

---

**Report to Audit Committee**

---

**Date of Meeting: 17 June 2021**

---

**Subject: Corporate Risk Register**

---

**Report by: Lindsay Thomson, Senior Manager Legal & Governance**

---

**1.0 Purpose**

- 1.1. This report provides the regular update on Clackmannanshire Council's Corporate Risk Log (Appendix A). An update on Audit Scotland's recommendations following their audit of 2019/20 accounts will be provided in a future report.

**2.0 Recommendations**

- 2.1. That Committee notes the report, commenting and challenging as appropriate.

**3.0 Considerations**

**Purpose of Risk Management**

- 3.1. The Council has several key priorities which focus on how it will achieve the priorities set out in the Local Outcome Improvement Plan (LOIP) and how it will transform the Council under the *Be the Future* programme. In order to plan how we will achieve these goals, we must also consider the internal and external challenges with the potential to prevent or hinder their achievement.
- 3.2. An effective risk management approach ensures that the Council is aware of such factors and, where appropriate, takes action to reduce or remove risks to ensure the success of its initiatives. The purpose of risk management is not to prevent activities from taking place, but to ensure that all relevant factors are taken into account in their planning and execution so that the best possible outcomes are realised.
- 3.3. The impact of the coronavirus pandemic on the Council's services and on the local community has been significant. In recent years it has been well recognised that Council officers and services deal on a daily basis with a wide variety of operational risks to individuals, communities and internal management processes however the corporate risk management approach must take a wider, more strategic view and consider the implications of short-,

medium- and long-term concerns, as well as (often complex) inter-dependencies.

- 3.4. In light of the Council's ongoing response and recovery from the global pandemic, this approach remains critical. The hierarchy of risk logs from teams, services, directorates (and partnerships), up to the corporate log should ensure that each level has holistic oversight of the most significant issues which must be monitored and managed. In addition, consideration of risk at a Civil Contingencies and Incident Management level has been critical as has the risk assessment process which has formed a significant part of the Council's ability to respond and manage service provision safely.

### **3.5. Corporate Risk Management Process**

- 3.6. The corporate risk log is owned by the Strategic Leadership Group, and the Strategic Director – Partnership & Performance is responsible for the corporate Risk Management approach. The Council has a systematic risk process, reporting corporate and service risks to Committee on a regular basis although that has been impacted this year by the cancellation of some service committees.
- 3.7. Each corporate risk review involves gathering information from internal and external sources (environmental scanning) and review of the log by a range of different individuals and groups. This year this was done as part of the SLG meeting. As part of the review of the risk register this year we have:
- I. Reviewed changes and developments in existing corporate and service risks (progress, controls and scores, and consider escalation/demotion);
  - II. Investigated emerging externally-identified risks for local relevance (local audit/inspection, other authorities and national themes);
  - III. Evaluated emerging internally-identified risks (ad hoc or through Internal Audits, self-assessments or the Annual Governance Statement process).
  - IV. Considered risks with implications across multiple services, or assessed as significant for any specific area, are considered for escalation to the corporate log, where they are managed until their severity reduces.
- 3.8. It would be impossible to remove all risk from our operations as most functions have inherent risks, as do most changes. The risk of not developing and improving would also involve other types of risk, such as failing to fulfil statutory duties, comply with new legislation or take advantage of improvement opportunities/new technologies, etc. The aim, therefore, is not to be 'risk averse' but 'risk aware'. Risks are recorded on the Pentana Performance Management System and linked to outcomes, actions (or overall plans/strategies) and existing controls (policies, procedures, scrutiny, etc.).
- 3.9. We identify our approach to managing each risk as:
- Treat: we will take action to reduce the risk;
  - Tolerate: actions within our control have been completed and plans are in place;

- Transfer: the risk will be passed to another party, such as insurers;
- Terminate: the activity that is causing the risk will be ceased.

### **3.10. Development & Improvement**

- 3.11. This report provides an update on the Corporate Risk Log and follows the previous update to committee in January of this year. A main focus of the Council's risk management has continued on the ongoing response to the pandemic. The risk log captures many of the challenges anticipated by the Council and community's response to the pandemic but there is still much work to do on risk management as the response and recover phases continue. The corporate risk log will continue to record and assess those strategic risks in terms of ongoing impact and mitigation as they develop.
- 3.12. The Corporate Risk & Integrity Forum has continued to meet approximately quarterly at the Extended Strategic Leadership Group, with updates from operational leads and the current risk profile. This strengthens focus on risk, visibility, ownership and input at a senior level, and provides flexibility to address the most significant risks at any time, ensuring timely steps are taken to minimise negative impact on the achievement of outcomes.
- 3.13. In 2020 all senior managers attended a two day course on risk management delivered by Gallagher Bassett and this has provided additional tools and approaches to managing risk which has been valuable over the last year.

### **Corporate Risk Log**

- 3.14. Appendix A presents the corporate risk log last reviewed by risk owners in early June 2021. No new risks have been identified or added to the log for this update and no risks have been removed. The scores for risks remain as previously reported in January 2021, with the exception of Harm to Children which has increased from a risk score of 20 to 25.

### **4.0 Sustainability Implications**

- 4.1. None

### **5.0 Resource Implications**

#### *5.1. Financial Details*

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

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

#### *5.4. Staffing*

### **6.0 Exempt Reports**

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

## 7.0 Declarations

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

(1) **Our Priorities** (Please double click on the check box )

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

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

## 8.0 Equalities Impact

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

## 9.0 Legality

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

## 10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none". Appendix A corporate risk log


## 11.0 Background Papers

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

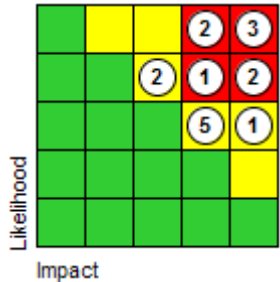
### Author(s)

































NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Thomson	Senior Manager Legal & Governance	2084

### Approved by





NAME	DESIGNATION	SIGNATURE
Lindsay Thomson	Monitoring Officer	



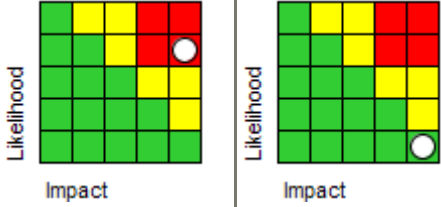


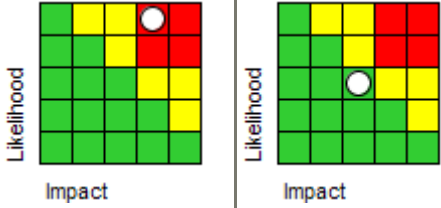


# Appendix A - Corporate Risk Log

Summary of Changes	Distribution of Scores
<p>At the June 2021 review (out of a total of 16 risks):</p> <p><b>Status</b></p> <p>8 risks are red 8 risks are amber No risks are green</p> <p><b>Approach</b></p> <p>13 risks are being <b>Treated</b> 3 risks must be <b>Tolerated</b></p> <p><b>Change in Scores Since Last Review</b></p> <p>1 risks has increased (Harm to Children) 15 risks remain the same No risks have been newly added to the log</p>	

Code	Title	Score	Status	Approach	Change
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20		Treat	
COU CRR 008	Insufficient Financial Resilience	25		Treat	
COU CRR 011	Harm to Child(ren)	25		Treat	
COU CRR 012	Health & Safety Breach	20		Treat	
COU CRR 022	Public Health Emergency	25		Tolerate	
COU CRR 033	Major Governance Failure	16		Treat	
COU CRR 034	Insufficient Pace and Scale of Organisational Transformation	25		Treat	
COU CRR 045	Unknown Terms of EU Withdrawal	20		Treat	
COU CRR 009	Information Not Managed Effectively	12		Treat	
COU CRR 031	Failure to Prepare for Severe Weather Events	12		Tolerate	
COU CRR 037	Failure to Address Serious Organised Crime	12		Treat	
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15		Treat	
COU CRR 040	Failure of Public Utility Supply	12		Tolerate	
COU CRR 046	IT System Failure	12		Treat	
COU CRR 047	Inadequate Workforce Planning	12		Treat	
COU CRR 048	Increasing Attainment Gap	12		Treat	

## Approach Treat

  <b>Insufficient Financial Resilience</b>		Senior Manager Finance & Revenues	Current Score	25	Target Score	5
Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.					
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.					
Note	The cumulative funding gap to 2025 has been reduced to £13.7m as reported to Council in its Budget Setting Report March 2021. Although this has reduced, there is a continuing need for service redesign and Transformation to ensure service delivery. Given the significant savings already achieved, as well as impacts and costs relating to Covid, and challenges around national budget uncertainty, it is extremely challenging to identify new proposals. Significant priority is being given to progressing the Council's organisational redesign and transformational change.					
Related Actions	Audit of 2018/19 Accounts by Audit Scotland	COU EXA 189	Existing Controls	Budget Strategy & Monitoring		
	Audit of 2019/20 Accounts by Audit Scotland	COU EXA 190		Procurement Strategy		
	Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign	EXA BVA 1A0		Change Management Board		
	Balance the drive for savings with the need for sufficient officer time and skills to support change and consider how to make more use of external assistance to support improvement	EXA BVA 4F0				
  <b>Insufficient Pace and Scale of Organisational Transformation</b>		Chief Executive	Current Score	25	Target Score	5
Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change management.					
Potential Impact	Failure to maintain the required level of provision for statutory services. The corporate business improvement programme does not establish sustainable service delivery and a sustainable cost base for the future.					
Note	The new Strategic Director (Transformation) is now in post and the PMO is currently being established. Work is underway to review the Be the Future Transformation Portfolio and to develop the Councils Strategic Roadmap which is being led by the Strategic Director. In addition to this work, significant progress is being made on a number of workstreams including City Region Deal; Clackmannanshire's Wellbeing Hub and Leisure Review and Wellbeing Economy and Community Wealthbuilding.					
Related Actions	Be the Future Transformation Programme	COU BTF	Existing Controls	Be the Future Board		

		<b>Impact of Poverty, Inequality &amp; Changing Demographics</b>	Chief Executive	Current Score	20	Target Score	5
Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality.						
Potential Impact	Inappropriate allocation of resources & assets, misalignment of corporate objectives to need, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to unplanned situations.						
Note	The LOIP sets out partnership outcomes, based on demographic & demand analysis. While 8 local priorities in the Health & Care Strategic Plan will strengthen community & place-based services. Key priorities are to reduce children living in poverty; to develop inclusive growth and to empower families and communities in Clackmannanshire. Plans and actions are in place, or are developing, to address these key priorities, including significant activity with a range of partners on City Region Deal, Community Wellbeing and Community Wealth Building. Data. Research and evidence based approaches routinely informs decision-making and Poverty Impact Assessments are undertaken for any new policy or significant business change. The rating for this risk has been increased to reflect local planning assumptions arising from EU withdrawal, the impact of the Covid pandemic and the recent publications of Child Poverty statistics.						
Related Actions	Clackmannanshire Alliance Local Outcome Improvement Plan 2017-27 Local Child Poverty Annual Report		CPP LOI	Existing Controls	Customer Consultation & Engagement		
	Implement Health & Care Partnership Strategic Delivery Plan		CRR HSC SDP		Budget Strategy & Monitoring		
		<b>Unknown Terms of EU Withdrawal</b>	Chief Executive	Current Score	20	Target Score	9
Risk	The Council is unable to prepare for the potential impact of Brexit due to uncertainty around the terms of withdrawal, future relationships with European Union nations, or the timing of withdrawal (possible extension of Article 50 period).						
Potential Impact	Inability to assess/mitigate/prepare for impact on migration, trade, regulation, security, or wider impacts across sectors (see Brexit Update to Council, 25-Oct-18). Also differing geographical impacts for Clacks (economic resilience) and Scotland (food/drink) than UK. Local impact most likely workforce, economy/procurement & value/funding of goods & services.						
Note	Work has been undertaken and reviewed to assess and monitor the potential impacts of EU withdrawal based on the Scottish and UK planning assumptions. This work has been carried out alongside wider resilience activities as part of a national and local all risks approach led by ScORR. Local risks and mitigations on EU withdrawal continue to be monitored and shared as part of ongoing work led by CoSLA.						
Related Actions	Coordinate Major Incident Response Respond to EU Withdrawal		P&P 20 001 P&P 20 002	Existing Controls	Brexit Update Reports to Council		
		<b>Health &amp; Safety Breach</b>	Chief Executive	Current Score	20	Target Score	5



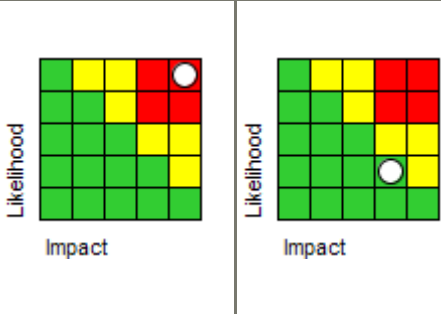
Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.			
Potential Impact	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.			
Note	H&S development work has been interrupted as the team has been heavily involved in establishing safe working arrangements in light of the Covid 19 pandemic. However a new IT system is being developed to help manage H&S risks across the Council.			
Related Actions	Health & Safety action plan, based on recommendations from Gallagher Bassett	CRR P&P HR1	Existing Controls	Health & Safety Management System
	Governance improvement actions across all services	CRR P&P LD1		Health & Safety Handbook for Managers



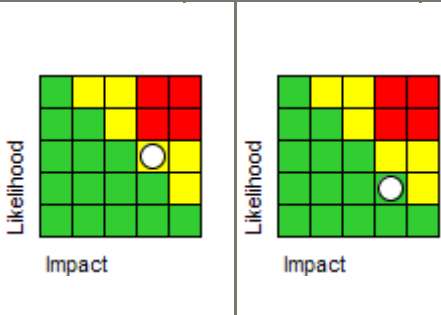
		<b>Major Governance Failure</b>	Senior Manager Legal & Governance	Current Score	16	Target Score	8
Risk	A significant failure of compliance with statutory duties due to a lack of awareness or understanding of corporate policies or codes of conduct, lack of capacity or through non-adherence, including through management or elected member override of controls.						
Potential Impact	Significant reputational damage, injury or loss of life, legal action, financial loss or disruption to service delivery. Staffing changes and re-design reaffirm need to closely monitor & manage compliance with statutory requirements & good practice.						
Note	The role of the Audit Committee should be further developed in order to ensure appropriate levels of scrutiny						
Related Actions	Audit of 2018/19 Accounts by Audit Scotland	COU EXA 189	Existing Controls	Scheme of Delegation			
	Audit of 2019/20 Accounts by Audit Scotland	COU EXA 190		Governance & Audit Processes			
	Annual Internal Audit & Fraud Programme	COU IAF		Committee Structures & Remits			
	Governance improvement actions across all services through Annual Governance Statement	CRR P&P LD1					

		<b>Failure to Prevent Extremism and/or Radicalisation</b>	Senior Manager Partnership & Transformation	Current Score	15	Target Score	4
Risk	Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical or financial harm to individuals or groups (here or elsewhere), or fear of such an incident affects quality of life.						
Potential Impact	Casualties/fatalities, property/infrastructure damage, need for evacuation/temporary housing or wider economic damage. Financial harm to individuals, businesses or the Council. Disruption to services or reputational/legal implications.						
Note	Continue to implement CONTEST delivery plan through work with our partners and through the Forth Valley CONTEST Board. Prevent is the strand within CONTEST focussed on preventing radicalisation and extremism in communities. Training for staff is provided as part of mandatory training programmes and on specific aspects of the national Prevent						







	strategy. The national Prevent referral pathway has also been reviewed in 2021.				
Related Actions	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	CRR P&P SP2	Existing Controls	Forth Valley Local Resilience Partnership	
				CONTEST Delivery Plan & Working Groups	
				WRAP Training (High Priority Staff)	



		<b>Harm to Child(ren)</b>	Chief Social Work Officer	Current Score	25	Target Score	8
Risk	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.						
Potential Impact	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.						
Note	Children's Social Work Service is experiencing acute challenges as a result of staff absence, recruitment and retention and combination of ongoing COVID related issues affecting service delivery. Increased demand and complexity due to COVID seen increase in child protection work and children requiring to be looked after in alternative care (kinship, foster care, residential care). Current service risks being mitigated through a Risk Management Plan including use of agency staff to cover current vacancies.						
Related Actions	Develop and Implement a new Corporate Parenting Strategy for 2018/2021	LOI LP1 102	Existing Controls	Child Protection Procedures			
	Children's Services Plan 2017-2020	PPL CSP		Public Protection Forum			
	People Directorate Business Plan	PPL DBP		Child Protection Committee			

		<b>Increasing Attainment Gap</b>	Improving Outcomes Manager - Senior Phase	Current Score	12	Target Score	8
Risk	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.						
Potential Impact	Reputational damage, implications for inspection & funding, and continued poor school leaver destinations, participation & young people reaching potential, longer-term impacts on social mobility, poverty, life chances and economic growth.						
Note	The educational impact of the Covid-19 pandemic, subsequent closure of schools, and reliance on home learning is being assessed now the children have returned to school. Any remedial, catch-up education to improve attainment will be planned and provided, with each school having a Covid-19 recovery plan approved by Education Scotland. Schools will be supported by the IO Principal Teachers, specific government funding for additional staff, provision of digital learning resources and equipment and a greater focus on outdoor learning across all sectors. Health and wellbeing impacts are being addressed and supported by Educational Psychology and partner agencies.						



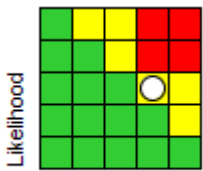
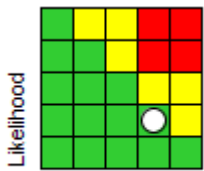
Related Actions	People Directorate Business Plan	PPL DBP	Existing Controls	Education Senior Management Team
	Covid-19 Education Recovery Plan	PPL EDU CRP		Scottish Attainment Challenge
	Scottish Attainment Challenge Action Plan 2020/21	PPL EDU SAC		National Improvement Framework

		<b>Failure to Address Serious Organised Crime</b>	Senior Manager Partnership & Transformation	Current Score	12	Target Score	8
Risk	Public bodies fail to address organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking (with women and girls particularly vulnerable), due to a lack of preventative processes or information sharing.						
Potential Impact	Physical or financial harm to individuals, businesses, communities or the Council. Direct or indirect disruption to Council services and associated reputational and/or legal implications.			Likelihood		Likelihood	
Note	Situational awareness and monitoring of significant developments or intelligence is ongoing. Web pages for staff have been updated with the latest advice on cyber crimes and keeping safe and briefings are shared with staff from Scottish Business Resilience Centre and the National Crime Agency.			Impact		Impact	
Related Actions	Serious Organised Crime action plan, based on Police Scotland self-assessment	COU SOC	Existing Controls	Serious Organised Crime Delivery Plan			
	Implement Council CONTEST Delivery Plan, based on the Government's CONTEST Strategy	CRR P&P SP1		Let Scotland Flourish Strategy			
	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	CRR P&P SP2		National Fraud Initiative			



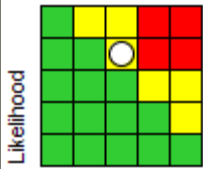


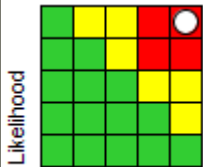
		<b>Inadequate Workforce Planning</b>	Senior Manager HR & Workforce Development	Current Score	12	Target Score	3
Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.						
Potential Impact	Loss of key staff from posts identified as single points of failure, including statutory officers, leading to inability to delivery key functions and lack of adequate professional advice to Council Officers/Elected Members.			Likelihood		Likelihood	
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.			Impact		Impact	
Related Actions	Implement the Workforce Plan 2019-22	CRR P&P HR3	Existing Controls	Strategic Workforce Plan			

		<b>IT System Failure</b>	Senior Manager Partnership & Transformation	Current Score	12	Target Score	9
Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other						
				Likelihood		Likelihood	
				Impact		Impact	



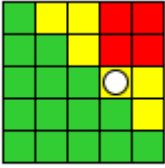
	emergency, failure to manage maintenance/backups/suppliers/contracts, or lack of investment in systems/staff/training (i.e. failure of IT services to uphold priorities of Confidentiality, Integrity and Availability).				
Potential Impact	Financial impact from loss of productivity, service disruption (inc. statutory/vulnerable groups), inability to communicate, harm to staff/customers (access to records/Potentially Violent Persons register) & legal/regulatory/reputational implications.				
Note	The Council is progressing a programme of investment in ICT infrastructure as part of its Digital Transformation Strategy and roadmap. This will see a programme of cloud hosted services and the retirement of legacy systems over the next 4 years; implementation of m365; replacement of key ICT systems and investment in modern technology to support service delivery and future ways of working and our Digital Transformation ambitions. The recent Digital Maturity Assessment; Audit Scotland review and our work in partnership with Digital Office is helping shape this work. A report on Cyber Security compliance is scheduled for Autumn.				
Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Business Continuity Plans	
	Complete actions from IT Asset Management Plan	CRR P&P IT2		Service Level Agreements & Contracts	

		<b>Information Not Managed Effectively</b>	Senior Manager Legal & Governance	Current Score	12	Target Score	8
Risk	Information is not protected due to lack of compliance with information sharing, data protection, records management or IT principles/protocols (Confidentiality, Integrity & Availability), or poor management of information leads to inefficiency (duplication across multiple systems) and decisions based on poor quality/inaccurate business intelligence. Failure to use information to properly manage performance and plan responses					Impact	Impact
Potential Impact	Legal/reputational/financial implications from breaches, inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or uninformed decision-making if information not available/used.						
Note	Opportunities arising from implementation of MS 365 but this will need an implementation plan which includes records management. Homeworking means that records management process have had to adapt.						
Related Actions	GDPR Implementation Project Plan		COU GDP	Existing Controls	Data Sharing Agreements		
	Develop & deliver the Council's Digital Transformation Strategy		CRR P&P IT1		GDPR Guidance & Training		
	Develop a programme of digitisation to support redesign and service change		EXA BVA 1A4		Records Management Working Group		

**Approach Tolerate**

 	<b>Failure of Public Utility Supply</b>	Strategic Director - Partnership & Performance;	Current Score	12	Existing Controls
Risk	Loss of gas, electricity, water or communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.				Business Continuity Plans Major Incident Procedures Emergency Response Plan
Potential Effect	Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.				
Note	Risk reduced slightly due to planning and preparations but remains a concern due to infrastructure & power interdependencies, particularly black start outage recovery time (now believed to be minimum 7 days). Priority for the Resilience community, particularly due to Councils' duty of care. Planning & work ongoing, regular testing of plans, lessons learned from previous incidents and quarterly meetings with resilience partners including SPEN, SGN and Scottish Water.				
 	<b>Public Health Emergency</b>	Chief Executive	Current Score	25	Existing Controls
Risk	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.				Business Continuity Plans Pandemic Flu Plan Major Incident Procedures
Potential Effect	Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.				
Note	The Covid 19 pandemic remains an ongoing incident requiring Council's continued response and recovery activity. The Council's Incident Management Plan was implemented on the 9 March, 2020 and Major Emergency Operating Procedures (MEOPs) were agreed and enacted. All Business Continuity plans have been reviewed and we are actively involved in response planning with the Forth Valley Resilience Partnership. Continuity of crucial services has largely been achieved. Ongoing response and recovery work however is still required particularly around outbreak management, community testing, vaccinations and community support for those people isolating.  Council has agreed an internal debrief process will be undertaken to identify lessons learned and inform ongoing response				

and recovery work.

 	<b>Failure to Prepare for Severe Weather Events</b>	Strategic Director of Place	Current Score	12	Existing Controls
Risk	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).		<div style="display: flex; flex-direction: column; align-items: center;">  <p style="margin-top: 10px;">Likelihood</p> <p style="margin-top: 10px;">Impact</p> </div>		Business Continuity Plans Winter & Flood Management Plan Forth Valley Local Resilience Partnership
Potential Effect	Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Increased workload in numerous services, impact on delivery, reputation & finances.				
Note	In 2020 communities in the Hillfoots were impacted by flooding requiring a multi-agency response and debrief process. Since then 2 additional flood resilience groups were established in Alva and Dollar and work in ongoing to support those groups. Work is also ongoing with Police Scotland on improving community resilience response for flooding particularly where road closures on minor roads are required.				