
Report to Audit & Scrutiny Committee

Date of Meeting: 29th October 2026

Subject: Corporate Risk Register

Report by: Senior Manager, Partnership & Transformation

1.0 Purpose

- 1.1. This report provides Committee with the 2026/27 Quarter 2 update on Clackmannanshire Council's Corporate Risk Register (Appendix A).

2.0 Recommendations

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

3.0 Considerations

3.1. Purpose of Risk Management

- 3.1.1. The Clackmannanshire Alliance 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, and the Head of Corporate Services 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 developments in existing corporate and service risks;
 - Assess emerging externally identified risks for potential local relevance, as well as those identified internally (via Internal Audit and self-assessment);
 - Consider significant risks, or those with cross-service implications, for escalation to the corporate level, or demotion if severity has reduced; and
 - Drive forward mitigation actions to reduce the Council's risk profile.
- 3.2.3. It would be impossible to remove all risk from our operations due to external uncertainties, and since 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 opportunities, collaborations and innovations. The aim, therefore, is not to be 'risk averse' but 'risk aware', as reflected in several changes to this year's risk appetite.

3.3. Current Risk Profile

- 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 should strengthen controls over time. In some cases, internal improvements are countered by worsening external factors, resulting in no overall change.
- 3.3.2. During quarter 2, a more in-depth review has been conducted, with leads challenged on higher-level factors in addition to cyclical updates. As well as addressing the outstanding reviews reported in quarter 1, this resulted in:
- Changes to 6 risks titles, and several rewordings of descriptions and potential effects to better comply with good practice, focus on factors within Council control, and ensure the core concerns are represented;
 - Several changes to linked categories, indicators and internal controls, removal of completed actions (some becoming controls), and links to Internal Audits added, to improve assurance integration;
 - Discussions around the reasons for outstanding self-service reviews, changing some delegated updaters and providing refresher training; and
 - Identifying key barriers to progress, particularly for risks that have been at the current score/status for substantial durations.

- 3.3.3. In this review, 4 scores increased, 1 reduced and 3 risks are being removed from the register. Increases for Governance, Transformation and Housing Supply are resource-related, around workforce capacity for the first 2, and assets/finance for the latter. Legislative changes are also relevant to Housing Supply, as well as Industrial Unrest. Compliance with the UN Convention on the Rights of the Child has improved, and it is likely this will shortly be removed from the register as work transitions into 'business as usual'.
- 3.3.4. As noted, the priority has been a renewed focus on factors and barriers within our control. In the last report, a broader Continuity/Resilience risk was escalated, and this will now be used to provide consolidated updates, replacing existing risks on Public Utilities, Health Emergency & Severe Weather. We cannot influence these causes, and they are only a few potential scenarios that robust contingency planning must encompass. This does not remove all risks outwith our control, such as Supply Chain & Labour Market, which is not continuity-related but must remain for awareness. One final change is the summary table, where less useful details have been replaced with the most relevant outcome/priority that may be impacted.

3.4. Development Activity

- 3.4.1. The Risk Strategy delivery plan was presented to Committee in August and continues to be rolled out to enhance assurance and risk maturity. The question of factors within our control has led to discussions around significant outcome risks (such as Health Inequalities, Poverty and Climate), where considerable partnership action is underway. While the Community Risk Register (led by the Fire & Rescue Service) focusses on Emergency Planning, no holistic register exists at the Local Outcomes Improvement Plan level. The current review of Community Planning priorities may present opportunities for creating such a register, to ensure accountability is managed at an appropriate level for systemic risks the Council cannot manage in isolation.
- 3.4.2. Further analysis has also been conducted using Artificial Intelligence on the duration for which risks have been in the current status, in comparison to the Appetite Statement. This demonstrates that the Statement is far from embedded, with many risks outwith appetite for several years, including some in low-tolerance categories that have been red for over a decade. We are, therefore, investigating ways in which this can be applied more consistently to prioritise mitigations, as well as measures to assess service compliance with the Governance Checklist.
- 3.4.3. In addition to quantitative factors, the qualitative causes (expressed in risk descriptions) and their relationships have also been analysed in conjunction with AI. This provided valuable insights into where efforts should be targeted, revealing that virtually all risks have substantive links to 5 key enablers. This suggests that, for risks we would seek to prevent, the solutions most likely lie in transformational change, workforce and financial management and governance compliance and, where they cannot be prevented, in business continuity. A review of the Corporate Risk & Integrity forum has been scheduled with cross-service representatives, with the aim of improving value-add and integration with other assurance processes, and these insights will be used to ensure future arrangements are focussed on targeted solutions.

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

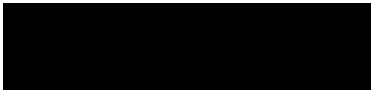
- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

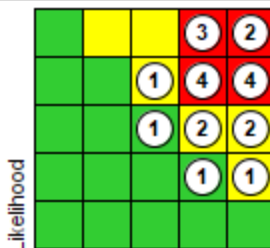
Author(s)

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
At the end of quarter 2, 2026/27 there are 21 risks on the corporate register Status • 13 risks are red (same as previous report - quarter 1, 2026/27) • 6 are amber (same as previous) • 2 are green (same as previous - there are always fewer greens at the corporate level as these are often demoted for scrutiny via other registers) Changes Since Last Review • 4 risk scores have increased and 1 has reduced (reasons explained in risk details) • 13 remain the same and no new risks have been added to the register • 3 risks are being Removed, with future updates consolidated in the overarching Continuity risk escalated in the last report (while work continues in each of these areas, all 3 causes are outwith Council control so the focus must be on robust resilience planning to manage all potential types of incident)	 (RAAC = Reinforced Autoclaved Aerated Concrete, UNCRC = United Nations Convention on the Rights of the Child)

Risk Title	Score	Status	Change	Main Outcome/Priority (Some are relevant to several)
Governance Compliance and/or Awareness Failure	25			Being Accountable & Transparent
Lack of Affordable & Suitable Housing Supply	25			Places - Sustainable Places
Failure to Prepare for Continuity/Resilience Incidents	20			Places - Sustainable Places
Insufficient Financial Resilience	20			Balancing the Quality of Services with Cost
Worsening Health Inequalities	20			Wellbeing - Physical & Mental Health
Health & Safety Breach	20			Wellbeing - Physical & Mental Health
Harm to Staff Through Violence & Aggression	20			Wellbeing - Physical & Mental Health
Failure to Modernise IT/Cyber Infrastructure	20			Digital & Data Transformation
Supply Chain & Labour Market Disruption	20			Economy & Skills - Labour Market & Fair Work
Increasing Levels of Poverty	16			Wellbeing - Poverty
Inadequate Workforce Planning	16			Workforce Strategy
Information Management Compliance Failure	16			Being Accountable & Transparent
School Estate Condition Disrupts Education Provision	16			Wellbeing - Outcomes for Young People
Continued Contribution to Climate Change	15			Places - Environmental Sustainability
Failure of Public Utility Supply	15			Empowering Families & Communities
Insufficient Capacity to Implement Transformation	12			Ensuring Services are Sustainable
Inappropriate Timescales for RAAC Resolution	12			Places - Sustainable Places
Public Health Emergency	12			Wellbeing - Physical & Mental Health
Failure to Prepare for Severe Weather Events	10			Places - Sustainable Places
Industrial Unrest	9			Workforce Strategy
Failure to Comply with UNCRC	8			Wellbeing - Outcomes for Young People

Category groups: **Inputs & Resources**, **Assurance & Responsiveness**, **Outputs & Outcomes**. Outcomes/priorities from Local Outcomes Improvement Plan, Transformation Programme or Best Value. See guidance for more information.

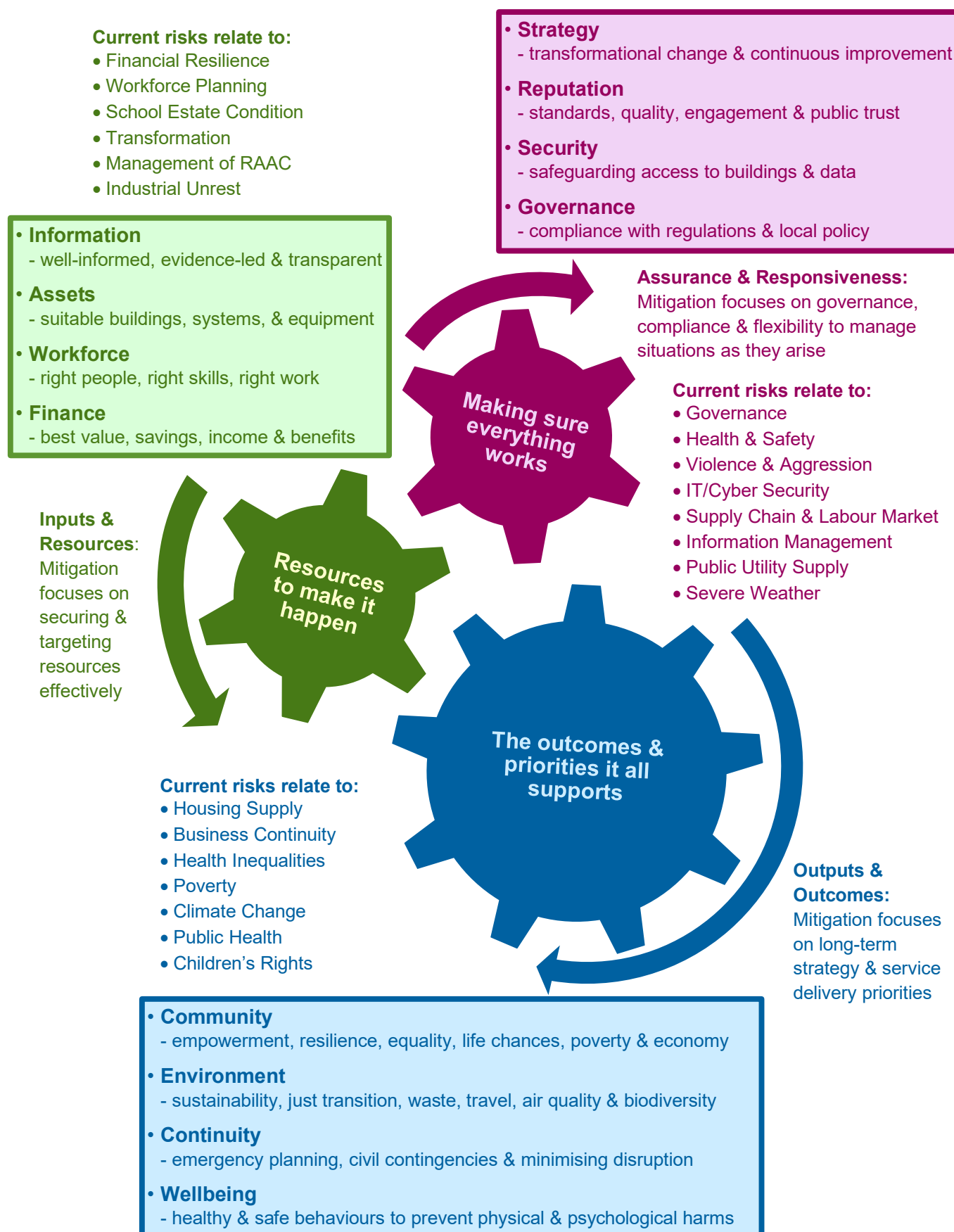
Risk Register Guidance

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 x 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.

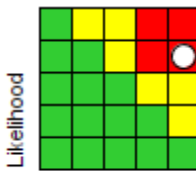
Local Outcomes Improvement Plan	Transformation plan (Be the Future)	Best Value Duties
Wellbeing	i Digital & Data Transformation	1 Balancing the quality of services with cost
1.1 Physical & Mental Health	ii Asset Strategy	2 Ensuring services are sustainable
1.2 Outcomes for Young People	iii Sustainable 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	

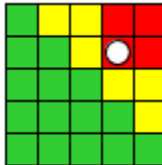
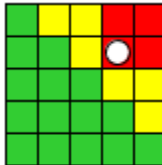
Summary of Corporate Risks by Category Grouping

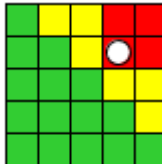
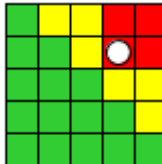
While risks may originate in one category, the focus here is not on causes but solutions, which may lie elsewhere. Please also note that the shading here does not indicate the status of risks.

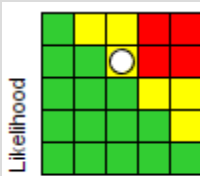


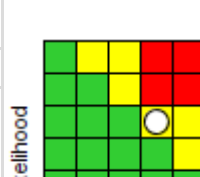
1. Inputs & Resources

		Insufficient Financial Resilience	Outcome	BV 1.	Balancing the Quality of Services with Cost		 Likelihood Impact			
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 remain sustainable in future years, due to grant funding uncertainty, increasing demand, pay and contractual inflation.									
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	Q1 2026/27 Outturn not yet finalised and therefore risk still same as last assessed. The budget for 2026/27 was approved in February reflecting a balanced position and including savings to be achieved during the year. Savings of £3.6m were approved alongside a 5.6% increase in Council Tax and a 4% increase in charges for discretionary services. Due to the use of reserves and cash savings to balance the 26/27 budget, the budget gap for 27/28 has been estimated at £10.1m. Target is set based on gap projections for next 5 years.						Last Review	27-Aug-2026	20	
							Last Change	26-Jul-2024	25	
							Update Due	15-Dec-2026		
							Target	31-Mar-2029	15	
Related Actions	Procurement Strategy Review				AGS 022 003	Existing Controls	Budget Strategy & Monitoring			
							Financial Regulations			
							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	Achievement of Approved Savings - All Services			
							5-year Budget Gap Projections			
							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 provide the necessary working papers in a timely manner to support the audit process.				AGS 023 024		Uncommitted Balance (% of Budget)			
							Cost/Revenue Ratio (GF)			
Review Local Finance Returns process to maximise funding access for the Council.				AGS 024 302	Outturn Expenditure (% of Budgeted)					
Explore options for income generation across the Council and assess the feasibility of such options.				AGS 024 304	Council Tax Collected Within Year (%)					

		Inadequate Workforce Planning	Outcome	BtF vii.	Workforce Strategy				
Lead	Head of Corporate Services		Categories	Workforce, Strategic		Approach	Treat		
Risk	Due to lack of engagement around 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 & 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 new Strategic Workforce Plan is linked to the Council's Target Operating Model (essential to providing a consistent & 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
							Last Change	18-Dec-2024	12
							Update Due	15-Dec-2026	
						Target	31-Mar-2027	12	
Related Actions	The council should ensure that the finance team is adequately resourced to prepare a comprehensive set of unaudited accounts and provide the necessary working papers in a timely manner to support the audit process.				AGS 023 024	Existing Controls	Strategic Workforce Plan		
	Review strategic approach to recruitment approvals amidst budget challenges.				AGS 024 602		Corporate Transformation Programme		
	Review Workforce Strategy.				AGS 024 603	Relevant Indicators	Transformation Through Collaboration Board		
							Existing suite to be reviewed & included in revised strategy		

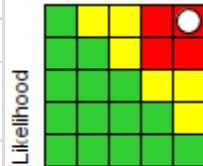
		School Estate Condition Disrupts Education Provision	Outcome	LOIP 1.2	Wellbeing - Outcomes for Young People				
Lead	Director of Place & Economy		Categories	Assets, Finance, Wellbeing		Approach	Treat		
Risk	Failure to adequately invest in the school estate results in degradation in the condition of establishments 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 the Property team 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 which will require to be addressed. Until this information is received the risk remains high.								
									Last Review
							Last Change	14-Oct-2025	12
							Update Due	15-Jun-2026	
						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 Use		
							Floor Area Satisfactory Condition		

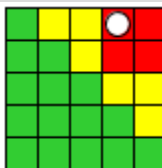
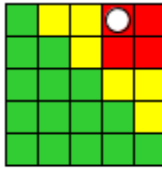
		Insufficient Capacity to Implement Transformation	Outcome	BV 2.	Ensuring Services are Sustainable			Likelihood  Impact
Lead	Chief Executive	Categories	Strategic		Approach	Treat		
Risk	The Council fails to adequately resource the transformation and redesign of services, processes and associated change management requirements, with the pace and scale needed to address the funding gap and deliver priority outcomes							
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 with the Transformation through Collaboration programme recognising that moving at pace is required. The Council has been awarded a further £1.5m which will enable the programme to deliver more. The Digital and Data programme is delivering multiple digital solutions which is having a positive impact on service delivery and capacity. The benefits realisation framework and associated reporting will track our transformation and associated outcomes. The only element outstanding from the action below is d) which has been developed but needs to be aligned to the corporate performance management framework and Target Operating Model when approved.					Last Review	09-Sep-2026	
						Last Change	09-Sep-2026	9
						Update Due	15-Dec-2026	
						Target	31-Mar-2027	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	
							To be identified (part of action)	

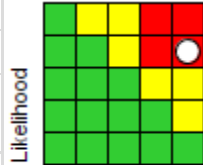
		Inappropriate Timescales for RAAC Resolution	Outcome	LOIP 3.1	Places - Sustainable Places			Likelihood  Impact
Lead	Director of Place & Economy	Categories	Assets, Community, Reputation		Approach	Treat		
Risk	Timescales for resolving RAAC (Reinforced Autoclaved Aerated Concrete) issues are unacceptable to residents or, if unresolved, potential deterioration of buildings into unsafe structures, requiring options appraisal that addresses both strategic implications (financial, assets and duty of care), 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 continue to engage with remaining owners in reference to voluntary sale or agreement for remediation work. We now have information from the Structural Engineer in reference to extensive assessments in tenanted blocks and discussions are ongoing to move this forward. We now have full ownership of one of the evacuated blocks and work commenced on 14-Sep-2026, with the risk target date set to the end of the 17 weeks works programme.					Last Review	14-Sep-2026	
						Last Change	20-Nov-2023	N
						Update Due	15-Dec-2026	
						Target	31-Jan-2027	8
Related Actions	Focused resource to manage the RAAC survey programme, communications and resident support actions				PLC DRR 003	Existing Controls	Structural Engineer Surveys	
							Housing Investment Plan	
							To be identified (if of value)	

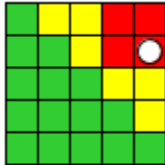
		Industrial Unrest	Outcome	BtF vii.	Workforce Strategy	Likelihood		
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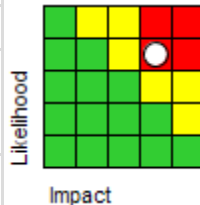
2. Assurance & Responsiveness

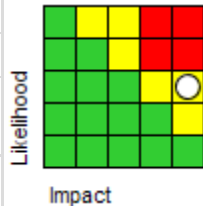
		Governance Compliance and/or Awareness Failure	Outcome	BV 4.	Being Accountable & Transparent			 Likelihood Impact	
Lead	Head of Corporate Services		Categories	Governance, Reputation		Approach	Treat		
Risk	A failure of compliance with statutory duties through non-adherence to and/or lack of awareness or understanding of law, contract standing orders, scheme of delegation, financial regulations or other governance arrangements.								
Potential Impact	Injury or loss of life, legal action, financial loss or disruption to service delivery, challenge by third parties, and/or reputational damage. Staffing changes and re-design reaffirm need to closely monitor & manage compliance with the law and local governance policies, procedures & 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 across Council services, particularly vacancies in strategic management roles and reduced supervisory oversight, the risk of governance breaches and non-compliance continues to increase. This reinforces the need for enhanced monitoring, prioritisation of critical controls, and timely escalation of issues to senior leadership.						Last Review	15-Sep-2026	25
							Last Change	15-Sep-2026	20
							Update Due	15-Dec-2026	
							Target	31-Mar-2027	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		
	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	Relevant Indicators	Overall Internal Audit Opinion		
							IA Reports Issued <3 Weeks		
	Create standard guidance, process maps and templates for developing or revising strategic approaches, starting with Equalities and Fairer Scotland impact assessments.				AGS 024 102		IA Recommendations Accepted		
							IA Programme Completion		
	Explore corporate outcomes-based business plans and reporting via revised and Council-approved business planning process and documentation.				AGS 024 202		Instances of Fraud Detected		
							Number of Insurance Claims Against Council		
	Annual Internal Audit & Fraud Programme				COU IAF		% Insurance Claims With Payment		
					Value of Insurance Claims Paid				
Consider how the Council's structures and processes can be enhanced to support both internal and external transformational joint working and resource-sharing to achieve better outcomes for communities.				PSIF TFN 251		Self-assessment Results			
						Inspections Gradings (in applicable services)			

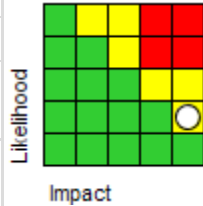
		Health & Safety Breach	Outcome	LOIP 1.1	Wellbeing - Physical & Mental Health		 Likelihood	
Lead	Chief Executive	Categories	Wellbeing, Workforce, Community		Approach	Treat		
Risk	Incident or statutory breach results in injury, ill health or death of staff member or customer due to lack of awareness or 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.				Last Review	23-Sep-2026		20
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, but progress being limited by capacity within H&S team and management.				Last Change	24-May-2022		16
					Update Due	15-Dec-2026		
					Target	31-Dec-2028	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		H&S Training Programme	
	Actions from Internal Audit of Asbestos Management Arrangements				IAF A15 AMA	Relevant Indicators	Health, Safety & Wellbeing Strategy	
							Strategy includes extensive suite, regular reports & review	
		Harm to Staff Through Violence & Aggression	Outcome	LOIP 1.1	Wellbeing - Physical & Mental Health		 Likelihood	
Lead	Chief Executive	Categories	Wellbeing, Workforce, 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.				Last Review	23-Sep-2026		20
Note	Training for staff has continued to rollout and work on procuring a lone worker solution is nearing completion, and there are some signs that this may be starting to lower the risk. Greater awareness is increasing the reporting in some areas.				Last Change	30-Sep-2025		N
					Update Due	15-Dec-2026		
					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 Wellbeing Policy	
	Roll out violence & aggression training programme, initially targeting the most vulnerable services				CRR P&P HR7		Personal Safety Policy	
	Ensure measures in place to protect staff via lone working and PVP processes				CRR P&P HR8	Relevant Indicators	Potentially Violent Persons Register	
							Instances & Near Misses (by service & incident type)	

		Failure to Modernise IT/Cyber Infrastructure	Outcome	BtF i.	Digital & Data Transformation			Likelihood Impact 		
Lead	Senior Manager Partnership & Transformation		Categories	Security, Information		Approach	Treat			
Risk	Failure to upgrade systems according to the ICT modernisation roadmap and programme, potentially leading to full or partial loss of network/hardware/software/telecoms (temporary or prolonged) due to cyber attack/other emergency.									
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	Global issues and incidents means this remains a high risk. Work is ongoing to raise awareness of cyber risks & mitigations across the workforce. The Council is investing in ICT infrastructure, security & systems resilience through its roadmap & programme. This will introduce security policies, monitoring tools and cloud hosted services, retire/replace legacy systems, invest in modern technology including telephony to support delivery, future ways of working & Digital Transformation ambitions. Implementation of MS365 has improved resilience, stability & security of systems, and regular IT health checks are undertaken to provide external assurance of controls.							Last Review	16-Sep-2026	20
								Last Change	11-Sep-2023	15
								Update Due	15-Dec-2026	
								Target	30-Sep-2027	15
Related Actions	The Information and Communication Technology (ICT) Strategy and ICT Asset Management Plans will be finalised.				AGS 021 017	Existing Controls	Business Continuity Plans			
							Incident Response Plans			
	Actions from Internal Audit of IT & Information Security Governance				IAF A12 ISG	Relevant Indicators	Existing suite to be developed & included in revised strategy			

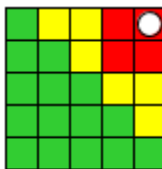
		Supply Chain & Labour Market Disruption	Outcome	LOIP 2.1	Economy & Skills - Labour Market & Fair Work			Likelihood  Impact
Lead	Chief Executive	Categories	Continuity, Finance, Workforce		Approach	Tolerate		
Risk	Disruption to UK supply chains & labour markets as a result of global issues, increasing costs & delays in sourcing goods and services, 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	Recent market intelligence indicates that supply chain and labour market risks remain present, driven by geopolitical uncertainty, energy and fuel price volatility, inflationary pressures and ongoing workforce challenges. Rising fuel and energy costs continue to impact transport, logistics and commodity prices, while inflation remains above target and service-sector costs remain elevated. Labour market data shows increasing unemployment alongside a shrinking economically active workforce, creating recruitment and retention challenges in sectors already experiencing shortages, particularly construction, transport and social care. Suppliers continue to identify labour availability and increasing employment costs as key pressures affecting service delivery and contract pricing. Upcoming employment legislation introducing guaranteed hours and enhanced employment rights may place additional cost pressures on labour-intensive sectors. Environmental and global market factors also continue to present potential disruption risks, including climate-related impacts on agriculture, commodities, logistics and international trade routes. These factors may affect the availability, lead times and cost of goods and services over the medium term. The findings indicate that while market conditions remain challenging and continue to require active monitoring, current procurement and contract management arrangements provide appropriate oversight of supply chain and labour market risks. The risk remains under regular review, with monitoring focused on supplier resilience, market capacity, inflationary pressures and emerging workforce issues.					Last Review	27-Aug-2026	20
						Last Change	20-Oct-2021	N
						Update Due	15-Dec-2026	
						Target	31-Mar-2027	15
Related Actions	Procurement Strategy Review				AGS 022 003	Existing Controls	Service Level Agreements & Contracts	
							Procurement Processes & Procedures	
	Respond to market intelligence as it arises				CRR P&P FR1	Relevant Indicators	Recruitment & Retention Policy	
							Extensive Procurement suite, regular reports & review	
							Workforce suite to be reviewed & included in revised strategy	

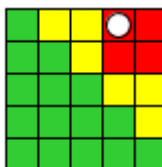
		Information Management Compliance Failure	Outcome	BV 4.	Being Accountable & Transparent				
Lead	Senior Manager - Legal & Governance/Monitoring Officer		Categories	Security, Information, Governance		Approach	Treat		
Risk	Information is not protected, managed or used effectively due to lack of compliance 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 to be updated with policy and guidance still in progress. New retention plan in planning. Scottish Information Commissioner has extended intervention until Sept 26. Final submissions being prepared. Number of significant data breaches being dealt with. Guidance documents continue to be updated and policies for FOI and EIR drafted. Continual review of privacy notices, data sharing / processing agreements is ongoing. Staff still require significant guidance on all data protection requirements.						Last Review	02-Sep-2026	16
							Last Change	09-Jun-2022	12
							Update Due	15-Dec-2026	
							Target	31-Mar-2027	12
Related Actions	Refresh Communications Strategy, 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 address an improvement action identified as part of the Corporate PSIF Self-Assessment undertaken in 2024 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 (GDPR) Guidance & Training		
							Quarterly Compliance Reporting to SLG		
	Refresh the Digital Strategy.				AGS 023 021	Relevant Indicators	Employees Completing Mandatory Training		
	Review how we manage Freedom of Information requests.				AGS 024 403		% Complaints Closed Within Timescale - All Services		
							% Complaints Upheld/Partially - All Services		
							% Freedom of Information Requests Responded to Within Timescale		
Actions from Scottish Information Commissioner letter on 06-Dec-24 regarding Freedom of Information intervention				P&P L&G SIC	No. of data breaches reportable to Information Commissioner				
					Others to be developed & included in revised strategies				

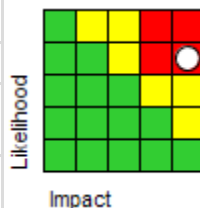
	R	Failure of Public Utility Supply	Outcome	BtF 2.	Empowering Families & Communities						
Lead		Head of Corporate Services	Categories	Continuity, Community, Wellbeing		Approach	Tolerate				
Risk		Sustained loss of gas, electricity, water and communications over a significant area due to failure of a 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		While work continues with national groups on this issue, the Council cannot directly influence the likelihood of public infrastructure failure, so must focus on resilience, scenario planning and testing to ensure it minimises community and Council impacts, should this risk materialise. Since an overarching Business Continuity risk was recently escalated to the corporate register, this will now be used to provide a more focussed summary in relation to all resilience activities, and those relating to specific causes will be removed from the register.					Last Review	16-Sep-2026	15		
							Last Change	14-Mar-2023	20		
							Update Due	15-Dec-2026			
							Target	31-Mar-2027	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)				

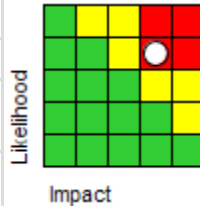
	R	Failure to Prepare for Severe Weather Events	Outcome	LOIP 3.1	Places - Sustainable Places						
Lead		Director of Place & Economy	Categories	Environment, Continuity, Wellbeing		Approach	Tolerate				
Risk		Inability to respond to severe weather events due to lack of appropriate planning & equipment (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		While work continues with local partnerships on climate adaptation and strengthening responses to flooding and severe winter/summer weather, the Council cannot single-handedly influence the likelihood of these events occurring in the immediate future. Aside from the separate Climate Change risk, we must focus on resilience, scenario planning and testing to ensure community and Council impacts are minimised, should this risk materialise. Since an overarching Business Continuity risk was recently escalated to the corporate register, this will now be used to provide a more focussed summary in relation to all resilience activities, and those relating to specific causes will be removed from the register.					Last Review	16-Sep-2026	10		
							Last Change	20-Apr-2026	12		
							Update Due	15-Dec-2026			
							Target	31-Mar-2027	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		Local Resilience Partnership				
						Indicators	To be identified (if of value)				

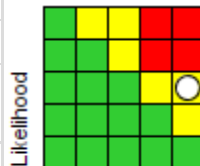
3. Outputs & Outcomes

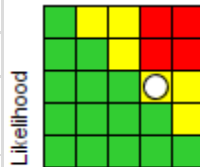
		Lack of Affordable & Suitable Housing Supply	Outcome	LOIP 3.1	Places - Sustainable Places		 Likelihood	
Lead	Director of Place & Economy		Categories	Governance, Community, Finance		Approach		Treat
Risk	Increasing demand for mainstream, homeless and care leaver accommodation and decelerating new build 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 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	The Council continues to experience significant homelessness pressures, with caseloads remaining well above pre-2020 levels despite prioritising social housing lets for homeless households. Shortages of both temporary and permanent accommodation are affecting our ability to meet statutory duties, with additional pressures arising from accommodation and decant requirements following the Coalsnaughton major incident. Economic uncertainty, housing market challenges and emerging requirements from the Housing (Scotland) Bill are expected to add further demand on services. While work is progressing through the Homeless Accommodation Project and Future Homes Board to increase housing supply, availability of affordable and suitable housing remains insufficient to meet current demand, leaving homelessness and temporary accommodation pressures at a high level.					Last Review		31-Jul-2026
						Last Change	31-Jul-2026	N
						Update Due	15-Dec-2026	
						Target	31-Oct-2026	16
Related Actions	Focused & targeted approach to reducing void property turnaround time and associated rent loss			HSG SRM 08b	Existing Controls	Allocations Policy		
	Recruit Development Officer to focus on progressing transformation projects (job profile currently being defined in consultation with HR colleagues)			HSG SRM 11a		Local Housing Strategy		
	Propose increase in purchases (from 10 to 40) in Strategic Housing Investment Plan (Oct-2026)			HSG SRM 11b	Indicators	Housing Investment Plan		
						Extensive suite, regular reports		

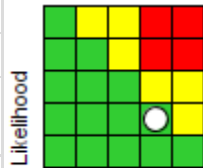
		Failure to Prepare for Continuity/Resilience Incidents	Outcome	LOIP 3.1	Places - Sustainable Places		 Likelihood	
Lead	Chief Executive		Categories	Continuity, Wellbeing, Workforce		Approach		Tolerate
Risk	Failure to mitigate potential impacts of business continuity or resilience incidents that arise from cyber-attack, severe weather, utility failure, loss of critical infrastructure, pandemic, major incident, etc. affecting service delivery, community support, and effective response & recovery.							
Potential Impact	Disruption to critical/statutory service delivery; adversity for residents, communities & vulnerable people; increased demands on resources and staff; financial pressures arising from response and recovery activities, reputational damage and failure to meet statutory/regulatory obligations.							
Note	Incident Management Teams are convened as incidents arise, with substantial review of Business Continuity Plans, response & recovery arrangements as well as testing & debrief activity. The Business Continuity Management Framework is supported by the Local Resilience Partnership, including Major Emergency Operational Plans (MEOPs), Emergency Response arrangements, and established governance protocols, with ongoing review & exercising. Significant effort is also invested in upgrading systems infrastructure to mitigate or minimise cyber threats. A refreshed resilience training programme is underway, and lessons learned from major incidents, including the Coalsnaughton response & recovery operation, will strengthen organisational resilience.					Last Review		15-Sep-2026
						Last Change	30-Jun-2026	9
						Update Due	15-Dec-2026	
						Target	30-Sep-2027	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		Local Resilience Partnership		
	Actions from Internal Audit of IT & Information Security Governance			IAF A12 ISG	Indicators	Major Incident Procedures		
						In development		

		Worsening Health Inequalities	Outcome	LOIP 1.1	Wellbeing - Physical & Mental Health			
Lead	Chief Executive		Categories	Wellbeing, Community, Strategic		Approach	Treat	
Risk	Failure to improve health & wellbeing, particularly in addressing 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 is central to the Wellbeing Economy Local Outcomes Improvement Plan, closely linked to poverty & economic/employment opportunities. This is being taken forward with community planning partners, with actions in progress around promoting mental health & wellbeing supports and services, including preventative resources. Equalities and Fairer Scotland Impact Assessments are integral to decision-making, with templates and guidance recently revised. The Community Planning Partnership has recently narrowed its focus on the two strategic improvement priorities of: Whole Family Support and Employability.					Last Review	15-Sep-2026	
						Last Change	05-Aug-2025	20
						Update Due	15-Dec-2026	
						Target	31-Mar-2027	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	
							Alcohol & Drugs Partnership	
	Simplify and integrate plans and partnerships in place around the theme of wellbeing.				WEL 244 107	Indicators	Extensive suite, regular reports	

		Increasing Levels of Poverty	Outcome	LOIP 1.3	Wellbeing - Poverty			
Lead	Depute Chief Executive/Director of Wellbeing		Categories	Wellbeing, Community, 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	The Community Wellbeing Plan 26/27 and Tackling Poverty Partnership Plan are now approved and progressing into delivery. Partnership activity continues to deliver positive outcomes, including £2.45m in financial gains for residents, additional crisis support for vulnerable families, and £1m of Scottish Government investment for the Clackmannanshire Transformation Space. Updated national data indicates a reduction in the proportion of children living in relative low-income families, equivalent to 84 fewer children living in poverty locally. Key risks remain around the potential impact of global economic pressures and uncertainty over future funding streams, particularly All Age Childcare funding beyond April 2027 and ensuring that all partnerships will respond at pace to the poverty as this presents					Last Review	10-Sep-2026	
						Last Change	05-Aug-2025	N
						Update Due	15-Dec-2026	
						Target	31-Mar-2027	12
Related Actions	Prepare Alloa Town Centre Masterplan				AGS 023 012	Existing Controls	Family Wellbeing Partnership	
							Tackling Poverty Partnership	
							Whole Family Support Strategic Group	
	Community Wellbeing Plan 2026/27 Actions				WLB CWP 267	Indicators	Extensive suite, regular reports	

		Continued Contribution to Climate Change	Outcome	LOIP 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 improving in the indicators outlined in the Regional Energy Masterplan/Climate Change Strategy, or failure to fulfil the Council's adaptation strategy							
Potential Impact	Worsening environmental impacts including flooding (see Business Continuity 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: ongoing evidence of extreme weather conditions (rain/flooding/heat). Ongoing challenges are being monitored and key performance indicators reviewed by the Climate Emergency Board. Services are making inroads, however, there is a substantial amount of work to be carried out involving various stakeholders (internal and external). Work in progress with Falkirk and Stirling on the Forth Regional Adaptation Strategy.					Last Review	21-Sep-2026	
						Last Change	16-Dec-2024	10
						Update Due	15-Dec-2026	
						Target	31-Oct-2027	10
Related Actions	Regional Energy Masterplan, approved by Clackmannanshire Council on 30-Nov-23 and a key element of the Transport, Connectivity & Low Carbon theme of the Stirling & Clackmannanshire City Region Deal				PLC DVM REM	Existing Controls	Regional Energy Masterplan	
							Sustainability & Climate Change Strategy	
		Sustainability & Climate Change Strategy Actions				PLC DVM SCC	Indicators	Climate Emergency Board
							Extensive suite, regular reports	

		Public Health Emergency	Outcome	LOIP 1.1	Wellbeing - Physical & Mental Health			 Likelihood Impact
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	While work continues on incorporating lessons learned from the public Covid Inquiry, the Council cannot directly influence the likelihood of future pandemics, so must focus on resilience, scenario planning and testing to ensure it minimises community and Council impacts, should this risk materialise. Since an overarching Business Continuity risk was recently escalated to the corporate register, this will now be used to provide a more focussed summary in relation to all resilience activities, and those relating to specific causes will be removed from the register.					Last Review	16-Sep-2026	
						Last Change	26-Jul-2024	20
						Update Due	15-Dec-2026	
						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	
		Review outputs and learning from national Covid Enquiry and implement recommendations				CRR P&P BC3	Indicators	Pandemic Flu Plan
							Extensive suite, regular reports	

		Failure to Comply with UNCRC	Outcome	LOIP 1.2	Wellbeing - Outcomes for Young People			 Likelihood Impact
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 have been updated to reflect this with colleagues in Comms, including links to the existing Children’s Rights page on the website. Clacks Youth Forum showcased 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, and first statutory report is underway. Working Group will continue to improve compliance and this work will become business as usual, along with other statutory/regulatory duties.					Last Review	18-Sep-2026	8
						Last Change	18-Sep-2026	12
						Update Due	15-Dec-2026	
						Target	30-Sep-2026	6
Related Actions	Implement Child Friendly Complaints process (timescales to be confirmed)				CRR COU CR2	Existing Controls	Youth Voice Forum	
	Communicate UNCRC duties to staff, customers & partners to raise awareness of implications				CRR PPL ED1		Equalities Impact Assessment	
							Indicators	Self-assessment Results