



Organisational Risk Profile

January 2026

INTRODUCTION

This profile identifies the key risks faced by Culture Perth and Kinross (CPK). The risks identified have the potential to disrupt the achievement of CPK's strategic and operational objectives. CPK will use risk management to take better informed decisions to ensure it achieves its objectives.

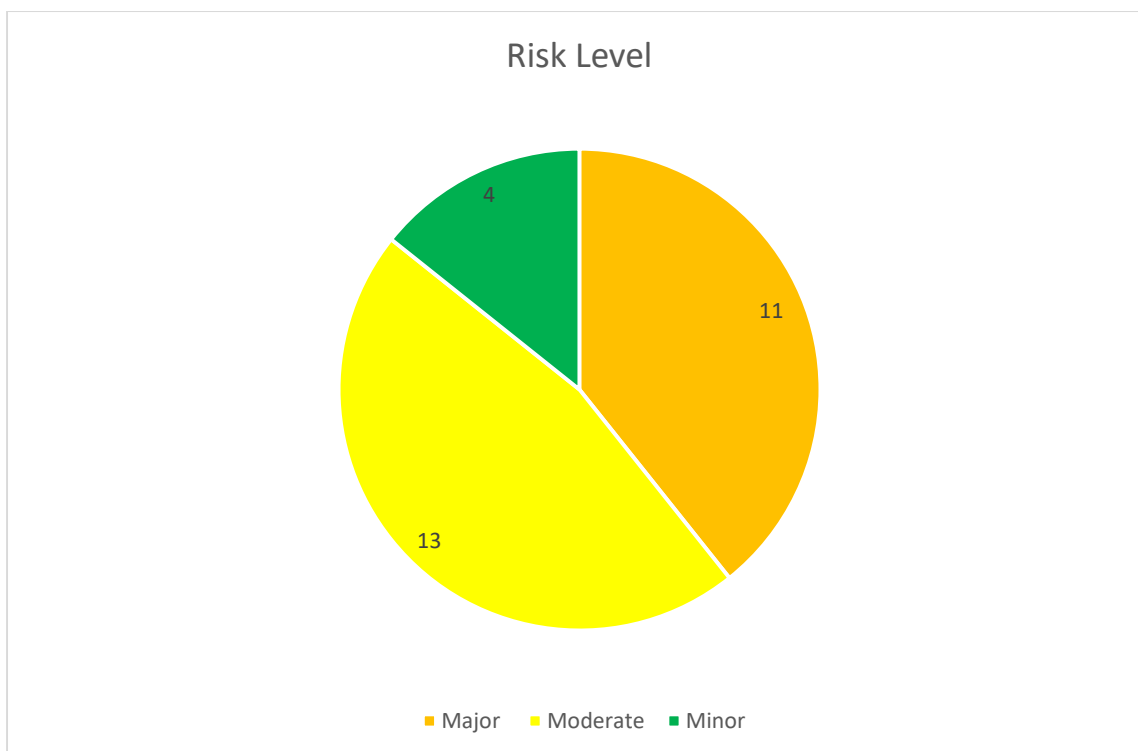
This document sets out a risk framework based on the Charity Commission's guidance *Charities' and Risk Management* to identify potential risk areas, their impact and mitigation.

Section 1 of this document sets out the key summary of risks and updates since the last version.

Section 2 provides the full register of risks identified with detail of the methodology, scoring, reviewing and reporting processes which are undertaken.

SECTION 1: Overall Risk Summary

The overall risk profile for CPK is moderate to high as a result of the overall financial and governance risks linked to income and the impact this may have on operational delivery. Version 2.16 of the risk profile contains 31 open risks.



There are 11 major risks identified; these are:

Risk	Mitigation
Risk 4: There is a risk to independent decision making affected by PKC.	<ul style="list-style-type: none"> • SLA reviews and documentation • Memorandum of Understanding in place between PKC and CPK • Performance Monitoring • Liaison Meetings
Risk 7 – Security of Assets: There are additional security requirements for Perth Museum and the Stone. Incident in July 2025 had major impact on visitor numbers	<ul style="list-style-type: none"> • Revised security procedures in place for Perth Museum including new bag searches • Operating procedures and inductions carried out highlight risks • Contractor management procedures in place • Security checks and additional fire checks carried out daily • Regular Insurance inspection visits • Dealing with protestors procedures in place • Door access system configured and controlled by CPK to allow appropriate access levels
Risk 9: There is a risk that fundraising activities do not provide satisfactory returns.	<ul style="list-style-type: none"> • Fundraising Strategy in place • Donations and other forms of unrestricted funds prioritised • Revised organisation priorities to embed fundraising across services
Risk 10 – Cyber Security: There is an increased national threat from cyber security which would lead to loss of key systems, personal data and confidential information.	<ul style="list-style-type: none"> • Security measures implemented and controlled by PKC • Privacy Impact Assessments • Business Continuity/ Disaster Recovery plan • Cyber Insurance cover in place • Cyber Security Training • Digital Resilience Group set up to monitor existing and new threats
Risk 14: There is a that disaster and recovery planning is not suitable and sufficient to protect the business, collections	<ul style="list-style-type: none"> • Disaster recovery plan in place including specific collections recovery plan

Risk	Mitigation
<p>and buildings.</p> <p>If fully realised, this may have effect on all risks and specifically the following risks:</p> <p>Risk 7: Security of Assets</p> <p>Risk 11: Employment issues</p> <p>Risk 13: Health & Safety</p> <p>Risk 18: Public Programme Delivery</p> <p>Risk 19: Reserves</p> <p>Risk 20: Trading Activities</p> <p>Risk 21: Compliance with grant funder requirements</p> <p>Risk 22: Budgetary Reductions</p> <p>Risk 25: Collections Insurance</p> <p>Risk 26: Compliance with legislation</p> <p>There is also a Business Continuity risk due to the age profile of CPK's workforce, which shows one fifth of workers aged over 60. As a relatively high proportion of staff that are reaching retirement age, there is an increased risk that a number of staff will leave with a range of knowledge and skills that will need to be replaced.</p>	<ul style="list-style-type: none"> • Business Continuity Scenarios enacted • Contractual arrangements with Perth and Kinross Council (PKC) reviewed • Additional IT tools for homeworking procured minimising number of staff working on site • Employment Rights and Guidance updated as advised by WorkNest • Security and Asset management control agreed with Perth and Kinross Council • Staff communication processes updated, maintaining contact and ensuring key information is shared and available • Implement systems for restricted funds • Agree budget control, monitoring and reporting arrangements • Update and check grant funder restrictions and timescales • Communicate with customers and funders • Ensure good quality reporting of Trust's activities and financial situation • Marketing/ Public relations training/ procedures • Review compliance procedures for VAT, PAYE, Financial Year end etc. • Workforce planning procedures reviewed to ensure relevant knowledge is passed on and training needs analysis carried out for staff
<p>Risk 16: There is a risk that the cost of operating IT infrastructure on PKC network continues to increase. Hardware replacement for network infrastructure in facilities was not transferred. In addition, the running and replacement costs of Perth Museum AV infrastructure and operation affects the visitor experience if not maintained and operating effectively</p>	<ul style="list-style-type: none"> • Specialist contractor procured to carry out repairs and upgrades to Perth Museum • Maintenance and support contract to be procured for Perth Museum AV • Budget monitoring process in place with PKC IT to manage and flag any additional cost pressures • Long term options being sought in partnership with PKC to come off PKC network infrastructure
<p>Risk 18: There is a risk that the Public Programme Delivery is insufficient and does not achieve the income targets and expected visitor numbers.</p>	<ul style="list-style-type: none"> • Review of Project Management processes • Review of Programming Group
<p>Risk 19: Reserves Policies – There is a Risk that financial pressures from Inflationary costs, staffing costs and Risk 22 Service Fee reduction impact on the use of reserves and ability to generate reserves.</p>	<ul style="list-style-type: none"> • Link reserves policy to business plans, activities and identified financial and operating risk • Regularly review reserves policy and reserve levels
<p>Risk 20: There is a risk Trading Activities do not meet income targets, leading to resources being withdrawn from key objectives.</p>	<ul style="list-style-type: none"> • Monitor and review business performance and return • Ensure adequacy of budgeting and financial reporting within trading budget • Trading company targets reduced due to limited offering as a result of Coronavirus on venues.

Risk	Mitigation
<p>Risk 22: There is a risk that PKC service fee reduces, and additional internal budgetary pressures from staff cost increases, transport and goods costs and inflationary pressures.</p> <p>If fully realised, this may have effect on all risks including Risk 19 Reserves Policies which may need to be adapted.</p>	<ul style="list-style-type: none"> • Governance process with PKC • Budgetary review process – revised Emergence plan in place • Use accurate costing procedures for product or service delivery • Agree procedures to review and action budget/cash flow variances and monitor and control costs • Regularly review reserves • Link budgets to business planning and objectives
<p>Risk 24: There are operational capacity risk to satisfy the Stillage condition of the new Insurance cover for collections. All collections stored in Lower Ground Floor of Perth Museum and Art Gallery must be above 50cm to satisfy the insurers risk coverage. This requires a major reorganisation of the stores in a short period of time with storage and resourcing issues.</p>	<ul style="list-style-type: none"> • Revised Collections Move plan • Reorganisation and identification of storage areas within building • Works to coincide with temporary closure of galleries to carry out wider refurbishment works allowing some staff to be reallocated to Collections Moves activity. • PCK has identified space within other facilities to accommodate Collections

Amended Risks since last report

Increase **Risk 16 Information Technology** to Major – due to costs of PKC IT hardware replacement and ongoing Perth Museum AV infrastructure problems

Minor changes to Controls for
Risk 10 – Cyber Security
Risk 24 – Collections Insurance

Additional impacts have been added to **Risk 22** to reflect impact of potential closures or service reductions

New Risks since last report

None

Closed Risks since last report

Risk 5 – ALEO review

Risks have been reordered to group types of risk together; numbering has changed as a result. The risk owners have been adjusted where relevant to reflect the recent restructure of posts and Management Teams.

SECTION 2: Risk Register

Culture Perth and Kinross is committed to ensuring that the management of risk underpins all activities of the organisation, thus safeguarding against the following:

- Poor service quality.
- Financial loss.
- Waste.
- Injury and / or death to staff, volunteers or visitors.
- Damage to CPK's reputation.
- Damage to or loss from the collections; and
- Damage to relationship with stakeholders.

Notwithstanding the above, CPK recognises that the application of risk management practices should not seek to eliminate all risk exposure, except that which is considered too high for the organisation within the resources that are available to the Trust and the current organisational arrangements with Perth and Kinross Council.

Responsibility for Managing Risk

The **Scheme of Delegation** sets terms of reference or role and remit which support the governance of Culture Perth and Kinross Limited. The specific roles of the following groups in relation to Risk Management are summarised below:

The Board of Directors are responsible for all governance systems, including risk management systems, and will review the Risk Management framework, relevant Risk Registers and the risk implications of decisions as appropriate.

The Chief Executive and Head of Operations and Support Services are the responsible officers with regard to managing risk as set out in the Scheme of Delegation. They will monitor and where necessary report further on risk management initiatives and activities to ensure suitable accountability and effective implementation to the Board. The Board of Directors shall support the Chief Executive and Head of Operations and Support Services in implementing this.

The Finance and Resources Committee is charged with assessing the on-going effectiveness of risk management controls, including the quality of assurance provision. This Committee will highlight relevant concerns surrounding weaknesses in risk arrangements and internal controls to Board and/or Chief Executive as necessary. The Organisational Risk Register will be considered as part of the Review of Governance Systems to inform the production of Annual Governance Statement.

The Executive Management (ExecMT) has delegated accountability to manage the risks relevant to their remit. They are expected to champion risk management, using it to help ensure that CPK learns from past experience and build an understanding of the most cost-effective risk control actions. Risk profiles and mitigations are regularly reviewed and communicated to all staff. Training and scenario planning is undertaken with Business Continuity and Disaster Recover reviewed regularly. Health and Safety reports, sickness absence rates along financial information are scrutinised and action plans developed.

Managers and staff at all levels within CPK have an important role to play in identification, assessment, addressing and reporting of risks within their work areas. They also have a role in identifying the need for the escalation and reduction of risks and reporting this to their line manager.

Reviewing and Reporting Risks

All Risk Registers will be reviewed at appropriate time intervals (a minimum of twice a year).

Managers with risks scoring high on impact and likelihood need to discuss the risk with their senior manager and consider escalation to the Strategic Risk Register. The outcome of the Strategic Risk Register reviews will be incorporated as appropriate within reports to the Board and reported to the Finance and Resources Committee twice a year.

Key risks will be discussed and communicated at relevant 1:1 meetings, management team meetings and escalated as necessary. The risk management process is a continuous and developing process. It addresses the risks surrounding the organisation's activities.

Separate reporting arrangements regarding Health & Safety reporting are set out in **Health & Safety Policy**.

Risk Profile

This document sets out a risk framework based on the Charity Commission's guidance *Charities' and Risk Management* to identify potential risk areas, their impact and mitigation.

This list is intended to be an indication of some of the main areas of risk that need to be considered by trustees. Some risks will fall into more than one category.

The risks are classified as follows:

- Governance
- Operational
- Financial
- Environmental or external
- Compliance (law or regulation)

Major Risks Identified

The Major Risks Identified for CPK are in the following areas:

- Financial – Risks for Income and Budgetary Control
- Operational – linked to major disaster/ security incidents
- Operational – Programming and Collections move

The process of risk analysis and scoring is explained below:

Risk Analysis

A Risk Matrix is a tool used in the Risk Assessment process; it allows the severity of the risk of an event occurring to be determined by considering impact and probability.

Impact Scale 1 – 5

We measure the inherent risk in terms of the impact it would have if it does materialise and the probability (likelihood) of it actually occurring. A scale of 1-5 is used to determine the level of impact and probability.

Probability Scale 1-5

Probability	Description
1. Rare	The event may occur only in exceptional circumstances

2. Unlikely	The event is not expected to occur
3. Possible	The event might occur at some time
4. Likely	The event will probably occur at least once
5. Almost Certain	The event will occur in most circumstances

Identifying Service Key Risks

Once the level of risk is established the risks can be placed on a risk prioritisation matrix to help identify CPK’s key risks. This is done by multiplying the Impact X Probability and plotting the score on the Risk Profile Matrix below. By doing this we are effectively identifying our level of risk appetite. Risk appetite is the level of risk that an organisation is willing to tolerate.

The Risk Tolerance Line is the black line running through the matrix below; where risks fall above this line they should be included in the Operating Plan and / or Risk Profile and controlled at a Service level.

To calculate the level of risk, take the Impact X the Probability, e.g.:
Probability of 4 (Likely) X Impact of 3 (Moderate) = a risk score of 12

I M P A C T	5. Critical	5	10	15	20	25
	4. Major	4	8	12	16	20
	3. Moderate	3	6	9	12	15
	2. Minor	2	4	6	8	10
	1. Insignificant	1	2	3	4	5
		1. Rare	2. Unlikely	3. Possible	4. Likely	5. Almost certain
PROBABILITY						

The following table identifies the key risks for the organisation and the mitigating actions in place to manage these.

Risk No	Risk Category	Risk Name/ Description	Potential Impact	Controls	Likelihood	Risk Rating Level	Risk Score	Risk Owner
1	Governance	The charity lacks strategic direction, strategy and forward planning	<ul style="list-style-type: none"> The charity drifts with no clear objectives, priorities or plans Issues are addressed piecemeal with no strategic reference Needs of beneficiaries are not fully addressed Financial management difficulties Loss of reputation 	<ul style="list-style-type: none"> Strategic Operating plan created which sets out key aims, objectives and policies Financial plan and budgets created Service plans created with clear targets Financial monitoring and operational performance monitored through KPI's Directors and Operators Insurance Cover Ongoing training and development for Board members 	UNLIKELY	MODERATE	6	Chief Executive / CPK Board
2	Governance	Management Structure Change	<ul style="list-style-type: none"> Lack of information flow and poor decision-making procedures Remoteness from operational activities Uncertainty as to roles and duties Decisions made at inappropriate level or excessive bureaucracy 	<ul style="list-style-type: none"> Organisational chart created with clear understanding of roles and duties Revised Scheme of delegation in place and consistent with constitutional and legal requirements Revised, roles and responsibilities Monitoring process in place 	POSSIBLE	MODERATE	9	ExecMT
3	Governance	Reporting to trustees (accuracy, timeliness and relevance)	<ul style="list-style-type: none"> Inadequate information resulting in poor quality decision making Failure of trustees to fulfil their control functions Trustee body becomes remote and ill informed 	<ul style="list-style-type: none"> Strategic planning, objective setting and budgeting processes in place Timely and accurate performance reporting Timely and accurate financial reporting Regular review of plans and authorisation procedures 	UNLIKELY	MINOR	4	ExecMT

Risk No	Risk Category	Risk Name/ Description	Potential Impact	Controls	Likelihood	Risk Rating Level	Risk Score	Risk Owner
				<ul style="list-style-type: none"> Regular contact between trustees and senior staff/ managers 				
4	Governance	Contract risk - Independent decision making affected by PKC	<ul style="list-style-type: none"> Onerous terms and conditions Additional Budgetary pressures from PKC services Budgetary decisions by PKC effecting CPK services and facilities Liabilities for non-performance Non-compliance with CPK's charitable objects Unplanned subsidy of public provision Loss of reputation 	<ul style="list-style-type: none"> Scheme of delegation in place and consistent with constitutional and legal requirements Performance monitoring arrangements in place Insurable risks cover in place SLA in place and reviewed annually MoU in place between CPK and PKC which sets out the basis of CPK's independence Strategic Alliance in place as a result of ALEO review 	POSSIBLE	MAJOR	12	ExecMT/ CPK Board
6	Operational	Capacity, maintenance and use of resources including tangible fixed assets	<ul style="list-style-type: none"> Underutilised or lack of building/ office space Plant and equipment obsolescence impacting on operational performance Poorly maintained premises leading to secondary damage and additional repairs Risks to collections care and suitability of storage areas 	<ul style="list-style-type: none"> Building and plant maintenance inspection programme Repair and maintenance programme in place Escalation of repair issues to Landlord Efficiency reviews Environmental Monitoring for Collections Care 	POSSIBLE	MODERATE	9	Head of Operations and Support Services / ExecMT
7	Operational	Security of Assets	<ul style="list-style-type: none"> Loss or damage Theft of assets Infringements of intellectual property rights Disruption through protests Stone of Destiny experience disrupted leading to loss of 	<ul style="list-style-type: none"> Review of security arrangements Additional Security arrangements for Perth Museum and Stone of Destiny Increased Insurance cover for new premises 	POSSIBLE	MAJOR	12	ExecMT / Head of Operations and Support Services

Risk No	Risk Category	Risk Name/ Description	Potential Impact	Controls	Likelihood	Risk Rating Level	Risk Score	Risk Owner
			<ul style="list-style-type: none"> visitors and loss of income Reputational risk for Museum loans Adverse publicity 	<ul style="list-style-type: none"> Dealing with Protestors procedures in place Asset register and inspection programmes in place Regular review of insurance cover Managed use of intellectual Property Public Liability and Employers Liability Insurance Business Continuity plans including Marketing / Comms protocols 				
8	Environmental/ External	Terrorist Attack	<ul style="list-style-type: none"> Loss of life or injury to people (staff, visitors, volunteers, customers) Damage to building and infrastructure Damage to collections Loss of data 	<ul style="list-style-type: none"> Review of security drills and measures Liaison with police regarding terrorism threat levels Review of recruitment measures Disclosure and PVG checks Event planning Risk Assessments Implementation of Martyn's Law 2025 recommendations 	UNLIKELY	MODERATE	6	Head of Operations and Support Services
9	Operational	Fund-raising	<ul style="list-style-type: none"> Unsatisfactory returns Reputational risk of campaign or methods used Actions of agents and commercial fund-raisers Compliance with law and regulation Additional Fundraising pressures from Capital Project 	<ul style="list-style-type: none"> Implement appraisal, budgeting and authorisation procedures Review regulatory compliance Regular monitoring of financial returns achieved (with benchmarking comparisons) Staff training and organisational priorities aligned to increase fundraising 	POSSIBLE	MAJOR	12	ExecMT / Senior Finance Officer

Risk No	Risk Category	Risk Name/ Description	Potential Impact	Controls	Likelihood	Risk Rating Level	Risk Score	Risk Owner
10	Environmental/ External	Cyber Security – hacking	<ul style="list-style-type: none"> Loss of key systems Loss of personal data Loss of confidential information Productivity Loss and cost Fines from regulator and ransom costs Reputational risk 	<ul style="list-style-type: none"> Security measures controlled by PKC Privacy Impact Assessments Business Continuity/ Disaster Recovery plan Cyber Insurance cover in place Cyber Security Training Digital Resilience Group meets to assess key risks 	POSSIBLE	MAJOR	12	Chief Executive/ Head of Operations and Support Services
11	Operational	Employment issues	<ul style="list-style-type: none"> Employment disputes Health & Safety issues Claims for injury, stress, harassment, unfair dismissal Equality opportunity and diversity issues Adequacy of staff training Child / Vulnerable Adult protection issues Fines and penalties 	<ul style="list-style-type: none"> Reviewed recruitment process which includes Reference and qualification checking procedures, job descriptions, contracts of employment, appraisal and feedback procedures Support and advice from WorkNest Job training and development procedures Health & Safety training and monitoring procedures Disclosure and PVG vetting procedures in place 	POSSIBLE	MODERATE	9	ExecMT
12	Operational	Volunteers	<ul style="list-style-type: none"> Lack of competencies, training and support Poor service for beneficiaries Inadequate vetting and reference procedures Recruitment and dependency 	<ul style="list-style-type: none"> Agreed training and supervision procedures Review and agree vetting procedures Volunteer development process in place 	UNLIKELY	MINOR	4	ExecMT
13	Operational	Health & Safety	<ul style="list-style-type: none"> Staff injury (additional risks from changes to Fire Alarm call outs from Scottish Fire and rescue Service) Service liability 	<ul style="list-style-type: none"> Comply with law and regulation Staff training programme Monitoring and reporting procedures in place 	POSSIBLE	MODERATE	9	Head of Operations and Support Services

Risk No	Risk Category	Risk Name/Description	Potential Impact	Controls	Likelihood	Risk Rating Level	Risk Score	Risk Owner
			<ul style="list-style-type: none"> Ability to operate (see compliance risks) Injury to member of public, customers, volunteers, contractors Fines, charges for Board, Managers 	<ul style="list-style-type: none"> Professional advice, support and training from AAB People Health and Safety Documents Physical Safety Assessments of premises Insurances in place (Public and Employers Liability) New procedures and staff training for Fire Activation and Investigation 				
14	Operational	Disaster and recovery planning	<ul style="list-style-type: none"> Destruction of property, collections, equipment records through fire, flood or similar damage Computer system failures or loss of data Business continuity issues from ageing workforce with loss of knowledge and skills Major Business disruption potential if City Centre affected as 3 largest premises within 500m radius 	<ul style="list-style-type: none"> Disaster recovery plans in place including specific collections recovery plan Revised Lockdown procedures and Business Continuity plans Emergence Plans revised and implemented Additional homeworking resources procured Risk Assessment and PPE procurement Budgetary Planning/ Financial Planning Cyber Insurance cover in place Review alternative accommodation provision Workforce planning procedures reviewed to ensure relevant knowledge is passed on and training needs analysis carried out for staff Revised procedures and 	POSSIBLE	MAJOR	12	ExecMT

Risk No	Risk Category	Risk Name/ Description	Potential Impact	Controls	Likelihood	Risk Rating Level	Risk Score	Risk Owner
				continuity plans for Perth Museum				
15	Operational	Procedural and systems documentation	<ul style="list-style-type: none"> Lack of awareness of procedures and policies Actions taken without proper authority 	<ul style="list-style-type: none"> Audit and review of systems from WorkNest Document policies and procedures 	POSSIBLE	MODERATE	9	ExecMT
16	Operational	Information Technology	<ul style="list-style-type: none"> Systems fail to meet operational need Hardware for Perth Museum does not operate correctly leading reduced visitor experience Lack of specialist AV expertise to maintain Perth Museum infrastructure Failure to innovate or update systems Loss/corruption of data Loss of key collections/ archive records Lack of technical support Breach of data protection law Fines incurred due to data breaches Services cannot operate effectively Costs of hardware, Software licensing and infrastructure have increased due to reliance/ requirement to use PKC network and required security costs 	<ul style="list-style-type: none"> Systems needs and options appraisal carried out Specialist contractor procured to carry out repairs and upgrades to Perth Museum Maintenance and support contract to be procured for Perth Museum AV Review security and authorisation procedures Data Protection registration and staff training Review service and support contracts Review disaster recovery procedures Cyber insurance cover for any insurable losses Cyber Breach Scenario planning Cyber Security training for staff Specific Budget monitoring process with PKC IT to flag additional costs through hardware replacement Digital Resilience Group meets to assess key risks 	POSSIBLE	MAJOR	12	ExecMT /Head of Operations and Support Services
17	Operational	Equalities –	<ul style="list-style-type: none"> Policy, project or services 	<ul style="list-style-type: none"> Data monitoring for Equality 	UNLIKELY	MODERATE	6	Head of Museums

Risk No	Risk Category	Risk Name/ Description	Potential Impact	Controls	Likelihood	Risk Rating Level	Risk Score	Risk Owner
		discrimination	discriminate against disadvantaged or vulnerable people <ul style="list-style-type: none"> • Reputational risk • Fines and penalties for Board, Managers 	Act <ul style="list-style-type: none"> • Equality Impact Assessment for projects • Staff training • Designated Equalities officer • Anti-Oppression Training for key staff • Participation in National programmes 				and Collections / ExecMT
18	Operational	Public Programme Delivery	<ul style="list-style-type: none"> • Unsatisfactory visitor numbers • Reputational risk due to low uptake • Loss of income • Partner investment reduced • Failure to achieve KPIs • Contractual Risk • Costs overrun with impact on Service budget 	<ul style="list-style-type: none"> • Project management controls and training for staff • Programming Guidance • Strategic Operating Plan with set timescales • Programming meetings 	POSSIBLE	MAJOR	12	Head of Audiences and Programming / ExecMT
19	Financial	Reserves Policies	<ul style="list-style-type: none"> • Lack of funds or liquidity to respond to new needs or requirements • Inability to meet commitments or planned objectives Use / or potential use of Reserves is directly linked to consequences of: Risk 9: Fundraising Risk 20: Trading Activities Risk 22: Budgetary Reductions	<ul style="list-style-type: none"> • Link reserves policy to business plans, activities and identified financial and operating risk • Regularly review reserves policy and reserve levels • Agreement with sole member PKC on suitable and sufficient reserves levels 	POSSIBLE	MAJOR	12	Chief Executive / Senior Finance Officer/ CPK Board
20	Financial	Trading activities do not meet income targets	<ul style="list-style-type: none"> • Resources withdrawn from key objectives • Resources and energy diverted from core activities • Regulatory action and accountability 	<ul style="list-style-type: none"> • Monitor and review business performance and return • Ensure adequacy of budgeting and financial reporting within trading budget 	POSSIBLE	MAJOR	12	Chief Executive / Senior Finance

Risk No	Risk Category	Risk Name/ Description	Potential Impact	Controls	Likelihood	Risk Rating Level	Risk Score	Risk Owner
			<ul style="list-style-type: none"> Reputational risk if publicised 	<ul style="list-style-type: none"> Revised Business plan Diversification of income generation across more sites 				
21	Financial	Compliance with grant funder/ donor-imposed restrictions	<ul style="list-style-type: none"> Funds misapplied outside restrictions Repayment of grants Future relationship with donors Regulatory action 	<ul style="list-style-type: none"> Implement systems for restricted funds Agree budget control, monitoring and reporting arrangements 	POSSIBLE	MODERATE	9	Chief Executive / Senior Finance Officer
22	Financial	Closure of Facilities or reduction in opening hours through PKC Budgetary process (Incorporating internal budgetary pressures)	<ul style="list-style-type: none"> Reduction in Service delivery Impact on public, customers, volunteers, contractors Further reductions in staffing will have significant redundancy and strain on pension costs Impact on morale of staff Public perception of CPK due to closures Reduction in positive health and wellbeing impacts in communities Reduction in Museums and Galleries service will negatively impact on visitor economy, making Perth city less attractive visitor destination Long Term viability of cultural and statutory services impacting ability to secure additional external funding 	<ul style="list-style-type: none"> Governance process with PKC Budgetary review Regularly review reserves Monitor and review business performance and return Library Review Options agreed with PKC including Library Hub model Budgetary scenarios prepared Increased contingencies for specific projects Risk Register for Library review in place Options Paper developed includes operational mitigations for service delivery Budget presentations to PKC and Budget review groups 	POSSIBLE	MAJOR	12	Chief Executive / Senior Finance Officer
23	Environmental or external	Public Perception of CPK leading to	<ul style="list-style-type: none"> Impact on use of services by beneficiaries 	<ul style="list-style-type: none"> Communicate with customers and funders 	POSSIBLE	MODERATE	9	Head of Audiences and Programming

Risk No	Risk Category	Risk Name/ Description	Potential Impact	Controls	Likelihood	Risk Rating Level	Risk Score	Risk Owner
		adverse publicity	<ul style="list-style-type: none"> Ability to secure additional external funding Loss of funding Impact on morale of staff 	<ul style="list-style-type: none"> Ensure good quality reporting of Trust's activities and financial situation Marketing/ Public relations training/ procedures Complaints procedures Public Relations procedures 				/ ExecMT
24	Environmental or external	Collections Insurance by PKC has a number of exclusions regarding cover to its Collections including environmental controls and equipment failure. A stillage condition of 50cm for Perth Art Gallery collections has been set for the Lower Ground Floor.	<ul style="list-style-type: none"> Cover does not extend to repair or replace Collections if damaged as a result of mechanical breakdown to heating or damage to collections Lenders will not allow objects to be loaned to Museums without additional comprehensive cover Major reorganisation of collections in limited space Short time frame to achieve moves 	<ul style="list-style-type: none"> PKC Insurance excess temporarily set at £500K to pay out for damage/ replacement of Collections Material (to reduce to £25K once conditions met) Additional Insurance cover for Loan Items Additional fund to cover potential excess shortfall PKC Collections Insurance has been retendered for Perth Museum cover providing more specific Collections Cover External storage spaces for collections identified by PKC in Puallr House and move plan in development 	POSSIBLE	MAJOR	12	PKC Insurance Team / ExecMT
27	Compliance	Compliance with legislation and regulations	<ul style="list-style-type: none"> Fines, penalties or censure from licensing or activity regulators Loss of licence to undertake particular activity (see operational risks) Employee or consumer action for negligence Reputational risks 	<ul style="list-style-type: none"> Identify key legal and regulatory requirements Scheme of delegation developed to allocate responsibility for key compliance procedures Ensure compliance monitoring and reporting processes in place Prepare for compliance visits 	UNLIKELY	MODERATE	6	Chief Executive

Risk No	Risk Category	Risk Name/Description	Potential Impact	Controls	Likelihood	Risk Rating Level	Risk Score	Risk Owner
28	Compliance	Taxation	<ul style="list-style-type: none"> Penalties, interest Loss of potential income (e.g., failure to utilise gift aid arrangements) Failure to utilise tax reliefs or exemptions effectively 	<ul style="list-style-type: none"> Review compliance procedures for VAT, PAYE etc. 	UNLIKELY	MINOR	4	Senior Finance Officer
29	Compliance	Compliance with GDPR regulations	<ul style="list-style-type: none"> Data breaches lead to fine, penalties or censure Employee or consumer action for negligence Reputational risks 	<ul style="list-style-type: none"> Legal and regulatory requirements identified Scheme of delegation developed to allocate responsibility for key compliance procedures Compliance monitoring and reporting processes in place Staff training sessions and supporting documentation produced 	POSSIBLE	MODERATE	9	Senior Finance Officer
30	Environmental or external	Climate change and Transition to Net Zero (Carbon Neutral) by 2035	<ul style="list-style-type: none"> Financial pressure and economics of carbon reduction Behavioural challenges with staff and public to minimise impact whilst maintaining service delivery Limitation of sector specific suppliers (not local) and potential commitment to Environmental Issues 	<ul style="list-style-type: none"> Development of Environmental Policy Carbon Footprint calculations and Waste Impact Assessment Recycling Initiatives Green Champions Staff Action Group Review of Procurement process and suppliers Environmental Impact Climate Strategy Developed and approved. 	POSSIBLE	MODERATE	9	Head of Operations and Support Services/ ExecMT

APPENDIX 1 – DOCUMENT VERSION CHANGES

DOCUMENT VERSION CONTROL			
Version Number	Date Issued	Author	Updated Action / Risk Information
1.0	17.05.2017	Kenny McWilliam	First published version
1.1	25.05.2017	Kenny McWilliam	Revision to Cybersecurity and Terrorism risk
2.0	07.06.2017	Kenny McWilliam	Revision to Operational (Equalities Risk 16) risk in Line with PKC Annual Governance Review - increase scoring to Moderate
2.1	26.08.2017	Kenny McWilliam	Version control added. Fundraising (risk 8) increased due to vacant post
2.2	22.01.2018	Kenny McWilliam	<p>Adjustment to Risk Tolerance Matrix box to reflect lower risk.</p> <ul style="list-style-type: none"> • Risk 7- Reduced to a Moderate / Unlikely • Risk 8 - Reduced to a Moderate /Possible • Risk 9 - Reduced to a Moderate / Unlikely • Risk 26 - Reduced to a Minor / Unlikely <p>The following Risks categorised differently</p> <ul style="list-style-type: none"> • Risk 7 - Changed from Operational to Environmental/ External • Risk 9 - Changed from Operational to Environmental/

			External
2.3	20.02.2018	Kenny McWilliam	<ul style="list-style-type: none"> • Risk 2 - Adjusted to Implementation of revised organisational structure • Risk 4 - Contract Risk changed from Operational to Governance. Increased to Possible / Major • Risk 5 - Use of Resources Increased to Possible / Moderate • Risk 8 - Fundraising Increased to Possible / Major • Risk 10 - Employment Issues increased to Possible / Moderate • Risk 12 - Health and Safety increased to Possible / Moderate • Risk 14 - Procedural and systems documentation increased to Possible / Major • Risk 17 - Public Programme Delivery - Increased to Possible / Major • Three new risks added
2.4	11.06.2018	Kenny McWilliam	<p>Risks have been reordered to group types of risk together; numbering has changed as a result. The risk owners have been adjusted where relevant to reflect the recent restructure of posts and Management Teams.</p> <p>The following risk scores have been adjusted to correctly match the risk rating:</p> <ul style="list-style-type: none"> • Risk 1 - Adjusted to risk score 6 • Risk 2 - Likelihood adjusted to Possible • Risk 3 - Adjusted to risk score 4 • Risk 7 (old Risk 8) Adjusted to risk score 6 • Risk 17 -(old Risk 16) Likelihood adjusted to Unlikely
2.5	06.01.2019	Kenny McWilliam	<p>Addition of 2 new risks:</p> <ul style="list-style-type: none"> • Risk 31 Budgetary Reductions – listed as Major • Risk 32 No Deal Brexit Implications – listed as Moderate <p>Changes to existing Risks:</p> <ul style="list-style-type: none"> • Risk 2 Name of Risk changed to Management Structure Change - potential impacts and controls

			<p>remain the same</p> <ul style="list-style-type: none"> • Risk 15 Procedural and systems documentation – reduced risk to Moderate • Risk 19 Budgetary Control and Financial Reporting – Close Risk <p>Renumber risks (from 19 onwards to reflect closed risk)</p>
2.6	15.10.2019	Kenny McWilliam	<p>Risk 31 No Deal Brexit Implications – change Risk to Brexit including No Deal implications as part of Risk. Risk listed as Major. Interdependent Risks listed which may be affected.</p>
2.7	25.03.2020	Kenny McWilliam	<ul style="list-style-type: none"> • Risk 14 –. This has been elevated to a Critical Risk as a result of the Coronavirus outbreak disrupting most operational delivery. • Risk 22 Closure of Facilities through PKC Budgetary process and Risk 30 – Budgetary reductions have been merged to one – Risk 22 • Numbering of subsequent risks has been adjusted accordingly
2.8	12.10.2020	Kenny McWilliam	<ul style="list-style-type: none"> • Risk 14 – additional mitigation steps: Emergency plan implemented, revised lockdown protocols/ Business Continuity procedures. Additional resources procured for homeworking • Risk 20 – Trading activity limited due to limited footfall. Café currently closed to public, reopening in November 2020 • Risk 22 – Coronavirus outbreak limits number of venues able to open and use of Mobile Libraries. PKC Fee may be further reduced than original forecast for 2021/22 • Risk 2 – Head of Museums left in July at end of fixed term contract. Acting up arrangements in place, but further reduction in Senior Management capacity.
2.9	18.1.2021	Kenny McWilliam	<ul style="list-style-type: none"> • Risk 11 – Furlough scheme may incur fines if procedures are not followed. This also affects

			Risks 22 and 27
2.10	30.06.2021	Kenny McWilliam	<p>No new risks identified. Minor changes to mitigation steps:</p> <ul style="list-style-type: none"> • Risk 2 – Management restructure process to begin July 2021 • Risk 10- Cyber insurance procured • Risk 11 – Risks from furlough compliance removed • Risk 18 – New Public Programming Officer now in place • Risk 20 – Review of Trading Company activity to be undertaken • Risk 22 – SLA to be agreed and Library Review to be undertaken
2.11	10.10.2021	Kenny McWilliam	<p>No new risks identified. Minor changes to mitigation steps:</p> <ul style="list-style-type: none"> • Risk 20 – Review of Trading Company activity to be undertaken • Risk 22 – SLA to be agreed and Library Review to be undertaken • Risk 26: Collections Insurance <p>Changes to Risk owners to reflect Management restructure</p>
2.12	07.01.2022	Kenny McWilliam	<p>New risk: Risk 31 – Climate Change and Transition to Net Zero</p> <p>Rewording of Risk 30 from Brexit/ No Deal Brexit to Consequences of Brexit</p> <p>Minor change to mitigation steps:</p> <ul style="list-style-type: none"> • Risk 6 – Capacity, maintenance and use of resources • Risk 10 – Cyber Security • Risk 13 – Health and Safety • Risk 22 – Potential closure of Facilities through PKC Budgetary pressures • Risk 26 – Collections Insurance

2.13	11.10.2022	Kenny McWilliam	Reduce Risk 14 – Disaster and recovery planning from Critical to Major risk due to changes in COVID impact Additional Business Continuity issue highlighted regarding age of workforce and potential loss of knowledge and skills identified and mitigation steps updated. Renaming of Risk 25 – Collections Moves to Capital Projects Delivery Increase Risk 26 – Collections Insurance to Major due to new stillage conditions from Insurer Minor change to mitigations for Risk 22 – Potential closure of Facilities
2.14	31.05.2023	Kenny McWilliam	Minor Change to Risk 9 : New Fundraising Officer appointed Change to Risk 13 – Inclusion of controls due to changes in Automated Fire Alarm response from Scottish Fire and Rescue Service Change to Risk 14 – New Museum Continuity planning and recovery plans added to controls Minor change to Risk 22 – Library Review ongoing with PKC Change to Risk 25 – Added Progress tracker with key milestones Change Risk 31 – Climate Change Strategy developed and approved
2.14a	11.08.2023		Change to Risk 7 – Security of Assets. Elevate to Major Additional risks of security to Perth Museum at installation phase, upcoming security risks from Stone of Destiny and rise of protest action groups at major venues, events. Minor change to Risk 5 -now refers to the ALEO Transformation Review not the single Culture Trust proposal Minor Change to Risk 4 – Additional mitigations through Memo of Understanding which sets out basis of CPK's independence
2.15	19.12.24	Kenny McWilliam	Additional control for Risk 1 – Charity lacks strategic direction. Control : Ongoing training and development for Board members Additional control for Risk 5 – ALEO Transformation.

			<p>Control: ALEO joint working groups collaborating on shared workstreams including joint procurement options for goods and services</p> <p>Increase Risk 10 - Cyber Security to Possible / Major</p> <p>Increase Risk 19 -Reserves Policies to Possible / Major</p> <p>Combine Risk 23 Public Perception of CPK and Risk 24 Adverse publicity to one Risk still at Unlikely/ Minor</p> <p>Remove Risk 25 – Capital Projects Delivery</p> <p>Minor change to Risk 24 Collections Insurance (previously Risk 26) remove Perth Museum at higher risk during installation phase</p> <p>Remove Risk 30 – Consequences of Brexit settlement</p>
2.16	13.01.2026	Kenny McWilliam	<p>Risk 5 – ALEO review Close Risk due to conclusion of ALEO review with new strategic alliance with PKC in place</p> <p>Increase Risk 23 – Public perception of CPK to Possible / Moderate</p> <p>Minor change to Risk 10 – Cyber Security controls updated</p> <p>Minor change to Risk 24 Collections Insurance – location at Pullar House has been identified as storage location</p> <p>Additional Impacts for Risk 22 added to reflect both Health & Wellbeing impacts of library closures and economic impacts of reductions in Museum and Galleries provision. Impact of further staffing reductions updated to reflect additional redundancy and pension strain costs</p> <p>Increase Risk 16 to Major – due to costs of PKC IT hardware replacement and ongoing Perth Museum AV infrastructure problems</p>