

DRAFT STRATEGIC RISK REGISTER – August 2023:

The Reputation & Credibility of the Council is dependent on the effective management & mitigation of the following internal risks (numbers 1-16 below).

There are external factors & risks to the Council (numbers 17-21 below) which cannot be directly influenced by the Council or able to be mitigated directly. The draft SRR has been developed from a variety of sources including the National Risk Register, the Corporate Leadership Team & other key Council staff.

No.	Risk Categorisation/Description	Supporting & Related Risks (the Triggers for the Strategic Risks)	Proposed Mitigations	CLT Owner	Inherent RAG Status	Residual RAG Status
1	Financial Resilience of Council	<ul style="list-style-type: none"> • Reduced Income. • Increased Expenditure. • Inability to make Tangible Savings. • Increase in Provider/Supplier charges. • Intervention of Govt – Reduced Budget Allocations. • Increase in Council Debt & Reduction in Council Reserves. 	<ul style="list-style-type: none"> • Demand Management • Increased efficiency • Innovation – looking at other councils. • Maximise external funding – put a professional team in to drive this. • Good growth and net growth for sake of it • Better understanding, for example of revenue cost of capital • Need to be able to prioritise better and deprioritise. • Better awareness of financial challenges at all levels 	CB	RED	

2	Emergency Resilience – Council Response	<ul style="list-style-type: none"> Limited Existing Resources to deal with Emergencies including Emergency Planning. No identification, assessment of & then ensuring Minimum Requirements to deliver services defined as BAU. 	<ul style="list-style-type: none"> Need to use our partners to support in emergencies. Better planning for different scenarios / business continuity plans 	CLT	RED	
3	Decoupling of Services	<ul style="list-style-type: none"> Failure to achieve efficient & effective decoupling due to lack of financial investment, change not managed, staffing capacity not adequate, lack of business support capacity for project. 	<ul style="list-style-type: none"> Budget needed. Good planning to stop things falling through gaps 	JG / ST	RED	
4	Housing	<ul style="list-style-type: none"> Demand not matched by Supply including for Refugees, Students, Residents. Social Housing requirements not met re Decarbonisation due to Price Increases. Increase in People Sleeping Rough. Increase in attempted Criminal Activity impacting on the Healthy & Safe Environment. Negative Affect on behaviours of (Peterborough) Sustainable Communities. Negative Impact on Peterborough as a desirable Place to Live/Work/Invest In etc. 	<ul style="list-style-type: none"> Maximise external funding. Housing Strategy Private sector leasing Empty properties – back in use KPI – voluntary sector Supply needs to match Demand. 	AC	RED	
5	Regulatory, Statutory & Legislative	<ul style="list-style-type: none"> Non-compliance with Regulatory/Legislative/Statutory Requirements due to Resource Pressures. 	<ul style="list-style-type: none"> Ensure correct awareness of compliance and delegated authority. Simplify/prioritise. 	RT	RED	

		<ul style="list-style-type: none"> • No coherent & robust systems to identify Measurements of Compliance or to check adherence to said measures. • Attempts to Prioritise Areas of Compliance accepting Risk of Non-Compliance in some areas. • Bad Publicity. • Reputational Damage that is irretrievable leading to reduction in Central Government investment. 	<ul style="list-style-type: none"> • Ongoing monitoring / audit and consequences • Drill into specific service risks 			
6	Safeguarding	<ul style="list-style-type: none"> • Severe Negative Impact on Council Reputation & Publicity if Safeguarding not able to be fully Assured. • Ability to effectively Resource impaired due to the Complexity of some Safeguarding Cases. • Increase in attempted Criminal Activity through assumed greater opportunities. • Peterborough Less Attractive Proposition. • Reduced Transportation to Schools increasing safeguarding risks. 	<ul style="list-style-type: none"> • Well-resourced children's services • Effective recruitment and retention • Strong effective partnership and governance arrangements 	JG / ST	RED	
7	Cyber Security, Fraud & Technological Change	<ul style="list-style-type: none"> • Breaches impacting Reputation & Credibility of Council. • Regulatory/Legislative Breaches. • Impact of IT Service Delivery, Business Continuity, Ability to Achieve Objectives, Optimise Available New Technologies. 	<ul style="list-style-type: none"> • Ongoing mandatory Training. Interactive and not too long. • Good programme management for implementing change. • Partnership working – security. Cloud storage info keeping 	CB	RED	
8	Workforce Planning	<ul style="list-style-type: none"> • Failure to recruit suitably qualified staff. • Failure to identify & nurture talent. • Failure to retain needed staff. 	<ul style="list-style-type: none"> • Specialist / subject matter workforce • Portfolio board for internal • Growth & economy - external 	CB	AMBER	

		<ul style="list-style-type: none"> Over-reliance on Contractors or Temporary Staff with no long-term commitment to the Council. Recruitment campaigns ineffectual – Not Securing Required Resources. Lessons not Learnt. Dissatisfied/Demotivated Staff + Lowered Staff Resilience – Leading to Increase in Staff Absence/Sickness. 				
9	Improvement Programmes	<ul style="list-style-type: none"> Failure to deliver transformation improvement programmes due to lack of financial & staffing resources, lack of buy-in from staff & external stakeholders. Need to deliver BAU bringing about pressures on delivering Transformation. 	<ul style="list-style-type: none"> Properly plan – work out what’s achievable, make sure we are on track. Good internal comms Adequate resourcing 	MG	AMBER	
10	Procurement, contracting & contract management	<ul style="list-style-type: none"> Procurement Life Cycle not sufficiently robust through drive for & emphasis on making Savings. Ineffective management and governance of supplier contracts leading to delivery requirements not being met. Portfolio Outputs, Outcomes Objectives & Benefits not clearly defined, not measurable nor achieved. Supply/market is not there (e.g. example children’s homes) 	<ul style="list-style-type: none"> Impact of risk not described. Alignment of procurement to corporate strategy Developing the market Governance and compliance 	CB	AMBER	
11	Integration of the ICS with Health & Social Care	<ul style="list-style-type: none"> Full & effective Integration takes longer than expected. Local Needs not met through ongoing integration process. 	<ul style="list-style-type: none"> Ensure coordinated impact of PCC links across ICS partnership meeting from Board level to Integrated Neighbourhood level 	ST / JA	AMBER	

		<ul style="list-style-type: none"> Desired outcomes & benefits of ICS not delivered. Collective Partnership responsibilities not executed fully effectively. Security & Platform requirements not met (Information Governance). 	<ul style="list-style-type: none"> Alignment of data aspects of digital strategy with partnership requirements 			
12	City Centre Transformation including Station Quarter	<ul style="list-style-type: none"> Failure to achieve due to lack of funding, economic crisis, increased costs etc, less money to build, less planning applications leading to reduced revenue, leading to negative impact on lives of existing citizens and would defer future investment, and to live and work in City. 	<ul style="list-style-type: none"> Investment in the council's growth and regeneration service. Establishment of a Growth and Regeneration Advisory Board. Building and maintaining strong partnerships with key anchor institutions. 	AC	AMBER	
13	Waste Disposal/Pollution	<ul style="list-style-type: none"> Inability to comply with new Waste Legislation. Lack of Service Provision. Negative impact on Environment. Failure to reduce plastic pollution. Negative impact on Peterborough being a desirable place to Live/Work/Invest etc. 	<ul style="list-style-type: none"> Implications for splitting waste service collections Potential penalty for capacity Need a policy on plastic. 	AC	AMBER	
14	OFSTED & CQC Inspections	<ul style="list-style-type: none"> Negative outcomes from Inspections. Needed improvements not made in a timely manner. Ability to Prepare for Inspections adversely impacted through resource constraints. Adverse impact on Reputation of Council. 	<ul style="list-style-type: none"> Competent Leadership Good preparation daily. Information sharing/CLT Early warning Shared responsibilities between public sector/ agency 	JG / ST	AMBER	

		<ul style="list-style-type: none"> Negative Impact on Schooling & (Quality of) Education Provision. Failure to meet CQC Regulatory Requirements. 				
15	Capital & Information Assets	<ul style="list-style-type: none"> Failure to Maximise Value of Assets. Failure to Identify/Know & Record All Assets. Failure to Identify/Know & Record Capital Expenditure. Negative Impact on Revenue & Expenditure Accrued. 	<ul style="list-style-type: none"> Review of all assets & recording Detailed asset register & conditions survey Governance – ongoing review Disposal programme Plan in Place 	CB	AMBER	
16	Stakeholder Management	<ul style="list-style-type: none"> Failure to know, identify and manage the vast population of internal & external customers & stakeholders, know their requirements, meet them wherever possible and if the Council cannot to take appropriate mitigation action. Customers include Council Leadership Team, Staff, Suppliers, Citizens, Government & other Local Authorities. 	<ul style="list-style-type: none"> Internal: <ul style="list-style-type: none"> Good communication throughout Understanding current situation Stakeholder management / consultation Understanding our role as a stakeholder External: <ul style="list-style-type: none"> Co-production, for example, Carers 	CLT	AMBER	

EXTERNAL FACTORS & RISKS

17	Energy Crisis & Decarbonisation	<ul style="list-style-type: none"> • Increase in Energy Prices impacting on Revenue Collection (for example collection of Council Tax. • Adverse impact on Health of (vulnerable) Adults/Children through Need to Reduce Energy Costs. • Negative Impact on Delivery of Energy Efficient Housing. • Social Housing Decarbonisation Programme (SDHF) not delivered or deliverable through reduction in or increase of cost of Provider Services. • Government funding commitment reduced resulting from failure to achieve objectives of SHDF.
18	Economic Crisis/Cost of Living Crisis/High Inflation	<ul style="list-style-type: none"> • Negative Impact on Revenue Collection. • Negative Impact on ability to generate Savings. • Reduced Number of Employment Opportunities. • Reduced Available Transportation to Schools.
19	Political Landscape	<ul style="list-style-type: none"> • Change in Government Policies. • Change in Government Priorities. • Change in Council Leadership leading to different levels of support/approval. • Reduced Funding to Council.
20	Climate Change	<ul style="list-style-type: none"> • Negative Impact on Vulnerable Adults & Children's Health & Wellbeing. • Increased demands on NHS. • Negative Impact on Farming Communities – Foodstuffs reduced. • Reduction in numbers of attractive Green Spaces – reducing Environmental Appeal of Peterborough.
21	Residual Pandemic	<ul style="list-style-type: none"> • Greater Unemployment. • More Unfilled Vacancies as Skillsets do not match Requirements. • Additional burdens on NHS. Longer-Term Health Adversely Affected. • Any Further Closing of Schools & Impact on Education Provision. • Workers not wanting to return to Working in the Office/Disproportionate Hybrid Working.

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