



# Heatmap Report

PKC

Camms.

Print Date: 17-Jun-2025

HEATMAP



## RISK SUMMARY

### Strategic Risk

No.	Risk Event	Inherent	Residual	Trend
1	<b>SR-01 - We fail to protect children and vulnerable adults from harm</b> Comments: Updated actions and included additional work around Public Protection Strategy and added new control appointment of CSWO. Scoring revised following review.	Priority 1	Priority 1	↓
2	<b>SR-02 - We fail to mitigate or reduce the impact of climate change in Perth and Kinross within the scope of our control and resources</b> Comments: 1 control upgraded and new control added. Wording of risk amended to reflect more accurately risk to the Council. Scoring currently unchanged but will remain under review.	Priority 1	Priority 1	↔
3	<b>SR-03 - The economy in Perth &amp; Kinross does not grow in an inclusive and sustainable way</b> Comments: 3 controls upgraded from adequate to effective following progress of actions taken to strengthen control environment in 2024/25. No changes to scoring.	Priority 1	Priority 1	↔
4	<b>SR-04 - Our actions to tackle poverty and address the inequalities gap within Perth &amp; Kinross are ineffective</b> Comments: Anti-Poverty Strategy endorsed by Council and approved by Anti-Poverty Task Force. Local Child Poverty Action Plan control re-rated to effective, following positive feedback by Scottish Government. Anti-poverty Task Force control strengthened through agreement of role and remit and approval of Anti-Poverty Strategy. Work is ongoing by chair of task force to further improve through design of an Action Plan. New control added as Council Poverty Board established. Scoring reviewed following this but not reduced.	Priority 1	Priority 1	↔
5	<b>SR-05 - The Transformation and Change programme does not meet expected outcomes and deliver the future, sustainable public services that our communities need within available resources</b> Comments: Risk has been refocussed around the T&C Programme Phase Two and the commencement of the Programme Management Office approach. Controls and actions have been reviewed and updated accordingly. No change to scoring at this time.	Priority 1	Priority 2	↔
6	<b>SR-06 - The security (that is, the confidentiality, integrity, availability and resilience) of the Council's data is compromised</b> Comments: New controls added and action around AI governance and policy. No changes to scoring.	Priority 1	Priority 2	↔
7	<b>SR-07 - Our operational response (in a non-public health related emergency situation) is inadequate or ineffective</b> Comments: 5 controls have improved in effectiveness. 2 new controls have been added. Overall residual scores have been reviewed.	Priority 1	Priority 2	↔
8	<b>SR-08 - There are insufficient financial resources to provide the services that our communities need.</b> Comments: Reviewed post budget approval. In line with discussions at Senior Leadership Review and standardisation of risks, residual scoring has increased from priority 3 to priority 2 to reflect ongoing financial challenges.	Priority 1	Priority 2	↑
9	<b>SR-09 - We have insufficient capacity and skills within the workforce to deliver the services that our communities need</b> Comments: Two new controls added and People and Culture Strategy approved and arrangements implemented to deliver actions. No change to scoring until new controls are operating and embedded.	Priority 1	Priority 2	↔

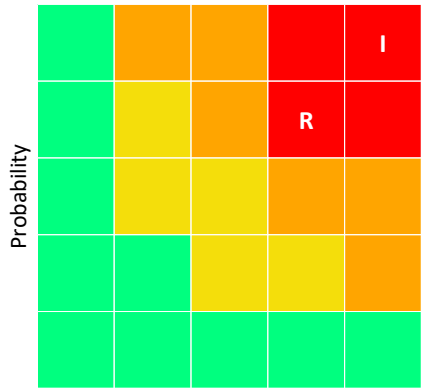
No.	Risk Event	Inherent	Residual	Trend
10	SR-010 - Council buildings and other assets are not safe, fit for purpose or providing best value	Priority 1	Priority 2	↔
	Comments: Reviewed, 30 year asset plan awaiting approval. No change to scoring.			
11	SR-011 - The health and safety of staff and the public is not adequately protected	Priority 1	Priority 3	↔
	Comments: 1 control (Health & Safety training and communication) re-graded to effective. Actions updated. No further changes to risk or scoring at this time.			

RISK OVERVIEW

Strategic Risk

SR-01 We fail to protect children and vulnerable adults from harm				
Risk Categories: People / Human Resource, Audit, Legislation and Compliance		Risk Owner: Arun Singh	Secondary Responsible Person(s): David MacLuskey,Jacqueline Pepper	Last Reviewed Date: 19 May, 2025
Next Review Date: 31 Aug, 2025				
Organisation > Perth and Kinross Health and Social Care Partnership > Integrated Health and Care - Adults				
Organisation > Perth and Kinross Health and Social Care Partnership > Children, Families & Justice				
Organisation > Chief Executive > Education & Learning				

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment

Aggregated Rating	
I	N/A
R	N/A
Effectiveness of control	
R	Effective

Causes

- Lack of sustainable depute chief social work officer arrangements in place
- Evolving and complex legislative landscape
- Failure to align and prioritise budgets and resources to need
- Failure to develop a sense of collective responsibility (both within and out-with the Council)
- Inadequate/ poor quality data and business intelligence
- Incohesive partnership working (eg ineffective communication and data sharing)
- Increasing vulnerabilities and complexities in terms of need across our communities
- insufficient resource and capacity

Residual Controls

Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Multi-agency Adult Protection Committee	Arun Singh	Effective	01 Apr, 2026
Multi-agency Child Protection Committee	Arun Singh	Effective	01 Apr, 2026
Multi-agency public protection Chief Officers Group	Arun Singh	Effective	01 Apr, 2026
PKC Adult Support Protection Processes/Policies/Procedures	Arun Singh	Effective	01 Apr, 2026
PKC Child Protection Processes/Policies/Procedures	Arun Singh	Effective	01 Apr, 2026
Robust internal governance and assurance systems	Arun Singh	Improvement Required	01 Apr, 2026
Tayside Regional Collaborative Priority Group for Safeguarding and Child Protection	Arun Singh	Effective	01 Apr, 2026








Residual Solutions

## Risk Appetite



OUT OF APPETITE

The appetite benchmark score is 5.00 for this category

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Appoint deputy chief social work officer	Arun Singh	In Progress	50	29 Aug, 2025	 GREEN
Compile Adult Protection Annual Report 2023/24 and Improvement Plan 2024/25 and present to the Adult Protection Committee, Chief Officers Group, Council and Integrated Joint Board	Arun Singh	Completed	100	30 Dec, 2024	 GREEN
Compile Adult Protection Annual Report 2024/25 and Improvement Plan 2025/26 and present to the Adult Protection Committee, Chief Officers Group, Council and Integrated Joint Board	Arun Singh	Not Started	0	31 Oct, 2025	 N/A
Compile the Child Protection Standards and Quality Assurance Report 2023/24 and present to the Child Protection Committee, Chief Officers Group and Council	Arun Singh	Completed	100	30 Dec, 2024	 GREEN
Compile the Child Protection Standards and Quality Assurance Report 2024/25 and present to the Child Protection Committee, Chief Officers Group and Council	Arun Singh	Not Started	0	31 Dec, 2025	 N/A
Develop a Public Protection Strategy based on priorities identified at Public Protection Evaluation session across all public protection areas	Arun Singh	Not Started	0	31 Oct, 2025	 N/A
Plan for a partnership Public Protection Event in Perth and Kinross and present schedule to Chief Officers Group for agreement	Arun Singh	Completed	100	30 Dec, 2024	 GREEN

SR-02

We fail to mitigate or reduce the impact of climate change in Perth and Kinross within the scope of our control and resources

Risk Categories: Environment, Audit, Legislation and Compliance

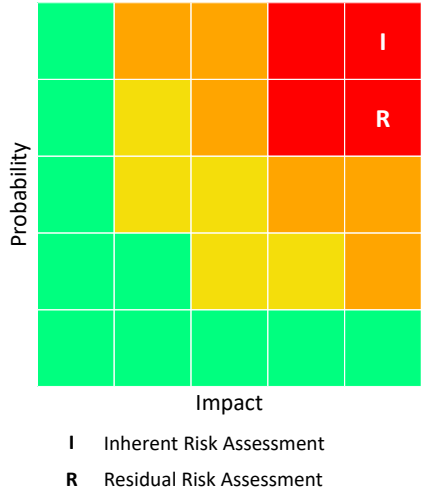
Risk Owner: Fraser Crofts

Last Reviewed Date: 15 May, 2025

Next Review Date: 31 Aug, 2025

Organisation > Depute Chief Executive > Environment & Infrastructure

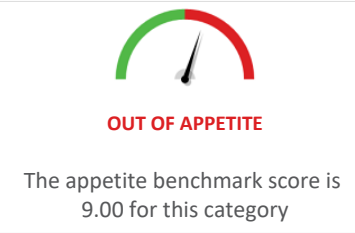
Individual Heatmap



Aggregated Rating	
I	N/A
R	N/A

Effectiveness of control	
R	Adequate

Risk Appetite



Causes

- A lack of leadership and accountability
- Energy inefficiency
- Failure to develop a sense of collective responsibility (both within and out-with the Council)
- Failure to influence culture and behaviour
- Failure to respond appropriately to evolving statutory duties & responsibilities
- Inadequate planning/ failure to prioritise and align appropriate resource
- Inadequate resources and capacity
- Ineffective /inefficient asset management
- The current economic climate

Residual Controls




Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Climate Change & Sustainability Group	Fraser Crofts	Effective	01 May, 2026
Climate Change and Sustainability Committee and Convenor's meeting	Fraser Crofts	Effective	01 May, 2026
Climate Change Strategy and Action Plan	Fraser Crofts	Effective	01 May, 2026
Corporate Plan 2022-27	Greg Boland	Adequate	01 May, 2026
Impact and Value Assessment Tool	Divindy Grant	Adequate	01 May, 2026

Consequences

- Detrimental impact on environmental, health and wellbeing outcomes across our community
- Failure to meet our climate reduction Futures and responsibilities, with potential legislative penalties
- Failure to reduce carbon footprint
- Increased inequalities across communities
- Increase in occurence of adverse weather events
- Inflated investment requirements due to not taking early action
- Reputational damage/loss of public confidence

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Carbon Literacy Training for Elected Members and Senior Officers	Divindy Grant	In Progress	50	30 Sep, 2025	AMBER
Develop Cumulative Climate Impact Assessment of Budget to be taken to Climate Change and Sustainability Committee	Divindy Grant	In Progress	30	30 Sep, 2025	RED
Engage and develop strategy development processes to ensure climate change is considered and embedded in these	Lee Haxton	Not Started	0	31 Mar, 2026	N/A

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Review and address CC Internal Audit recommendations	Fraser Crofts	Completed	100	31 Dec, 2024	 GREEN
Review of membership and participation in Climate Change Commission	Pete Leonard	In Progress	50	30 Sep, 2025	 RED
Review roles and remits between Climate Change Board, SMT'S, CMG and ELT	Pete Leonard	Completed	100	30 Jun, 2024	 GREEN



SR-03

The economy in Perth & Kinross does not grow in an inclusive and sustainable way

Risk Categories: Finance, People / Human Resource

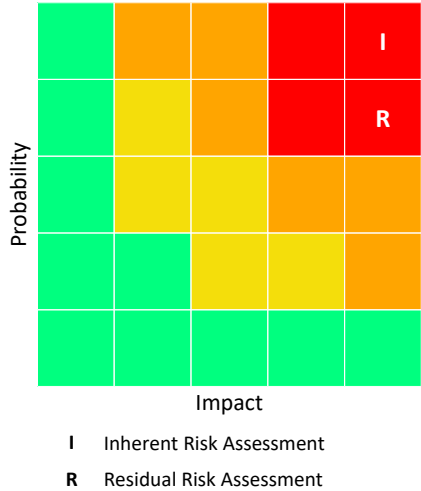
Risk Owner: Serge Merone

Last Reviewed Date: 21 May, 2025

Next Review Date: 31 Aug, 2025

Organisation > Depute Chief Executive > Economy, Development & Planning

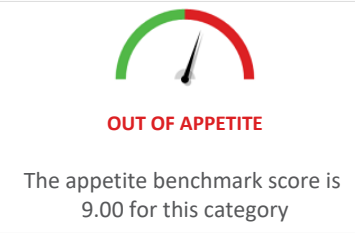
Individual Heatmap



Aggregated Rating	
I	N/A
R	N/A

Effectiveness of control	
R	Adequate

Risk Appetite



Causes

- A change in policy direction and potential funding impacts
- Failure to resource interventions to support economic development
- Failure to identify relevant factors impacting local economic resilience and develop strategies to support local economy
- Failure to maximise on opportunities presented through the Tay Cities Deal and other UK/SG funds
- The current economic climate, including the fallout from the Russia-Ukraine war, global supply chain issues and the Cost of Living Crisis

Residual Controls

Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Local Employability Partnership	Serge Merone	Improvement Required	31 Mar, 2026
Ongoing monitoring of local economy through relevant data	Serge Merone	Effective	01 May, 2026
Perth & Kinross Economic Partnership	Serge Merone	Effective	01 May, 2026
Regional Economy Strategy	Serge Merone	Effective	01 May, 2026
Scottish Local Authorities’ Economic Development (SLAED) Group	Serge Merone	Adequate	01 May, 2026
Tay Cities Deal and Partnership	Serge Merone	Effective	01 May, 2026
UK Shared Prosperity Fund	Serge Merone	Adequate	01 May, 2026

Consequences

- Stagnation in wage growth
- A lack of positive destinations for school leavers
- Increased business failures
- Decline in housebuilding, business expansion and investment
- Increased failure demand and resources being wasted on ineffective interventions
- Increased poverty/inequalities across our communities
- Population and economic decline
- Rising unemployment

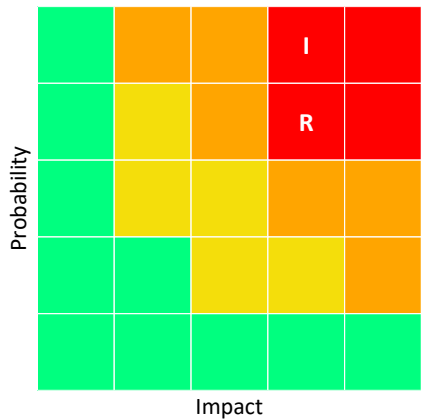
Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Accelerated delivery of step change projects	Serge Merone	In Progress	90	31 Mar, 2026	<div><div></div><div></div><div></div></div> GREEN
Perth and Kinross Economy Plan 2025-2030	Serge Merone	Completed	100	01 Apr, 2025	<div><div></div><div></div><div></div></div> GREEN
Refresh of Tay Cities Regional Economic Strategy	Serge Merone	Completed	100	31 Oct, 2024	<div><div></div><div></div><div></div></div> GREEN

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Review of external employability activities (following internal transformation review) including Local Employability Partnership	Serge Merone	In Progress	50	31 Mar, 2026	<div><div></div><div></div><div></div><div></div><div></div></div> <div>GREEN</div>

SR-04Our actions to tackle poverty and address the inequalities gap within Perth & Kinross are ineffective				
Risk Categories: People / Human Resource, Finance		Risk Owner: Greg Boland	Secondary Responsible Person(s): Alan Taylor,David MacLuskey,Serge Merone	Last Reviewed Date: 13 May, 2025
Next Review Date: 31 Aug, 2025				
Organisation > Depute Chief Executive > Economy, Development & Planning				
Organisation > Chief Executive > Education & Learning				
Organisation > Chief Executive > Strategic Planning, People & Performance				
Organisation > Depute Chief Executive > Customer & Digital Services				

Individual Heatmap



Causes

- Failure to align and prioritise budgets with locality and local demographic needs
- Failure to plan and resource effective interventions to address needs
- Incohesive partnership working
- Low wage and in work poverty
- Rising costs (including food, fuel, housing)
- The current economic climate and cost of living crisis

Consequences

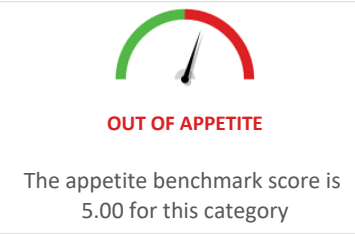
- An increasing demand for services, which the Council may be unable to meet
- A widening of the inequalities gap within Perth and Kinross
- Poor or reduced health, social and economic wellbeing outcomes within our communities
- Pressure on statutory services
- Reduction in Council income

Residual Controls

Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Anti-Poverty Task Force	Greg Boland	Improvement Required	01 May, 2026
Future for Families Project	Alison Seggie	Effective	01 May, 2026
Governance and internal control arrangements	Greg Boland	Adequate	01 May, 2026
Joint Welfare Reform Steering Group	Alan Taylor	Adequate	01 May, 2026
Local Child Poverty Action Plan	Greg Boland	Effective	01 Apr, 2026
Local Employability Partnership	Serge Merone	Improvement Required	31 May, 2026
Local Outcomes Improvement Plan	Greg Boland	Adequate	01 May, 2026
Poverty Theme Board	Greg Boland	Adequate	01 Apr, 2026
Poverty Working Group	Greg Boland	Adequate	01 May, 2026
Transformation and Change Projects governed by SPP&P	Greg Boland	Adequate	01 May, 2026
Welfare Rights - income maximisation	Alan Taylor	Effective	01 May, 2026

Residual Solutions

Risk Appetite



Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Compilation of budgetary information in relation to poverty to allow oversight of budgets and expenditure.	Carole Hendry	Completed	100	30 Jun, 2024	GREEN
Developing and testing a Wellbeing Budgeting approach around the Poverty priority	Carole Hendry	In Progress	30	31 Mar, 2026	AMBER
Development of a cash-first approach	Paul Smith	In Progress	80	31 Dec, 2025	GREEN
Development of an anti-poverty strategy	Greg Boland	Completed	100	31 Oct, 2024	GREEN
Development of an Anti-Poverty Task Force Action Plan	Paul Smith	In Progress	80	30 Sep, 2025	GREEN
Development of Good Food Strategy in relation to Food Insecurity	Greg Boland	In Progress	70	30 Jun, 2025	AMBER
Further refine and expand upon PK insights proof of concept	Carole Hendry	In Progress	70	30 Jun, 2025	AMBER
Review role and remit of Anti-Poverty Task Force	Carole Hendry	Completed	100	31 Oct, 2024	GREEN

SR-05

The Transformation and Change programme does not meet expected outcomes and deliver the future, sustainable public services that our communities need within available resources

Risk Categories: Transformational, Audit, Legislation and Compliance, Finance, People / Human Resource

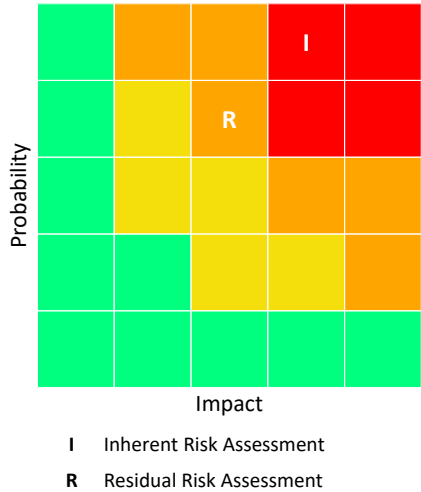
Risk Owner: Charlene Guild

Last Reviewed Date: 15 May, 2025

Next Review Date: 31 Aug, 2025

Organisation > Chief Executive > Projects & Programmes

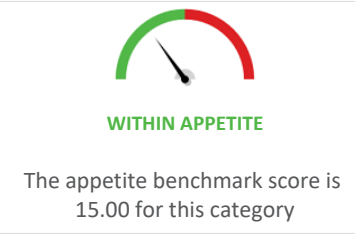
Individual Heatmap



Aggregated Rating	
I	N/A
R	N/A

Effectiveness of control	
R	Effective

Risk Appetite



Causes

- Failure to develop and expand community connections and relationships
- Failure to effect the necessary cultural change within the organisation to implement new ways of working
- Failure to engage effectively local communities to better identify need
- Failure to prioritise/align financial resources to need
- Inadequate local population data and business intelligence
- Incohesive partnership working (eg ineffective communication and data sharing)
- Insufficient resources and capacity

Residual Controls




Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Corporate Plan 2022-27	Greg Boland	Adequate	01 May, 2026
Equalities Mainstreaming Report	Elaine Ritchie	Effective	01 May, 2026
Financial Management and internal control	Scott Walker	Effective	01 May, 2026
Programme Management Office Project Monitoring Process	Charlene Guild	Effective	01 May, 2026
Transformation & Change Communications and Engagement Plan	Charlene Guild	Effective	01 May, 2026
Transformation and Change governance structures	Charlene Guild	Adequate	01 May, 2026
Transformation and Change Strategy and Implementation Plan	Charlene Guild	Adequate	01 Apr, 2026

Consequences

- A widening of the inequalities gap within Perth and Kinross
- Inability to sustain current service delivery within future resource allocation
- Failure to comply with statutory duties
- Increased failure demand and resources being wasted on ineffective interventions
- Lack of confidence in Council / reputational loss
- Poor or reduced health, social and economic wellbeing outcomes within our communities

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Development and roll out of locality based, multi-disciplinary working groups	Carole Hendry	In Progress	50	31 Mar, 2026	<div><div></div><div></div><div></div></div> RED
Further development activity with CPP	Lee Haxton	In Progress	90	13 Jun, 2025	<div><div></div><div></div><div></div></div> AMBER
Introduction of a universal service design approach across PKC in relation to Transformation & Change activity	Charlene Guild	In Progress	10	31 Mar, 2026	<div><div></div><div></div><div></div></div> GREEN

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Mapping of interdependencies across the Transformation & Change Programme	Charlene Guild	In Progress	10	31 Dec, 2025	 AMBER
Review approach to community engagement	Elaine Ritchie	Completed	100	01 Apr, 2025	 GREEN
Review of T&C Strategy (2022 - 27) to align with Corporate Plan key priorities	Charlene Guild	In Progress	10	31 Oct, 2025	 RED

SR-07

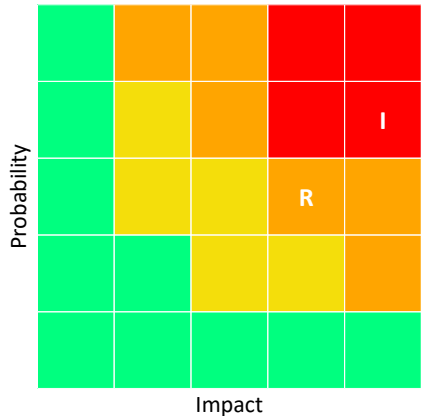
Our operational response (in a non-public health related emergency situation) is inadequate or ineffective

<b>Risk Categories:</b> Property and Assets, People / Human Resource	<b>Risk Owner:</b> Greg Boland	<b>Secondary Responsible Person(s):</b> Elaine Ritchie	<b>Last Reviewed Date:</b> 06 May, 2025	<b>Next Review Date:</b> 31 Aug, 2025
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Organisation > Chief Executive > Strategic Planning, People & Performance

Organisation > Depute Chief Executive > Housing & Communities

Individual Heatmap

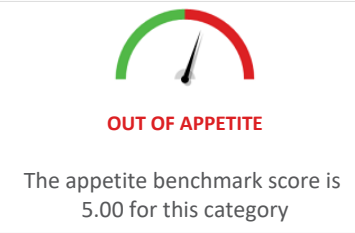


- I Inherent Risk Assessment
- R Residual Risk Assessment

Aggregated Rating	
I	N/A
R	N/A

Effectiveness of control	
R	Effective

Risk Appetite



Causes

- A lack of leadership and accountability
- Lack of preparedness to severe weather/emergencies
- Failure to test civil contingency/business continuity plans and processes
- Inadequate civil contingency/business continuity plans to cover relevant emergency situations
- Inadequate local population data and business intelligence
- Incohesive partnership working
- Insufficient resources and capacity







Consequences

- Poor staff well-being (stress, burnout etc) leading to Retention challenges & reduced productivity
- Damage to property and infrastructure
- Damage to the environment
- Detrmental impact on local economy
- Harm to health and wellbeing
- Legal claims and/or financial costs and penalties
- Potential injury/fatality
- Reputational damage/loss of public confidence
- Unable to deliver essential services

Residual Controls

Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Annual Programme of Training for Elected Members, ELT and SLT and others	Sue Terras	Effective	01 Oct, 2025
Appropriately skilled staff at Strategic, Tactical and Operational levels	Sue Terras	Effective	01 Apr, 2026
Business Continuity / Contingency plans	Sue Terras	Adequate	01 May, 2026
Cohesive partnership working in place to identify and support vulnerable people	Sue Terras	Adequate	01 May, 2026
Concurrent Events document	Sue Terras	Adequate	01 May, 2026
Effective network of community support/response	Elaine Ritchie	Effective	01 May, 2026
Emergency response structure	Thomas Glen	Effective	01 May, 2026
North of Scotland Resilience Partnership	Thomas Glen	Effective	01 Apr, 2026
Tayside Local Resilience Partnership	Thomas Glen	Effective	01 May, 2026

Residual Solutions

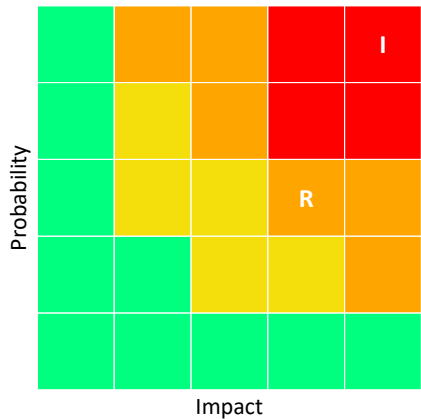
Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Emergency planning action plan	Greg Boland	Completed	100	31 Mar, 2025	 GREEN
Implement recommendations arising from Internal Audit	Sue Terras	In Progress	20	31 Mar, 2026	 GREEN
Maintain currency of plans for foreseeable incidents	Greg Boland	In Progress	70	31 Dec, 2025	 AMBER
Severe Weather Response Improvement Plan	Fraser Crofts	Completed	100	31 Mar, 2025	 GREEN
Updating of Concurrent Events Document	Greg Boland	In Progress	80	31 Dec, 2025	 GREEN
Work with IT and HSCP to design and implement Persons at Risk Database (PARD)	Greg Boland	In Progress	50	01 Oct, 2025	 AMBER



SR-08 There are insufficient financial resources to provide the services that our communities need.			
Risk Categories: Finance, Audit, Legislation and Compliance, Contract and Procurement, Environment, Information Technology and Security, People / Human Resource, Property and Assets, Reputation and Public Image, Transformational		Risk Owner: Scott Walker	Last Reviewed Date: 12 Mar, 2025
			Next Review Date: 31 Aug, 2025

Organisation > Chief Executive > Finance & Business Support

Individual Heatmap

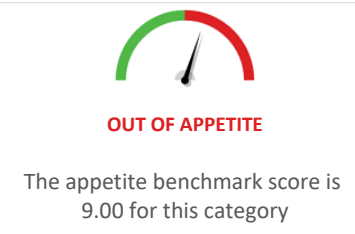


I Inherent Risk Assessment  
R Residual Risk Assessment

Aggregated Rating	
I	N/A
R	N/A

Effectiveness of control	
R	Effective

Risk Appetite



Causes

- Poor decision making
- Inappropriate use of resources
- Change in political direction
- Changing demographics
- Cyber defences being breached
- Failure to deliver planned savings due to a reduction in local government funding/financial settlement
- Failure to prioritise/align financial resources to need
- Failure to transform Council services
- High levels of inflation
- Increased ring-fencing of funding
- Increasing and/or more complex needs
- Increase in expenditure
- Movements in financial settlement
- Movements in income
- Reduction in local government funding
- The current economic climate and cost of living crisis

Residual Controls

Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Annual Accounts and Statutory Audit Processes	Scott Walker	Effective	01 Apr, 2026
Annual Governance & Assurance Statement	Jacqueline Clark	Effective	01 Apr, 2026
Budget Briefing Communications	Scott Walker	Effective	01 Apr, 2026
Capital Budget	Scott Walker	Effective	01 Apr, 2026
Continuous engagement with management and elected members, e.g. Executive Leadership Group, Conveners, BRGs.	Scott Walker	Effective	01 Apr, 2026
Financial Regulations and Supplementary Guidance	Scott Walker	Effective	01 Apr, 2026
Financial Strategy and Principles	Scott Walker	Effective	01 Apr, 2026








Consequences

- Increased pressure on staff
- Failure to achieve best value
- Deterioration in quality and safety of assets
- Failure to deliver a balanced budget
- Increased costs through failure demand
- Increased pressures on other parts of public sector or 3rd sector
- Increase in future savings and significant reduction in the Council's reserves
- Lack of confidence in Council / reputational loss
- Legal /financial claims and penalties for breach of duties and/or injury
- Poor outcomes - economic, environmental and social wellbeing
- Reduction in availability/quality of services

## Residual Controls

Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Investment Blueprint	Scott Walker	Effective	01 Apr, 2026
Medium Term Financial Plan	Scott Walker	Adequate	01 Apr, 2026
Reserves Strategy	Scott Walker	Adequate	01 Apr, 2026
Revenue and Capital monitoring	Scott Walker	Adequate	01 Apr, 2026
Strategic Investment Advisory Group	Scott Walker	Effective	01 Apr, 2026
Three Year Revenue Budget	Scott Walker	Effective	01 Apr, 2026
Transformation and Change Programme	Charlene Guild	Adequate	01 May, 2026
Treasury Management	Scott Walker	Adequate	01 Apr, 2026

## Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Budget communications Plan	Scott Walker	Completed	100	31 Mar, 2025	 GREEN
Consolidation of finance function to transformation the finance service	Scott Walker	In Progress	60	31 Mar, 2026	 AMBER
Council Tax Strategy 2025-2027	Scott Walker	Completed	100	01 Apr, 2025	 GREEN
Improved analysis of financial data (heatmap project)	Scott Walker	In Progress	50	01 Nov, 2025	 AMBER
No Purchase Order /No Payment Project	Scott Walker	In Progress	30	31 Mar, 2026	 AMBER
Review of Financial Regulations	Scott Walker	Completed	100	30 Sep, 2024	 GREEN
Whistleblowing Communications plan	Jacqueline Clark	In Progress	70	30 Jun, 2025	 AMBER

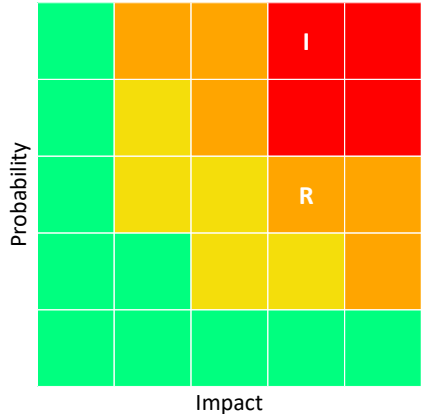
SR-09

We have insufficient capacity and skills within the workforce to deliver the services that our communities need

<b>Risk Categories:</b> People / Human Resource, Reputation and Public Image	<b>Risk Owner:</b> Greg Boland	<b>Secondary Responsible Person(s):</b> Pauline Johnstone	<b>Last Reviewed Date:</b> 08 May, 2025	<b>Next Review Date:</b> 31 Aug, 2025
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Organisation > Chief Executive > Strategic Planning, People & Performance

Individual Heatmap

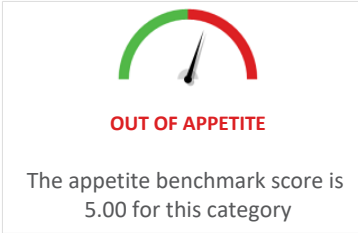


- I Inherent Risk Assessment
- R Residual Risk Assessment

Aggregated Rating	
I	N/A
R	N/A

Effectiveness of control	
R	Effective

Risk Appetite



Causes

- Difficulties with recruitment, shortages in the labour market
- Difficulties with retention, pay and grade, impact of hybrid working on existing workforce
- Inadequate financial resources
- Inadequate workforce planning (including succession planning, policies & strategies, vacancies management, wage analysis)
- Increase in sickness absence, reduced wellbeing
- Lack of knowledge and expertise in particular areas
- Workforce reduction through restructuring/consolidation as part of transformation and change programme

Residual Controls

Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Employee Relations & Wellbeing Team	Pauline Johnstone	Adequate	01 May, 2026
Employees Joint Consultative Committee	Pauline Johnstone	Effective	01 May, 2026
Health and Wellbeing Plan	Pauline Johnstone	Improvement Required	01 Apr, 2026
Hybrid/new ways of working: guidance and operating models established	Pauline Johnstone	Effective	01 May, 2026
Joint Negotiating Committee for Teaching Staff	Pauline Johnstone	Effective	01 May, 2026
Leadership Development Programme	Pauline Johnstone	Adequate	01 May, 2026
Leadership skills training	Pauline Johnstone	Adequate	01 May, 2026
Modern Apprentice & Graduate trainee schemes	Pauline Johnstone	Effective	01 May, 2026
Organisational development plan	Pauline Johnstone	Adequate	01 May, 2026
People Analytics Dashboard	Pauline Johnstone	Adequate	01 May, 2026
People and Culture Strategy 2024-2028	Pauline Johnstone	Effective	01 May, 2026




Consequences

- Detrimental impact on environmental, economic and health and wellbeing outcomes across Perth and Kinross
- Failure to deliver strategic objectives
- Failure to deliver the services that communities need / poor quality services
- Legal /financial claims and penalties for breach of duties and/or injury
- Poor staff morale, health and wellbeing/ increased staff absence
- Reputational damage/Council being seen as an unattractive employer

**Residual Controls**

Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Wellbeing/resilience/support (including links to partner organisation support resources for care workers)	Pauline Johnstone	Effective	01 May, 2026
Workforce planning procedures and guidance	Pauline Johnstone	Adequate	01 May, 2026
Workforce Planning Themed Board	Greg Boland	Adequate	01 May, 2026

**Residual Solutions**

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Create a health and wellbeing pathway for change across PKC and the P&K HSCP which identifies the elements of a healthy workforce.	Pauline Johnstone	In Progress	20	31 Mar, 2026	 GREEN
Deliver the People and Culture Strategy Action Plan which is due for approval at Finance and Resources Committee	Pauline Johnstone	Not Started	0	30 Jun, 2026	 N/A
Review and update People and Culture Workforce Plan (previously workforce plan)	Pauline Johnstone	Completed	100	30 Jun, 2024	 GREEN

SR-010

Council buildings and other assets are not safe, fit for purpose or providing best value

<b>Risk Categories:</b> Property and Assets, People / Human Resource	<b>Risk Owner:</b> Scott Walker	<b>Secondary Responsible Person(s):</b> Alan Taylor,Fraser Crofts,Stephen Crawford	<b>Last Reviewed Date:</b> 12 Mar, 2025	<b>Next Review Date:</b> 29 Aug, 2025
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Organisation > Depute Chief Executive > Environment & Infrastructure

Organisation > Chief Executive > Finance & Business Support

Organisation > Depute Chief Executive > Property Services

Individual Heatmap

Probability

Impact

I

Inherent Risk Assessment

R

Residual Risk Assessment

Aggregated Rating

I	N/A
R	N/A

Effectiveness of control

R	Adequate
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Risk Appetite

OUT OF APPETITE

The appetite benchmark score is 5.00 for this category

Causes

- Failure to respond appropriately to H&S concerns raised through national enquiries/reports
- Failure to Future investment where needed
- Inadequate maintenance and repair
- Ineffective asset management and planning
- insufficient resource and capacity

Residual Controls

Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Asset Maintenance programmes	Scott Walker	Adequate	01 Apr, 2026
Asset Management Boards	Scott Walker	Adequate	01 Apr, 2026
Asset strategies, plans and performance information	Scott Walker	Effective	01 Apr, 2026
Condition and suitability surveys	Scott Walker	Effective	01 Apr, 2026
Corporate Asset Management Framework	Scott Walker	Effective	01 Apr, 2026
Strategic Investment Advisory Group	Scott Walker	Effective	01 Apr, 2026

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
30 year investment plan - Revision for 2025/26	Scott Walker	In Progress	75	31 Jan, 2026	<div><div></div><div></div><div></div></div> GREEN
Status reports for 2024/25 for key assets and report to appropriate Boards and/or Committees	Scott Walker	In Progress	90	30 Oct, 2025	<div><div></div><div></div><div></div></div> GREEN

17-Jun-2025

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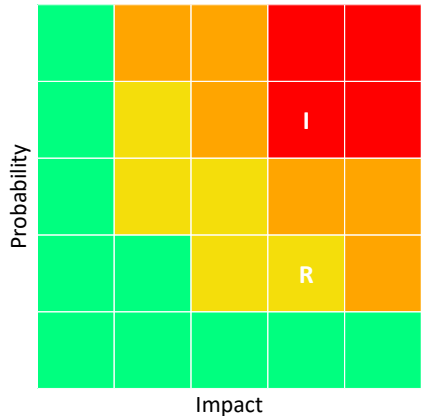
SR-011

The health and safety of staff and the public is not adequately protected

Risk Categories: Audit, Legislation and Compliance, People / Human Resource	Risk Owner: Greg Boland	Secondary Responsible Person(s): Pauline Johnstone	Last Reviewed Date: 15 May, 2025	Next Review Date: 31 Aug, 2025
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Organisation > Chief Executive > Strategic Planning, People & Performance

Individual Heatmap

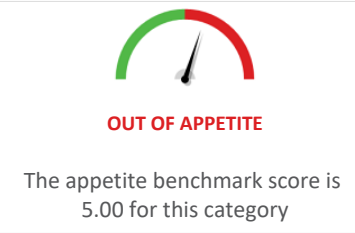


- I Inherent Risk Assessment
- R Residual Risk Assessment

Aggregated Rating	
I	N/A
R	N/A

Effectiveness of control	
R	Effective

Risk Appetite



Causes

- Health & safety implications of new ways of working (e.g. hybrid / remote) not fully known/understood
- Inadequate resources and capacity
- Ineffective monitoring, reporting and response
- Lack of understanding /failure to apply legislation
- Under-investment in training and controls

Consequences

- Detrimental impact on health and wellbeing
- Legal /financial claims and penalties for breach of duties and/or injury or death
- Poor working environment and work life balance
- Potential injury/fatality
- Reputational damage/loss of confidence

Residual Controls

Control Title	Risk Control Owner	Control Effectiveness	Next Review Date
Corporate Health & Safety Team	Lorna Hamilton	Effective	01 May, 2026
Employees Joint Consultative Committee and Service based Health and Safety Committees	Pauline Johnstone	Effective	01 May, 2026
Health & Safety training and communication	Lorna Hamilton	Effective	01 May, 2026
Partnership working with Director of Public Health ongoing	Pauline Johnstone	Effective	01 May, 2026
Robust Corporate Occupational Health & Safety Policy with supporting arrangement and guidance documents	Lorna Hamilton	Adequate	01 May, 2026
Safe Systems of Work	Lorna Hamilton	Effective	01 May, 2026

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Develop an approach to replace Service Consultative Committees with one Strategic Committee	Pauline Johnstone	In Progress	80	30 Sep, 2025	<div><div></div><div></div><div></div><div></div></div> GREEN
Implementation of Occupational Health and Safety policy and supporting topic specific arrangements	Lorna Hamilton	In Progress	75	30 Sep, 2025	<div><div></div><div></div><div></div><div></div></div> GREEN
Introduction of new digital Corporate Health and Safety management system to allow monitoring and reporting of health and safety	Lorna Hamilton	Completed	100	01 Apr, 2025	<div><div></div><div></div><div></div><div></div></div> GREEN
Monitoring and auditing of health and safety practices and procedures both by Management and Corporate Health & Safety Team	Lorna Hamilton	In Progress	25	31 Dec, 2025	<div><div></div><div></div><div></div><div></div></div> RED

Action Title	Responsible Officer	Action Status	% Completed	Target Completion Date	Performance
Review of the training offer and delivery	Lorna Hamilton	Completed	100	01 Apr, 2025	<div><div></div><div></div><div></div><div></div></div> <div>GREEN</div>

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