

Inherent Risk										Residual Risk			Risk Movement			
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	Change in risk direction from last review	Comment	Risk Status
CORP-006	Strategic: Welfare/ Communities	Sourcing and maintaining food supplies to support vulnerable groups	Fiona Robertson / Lisa Simpson	5	4	20	Links established with local supermarkets; Single Point of contact (PKE) for liaison with national food distribution scheme; Ongoing requests through established national groups and the Local resilience partnership for more detailed information and greater input into the process; Food donations from Fair Share being received and distributed	4	2	8	Accept	Consider how we will continue to facilitate and support in the longer term. Supported by the Equalities Recovery Group.		↓	We have managed to source regular suppliers and donations to maintain food supplies and are continuing to work with Fair Share. As with other risks, completion and definition of vulnerability may change in line with risk 1 and post COVID environment. Taken in context that a high number of the food parcels are currently being delivered to those classified as vulnerable through reasons other than shielding. This will need to be discussed and taken forward as part of emerging needs identified within Equalities and Engagement workstream.	Open
		There is a risk we cannot fund or source enough food supplies to ensure vulnerable groups are supported and safe, or we duplicate national activity which will be sourcing food from the same suppliers as us, resulting in: Shortage of food supply Vulnerable individuals having insufficient food RESPONSE														
CORP-007	Workstreams: PE/Health & Safety	Sourcing & Maintaining PPE Supplies There is a risk - due to unprecedented increase in demand - for supply chain failure, lack of knowledge of PPE required due to rapidly changing workforce, stockpiling, demand at manufacturers and being unable to supply equipment alongside prioritisation of larger orders could lead to: a failure to meet demand for PPE, Poor employee relations, and industrial unrest; staff frustration / low morale; Unavailability of staff to carry out essential functions RESPONSE / RECOVERY	Robert Lyle	4	4	16	Regular ordering including daily calls to suppliers regarding progress with orders by Stores; Daily stock takes of supplies feeding into dashboard of PPE availability and future demand for both PNC and social care; Agreement to assist HSCP shortfalls on 'gold pro quo' basis; Hubs set up at 3 locations in PNC for distribution of national NHS supply of PPE; Co-ordination of purchasing between Council and Social Care; Discipline specific scale of equipment issued to all members of staff; Co-ordination of supply and demands between suppliers for NHS (via NHS) and other Council Services (via Scotland Food); Dashboard with M&L status of PPE supplies, current and future demand; Compliance with national guidance on PPE usage; Regular communications and liaison with Trade Unions over PPE; Scale of equipment appropriate for the task, by service function have been developed with the H&S Team, and shared with all members of staff; Thematic, Accurate Risk Assessments going scales of equipment and rationale; Risk assessments available to all staff; Toolbox talks for staff, available to all; Regular communications messages to all staff; PPE matrix in place within stores; Weekly reporting to Gold command re PPE status; Single point of contact liaison with suppliers (NHS and Scotland Food); Assessment of PPE/Intelligent requirements for schools carried out and transportation of goods arranged.	4	3	12	Reduce	Operations manual being created in context of PPE/social distancing; Property colleagues have been contacted regarding ongoing arrangements for accommodating food and PPE stores; Operations have been introduced for provision of PPE to schools in preparation for Education Recovery and schools reopening; Discussions are ongoing to ascertain requirements and responsibility for provision of PPE on school transport services.		↑	Awaiting announcement by Swireby by 31.07.20, which should provide clarity on education recovery arrangements which will impact upon this risk. Potential concern raised by central stores over future availability of cleaning products due to widespread demand.	Open
CORP-011	Strategic: Workforce	Employee health & wellbeing There is a risk that employee morale and productivity are negatively impacted by current organisational requirements and/or the general effects of lockdown and the pandemic RESPONSE	Euan Sturgeon	4	3	12	Regular communications via a range of channels regarding health & wellbeing; Support available via counselling, occupational health, HR advice, and links to 3rd party organisations to give specialist advice; Council staff website with a range of support information, and text message service to keep in contact with staff; Appointment of a health & wellbeing champion; Pulse survey completed and ongoing. A number of initiatives have been introduced to improve the health and wellbeing of our workforce; including Lockdown Lounge; Podcast sessions; Responses to the Pulse survey, etc. to assess the health and wellbeing of our workforce; Mobilisation plans for returning employees to work premises in the event of physical or mental wellbeing/welfare concerns by individuals; Continual development and effectiveness reviews carried out	3	3	9	Reduce	Ongoing communications and policy development;		↔	Modelling of personal crisis response suggests that there is potential for a morale dip during this phase. This risk will be reviewed once further clarity is available on new ways of working and impacts. We continue to review our offer for health and wellbeing to ensure regular updates, sign-posting including the provision of support via the Podcast and Wellbeing articles published on the site. We are aware of the stages of response/recovery and impact on employees. We have been promoting this in our communications so that employees are aware that it is normal. We have access to NHS resources/information that can be accessed by employees to maintain wellbeing. Our risk assessments for recovery have also considered how risks can be mitigated. The mobilisation plans have factored in a process for returning employees to work premises in the event of physical or mental wellbeing/welfare concerns by individuals. These will continue to be reviewed for effectiveness.	Open
CORP-013	Strategic: Finance	Financial resilience Due to the financial impacts of the lockdown both on businesses and individuals, there is a risk that there will be a shortfall against budgeted income projections and that these, and additional costs arising from responding to the COVID-19 situation, will not be fully met by the Scottish Government. This, combined with the potential downturn in the economy, could further lead to a reduction in the level of financial support provided by the Scottish Government in the medium and longer term. All of these could result in: Insufficient financial resources to fund Council Services, and other financial commitments and; a significant reduction in the Council's level of reserves and future financial resilience RECOVERY	Stewart Mackenzie	5	4	20	Regular Corporate monitoring of income levels; support to businesses through prompt payment of business grants and advice; support to individuals and families through Welfare Rights Team and tenancy support fund and engagement with customers over support available; Maintenance and monitoring of additional costs/ reduced income as a detailed level by the Bronze Finance Group and reported to Gold Command initially on a weekly basis then every 2 weeks from June. Two senior colleagues from the Health & Social Care Partnership represented on the Bronze Finance Group; Information collated from all Councils in a standard CDSIA return and submitted to CDSIA periodically (latest submission being 22 June); Health & Social Care Partnership submitting standardised return (Mobilisation Plan) to the Scottish Government with high level information reflected in the report to Gold Command; Monitoring and lobbying for Councils nationally via CDSIA, SOLACE, and the Directors of Finance Group; Financial Update report considered by Council on 24 June.	5	4	20	Reduce	Development of recovery/renewal plan for the Council to prepare for new post Covid environment through linkage with SMT's re pressures and savings Liaison around this will take place with 'renewal' workstream also. Elected member briefing sessions planned for mid August with further sessions in early September.		↔	A report will be submitted to Council on 30 September on the Revenue and Capital budgets. The Scottish Government has recently announced £100m of additional support for Education over a 2 year period and recent UK Treasury announcements will increase consequential funding for Scottish local authorities by a further £50m. Currently awaiting details on how these funds will be allocated.	Open
CORP-014	Strategic: Finance	Key supplier/supply chain risk There is a risk of key supplier (or provider) failure and / or significant changes in supplier (provider) capacity - this applies equally to partners such as the Health & Social Care Partnership - resulting in: the Council being restricted in the services it can provide and/or experience a significant inflationary increase in the cost of services. RESPONSE/RECOVERY	Stewart Mackenzie	4	4	16	Advance payment of suppliers or payment to meet their core costs, where appropriate / justified, and in line with national guidance on maintaining the supply chain; A procurement sub-group of the Bronze Finance group has been established to offer advice and support on this issue; Work with national bodies such as CDSIA and Scottish Excel to maximise supplier capacity, at national level; issued guidance to Managers on Supplier payments; financial rep pre-approval requirement of Head of Finance sign-off on advance payments has been temporarily suspended; key supplier policy statement has been published on PNC website; undertaken to provide Financial Support to Tayside Contracts and ALEOs	4	4	16	Reduce	Continued discussion with ALEOs and Tayside Contracts and other key suppliers		↔	The Scottish Government has announced additional support for social care providers through undertaking to meet certain Covid 19 related staff absence costs. Information is being collated through the Mobilisation Plans to help inform this. The Scottish Government have announced £47.2m of additional funding for public transport which will be paid directly to bus operators. Following recent UK Treasury announcements, £97m in consequential funding is being provided to support Arts & Culture in addition to the £10m previously announced by the Scottish Government. Currently awaiting further information on how this funding will be applied.	Open
CORP-015	Strategic: Finance	Revenue Budget & Capital Programme viability There is a risk that the Council will be unable to deliver the approved Revenue budgets for 2020/21 and the 10-year Composite Capital and 5-year Housing Investment Programme budgets. This would require corrective action in the current year and a significant review of future financial planning assumptions. Risk of managing expectations in both a public and political setting. RECOVERY	Stewart Mackenzie	4	5	20	Ongoing monitoring and reporting of financial position to Gold Command; Review of current budgets	4	4	16	Reduce	Consideration of wider financial impact and potential corrective action at the recovery stage. Further information has been requested for Elected Member briefings.	Likely to require mid-year review of 2020/21 budget in the autumn	↔	Work is underway to review the Council's budgeted income and expenditure together with an assessment of the additional investment required to support Recovery and Renewal. This will include ensuring sufficient resourcing of key commitments such as Early Learning & Childcare; Welfare; Health & Social Care and Economic Recovery going forward. A report on the Council's Revenue and Capital Budgets will be submitted to Council on 30.09.20.	Open
CORP-017	Strategic: Economy	Downturn in local economy There is a significant risk that due to COVID-19 the likelihood of local business failures and job losses will result in a downturn in the local economy. RESPONSE/RECOVERY	David Liddington	4	5	20	Maintain contact with businesses and developers through business briefings, phone calls etc; Ensure we signpost to support & advice available locally and nationally; Process Business Grants as quickly as possible; Business bulletins issued to give advice/guidance; responsiveness to enquiries; Newly established self-employed grants now being processed; Business barometer survey completed;	4	5	20	Reduce	Consideration of Business barometer survey results; Development of economic recovery plan		↑	Increase in residual risk probability score to reflect the number of business closures recently and further potential of job losses/business failures due to the Job Retention scheme coming to an end.	Open

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CORP-027	Strategic: Communications	Communication	Charlene Gould	4	4	16	Ensuring we have enough resources with the Comms team and access to key information and communication channels, nationally and locally. Overview of strategic and operational situation through gold and silver command structure, including comms messages that should support our priority activities. Comms reps are on Gold and Silver meetings, to support messages, and identify comms opportunities. Regular meetings/ contacts with Trade Unions, Regular updates to elected members via Members briefings, the Sounding Board, and (from May 2020) Single Committee. Comms messages are approved by gold command. Regular employee surveys to identify any gaps in comms to staff	4	3	12	Reduce	Development of information and communications channels utilising information from the health & wellbeing survey recovery and renewal development programme		↔	There is still some risk in terms of resources for Communications however, this is easing as we have stepped back from full day social media roles etc. FDR and press enquiries still present the same challenges but not unsurmountable at the moment. We continue to engage with staff through the H&W newsletter and staff surveys etc. as well as face to face meetings (virtually).	Open
		There is a risk in not getting accurate and timely information and important messages to stakeholder groups (e.g. general public, staff, Trade Unions, elected members, media), which could result in: reputational damage; Loss of confidence in officers, amongst employees, elected members and the public; Poor employee relations, and industrial unrest; staff frustration / low morale; Unavailability of staff to carry out essential functions; Misinformation to the public and employees, resulting in unsafe behaviours RESPONSE/RECOVERY														
CORP-028	Strategic: Financial (economic recovery)	Arms Length External Organisations	Fiona Robertson	4	5	20	Financial underwriting in 20/21 meets PNC's financial constraints. Longer term, development of new delivery model for culture and sport to ensure financial sustainability. Decision was taken at Gold to support ALEOs until October in line with furlough.	4	4	16	Reduce	We are in weekly contact with ALEOS on their financial forecasting/cashflow positions. We have provided some financial underwriting commitments. We are preparing proposals for a new delivery model for culture and sport. We should continue to lobby SG via COSA (other mechanisms for national emergency assistance, particularly for performing arts which is most at risk)		↔	Awaiting outcomes from restructuring at Horncross and detail regarding additional funding announced by UK Government.	Open
		There is a risk, if our ALEOS are unable to resume service delivery, at least partially, by end of 2020 they will become financially unsustainable once the Job Retention Scheme ends in October and significant redundancies will be required. This also creates a risk to the wider recovery and renewal of our local economy, including the tourism and community offer which the ALEOS deliver.														
CORP-029	Strategic: Second Peak Planning	Second Peak of Infection Planning	Keith Muttumani	5	3	15	PNC is a member of the multi-agency Local Resilience Partnership and Test and Protect oversight group. This multi-agency working monitors infection rates and trends in Test and Protect, and develops measures to prepare for potential increases in infection. Emerging issues are reported to silver and gold command. We work with our partners over test and protect, contact tracing, and implementing environmental infection control. Lessons learned exercise to be completed in relation to re-testing. Workforce plan for 'reserve workforce' with links to ongoing communications/training, additional supply staff and Modern Apprentices recruited, and fixed term appointments made to increase our capacity to flex the workforce as required; process in place to support private care settings locally; weekly testing regime for care homes and programme for asymptomatic testing in settings (which in turn will provide early warning indicators).	5	2	10		National guidance expected imminently on dealing with localised lockdowns - to be actioned once received, including scenario planning and exercising, either at LSP level, or at council level; health and social care partnership are currently developing plans for winter and flu vaccinations in context of COVID-19 and infection control; Lessons learned exercise to be completed in relation to re-testing; Workforce plan for 'reserve workforce' with links to ongoing communications/training; additional supply staff and Modern Apprentices recruited, and fixed term appointments made to increase our capacity to flex the workforce as required; process in place to support private care settings locally; weekly testing regime for care homes and programme for asymptomatic testing in settings (which in turn will provide early warning indicators).	NEW		Proposed new	