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**Report to**                      **Audit & Scrutiny Committee**

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**Date of Meeting:**    **11<sup>th</sup> June 2026**

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**Subject:**                      **Corporate Risk Register**

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**Report by:**                      **Senior Manager, Partnership & Transformation**

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**1.0 Purpose**

1.1. This report provides Committee with the 2025/26 Quarter 4 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 Clackmannanshire Community Partnership has set out key priorities in the Wellbeing Economy Local Outcomes Improvement Plan (LOIP) 2024-34. These are reflected in the Council's annual budget, Be the Future programme and suite of strategies and policies. Plans will only be achievable if, in addition to the aspirational outcomes we want to achieve with and for local communities, they also pragmatically consider the challenges that may hinder progress.

3.1.2. On a daily basis, Council officers deal with a wide variety of operational risks to individuals, groups, localities and internal processes. The hierarchy of registers for functions, cross-cutting themes and partnerships up to the corporate register should ensure holistic oversight of the issues managed at each level. This must be complemented by a strategic view that assesses wider implications and complex interdependencies, embedding flexibility to manage uncertainty in planning and implementation.

3.1.3. An effective risk management approach ensures we are aware of such factors and, where appropriate, take mitigative action to secure the success of our initiatives. It should also enable measured risk-taking to deliver benefits, provided the implications are understood and acceptable, with clear accountabilities. The ongoing impact of national and global issues on local services and communities has been significant, and risk management

remains a critical tool for preventing and reducing harms, ensuring the best possible outcomes are achieved for the area and its people.

### **3.2. Corporate Risk Management Process**

3.2.1. The corporate risk register is owned by the Senior Leadership Group, with the Head of Corporate Services responsible for the risk management 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 developments in existing corporate and service risks;
- Assess emerging external risks for potential local relevance;
- Evaluate emerging internal risks (Internal Audit/self-assessment);
- Consider escalating significant service risks to the corporate level, or demoting to other registers if severity reduces; and
- Drive forward mitigations and improvement opportunities.

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 actions may not directly reduce the score, but their cumulative impact strengthens 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 Severe Weather Events, reflecting seasonal changes that reduce the likelihood of occurrence but increase potential impact.

3.3.2. The Risk Management Strategy delivery plan will be presented to Committee in August and 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 and Annual Governance Statement (AGS) Best Value self-assessments.

3.3.3. Ongoing iterative improvements are also made to the presentation, substance and accessibility of risk information in response to internal and external feedback. Recent enhancements include revised mapping to AGS actions, performance indicators and outcomes/categories, use of artificial intelligence and a visual summary of groupings to emphasise focus on mitigation. Further

process alignment via the Corporate Risk & Integrity Forum is driving focus on evidence-based assessments and completion of targeted actions.

#### **4.0 Sustainability Implications**

4.1. *There are 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 equalities implications arising from 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 (Quarter 4, 2025/26)

### 11.0 Background Papers

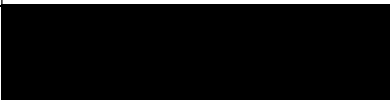
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

#### Author(s)

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

#### Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Head of Corporate Services	

# Appendix A - Corporate Risk Register

Summary of Changes	Score Distribution
<p>At the end of quarter 4, 2025/26 there are 20 risks on the corporate register.</p> <p><b>Status</b></p> <ul style="list-style-type: none"> <li>• 12 risks are red (same as previous report - quarter 3, 2025/26)</li> <li>• 6 risks are amber (same as previous)</li> <li>• 2 risks are green (same as previous - fewer green on corporate register as these are often demoted for scrutiny via other registers)</li> </ul> <p><b>Approach</b></p> <ul style="list-style-type: none"> <li>• 15 risks are being <b>Treated</b> (same as previous)</li> <li>• 5 risks must be <b>Tolerated</b> (same as previous)</li> </ul> <p><b>Change in Scores Since Last Review</b></p> <ul style="list-style-type: none"> <li>• 1 risk has reduced, and 19 remain the same</li> <li>• No risks have increased or been added to or removed from the register</li> </ul>	<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 022	Public Health Emergency	12		Tolerate	
COU CRR 031	Failure to Prepare for Severe Weather Events	10		Tolerate	
COU CRR 034	Insufficient Pace & Scale of Organisational Transformation	9		Treat	
COU CRR 023	Industrial Unrest	6		Tolerate	

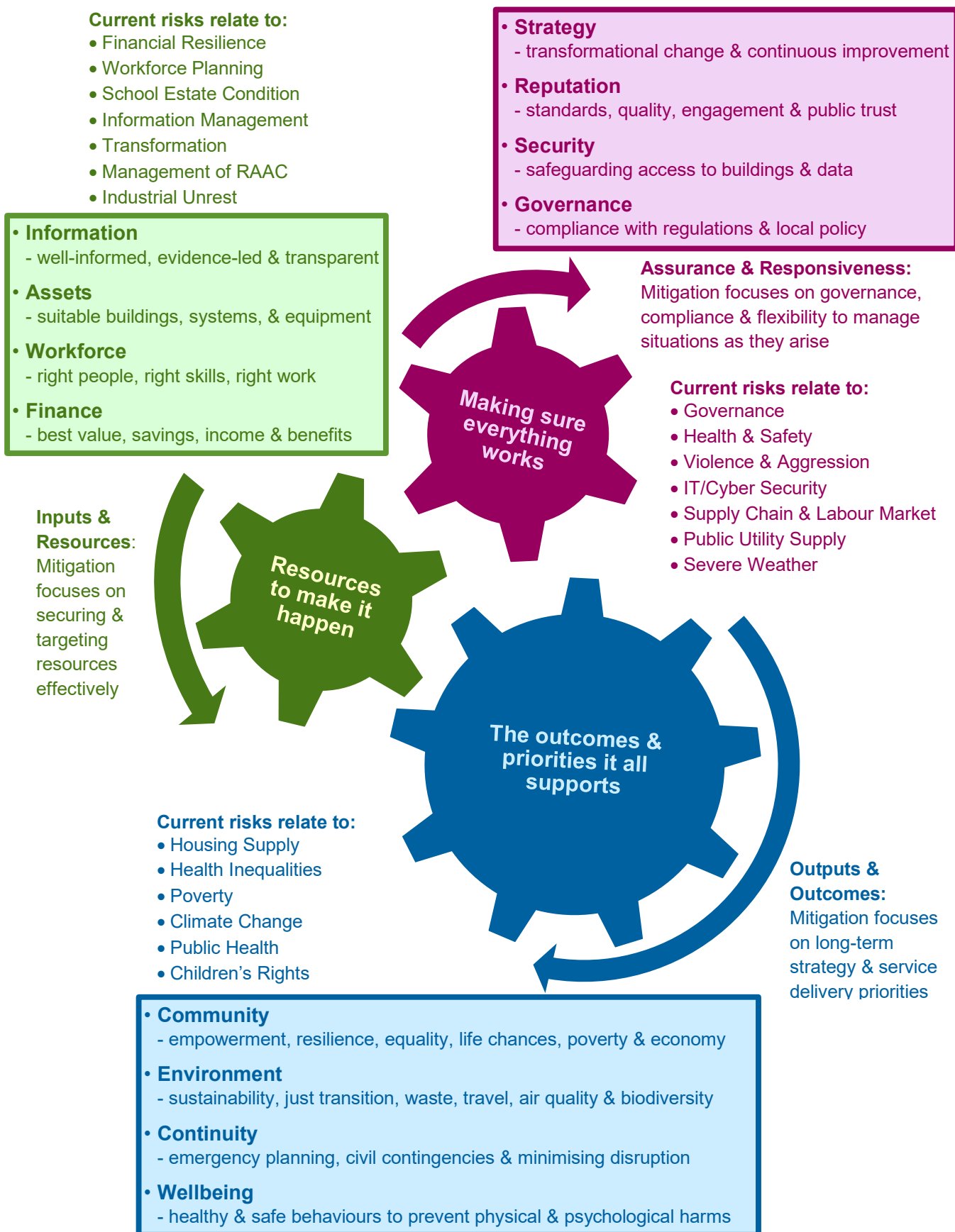
## Risk Register Guidance

<b>Purpose</b>	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.
<b>Aims</b>	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.
<b>Summary</b>	What's changed since the last report and totals for key factors below (the current profile).
<b>Scores</b>	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 x 5 = 25.
<b>Status</b>	Scores then determine the status: <span style="color: green;">✔</span> green, low risk (9 or less), <span style="color: orange;">▲</span> amber, medium risk (10-15), or <span style="color: red;">●</span> red, high risk (16 or more). This highlights major issues that need dealt with as a priority.
<b>Change</b>	Whether the score's gone up <span style="color: blue;">▲</span> , down <span style="color: blue;">▼</span> , or stayed the same <span style="color: blue;">▬</span> 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.
<b>Approach</b>	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.
<b>Lead Officer</b>	The person with overall responsibility for dealing with the risk and providing updates.
<b>Title</b>	The issue we're worried about – very negative but may never occur because of actions we'll take.
<b>Risk</b>	More detail about what might cause the risk, and the event we need to prevent or react to.
<b>Impact</b>	The worst possible results on the Council or local communities, considering the categories below.
<b>Notes</b>	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).
<b>Controls</b>	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.
<b>Actions</b>	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.
<b>Categories</b>	Areas the Council must manage to ensure things go smoothly (shaded by grouping on next page). <ul style="list-style-type: none"> <li><span style="color: green;">Assets</span>      Buildings, computer systems and other equipment needed to run our services.</li> <li><span style="color: blue;">Community</span>    Helping people to stay strong and happy, and looking after them in difficult times.</li> <li><span style="color: blue;">Continuity</span>    Making sure the services people rely on keep running without disruption.</li> <li><span style="color: blue;">Environment</span>   Looking after the planet, animals and plants, and reducing pollution and waste.</li> <li><span style="color: green;">Finance</span>        The money we have to run services and keep doing all the other things on this list.</li> <li><span style="color: magenta;">Governance</span>    Obeying the law and other rules about behaving responsibly and fairly.</li> <li><span style="color: green;">Information</span>    Learning from facts and data we trust, and being honest about how things are going.</li> <li><span style="color: magenta;">Reputation</span>    How other people see us, and how happy they are with how we do things.</li> <li><span style="color: magenta;">Security</span>        Making sure only the right people get into buildings/systems, and use them properly.</li> <li><span style="color: magenta;">Strategy</span>        What we'll do and changes we'll make so that services work better for everyone.</li> <li><span style="color: blue;">Wellbeing</span>      Keeping people safe and healthy so they're not hurt in accidents or by other people.</li> <li><span style="color: green;">Workforce</span>     The staff and skills we need to do all of the above to a high standard.</li> </ul>
<b>Outcomes</b>	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
<b>Wellbeing</b>	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
<b>Economy &amp; Skills</b>	v Tackling Poverty	5 Engaging with local communities
2.1 Labour Market & Fair Work	vi Investment Strategy	
2.2 Economic Opportunities	vii Workforce Strategy	
<b>Places</b>	viii Value-based Leadership/Culture Change	
3.1 Sustainable Places	ix Collaborative Community Models	
3.2 Environmental Sustainability	x Place Redesign	



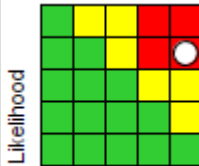
# Summary of Corporate Risks by Category Grouping



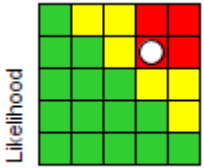


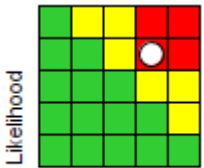
While risks may originate in one category, the focus here is not on causes but solutions, which may lie elsewhere. Please also note that the shading here does not indicate the status of risks.



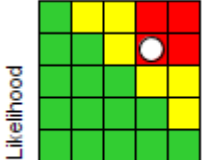




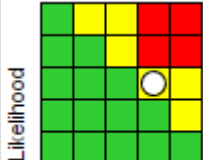


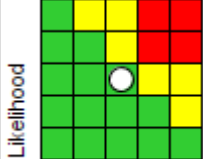
# 1. Inputs & Resources



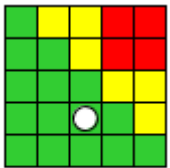
Mitigation focuses on securing & targeting resources effectively

		<b>Insufficient Financial Resilience</b>	Outcome	BV 1.	Balancing the Quality of Services with Cost			 <p>Likelihood</p> <p>Impact</p>	
Lead	Senior Manager Finance & Revenues/Chief Finance Officer		Categories	Finance, Assets, Strategic		Approach	Treat		
Risk	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.								
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.								
Note	The 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	Relevant Indicators	5-year Budget Gap Projections			
						Achievement of Approved Savings - All Services			
						Useable Reserves (% of Budget)			
						Use of Reserves (%)			
	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		Uncommitted Balance (% of Budget)			
						Cost/Revenue Ratio (General Fund)			
Create a financial resilience framework to support the medium-term strategy, once approved.			AGS 024 301	Cost/Revenue Ratio (Housing Revenue Account)					
Review Local Finance Returns process to maximise funding access for the Council.			AGS 024 302	Outturn Expenditure (% of Budgeted)					
Strengthen collaboration and joint working between Finance and other Council services to optimise budget management and financial monitoring.			AGS 024 303	Council Tax Collected Within Year (%)					
Explore options for income generation across the Council and assess the feasibility of such options.			AGS 024 304						
Review <b>capital budget setting</b> and monitoring arrangements to set realistic budgets with clear timelines and a clear linkage to Council priorities.			AGS 024 305						

		<b>Inadequate Workforce Planning</b>	Outcome	BtF vii.	Workforce Strategy			
Lead	Head of Corporate Services	Categories	Workforce, Strategic	Approach	Treat			
Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.							
Potential Impact	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
						Last Change	18-Dec-2024	12
						Target	30-Sep-2026	12
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				
		<b>School Estate Condition Disrupts Education Provision</b>	Outcome	WELOIP 1.2	Wellbeing - Outcomes for Young People			
Lead	Director of Place & Economy	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 in the first half of 2026. Project management resource within Property is limited and external support has been procured to manage these works, which are extensive. A review of structural and condition reports across the whole estate is underway. This will likely identify further potential works to be addressed. Until this is received the risk remains high.					Last Review	23-Mar-2026	16
						Last Change	14-Oct-2025	12
						Target	31-Mar-2026	12
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	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		Buildings Suitable for Current Use		
						Floor Area Satisfactory Condition		



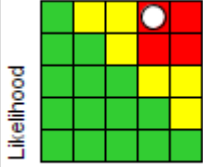
		<b>Information Not Managed Effectively</b>	Outcome	BV 4.	Being Accountable & Transparent		
Lead	Senior Manager - Legal & Governance/Monitoring Officer	Categories	Information, Security, Strategic	Approach	Treat		
Risk	Information is not protected, managed or used effectively due to lack of compliance 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 is still in planning. Scottish Information Commissioner has extended intervention until June 26. 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. FOI handling and completion of mandatory training has improved but continued effort is still required by all directorates. Guidance documents continue to be updated and policies for FOI and EIR being prepared. Continual review of data sharing / processing agreements will be required.				Last Review	02-Mar-2026	16
					Last Change	09-Jun-2022	12
					Target	31-Dec-2026	12
Related Actions	Refresh Communications Strategy and Social Media Policy and Guidelines	AGS 021 009	Existing Controls	Data Sharing Agreements (& Continual Review)			
	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		General Data Protection Regulations Guidance & Training			
	To review the Council's Complaints Policy and Procedure and implement training accordingly.	AGS 023 008	Relevant Indicators	Employees Completing Mandatory Training			
	Refresh the Digital Strategy.	AGS 023 021		No. of 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		% Complaints Closed Within Timescale - All Services			
	Explore options to streamline and coordinate consultation activity.	AGS 024 401		% Complaints Upheld/Partially - All Services			
	Initiate work to document key work flows, starting with induction.	AGS 024 402		% Freedom of Information Requests Responded to Within Timescale			
	Review how we manage Freedom of Information requests.	AGS 024 403		Others to be developed & included in revised strategies			
Actions from Scottish Information Commissioner letter on 06-Dec-24 regarding Freedom of Information intervention	P&P L&G SIC						



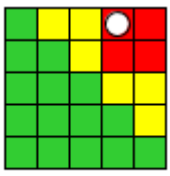
		<b>Limited Assurance Around Management of RAAC</b>	Outcome	WELOIP 3.1	Places - Sustainable Places					
Lead	Director of Place & Economy		Categories	Assets, Community, Reputation	Approach	Treat				
Risk	Potential deterioration of buildings with RAAC (Reinforced Autoclaved Aerated Concrete) into unsafe 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						Likelihood			
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.							Impact		
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. 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	23-Mar-2026	12	
							Last Change	20-Nov-2023	N	
							Target	31-Mar-2026	8	
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	Scottish Government RAAC Cross-sector Working Group				
	Focused resource to manage the RAAC survey programme, communications and resident support actions			PLC DRR 003		Housing Needs & Demand Assessment				
	Housing service leads part of Scottish Government RAAC Cross Sector Working Group			PLC DRR 004	Indicators	To be identified (if of value)				
		<b>Insufficient Pace &amp; Scale of Organisational Transformation</b>	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.						Likelihood			
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.							Impact		
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	
							Last Change	22-Dec-2025	12	
							Target	31-Mar-2026	8	
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)				



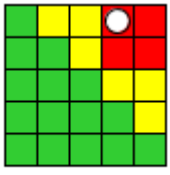
		<b>Industrial Unrest</b>	Outcome	BtF vii.	Workforce Strategy					
Lead	Chief Executive		Categories	Workforce, Continuity		Approach	Tolerate			
Risk	Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.						Likelihood			
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			
							Trade Union Communications Protocol			
							'Working Together' Group & Agreement			
						Indicators	To be identified (if of value)			

## 2. Assurance & Responsiveness



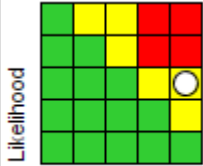
Mitigation focuses on governance, compliance & flexibility to manage situations as they arise



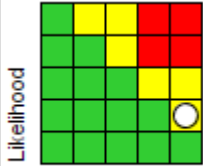
		<b>Major Governance Failure</b>	Outcome	BV 4.	Being Accountable & Transparent			
Lead	Head of Corporate Services		Categories	Governance, Reputation	Approach		Treat	
Risk	A significant failure of compliance with statutory duties through non-adherence to and/or lack of awareness or understanding of law, 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	04-Mar-2026	20
						Last Change	30-Sep-2025	16
						Target	31-Mar-2026	16
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		Overall Internal Audit Opinion			
	Update and rationalise strategic approaches (policies, plans, strategies & procedures).		AGS 021 019	Relevant Indicators	IA Reports Issued <3 Weeks			
	Contract Standing Orders Review		AGS 022 002		IA Recommendations Accepted			
	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		IA Programme Completion			
	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		Instances of Fraud Detected			
	Conclude the Target Operating Model review to define structure and direction		AGS 024 101		Insurance Claims With Payment			
	Create standard guidance, process maps and templates for developing or revising strategic approaches, starting with Equalities and Fairer Scotland impact assessments.		AGS 024 102		No. of Insurance Claims			
	Strengthen business continuity governance and processes corporately and across Council services.		AGS 024 103		Value of Insurance Claims Paid			
	Strengthen self-assessment and continuous improvement practices and reporting to continue to meet PPR and Best Value statutory requirements.		AGS 024 201		Inspection Gradings (in applicable services)			
Explore corporate outcomes-based business plans and reporting via revised and Council-approved business planning process and documentation.		AGS 024 202	Self-assessment Results					
Annual Internal Audit & Fraud Programme		COU IAF						

		<b>Health &amp; Safety Breach</b>	Outcome	WELOIP 1.1	Wellbeing - Physical & Mental Health		
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 and sessions held with SLF/TLF in January 2026				Last Review	16-Mar-2026	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	
	Governance improvement actions across all services			CRR P&P LG1	Relevant Indicators	H&S Training Programme	
						Strategy includes extensive suite (training, incidents, type, etc.), regular reports & review	

		<b>Harm to Staff Through Violence &amp; Aggression</b>	Outcome	WELOIP 1.1	Wellbeing - Physical & Mental Health		
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 continued to rollout and work on procuring a lone worker solution is also underway, but these have yet to filter through to lowering the risk. Greater awareness is increasing the reporting in some areas.				Last Review	16-Mar-2026	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	
	Roll out violence & aggression training programme, initially targeting the most vulnerable services			CRR P&P HR7		Personally 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)	



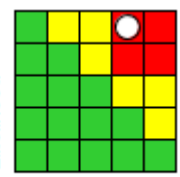


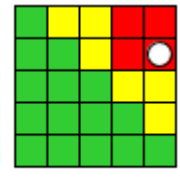
		<b>IT System/Cyber Security Failure</b>	Outcome	BtF i.	Digital & Data Transformation				
Lead	Senior Manager Partnership & Transformation		Categories	Information, Security	Approach	Treat			
Risk	Full or partial loss of network/hardware/software/telecoms (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/contracts, or lack of investment in systems/staff/training (i.e. failure to uphold priorities of Confidentiality, Integrity & 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	Recent global issues & incidents means this remains high risk and work is ongoing to raise awareness of mitigations. The Council is also investing in infrastructure, security & resilience through Digital Transformation. This will introduce security policies, 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 complete and already improving resilience, stability and security of systems. Regular IT health checks 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	Incident Response Plans		
							Business Continuity Plans		
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						Service Level Agreements & Contracts		
		<b>Supply Chain &amp; Labour Market Disruption</b>	Outcome	WELOIP 2.1	Economy & Skills - Labour Market & Fair Work				
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	Impact and Likelihood remain unchanged but trend is potentially upward given the structural nature of IT component shortages and ongoing fiscal/workforce constraints. Due to structural supply constraints in global IT components (especially memory/storage), ongoing inflationary and fiscal pressures on councils and suppliers, regulatory changes in procurement, and persistent shortages in critical local-authority skills, the Council may face extended lead times, price volatility, reduced supplier availability, and delivery slippage across key contracts and digital transformation programmes, resulting in service disruption, higher total cost of ownership, and elevated risk of supplier distress or failure. Global AI-driven memory tightness and 9-month lead times/price spikes; Scottish local government budgets under sustained pressure; consultation on procurement thresholds; persistent workforce shortages in councils and Trading Standards; legacy IT and digital skills gaps constraining transformation.						Last Review	23-Feb-2026	20
							Last Change	20-Oct-2021	N
							Target	31-Mar-2026	15
Related Actions	Procurement Strategy Review				AGS 022 003	Existing Controls	Recruitment/Retention Policy		
	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						Service Level Agreements & Contracts		
	Existing Workforce suite (recruitment, retention, training, survey, etc.) to be reviewed and included in revised strategy								



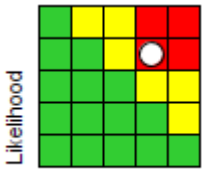
		<b>Failure of Public Utility Supply</b>	Outcome	BtF 2.	Empowering Families & Communities			
Lead	Head of Corporate Services		Categories	Continuity, Community, Wellbeing	Approach		Tolerate	
Risk	Sustained loss of gas, electricity, water and communications over a significant area due to failure of a provider's 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	National NPO working group forming led by Scottish Government					Last Review	20-Apr-2026	15
						Last Change	14-Mar-2023	20
						Target	31-Mar-2026	12
Related Actions	Meet SLG 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	To be identified (if of value)		



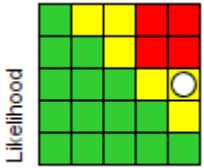
		<b>Failure to Prepare for Severe Weather Events</b>	Outcome	WELOIP 3.1	Places - Sustainable Places				
Lead	Director of Place & Economy		Categories	Environment, Continuity, Wellbeing	Approach		Tolerate		
Risk	Inability to respond to severe weather events due to lack of appropriate planning & equipment (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 (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).								
Note	Reduced Likelihood but increased impact to reflect change in season. As we move out of winter the chances of Severe Weather reduce however the impact increases: Leaves on trees mean strong winds more likely to have branches fall; Dryer weather leads to increase risk of flood impact as land dries; Increased temp leads to dry conditions and increased risk of wildfires etc					Last Review	20-Apr-2026	10	
						Last Change	20-Apr-2026	12	
						Target	31-Mar-2026	9	
Related Actions	Meet SLG 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	To be Identified (if of value)		



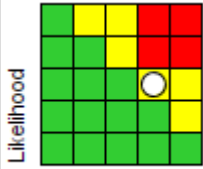


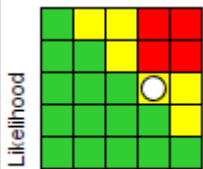
### 3. Outputs & Outcomes

Mitigation focuses on long-term strategy & service delivery priorities

		<b>Lack of Affordable &amp; Suitable Housing Supply</b>	Outcome	WELOIP 3.1	Places - Sustainable Places	 <p>Likelihood</p> <p>Impact</p>	
Lead	Director of Place & Economy		Categories	Community, Finance, Governance	Approach		Treat
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 since 2020, despite existing mitigation of increased proportion of lets going to homeless applicants. The service is currently in breach of the Unsuitable Accommodation Order due to utilisation of stock outwith area for extended durations. Global issues creating ongoing uncertainty around markets. There are additional obligations on local authorities as part of the newly passed Scottish Government Housing Bill, with detail on guidance still expected. The Future Homes Board is exploring various interventions to support supply and address some of the pressure points indicated here, such as social bites, Westhaugh and other structural works within our estate.				Last Review	23-Mar-2026	20
					Last Change	06-Aug-2025	N
					Target	30-Jun-2026	16
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	
		<b>Worsening Health Inequalities</b>	Outcome	WELOIP 1.1	Wellbeing - Physical & Mental Health	 <p>Likelihood</p> <p>Impact</p>	
Lead	Chief Executive		Categories	Wellbeing, Community, Strategic	Approach		Treat
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
					Last Change	05-Aug-2025	N
					Target	31-Mar-2026	15
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			
Indicators	Extensive suite (including those listed in note) reported regularly with ongoing development, in partnership with NHS					Alcohol & Drugs Partnership	

		<b>Increasing Levels of Poverty</b>	Outcome	WELOIP 1.3	Wellbeing - Poverty	 Likelihood Impact					
Lead	Depute Chief Executive/Director of Wellbeing		Categories	Community, Wellbeing, Strategic					Approach	Treat	
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	Poverty remains a significant and growing risk, driven by cost of living pressures, worklessness, and barriers to employment and income maximisation. Wider global factors, including economic instability, conflict, and pressures on energy, food supply, and prices, continue to exacerbate local hardship. Although 252 fewer children are living in relative poverty since 2019/20, rates remain above the Scottish average and progress toward 2030 targets is insufficient. Employment levels remain below national figures, while health inequalities persist. Whole Family Support, Family Hubs and multi agency interventions are mitigating impacts, but risks remain high.						Last Review	13-Mar-2026	16		
							Last Change	05-Aug-2025	N		
							Target	31-Mar-2026	12		
Related Actions	Undertake the Housing Needs and Demand Assessment (HNDA).				AGS 023 011	Existing Controls	Family Wellbeing Partnership				
	Prepare Alloa Town Centre Masterplan				AGS 023 012		Safeguarding Through Rapid Intervention (STRIVE)				
	People Directorate Community Wellbeing Plan 2025-26				PPL CWP 256		Tackling Poverty Partnership				
	Support children, young people, and families early through integrated services				CWP 256 103	Relevant Indicators	Child Poverty Rate				
	Deliver local accommodation and support for care experienced young people in partnership				CWP 256 104		Gross rent arrears (all tenants) as a % of gross				
	Poverty in our communities is reduced by improving outcomes for all				CWP 256 400		Crisis Grant Timeliness				
	Encourage voice-led transformation across services supporting families in or at risk of poverty				CWP 256 401		Community Care Grant Timeliness				
	Develop Whole Family Support (WFS) approaches tailored to community needs				CWP 256 402		Fuel Poverty (CPP Profile)				
	Optimise income maximisation opportunities and referral pathways				CWP 256 403		Young People in Most Income Deprived Quintile (0-25)				
	Establish specialist employability support for those with criminal justice experience, including employer engagement				CWP 256 404		Food Insecurity				
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							

		<b>Continued Contribution to Climate Change</b>	Outcome	WELOIP 3.2	Places - Environmental Sustainability	 Likelihood Impact					
Lead	Director of Place & Economy		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 well being, 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	Situation continues. Ongoing challenges. Services are making inroads, however, there is a substantial amount of work to be carried out involving various stakeholders (internal and external).					Last Review	16-Mar-2026	15			
						Last Change	16-Dec-2024	10			
						Target	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	CO2 Emissions per Capita					
				CO2 Emissions - Within Scope							
				CO2 Emissions - Transport							
				CO2 Emissions - Electricity							
				CO2 Emissions - Gas							
To procure and plan a Housing Stock and Assets Condition Survey			AGS 024 501	Maximum Highest Daily Temperature							
				Mean Summer Temperature							
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							
				% Household Waste Recycled/Composted							
				Active Travel to School							
				Active Travel to Work							

		<b>Failure to Comply with UNCRC</b>	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	The UNCRC cross Directorate working group has continued the development of child friendly complaints to ensure that we comply with the most up to date SPSO complaints model for local authorities and take cognisance of any additional guidance/principles around child friendly complaints and the UNCRC. Council web pages are being updated to reflect this with colleagues in Comms, including links to the existing Children's Rights page on the website. All leads in the UNCRC Group are capturing data on the agreed template for each department and Directorate by 02.04.26 to ensure we have everything recorded as part of our reporting duty, covering the period from 16.07.24 to 31.03.26. Clacks Youth Forum showcasing UNCRC work on 13.05.26 in Alloa Town Hall. Two Staff from the Working Group attended the UNCRC Local Government Conference and shared their feedback.					Last Review	17-Dec-2025	12
						Last Change	15-Sep-2025	8
						Target	31-Mar-2026	8
Related Actions	Carry out 'How Ready are You?' audit to check compliance & identify priority actions			CRR COU CR1	Existing Controls	Team Leader/Senior Manager Forum		
	Implement Child Friendly Complaints process (no later than 31-Mar-25)			CRR COU CR2		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		
		<b>Public Health Emergency</b>	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	No change, on going Public COVID Inquiry continuing with lessons being incorporated.					Last Review	20-Apr-2026	12
						Last Change	26-Jul-2024	20
						Target	31-Jan-2027	8
Related Actions	Meet SLG 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		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		