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Council Building
2 High Street
Perth
PH1 5PH

27 June 2019

Attached is a supplementary agenda for the meeting of the **Audit Committee** being held in **the Council Chamber, 2 High Street, Perth, PH1 5PH** on **Wednesday, 26 June 2019** at **09:30**.

If you have any queries please contact Committee Services on (01738) 475000 or email Committee@pkc.gov.uk.

KAREN REID
Chief Executive

Those attending the meeting are requested to ensure that all electronic equipment is in silent mode.

Please note that the meeting will be recorded and will be publicly available on the Council's website following the meeting.

Members:

Councillor Eric Drysdale (Convener)
Councillor Stewart Donaldson (Vice-Convener)
Councillor Audrey Coates
Councillor David Illingworth
Councillor Xander McDade
Councillor Mike Williamson
Councillor Willie Wilson

Audit Committee

Wednesday, 26 June 2019

AGENDA

MEMBERS ARE REMINDED OF THEIR OBLIGATION TO DECLARE ANY FINANCIAL OR NON-FINANCIAL INTEREST WHICH THEY MAY HAVE IN ANY ITEM ON THIS AGENDA IN ACCORDANCE WITH THE COUNCILLORS' CODE OF CONDUCT.

- 7 CORPORATE RISK MANAGEMENT - PROGRESS REPORT 5 - 18**
2018-19
Report by Head of Legal and Governance Services (copy herewith
19/196 REVISED)

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PERTH AND KINROSS COUNCIL

AUDIT COMMITTEE

26 June 2019

Corporate Risk Management – Progress Report 2018-19

Report by Head of Legal and Governance Services (Report No. 19/196 REVISED)

PURPOSE OF REPORT

The purpose of this report is to:-

- (i) inform the Committee of progress made in respect of implementing improvements in relation to risk management
- (ii) advise the Committee of the current key strategic risks facing the organisation;
- (iii) provide assurance as to the effectiveness of the Council's Risk Management Framework (RMF)

1. BACKGROUND

- 1.1 Following an internal audit report in relation to the risk management function within the Council, significant work was done to review the existing risk management infrastructure and to develop a new and comprehensive Risk Management Framework (RMF) for the Council. The work was led by the Head of Legal & Governance Services supported by a core group of officers skilled in performance and risk management (the PPR Group)
- 1.2 The RMF was developed based on best practice industry standards including the International Standard in Risk Management ISO: 31000 and the Office of Governance & Commerce (OGC) Management of Risk Guidance (MoR) and the Association of Local Authority Risk Managers, (ALARM).
- 1.3 In 2017 the Strategic Policy & Resources Committee approved the new approach to risk management and the core foundation documents ([Report 17/63](#) refers) namely:-
 - **Risk Management Policy** – which sets out key risk management objectives and principles
 - **Risk Management Strategy** – which sets out our approach in terms of culture, context, roles, responsibilities and assurance
 - **Risk Appetite Statement** – which describes the level of risk that the Council is prepared to accept in pursuit of its objectives
- 1.4 Within the Annual Governance Statement presented to the Audit Committee in June 2018 as part of the draft final accounts, the need to embed the new risk management framework was recognised as an ongoing area for improvement. The Chief internal Auditor also gave the following opinion :

“Whilst limited reliance can be placed on the corporate risk management arrangements in place throughout 2017/18, the ongoing implementation and embedding of the corporate risk management strategy should enable reasonable reliance for 2018/19.”

- 1.5 In the course of 2018/19 therefore, an extensive programme of work was undertaken by the PPR Group led by the Head of Legal & Governance Services to roll out, implement and further refine the new RMF.
- 1.6 This report details the outputs and outcomes of that programme of work to date.

2 CONTEXT

- 2.1 Risk management is a crucial aspect of internal control and as such, is fundamental to good governance.
- 2.2 Many organisations, across all sectors, make the mistake of treating risk management as a compliance driven, stand-alone function; perceived as “centrally” owned and somewhat detached from day to day operations. This approach undermines the ability of these organisations to derive the most value from the risk management processes.
- 2.3 When risk management is integrated into other key business processes it not only helps mitigate threats and ensure compliance; it also enables us to identify and exploit opportunities which may deliver greater value and benefit to our communities.
- 2.4 Our risk management vision is to be a risk intelligent Council where risk management enables us to be innovative and enterprising, to deliver more efficient and effective services, to achieve best value and to continuously improve.
- 2.5 In redesigning the risk management framework there were a number of aims:-
 - to maximise the value of the risk management activity
 - to align risk management to the achievement of our strategic and operational objectives
 - to create an appropriate environment which encourages positive risk taking
 - to dismiss the preconception that risk management was a distinct “stand alone” function and make risk management part of the “day job”
 - to integrate risk management into our key business processes
- 2.6 Once the foundation documents (Risk Management Policy, Strategy and Appetite Statement) were developed and approved, significant work was then undertaken to develop a practical process guide and a programme of training .

- 2.7 The Risk Management Process Guide explains each step of the risk management process in detail and provides tools, techniques advice and guidance to help manage risk effectively and in a consistent manner across the organisation.
- 2.8 The Council has also made an investment in training a small cohort of risk practitioners, with the PPR Group comprising representatives from all services and a member of the Executive OfficerTteam now certified as Management of Risk (MoR) Practitioners.
- 2.9 These certified risk practioners provide detailed advice, guidance and support to service management teams, senior management teams and elected members ensuring that as an organisation we are taking a consistent and coherent approach to risk management. With a member of the senior management team also a certified practitioner, this ensures a consistent approach to risk management at both strategic and operational levels across the whole organisation.

3 MAIN ISSUES

- 3.1 In the course of 2018/19 the PPR group together with the Head of Legal and Governance Services has undertaken a programme of work across all services to embed the RMF. Activities to date have included:-
- a series of risk management workshops with Service Senior Management Teams (SMT) to identify service risks (strategic and operational) and potential corporate risks
 - presentations and workshops with Corporate Management Group (CMG)
 - presentation to Executive Officer Team (EOT)
 - learning lunches
 - wholesale review of the Council's strategic risks
- 3.2 The risk management workshops have been designed to support the organisation to identify, assess and manage risk effectively and systematically.
- 3.3 Once risks are identified and assessed, it is important to ensure that the risks are being managed in the right way at the right level. The RMF sets out clear guidelines for the ownership, management , monitoring and escalation of risk.
- 3.4 The RMF categorises risks as:
- Operational
 - Programme/project
 - Strategic
- 3.5 Operational and service specific strategic risks are contained within service risk registers and subject to escalation procedures (set out in 3.7.below) are managed and monitored at team or SMT level.

3.6 Programme and project risks are contained within programme/project risk registers and subject of escalation procedures are managed and monitored at the respective programme/project boards.

3.7 Any risk identified within any category which either:-

- relates to the achievement of a shared objective across services
- impacts upon the ability of another service to deliver objectives;
- requires input or support from another service to mitigate or manage the risk;
- is so significant in terms of impact (e.g. financial impact/ reputation/ health and wellbeing etc)
- undermines a wider strategic objective ; or
- requires input or action from outwith the Council (e.g community planning partners)

will be escalated to the Corporate Risk Register and shall be managed, monitored and reported in accordance with the Risk Management Strategy.

3.8 The Corporate Management Group are responsible for the monitoring and management of the corporate risks with exception reporting and escalation to the Executive Officer Team .

3.9 Following on from the various workshop sessions and taking into account the self assessment evidence gathered as part of the assurance process for the Annual Governance Statement, a full review of the Council's strategic risks has now been completed .

3.10 It should be noted however that risks are seldom static and the risk register is a live document which requires to be regularly monitored and reviewed.

3.11 The current Corporate Risk Register for 2019-20 is attached at Appendix 1.

3.12 These risks have been scored (1-5) on the basis of Probability/Likelihood and Impact. A description of the various score levels is set on in the tables below.

Table 1

IMPACT SCALE		
Impact	Classification	Score
Critical	Risks which could have a potentially disastrous effect on the Council without immediate comprehensive action to reduce the level of risk.	5
Major	Risks which have a serious impact, and detrimental effect on the achievement of objectives. Action plans should be developed to reduce the level of residual risk, and reviewed periodically.	4

Moderate	Risks which can be reduced within a reasonable timescale, in a cost effective manner. Any mitigating actions must be monitored and recorded.	3
Minor	Risks where any action to further reduce the level of risk would be inefficient.	2
Insignificant	Risks may occur only in exceptional circumstances but has no interdependencies with other risks or plans.	1

Table 2

PROBABILITY SCALE			
Probability	Criteria	Likelihood	Score
Very High	>75%	Almost Certain	5
High	51% - 75%	Probable	4
Medium	26% - 50%	Possible	3
Low	6% - 25%	Remote	2
Very Low	0% - 5%	Very Remote	1

3.14 You will note from the Corporate Risk Register that there are two scores for each identified :

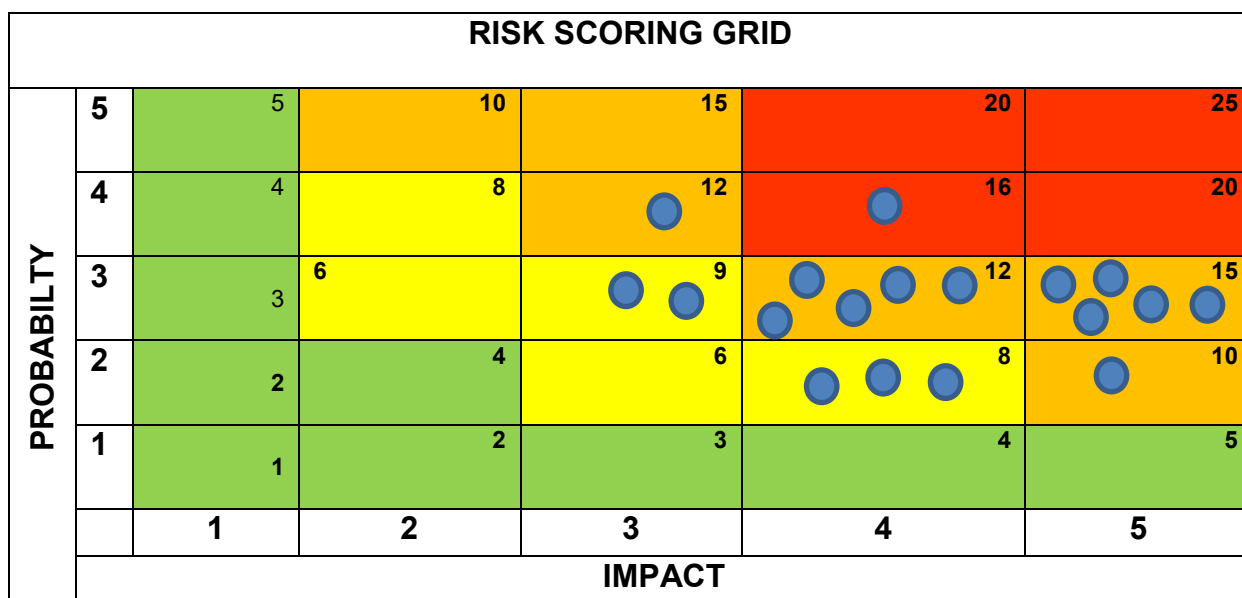
- The **inherent risk** score being the assessed score BEFORE any control measures are in place
- The **residual risk** score is the assessed score based on probability/likelihood and impact AFTER control measures have been put in place.

3.15 The residual risk score will determine the risk priority which in turn, determines the monitoring and reporting regime

Priority 1 16 -25	Risk remains extreme even after all identified controls and treatments have been applied. There are significant risks, which may have a serious impact on the Council and the achievement of its objectives if not managed. Immediate management action needs to be taken to reduce the level of net risk.
Priority 2 10 - 15	There are significant risks, which may have a serious impact on the Council or Service and the achievement of its objectives if not managed. Immediate management action needs to be taken to reduce the level of net risk.

Priority 3 6 - 9	Risk is manageable after controls have been applied. Although usually accepted, these risks may require some additional mitigating to reduce likelihood if this can be done cost effectively. Reassess to ensure conditions remain the same and existing actions are operating effectively.
Priority 4 1 - 5	Appropriate controls keep the risk low / negligible. These risks are being effectively managed and any further action to reduce the risk would be inefficient in terms of time and resources. Ensure conditions remain the same and existing actions are operating effectively.

- 3.16 Presently there are 17 strategic risks identified and assessed based on the Council's direct functions. The Council's current strategic risk profile based on residual risk score is illustrated on the Risk Scoring Grid ("heatmap") below.



- 3.17 In terms of risk monitoring, risk is a standing item on the meeting agendas for Senior Management Team, the Corporate Management Group and the Executive Officer Team and the RMF sets out clear criteria for escalation and intervention.
- 3.18 As part of the Annual Governance Statement for 2018-19 the Chief Internal Auditor has considered the risk management function within the Council and has assessed the effectiveness of that function as part of the system of internal control and stated;-

“In the Chief Internal Auditor’s opinion, reasonable reliance can be placed on the Council’s risk management and governance arrangements, and systems of internal control for 2018/19”

4 PROPOSALS

4.1 As stated above the strategic risks relate to core business of the Council. In the course of 2019-20 the following programme of risk management activity is planned;-

- (i) Assessment of risks relating to the Health & Social Care Partnership and the Council's role as:-
 - Statutory Partner
 - Provider of commissioned services
- (ii) Assessment of risks relating to Arm's Length External Organisations
- (iii) Review of risks in light of finding from the Council's Best Value Audit once published
- (iv) Development session with Audit Committee
- (v) Development Session with all elected members
- (vi) Review of the Council's Risk Appetite Statement
- (vii) Further refine the RMF as part of the wider governance review and CIPFA Governance Mark of Excellence accreditation process

5 RECOMMENDATIONS

5.1 It is recommended that the Committee considers the content of the report and provides comment and constructive challenge as appropriate and in particular acknowledges the ;-

- (i) progress made to date as regards embedding the risk management strategy
- (ii) notes the current key strategic risks identified through the risk management process
- (iii) notes the assessment as to the effectiveness of the current RMF

Author(s)

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Approved

Name	Designation	Date
KAREN REID	CHIEF EXECUTIVE	21 JUNE 2019

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	N/A
Corporate Plan	N/A
Resource Implications	
Financial	N/A
Workforce	N/A
Asset Management (land, property, IST)	N/A
Assessments	
Equality Impact Assessment	N/A
Strategic Environmental Assessment	N/A
Sustainability (community, economic, environmental)	N/A
Legal and Governance	N/A
Risk	N/A
Consultation	
Internal	YES
External	
Communication	
Communications Plan	

Consultation

Internal

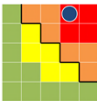
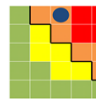
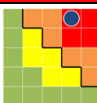
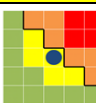
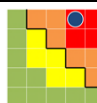
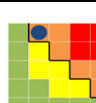
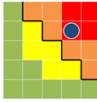
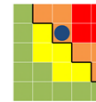
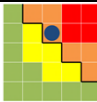
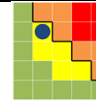
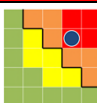
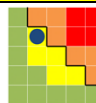
In preparing the Corporate Risk Register the following have been consulted:

- Executive Officer Team
- Corporate Management Group
- Policy & Governance Group
- Chief Internal Auditor
- Planning Policy & Risk Group
- ECS Senior Management Team
- H&E Senior Management Team
- CDS Senior Management Team

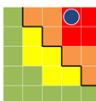
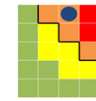
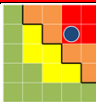
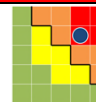
Appendices

- Appendix 1 Corporate Risk Register

CORPORATE RISK REGISTER 2019-20

Risk Number	Category	Risk Description (Threat/Opportunity)	Risk Owner	Inherent Risk			Controls	Residual Risk			Risk Treatment	Treatment Actions	Comments
				Impact Value	Probability Value	Inherent Score		Impact Value	Probability Value	Residual Score			
CORP-001	Strategic	SG financial settlement is significantly below working assumptions resulting in a substantial increase in savings targets and an inability to deliver services to the expected quality and standards	Chief Executive	5	4	20 	Medium Term Financial Plan Capital Budget Treasury Management Budget monitoring Forecasting/analysis Ongoing review of assumptions Continuous engagement with management and elected members	5	3	15 	Accept	3	Risk scores based on best estimates in relation to financial settlements. Scores may change as more information becomes available regarding terms of financial assessment etc
CORP-002	Strategic	Due to climate change there is a risk of increased incidences of severe weather detrimentally impacting on infrastructure across PKC leading to damage and loss of property, and negatively impacting on commercial and societal activity including key industries that depend on the natural environment, such as forestry, agriculture and fisheries.	Depute Director Housing & Environment	5	4	20 	Improve advice and support to businesses (particularly SMEs) to understand how climate change will affect their operations and how to adapt. Understanding how extreme weather events such as storms, droughts and floods will impact the area's infrastructure. Target action to address climate effects on identified key infrastructure to minimise disruption to businesses and citizens across PKC Provide economic development support to businesses which provide adaptation goods and services, providing new avenues for commercial activity by developing expertise and reputation in this strategically important and growing sector.	3	3	9 	Accept	4	Future effects of climate change may not evolve as we understand and perceive the risks today. This could lead to unforeseen effects which negate earlier mitigation strategies.
CORP-003	Strategic	Failure to identify and meet emerging and evolving statutory duties & responsibilities, combined with failure to co-ordinate & align low carbon transitions work across PKC resulting in legislative penalties, missed funding or commercial opportunities &/or duplication of effort around carbon reduction and climate change.	Depute Director Housing & Environment	5	4	20 	Climate Change Board activities, allied with engagement plan to emphasise importance of carbon reduction to future PKC duties & responsibilities. Development of clear corporate framework to ease integration of local low carbon activities across PKC and wider community. Strengthening of climate change communication, reporting & governance structures across all levels of PKC from the Low Carbon Working Group, through Climate Change Board & onto the CMG, EOT, Community Planning partners & Elected Members.	5	2	10 	Treat	4	Potential for emerging duties and responsibilities to be resource intensive. Therefore if adequate funding to support these is not available then a risk in meeting these duties will still remain.
CORP-004	Strategic	Due to the current economic climate, including the impact of welfare reform, more people are experiencing financial difficulties, resulting in a reduction in income and potentially an increasing demand for services, which the Council may not be able to meet	Chief Executive	4	4	16 	The Joint Welfare Reform steering Group continues to monitor strategic and operational impact of welfare reform Service planning, performance monitoring & reporting Budget monitoring & reporting. Regional Economic Strategy Invest in Perth Perth City Development Plan	4	3	12 	Accept	3	
CORP-005	Strategic	Competition for labour arising from a reducing working age population, increasing demands for services and the impact of Brexit may impact on the Council's ability to recruit and retain suitably skilled and experienced staff.	Chief Operating Officer	4	3	12 	Employer Brand/Employee Experience – our offer. Marketing and promotion of PKC roles. Workforce planning. Brexit Group MA & Graduate trainee schemes Workforce Plan	4	2	8 	Treat	3	
CORP-006	Strategic	The pace and extent of change and transformation, reduction in staff and increasing demands for services may impact on our capacity and productivity through adverse impact on employees.	Chief Operating Officer	4	4	16 	Organisational development framework. Wellbeing/resilience/support for staff. Employee engagement approaches. Leadership and management of change.	4	2	8 	Treat	3	

				Inherent Risk				Residual Risk					
Risk Number	Category	Risk Description (Threat/Opportunity)	Risk Owner	Impact Value	Probability Value	Inherent Score	Controls	Impact Value	Probability Value	Residual Score	Risk Treatment	Treatment Actions	Comments
CORP-007	Strategic	There is a risk that the council does not have the skills and capacity required for the effective delivery of future public services – (digital skills, collaborative leadership, community leadership, etc)	Chief Operating Officer	4	4	16	Learn Innovate Grow approach and methodologies.	4	2	8	Treat	2	
							Capturing and sharing existing skills; plans for leadership and skills development.						
CORP-08	Strategic	Pace of technological advancement, underinvestment, lack of digital leadership or skills, and low appetite for change may result in failure to deliver the Digital Strategy and citizen centric service re-design	Chief Operating Officer	4	4	16	ICT Transformation Board created to ensure holistic governance of corporate ICT. Adoption of a standard approach to service redesign incorporating the "citizen at the centre" - implementation of enterprise-wide mobile working and online services platforms.	3	3	9	Treat	2	
							Alignment of the Capital Programme to the Council's priorities. Procurement regulations build in IT review for fitness for purpose prior to investment. Digital Strategy drives "One Council, One Best Way" approach and the ICT Board adjudicate exceptions to this Education Digital Strategy						
CORP-09	Strategic	Loss or unlawful processing of data as consequence of inadequate cyber defences and/ or poor information management systems result in financial and reputational loss and potentially personal injury	Chief Executive	5	4	20	PSN accreditation Cyber Essentials DP Policies/processes DP awareness training Business Continuity procedures ICT security controls	5	3	15	Treat	3	
CORP-010	Strategic	Failure to implement a strategic approach and insufficient professional and technical resource to support our transformation activities means that these may fail to deliver the required service redesign, efficiencies and savings.	Chief Executive	5	4	20	Corporate Transformation Board PM governance framework 2015-2020 Transformation Strategy Project.Programme Boards SMT oversight EOT oversight SP&R scrutiny Capital Programme	4	3	12	Treat	4	
CORP-011	Strategic	External contract and commissioning and contract management arrangements fail to deliver best value resulting in increased costs and/or reduced service provision	Chief Operating Officer	4	4	16	Procurement strategy Procurement journey Contract Management & monitoring Scotland excel Framework Agreements Tayside Procurement Consortium	4	3	12	Treat	2	
CORP-012	Strategic	Information assets cannot be fully exploited to inform decision making and effect organisational change	Chief Executive	4	4	16	Continuing to develop and implement holistic, enterprise-wide capabilities (e.g. GIS, Corporate Address Gazetteer) rather than continuing reliance on silo solutions	4	3	12	Treat	1	
							Developing data warehousing to ensure single source of information						
CORP-013	Strategic	Given the breadth of local government responsibilities, and the recognised challenges of decision making within any minority administration, there is a risk that we fail to build the strong cross party and member/officer relationships necessary to be effective.	Chief Executive	4	4	16	Council Induction & training MOWGs Convenor Briefings Ward Member Group Meetings Elected Member Briefings Councillor's Code of Conduct Managing expectations	4	3	12	Treat	5	
CORP-014	Strategic	As a consequence of BREXIT there is a risk that there is reduced availability of funding previously provided through EU Grants.	Chief Operating Officer	5	4	20	Brexit Group Regional economic strategy Employability Strategy Invest in Perth	5	3	15	Accept	2	This should be a CP Partnership strategic risk : Action required by Chief Exec.
CORP-015	Strategic	As a consequence of BREXIT there is a risk of economic downturn and a reduction in housebuilding, business expansion and investment which will mean that the Council's economic development strategy cannot be implemented	Chief Operating Officer	5	4	20	Regional Economic Strategy Invest in Perth Scottish Cities Alliance Tay Cities Deal Brexit Group	5	3	15	Accept	2	This is a strategic risk for the CPP : Action required by Chief exefc to ensure that this is escalated to the CPP Risk Register

				Inherent Risk				Residual Risk					
Risk Number	Category	Risk Description (Threat/Opportunity)	Risk Owner	Impact Value	Probability Value	Inherent Score	Controls	Impact Value	Probability Value	Residual Score	Risk Treatment	Treatment Actions	Comments
CORP-016	Strategic	Lack of effective leadership, incohesive partnership working and diminishing resources across relevant public sector bodies mean that vulnerable children and adults cannot be protected adequately	Chief Executive	5	4	20	Public Protection Chief Officers group Children, Young People & families partnership Child Protection Committee & strategic plans Adult Protection Committee & strategic plans Integrated Children's Services Plan HSCP Strategic Plan Regular reporting to Council & Committee Appointment of Independent Chair	5	3	15	Treat	3	This is a strategic risk for the CPP : Action required by Chief exefc to ensure that this is escalated to the CPP Risk Register
													
CORP-017	Strategic	There is a risk that we do not deliver the strategic objectives of the Local Outcome Improvement Plan and meet our statutory duty to reduce inequalities because of lack of partner and/or community buy-in.	Chief Executive	4	4	16	CPP Board has strategic oversight and is responsible for ensuring that the governance framework is effective in managing risk and the delivery of LOIP and LAP outcomes. Improvement Plan for Local Action Partnerships developed and implementation underway Strategic Risk Profile for the LOIP will be developed by March 2019. Ongoing investment in community capacity building enabling communities to take more control of local decisions.	4	4	16	Treat	3	This is a strategic risk for the CPP : Action required by Chief exefc to ensure that this is escalated to the CPP Risk Register N.B. First LOIP Annual Report to CPP Board Dec 2018.
													

RISK REF	Action	Description	Risk Actionee	Due Date	Overdue	Status	Update
CORP-001	1	Regular update reports to Council on changes to financial assumptions; potential impact and mitigating action.	Head of Finance		No	Open	
CORP-001	2	Review and maintain sufficient level of Uncommitted Reserves to help smooth impact of funding reductions in the short term and/or provide investment for Service transformation.	Head of Finance		No	Open	
CORP-001	3	Develop 3 year budget and transformation strategy to forward plan for anticipated changes in resources.	Head of Finance	Feb 2019	No	Complete	Budget position agreed at Special Council meeting 20/02/19
CORP-002	1	Improve knowledge and understanding extreme weather events on infrastructure	Depute Director Housing & Environment	Ongoing	No	Open	to be part of new climate change strategy
CORP-002	2	Target action to address climate effects on identified key infrastructure to try to minimise disruption to businesses and citizens across PKC	Depute Director Housing & Environment	Ongoing	No	Open	to be part of new climate change strategy
CORP-002	3	Advice and support to businesses and SMEs re climate change and impact	Head of Planning & Development	Ongoing	No	Open	to be part of new climate change strategy
CORP-002	4	Economic development support to businesses and SMEs re climate change and impact	Head of Planning & Development	Ongoing	No	Open	to be part of new climate change strategy
CORP-003	1	Establishment of Climate Change Board	Depute Director Housing & Environment	Ongoing	No	Open	Complete
CORP-003	2	Communication and engagement re climate change duties and responsibilities	Depute Director Housing & Environment	Ongoing	No	Open	part of engagement process to developing climate change strategy
CORP-003	3	Develop clear corporate framework to ease integration of local low carbon activities across PKC and wider community.	Head of Planning & Development	Ongoing	No	Open	to be part of new climate change strategy
CORP-003	4	Strengthening of climate change communication, reporting & governance structures across all levels of PKC	Head of Planning & Development	Ongoing	No	Open	to be part of new climate change strategy
CORP-004	1	Monitor and measure impact of welfare reform	Head of Corporate IT & Revenues	Ongoing	No	Open	
CORP-004	2	Budget monitoring & reporting	Head of Finance /SMTs	Ongoing	No	Open	
CORP-004	3	Align resources to priority service areas as determined by legislation and the Council's corporate plan	Head of Finance /SMTs	Ongoing	No	Open	
CORP-005	1	Continue to monitor the risk and impact as more information becomes available.	Corporate Human Resources Manager	Ongoing	No	Open	
CORP-005	2	Continue to develop & promote PKC brand and ensure that our workforce planning and talent management strategies are aligned to council priorities.	Corporate Human Resources Manager Corporate Strategy & OD Manager	Ongoing	No	Open	
CORP-005	3	Develop talent management strategy	Corporate Human Resources Manager Corporate Strategy & OD Manager	Ongoing	No	Open	

CORP-006	1	Continue to promote wellbeing / resilience / support for staff	Corporate Human Resources Manager	Ongoing	No	Open	
CORP-006	2	Ensure that employees are appropriately engaged in change and redesign initiatives	Corporate Strategy & OD Manager	Ongoing	No	Open	
CORP-006	3	Continue to provide professional support for the leadership and management of change across the organisation	Corporate Strategy & OD Manager	Ongoing	No	Open	
CORP-007	1	Ascertain enterprise wide skills gaps and align learning & development activities and leadership programmes to ensure that workforce is skilled and equipped to meet the challenges of changing service delivery models	Corporate Human Resources Manager Corporate Strategy & OD Manager	Ongoing	No	Open	
CORP-007	2	Develop talent Management strategy	Corporate Human Resources Manager Corporate Strategy & OD Manager	Ongoing	No	Open	
CORP-08	1	Investment in digital skills development to grow knowledge and understanding/confidence around digital change.	Head of Corporate IT and Revenues Corporate Strategy& OD Manager	Ongoing	No	Open	
CORP-08	2	Participation in national initiatives such as Local Government Digital Office (LGDO) and Tayside Collaboration.	Head of Corporate IT and Revenues	Ongoing	No	Open	
CORP-09	1	Maintain appropriate information and systems security accreditation	Information Security Manager Head of Corporate IT and Revenues	Ongoing	No	Open	
CORP-09	2	Continue to implement programme of Data Protection training	Information Compliance Manager	Ongoing	No	Open	
CORP-09	3	Cyber Essentials Plus	Information Security Manager Head of Corporate IT and Revenues	Ongoing	No	Open	
CORP-010	1	Revise transformation governance framework	Head of Corporate IT & Revenues Head of Legal & Governance Chief Officer IIJB	Mar 2020	No	Open	
CORP-010	2	Refresh transformation strategy	Chief Operating Officer Chief Officer IIJB	Mar 2020	No	Open	
CORP-010	3	P&K Offer	Chief Operating Officer Chief Officer IIJB	Mar 2020	No	Open	
CORP-010	4	Realignment with strategic priorities	Chief Operating Officer Chief Officer IIJB	Mar 2020	No	Open	
CORP-011	1	Align commissioning activity across organisation	Head of Finance Corporate Procurement Manager	Mar 2020	No	Open	
CORP-011	2	Pursue shared service/collaborative opportunities with Tayside partners	Head of Finance Chief Officer IJB	Mar 2020	No	Open	
CORP-012	1	Progress strategic approach to data warehousing and single source of information for council systems	Head of Corporate IT and Revenues Information Compliance Manager	Mar 2021	No	Open	
CORP-013	1	Elected Member Development Programme	Head of Legal & Governance Services	Ongoing	No	Open	

CORP-013	2	Member Briefings including impact assessments to promote openness and understanding of operational business	Executive officer team	Ongoing	No	Open	
CORP-013	3	Review budget setting process	Executive officer team	Ongoing	No	Open	
CORP-013	4	Refine decision making framework	Head of Legal & Governance Services	Ongoing	No	Open	
CORP-013	5	Review MOWGs	Head of Legal & Governance Services	Ongoing	No	Open	
CORP-014	1	Continue to monitor the risk and impact as more information becomes available	Head of Planning & Development	Ongoing	No	Open	
CORP-014	2	Further develop and support programmes of vocational training in areas particularly affected (eg care/trades/ construction)	Corporate HR Manager Corporate Strategy & OD Manager	Ongoing	No	Open	
CORP-015	1	Continue to monitor the risk and impact as more information becomes available	Head of Planning & Development	Ongoing	No	Open	
CORP-015	2	Continued investment in economic development	Head of Planning & Development	Ongoing	No	Open	
CORP-016	1	Establishment of Clinical & Care Governance Committee	Chief Social Work Officer	Mar 2020	No	Open	
CORP-016	2	Review terms of reference of Chief Officers Group in line with national guidance	Chief Social Work Officer	Mar 2020	No	Open	
CORP-016	3	Strategic development at Chief Officer & Committee level in terms roles & responsibilities	Chief Social Work Officer	Mar 2020	No	Open	
CORP-017	1	Review required to ensure that the governance arrangements provide a clear accountability framework, via the LOIP and Local Action Partnerships, for CP partners in delivering against LOIP and Local Action Plan objectives.	Operating Officer Executive Officer Team Head of Culture & Communities	Mar 2020	No	Open	
CORP-017	2	Effective joint resourcing arrangements at area and locality level between CP partners to ensure public resources are aligned to LOIP priorities.	Operating Officer Executive Officer Team Head of Culture & Communities	Mar 2020	No	Open	
CORP-017	3	A sustained Local Asset Transfer programme and other new joint arrangements with communities enabling them to take control of key local assets and services.	Operating Officer Executive Officer Team Head of Culture & Communities	Mar 2020	No	Open	