CLACKMANNANSHIRE COUNCIL	THIS PAPER RELATES TO ITEM 8
Report to Audit Committee	**ON THE AGENDA**

Date of Meeting: **3rd February 2022**

Subject: **Corporate Risk Register**

Report by: **Strategic Director – Partnership & Performance**

1.0   Purpose

1.1.   This report provides Audit Committee with the regular update on Clackmannanshire Council's Corporate Risk Log (Appendix A). The updates shown were presented to the 25th Nov Audit Committee and are repeated now for information and continued scrutiny.

2.0   Recommendations

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

3.0   Considerations

3.1.   Purpose of Risk Management

3.1.1.   The Council has several key goals regarding how it will achieve the priorities set out in the Local Outcomes Improvement Plan (LOIP) and how it will transform the Council under the Be the Future programme. In order to effectively 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. 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.

3.1.2.   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. 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 short-, medium- and long-term implications, as well as (often complex) inter-dependencies.

3.1.3.   The impact of the pandemic on Council services and the local community has been significant, and this approach remains critical in light of the Council's ongoing response and recovery planning. 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.

3.2. Corporate Risk Management Process

3.2.1. 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 follows a systematic risk process, reporting corporate and service risks to Committee on a regular basis. The process is assessed via internal and external governance and audit mechanisms, and peer-reviewed by other local authorities.

3.2.2. 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. Meetings are held with risk owners and/or delegated officers to:

- Review changes and developments in existing corporate and service risks;
- Investigate emerging externally-identified risks for local relevance;
- Evaluate emerging internally-identified risks (Internal Audit/self-assessment); and
- Consider significant risks, or those with implications across multiple services, for escalation to the corporate log, where they are managed until their severity reduces.

3.2.3. It would be impossible to remove all risk from our operations as most of our functions have inherent risks, as do most changes. Moreover, we cannot choose not to make changes, as this would involve exposure to other risks, such as failing to fulfil statutory duties, comply with new legislation or take advantage of new opportunities/technologies. The aim, therefore, is not to be 'risk averse' but 'risk aware'.

3.2.4. 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.

3.3. Current Risk Profile & Development Activity

3.3.1. As can be seen from Appendix A, the positive impact of our mitigation actions is being mirrored in a number of areas by worsening external factors, resulting in little direct change in risk scores. While progress in the Be the Future Transformation programme, and the implementation of Health & Safety actions have reduced these risks, the pandemic and EU withdrawal have increased Workforce Planning concerns.

3.3.2. It has been agreed that the broad Governance risk will be removed, as any specific governance concerns are detailed explicitly and, similarly, EU Withdrawal is replaced by the new Supply/Labour risk on immediately materialising impacts. While Attainment remains a key focus, it is more appropriate for this to be managed via the People Directorate Risk Log, with scrutiny via Business Plan reports to People Committee. This will, however, still be reflected on the corporate log, as it is itself one impact of wider Poverty and socio-economic factors noted elsewhere. The other change is the re-escalation of Industrial Unrest due to national balloting regarding pay awards, though this remains amber locally.

3.3.3. Council risk management remains focussed on pandemic response, with the log capturing many anticipated challenges which will continue developing throughout response and recovery. The Corporate Risk & Integrity Forum meets quarterly at the Extended Strategic Leadership Group, ensuring visibility, ownership and input at a senior level, and enabling timely action to minimise negative impacts. Senior managers achieved risk accreditation in 2020 through a 2-day course from Gallagher Bassett, who offer regular training opportunities, reviews and guidance materials. Work also continues on supporting teams and directorates, implementing internal audit recommendations, and partnership work, such as a current review of the Health & Social Care Partnership joint risk strategy.

4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. Financial Details – There are no direct financial implications arising from this report.

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. Yes ✓

5.4. Staffing – There are no direct staffing implications arising from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

10.1 Please list any appendices attached. 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)
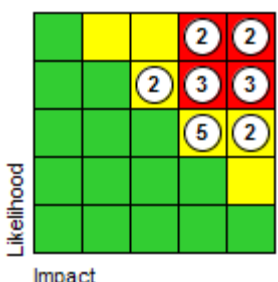
Yes (please list the documents below) No ✓

Author(s)

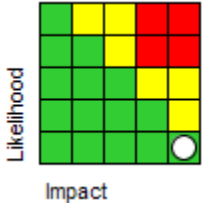| NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	2105

Approved by
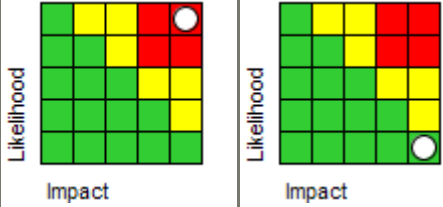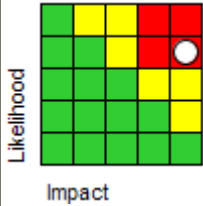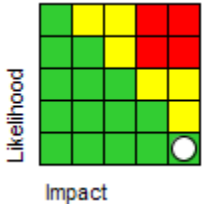
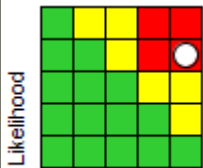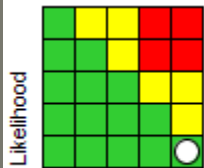| NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnerships & Performance	

Appendix A - Corporate Risk Log
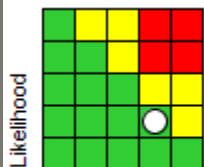
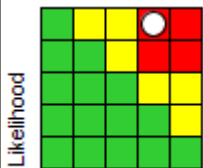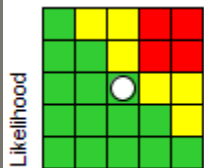| Summary of Changes	Distribution of Scores
At the 2021/22 half year stage (out of a total of 19 risks): **Status** 9 risks are red 10 risks are amber (one less than previous). No risks are green (same as previous, though reasonable as the corporate log aims to highlight only the most significant issues). **Approach** 14 risks are being **Treated** (same as previous). 5 risks must be **Tolerated** (increase of 2 newly added). **Change in Scores Since Last Review** 1 risk has increased, 3 have reduced, and 10 remain the same. 2 risks have been newly added to this log (Industrial Unrest re-escalated and EU Withdrawal refocussed on the materialising impacts of Supply/Labour). 3 risks will be removed from the log following this report (EU Withdrawal, Governance & Attainment – these remain key areas of focus but this merely reflects changes in how they are articulated and managed – see main report & risk details).	

Code	Title	Score	Status	Approach	Change
COU CRR 022	Public Health Emergency	25	🔴	Tolerate	▬
COU CRR 008	Insufficient Financial Resilience	25	🔴	Treat	▬
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20	🔴	Treat	▬
COU CRR 034	Insufficient Pace and Scale of Organisational Transformation	20	🔴	Treat	⬇
COU CRR 045	Unknown Terms of EU Withdrawal	20	🔴	Treat	R
COU CRR 050	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	N
COU CRR 012	Health & Safety Breach	16	🔴	Treat	⬇
COU CRR 047	Inadequate Workforce Planning	16	🔴	Treat	⬆
COU CRR 033	Major Governance Failure	16	🔴	Treat	R
COU CRR 049	Continued Contribution to Climate Change	15	🔺	Treat	▬
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15	🔺	Treat	▬
COU CRR 046	IT System Failure	12	🔺	Treat	▬
COU CRR 011	Harm to Child(ren)	12	🔺	Treat	⬇
COU CRR 009	Information Not Managed Effectively	12	🔺	Treat	▬
COU CRR 023	Industrial Unrest	12	🔺	Tolerate	N
COU CRR 048	Increasing Attainment Gap	12	🔺	Treat	R
COU CRR 037	Failure to Address Serious Organised Crime	12	🔺	Treat	▬
COU CRR 040	Failure of Public Utility Supply	12	🔺	Tolerate	▬
COU CRR 031	Failure to Prepare for Severe Weather Events	12	🔺	Tolerate	▬
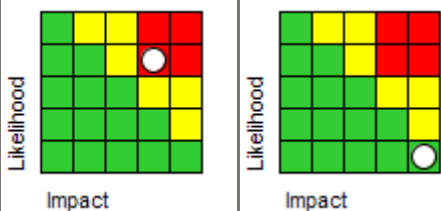
Approach Treat

Insufficient Financial Resilience
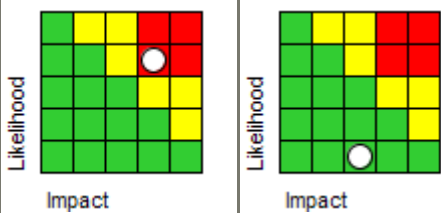
🛑 ➖ **Insufficient Financial Resilience**	Senior Manager Finance & Revenues	Current Score **25** Target Score **5**

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 2023 has been reduced from £20.5m to £14.5m as reported to Council in December 2020. Although this has reduced, there is a continuing need for service redesign 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			**Existing Controls**	
	Audit of 2020/21 Accounts by Audit Scotland	COU EXA 201		Budget Strategy & Monitoring
	Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign	EXA BVA 1A0		Contract Standing Orders
	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		Financial Regulations

Impact of Poverty, Inequality & Changing Demographics

🛑 ➖ **Impact of Poverty, Inequality & Changing Demographics**	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 and Health & Care Strategic Plan set out partnership outcomes to strengthen community & place-based services. Key priorities are to reduce children living in poverty, develop inclusive growth and empower families & communities. Relevant actions include City Region Deal, Community Wellbeing & Community Wealth Building, as well as data analysis to inform decision-making and Poverty Impact Assessments. The risk score takes into account EU withdrawal, pandemic impacts and recent Child Poverty statistics.

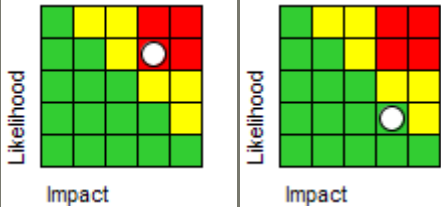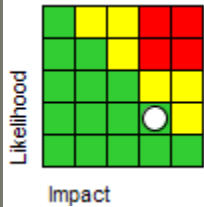| **Related Actions**			**Existing Controls**	
	Clackmannanshire Alliance Local Outcome Improvement Plan 2017-27	CPP LOI		Customer Consultation & Engagement
	Implement Health & Care Partnership Strategic Delivery Plan	CRR HSC SDP		Budget Strategy & Monitoring

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   🔺 Medium: 10 – 15   🛑 High: 16 or more   ⬆Increased   ➖ Consistent   ⬇Reduced   **N**ew Risk   **R**emove from log   Page 2 of 9

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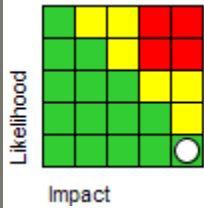|		**Insufficient Pace and Scale of Organisational Transformation**	Chief Executive		Current Score	20	Target Score	5
Risk		The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective 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 and Senior Manager (Transformation) are now in post and the Programme Management Office has been established. The Be the Future Transformation Portfolio has been reviewed and short-, medium- and long-term plans developed. Significant progress is being made on a number of key priority workstreams including City Region Deal; Wellbeing Hub/Leisure Review, and Wellbeing Economy/Community Well being.						
Actions		Be the Future Transformation Programme		COU BTF	Controls	Be the Future Board		
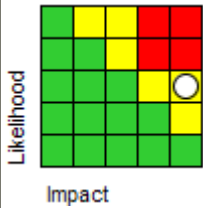
		Harm to Child(ren)	Strategic Director - People		Current Score	12	Target Score	8
Risk		A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.						
Potential Impact		Effects of injury or 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		Senior management appointments have been/are being progressed. Planning and measures are being put in place to address staffing, leadership, assurance and improvement planning, including quarterly reports to People Committee. A new Children's Services Plan has been approved and a new Public Protection Framework has been developed and implemented, as well as continuing work on implementing the Child Protection minimum dataset and continuing review of Public Protection risk logs. Child protection work is prioritised, with reviews taking place on a daily basis.						
Related Actions		Develop and Implement a new Corporate Parenting Strategy for 2018/2021		LOI LP1 102	Existing Controls	Child Protection Procedures		
						Public Protection Chief Officers Group		
						Public Protection Committee		
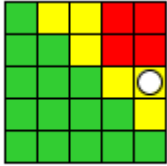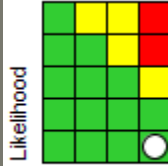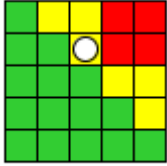
		Unknown Terms of EU Withdrawal	Chief Executive		Current Score	20	Target Score	9
Risk		The Council is unable to prepare for the potential impact of Brexit due to uncertainty around the terms of withdrawal, future relationships with European Union nations, or the timing of withdrawal (possible extension 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		While work is ongoing with ScORR and CoSLA regarding Scottish & UK planning assumptions, it is felt that now particular risks are materialising in this area, this more general risk should be removed from the corporate risk log, in favour of the specific issues which are emerging and must be managed. See the newly added risk regarding Supply Chain/Labour Market, and additional areas will be included as they materialise.						
Actions					Controls	Brexit Update Reports to Council		

Appendix A – Corporate Risk Log   ✓ Low: 9 or less   ⚠ Medium: 10 – 15   🔴 High: 16 or more   ⬆Increased   ▬ Consistent   ⬇Reduced   **N**ew Risk   **R**emove from log   Page 3 of 9

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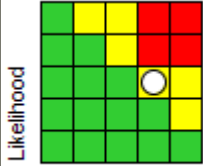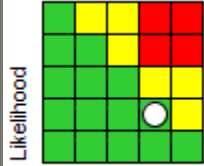
		Health & Safety Breach		Chief Executive		Current Score	16	Target Score	5

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
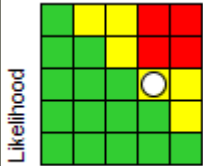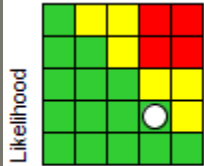
		Inadequate Workforce Planning	Senior Manager HR & Workforce Development	Current Score	16	Target Score	3

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.
Note	The Council has in place an approved Strategic Workforce Plan covering the period 2019-2022 as well as a detailed Workforce Delivery Plan. Workforce planning is also embedded as part of the business planning cycle. COVID-19 has however exposed capacity and resource issues in a number of critical services across the Council. As we emerge from COVID continued pressures are placed on the Council, this in addition to an ambitious transformational programme, which will require resourcing, potential increased absences associated with long covid, an aging workforce, retention issues, potential recruitment difficulties e.g. within social care and/or other professional roles will exacerbate these issues and make it increasing difficult to maintain service delivery or indeed be able to deliver on the Be the Future agenda.

Related Actions	Implement the Workforce Plan 2019-22	CRR P&P HR3	Existing Controls	Strategic Workforce Plan

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   🔺 Medium: 10 – 15   🔴 High: 16 or more   ⬆Increased   ▬ Consistent   ⬇Reduced   **N**ew Risk   **R**emove from log   Page 4 of 9

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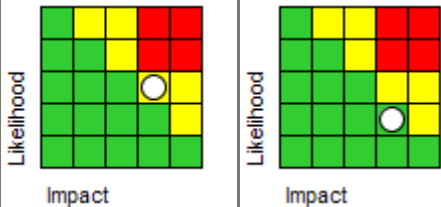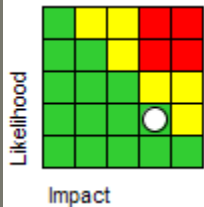|	R	**Major Governance Failure**		Strategic Director - Partnership & Performance		Current Score	16	Target Score	8
Risk		A significant failure of compliance with statutory duties due to a lack of awareness or understanding of corporate policies or codes of conduct, or through non-adherence, including 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 Corporate Risk & Integrity Forum discuss governance & compliance on a quarterly basis, and elected member training will be conducted following elections to strengthen the role of committees in scrutinising governance. This risk was added to the corporate log following concerns regarding the Annual Governance Statement process several years ago, which has since been substantially reviewed. Therefore, it is now felt appropriate to remove this broad and generic risk, while the rest of the log continues to reflect any highlighted areas of concern that arise through the AGS or other processes.							
Related Actions		Audit of 2020/21 Accounts by Audit Scotland		COU EXA 201	Existing Controls	Scheme of Delegation			
		Annual Internal Audit & Fraud Programme		COU IAF		Governance & Audit Processes			
		Governance improvement actions across all services		CRR P&P LD1		Committee Structures & Remits			

		Continued Contribution to Climate Change		Strategic Director - Place		Current Score	15	Target Score	5
Risk		The Council fails to play its part in addressing the climate emergency, such as by not reducing emissions, not undertaking efforts to adapt to the more frequent and extreme impacts of climate change or not improving energy efficiency in the area, by not making available adequate resources, not developing, using, or promoting sustainable practices, materials & technologies, or by failing to act as a local ambassador for national & international good practice as it emerges.							
Potential Impact		Worsening environmental impacts (see related Severe Weather risk), increased fuel poverty in the area (with knock-on health/social impacts), missed efficiency savings, missed economic opportunities and poorer air quality. Also political/reputational impacts of not supporting national/ international policy, and potential legal implications of not meeting targets or demonstrating progress.							
Note		The Council submits Public Bodies Climate Change Duties reports to the Scottish Government annually, and is developing/ implementing several related strategies & projects. These will not only ensure the Council adopts appropriate practices (in its own assets, housing stock, etc.) but also that it disseminates information to residents & businesses (through energy & fuel poverty advice, community food growing schemes, etc.) while facilitating waste reduction and the use of low-carbon technology such as sustainable transport across the local authority. The International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts.							
Related Actions		Develop Net Zero strategy and action plan		PLC 213 101	Existing Controls	Local Biodiversity Action Plan			
		Develop routemap to compliance with EESSH2 for all Council Housing stock.		PLC 213 104		Regional Energy Masterplan			
		Deliver CRD programme in line with delivery plan/financial profile		PLC 213 111		Sustainable Food Growing Strategy			

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠ Medium: 10 – 15   🔴 High: 16 or more   ⬆Increased   ➖ Consistent   ⬇Reduced   New Risk   Remove from log   Page 5 of 9
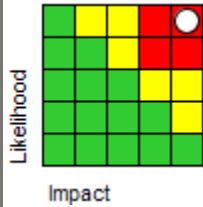
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		Failure to Prevent Extremism and/or Radicalisation	Senior Manager Partnership & Transformation	Current Score	15	Target Score	4
Risk		Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical 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)		

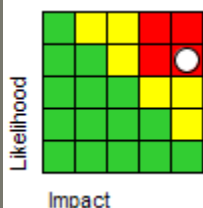|		**IT System Failure**	Senior Manager Partnership & Transformation	Current Score	12	Target Score	9
Risk		Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or 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 Assesment; 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		

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   🔶 Medium: 10 – 15   🔴 High: 16 or more   ⬆Increased   ▬ Consistent   ⬇Reduced   **N**ew Risk   **R**emove from log   Page 6 of 9

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		Information Not Managed Effectively	Strategic Director - Partnership & Performance	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
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 arsing from the implementation of MS 365 but this will need an implementation plan which includes records management.

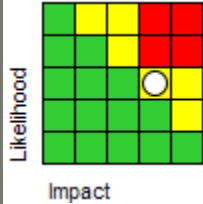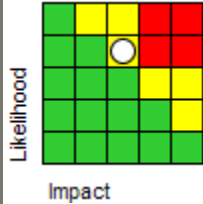| Related Actions	GDPR Implementation Project Plan	COU GDP	Existing Controls	Data Sharing Agreements
	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1		GDPR Guidance & Training
	Develop a programme of digitisation to support redesign and service change	EXA BVA 1A4		Records Management Working Group
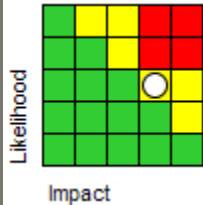
	R	**Increasing Attainment Gap**	Chief Education Officer - interim	Current Score	12	Target Score	8

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	Recovery Plans now form part of School Improvement Plans (2021-22). Support continues from Centre Teams, government funding for staff, digital resources & equipment, and focus on outdoor learning. Health & wellbeing impacts and emerging challenges are being addressed by Educational Psychology and partners, and targeted support provided to close any identified attainment gaps. As the criteria for inclusion on the corporate log is for a risk to require management across multiple directorates, or to be red for any particular directorate, this risk will now be managed via the People Directorate risk log with scrutiny via People Committee.

Related Actions	Increased attainment in Literacy and Numeracy	NIF 21 10	Existing Controls	Education Senior Management Team
	Collective efforts ensure that interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap	NIF 21 16		Scottish Attainment Challenge
	Covid-19 Education Recovery Plan	PPL EDU CRP		National Improvement Framework

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⚠ ▬	**Failure to Address Serious Organised Crime**	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.	
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.	

Related Actions				Existing Controls	
	Serious Organised Crime action plan, based on Police Scotland self-assessment	COU SOC			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

Approach Tolerate

🛑 ▬	**Public Health Emergency**	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
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.		Pandemic Flu Plan
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.		Major Incident Procedures

🛑 N	**Supply Chain & Labour Market Disruption**	Chief Executive	Current Score	20	Existing Controls

Risk	Disruption to UK supply chains & labour markets as a result of EU withdrawal, increasing costs & delays in sourcing goods (particularly in construction), already materialising and could continue for an extended period or escalate		SLAs & Contracts
Potential Effect	The Council could fail to recruit or retain staff with the required knowledge & experience, and/or be subject to direct or third-party impacts if suppliers are unable to source goods/materials or staff to fulfil contractual obligations		Recruitment & Retention Policy
Note	While contracts and other mechanisms and monitoring may reduce the impact to a certain extent, we must broadly tolerate this significant external risk		Procurement Processes & Procedures

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⚠️ N **Industrial Unrest**	Chief Executive	Current Score	12	Existing Controls
Risk Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.				Business Continuity Plans
Potential Effect Immediate effects on service delivery & those dependent on services, with financial and reputational damage, and residual impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.				Trade Union Comms Protocol
Note National discussions regarding pay award for 2021/22 with a revised offer made to unions on 30 July 2021. SJC, Craft and SNCT groups have rejected the revised offer and conducted ballots for industrial action but the required threshold was not met. Further ballots are being held and if required thresholds are met, action may take place in Oct/Nov (further update can be provided at committee). The current offer of £194m requires councils to make choices across services funded from core, but anything beyond this is deemed unaffordable and unsustainable in the current fiscal context, and would come with consequences for services locally.				Forth Valley Local Resilience Partnership

⚠️ ➖ **Failure of Public Utility Supply**	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
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.				Major Incident Procedures
Note This risk 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.				Emergency Response Plan

⚠️ ➖ **Failure to Prepare for Severe Weather Events**	Strategic Director - 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).				Business Continuity Plans
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.				Winter & Flood Management Plan
Note Resilience groups, including 2 newly established in Alva and Dollar continue to plan and mitigate risks, and discussions held with Police Scotland on how to improve community resilience response for flooding e.g road closures on minor roads. Increased resilience is, however, currently mirrored by us now entering the winter period and in light of the potential 'layrering' of risks this year around supply chain and ongoing pandemic response (plus additional risk of flu and other viruses at this time of year), therefore the risk score remains consistent.				Forth Valley Local Resilience Partnership

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