
Report to: Audit and Scrutiny Committee

Date of Meeting: 24th October 2024

Subject: Corporate Risk Register

Report by: Senior Manager – Partnership & Transformation

1.0 Purpose

- 1.1.** This report provides Committee with the 2024/25 quarter 2 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 all relevant factors are taken into account in planning and implementation so that the best possible outcomes are realised. 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, energy and cost of living crises, 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 that must be 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. Elected Members also have a responsibility for risk management in their remit of strategic planning, decision-making, resource allocation, scrutiny and challenge. 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;
 - Highlight emerging externally-identified risks to assess potential 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 functions have inherent risks, as do most changes. Moreover, not making changes would involve exposure to other risks, such as failing to comply with new legislation, develop our workforce and practices, or take advantage of new opportunities, collaborations and 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; or
Terminate: the activity that is causing the risk will be ceased

3.3. Current Risk Profile & Development Activity

- 3.3.1. 3 risks were demoted to Directorate registers after the previous report, though the total of 18 on the corporate log remains constant due to the addition of 3 new risks. 2 of these are newly defined risks regarding compliance with the

UN Convention on the Rights of the Child (UNCRC), and the condition of the school estate. The 3rd pertains to Reinforced Autoclaved Aerated Concrete (RAAC) and has been escalated due to recent media attention, in the interests of enhancing frequency of review, transparency, scrutiny and assurance (though the reviewed scores remain consistent with previous reporting via the Place Directorate register). No risks have increased this quarter, while scores for those regarding organisational transformation and industrial unrest have reduced.

- 3.3.2. The Corporate Risk Management Strategy delivery plan (presented to Committee in August) continues to be rolled out to enhance the organisation's governance assurance and risk maturity level. 2024/25 actions include focus on internal communications and training regarding risk management and the Pentana performance management system. A self-assessment process has been developed in the Pentana risk module, currently being piloted across services to prioritise UNCRC implementation actions, with the aim of further roll-out with other self-assessment processes, such as the Public Service Improvement Framework. Work is also ongoing to improve support and integration with other risk handling and governance assurance mechanisms, including Internal Audit, the Annual Governance Statement, and Best Value audits.

4.0 Sustainability Implications

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

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 – 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

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all ☒
- Our families; children and young people will have the best possible start in life ☒
- Women and girls will be confident and aspirational, and achieve their full potential ☒
- Our communities will be resilient and empowered so that they can thrive and flourish ☒

(2) **Council Policies**

- Complies with relevant Council Policies ☒

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 to this report. If there are no appendices, please state "none".

Appendix A – Corporate Risk Log

11.0 Background Papers

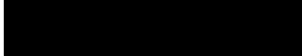
- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

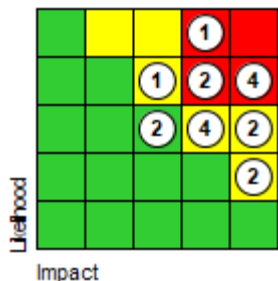
Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	X2105

Approved by



NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	



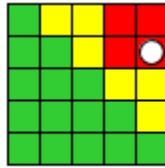
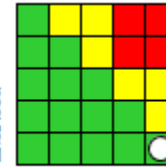
Appendix A - Corporate Risk Log



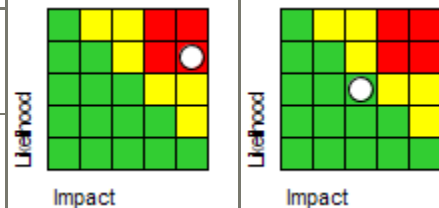
Summary of Changes	Distribution of Scores
<p>At the 2024/25 half year stage (out of a total of 18 risks):</p> <p>Status</p> <ul style="list-style-type: none"> 7 risks are red (same as in previous report - quarter 1, 2024/25) 9 risks are amber (same number as previous, though the specific risks classified as amber/green are different due to balancing effect of the changes below) 2 risks are green (same as previous - fewer greens as these are often demoted to lower-level registers unless particular scrutiny is needed) <p>Approach</p> <ul style="list-style-type: none"> 13 risks are being Treated (increase from 10 in previous report due to new additions) 5 risks must be Tolerated (same as previous) (it should be noted that 3 were Transferred to Directorate registers after the last report, but the total at remains at 18 due to the 3 new additions below) <p>Change in Scores Since Last Review</p> <ul style="list-style-type: none"> 13 risks remain the same 2 risks have reduced 3 new risks have been added to the corporate register (2 newly identified & 1 escalation from the Place Directorate register) No risks have increased (while COU CRR 054 has been escalated for increased scrutiny, the score has been reviewed and remains consistent) 	



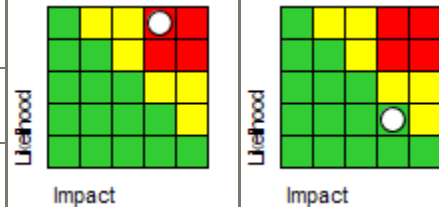
Code	Title (see risk details for expanded abbreviations)	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	20		Treat	
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20		Treat	
COU CRR 046	IT System Failure	20		Treat	
COU CRR 050	Supply Chain & Labour Market Disruption	20		Tolerate	
COU CRR 012	Health & Safety Breach	20		Treat	
COU CRR 033	Major Governance Failure	16		Treat	
COU CRR 009	Information Not Managed Effectively	16		Treat	
COU CRR 040	Failure of Public Utility Supply	15		Tolerate	
COU CRR 052	Failure to Comply with UNCRC	15		Treat	
COU CRR 047	Inadequate Workforce Planning	12		Treat	
COU CRR 054	Conflicting Needs Around Management of RAAC	12		Treat	
COU CRR 053	School Estate Condition Disrupts Education Provision	12		Treat	
COU CRR 031	Failure to Prepare for Severe Weather Events	12		Tolerate	
COU CRR 022	Public Health Emergency	12		Tolerate	
COU CRR 034	Insufficient Pace & Scale of Organisational Transformation	10		Treat	
COU CRR 049	Continued Contribution to Climate Change	10		Treat	
COU CRR 011	Harm to Child(ren)	9		Treat	
COU CRR 023	Industrial Unrest	9		Tolerate	



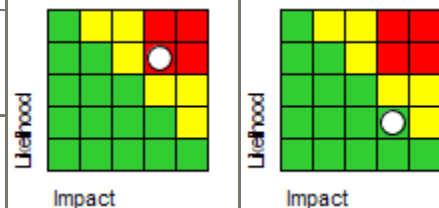
Approach Treat



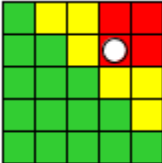
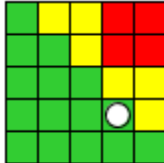
		Insufficient Financial Resilience	Senior Manager Finance & Revenues	Current Score	20	Target Score	5
Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.			<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div>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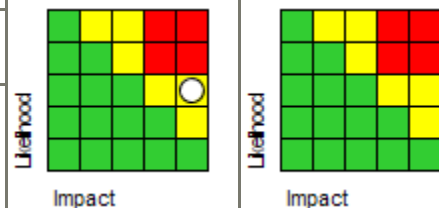
		Impact of Poverty, Inequality & Changing Demographics	Chief Executive			Current Score	20	Target Score	5	
Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality and wider impacts associated with the cost of living crisis.					 Likelihood Impact		 Likelihood Impact		
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, recent Child Poverty statistics and the cost of living crisis.									
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			



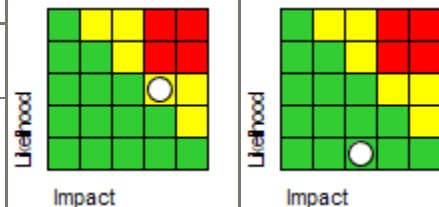
		IT System Failure	Senior Manager Partnership & Transformation		Current Score	20	Target Score	9
Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or lack of investment in systems/staff/training (i.e. failure of IT services to uphold priorities of Confidentiality, Integrity and Availability).				<div><div>Likelihood</div><div></div><div>Impact</div></div>			
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	A number of recent global issues and cyber incidents means this remains a high risk. Work is ongoing to raise awareness across the workforce of cyber risks and mitigations. The Council is also investing in ICT infrastructure and security as part of its Digital Transformation Strategy & roadmap. This will introduce security policies and tools, cloud hosted services, retire/replace legacy systems, invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions. Implementation of MS365 has begun and will improve the stability and security of systems.							
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		


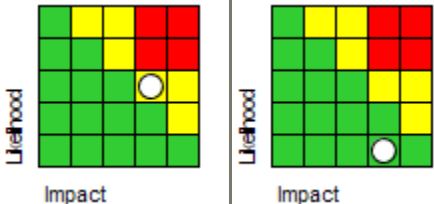
		Health & Safety Breach	Chief Executive		Current Score	20	Target Score	8	
Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council 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	Progress is being made on ensuring that the basic foundations are in place, but we are still experiencing pockets where there is a fundamental lack of understanding of manager responsibilities which leaves the risk as high.								
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 LG1		Health & Safety Corporate Training Programme			


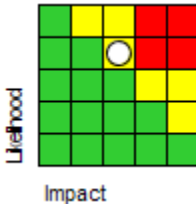
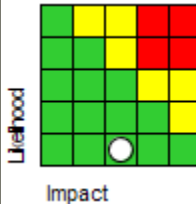
		Major Governance Failure	Strategic Director - Partnership & Performance		Current Score	16	Target Score	8
Risk	A significant failure of compliance with statutory duties through non-adherence to and/or lack of awareness or understanding of law, contract standing orders, scheme of delegation or financial regulations.				<div><div>Likelihood</div><div>Impact</div></div>			
Potential Impact	Significant reputational damage, injury or loss of life, legal action, financial loss or disruption to service delivery and challenge by third parties. 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. Mandatory training to officers to be carried out over the next few months. Scrutiny training was provided to Audit & Scrutiny Committee in Jun-23 and other Elected Members in Nov-23. This risk has been reinstated on the corporate log following concerns regarding breach of governance and the law. Additional Governance training is currently in development and will shortly be added to the mandatory training suite for completion by all staff on an annual basis.							
Related Actions	Annual Internal Audit & Fraud Programme		COU IAF	Existing Controls	Scheme of Delegation			
	Governance improvement actions across all services		CRR P&P LG1		Governance & Audit Processes			
	Addition of Governance to annual mandatory training suite		CRR P&P LG3		Committee Structures & Remits			



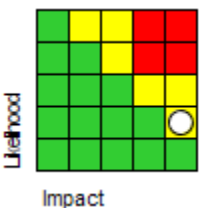

		Information Not Managed Effectively	Senior Manager - Legal & Governance	Current Score	16	Target Score	8
Risk	Information is not protected, managed or used effectively due to lack of compliance with information sharing, data protection, records management or IT principles/protocols, potentially leading to data breaches, inefficiency/duplication and strategic/performance management decisions based on poor quality/inaccurate business intelligence.			<div><div>Likelihood</div><div>Impact</div></div> <div><div>Likelihood</div><div>Impact</div></div>			
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	Review of records / retention plans is well underway but report from Keeper of Records for Scotland will require additional work and support across the Council. The risk is still likely due to cyber essential accreditation still being outstanding. Work continues around opportunities from MS365. The review of Data Protection policies and partnership sharing agreements are well underway with a solicitor undertaken training in Data Protection. Issues around FOI handling will also require significant work by all directorates. The number of staff completing training is still low and as information governance training is not mandatory, manager support is essential.						
Related Actions	Develop & deliver the Council's Digital Transformation Strategy			CRR P&P IT1	Existing Controls	Data Sharing Agreements	
						GDPR Guidance & Training	



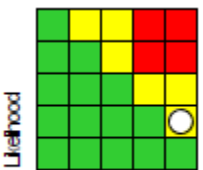
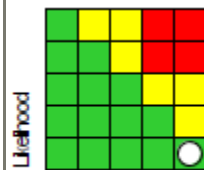
	N	Failure to Comply with UNCRC	Chief Executive	Current Score	15	Target Score	
Risk	Lack of cross-service action to implement requirements of the UN Convention on the Rights of the Child results in poor staff awareness and/or lack of process review to ensure children's rights are upheld across all aspects of service delivery			<div><div><div>Likelihood</div><div>Impact</div></div><div></div></div>			
Potential Impact	Failure to act in a child's best interests, possibly exacerbating inequalities for vulnerable individuals/groups, or failure to demonstrate corporate commitment, with associated legal, financial & reputational implications of a regulatory breach						
Note	The UNCRC (United Nations Convention on the Rights of the Child) (Incorporation) (Scotland) Act 2024 became law on the 16th of July. The Act expects that Scottish public bodies act in a child's best interests in all matters that affect them, ensuring their voices are heard, and that upholding children's rights is evident across all public service delivery. A short life working group has been established to look at key work strands, including staff development/awareness, Youth Voice, child-friendly complaints and policy development. Guidance from the Scottish Government, SPSO (Scottish Public Services Ombudsman) and the Improvement Service is being followed, and the Council will be required to document and evidence steps towards implementation in a report to the Scottish Government in March 2025.						
Related Actions	Carry out 'How Ready are You?' audit to check compliance & identify priority actions		CRR COU CR1	Existing Controls	Equalities Impact Assessment		
	Implement Child Friendly Complaints process (no later than 31-Mar-25)		CRR COU CR2		Team Leader/Senior Manager Forum		
	Communicate UNCRC duties to staff, customers & partners to raise awareness of implications		CRR PPL ED1		Youth Voice Forum		




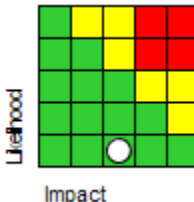
		Inadequate Workforce Planning	Strategic Director - Partnership & Performance		Current Score	12	Target Score	3
Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.				<div><div><div>Likelihood</div></div></div>			
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 interim plan previously approved by Council is designed to ensure that we have the right people, with the right skills, at the right time and in the right place. The Strategy provides detail as to how, over the lifetime of the plan, the Council will set a foundation for workforce development and learning which will support the development of the Be the Future Targeting Operating Model (BtF TOM). Work is also ongoing in relation to the development of Strategic Workforce Plan (2025-28) this plan will continue to focus on workforce planning at both strategic and directorate levels, ensuring that the Council has sufficient resource with the relevant skills set to enable the Council to deliver on key priorities.							
Related Actions	Develop & implement the strategic workforce plan 2022-25				CRR P&P HR4	Existing Controls	Strategic Workforce Plan	

	N	Conflicting Needs Around Management of RAAC	Strategic Director - Place		Current Score	12	Target Score	4
Risk	Potential deterioration of buildings with RAAC (Reinforced Autoclaved Aerated Concrete) into unsafe structures, requiring options appraisal that addresses both strategic implications (financial, assets and duty of care for residents), and the needs of individuals directly affected by uncertainty and other personal impacts, including financial							
Potential Impact	Domestic properties become uninhabitable, increasing voids & pressure demand on housing/homelessness services, with affordable housing already in high demand & short supply. Unbudgeted financial cost to housing services, community impacts and reputational damage through activism & negative media publicity.							
Note	Ongoing survey works across the domestic property estate at present undertaken by qualified structural engineers. An options appraisal to be developed to assess the forward actions required to be taken. Continued engagement with relevant sector organisations to communicate developments in RAAC. This risk has been escalated to the corporate level from the Place Directorate register for additional scrutiny around governance assurance due to recent media interest, though scores have been reviewed and remain consistent.							
Related Actions	Focused resource to manage the RAAC survey programme, communications and resident support actions			PLC DRR 003	Existing Controls	RAAC Survey Programme		
	Housing service leads part of Scottish Government RAAC Cross Sector Working Group			PLC DRR 004		Scottish Government RAAC Cross-sector Working Group		
						Housing Need & Demand Assessment		





	N	School Estate Condition Disrupts Education Provision	Senior Manager - Property		Current Score	12	Target Score	3
Risk	Failure to adequately invest in the school estate results in degradation in the condition of establishments below acceptable standards for continuation of service delivery, requiring displacement into alternative accommodation							
Potential Impact	Health & Safety implications, unusable assets, disruption to learning & attainment, workforce & financial capacity to manage transport & temporary accommodation, reputational & legal implications relating to provision of statutory function							
Note	Recent condition survey highlights 5 schools categorised as poor condition. Although they remain safe and wind/water-tight, investment is required to improve their standard as it is the Council's expectation that all schools are categorised as at least "Good" on external survey. Without future-proofing, continued degradation may require relocation to other facilities (possibly at a critical point in the academic calendar), with learning & attainment impacts felt more acutely by learners for whom routine and consistency are more crucial factors (such as some with special educational needs).							
Related Actions	Seek Council approval to focus investment on the identified schools (graded as "Poor")			CRR PLC PT1	Existing Controls	Property Asset Management Strategy		
	Carry out options appraisal on the full learning estate			CRR PLC PT2		Condition Surveys (Hollis Report)		



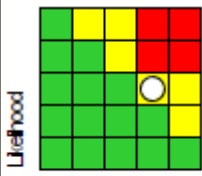
		Insufficient Pace & Scale of Organisational Transformation	Chief Executive		Current Score	10	Target Score	5
Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change 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	Governance of the Capital Plan is in place with regular meetings to take place with the project leads to monitor milestones, resources, risks etc. and to put in place appropriate measures for reporting and monitoring. There are now consistent and standardised project updates for the Be the Future board with a benefits realisation plan to be developed. A forward plan for Be the Future updates to Council and Be the Future Agenda items to be tabled is being developed. Key messages from the programme are to be circulated and a detailed communication and engagement strategy is in development.							
Related Actions	Be the Future Transformation Programme				COU TRN	Existing Controls		



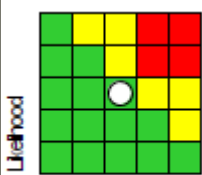
		Continued Contribution to Climate Change	Strategic Director - Place		Current Score	10	Target Score	5
Risk	The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, reducing waste and travel, making available resources, using/promoting sustainable practices, materials & technologies or failing to act as an ambassador for national & international good practice as it emerges.				<div><div><div>Likelihood</div><div></div><div>Impact</div></div><div><div>Likelihood</div><div></div><div>Impact</div></div></div>			
Potential Impact	Worsening environmental impacts including flooding (see Severe Weather risk), increased fuel poverty (with health/social impacts), missed efficiency savings/economic opportunities and poorer air quality. Reputational impacts of not supporting national/international policy, and legal implications of not meeting targets or demonstrating progress.							
Note	We submit Climate Change Duties reports annually, and are developing/implementing several related strategies & projects around our own practice and dissemination to local residents & businesses. These relate to assets, housing stock, energy & fuel poverty advice, community food growing, waste reduction, low-carbon technology and sustainable transport. A comprehensive Net Zero/Climate Change Strategy and Climate Emergency Action Plan is also being prepared for Council in Q3, 2024/25 and a Council Climate Emergency Group and community Climate Change Forums have been established to support this process. Scotland's International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts.							
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		

		Harm to Child(ren)	Strategic Director - People		Current Score	9	Target Score	3	
Risk	A lack of capacity, stability or skillset in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm to a child/children.					 Likelihood Impact		 Likelihood Impact	
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	Robust internal controls ensure appropriate staffing, leadership & assurance, including quarterly reports to Chief Officer Group and Child Protection Committee (CPC), regular review of the CPC Risk Register and prioritisation of child protection work. We have successfully recruited team leaders & senior practitioners (part of Children's Services re-design) to build resilience and skill in the workforce. Vacant posts are recruited to in a timely manner and council specific/multi-agency training is in place, including Joint Investigative Interviewing, including implementation of the Forth Valley SCIM team (Scottish Child Interview Model). The e-IRD system allows agencies to respond in real time to those at risk of harm for timely assessments and interventions, and there has been a sustained local decrease in child protection registrations. While this risk has reached a green status, its significant nature means it is felt appropriate for constant review via the corporate register.								
Related Actions	People Directorate Business Plan 2023-24			PPL BP 23-24	Existing Controls	Child Protection Procedures			
	Children's Services Plan 2021-24			PPL CHC CSP		Public Protection Chief Officers Group			
	Clackmannanshire's Promise Plan 2023-26			PPL CHC PRO		Child Protection Committee			

Approach Tolerate

		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				Service Level Agreements & 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		Impact and Likelihood remain unchanged. Ongoing pressures on supply chain impacted by Supply issues due to Issues in Gulf, Ukraine, particularly food inflation, Skilled staff with key suppliers. Brexit still impacting plus recruitment difficulties particularly for key roles internally and the availability of skilled staff internally				Procurement Processes & Procedures
		Failure of Public Utility Supply	Strategic Director - Partnership & Performance	Current Score	15	Existing Controls
Risk		Sustained loss of gas, electricity, water and 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		Ongoing monitoring and liaison with utility companies over the risks. National power outage plans have been developed at local, regional and national level. Community plans in place and ongoing communication with our vulnerable customers on being included on the Priority Risk Register for all utility providers. Input into the UK NPO working group				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 (including possible risk to life), damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Impact on delivery, reputation & finances, and increased workload in numerous services to support communities, including clearing roads and core paths (e.g. from fallen trees & other debris).				Winter & Flood Management Plan
Note		Controls in place for monitoring and action as required. New severe weather framework developed. Community Resilience teams in place in areas of high risk. Ongoing liaison and discussion with Met Office and SEPA, looking at the long term impacts of climate change				Forth Valley Local Resilience Partnership

		Public Health Emergency	Chief Executive	Current Score	12	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	Continue to work at local, regional and national level on developing plans. Procedures and plans in place for dealing with those most affected including identified vulnerable residents. While pandemic impacts are still being felt and a number of issues require ongoing monitoring and management, the revised risk guidance means the likelihood/proximity of this risk can now be downgraded.					Major Incident Procedures

		Industrial Unrest	Chief Executive	Current Score	9	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 Communications Protocol
Note	Negotiations are ongoing at national level for 24/25 however no settled position has been reached and there is the potential for increased industrial unrest. UNISON have a mandate for industrial action for waste although fell short for staff supporting schools. Strike action was suspended whilst members are balloted on updated pay offer although we understand that UNISON are recommending the offer is rejected, an offer for 24/25 is to be made to SNCT and Chief Officer groups.					Forth Valley Local Resilience Partnership