CLACKMANNANSHIRE COUNCIL	THIS PAPER RELATES TO ITEM 11
	ON THE AGENDA

Report to   **Audit & Scrutiny Committee**

Date of Meeting: 27th October 2022

Subject: **Corporate Risk Register**

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

1.0   Purpose

1.1.   This report provides Committee with the 2022/23 half year update on Clackmannanshire Council's Corporate Risk Register (Appendix A).

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 services 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 and other recent global events 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 register 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 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 authorities and partners.

3.2.2. Each corporate risk review involves gathering information from internal and external sources (environmental scanning) and review of the register by a range of individuals and groups. Discussions are held at the Corporate Risk & Integrity Forum (including 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, while several issues remain of significant concern, some progress has been made in reducing scores. Workforce Planning has reduced from red to amber, and ongoing work towards the Council's Net Zero ambitions has also reduced the Climate Change score (remaining within amber thresholds). Industrial Unrest was last reported as amber (Quarter 1 report, August), was temporarily increased to red in an interim assessment due to pay disputes, but has now been downgraded again.

3.3.2. In a number of other areas, the positive impact of mitigations is outweighed by worsening external factors, resulting in little direct change in many scores. Interdependencies are also clearly evident, and the impact of several substantial external factors is expected to continue for quite some time, presenting economic, environmental, geopolitical, societal and technological concerns. While the register summarises an extremely challenging time, we are not alone, and one factor within our control is how we lead by example to ensure that high standards of diligence are applied in all areas of our work.

3.3.3. The Corporate Risk & Integrity Forum continues to lead progress on mitigations and provide challenge and peer-review. Training is ongoing via our risk management partners, Gallagher Bassett, with 7 staff members achieving accreditation in 2021/22, additional Health & Safety training for senior managers, and the circulation of guidance and materials internally. Work also continues on supporting services and reviewing the corporate risk strategy, as well as partnership work with the Health & Social Care joint risk forum.

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".
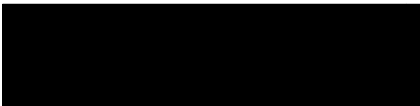**Appendix A – Corporate Risk Log**

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)
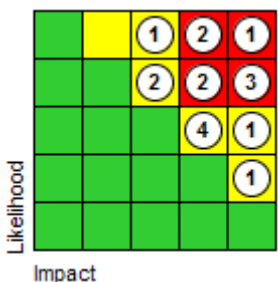Yes (please list the documents below) No ✓

Author(s)

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

Approved by

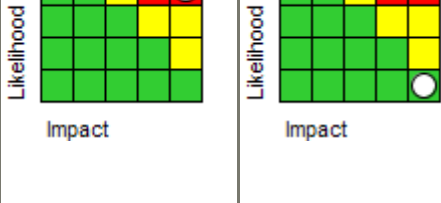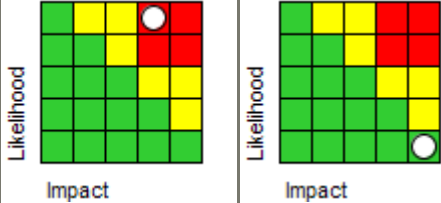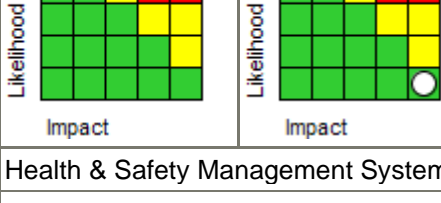| NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnerships & Performance	███████████

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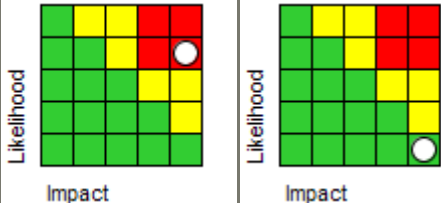
Appendix A - Corporate Risk Log
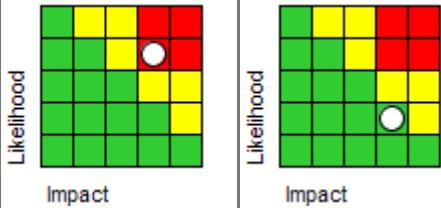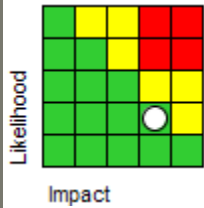
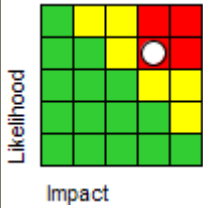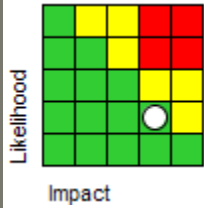| Summary of Changes	Distribution of Scores
At the 2022/23 half year stage (out of a total of 17 risks): **Status** 8 risks are red (9 in previous report - 2022/23 Quarter 1) 9 risks are amber (previously 8) No risks are green (same as previous – fewer green as normally demoted to lower-level registers unless particular scrutiny needed) **Approach** 12 risks are being **Treated** (same as previous) 5 risks must be **Tolerated** (same as previous) **Change in Scores Since Last Review** No risks have increased 14 risks remain the same 3 risks have reduced No risks have been added or removed	

Code	Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	25	🔴	Treat	▬
COU CRR 022	Public Health Emergency	20	🔴	Tolerate	▬
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 050	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	▬
COU CRR 012	Health & Safety Breach	20	🔴	Treat	▬
COU CRR 048	Increasing Attainment Gap	16	🔴	Treat	▬
COU CRR 009	Information Not Managed Effectively	16	🔴	Treat	▬
COU CRR 046	IT System Failure	15	🔺	Treat	▬
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15	🔺	Treat	▬
COU CRR 047	Inadequate Workforce Planning	12	🔺	Treat	⬇
COU CRR 011	Harm to Child(ren)	12	🔺	Treat	▬
COU CRR 037	Failure to Address Serious Organised Crime	12	🔺	Treat	▬
COU CRR 023	Industrial Unrest	12	🔺	Tolerate	⬇
COU CRR 040	Failure of Public Utility Supply	12	🔺	Tolerate	▬
COU CRR 031	Failure to Prepare for Severe Weather Events	12	🔺	Tolerate	▬
COU CRR 049	Continued Contribution to Climate Change	10	🔺	Treat	⬇
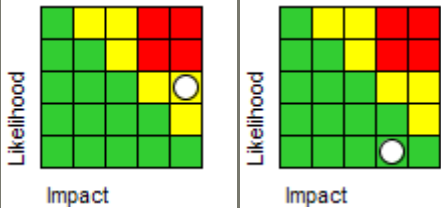
Approach Treat
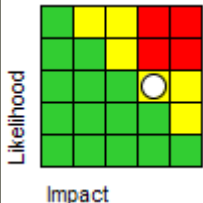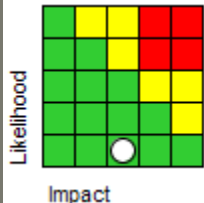
		Insufficient Financial Resilience	Senior Manager Finance & Revenues		Current Score	25	Target Score	5

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	Reviewed and assessment of risk remains the same based on current financial resourcing situation.

Related Actions	Audit of 2021/22 Accounts by Audit Scotland	COU EXA 212	Existing Controls	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	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	Clackmannanshire Alliance Local Outcomes Improvement Plan 2017-27	CPP LOI	Existing Controls	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   New Risk   Remove from log   Page 2 of 9

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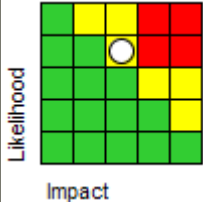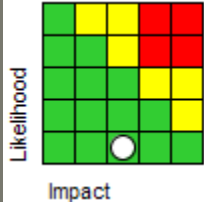
Insufficient Pace and Scale of Organisational Transformation	Chief Executive		Current Score	20	Target Score	5

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	Council meeting of 11th August 2022 gave approval to develop a Target Operating Model (TOM) that will provide a consistent foundation and framework within which future organisation change and redesign can be developed and accelerated. Accompanying the TOM will be a Communications and Engagement Strategy. The proposed TOM prioritises getting the basis right for the users of our services by placing the needs of residents, communities and businesses at the heart of Council decision making. It also reflects a mixed economy model of service delivery, underpinned by objective analytical evaluations of the most effective ways of addressing customer needs, delivering outcomes, ensuring resilience in service delivery and securing financial sustainability. The TOM will guide the organisation through the next stage of its transformation journey.	

Related Actions	Be the Future Transformation Programme	COU BTF	Existing Controls	Be the Future Board

Health & Safety Breach	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	Significant risk still remaining. H&S Strategy developed to help address concerns and reduce the risk.	

Related Actions	Revised Health & Safety Strategy & Actions Plan	CRR P&P HR1	Existing Controls	Health & Safety Management System
	Governance improvement actions across all services	CRR P&P LD1		Health & Safety Corporate Training Programme

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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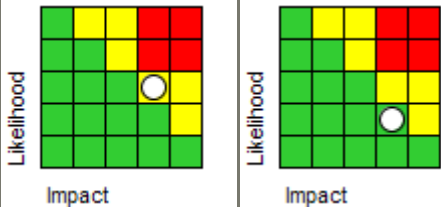
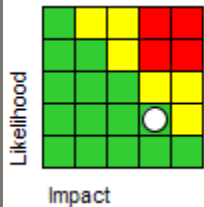|		**Increasing Attainment Gap**		Chief Education Officer		Current Score	16	Target Score	8
Risk		The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.							
Potential Impact		Poor school leaver destinations/participation, young people failing to reach potential, longer-term impacts on social mobility, poverty, life chances & economic growth, plus reputational damage and implications for inspections & funding.							
Note		Recovery Plans now form part of School Improvement Plans and support continues from Centre Teams & government funding. Health & wellbeing impacts and emerging challenges being addressed by Educational Psychology & partners. Redesigned approach to Scottish Attainment Challenge has seen funding to 9 Challenge Authorities (£43m) distributed equitably between all 32 local authorities - now named Strategic Equity Funding. This significantly reduces finance available for local Programme Plans, tapering down over next 4 years (2022-25). We continue to monitor attainment closely, with targeted support to close any identified gaps, and funding will be carefully allocated to mitigate risks.							
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		Strategic Equity Funding			
		Covid-19 Education Recovery Plan		PPL EDU CRP		National Improvement Framework			

		Information Not Managed Effectively		Senior Manager - Legal & Governance		Current Score	16	Target Score	8
Risk		Information is not protected, managed or used effectively due to lack of compliance with information sharing, data protection, records management or IT principles/protocols, potentially leading to data breaches, inefficiency/duplication and strategic/performance management decisions based on poor quality/inaccurate business intelligence.							
Potential Impact		Legal/reputational/financial implications from breaches (regulators being the ICO and SIC can impose monetary penalties and enforcement notices), inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or misinformed decision-making if information not available/used.							
Note		There is currently no Records Management Officer in post, and the Data Protection Officer is externally appointed. The likelihood of this risk occurring increased at the last review in relation to external cyber security threats, with cyber essentials accreditation remaining outstanding. Work continues around opportunities from MS365, review of Data Protection policies and partnership sharing agreements, and ensuring the completion of mandatory training by all staff.							
Related Actions		Develop & deliver the Council's Digital Transformation Strategy		CRR P&P IT1	Existing Controls	Data Sharing Agreements			
						GDPR Guidance & Training			

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
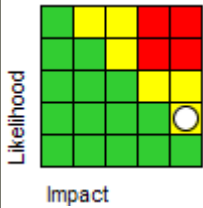
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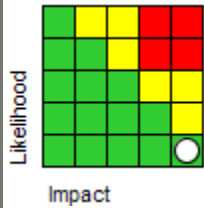
IT System Failure			Senior Manager Partnership & Transformation	Current Score	15	Target Score	9
Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or lack 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 investing in ICT infrastructure as part of its Digital Transformation Strategy. This will introduce cloud hosted services, retire/replace legacy systems, implement m365 & invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions. Digital Maturity Assessment, Audit Scotland review and work in partnership with Digital Office is helping shape this work. A report on Cyber Security compliance is scheduled, however, recent global issues increased this risk at the last review, and work is ongoing around security and improving staff & public awareness.						
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	

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	FV Local Resilience Partnership	
						CONTEST Delivery Plan & Working Groups	
						WRAP Training (High Priority Staff)	

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 5 of 9

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⚠️ 🔽 **Inadequate Workforce Planning**		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.
Note	The main continues to relate to a stretched and fatigued workforce as a result of balancing "business as usual" with ongoing pandemic recovery as well as progressing key transformation activities. Beyond this an aging workforce, with a number of key staff approaching potential retirement, turnover in key posts or single points of failure, impacted by turnover or absence overlays presents significant future challenges. Workforce Planning Session are being arranged with Portfolios, facilitated by the Team Leader - Workforce Development and Learning. These outputs together with the outputs of the demands/capacity/skills audit will inform the review of our Strategic Workforce Plan 22-25

Related Actions	Develop & implement the strategic workforce plan 2022-25	CRR P&P HR3	Existing Controls	Strategic Workforce Plan
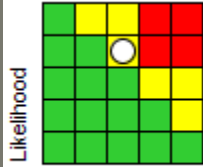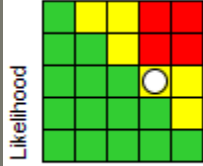
⚠️ ➖ **Harm to Child(ren)**		Strategic Director - People	Current Score	12	Target Score	3

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	Planning and measures are in place to address staffing, leadership, assurance and improvement planning, including quarterly reports to Committee. We are currently recruiting to the vacancies for team leaders and social workers.

Related Actions	Children's Services Plan 2021-24	PPL CHC CSP	Existing Controls	Child Protection Procedures
	Covid-19 Education Recovery Plan	PPL EDU CRP		Public Protection Chief Officers Group
	People Business Plan 2021-22	PPL PBP 212		Public Protection Committee

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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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	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

Continued Contribution to Climate Change	Strategic Director - Place	Current Score	10	Target Score	5
Risk	The Council fails to play its part in addressing the climate emergency, such as by not reducing waste and the need to travel, making available adequate resources, developing/using/promoting sustainable practices, materials & technologies (including energy efficiency & emissions) or failing to act as an ambassador for national & international good practice as it emerges.				
Potential Impact	Worsening environmental impacts including flooding (see related Severe Weather risk), increased fuel poverty (with knock-on health/social impacts), missed efficiency savings, economic opportunities and poorer air quality. Political/reputational impacts of not supporting national/international policy, and potential legal implications of not meeting targets or demonstrating progress.				
Note	We submit Climate Change Duties reports annually, and are developing/implementing several related strategies & projects around our own practice and dissemination to local residents & businesses. These relate to assets, housing stock, energy & fuel poverty advice, community food growing, waste reduction, low-carbon technology and sustainable transport. A comprehensive Net Zero/Climate Change Strategy and Climate Emergency Action Plan is being prepared and a Council Climate Emergency Group and community Climate Change Forums are being established to support this process. Scotlands International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts. A recent internal audit found systems to be largely satisfactory, and provided recommendations around reporting processes, strategy review and establishing a Carbon Management Group. However, a comprehensive Climate Change/Net Zero Strategy is now required to guide the Council and communities to a net zero future.				

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   **N**ew Risk   **R**emove from log   Page 7 of 9

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Approach Tolerate

🔴 ➖	**Public Health Emergency**	Chief Executive	Current Score	20	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 been achieved and response and recovery work for outbreak management, community testing, vaccinations and community support for those people isolating has been established. Council has agreed an internal debrief process and a survey was undertaken to identify lessons learned and inform the ongoing process of response and recovery.				Major Incident Procedures

🔴 ➖	**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 may reduce impact to a certain extent, we must broadly tolerate this significant external risk. Where possible, mitigations are being sought, particularly in Procurement and Human Resources, as well as analysis, forecasting and contingency planning.				Procurement Processes & Procedures

🔺 🔽	**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	SJC Unions are balloting members on the revised pay award agreed by Leaders on 02/09/22, Unions are recommending acceptance. Until ballot concluded strike action is suspended. Teaching unions have however rejected a 5% pay award and will look to ballot members on potential industrial action. If teaching staff strike this will impact on educational delivery.				Forth Valley Local Resilience Partnership

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 8 of 9

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⚠ ➖	**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. Impact on delivery, reputation & finances, and increased workload in numerous services to support communities, and clear roads and the core path network (e.g. from fallen trees & other debris).				Winter & Flood Management Plan
Note	Resilience groups 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, seasonally dependant and in light of the potential 'layering' of risks this year including ongoing pandemic response, the score remains consistent. Lessons learnt from Storm Arwen are being built into plans, including mutual aid with neighbouring Councils.				Forth Valley Local Resilience Partnership

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 9 of 9

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