

MIDDLESBROUGH COUNCIL

STRATEGIC RISK REGISTER

AUGUST 2004



Political: (Associating with failure to deliver either local or central government policy, or meet local manifesto commitments)			
Risk Factor	Potential Risk (and level)	Summary of Approach	Specific Strategies, Processes and Actions to manage risk
Mayoral System	Decision-making / political leadership concentrated in single individual. Council's focus and direction vulnerable to absence or departure (B)	Embedding mayoral priorities and vision in Council planning processes Sharing decision making across Executive Seeking buy-in from all councillors, staff and partners	Corporate performance plan linked to community strategy and service plans Development and implementation of a staff communication strategy Introduction of single member decision making Member consultation on vision and policy through the scrutiny process
Executive / Scrutiny separation of responsibilities	Adversarial relationship inhibiting smooth running of Council business. Possible perception of non executive Councillors that they are disconnected from policy making and reduced buy-in / lost contribution as a result (B)	Measures to ensure constructive relationship between executive and scrutiny Proper support for scrutiny process Development of budget and priority setting process to ensure full backbench member involvement	Chair of overview and Scrutiny sits on Executive Separate scrutiny support team Formal process for feeding recommendations into Executive system and tracking progress of recommendations Development of budget and priority setting process with full member involvement

Key A = High impact, high likelihood B = High impact, low likelihood, C = Low impact, high likelihood D = Low impact, low likelihood

Political: (Associating with failure to deliver either local or central government policy, or meet local manifesto commitments)			
Risk Factor	Potential Risk (and level)	Summary of Approach	Specific Strategies, Processes and Actions to manage risk
Central Government approach to area initiatives	<p>Proliferation of small area initiatives with semi-arms length management arrangements inhibiting co-ordination and focusing of activity to the benefit of the whole community (B)</p> <p>Funding arrangements impacting adversely on mainstream capacity and distorting priorities (A)</p>	<p>Bringing partners together in Local Strategic Partnership</p> <p>Development of borough-wide regeneration strategy which complements Community Strategy and existing area initiatives</p> <p>Exercising discrimination in choice of initiatives in which to participate</p>	<p>Community Cohesion action plans</p> <p>Community Strategy and performance management framework</p> <p>Regular meetings between relevant senior managers of council and other agencies</p>
Regional / Sub Regional Developments	<p>Changes at regional, sub-regional level aggregate decision-making responsibilities so as to disadvantage small authorities at the expense of larger and advantage Tyneside at the expense of Teesside (A)</p>	<p>Full engagement in sub-regional structures and developments</p> <p>Work within partnerships to develop common agenda and clear improvement proposals</p> <p>Support the development of strong sub-regional structures to match Tyneside</p>	<p>Seek participation and influence in key sub regional and regional agencies e.g. :-</p> <p>Tees Valley Partnership Tees Valley Joint Strategy Unit Regional Housing Board North East Regional Assembly One North East Board Creation and Implementation of Tees Valley Vision</p>

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Environmental			
Risk Factor	Potential Risk (and level)	Summary of Responses	Specific Strategies, Processes and Actions to manage risk
Proximity to high concentration of petrochemical premises and the nuclear power station	Accident or incident posing threat to health and welfare of local population (B)	Implement the provisions of the emergency plan including: <ul style="list-style-type: none"> ▪ delivery of COMAH off site plans ▪ training and exercise programme ▪ review of emergency planning documentation ▪ event planning 	Emergency Planning Action Plan 2004/05 Monthly meetings of the Emergency Management and Response Team (EMRT)
Changing / unpredictable weather patterns	Unseasonable or extreme weather conditions disrupt service delivery and/or place community at risk (A)	The impact of this risk would fall under the remit of the emergency planning process therefore the summary of responses is as above.	The impact of this risk would fall under the remit of the emergency planning process therefore the specific strategies, processes and actions are as outlined above.

Social: (relating to the effect of changes in demographic, residential or socio-economic trends on council's ability to deliver its objectives)			
Risk Factor	Potential Risk (and level)	Summary of Responses	Specific Strategies, Processes and Actions to manage risk
Population decline	Adverse impact upon the Town's regeneration capacity, particularly through the loss of economically active people and reduction in government grant (A)	Development of clear plans for regeneration that aim to reverse the population decline Measures to ensure accurate population count	Mayor's Raising Hope Agenda Community Strategy Active engagement with Government over population figures

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Technological (associated with capacity of the council to deal with pace/scale of technological change, ability to use technology to address changing demands. Also may include the consequences of internal technological failures on council's ability to deliver its objectives).

Risk Factor	Potential Risk (and level)	Summary of Responses	Specific Strategies, Processes and Actions to manage risk
Dependency on technology to support service delivery and manage infrastructure	<p>The failure of hardware or software systems or external/internal attack results in serious disruption to the delivery of services and impacts upon the Council's ability to function. (B)</p> <p>The Council's infrastructure does not develop at a sufficient pace to meet either legislative or operational demands (B)</p>	<p>Review of IT management processes to ensure that hardware and software issues are proactively managed. Business Continuity Planning encompassing disaster recovery plans, security testing, virus protections and proactive risk management.</p> <p>Development of e-Government and ICT Strategy with links to service areas. Developing and strengthening of strategic ICT client function. Working with partners (Teesside wide solution) to deliver services where appropriate</p>	<p>Governance Arrangement for ICT and e-government.</p> <p>Risk Management and Business Continuity Plan.</p> <p>Migration to the central, secure storage of all data and the implementation of stringent information security policies. Ungraded firewall rolled out. Series of strategies developed to upgrade the Council's wide area network.</p>
Resource implications of implementing new solutions and refreshing existing infrastructure (B)	Insufficient resources to meet current and or future investment requirements leading to an inability to deliver services	<p>Partnership with HBS</p> <p>Use of national and regional funds. Regional partnerships to develop cost-effective solutions.</p> <p>Taking advantage of outputs from national e-government projects</p>	<p>Governance Arrangement for ICT and e-government Development and use of ICT and Public Access SLAs IEG Planning and delivering arrangements</p>

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Legislative:			
Risk Factor	Potential Risk (and level)	Summary of Responses	Specific Strategies, Processes and Actions to manage risk
Freedom of Information Act	Council fails to comply with this legislation. Resources required both to set up the systems required to ensure compliance and to respond to requests arising from this act impacts upon other areas of work (B)	Proportionate response developed on a corporate basis aimed at meeting requirements whilst minimising unnecessary activity	Corporate approach agreed by CMT Lead officers identified by each service group to ensure consistent application throughout the authority Audit of information held. Development of destruction policy
Health and Safety legislation	Council is in breach of Health and Safety legislation or fails to follow good practice, resulting in avoidable accidents and resource intensive and costly legal action (B)	Corporate approach designed to meet all legislative requirements develop good practice and concentrate resources on high risk area	SLA for H & S services. Inspection programme agreed by CMT and an annual action plan agreed by the HR client officer
Equal pay legislation	Rate of progress in implementing Single Status could mean that in some areas some equal pay claims could succeed which would be costly (A)	A Strategy has been agreed which involves early implementation of Job Evaluation.	Single Status and Job Evaluation timetable agreed and being implemented with the Trade Unions. Weekly progress meetings with Trade Unions.

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Resources Including Human, Physical And Financial:			
Risk Factor	Potential Risk (and level)	Summary of Responses	Specific Strategies, Processes and Actions to manage risk
Recruitment and retention of staff	Inability to attract and / or retain appropriate staff and inability to retain staff (B)	A corporate strategy including actions needed across all service areas is being determined so that prioritisation can take place.	People Strategy
Service delivery through Partnership working	HBS and Council Partnership's ability to deliver the services and resource savings envisaged (B)	Initiated Audit Commission review of the Partnership Appointment of Partnership Manager and client officers Initiated contract renegotiation process to take forward recommendations from Audit Commission review and to address significant concerns about service quality and capacity to deliver. This includes review of all SLAs all KPRs and HBS's business model.	Strategic Partnering and Commissioning Unit and Partnership Manager/client officers working together on day to day issues and partnership review. Council's capacity to respond to issues has been significantly strengthened. Working towards revised SLAs and KPRs. Agreement of transfer back of key functions which will significantly reduce risks in a number of areas e.g. ICT, HR and finance.
Pension costs	Rising cost of pensions and the ability of the pensions fund to meet these costs (A)	Implementation of measures aimed at limiting inappropriate fund expenditure and maximising income through sound investment advice. Making provision in the medium term financial plan to meet projected funding gap.	Medium Term financial plan Investment Panel Early retirement and redundancy policies
Council Tax Capping	Council has insufficient funds to deliver its commitments and is prevented from raising additional funds Adverse publicity for the Council Deterioration in relationship with central government (B)	Robust approach to resource allocation, budget setting and performance management. Maximising income from all sources and correcting population figures to ensure appropriate grant restored.	Budget and priority setting process Performance management processes Active engagement with government regarding population figures

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Competitive: (affecting the competitiveness of the service inn terms of cost or quality and/or its ability to deliver best value)			
Risk Factor	Potential Risk (and level)	Summary of Responses	Specific Strategies, Processes and Actions to manage risk
Investment capacity in trading areas	Insufficient investment capacity to maintain competitive position compared to external providers (B)	Greater flexibility for trading areas to retain surplus for re-investment Review of whether it is appropriate for the Council to provide full range of current services	Revised Corporate Planning and Budget Process
Outsourcing of services	Too many services outsourced leading to difficulty in resourcing the client function required for monitoring of the contracts. Also reducing future flexibility to deliver services and potential problems due to fragmentation and lack of cohesion. (B)	Suspension of proposed streetscene externalisation and robust management arrangements for existing partnerships	Improved management liaison arrangements for existing outsourced and arms-length service provision HBS renegotiation and enhanced client side arrangements Project managed Stock Transfer with risks identified Inclusion of City Academies and City Technology Colleges in Learning Partnership and regular liaison with them

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Customer/Citizen: (associated with the failure to meet current and changing needs and expectations of customers and citizens)			
Risk Factor	Potential Risk (and level)	Summary of Responses	Specific Strategies, Processes and Actions to manage risk
Public aspirations	Council strategies do not match public aspirations. (B)	High level of engagement with the public through a wide range of different mechanisms both formal and informal	Mayoral debates and other community activities Ward surgeries Community Council Clusters Voice-over Community Engagement Framework Middlesbrough News
Central Government Controls	Central Government requirements prevent the Council from delivering solutions suitable to local needs (B)	Development of clear Council vision which complements the community strategy and which is based upon the shared national and local priorities	Community Strategy Corporate Performance plan Improved Performance Management Framework

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