  Supporting the health and wellbeing of communities, protecting citizens as consumers, and providing advice and regulatory support to businesses.

Through effective partnership working and evidence-led decision-making, the Economy and Environment service ensures that economic, environmental, and community outcomes are delivered in a coordinated and sustainable way.

The service leads projects within the following Council Plan Strategic Outcomes:

Economy:

- There is a diversified and growing local economy that benefits all
- Rural Communities and places are vibrant and thriving
- Enhancing the regions natural capital benefits local communities and businesses
- Businesses are supported to thrive and grow
- Investment in the region benefits communities and the local economy

Travel, Connectivity, and Infrastructure:

- Roads, paths, cycling and walking networks in the region are improved.
- The Council is a low carbon organisation.

The service demonstrates the Council's Principles by:

Safeguard our future • Address the climate emergency • Protect our natural capital • Protecting our local environment	• By leading the development and delivery of the Climate Emergency Route Map and Action Plan. • Delivering a range of countryside and environment projects, regulation of certain farming practices and private water supplies and through Planning policies. • Ensuring robust strategies and controls are place to monitor environmental nuisance and pollution and address vacant and derelict land.
Support our Citizens • Put customers at the heart of services • Support the most vulnerable and in need • Offer digital services	• Work with our partners to protect citizens as consumers from harm arising from scams and unlawful trading activities. • Protect our citizens from toxins in purchased food and private water supplies. • Provide services through Business Gateway to support citizens to realise their potential as entrepreneurs. • Digitise more of our services to increase their accessibility.
Support our Communities • Empowering Communities and individuals • Working in partnership • Focus on local and place • Invest to enable change	• Support the development of local place plan initiatives led by local communities, and the development and delivery of community led economic and social regeneration projects. • Work in partnership including through our strategic partnerships. • Support delivery of place-based economic development projects and Place Plans. • Empower individuals to make informed procurement decisions through our Trusted Trader scheme. • Work in partnership with new businesses by giving them advice on how to trade legally and fairly.
Be a Responsive Council • Communicate openly	• By reviewing our customer charters and key customer-facing processes. • Seeking and acting upon feedback from our customers.

• Maintain high standards • Maintain sustainable finances • Make the best use of resources • Be organised to deliver	• Maintaining sustainable finances through maximising opportunities to attract external funding and seeking ways to generate additional income. • Making best use of resources by using internal resources as match funding to leverage additional project or programme-based funding and seeking best value across all areas of service delivery. • Applying sound project and programme management structures in planning and delivering programmes and projects. • Support informed economic development delivery through the supply of high-quality economic data, information, business case development and analysis.

Resource Plan

The following resources underpin the delivery of the Service Plan:

Budget:

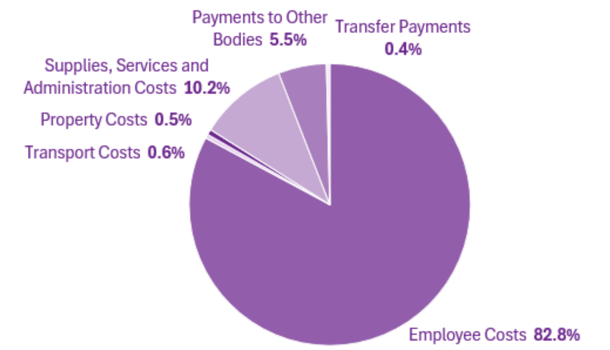
Resource Plan

The following resources underpin the delivery of the Service Plan:

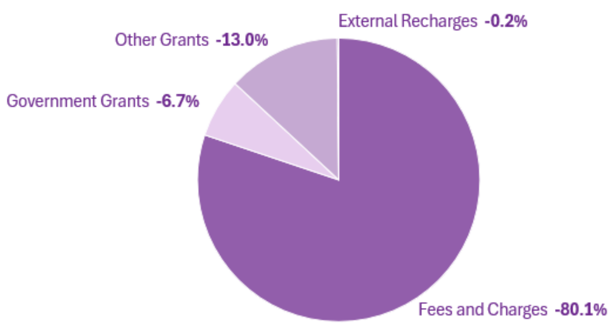
Budget:

Economy and Environment Budget Estimates Summary Service Analysis		Budget Estimates Economy and Environment £
Expense		
Employee Costs		6,616,225
Property Costs		36,753
Transport Costs		50,221
Supplies, Services and Administration Costs		812,589
Payments to Other Bodies		441,465
Transfer Payments		31,000
Expense Total		**7,988,253**
Income		
Fees and Charges	-	4,009,708
Government Grants	-	337,681
Other Grants	-	648,177
External Recharges	-	8,000
Income Total	**-**	**5,003,566**
Grand Total		**2,984,687**

Expenses



Income



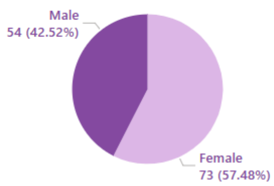
Workforce:

Economy and Environment

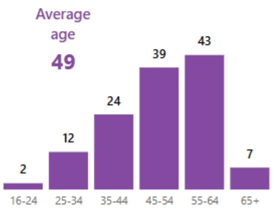
Our People, Our Positions

Our People as at 1 April 2026

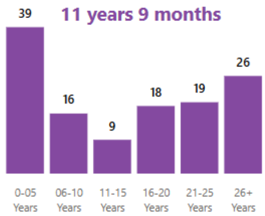
Gender



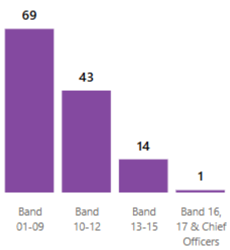
Age Range



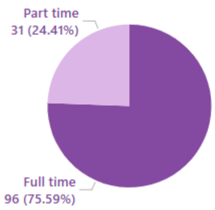
Length of Service



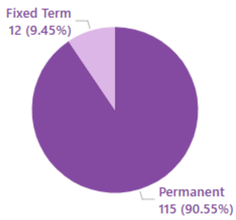
Pay Band of Employees



Employment Basis



Employment Type



Highlights of workforce engagement planned during 2026/27:

Economy and Infrastructure Directorate continues to prioritise workforce engagement and development in 2026/27 to build trust, strengthen communication and support staff development across a large and diverse workforce. Recognising varying levels of access to digital systems, the Directorate is adopting inclusive and innovative approaches to improve communication, including regular management engagement, whole-service meetings, staff forums and enhanced use of digital tools. Service-level People Plans will underpin workforce development, supported by expanded access to training, regular check-ins and opportunities for staff to contribute to service improvement through surveys, engagement sessions and collaborative working groups. These activities are supported by the development of a Directorate-wide Communication and Engagement Plan, helping to ensure all employees are informed, engaged and empowered to influence key decisions and drive continuous improvement.

The Community Protection Service, comprising Environmental Health and Trading Standards, has drafted a five-year People Plan (2024-29), in consultation with staff and the Trade Unions. This has been an ongoing process and has involved one-to-one sessions, development days and staff surveys. A mid-term review of the plan, in March 2026, found that sickness absence levels has reduced, and staff were feeling generally better. In 2026/27 the focus will be to fill existing vacancies and focus on succession planning, continuing to engage with the team through development days and weekly meetings.

The Economic Development and Environment and Sustainability teams continue with their programmes of staff development events focussed on cross cutting and emerging agendas and initiatives. This is a continuation of development activity that commenced in 2023/24 and have proven effective in keeping staff up-to-date with latest developments in topics such as funding, economic policy and regulatory changes.

A programme of staff development events will continue to be undertaken within the Planning and Development Service, building on in-person sessions at The Theatre Royal and Cargen Towers in 2025/26. These included presentations and practical workshops for Development Management, Development Planning, Building Standards, Strategic Housing and Housing Standards staff.

Capacity and Resources

Areas of pressure have been identified in some services including Building Standards and Community Protection which have experienced increased demands and capacity issues. The development and implementation of improvement action plans and People Plans will continue in these areas to support staff. Recruitment of qualified professional staff continues to be a challenge. A ‘grown your own’ approach has been adopted for some posts that require professional qualifications and other posts have been redesigned to modernise them and to maximise reach during recruitment.

In particular, at the start of 2026/27, the Building Standards service experienced capacity issues due to a significant loss of staff within the space of a few months, mostly due to retirement. Whilst there is currently a full complement of Inspectors and managers within the team, there is a particular issue recruiting to the experienced / qualified surveyor level, with no suitable applicants applying. This is not just a particular issue to Dumfries and Galloway but is reflected within local authorities nationwide. A number of mitigating actions are being taken to address this issue, including making greater use of a longstanding outsourcing arrangement with North Lanarkshire Council and creating a new intermediate position between Inspector and Surveyor to facilitate easier career entry and progression.

Changes in government funding arrangements for economic development activity has been particularly impactful for the Strategic Economic Investment Service. The loss of the UK Shared Prosperity Fund means that adjustments to teams covering place and community economic development have been made. With an increasing emphasis from a policy perspective through the Council's declarations of housing emergency and climate emergency, a drawing together of skills across teams dealing with investment, place, sustainability and housing has been the focus of a workshop among these teams. Co-location of all these teams is beginning as an early step to foster this collaborative culture.

Economy and Environment Service Plan 2026/27 – all data will be recorded and reported through Pentana

Council Plan Delivery 2026/27

Strategic Outcome 1: There is a diversified and growing local economy that benefits all.

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
MULTI YEAR - Prepare a Good Food Nation Plan for the region with partners, building on the excellent work of the Dumfries and Galloway Sustainable Food Partnership and other stakeholders.	Strategic Economic Investment	Scottish Government Good Food Nation Act 2022

Strategic Outcome 3: Rural communities and places are vibrant and thriving

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
MULTI YEAR - Work with communities in Gretna, Kirkconnel and Kelloholm, Stranraer, Whithorn and Wigtown to progress their Borderlands Town Investment Plans.	Strategic Economic Investment	Regional Economic Strategy Borderlands Inclusive Growth Deal
MULTI YEAR – Help communities to develop local place plans and deliver their ambitions, through engagement and advice to communities with local partners	Strategic Economic Investment	Regional Economic Strategy
MULTI YEAR - Support the established Dumfries Town Board in transitioning to deliver UK Government's principles and objectives of the new Plan for Neighbourhoods.	Strategic Economic Investment	Regional Economic Strategy Dynamically Different Dumfries

Strategic Outcome 4: Enhancing the region's natural capital benefits local communities and businesses

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
MULTI YEAR - Implement the next phase of the Borderlands Natural Capital programme.	Environment Team	Borderlands Inclusive Growth Deal/ Local Biodiversity Action Plan/ Regional Land Use Framework
MULTI YEAR - Continue the development of the SCAMP landscape project in readiness for future external funding bids and identify other suitable future landscape project development opportunities	Environment Team	Local Biodiversity Action Plan/ Regional Land Use Framework/Regiona Transport Strategy
MULTI YEAR - Prepare Local Biodiversity Plan.	Environment Team	Local Biodiversity Action Plan/ Regional Land Use Framework
MULTI YEAR - Revision of the Forest and Woodlands Strategy	Environment Team	Local Biodiversity Action Plan/ Regional Land Use Framework
CARRY FORWARD - A report to Climate, Environment and Biodiversity Sub Committee and thereafter Economy and Infrastructure Committee by the end of 2026 to develop a Dumfries and Galloway Power Plan	Environment Team	Local Heat and Energy Efficiency Strategy/ Climate Emergency action Plan/ Strategic Route Map to Net Zero
NEW - Develop actions and identify resources, in partnership with cross-sector public bodies, to support sustainable environmental and economic development across Galloway and Southern Ayrshire following the rejection of National Park proposals.	Head of Economy and Environment	Regional Economic Strategy South of Scotland Responsible Tourism Strategy

Strategic Outcome 5: Businesses are supported to start and grow

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
MULTI YEAR - Progress the Borderlands Business Infrastructure investment programme, advance detailed site appraisals and Final Business Cases for funding approval.	Strategic Economic Investment	Regional Economic Strategy Borderlands Inclusive Growth Deal

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
NEW – Advance engagement and consultation on the proposed introduction of a Visitor Levy for the region and prepare a report with proposals to support tourism sector businesses across the region.	Strategic Economic Investment	Regional Economic Strategy South of Scotland Responsible Tourism Strategy
NEW – Work with and respond to UK Government on the development of an Artificial Intelligence (AI) Growth Zone based on opportunities at Chapelcross.	Strategic Economic Investment	Regional Economic Strategy
MULTI YEAR - Review and make recommendations for the best use of Council's industrial property portfolio, including income generation, condition surveys, maintenance schedules and investment.	Strategic Economic Investment	Regional Economic Strategy

Strategic Outcome 6: Investment in the region benefits communities and the local economy

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
MULTI YEAR - As part of the UK Levelling Up Fund programme, Reactivating Galloway, support project delivery with community project lead organisations for the Stranraer Water Sports Hub and Dalbeattie Rocks and Wheels project and advance delivery of the regeneration of The George, Stranraer.	Strategic Economic Investment	Regional Economic Strategy South of Scotland Responsible Tourism Strategy
MULTI YEAR - As part of the Borderlands Inclusive Growth Deal, conclude all funder approvals and mobilise the delivery of the Stranraer Marina expansion project.	Strategic Economic Investment	Regional Economic Strategy Borderlands Inclusive Growth Deal
MULTI YEAR As part of the Borderlands Inclusive Growth Deal, work with the Nuclear Decommissioning Authority, partners and developers to advance the business case for investment in Chapelcross.	Strategic Economic Investment	Regional Economic Strategy Borderlands Inclusive Growth Deal
MULTI YEAR - Monitor and support project delivery for recipients of Scottish Government regeneration capital programme funding and seek to secure future funding from the programme.	Strategic Economic Investment	Regional Economic Strategy
MULTI YEAR - As part of the UK Levelling Up Fund programme, Three Rivers Active Tourism, support the development of the Annan Harbour regeneration scheme and its project lead the Annan Harbour Action Group.	Strategic Economic Investment	Regional Economic Strategy South of Scotland Responsible Tourism Strategy

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
MULTI YEAR - Progress Local Development Plan 3	Development Planning team	Local Development Plan
MULTI YEAR - Implement the actions in the Vacant and Derelict Land and Property Strategy.	Strategic Housing & Regeneration Investment Team	Vacant and Derelict Land and Property Strategy
NEW - Assess the development potential of the Interfloor Factory site through a feasibility study.	Strategic Housing & Regeneration Investment Team	Vacant and Derelict Land and Property Strategy

Strategic Outcome 7: Roads, footpaths, cycling and walking networks in the region are communities and places are vibrant and thriving

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
MULTI YEAR - Work with the A75/A77 Action Groups, UK and Scottish Governments on the feasibility work to develop a business case for further investment in these strategic roads.	Head of Economy and Environment	
MULTI YEAR - Periodic Review of the Dumfries and Galloway Core Paths Plan.	Environment Team	Core Paths Plan / Access Strategy/Regional Transport Strategy

Strategic Outcome 10: The Council is a low carbon organisation

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
MULTI YEAR - Work with partners to identify and progress opportunities for district heating solutions focusing on Dumfries and Stranraer initially.	Environment Team	Local Heat and Energy Efficiency Strategy/ Climate Emergency action Plan/ Strategic Route Map to Net Zero

Strategic Outcome 23: Investment in the region benefits communities and the local economy

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
MULTI YEAR - Support partners in delivering the commitment in the Affordable Housing Supply Programme in Dumfries and Galloway.	Strategic Housing & Regeneration Investment Team	Local Housing Strategy Local Outcomes Improvement Plan Strategic Housing Investment Plan
MULTI YEAR - Work in partnership with the local community and Wheatley Homes South to support wholesale regeneration of the Lochside area.	Strategic Housing & Regeneration Investment Team	Local Housing Strategy Strategic Housing Investment Plan
MULTI YEAR – Preparation of the Local Housing Strategy 2025-30 action plan	Strategic Housing & Regeneration Investment Team	Local Housing Strategy
MULTI YEAR - Redevelop on site at Thistle Grove, Collin.	Housing Standards Team	Local Housing Strategy Strategic Housing Investment Plan
MULTI YEAR – Implementation of the Empty Homes Plan 2026-2031.	Strategic Housing & Regeneration Investment Team	Local Housing Strategy Housing Emergency Action Plan

Service Delivery 2026/27

What are we planning to do?	What team will do it?	Linked Strategy / Plan
MULTI YEAR - Community Protection Delivery of Animal Feeds Official Controls.	Trading Standards	Official Control Regulations, as adopted by Scottish law. Trading Standards team plan
MULTI YEAR - Delivery of the Joint Health Protection Plan.	Environmental Health	Joint Health Protection Plan Environmental Health team plan.

What are we planning to do?	What team will do it?	Linked Strategy / Plan
		Council Plan – Health and Wellbeing
MULTI YEAR - Development and delivery of the Food Law service plan.	Environmental Health	Council Plan – Be a responsive Council; Maintain high standards. Food Law service plan.
MULTI YEAR - Delivery of the Animal Health and Welfare Framework.	Trading Standards	Council Plan – Economy; Rural communities are vibrant and thriving. Scottish Animal Health and Welfare Framework.
NEW - MULTI YEAR - Work with Scottish Futures Trust to produce and implement a cost benefit appraisal for town centre living that considers wider benefits of this approach to regeneration.	Strategic Housing & Regeneration Investment Team	Strategic Housing Investment Plan Vacant and Derelict Land and Property Strategy
NEW - MULTI YEAR - Carry out research to map out the health and inequalities impacts of affordable housing delivery in collaboration with the Scottish Health Equality Research Unit.	Strategic Housing & Regeneration Investment Team	Local Housing Strategy Strategic Housing Investment Plan
NEW - MULTI YEAR – Respond to Scottish Government and work with partners in the Regional Economic Partnership in consideration of the future of regional decision making and extended powers to develop regional economies.	Head of Economy and Environment	Council Plan: There is a diversified and growing local economy that benefits all. Regional Economic Strategy

Change and Improvement Activities 2026/27

What are we planning to do what is the intended outcome?	What team will do it?	Linked Strategy / Plan
NEW - Review of Community Protection KPIs using new data analysis capabilities to produce a suite of outcome focused measures	Community Protection	Community Protection Team Plans

Economy and Environment Success Measures 2026/27

Measures

Success Measure	Annual Target	Timescale / Frequency	Benchmark
Percentage of young people who start-up businesses	15%	Annual	Internal
The average time (weeks) to deal with major development planning applications	35	Annual	Internal
The average time (weeks) to deal with local development planning applications	12	Annual	Internal
The average time (weeks) to deal with householder development planning applications	8	Annual	Internal
Percentage of Building Warrant applications responded to within 20 days	60%	Quarterly	Internal
Percentage of completion certificates responded to within 10 working days	95%	Quarterly	Internal
The percentage customer satisfaction rating for Development Management	75%	Annual	Internal
Customer satisfaction rating for Building Standards	75%	Annual	Internal
Number of farms checked to ensure legal compliance in their trading activities.	60	Quarterly	Internal
Total number of Traders on the Trusted Trader Scheme	160	Annual	Internal and External
The number of food businesses inspected by Environmental Health Annually	300	Quarterly	Internal

Success Measure	Annual Target	Timescale / Frequency	Benchmark
The Number of businesses inspected by Trading Standards Annually	464	Quarterly	Internal
The number of underage test purchases from tobacco and vape retailers	4	Quarterly	Internal
The number of new, small and medium sized businesses identified given advice and supported by Trading Standards and Environmental Health to ensure legal compliance in their trading activities	100	Quarterly	Internal
Community Protection – The Number of Animal Feed Inspections	134	Quarterly	Internal
Environmental Health - Safety and Public Health inspections	200	Quarterly	Internal
Customer Satisfaction rating for Environmental Health	80%	Annual	Internal
Customer Satisfaction rating for Trading Standards	80%	Annual	Internal
The number of Private water supplies risk assessed	240	Quarterly	Internal and External
The number of samples taken from regulated private water supplies	445	Quarterly	Internal and External
Community Protection – Food Sampling	100	Quarterly	Internal
Percentage of HMO licence applications processed within twelve months which is a statutory requirement	100%	Monthly	Internal
Percentage of Short Term Let Licences issued to new hosts within 9 months of application	100%	Monthly	Internal
Percentage of Short Term Let Licence renewals issued to existing hosts within 9 months of application	100%	Monthly	Internal
Percentage of Gypsy/Travellers surveyed in relation to the Councils management of the site	80%	Annual	Internal
Number of Empty Homes brought back into use	30	Annual	Internal

Council Wide Indicators

Success Measure	Annual Target	Timescale / Frequency	Benchmark
People			
The average number of days lost per all other (non-teacher) local government employees through sickness absence	9 days	Monthly	Internal / External: LGBF

Success Measure	Annual Target	Timescale / Frequency	Benchmark
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances	4%	Monthly	Internal
Percentage of staff who have completed an appraisal in the last 12 months	95%	Monthly	Internal
Enquiries / Complaints			
Percentage of Elected Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales	85%	Quarterly	Internal / External: Local Authority Complaint Handling Network
Percentage of Community Council enquiries dealt with through the Community Council Enquiry Service within the agreed timescale.	85%	Quarterly	Internal
Percentage of MP/MSP enquiries dealt with through the Enquiry Service within agreed timescale	85%	Quarterly	Internal
Percentage of Youth Councillor enquiries dealt with through the Enquiry Service within the agreed timescale	85%	Quarterly	Internal
Percentage of Stage 1 complaint responses issued within statutory timescales	80%	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Stage 1 complaint responses where extension was authorised	Data only	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Stage 2 complaint responses issued within statutory timescales	80%	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Stage 2 complaint responses where extension was authorised	Data only	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Freedom of Information and Environmental Information (Scotland) Regulations requests received that have been responded to within 20 working days of receipt	90%	Monthly	Internal/External

Success Measure	Annual Target	Timescale / Frequency	Benchmark
Percentage of requests for subject access requests completed within one month	85%	Monthly	Internal
Finance			
Revenue Budget Outturn - Projected Outturn as a % of Budget	100%	Quarterly	Internal
Health and Safety			
Number of Head of Service Safety Visits	4	Six Monthly	Internal
Total Number Significant Health and Safety Risk Priorities with Actions Overdue	0	Six Monthly	Internal
Total Number HSE/SFRS Interfaces resulting in legal enforcement action	0	Six Monthly	Internal
Number of HSE/SFRS Interfaces with actions overdue	0	Six Monthly	Internal
Number of RIDDOR reportable incidents outside of HSE legal reporting timescales	0	Six Monthly	Internal
Number of Serious Incident Investigation Reports Overdue	0	Six Monthly	Internal
Total Number of Serious Incident Reports with actions overdue	0	Six Monthly	Internal
Number of RIDDOR Reportable Dangerous Occurrences, Employee Injuries and Diseases	0	Six Monthly	Internal
Number of 3rd Party RIDDOR incidents	0	Six Monthly	Internal
Number of Reported Near Misses	Data only	Six Monthly	Internal
Number of Employee Reported Accidents	Data only	Six Monthly	Internal
Number of Reported Violent Incidents to Employees	Data only	Six Monthly	Internal

Local Government Benchmarking Framework Indicators

Success Measure	Annual Target	Timescale / Frequency	Benchmark
Cost of planning and building standards per planning application	Data only	Annual	Internal / External: LGBF
Average time per business and industry planning application (weeks)	Data only	Annual	Internal / External: LGBF
Number of business gateway start-ups per 10,000 population	Data only	Annual	Internal / External: LGBF
Investment in Economic Development and Tourism per 1,000 population	Data only	Annual	Internal / External: LGBF

Success Measure	**Annual Target**	**Timescale / Frequency**	**Benchmark**
Proportion of Properties receiving superfast broadband	Data only	Annual	Internal / External: LGBF
Town Vacancy Rates	Data only	Annual	Internal / External: LGBF
Immediately available employment land as a % of total land allocated for employment purposes	Data only	Annual	Internal / External: LGBF
Gross Value Added (GVA) per capita	Data only	Annual	Internal / External: LGBF
CO_2 emissions area wide per capita	Data only	Annual	Internal / External: LGBF
CO_2 emissions area wide - emissions within scope of local authority per capita	Data only	Annual	Internal / External: LGBF
CO_2 emissions from Transport per capita	Data only	Annual	Internal / External: LGBF
CO_2 emissions from Electricity per capita	Data only	Annual	Internal / External: LGBF
CO_2 emissions from Natural Gas per capita	Data only	Annual	Internal / External: LGBF
Cost of trading standards and environmental health per 1,000 population	Data only	Annual	Internal External – LGBF
Cost of trading standards, money advice and citizens advice per 1,000 population	Data only	Annual	Internal / External: LGBF
Cost of environmental health per 1,000 population	Data only	Annual	Internal / External: LGBF

Economy and Environment Risk Register

Risk	Risk Factors	Mitigation / Contingency
Reduced ability to support the delivery of affordable homes within the region	1. Reduction in Scottish Government funding for affordable housing. 2. Delays in the planning process. 3. Shortage of construction materials and workforce. 4. Additional financial constraints on development partners, including rising costs of borrowing and reduced revenue income due to recent legislative requirements.	**Mitigation Plan** 1. Development Forum continues proactive approach to identifying future development opportunities and resolving barriers to delivery. 2. Strategic Housing Investment Plan Annual Review. **Contingency Plan** 1. Seek new development opportunities in areas of housing demand. 2. Regular communication with the Scottish Government to ensure that new projects can be brought into the Plan. 3. Identify additional funding opportunities to support strategic developments.
Failure to balance the revenue budget in the context of reducing income	1. Under recovery of fees and charges. 2. Failure to control expenditure.	**Mitigation** 1. Enhanced budget monitoring at departmental and service level. 2. Apply corrective measures to control expenditure when required.
Failure to deliver our lead role in building the local economy	1. Insufficient officer and funding capacity to support our lead role. 2. Less than robust Project Planning and Business Case Development to inform capital investment decision making. 3. Project outcomes and benefits not met. 4. Negative national/international economic factors outwith our control.	**Mitigation** 1. Maximise the use of external funding. 2. Utilise consultancy services to bolster peak demands of workload and strengthen Project Management. 3. Ensuring resources are targeted to support Council Plan Strategic Outcomes 4. Ensure all capital investment decisions are informed by robust Business Cases.

Risk	Risk Factors	Mitigation / Contingency
		5. Robust evaluation of project outcomes and benefits following through on Business Case delivery. 6. Maximise opportunities arising from the Borderlands Inclusive Growth Deal projects and programmes, Scottish Government regeneration funding and work with partners through the Regional Economic Partnership including South of Scotland Enterprise and South of Scotland Destination Alliance.
Failure to deliver critical / essential services	1. Loss of staff 2. Loss of IT / telephony 3. Loss of power / utility 4. Loss of transport / fuel 5. Loss of provider / supplier 6. Loss of access to buildings	**Mitigation** 1. Development of People Plans 2. Remote / home working 3. Use of MS Teams 4. Contractual terms with suppliers 5. Use of external contractors **Contingency Plan** 1. All essential contact details kept in central location. 2. Paper copies of contact details kept by Service Managers and Team Leaders. 3. Animal Health vans kept stocked with emergency supplies and key retained by officers.