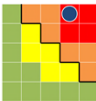
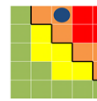
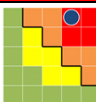
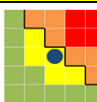
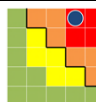
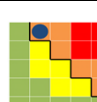
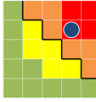
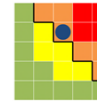
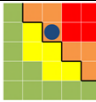
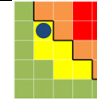
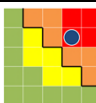
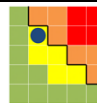
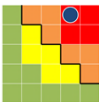
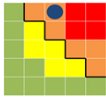
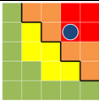
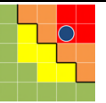


CORPORATE RISK REGISTER 2019-20

				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-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	