

Report to

Audit & Scrutiny Committee

Date of Meeting:

5th February 2026

Subject:

Corporate Risk Register

Report by:

Senior Manager, Partnership & Transformation

1.0 Purpose

- 1.1. This report provides Committee with the 2025/26 Quarter 3 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 set out key priorities in the Be the Future programme and Wellbeing Economy Local Outcomes Improvement Plan (LOIP) 2024-34. In order to ensure we achieve our goals, planning must also consider the challenges that may prevent or hinder progress. An effective risk management approach ensures that we are aware of such factors and, where appropriate, take mitigating action to ensure the success of initiatives.
- 3.1.2. The purpose of risk management is not to prevent activities from happening, but to ensure all relevant factors are taken into account in planning and implementation so that the best possible outcomes are realised. On a daily basis, Council services and staff deal with a wide variety of operational risks in relation to individuals, communities and internal processes. This must be complemented by a strategic view that considers short-, medium- and long-term implications, as well as (often complex) interdependencies.
- 3.1.3. The impact of a range of recent national and global issues on Council services and the local community has been significant, and risk management remains critical to ongoing planning. The hierarchy of registers from team, service, directorate and partnership up to the corporate register should ensure holistic oversight of significant issues managed at each level. In relation to Civil Contingencies and Incident Management in particular, risk assessment is key to supporting the Council to respond and manage service provision safely.

3.2. Corporate Risk Management Process

- 3.2.1. The corporate risk register is owned by the Senior Leadership Group, and the Strategic Director – Partnership & Performance is responsible for the corporate risk approach. All employees have responsibilities for managing risk, as do Elected Members 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 mechanisms, and peer-reviewed by other authorities and partners.
- 3.2.2. Each quarterly review involves ‘environmental scanning’ of information from internal and external sources to inform discussions with a range of individuals and groups. Issues are considered by the Corporate Risk & Integrity Forum (including risk owners and/or delegated officers) to:
 - Review changes and developments in existing corporate and service risks;
 - Assess emerging external risks for potential local relevance;
 - Evaluate emerging internal risks (Internal Audit/self-assessment); and
 - Consider significant risks, or those with cross-service implications, for escalation to the corporate level, or demotion if severity has reduced.
- 3.2.3. It is impossible to remove all risk from our operations as most functions have inherent risks, as do most changes. Moreover, not making changes would expose us to other risks, such as failing to comply with new legislation, develop our workforce/practices, or take advantage of new collaborations and innovations. The aim, therefore, is not to be ‘risk averse’ but ‘risk aware’.

3.3. Current Risk Profile & Development Activity

- 3.3.1. Mitigation efforts continue across the range of risks, either to reduce the likelihood of them occurring or potential impacts. Smaller continuous improvement actions may not directly reduce the score, but will make a cumulative contribution to the strengthening of controls over time. In some cases, internal improvements are countered by worsening external factors, resulting in no overall change. In this report, the only score to have changed is Organisational Transformation (moving from amber to green).
- 3.3.2. The Risk Management Strategy delivery plan (presented to Committee in August) continues to be rolled out to enhance governance assurance and risk maturity. This includes actions around training, engagement, and the recording and development of registers. Work is also ongoing to improve integration with other corporate mechanisms, including Internal Audit, Annual Governance Statement (AGS) self-assessments and Best Value audits.
- 3.3.3. Iterative changes are also made, often in response to feedback, to make the report more informative and accessible. These include recent enhancements to review/target dates and scores, linked outcomes/categories, use of artificial intelligence, grouping based on the focus of mitigations, and a more visual summary. This instance includes the addition of actions for ‘tolerate’ risks (to demonstrate ongoing review of existing plans), linked performance indicators, and the replacement of legacy actions with AGS mappings, where relevant. Further process alignment via the Corporate Risk & Integrity Forum is driving focus on evidence-based assessments and targeted mitigations.

4.0 Sustainability Implications

4.1. *No direct sustainability implications arising from this report.*

5.0 Resource Implications

5.1. *Financial Details – 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 in the report. Yes

5.4. *Staffing – 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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website) Yes

8.2 If an impact assessment has not been undertaken you should explain why:

There are no direct impacts arising from the contents of this report

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 Register

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

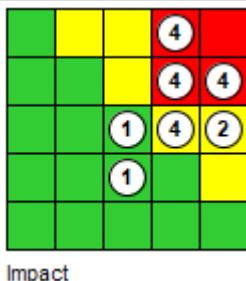
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Approved by

NAME	DESIGNATION	SIGNATURE
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Chris Alliston	Strategic Director, Partnership & Performance	

Appendix A - Corporate Risk Register

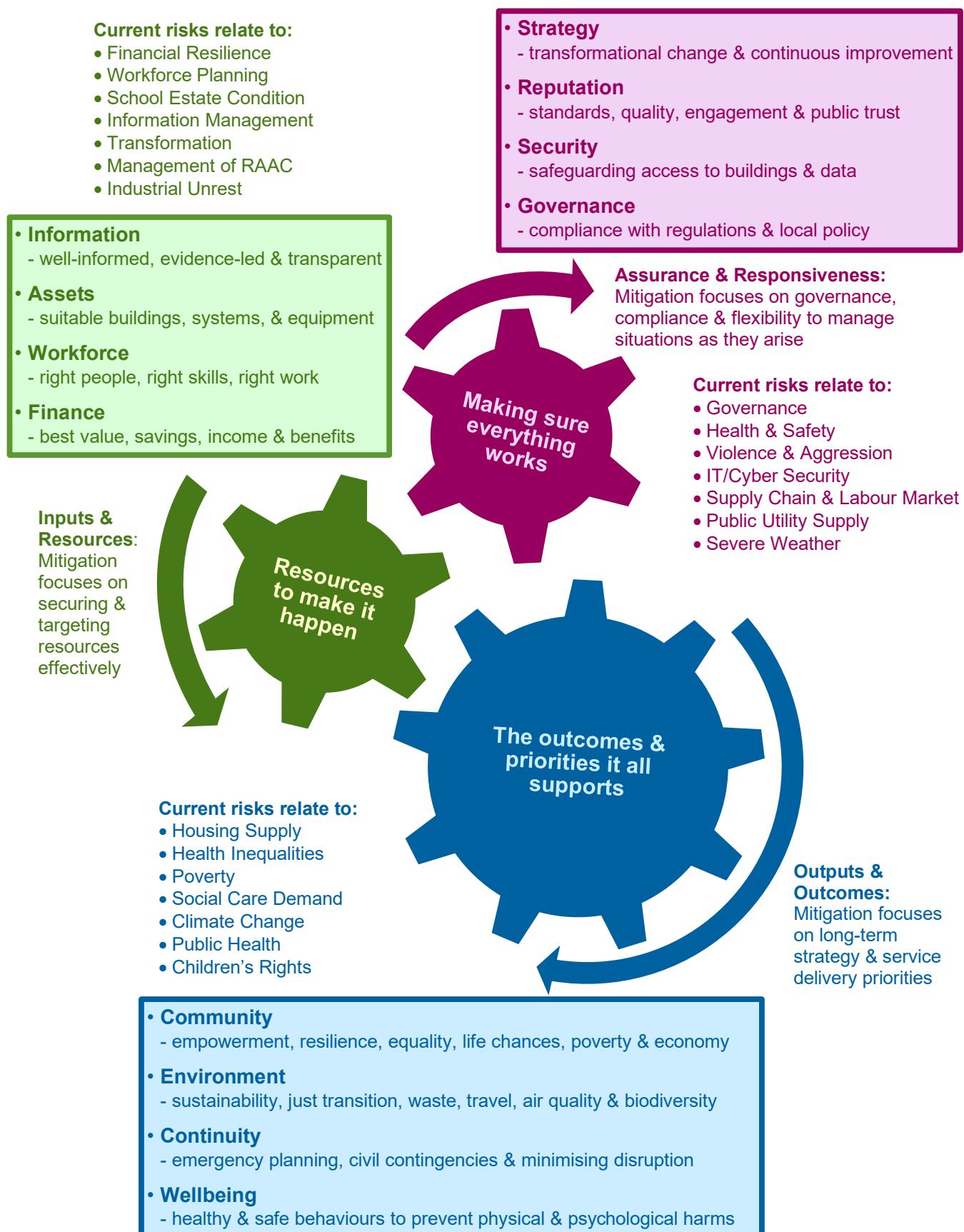
Summary of Changes			Score Distribution			
At the end of quarter 3, 2025/26 there are 20 risks on the corporate register.						
Status <ul style="list-style-type: none"> 12 risks are red (decrease from 13 due to 1 being removed, see below) 6 risks are amber (decrease from 7 with 1 moving to green) 2 risks are green (increase from 1 - green often demoted for scrutiny via other registers) 						
Approach <ul style="list-style-type: none"> 15 risks are being Treated (same as previous) 5 risks must be Tolerated (same as previous) 						
Change in Scores Since Last Review <ul style="list-style-type: none"> 1 risk has reduced, and 19 remain the same No risks have increased or been added to the register 1 risk was Removed after the last report due to a partial duplication ('Inability to Meet Social Care Demand' is managed via the Health & Social Care Partnership register) 				<p>(Abbreviations below are expanded in risk details later in the report. 'Code' shading shows category group, explained in the following pages.)</p>		
Code	Risk Title	Score	Status	Approach	Change	
COU CRR 008	Insufficient Financial Resilience	20	🔴	Treat	➡	
COU CRR 033	Major Governance Failure	20	🔴	Treat	➡	
COU CRR 055	Lack of Affordable & Suitable Housing Supply	20	🔴	Treat	➡	
COU CRR 057	Worsening Health Inequalities	20	🔴	Treat	➡	
COU CRR 012	Health & Safety Breach	20	🔴	Treat	➡	
COU CRR 059	Harm to Staff Through Violence & Aggression	20	🔴	Treat	➡	
COU CRR 046	IT System/Cyber Security Failure	20	🔴	Treat	➡	
COU CRR 050	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	➡	
COU CRR 056	Increasing Levels of Poverty	16	🔴	Treat	➡	
COU CRR 047	Inadequate Workforce Planning	16	🔴	Treat	➡	
COU CRR 053	School Estate Condition Disrupts Education Provision	16	🔴	Treat	➡	
COU CRR 009	Information Not Managed Effectively	16	🔴	Treat	➡	
COU CRR 049	Continued Contribution to Climate Change	15	🟡	Treat	➡	
COU CRR 040	Failure of Public Utility Supply	15	🟡	Tolerate	➡	
COU CRR 054	Limited Assurance Around Management of RAAC	12	🟡	Treat	➡	
COU CRR 052	Failure to Comply with UNCRC	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	9	🟢	Treat	⬇	
COU CRR 023	Industrial Unrest	6	🟢	Tolerate	➡	

Risk Register Guidance

Purpose	Risk is key to planning and involves thinking about what might get in our way and stop us achieving our goals. We all do this every day, probably without thinking about it – checking for cars to cross a road safely, or watching the weather forecast and taking an umbrella.	
Aims	We must consider what's likely, but also the worst possible results. We think about how to prevent them or how we'll react if they do happen. Predicting the future can't be exact, but we need to show that we've thought it through, checked the facts, and are aware of the current situation.	
Summary	What's changed since the last report and totals for key factors below (the current profile).	
Scores	We use guidance to score (on a scale of 1 to 5) how likely the risk is to occur and possible impacts. These are multiplied to give overall severity. If it's very likely, with serious impacts, it's $5 \times 5 = 25$.	
Status	Scores then determine the status: ✓ green, low risk (9 or less), ⚠ amber, medium risk (10-15), or ❗ red, high risk (16 or more). This highlights major issues that need dealt with as a priority.	
Change	Whether the score's gone up ↑ , down ↓ , or stayed the same ▬ since last time. Ideally, they'll go down, but there's often issues we can't control so, even if we've taken action, it might still increase.	
Approach	If we're doing something to prevent the risk or plan how we'll react, the approach is 'Treat'. If we can't prevent it or already have plans, it's 'Tolerate' (though there may be actions to strengthen controls). 'Transfer' (pass to someone else) and 'Terminate' (stop the risky activity), are less common due to laws about Council responsibilities and services we must provide.	
Lead Officer	The person with overall responsibility for dealing with the risk and providing updates.	
Title	The issue we're worried about – very negative but may never occur because of actions we'll take.	
Risk	More detail about what might cause the risk, and the event we need to prevent or react to.	
Impact	The worst possible results on the Council or local communities, considering the categories below.	
Notes	An update on the current situation, progress with actions, and any data that tells us how likely the risk is to occur, the timing, or the impacts (so that assessments are based on facts, not guesswork).	
Controls	Things already in place to prevent the risk, or plans for how we'll respond. These make the risk less likely or the impact less severe, so we think about these when setting the current score.	
Actions	Things we're doing just now, or in the future, to reduce the risk more. We think about these when setting the target score to show how the actions will improve our position once complete.	
Categories	Areas the Council must manage to ensure things go smoothly (shaded by grouping on next page).	
Assets	Buildings, computer systems and other equipment needed to run our services.	
Community	Helping people to stay strong and happy, and looking after them in difficult times.	
Continuity	Making sure the services people rely on keep running without disruption.	
Environment	Looking after the planet, animals and plants, and reducing pollution and waste.	
Finance	The money we have to run services and keep doing all the other things on this list.	
Governance	Obeying the law and other rules about behaving responsibly and fairly.	
Information	Learning from facts and data we trust, and being honest about how things are going.	
Reputation	How other people see us, and how happy they are with how we do things.	
Security	Making sure only the right people get into buildings/systems, and use them properly.	
Strategy	What we'll do and changes we'll make so that services work better for everyone.	
Wellbeing	Keeping people safe and healthy so they're not hurt in accidents or by other people.	
Workforce	The staff and skills we need to do all of the above to a high standard.	
Outcomes	The Council's key priorities, duties and areas where we want to improve things for local people.	
Local Outcomes Improvement Plan	Transformation plan (Be the Future)	Best Value Duties
Wellbeing	i Digital & Data Transformation	1 Balancing the quality of services with cost
1.1 Physical & Mental Health	ii Asset Strategy	2 Ensuring services are sustainable
1.2 Outcomes for Young People	iii Sustainable Transport	3 Promoting equality & diversity
1.3 Poverty	iv Communication & Engagement Model	4 Being accountable & transparent
Economy & Skills	v Tackling Poverty	5 Engaging with local communities
2.1 Labour Market & Fair Work	vi Investment Strategy	
2.2 Economic Opportunities	vii Workforce Strategy	
Places	viii Value-based Leadership/Culture Change	
3.1 Sustainable Places	ix Collaborative Community Models	
3.2 Environmental Sustainability	x Place Redesign	

Summary of Corporate Risks by Category Grouping

While risks may originate in one category, the focus here is not on causes but solutions, which may lie elsewhere. Please also note that the shading here does not indicate the status of risks.



1. Inputs & Resources

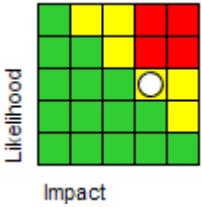
(Mitigation focuses on securing & targeting resources effectively)

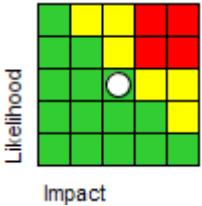
Lead	Insufficient Financial Resilience	Outcome	BV 1.	Balancing the Quality of Services with Cost	Likelihood	Impact
Risk	Senior Manager Finance & Revenues	Categories	Finance, Assets, Strategic	Approach	Treat	
Potential Impact	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas, or sufficient resilience to reduce the budget gap for future years.					
Note	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.					
	The budget for 2025/26 was approved in February reflecting a balanced position and including savings to be achieved during the year. Due to the use of reserves and cash savings to balance the 25/26 budget, the budget gap for 26/27 has been estimated at £7m. The budget gap is also subject to the settlement funding from Scottish Government which will be known towards the end of the year. Target is set based on gap projections for next 5 years.	Last Review	09-Dec-2025	20		
		Last Change	26-Jul-2024	25		
		Target	31-Mar-2029	15		
Related Actions	Procurement Strategy Review	AGS 022 003	Existing Controls	Budget Strategy & Monitoring		
	Refine and enhance Budget Papers to include risk mitigation. The Council should set out within its budget papers any other specific risks that impact on the achievement of a balanced financial position and what mitigating action the Council has planned to manage these risks.	AGS 023 015		Financial Regulations		
	External audit recommendation: A medium-term Financial Strategy be developed, with clear actions on how financial sustainability is to be achieved.	AGS 023 017		Contract Standing Orders		
	More work is required to build the detail behind each project and fully align this to the development of a medium-term financial strategy by: a. Adding greater detail about individual projects; b. Setting clear timescales for each project; c. Assessing the resources and support required to deliver these projects (taking into account the resources that are already identified); and d. Developing a benefits realisation tracker to assess whether the Council has achieved its aims.	AGS 023 018		5-year Budget Gap Projections		
	The council should ensure that the finance team is adequately resourced to prepare a comprehensive set of unaudited accounts and working papers in a timely manner to support the audit process.	AGS 023 024	Relevant Indicators	Corporate & Directorate Savings Achieved		
	Create a financial resilience framework to support the medium-term strategy, once approved.	AGS 024 301		Useable Reserves (as % of budgeted net revenue)		
	Review Local Finance Returns process to maximise funding access for the Council.	AGS 024 302		Uncommitted General Fund Balance (as % of budgeted net revenue)		
	Strengthen collaboration and joint working between Finance and other Council services to optimise budget management and financial monitoring.	AGS 024 303		Cost/Revenue Ratio - General Fund & Housing Revenue Account		
	Explore options for income generation across the Council and assess the feasibility of such options.	AGS 024 304		Outturn Expenditure (actual as % of budgeted)		
	Review capital budget setting and monitoring arrangements to set realistic budgets with clear timelines and a clear linkage to Council priorities.	AGS 024 305		Reliance on Reserves (as % of Net Expenditure)		
				Council Tax Collected Within Year (as % of income due)		

Inadequate Workforce Planning		Outcome	BtF vii.	Workforce Strategy		Likelihood Impact
Lead	Strategic Director - Partnership & Performance	Categories	Workforce, Strategic	Approach	Treat	
Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key services 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	Reduction in sustainable staffing levels and loss of knowledge (such as those identified as single points of dependency, including statutory officers), leading to inability to delivery key functions and lack of adequate professional advice to Council Officers/Elected Members.					
Note	Failure to implement sufficient or proper workforce planning controls (at both service and strategic level) risks loss of key staff from posts identified as single points of dependency, failure to address wider workforce challenges, and failure to upskill current staff to meet current / future demands. Development of a new Strategic Workforce Plan is linked to the Council's Target Operating Model (essential to providing a consistent and clear strategic thread for workforce development / planning - as such, this workforce plan cannot be drafted in full until further developments with the TOM are made), thereby highlighting the risks noted above.			Last Review	05-Jan-2026	16
Related Actions	The council should ensure that the finance team is adequately resourced to prepare a comprehensive set of unaudited accounts and working papers in a timely manner to support the audit process.	AGS 023 024	Existing Controls	Strategic Workforce Plan		
	Deliver outputs from regional collaboration on workforce management.	AGS 024 601	Relevant Indicators	Existing suite (e.g. recruitment, retention, training, staff survey, etc.) to be reviewed and included in revised strategy		
	Review strategic approach to recruitment approvals amidst budget challenges.	AGS 024 602				
	Review Workforce Strategy.	AGS 024 603				

School Estate Condition Disrupts Education Provision		Outcome	WELOIP 1.2	Wellbeing - Outcomes for Young People		Likelihood Impact
Lead	Strategic Director - Place	Categories	Assets, Finance, Wellbeing	Approach	Treat	
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	Five priority primary schools to be refurbished. To minimise disruption works will be scheduled for out of hours/weekends/holidays. We anticipate works starting Jan-2026 with planned completion currently expected by Apr-2027. Project management resource within the Property team is limited and presents further risks to completion of works. The scope of work is extensive and there has recently been a default in our Primary and Early Learning Estate, resulting in a near miss and an incident. As a result, the service has instructed a series of structural roof surveys of our Primary and Early Years estate. This will likely identify further potential defaults which will require to be addressed. Until this information is received the risk remains high.			Last Review	14-Oct-2025	16
Related Actions	Procure and initiate implementation for a new case management / document management system within Legal Services, in partnership with Falkirk Council.	AGS 023 002	Existing Controls	Property Asset Management Strategy		
	Seek Council approval to focus investment on the identified schools (graded as "Poor")	CRR PLC PT1	Relevant Indicators	Condition Surveys (Hollis)		
	Carry out options appraisal on the full learning estate	CRR PLC PT2		Building Condition & Suitability for Current Use		

Lead	Information Not Managed Effectively	Outcome	BV 4.	Being Accountable & Transparent	Approach	Treat	Likelihood	Impact
Lead	Senior Manager - Legal & Governance	Categories	Information, Security, Strategic					
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	Records management plan accepted by Keeper of Records for Scotland – final update due mid 2026. New retention plan being implemented and being rolled out to all services. Scottish Information Commissioner next review due mid January 2026. Work continues around opportunities from MS365. Review of data sharing / processing agreements are well underway with the Council's data protection solicitor. FOI handling improving but continued effort is still required by all directorates. Guidance documents continue to be updated and policies for FOI and EIR being prepared. The completion rates for mandatory FOI training have improved. Target date is based on estimated implementation of action plan by a small team (who will also need to deliver an election within that period), and success is dependent on engagement by all staff.	Last Review	16-Dec-2025	16				
	Refresh Communications Strategy & Social Media Policy and Guidelines	AGS 021 009						Data Sharing Agreements
	Information and knowledge management programme of work will be scoped and capacity, resources and roles and responsibilities identified. Action includes work to review how the Council collects, manages and analyses data to ensure officers and members have the information they require to make decisions - Data Insights Programme (Transformation) and work underway within the Data Governance Team (Legal and Governance).	AGS 022 005	Existing Controls					General Data Protection Regulations Guidance & Training
Related Actions	To review the Council's Complaints Policy and Procedure and implement training accordingly.	AGS 023 008	Relevant Indicators					Staff Completion of Mandatory Training by Due Date
	Refresh the Digital Strategy.	AGS 023 021						Data Breaches Reportable to Information Commissioner
	Develop and implement a new automated system around complaints, comments, concerns and compliments that includes online forms, case management and performance reporting.	AGS 023 023						Formal Complaints Upheld/Partially Upheld & Closed Within Timescale
	Explore options to streamline and coordinate consultation activity.	AGS 024 401						FoI Requests Responded to Within Timescale
	Initiate work to document key work flows, starting with induction.	AGS 024 402						Others to be developed & included in revised strategies
	Review how we manage Freedom of Information requests.	AGS 024 403						
	Actions from Scottish Information Commissioner letter on 06-Dec-24 regarding Freedom of Information intervention	P&P L&G SIC						

  Limited Assurance Around Management of RAAC		Outcome	WELOIP 3.1	Places - Sustainable Places					
Lead	Strategic Director - Place	Categories	Assets, Community, Reputation	Approach	Treat <th data-kind="ghost"></th>				
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 (see separate Housing Supply risk). Unbudgeted financial cost to housing services, community impacts and reputational damage through activism & negative media publicity.								
Note	We continue the 'maintain and monitor' regime where Structural Engineers carry out 6 monthly surveys of the closes in occupied blocks. Staff also check these blocks and perimeters of vacant blocks on a week to 10 day basis. We have instructed for valuations be carried out of private properties in vacant blocks and have obtained costs from the contractor and provided to owners. This has allowed owners to seek advice and we await a formal decision from a few remaining owners, however owners are also exploring a potentially innovative owner-led solution. We now have information from the Structural Engineer in reference to extensive assessments in tenanted blocks and discussions are ongoing to move this forward.				Last Review	13-Nov-2025	12		
Related Actions	Following approval of the Asset Strategy, roll out asset plans across portfolios and finalise decisions for the Westhaugh Gypsy Traveller Site and RAAC-related housing stock				AGS 024 502	Existing Controls	Housing Needs & Demand Assessment		
	Focused resource to manage the RAAC survey programme, communications and resident support actions				PLC DRR 003		Scottish Government RAAC Cross-sector Working Group		
	Housing service leads part of Scottish Government RAAC Cross Sector Working Group				PLC DRR 004		Indicators	To be identified (if of value)	

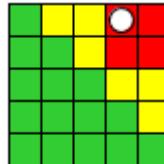
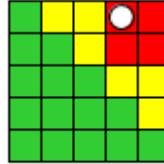
  Insufficient Pace & Scale of Organisational Transformation		Outcome	BV 2.	Ensuring Services are Sustainable					
Lead	Chief Executive	Categories	Strategic	Approach	Treat				
Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the 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	Organisational change is progressing. For the benefits realisation plan, key measures for outcomes at a programme level have been proposed and will be presented to the Directors for approval. The Digital and Data programme have agreed a new 5-year roadmap and is moving at pace. The Communication and Engagement strategy and implementation plan is due to be submitted to the Council by early January. Transformation through Collaboration report was approved at Council in November with Tranche 1 activities agreed. The first meeting of the programme board will take place in mid-January.						Last Review	22-Dec-2025	9
Related Actions	More work is required to build the detail behind each project and fully align this to the development of a medium-term financial strategy by: a. Adding greater detail about individual projects; b. Setting clear timescales for each project; c. Assessing the resources and support required to deliver these projects (taking into account the resources that are already identified); and d. Developing a benefits realisation tracker to assess whether the Council has achieved its aims.				AGS 023 018	Existing Controls	Be the Future Board		
							Digital, IT & Security Programme Board		
						Indicators	To be identified (part of action)		

		Industrial Unrest	Outcome	BtF vii.	Workforce Strategy		
Lead	Chief Executive	Categories	Workforce, Continuity	Approach	Tolerate		
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.						
Potential Impact	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.						
Note	A 2 year pay settlement has been agreed and ballots withdrawn by Trade Unions. With no need for pay negotiations for 25/26 this also decreases the risk of imminent industrial unrest. This risk will be reviewed in line with any budget discussions for 26/27. May need to revisit both risk and controls as legislative changes are implemented from Apr-2026 onwards.	Last Review	08-Jan-2026	6			
		Last Change	23-Jul-2025	9			
		Target	31-Mar-2026	3			
Related Actions	Ongoing strengthening of relationships and consultation with trade unions	CRR P&P HR9	Existing Controls	Business Continuity Plans			
			Relevant Indicators	Trade Union Communications Protocol			
				'Working Together' Group & Agreement			
				To be identified (if of value)			

2. Assurance & Responsiveness

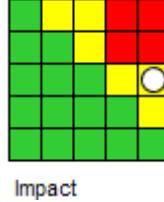
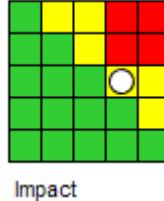
(Mitigation focuses on governance, compliance & flexibility to manage situations as they arise)

Major Governance Failure		Outcome	BV 4.	Being Accountable & Transparent		Likelihood	Impact	
Lead	Strategic Director - Partnership & Performance	Categories	Governance, Reputation	Approach	Treat			
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.							
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 continues to review governance and compliance mitigations on a quarterly basis, ensuring alignment with statutory duties and best practice. The agreed Internal Audit plan provides a structured mechanism to identify and escalate risks relating to legal, financial, and procedural requirements arising from audit review. Given current capacity constraints and workforce challenges within key Council services, particularly vacancies in strategic management roles and reduced supervisory oversight, the risk of governance breaches and non-compliance remains elevated and no change is proposed. This reinforces the need for enhanced monitoring, prioritisation of critical controls, and timely escalation of issues to senior leadership.					Last Review	17-Dec-2025	20
Related Actions	Review the Scheme of Delegation then provide training for staff and elected members.	AGS 021 002a	Existing Controls	Scheme of Delegation				
	Review Council Standing Orders then provide training for staff and elected members.	AGS 021 002b		Committee Structures & Remits				
	Strengthen fraud risk management arrangements.	AGS 021 005		Governance & Audit Processes				
	Clackmannanshire Alliance operating arrangements and structures, including the Memorandum of Understanding, will be refreshed.	AGS 021 007		Internal Audit Programme Completion, Timeliness, Recommendations Accepted, Actions Completed (including within target dates) & Overall Assurance Level/Audit Opinion				
	Update and rationalise strategic approaches (policies, plans, strategies & procedures).	AGS 021 019	Relevant Indicators	Instances of Fraud Detected				
	Contract Standing Orders Review	AGS 022 002		Insurance Claims Against Council, % With Payment, Value of Payments & Defensibility Rate				
	Contribute to the review and seek approval of the governance for the Integration Joint Board (NHS FV, Clacks and Stirling) Integration Scheme led by the IJB.	AGS 023 001		Inspection Gradings (in applicable services)				
	Implement all outstanding Internal Audit recommendations as a matter of priority to address a decreasing number of substantial assurance reports and increasing limited and no assurance opinions.	AGS 023 004		Self-assessment Results				
	Conclude the Target Operating Model review to define structure and direction	AGS 024 101						
	Create standard guidance, process maps and templates for developing or revising strategic approaches, starting with Equalities and Fairer Scotland impact assessments.	AGS 024 102						
	Strengthen business continuity governance and processes corporately and across Council services.	AGS 024 103						
	Strengthen self-assessment and continuous improvement practices and reporting to continue to meet PPR and Best Value statutory requirements.	AGS 024 201						
	Explore corporate outcomes-based business plans and reporting via revised and Council-approved business planning process and documentation.	AGS 024 202						
	Annual Internal Audit & Fraud Programme	COU IAF						

  Health & Safety Breach		Outcome	WELOIP 1.1	Wellbeing - Physical & Mental Health			 Likelihood Impact	
Lead	Chief Executive	Categories	Wellbeing, Workforce, Community	Approach	Treat			
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. Health, Safety & Wellbeing Strategy 2025-28 agreed at Council in November 2025						Last Review 09-Dec-2025 20 Last Change 24-May-2022 16 Target 31-Dec-2026 16	
Related Actions	Revised Health & Safety Strategy & Actions Plan				CRR P&P HR1	Existing Controls	H&S Management System H&S Corporate Training Programme	
	Governance improvement actions across all services				CRR P&P LG1	Relevant Indicators	Strategy includes extensive suite (training, incidents, type, etc.), regular reports & review	
  Harm to Staff Through Violence & Aggression		Outcome	WELOIP 1.1	Wellbeing - Physical & Mental Health			 Likelihood Impact	
Lead	Chief Executive	Categories	Workforce, Wellbeing, Governance	Approach	Treat			
Risk	Incidents of violence and aggression towards Council staff result in serious injury and high levels of mental ill-health. Incidents come from a variety of service users and general members of the public.							
Potential Impact	Potential for fatalities and significant ongoing psychological harm, affecting individuals and families. High levels of staff absence, affecting minimum staffing, potential continuity disruption and achievement of service and corporate objectives. Potential for property damage and/or legal action, with associated financial and reputational impacts.							
Note	Training for staff has started to rollout and work on procuring a lone worker solution is also underway, but these have yet to filter through to lowering the risk						Last Review 16-Dec-2025 20 Last Change 30-Sep-2025 N Target 31-Mar-2027 16	
Related Actions	Review compliance with newly published Scottish Government guidance on violence & aggression				CRR P&P HR6	Existing Controls	Mental Health & Wellbeing Policy Personal Safety Policy	
	Roll out violence & aggression training programme, initially targeting the most vulnerable services				CRR P&P HR7		Potentially Violent Persons Register	
	Ensure measures in place to protect staff via lone working and PVP processes				CRR P&P HR8	Relevant Indicators	Instances & Near Misses (by service & incident type)	

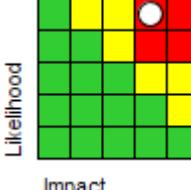
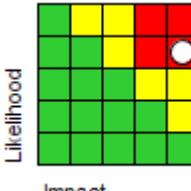
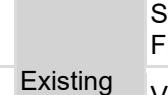
■	IT System/Cyber Security Failure	Outcome	BtF i.	Digital & Data Transformation			Likelihood	Impact		
Lead	Senior Manager Partnership & Transformation	Categories	Information, Security	Approach	Treat					
Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) 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	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, security and systems resilience as part of its Digital Transformation Strategy & roadmap. This will introduce security policies and monitoring tools, cloud hosted services, retire/replace legacy systems, invest in modern technology including telephony to support delivery, future ways of working & Digital Transformation ambitions. Initial implementation of MS365 is complete and already improving resilience, stability and security of systems. Regular IT health checks are undertaken to provide external assurance of controls.				Last Review	17-Dec-2025	20			
					Last Change	11-Sep-2023	15			
					Target	31-Mar-2026	15			
Related Actions	The Information and Communication Technology (ICT) Strategy and ICT Asset Management Plans will be finalised.				AGS 021 017	Existing Controls	Service Level Agreements & Contracts			
Relevant Indicators	Existing suite (e.g. incidents, health checks & compliance, mandatory training completion, asset registers, contract monitoring, etc.) to be developed and included in revised strategy				Existing Controls	Business Continuity Plans				
						Incident Response Plans				

■	Supply Chain & Labour Market Disruption	Outcome	WELOIP 2.1	Economy & Skills - Labour Market & Fair Work			Likelihood	Impact			
Lead	Chief Executive	Categories	Continuity, Finance, Workforce	Approach	Tolerate						
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										
Potential Impact	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										
Note	On top of our current risks and in addition to these we've been advised by a major manufacturer that global supply constraints are re-emerging, particularly around memory, storage and core components, driven by increased AI and server demand. While this is from one supplier, it reflects wider market pressures and is likely to affect devices, printers/MFDs, servers and chip-and-PIN equipment. We should factor longer lead times into procurement planning and avoid late purchasing where possible.				Last Review	08-Jan-2026	20				
					Last Change	20-Oct-2021	N				
					Target	31-Mar-2026	15				
Related Actions	Procurement Strategy Review				AGS 022 003	Existing Controls	Service Level Agreements & Contracts				
	Respond to market intelligence as it arises				CRR P&P FR1		Procurement Processes & Procedures				
Relevant Indicators	Procurement strategy includes extensive suite (spend (inc. local & SME), savings, type, etc.), regular reports & review										
	Existing Workforce suite (recruitment, retention, training, survey, etc.) to be reviewed and included in revised strategy										

		Failure of Public Utility Supply	Outcome	BtF 2.	Empowering Families & Communities		
Lead	Strategic Director - Partnership & Performance	Categories	Continuity, Community, Wellbeing	Approach	Tolerate		
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.						
Potential Impact	Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.						
Note	No Change to this risk. The LRP planning sub group is forming and will take further action on NPO. A Scottish Government led risk group will be stood up and take a lead on a national response plan to NPO but this is yet to be arranged.						Last Review 24-Nov-2025 15 Last Change 14-Mar-2023 20 Target 31-Mar-2026 12
Related Actions	Meet Strategic Leadership Group to review Major Incident Procedures		CRR P&P BC1	Existing Controls	Business Continuity Plans		
	Meet Local Resilience Partnership to review alignment of structures and governance, to trigger reviews of detailed plans		CRR P&P BC2		Emergency Response Plan		
	Participate in national power outage working group and implement recommendations		CRR P&P BC4		Indicators	Major Incident Procedures	
		Failure to Prepare for Severe Weather Events	Outcome	WELOIP 3.1	Places - Sustainable Places		
Lead	Strategic Director - Place	Categories	Environment, Continuity, Wellbeing	Approach	Tolerate		
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).						
Potential Impact	Widespread community dislocation (including possible risk to life), damage to property, businesses, roads & utility infrastructure (including 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).						
Note	No change during winter months due to weather's ability to change. Likelihood to be reduced in Summer but impact remains the same.						Last Review 24-Nov-2025 12 Last Change 30-May-2013 15 Target 31-Mar-2026 9
Related Actions	Meet Strategic Leadership Group to review Major Incident Procedures		CRR P&P BC1	Existing Controls	Business Continuity Plans		
	Meet Local Resilience Partnership to review alignment of structures and governance, to trigger reviews of detailed plans		CRR P&P BC2		Winter & Flood Management Plan		
					Indicators	Forth Valley Local Resilience Partnership	

3. Outputs & Outcomes

(Mitigation focuses on long-term strategy & service delivery priorities)

		Lack of Affordable & Suitable Housing Supply	Outcome	WELOIP 3.1 Places - Sustainable Places	 Likelihood Impact
Lead	Senior Housing Officer	Categories	Community, Finance, Governance	Approach	
Risk	Increasing demand for mainstream, homeless and care leaver accommodation and decelerating new build programmes mean demand is outstripping supply, resulting in unmet housing need, alongside challenges around cost of living & home energy costs.				
Potential Impact	Diminished capacity to comply with the Housing (Scotland) Act and "The Promise" aspirations, to support applicants into sustainable tenancies, implications for wellbeing (particularly mental health), lack of stability, inclusion and adapted properties, reputational and regulatory impacts.				
Note	Similar issues are being experienced across Scotland, Clackmannanshire Council's caseload has increased by 93% since 2020, despite the existing mitigation of an increased proportion of lets going to homeless applicants (47% in 19/20 up to 68% in quarter 2, 25/26). The service is currently in breach of the Unsuitable Accommodation Order due to utilisation of stock outwith area for extended durations. This is expected to worsen further as a result of increased mortgage interest rates, potential for reposessions and pressure on private landlords which may increase rents and evictions. There are additional obligations on local authorities as part of the newly passed Scottish Government Housing Bill, with detail on timelines expected by end of 25/26 financial year.	Last Review	12-Nov-2025	20	
Related Actions	Housing champion for The Promise – this is included within new housing role in HBMT structure	HSG SRM 08a	 Existing Controls	Allocations Policy	
	Focused & targeted approach to reducing void property turnaround time and associated void rent loss	HSG SRM 08b		Local Housing Strategy	
Indicators	Extensive suite (e.g. stock, needs & demands, voids, homelessness, etc.) reported regularly with ongoing development			Housing Investment Plan	
		Worsening Health Inequalities	Outcome	WELOIP 1.1 Wellbeing - Physical & Mental Health	 Likelihood Impact
Lead	Chief Executive	Categories	Wellbeing, Community, Strategic	Approach	
Risk	Failure to improve health & wellbeing, particularly in financial/social determinants of physical & mental health, such as community safety, substance use, and domestic abuse results in exacerbation of pre-existing health inequalities.				
Potential Impact	Widened gap in health outcomes, life expectancy, prevalence of chronic conditions, suicides and social isolation, particularly in vulnerable groups, with worsening impacts on economic/employment opportunities and lowered resilience/increased dependence on services & support.				
Note	This theme is central to the Wellbeing Economy Local Outcomes Improvement Plan. This is closely linked to other outcomes on poverty or lack of economic/employment opportunities, and evidence demonstrates that these can be positively influenced by improving physical and mental health & wellbeing. This is, being taken forward with key community planning partners, with actions in progress around promoting mental health and wellbeing supports and services, including preventative resources. Equalities and Fairer Scotland Impact Assessments are integral to decision-making, with templates and guidance recently revised and activities continue around active travel, access to green spaces, safe spaces for women & girls, nutrition and affordable housing & heating.	Last Review	14-Nov-2025	20	
Related Actions	Improve the health and wellbeing of women and girls in Clackmannanshire	WEL 244 102	 Existing Controls	Sport & Active Living Framework	
	Improve access to whole systems community based mental health support, resources and services	WEL 244 103		Violence Against Women & Girls Partnership	
	Simplify and integrate plans and partnerships in place around the theme of wellbeing.	WEL 244 107		Alcohol & Drugs Partnership	
Indicators	Extensive suite (including those listed above) reported regularly with ongoing development, in partnership with NHS				

Lead	Increasing Levels of Poverty	Outcome	WELOIP 1.3	Wellbeing - Poverty	Approach	Treat	Likelihood	Impact
Lead	Strategic Director - People	Categories	Community, Wellbeing, Strategic					
Risk	A lack of suitable supports around employment & financial advice, and barriers to economic activity results in failure to alleviate the increasing cost of living and deprivation in the area, pushing more people, including children, into poverty.							
Potential Impact	Increasingly poor outcomes for individuals, associated with educational, employment & economic potential, health & wellbeing, and other socio-economic factors, with cycles and behaviours continuing and worsening in future generations							
Note	Voice-led service design embedded across family and community support, with community members shaping priorities and funding decisions through the Transformation Space and "What Matters to You" approaches. Delivery through Play Roots and Wee Play Alloa strengthened early years support, reaching 51 children and 54 adults, improving child development and adult confidence. Family Hub sessions expanded across Alloa, Alva, Tullibody, Sauchie, and Clackmannan. Whole Family Support infrastructure now links early years groups and multi-agency Family Wellbeing Hubs, supporting 169 families with younger children and 215 families with school-age children, 70% of whom report financial hardship or mental health challenges. Citizens Advice Bureau interventions delivered £1,459,725 in client financial gains since April 2025, with 41% of surveyed families reporting improved financial circumstances and 20% reporting increased annual household income. Embedded referral routes between Child Wellbeing Partnership, Clackmannanshire Works, Social Security Scotland, DWP, and CAB ensure timely income maximisation and childcare payment support. Fairer Approaches to Public Debt group established, achieving early positive outcomes for families facing rent and council tax arrears. Emergency food pathway introduced for families discharged from NHS Forth Valley wards, supporting Whole Family approach.				Last Review 18-Dec-2025	16		
Related Actions	Undertake the Housing Needs and Demand Assessment (HNDA).		AGS 023 011	Existing Controls	Tackling Poverty Partnership			
	Prepare Alloa Town Centre Masterplan		AGS 023 012		Family Wellbeing Partnership			
	People Directorate Community Wellbeing Plan 2025-26		PPL CWP 256		Safeguarding Through Rapid Intervention (STRIVE)			
	Support children, young people, and families early through integrated services		CWP 256 103		Child Poverty Rate			
	Deliver local accommodation and support for care experienced young people in partnership		CWP 256 104		Income Deprivation			
	Poverty in our communities is reduced by improving outcomes for all		CWP 256 400	Relevant Indicators	Rent Arrears (% of Rent Due)			
	Encourage voice-led transformation across services supporting families in or at risk of poverty		CWP 256 401		Crisis & Community Care Grant Decision Timeliness			
	Develop Whole Family Support (WFS) approaches tailored to community needs		CWP 256 402		Food Insecurity			
	Optimise income maximisation opportunities and referral pathways		CWP 256 403		Homelessness/Temporary Accommodation			
	Establish specialist employability support for those with criminal justice experience, including employer engagement		CWP 256 404		Others in Wellbeing Economy Local Outcomes Improvement Plan & People Directorate Community Wellbeing Plan			
	Increase opportunities for healthier behaviours, focusing on those facing inequality		CWP 256 503					
	Develop shared measures and targets to improve community health and wellbeing		CWP 256 504					

Continued Contribution to Climate Change		Outcome	WELOIP 3.2	Places - Environmental Sustainability	
Lead	Strategic Director - Place	Categories	Environment, Wellbeing	Approach	Treat
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.				
Potential Impact	Worsening environmental impacts including flooding (see Severe Weather risk), impact on health/social wellbeing, increased fuel poverty, 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	Maintaining and strengthening the Council's climate commitments is essential not just for legal compliance, but for realising significant co-benefits—ranging from financial savings, tackling fuel poverty, and improved public health to community empowerment and economic resilience. Conversely, not doing so would risk escalating environmental harm, heightened socio-economic inequalities, missed funding opportunities, and reputational damage due to not supporting national/international policy, and there could be legal implications of not meeting targets or demonstrating progress. The Council's continued efforts in climate action are imperative for the wellbeing of Clackmannanshire's residents, economy, and environment—both now and for future generations.			Last Review Last Change Target	24-Dec-2025 15 16-Dec-2024 10 31-Mar-2026 10
Related Actions	Seek Council approval for and implement the new Climate Change Strategy to replace the Interim Climate Change Strategy.	AGS 023 010	Existing Controls	Local Biodiversity Action Plan Regional Energy Masterplan Sustainable Food Growing Strategy	
	Develop a corporate Asset Strategy.	AGS 023 013	Relevant Indicators	Active Travel (to School/Work) % Household Waste Recycled	
	To procure and plan a Housing Stock and Assets Condition Survey	AGS 024 501		Carbon Dioxide Emissions (All, those Within Local Authority Scope & those from Transport, Electricity & Natural Gas)	
	Following approval of the Asset Strategy, roll out asset plans across portfolios and finalise decisions for the Westhaugh Gypsy Traveller Site and RAAC-related housing stock	AGS 024 502		Air Quality Access to Green & Blue Spaces (Within 5 mins from Home)	

 	Failure to Comply with UNCRC	Outcome	WELOIP 1.2	Wellbeing - Outcomes for Young People		
Lead	Chief Executive	Categories	Community	Approach	Treat	
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					
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	Section 18 of the UNCRC (Incorporation) Scotland Act 2024 requires each local authority to publish a report every three years. The first UNCRC report to Scottish Government is due 31 March 2026. The reporting period is from 16 July 2024 to 31 March 2026. 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. UNCRC "How Ready Are You" audits have been completed across service areas, with high-level reports re-sent to Directorates on 7 November 2025, to review delivery plans, ensuring adherence to legislation. Template for capturing data will be finalised at UNCRC working group on 15 January 2025 to inform report. Working Group members to collate evidence against Pentana RAG status to support input when template shared in preparation for report deadline.	Last Review	17-Dec-2025	12		
		Last Change	15-Sep-2025	8		
		Target	31-Mar-2026	8		

 	Carry out 'How Ready are You?' audit to check compliance & identify priority actions	CRR COU CR1		Team Leader/Senior Manager Forum
Related Actions	Implement Child Friendly Complaints process (no later than 31-Mar-25)	CRR COU CR2	Existing Controls	Youth Voice Forum
	Communicate UNCRC duties to staff, customers & partners to raise awareness of implications	CRR PPL ED1	Indicators	Equalities Impact Assessment
				Self-assessment Results

 	Public Health Emergency	Outcome	WELOIP 1.1	Wellbeing - Physical & Mental Health		
Lead	Chief Executive	Categories	Wellbeing, Continuity	Approach	Tolerate	
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.					
Potential Impact	Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.					
Note	The recent Tier 1 national exercise - Exercise Pegasus focused on the response to a pandemic. In cooperation with the Forth Valley LRP Clackmannanshire council participated. While this has not reduced the risk it has provided further insight into how the UK and Scottish Governments are likely to respond post COVID-19	Last Review	24-Nov-2025	12		
		Last Change	26-Jul-2024	20		
		Target	31-Jan-2027	8		
 	Meet Strategic Leadership Group to review Major Incident Procedures	CRR P&P BC1		Business Continuity Plans		
Related Actions	Meet Local Resilience Partnership to review alignment of structures and governance, to trigger reviews of detailed plans	CRR P&P BC2	Existing Controls	Major Incident Procedures		
				Pandemic Flu Plan		
	Review outputs and learning from national Covid Enquiry and implement recommendations	CRR P&P BC3	Indicators	Extensive Health & Wellbeing suite, regular reports & review		