CLACKMANNANSHIRE COUNCIL	THIS PAPER RELATES TO ITEM 11
Report to **Audit & Scrutiny Committee**	**ON THE AGENDA**

Date of Meeting: 26th October 2023

Subject: **Corporate Risk Register**

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

1.0 Purpose

1.1. This report provides Committee with the 2023/24 half year update on Clackmannanshire Council's Corporate Risk Register (Appendix A).

2.0 Recommendations

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

3.0 Considerations

3.1. Purpose of Risk Management

3.1.1. The Council has several key goals regarding how it will achieve the priorities set out in the Local Outcomes Improvement Plan (LOIP) and how it will transform services under the Be the Future programme. In order to effectively plan how we will achieve these goals, we must also consider the internal and external challenges with the potential to prevent or hinder their achievement. An effective risk management approach ensures that the Council is aware of such factors and, where appropriate, takes action to reduce or remove risks to ensure the success of its initiatives.

3.1.2. The purpose of risk management is not to prevent activities from taking place, but to ensure all relevant factors are taken into account in planning and implementation so that the best possible outcomes are realised. Council officers and services deal, on a daily basis, with a wide variety of operational risks to individuals, communities and internal management processes. However, the corporate risk management approach must take a wider, more strategic view and consider short-, medium- and long-term implications, as well as (often complex) inter-dependencies.

3.1.3. The impact of the pandemic and other recent global events on Council services and the local community has been significant, and this approach remains critical in light of the Council's ongoing response and recovery planning. The hierarchy of risk logs from teams, services, directorates and partnerships up to the corporate log should ensure that each level has holistic oversight of the most significant issues which must be managed. In addition, consideration of risk at a Civil Contingencies and Incident Management level has been critical, as has the risk assessment process which has formed a significant part of the Council's ability to respond and manage service provision safely.

3.2. Corporate Risk Management Process

3.2.1. The corporate risk register is owned by the Strategic Leadership Group, and the Strategic Director – Partnership & Performance is responsible for the corporate Risk Management approach. The Council follows a systematic process, reporting corporate and service risks to Committee on a regular basis. The process is assessed via internal and external governance and audit mechanisms, and peer-reviewed by other authorities and partners.

3.2.2. Each corporate risk review involves gathering information from internal and external sources (environmental scanning) and review of the register by a range of individuals and groups. Discussions are held at the Corporate Risk & Integrity Forum (including risk owners and/or delegated officers) to:

- Review changes and developments in existing corporate and service risks;
- Investigate emerging externally-identified risks for local relevance;
- Evaluate emerging internally-identified risks (Internal Audit/self-assessment); and
- Consider significant risks, or those with implications across multiple services, for escalation to the corporate log, where they are managed until their severity reduces.

3.2.3. It would be impossible to remove all risk from our operations as most functions have inherent risks, as do most changes. Moreover, we cannot choose not to make changes, as this would involve exposure to other risks, such as failing to fulfil statutory duties, comply with legislative developments or take advantage of new opportunities/technologies. The aim, therefore, is not to be 'risk averse' but 'risk aware'.

3.2.4. We identify our approach to managing each risk as:

Treat: we will take action to reduce the risk;
Tolerate: actions within our control have been completed and plans are in place;
Transfer: the risk will be passed to another party, such as insurers; or
Terminate: the activity that is causing the risk will be ceased.

3.3. Current Risk Profile & Development Activity

3.3.1. Corporate risks are reviewed during the first fortnight of Jun, Sep, Dec & Mar, therefore this half year review was completed in advance of the revised Risk Management Strategy being presented to Council for approval (05-Oct). Much of the strategy consolidates and documents existing priorities and activities, however, it also includes changes to the risk scoring guidance. Thus, while timing dictates that these changes could not be implemented in this report, the quarter 3 review (to be presented in Feb-24) will be more in-depth and may involve more scoring changes than is usually the case.

3.3.2. In this review, the score for IT System Failure has increased due to worsening external cyber threats, as has Industrial Unrest regarding pay negotiations (at the time of writing). Major Governance Failure was demoted from the corporate log in Nov-2021 following a substantial review of the Annual Governance Statement process. Concerns regarding compliance have, however, been raised at the Corporate Risk & Integrity Forum, reflected in this risk being re-escalated, with additional training as a key mitigation.

3.3.3. As shown in Appendix A, the current context is extremely challenging, involving several complex factors, some of which compound existing concerns, or are intrinsically linked to our ability to manage them. In some areas, positive mitigations are outweighed by worsening external factors, resulting in little direct change. Interdependencies are also evident, with the legacy of recent economic, environmental, technological, societal and geopolitical impacts expected to continue for quite some time. We are, however, not alone in responding to these challenges and one factor within our control is how we ensure that high standards of diligence are applied in all areas of our work.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. Financial Details – There are no direct financial implications arising from this report.

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ✓

5.3. Finance have been consulted and have agreed financial implications as set out. Yes ✓

5.4. Staffing – There are no direct staffing implications arising from this report.

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No ✓

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box ☑)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all ✓

Our families; children and young people will have the best possible start in life ✓

Women and girls will be confident and aspirational, and achieve their full potential ✓

Our communities will be resilient and empowered so that they can thrive and flourish ✓

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes No ✓

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

10.0 Appendices

10.1 Please list any appendices attached. If there are no appendices, please state "none".

Appendix A – Corporate Risk Log
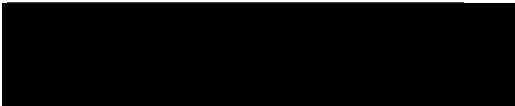
11.0 Background Papers

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

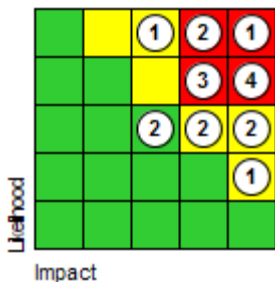Yes (please list the documents below) No ✓

Author(s)

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

Approved by
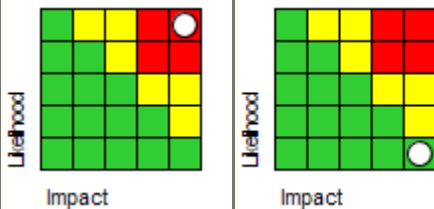
NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	███████████

Appendix A - Corporate Risk Log

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
www.clacks.gov.uk
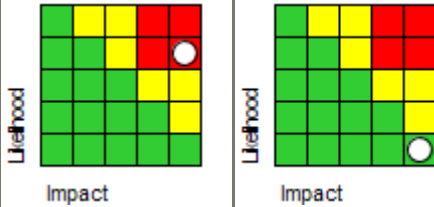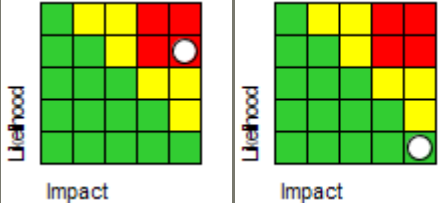
Summary of Changes	Distribution of Scores
At the 2023/24 half year stage (out of a total of 18 risks): **Status** 10 risks are red (8 in previous report - quarter 1, 2023/24) 6 risks are amber (same as previous) 2 risks are green (previously 3 - normally fewer green as often demoted to lower-level registers unless particular scrutiny needed) **Approach** 13 risks are being **Treated** (previously 12) 5 risks must be **Tolerated** (same as previous) **Change in Scores Since Last Review** 2 risks have increased 15 risks remain the same 1 risk has been newly added to the register (re-escalation of Governance Failure) No risks have reduced or been removed from the register	
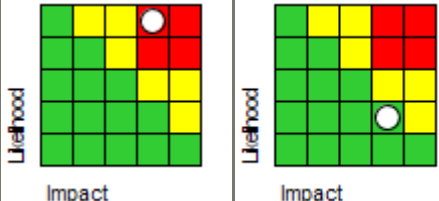
Code	Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	25	🔴	Treat	➖
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20	🔴	Treat	➖
COU CRR 034	Insufficient Pace & Scale of Organisational Transformation	20	🔴	Treat	➖
COU CRR 050	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	➖
COU CRR 012	Health & Safety Breach	20	🔴	Treat	➖
COU CRR 046	IT System Failure	20	🔴	Treat	⬆️
COU CRR 022	Public Health Emergency	20	🔴	Tolerate	➖
COU CRR 033	Major Governance Failure	16	🔴	Treat	N
COU CRR 009	Information Not Managed Effectively	16	🔴	Treat	➖
COU CRR 048	Increasing Attainment Gap	16	🔴	Treat	➖
COU CRR 023	Industrial Unrest	15	🔺	Tolerate	⬆️
COU CRR 040	Failure of Public Utility Supply	15	🔺	Tolerate	➖
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15	🔺	Treat	➖
COU CRR 031	Failure to Prepare for Severe Weather Events	12	🔺	Tolerate	➖
COU CRR 037	Failure to Address Serious Organised Crime	12	🔺	Treat	➖
COU CRR 049	Continued Contribution to Climate Change	10	🔺	Treat	➖
COU CRR 047	Inadequate Workforce Planning	9	✅	Treat	➖
COU CRR 011	Harm to Child(ren)	9	✅	Treat	➖
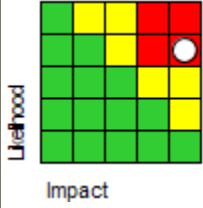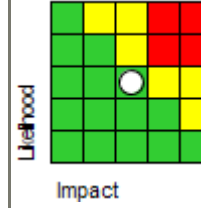
Approach Treat
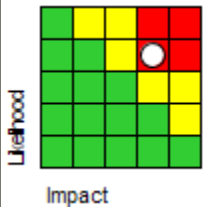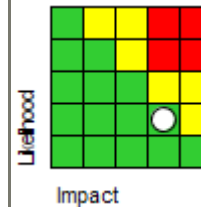
Insufficient Financial Resilience	Senior Manager Finance & Revenues	Current Score	25	Target Score	5

Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.		
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.		
Note	The budget for 2023/24 was approved in March reflecting a balanced position. Within this budget there is £3.8m of savings to be achieved during 2023/24. Due to the use of reserves and cash savings to balance the 2023/24 budget, the budget gap for 2024/25 has been estimated at £11.6m. The budget process for 2024/25 is already progressing to take forward savings through transformation and other areas previously identified. The budget gap is also subject to the settlement funding from Scottish Government which will be known towards the end of the year.		

Related Actions	Audit of 2021/22 Accounts by Audit Scotland	COU EXA 212	Existing Controls	Budget Strategy & Monitoring
	Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign	EXA BVA 1A0		Contract Standing Orders
	Balance the drive for savings with the need for sufficient officer time and skills to support change and consider how to make more use of external assistance to support improvement	EXA BVA 4F0		Financial Regulations
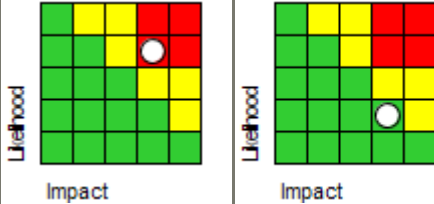
Impact of Poverty, Inequality & Changing Demographics	Chief Executive	Current Score	20	Target Score	5

Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality and wider impacts associated with the cost of living crisis.		
Potential Impact	Inappropriate allocation of resources & assets, misalignment of corporate objectives to need, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to unplanned situations.		
Note	The LOIP and Health & Care Strategic Plan set out partnership outcomes to strengthen community & place-based services. Key priorities are to reduce children living in poverty, develop inclusive growth and empower families & communities. Relevant actions include City Region Deal, Community Wellbeing & Community Wealth Building, as well as data analysis to inform decision-making and Poverty Impact Assessments. The risk score takes into account EU withdrawal, pandemic impacts, recent Child Poverty statistics and the cost of living crisis.		

Related Actions	Clackmannanshire Alliance Local Outcomes Improvement Plan 2017-27	CPP LOI	Existing Controls	Customer Consultation & Engagement
	Implement Health & Care Partnership Strategic Delivery Plan	CRR HSC SDP		Budget Strategy & Monitoring

Appendix A – Corporate Risk Log   ✓ Low: 9 or less   ⚠ Medium: 10 – 15   ● High: 16 or more   ⬆Increased   – Consistent   ⬇Reduced   **N**ew Risk   **R**emove from log   Page 2 of 10

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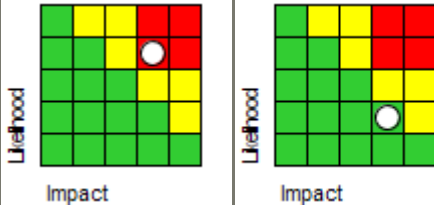
	Insufficient Pace & Scale of Organisational Transformation	Chief Executive			Current Score	20	Target Score	5
Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change management.							
Potential Impact	Failure to maintain the required level of provision for statutory services. The corporate business improvement programme does not establish sustainable service delivery and a sustainable cost base for the future.							
Note	Special Council meeting of 9th March approved a General Services Budget for 23/24 that highlights the continued focus on our transformation ambitions. Our capital programme will see £236 million invested in the area over the next 20 years. It is an ambitious plan which will deliver a new Wellbeing Hub, improvements to our schools, significant economic regeneration and will play a key role in our journey towards net zero. One of the financial flexibilities awarded by the Scottish Government to use capital receipts for transformation is due to end at 31st March 2023, meaning the Transformation Team fixed-term model will cease by the end of May 2023. A paper is to come to a future Council meeting informing the next steps of the Be the Future Transformation Programme. The Capital Plan, however, includes new and alternative provision for resources to prioritise delivery of key Capital Plan projects in support of the Council's transformation ambitions and strategy of investment-led recovery. An Investment Strategy for Clackmannanshire is to be developed that will attract potential investors to work with the Council and its partners to develop Clackmannanshire as an investable proposition.							
Related Actions	Be the Future Transformation Programme		COU TRN	Existing Controls	Be the Future Board			
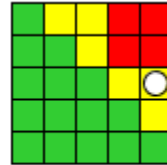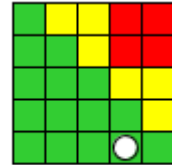
	Health & Safety Breach	Chief Executive			Current Score	20	Target Score	8
Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.							
Potential Impact	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.							
Note	There are still significant gaps in our legal compliance and discussions with managers still show significant gaps in their understanding of their responsibilities. IOSH Managing Safely programme being rolled out to help plug this gap as part of work on the Health & Safety Strategy.							
Related Actions	Revised Health & Safety Strategy & Actions Plan		CRR P&P HR1	Existing Controls	Health & Safety Management System			
	Governance improvement actions across all services		CRR P&P LG1		Health & Safety Corporate Training Programme			

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   🔺 Medium: 10 – 15   🔴 High: 16 or more   ⬆Increased   ▬ Consistent   ⬇Reduced   Ｎew Risk   Ｒemove from log   Page 3 of 10

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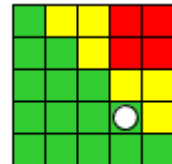
🔴 ⬆️	**IT System Failure**	Senior Manager Partnership & Transformation	Current Score	20	Target Score	9

Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or lack of investment in systems/staff/training (i.e. failure of IT services to uphold priorities of Confidentiality, Integrity and Availability).
Potential Impact	Financial impact from loss of productivity, service disruption (inc. statutory/vulnerable groups), inability to communicate, harm to staff/customers (access to records/Potentially Violent Persons register) & legal/regulatory/reputational implications.
Note	A number of recent global issues on cyber risks has led to an increase in the risk impact. Work is ongoing to raise awareness across the workforce of cyber risks and mitigations. The Council is also investing in ICT infrastructure and security as part of its Digital Transformation Strategy & roadmap. This will introduce security policies and tools, cloud hosted services, retire/replace legacy systems, implement m365 & invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions.

Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Business Continuity Plans
	Complete actions from IT Asset Management Plan	CRR P&P IT2		Service Level Agreements & Contracts
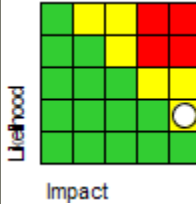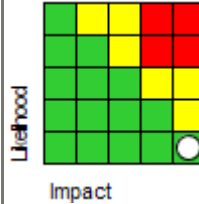
🔴 N	**Major Governance Failure**	Strategic Director - Partnership & Performance	Current Score	16	Target Score	8

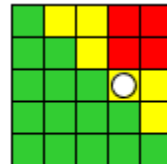| Risk	A significant failure of compliance with statutory duties through non-adherence to and/or lack of awareness or understanding of law, contract standing orders, scheme of delegation or financial regulations.
Potential Impact	Significant reputational damage, injury or loss of life, legal action, financial loss or disruption to service delivery and challenge by third parties. Staffing changes and re-design reaffirm need to closely monitor & manage compliance with statutory requirements & good practice.
Note	The Corporate Risk & Integrity Forum discuss governance & compliance on a quarterly basis. Mandatory training to officers to be carried out over the next few months. Scrutiny training was provided to Audit & Scrutiny Committee in June and will be rolled out to all other Elected Members in the coming months. This risk has been reinstated on the corporate log following concerns regarding breach of governance and the law. Additional Governance training is currently in development and will shortly be added to the mandatory training suite for completion by all staff on an annual basis.

Related Actions	Annual Internal Audit & Fraud Programme	COU IAF	Existing Controls	Scheme of Delegation
	Governance improvement actions across all services	CRR P&P LG1		Governance & Audit Processes
	Addition of Governance to annual mandatory training suite	CRR P&P LG3		Committee Structures & Remits

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent ⬇️Reduced N ew Risk R emove from log   Page 4 of 10

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

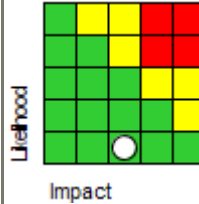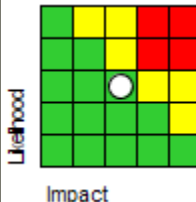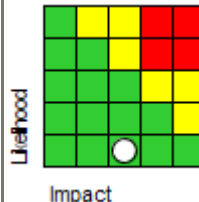|		**Increasing Attainment Gap**	Chief Education Officer		Current Score	16	Target Score	8
Risk		The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.						
Potential Impact		Poor school leaver destinations/participation, young people failing to reach potential, longer-term impacts on social mobility, poverty, life chances & economic growth, plus reputational damage and implications for inspections & funding.						
Note		Recovery Plans now form part of School Improvement Plans and support continues from Centre Teams & government funding. Health & wellbeing impacts and emerging challenges being addressed by Educational Psychology & partners. Redesigned approach to Scottish Attainment Challenge has seen funding to 9 Challenge Authorities (£43m) distributed equitably between all 32 local authorities - now named Strategic Equity Funding. This significantly reduces finance available for local Programme Plans, tapering down over next 4 years (2022-25). We continue to monitor attainment closely, with targeted support to close any identified gaps, and funding will be carefully allocated to mitigate risks.						
Related Actions		Increased attainment in Literacy and Numeracy		NIF 21 10	Existing Controls	Education Senior Management Team		
		Collective efforts ensure that interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap		NIF 21 16		Strategic Equity Funding		
		Covid-19 Education Recovery Plan		PPL EDU CRP		National Improvement Framework		

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⚠️ ➖	**Failure to Prevent Extremism and/or Radicalisation**	Senior Manager Partnership & Transformation	Current Score	15	Target Score	4

Risk	Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical or financial harm to individuals or groups (here or elsewhere), or fear of such an incident affects quality of life.
Potential Impact	Casualties/fatalities, property/infrastructure damage, need for evacuation/temporary housing or wider economic damage. Financial harm to individuals, businesses or the Council. Disruption to services or reputational/legal implications.
Note	Continue to implement CONTEST delivery plan through work with our partners and through the Forth Valley CONTEST Board. Prevent is the strand within CONTEST focussed on preventing radicalisation and extremism in communities. Training for staff is provided as part of mandatory training programmes and on specific aspects of the national Prevent strategy. The national Prevent referral pathway has also been reviewed in 2021.

Related Actions	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	CRR P&P SP2	Existing Controls	Forth Valley Local Resilience Partnership
				CONTEST Delivery Plan & Working Groups
				WRAP Training (High Priority Staff)
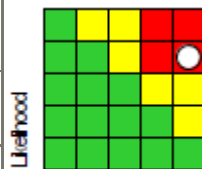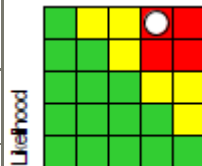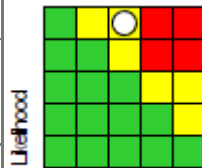
⚠️ ➖	**Failure to Address Serious Organised Crime**	Senior Manager Partnership & Transformation	Current Score	12	Target Score	8

Risk	Public bodies fail to address organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking (with women and girls particularly vulnerable), due to a lack of preventative processes or information sharing.
Potential Impact	Physical or financial harm to individuals, businesses, communities or the Council. Direct or indirect disruption to Council services and associated reputational and/or legal implications.
Note	Situational awareness and monitoring of significant developments or intelligence is ongoing. Web pages for staff have been updated with the latest advice on cyber crimes and keeping safe and briefings are shared with staff from Scottish Business Resilience Centre and the National Crime Agency.

Related Actions	Serious Organised Crime action plan, based on Police Scotland self-assessment	COU SOC	Existing Controls	Serious Organised Crime Delivery Plan
	Implement Council CONTEST Delivery Plan, based on the Government's CONTEST Strategy	CRR P&P SP1		Let Scotland Flourish Strategy
	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	CRR P&P SP2		National Fraud Initiative

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent ⬇️Reduced **N**ew Risk **R**emove from log   Page 6 of 10

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⚠ ▬	**Continued Contribution to Climate Change**	Strategic Director - Place	Current Score	10	Target Score	5

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

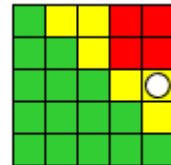| Related Actions			Existing Controls	
	Develop Net Zero strategy and action plan	PLC 213 101		Local Biodiversity Action Plan
	Develop routemap to compliance with EESSH2 for all Council Housing stock.	PLC 213 104		Regional Energy Masterplan
	Deliver CRD programme in line with delivery plan/financial profile	PLC 213 111		Sustainable Food Growing Strategy
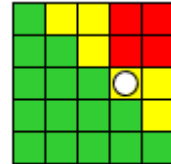
✔ ▬	**Inadequate Workforce Planning**	Senior Manager HR & Workforce Development	Current Score	9	Target Score	3

Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.
Potential Impact	Loss of key staff from posts identified as single points of failure, including statutory officers, leading to inability to delivery key functions and lack of adequate professional advice to Council Officers/Elected Members.
Note	The Interim Workforce Strategy 2023-25 is designed to ensure we have the right people, with the right skills, at the right time and in the right place. The Strategy outlines how the Council will set a foundation for workforce development and learning which will support development of the Be the Future Targeting Operating Model. Of particular focus will be continuation of the Council's workforce planning efforts at both strategic and directorate levels, ensuring that as the target operating model is developed, and the need for new roles and skills evolves, we can support and engage our workforce in this journey. A fuller Strategic Workforce plan 25-28 is also being developed. Ongoing issues remain as capacity issues, a stretched and fatigued workforce balancing "business as usual" and a need to progress key transformation activities. Beyond this an aging workforce, with a number of key staff approaching potential retirement, turnover in key posts or single points of failure, impacted by turnover or absence overlays presents significant future challenges.

Related Actions	Develop & implement the strategic workforce plan 2022-25	CRR P&P HR4	Existing Controls	Strategic Workforce Plan

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✅ ➖	**Harm to Child(ren)**		Strategic Director - People	Current Score	9	Target Score	3
Risk	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.						
Potential Impact	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.						
Note	Robust internal control measures in place to ensure appropriate staffing, leadership, assurance and risk management planning, including quarterly reports to the Chief Officer Group and Child Protection Committee (CPC), regular review of the CPC Risk Register and prioritisation of child protection work. We have successfully recruited all team leaders into posts and new senior practitioners (as part of the Children's Services re-design) to build resilience and skill within the workforce. All vacant posts within the children's social work service are recruited to in a timely manner. Rolling programme of council specific and multi-agency child protection training in place, including Joint Investigative Interviewing training. The e-IRD system allows for agencies to respond in real time to children/young people at risk of harm for timely assessments and interventions. There has been a sustained decrease in the number of child protection registrations.						
Related Actions	People Directorate Business Plan 2023-24		PPL BP 23-24	Existing Controls	Child Protection Procedures		
	Children's Services Plan 2021-24		PPL CHC CSP		Public Protection Chief Officers Group		
	Covid-19 Education Recovery Plan		PPL EDU CRP		Child Protection Committee		

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Approach Tolerate

		Supply Chain & Labour Market Disruption	Chief Executive	Current Score	20	Existing Controls
Risk		Disruption to UK supply chains & labour markets as a result of EU withdrawal, increasing costs & delays in sourcing goods (particularly in construction), already materialising and could continue for an extended period or escalate				Service Level Agreements & Contracts
Potential Effect		The Council could fail to recruit or retain staff with the required knowledge & experience, and/or be subject to direct or third-party impacts if suppliers are unable to source goods/materials or staff to fulfil contractual obligations				Recruitment & Retention Policy
Note		Impact and Likelihood remain unchanged. Ongoing pressures on supply chain impacted by inflation, brexit etc plus recruitment difficulties particularly for key roles do have an impact.				Procurement Processes & Procedures

		Public Health Emergency	Chief Executive	Current Score	20	Existing Controls
Risk		Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.				Business Continuity Plans
Potential Effect		Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.				Pandemic Flu Plan
Note		Continue to work at local, regional and national level and plans updated as appropriate. Continue to promote national messaging and provide opportunities for for preventative measures e.g vaccination hubs				Major Incident Procedures

		Industrial Unrest	Chief Executive	Current Score	15	Existing Controls
Risk		Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.				Business Continuity Plans
Potential Effect		Immediate effects on service delivery & those dependent on services, with financial and reputational damage, and residual impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.				Trade Union Communications Protocol
Note		SJC unions have balloted members who support Schools/ELC. GMB, Unite and Unison have reached relevant thresholds at Clackmannanshire. Notifications of industrial action have been received. This will impact on Schools and delivery of service. SNCT Teaching side settled on the 22/23 pay award during March 2023.				Forth Valley Local Resilience Partnership

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		Failure of Public Utility Supply	Strategic Director - Partnership & Performance	Current Score	15	Existing Controls
Risk		Sustained loss of gas, electricity, water and communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.				Business Continuity Plans
Potential Effect		Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.				Major Incident Procedures
Note		Continuing to work with utility partners to mitigate risks. Participation in relevant exercises including Mighty Oak and plans updated with lessons learned				Emergency Response Plan

		Failure to Prepare for Severe Weather Events	Strategic Director - Place	Current Score	12	Existing Controls
Risk		Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).				Business Continuity Plans
Potential Effect		Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Impact on delivery, reputation & finances, and increased workload in numerous services to support communities, including clearing roads and core paths (e.g. from fallen trees & other debris).				Forth Valley Local Resilience Partnership
Note		Severe weather plans at local, regional and national level updated, tested and exercised. Local community resilience groups plans updated, tested and exercised and appropriate communications channels in place				Winter & Flood Management Plan

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