

# MIDDLESBROUGH COUNCIL

# STRATEGIC RISK REGISTER

**April 2005 – March 2006**



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<p><b>Supporting children and learning:</b></p> <ol style="list-style-type: none"> <li>1. Be Healthy</li> <li>2. Stay Safe</li> <li>3. Enjoy and Achieve</li> <li>4. Make a positive Contribution</li> <li>5. Achieve Economic well-being</li> </ol>
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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Insufficient recruitment and retention to Social work posts in Child Protection.</b>					
Failure to meet legislative and best practise processes in Child Protection leading to failure to adequately protect vulnerable children. (B)	Children’s Families and Learning integrated plan.	Early identification of trends in resignations and recruitment	March 06	Jennie Cook (Stay Safe)	On target
	Constant review of resources available for child protection.	Training programme for staff. Building on training already in place	November 05	Jennie Cook (Stay Safe)	On target
		Review pay scale and working conditions.	March 06	Jennie Cook (Stay Safe)	On target

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Ineffectiveness of the partnerships delivering the SC &amp;L theme.</b>					
Partners do not agree the way forward leading to inter-agency disagreement resulting in loss of focus on outcomes and reduced ability to deliver these outcomes. (B)	Integrated planning structure in place to ensure buy-in of all partners:	Development of Duty to Co-operation Group	Established June 05	Terry Redmayne (Strategic)	Completed
	<ul style="list-style-type: none"> <li>▪ Health Authority</li> <li>▪ PCT</li> <li>▪ Police</li> <li>▪ Youth Offending Team</li> </ul>	LSP theme group regularly meeting.	Monthly meetings	Terry Redmayne (Strategic)	Ongoing
	<ul style="list-style-type: none"> <li>▪ Probation Service</li> <li>▪ Learning Skills Council (LSC)</li> <li>▪ GPs</li> <li>▪ Head Teachers</li> </ul>	Quarterly performance clinics.	August 05 November 05 June 06	Terry Redmayne (Strategic)	On target
	Sharing Information	Mayor's role in holding partnership to account.	Ongoing	Terry Redmayne (Strategic)	Ongoing
	Common Assessments	Delivery plan consulted on widely and agreed by all.	October 05	Terry Redmayne (Strategic)	On target
	Pooled Budgets	Awareness raising and discussion of agency funding plans using consultation workshops and seminars	To be Completed by March 06	Terry Redmayne (Strategic)	On target
		Partners given specific responsibilities within the ECM framework	To be completed by March 06	Terry Redmayne (Strategic)	On target
		Development of Information sharing protocols	March 06	Terry Redmayne (Strategic)	On target

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Building Schools for the Future (BSF)</b>					
<ul style="list-style-type: none"> <li>▪ Not identifying potential problems (legislative, financial, capacity, competency etc).</li> <li>▪ All risks leading to programme stalling.</li> <li>▪ Failing with high financial cost or high profile failure that damages the council's reputation. (B)</li> </ul>	See the BSF plan: Consultation on the vision for secondary education in Middlesbrough.	Financial action to secure capacity to deliver. Briefing of Council Executive. Formal papers to CMT and Council Executive. BSF Gateway reviews completed	September 05	Terry Sutcliffe (Enjoy and achieve)	On target
	Needs analysis for demographics	Formal risk. Resource assessment report produced by external consultant with BSF experience.	September 05	Terry Sutcliffe (Enjoy and achieve)	On target
	BSF partnership board agreement on the implementation plan	BSF board meetings agree implementation plan BSF decision process implemented.	Ongoing	Terry Sutcliffe (Enjoy and achieve)	Ongoing
	Agreement of Partnership for Schools (Pfs) to the vision and implementation	Education Vision for BSF completed	July 05	Terry Sutcliffe (Enjoy and achieve)	On target
	Identify and resolve affordability issues	Detailed discussion and financial planning with Director of Finance	September 05	Julie Cordiner (Enjoy and achieve)	On target

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Failure to deliver Vulnerable Children’s services within budget</b>					
<ul style="list-style-type: none"> <li>▪ Council cannot afford to provide a full range of services to vulnerable children.</li> </ul>	Analysis of need and assessment of funding requirements	Analysis of demographic trends to predict future needs.	March 06	Jennie Cook (Stay safe)	On target
<ul style="list-style-type: none"> <li>▪ Preventative work cannot be developed, potentially increasing the number of children in need and creating future pressures.</li> </ul>	Identification of outcomes achieved for children by the services currently provided to assess effectiveness and value for money.	Analysis of current performance (incl CSCI data) Consult with service users and key partners e.g. Health, to identify services/delivery methods, which have the greatest impact.	March 06	Jenni Cooke (Stay safe)	Identification of outcomes achieved for children by the services currently provided to assess effectiveness and value for money.
<ul style="list-style-type: none"> <li>▪ Risk of harm to a child. (A)</li> </ul>	Robust budget setting and monitoring arrangements.	Analysis of changes to Formula Spending Share (FSS) and grants for 2006/07. Negotiation with corporate Finance and Executive on improving resource allocation in relation to FSS. Impact assessment on areas where savings could potentially be achieved. Monthly budget meetings, Chaired by Director CFL and involving Director of Finance, Strategic accountants and Head of Service. Develop exit strategies and mainstreaming proposals for grant-funded projects, which are evaluated as effective and in line with priorities.	March 06	Julie Cordiner (Stay safe)	Robust budget setting and monitoring arrangements.

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Reliance on HBS to deliver ICT school infrastructure on Middlesbrough’s behalf</b>					
<ul style="list-style-type: none"> <li>▪ Unable to influence HBS provision to the extent required resulting in:</li> <li>▪ OFSTED judged ICT infrastructure as failing.</li> <li>▪ Schools opting out of provision by HBS resulting in fragmentation, HBS unable to provide service due to lack of economies of scale. This could lead to schools being unable to meet statutory deadlines e.g. Pupil Level Annual School Census (PLASC) with possible impact on funding. (B)</li> </ul>	Improved communications between Council, HBS and schools.	<p>Support HBS in setting up a user group for schools to obtain feedback on performance and keep schools informed of developments.</p> <p>Regular contact with HBS Relationship Manager to identify problems, develop solutions and plan improvements.</p>	March 06	Julie Cordiner (Enjoy and Achieve)	On target
	Medium term service planning.	Work with HBS and ICT client officer to develop a plan for improvements to ICT infrastructure in schools. Make progress on a combined admin and curriculum network in schools to support workforce remodelling agenda.	March 06	Julie Cordiner (Enjoy and Achieve)	On target

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Falling school rolls</b>					
<ul style="list-style-type: none"> <li>Increase in surplus places causing poor value for money in use of resources. (B)</li> </ul>	Review provision for primary schools in East Middlesbrough, see Primary Review Plan (EMPR).	EMPR to consider the number of 'places' required.	March 06	Terry Sutcliffe (Enjoy and Achieve)	On target

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – East Middlesbrough Primary Review (EMPR)</b>					
Failure to deliver (EMPR). (B)	See the EMPR plan.  Consultation with key stakeholders and Parents, Head teachers and Governing Bodies,  Application to DfES for targeted Capital	Financial action to secure capacity to deliver.	November 05	Terry Sutcliffe (Enjoy and Achieve)	On target
		Consultation with key stakeholders/Parents, Head teachers, Governing Bodies.	November 05	Terry Sutcliffe (Enjoy and Achieve)	On target
		Briefing of Council Executive.	November 05	Terry Sutcliffe (Enjoy and Achieve)	On target
		Formal papers to CMT and Council Executive.	November 05	Terry Sutcliffe (Enjoy and Achieve)	On target
		Application to DfES for targeted Capital funding.	DfES announcement Sept/Oct 05	Terry Sutcliffe (Enjoy and Achieve)	Awaiting announcement



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<p><b>Promoting healthier communities and effective social care for adults</b></p> <ol style="list-style-type: none"> <li>1. Help to promote health, well-being, independence, inclusion and choice</li> <li>2. Ensure that, when people fall ill, they get good quality care and are made better faster</li> <li>3. Ensure that we close the gap between levels of health of Middlesbrough Residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average</li> <li>4. Jointly Commission health and social care services with voluntary and independent sector providers</li> </ol>
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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Ageing population leading to an inability to provide statutory care services</b>					
Service demands cannot be met, due to the increased number of people requiring care and the complexity of care needed, (A)	Development of a Commissioning Strategy that clearly identifies: <ul style="list-style-type: none"> <li>▪ projected need.</li> <li>▪ projected supply.</li> <li>▪ gaps.</li> <li>▪ measures to address close working with the Independent Sector Providers.</li> </ul>	Appointment of a Commissioning Manager.	August 05	Tony Parkinson	Appointment to be made on 20 <sup>th</sup> July 05.
		Joint Commissioning Strategy (JCS) with Primary Care Trust (PCT).	April 06	Phil Dyson	Joint working group already established to produce a JCS and has already met twice.
		Block contracting arrangements for Domiciliary Care.	July 05	Tony Parkinson	Complete
		Block contracting arrangements for Nursing home care	Oct 05	Phil Dyson	Negotiations underway

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Increasing number of people with Learning Disabilities coming through Transitions</b>					
Unable to meet Statutory responsibilities within current budget. (A)	Mapping of increases in demand fed into Commissioning and medium term financial plans.	Introduction of banded payments for residential care.	April 06	Ruth Hicks	Work in progress. Department of Social Care to produce a medium term financial plan to be presented to CMT in August 05.
		Continue to shift emphasis from residential care to Independent Supported Living arrangements.	Ongoing	Ruth Hicks	A policy to support this will be presented to the Executive in August 05.
		Transitions Forum. Key stakeholders: <ul style="list-style-type: none"> <li>▪ Primary Care Trust (PCT)</li> <li>▪ Childrens, Families and Learning Directorate</li> <li>▪ Connexions</li> <li>▪ Learning Skills Council (LSC)</li> <li>▪ Tees &amp; North East Yorkshire NHS Trust</li> </ul>	Ongoing	Ruth Hicks	Transitions Forum is in operation and meets quarterly.

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Adults Green Paper</b>					
Department is unable to react to requirements of the Adults Green paper due to a lack of understanding and /or lack of capital. (A)	Attendance at regional and sub-regional networking groups.	National and regional Association of Directors of Social Services (ADSS) meetings to run from April 05 to July 05.	Completion by 28/07/05	Jan Douglas	Thirteen consultation events have taken place locally with more than five hundred people attending.
	Consultation with: <ul style="list-style-type: none"> <li>▪ Users</li> <li>▪ Carers</li> <li>▪ Council staff</li> <li>▪ Other voluntary organisations such as MVDA and Age Concern</li> </ul>		Consultation period ends 28/07/05	Jan Douglas	The Executive have approved Middlesbrough Council's response to the consultation which will be submitted to the Department of Health (DoH)

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Independent Sector pricing</b>					
Independent Sector providers do not provide the services required by the Social Care department at an 'agreed' affordable cost. (A)	Regular meetings with Independent Sector and benchmarking of prices paid locally and regionally.	Contract Review Working Party established with Independent Sector Executive to calculate the "true cost of care" using approved tool (Joseph Rowntree/Laing Buisson).	End of October 05	Tony Parkinson	Agreement is underway with the Independent Sector to introduce a system for monitoring and grades of pay (1-5) which will be linked to rates paid.
	Review of contracts.		October 05	Tony Parkinson	Contracts are being reviewed as part of the exercise documented above

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Partnership working with Independent Sector</b>					
	Robust systems in place for monitoring quality of service provision.	Development of user, carer and staff questionnaires.	End of October 05	Tony Parkinson	Agreement is underway with the Independent Sector to introduce a system for monitoring quality of provision.

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Middlesbrough Health and Social Care partnership fail to deliver the Local Strategic Partnership (LSP) agenda for improvement</b>					
Lack of clear direction, or difficulties in partnership working lead to lack of focus and inability to meet the aims and objectives of the partnership. (B)	Strong leadership through the Chair	Review of chair	Annual election of chair	Rob Mitchell	The LSP themes, structure and roles are reviewed as necessary with involvement of all relevant partners leading to an agreed way forward for the medium to long term.
		Review of role	As and when necessary	Ruth Hicks	
	Use of accountability clinics - led by the Mayor	Regular accountability clinics	Every four months	Ruth Hicks/ Rob Mitchell	Accountability clinics have begun operating and Social Care's will be held on 15 <sup>th</sup> July 2005.
	Clearly documented priorities in LSP plan and also in delivery plans.	Regular monitoring of LSP and delivery plans via annual LSP performance management framework by neighbourhood renewal unit	April 06	Ruth Hicks	Council has documented its contribution to the partnership in its Corporate Performance Plan (CPP).
	Quarterly monitoring of Council performance against delivery of priorities	Council performance clinics (1,2 and 4 quarter)	Aug 05 Nov 05 June 06	Ruth Hicks	The first quarter's monitoring to take place on July 22 <sup>nd</sup> 2005.

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### Creating safer and stronger communities

1. To Reduce Crime, including domestic burglary, vehicle crime, robbery, assault, domestic violence and hate crime
2. To reassure the public by reducing the fear of crime and anti-social behaviour
3. To reduce harm caused by illegal drugs and alcohol
4. To increase voluntary and community engagement

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Crime does not reduce</b>					
Police priorities do not align with local priorities, possibly due to national events. (A)	Continual reassessment of deployment.	Active Intelligence Mapping (AIM) meetings.	Weekly	John Richardson	On target
<b>Risk Factor – Fear of crime not reduced</b>					
<ul style="list-style-type: none"> <li>▪ Warden and police prioritise crime reduction at expense of reassurance</li> <li>▪ Public unaware of activity to reduce crime and fear of crime. (A)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continual reassessment of deployment.</li> <li>▪ Promote CCTV.</li> <li>▪ Publicise Anti Social Behaviour Disorders (ASBO) actions</li> </ul>	Active Intelligence Mapping (AIM) meetings.	Weekly	John Richardson	On target
		Megaphone man campaign	Quarterly	Paul Robertson	On target
		Use of flyers and media	Ad hoc	Jane Hill	On target
<b>Risk Factor – Alcohol related disorder</b>					
Detrimental effect on town centre in particular. (B)	Reduction of uncontrolled outdoor drinking	<ul style="list-style-type: none"> <li>▪ Dispersal order</li> <li>▪ Alcohol free zone</li> <li>▪ Application of licensing policy</li> </ul>	December 05	Joy Nolan	On target

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### Transforming our local environment

1. Improve the standard of cleanliness throughout the town
2. Develop the network of open spaces and high quality parks to serve the needs of the community
3. Reduce the fear of crime in public places
4. Increase the amount of household waste, which is recycled
5. Improve Air Quality
6. Increase species and habitat bio-diversity
7. Reduce the causes of adverse climate change
8. Involve the community in transforming the local environment

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Proximity to high concentration of petrochemical premises and the nuclear power station</b>					
Accident or incident posing a threat to the health and welfare of the local population. (B)	Implement the provisions of the emergency plan including: <ul style="list-style-type: none"> <li>▪ delivery of Control of Major Accident Hazards (COMAH) offsite plans.</li> <li>▪ training and exercise programme.</li> <li>▪ review of emergency planning.</li> <li>▪ documentation.</li> <li>▪ contingency planning</li> </ul>	Emergency Planning Action Plan 2005/06 in the Transport and Design Action plan.	April 06	John Richardson	The plan is reviewed annually.
Chemical, biological, radiological, nuclear (CBRN) risks. (B)		Monthly meetings of the Emergency Management and Response Team (EMRT).	Monthly	John Richardson	There have been four meetings so far this year.
		COMAH offsite plans.	Reviewed annually	John Richardson	On target
		Civil Contingencies legislation. Further guidance anticipated later in the year.	Release at various times in the year.	John Richardson	Regional Resilience Forum to issue advise as appropriate. Corporate Risk Manager now part of EMRT
		Examination of continuing use of existing facilities with the possibility of relocation of the Control Centre dependant upon partner's property review.	Review locations by October 05.	John Richardson	New location identified at Southlands Centre August 05.

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Changing and unpredictable weather patterns</b>					
Unseasonable or extreme weather conditions may disrupt service delivery and 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.	April 06	John Richardson	The plan is reviewed annually.
	Implementation of a strategy related to risks arising from Climate Change.	<ul style="list-style-type: none"> <li>▪ Climate Change Community Action Plan.</li> <li>▪ Impact Assessment module with Environmental Management System, ongoing roll-out to service users prioritised by vulnerability.</li> </ul>	April 05 and annual thereafter.	John Richardson	<ul style="list-style-type: none"> <li>▪ Annual review each April</li> <li>▪ Annual work programme issued via Environment Sustainability Officer Group</li> </ul>

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Middlesbrough Partnership fail to deliver the Local Public Service Agreement (LPSA) agenda for Improving the Public Realm</b>					
Lack of clear direction, or difficulties in partnership working lead to lack of focus and inability to meet the aims and objectives of the partnership. (B)	Development of a Green Spaces Strategy	Action plan developed around recommendations for: <ul style="list-style-type: none"> <li>▪ Stewardship of Green Space.</li> <li>▪ Management of Green Space</li> <li>▪ Use of Green Space</li> <li>▪ Environmental protection of Green Space.</li> </ul>	First draft of Strategy ready by July 05.	John Richardson	Report complete and ready for presentation to CMT with a view to a launch at a Green Space Conference to be held in November 2005.

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Improvements to BVPI 199 are not maintained</b>					
Staff demotivated by results of Job Evaluation. (A)	Single status working group.	Communication, resolution of queries, planning and performance monitoring.	Ongoing	Ken Sherwood.	Monitoring on a weekly basis and discussions with area managers.
<b>Risk Factor – Funding for new estates in not provided</b>					
Resources taken from other areas resulting in lower score. (B)	Make case to Executive to support Scrutiny recommendations.	Bid to Executive following Scrutiny.	July 05	Mike Wood	Executive to approved £350k funding on August 2 <sup>nd</sup> 05.
<b>Risk Factor – Recycling level does not improve</b>					
No suitable tender for 2 <sup>nd</sup> kerbside scheme selected. (A)	OJEC process and wide advertising.	Corporate procurement process	June-August 05	Ken Sherwood	Shortlisting on 5th August 2005. Awaiting financial audit of companies.
<b>Risk Factor – High quality key facilities not provided</b>					
Skate park not built. (B)	Project management	Secure funding with tender and contract supervision	June 05 – March 06	Paul Rabbitts	Price received and standing orders waiver applied for BMX Track will be applied for 2 <sup>nd</sup> August 2005.
<b>Risk Factor – Community not engaged in ‘Future of Local Environment’</b>					
Failure to recruit recycling and waste awareness staff.	Secure early appointments	Advertise in accordance with People Strategy	Ongoing	Ken Sherwood	On target
<ul style="list-style-type: none"> <li>▪ Lack of planning for conference.</li> <li>▪ For community initiatives (See safer Communities)</li> </ul>	Monitor through Local Strategic Partnership	Early discussion and agenda item	Autumn 05	C Watson	Theme Group priority



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**Meeting local transport needs more efficiently**

1. The whole transport network will facilitate the local community, including disadvantaged or vulnerable groups to have access to work and important services including education, healthcare, leisure and shopping
2. Congestion does not hinder economic development, impair the quality of the local environment or cause severance in our communities
3. We achieve reductions in the numbers of people killed and seriously injured in road traffic accidents and reduce accidents and casualties overall, especially in disadvantaged communities
4. The environmental impact of transport on air quality, noise and climate change is reduced as far as possible when balanced against economic and social objectives
5. Highway maintenance is undertaken in a sustainable manner and prioritised to assist with our other objectives. We will encourage, as a priority, the increased use of cycling and walking through appropriate maintenance and access improvements

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Failure to submit Local Transport Plan (LTP)</b>					
Loss of funding and poor CPA score (B)	Submission of LTP in accordance with government timetable	<ul style="list-style-type: none"> <li>▪ Development of Mayor’s Transport Strategy</li> <li>▪ Council Approval of provisional LTP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provisional LTP July 05</li> <li>▪ Full LTP by March 06.</li> </ul>	Brian Glover	Provisional LTP to be submitted on 29 <sup>th</sup> July 2005.
<b>Risk Factor – Failure to achieve reduction in casualty figures</b>					
Cost impact on community and poor CPA score (A)	Implement safety initiatives as identified in LTP	<ul style="list-style-type: none"> <li>▪ LTP</li> <li>▪ Mayor’s Transport Strategy</li> </ul>	LTP covers time period from 2006 to 2011	Brian Glover	Provisional LTP to be submitted on 29 <sup>th</sup> July 2005.

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**Promoting the economic vitality of Middlesbrough**

1. Establish an environment that encourages and supports economic vitality
2. Provide business support that encourages more businesses to set up, locate and grow here
3. Ensure local people have the skills and can access jobs and opportunities
4. Change attitudes by promoting Middlesbrough's success
5. Play a strong role in the sub/region
6. Rejuvenation of the housing stock
7. Ensuring that the type & mix of new housing provides choice
8. Improve and maintain existing housing
9. Address specific community and social needs
10. Promote regeneration through culture, arts and learning through major cultural projects and flagships that act as economic drivers by contributing to the town's image and environment
11. Promote regeneration through culture, arts and learning through cultural activities which contribute to the quality of life , and well- being of individuals and communities.

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Art Gallery</b>					
Contract going over budget. (B)	Engage external professional project managers	Project managers advise DoMG via robust team structure	<b>Report to members on progress Aug 05</b>	Tim White	Report in preparation
		Regular maintaining by Director of Museums & Galleries and Director of Regeneration	<b>Ongoing</b>	Godfrey Worsdale	Ongoing

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Population decline</b>					
Adverse impact upon the Town's regeneration capacity, particularly through the loss of economically active people and a reduction in government grant. (A)	Development of clear plans for regeneration that aim to reverse the population decline.	Mayor's Raising Hope Agenda.	Ongoing	Tim White	Agenda is built into key documents e.g. Service Plan, and informs e.g. Local Development Framework
		Community Strategy.	<b>Launch new CS March 2005</b>	Tim White	New CS adopted by LSP 15/03/05
		Development of physical regeneration strategy.	<b>By 31/03/06</b>	Tim White	Ongoing
		Preparation of Local Development Framework.	<b>Preferred options on Care Strategy and Regeneration DPD to be adopted Sept 2005</b>	Tim White	On target
		Influencing key regional strategies e.g. RES, RHS RSS.	<b>As laid down by lead agencies</b>	Tim White	Comments have been sent re: RHS & RSS. Comments on RES in preparation (30/08/05 deadline)
	Measures to ensure accurate population count	Active engagement with Government over population figures.		Tim White	Completed. Population figures increased.

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Central Government approach to area initiatives</b>					
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)	Bringing partners together in Local Strategic Partnership.	Community Cohesion action plans.	<b>Adoption by October 2005</b>	Tim White	On target
Funding arrangements impacting adversely on mainstream capacity and distorting priorities. (A)	Exercising discrimination in choice of initiatives in which to participate.		Ongoing	Tim White	Ongoing
	Minimise impact by taking a considered approach to new initiatives and by careful budget management.		Ongoing	Tim White	Ongoing

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Regional and sub-regional documents</b>					
Changes at regional and sub-regional levels aggregate decision-making responsibilities so as to disadvantage small authorities at the expense of larger ones and advantage Tyneside at the expense of Teesside. (A)	Full engagement in regional and sub-regional structures and developments.	Seek participation and influence in key sub regional and regional agencies e.g. <ul style="list-style-type: none"> <li>▪ One North East Board</li> <li>▪ North East Regional Assembly</li> <li>▪ Regional Housing Board</li> <li>▪ Tees Valley Partnership</li> <li>▪ Tees Valley Joint Strategy Unit</li> <li>▪ Tees Valley Regeneration</li> <li>▪ Tees Valley Living</li> </ul>	<b>Ongoing</b>	Tim White	<ul style="list-style-type: none"> <li>▪ Mayor now sits on O-NE Board</li> <li>▪ Deputy Mayor active in NEA and RHB</li> <li>▪ Chief Executive active in TVP</li> <li>▪ Ongoing close working with TVJSU and TVR, Executive Director sits on Middlehaven Project Board and Chief Executive sits on TVR Board</li> <li>▪ Executive Director sits on TVL Board</li> </ul>
	Work within partnerships to develop common agenda and clear improvement proposals.	Community Strategy (see above)	Ongoing	Tim White	Ongoing
	Support the development of strong sub-regional structures to match Tyneside.	Creation and implementation of Tees Valley Living.	Ongoing	Tim White	New governance arrangements to be put in place by July/Aug 05

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Housing Market Renewal (HMR) programme</b>					
<ul style="list-style-type: none"> <li>▪ Scale and nature of problem overwhelming for capacity to deliver solutions.</li> </ul>	Take a managed, strategic approach to HMR.	Preparation of over arching HMR strategy for the town, with associated cost and funding strategy	<b>Sept 05</b>	Tim White	On target
<ul style="list-style-type: none"> <li>▪ Scale and nature of problem overwhelming staffing capacity.</li> </ul>		Full participation in Tees Valley Living including its bid for additional resources.	<b>Ongoing</b>	Tim White	Bid in preparation, to be submitted before the end of September.
<ul style="list-style-type: none"> <li>▪ Loss of community support for solutions.</li> </ul>		Additional resources secured in medium term financial strategy to support staffing.	<b>Complete 01/04/05</b>	Tim White	Completed
<ul style="list-style-type: none"> <li>▪ Community disruption and fragmentation. (A)</li> </ul>		Development of corporate working to ensure community support.	<b>Ongoing</b>	Tim White	CMT endorsed older housing HMR strategy 7 <sup>th</sup> July 05

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**Fit for purpose**

1. Provide strategic support and guidance to the Council on areas of corporate significance, including financial planning and policy development
2. Provide services to the public, other departments and stakeholders, either directly or through acting as a client for Service Middlesbrough
3. Support Members in the democratic process
4. Promote high standards in performance management including communications and Human Resources, probity, fairness and the implementation of Council values across the authority

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Central Government controls</b>					
Central Government requirements prevent the Council from delivering solutions suitable to local needs. (B)	Development of a clear Council vision which complements the community strategy and which is based upon the shared national and local priorities.	Community Strategy.	June 2005	Jan Richmond	Completed
		Corporate Performance Plan.	June 2005	Jan Richmond	Completed
		Embedding of Performance Management Minimum Standard.	March 2006	Jan Richmond	On target. Performance Management Minimum Standard needs revising in light of the CPA Corporate Assessment. However, this can be achieved by the March 06 deadline.

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Service delivery through partnership working</b>					
<p>Failure to agree key elements of the current partnership review exercise. (A)</p>	<p>Revised HBS business model and contract extension including revised SLAs and KPRs</p> <p>Initiated partnership renegotiation process which is seeking to address key issues identified in Audit Commission review of partnership.</p> <p>Council has strengthened client capacity over last 24 months.</p>	<p>Partnership review process managed through joint steering group.</p>	<p>Sept 05</p>	<p>John Polson Ron Brown</p>	<p>Partnership review – this is reaching a conclusion. CMT and member decisions over summer 2005.</p> <p>Council's capacity to respond to issues has been significantly strengthened, although further strengthening may be required.</p>
		<p>On council side weekly project group involving key officers.</p>	<p>Weekly meetings</p>	<p>John Polson Ron Brown</p>	
		<p>Regular dialogue with Chief Executive and Director of Resources.</p>	<p>On going</p>	<p>John Polson Ron Brown</p>	<p>Reviewing resources to support management of partnership. Report to members scheduled for August / September 2005</p>
		<p>Up-to-date reports to CMT.</p>	<p>On going</p>	<p>John Polson Ron Brown</p>	<p>On going</p>
		<p>Dissemination of revised arrangements and general approach to partnership working key to successful conclusion of review.</p>	<p>On going</p>	<p>John Polson Ron Brown</p>	<p>On going</p>
		<p>Day to day service delivery issues picked up by client officers, SC&amp;P Team and Partnership Manager.</p>	<p>On going</p>	<p>John Polson Ron Brown</p>	<p>Pick up through regular 1:1 meetings with staff</p>



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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – National changes to the methodology used to assess Council performance</b>					
Damaging our reputation in the eyes of our stakeholders via adverse effect on the Council's overall CPA category. (A)	Awareness of council's performance.	Performance and budget clinic process.	June 2005 August 2005 November 2005 February 2006 (Budget clinic only) June 2006	Karen Robinson	The year-end performance clinics have been held. This has provided an overview of 2004/05 performance and assisted in setting challenging targets for the next 3 years. The first quarter clinics are due in August.
	In-depth understanding of the model.	Respond to consultation and brief council on 'risk' areas.	June 2005	Karen Robinson	In-depth understanding achieved. Paper taken to CMT on 14 <sup>th</sup> June 2005 to ensure all service areas have clear understanding. Briefings arranged for key staff Senior managers 21 <sup>st</sup> July 2005 Regeneration officers responsible for calculating CPA PIs – 11 <sup>th</sup> July Environment SMT 20 <sup>th</sup> July
Reducing staff morale as our score deteriorates despite improving service delivery. (A)	Communication with staff and stakeholders	Pro-active approach to media.	January 2006	Karen Robinson	Pro-active work will be initiated once the Council can accurately predict its CPA 2005 result.
		Liasing with staff through newsletters, briefings etc.	January 2006	Karen Robinson	Pro-active approach taken all correspondence to staff has congratulated staff on the achievement but outlined the new 'harder' requirements of CPA 2005.

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Mayoral System</b>					
Decision-making and political leadership concentrated in single individual. (B)	Embedding mayoral priorities and vision in the Council planning processes.	Corporate performance plan linked to community strategy and service plans	June 2005	Karen Robinson	Mayoral vision is included in Community Strategy and also within the CPP.
	Delegation of powers by the Mayor to Executive Members.	Presentations given service wide on decision-making processes. Guide and Manual produced.	March 2006	Nigel Sayer	On going
		Dedicated support to all the Executive decision making processes and supporting systems which manage and monitor those processes: <ul style="list-style-type: none"> <li>▪ Production of an Executive Manual.</li> <li>▪ Publicity for various Executive documents.</li> <li>▪ Benchmarking with mayoral models.</li> </ul>	July 2005 July 2005 January 2006	Nigel Sayer	Complete Complete On target

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Mayoral System Continued...</b>					
The need to retain the confidence of the Mayor, Deputy Mayor and the Executive through the effective delivery of support services and advice in order for them to undertake their executive duties. (B)	Close liaison with the Mayor, Deputy Mayor, Executive Members and the Chief Executive, to ensure that the effective support is maintained and changed, when necessary, to meet new demands.	<p>The Chief Executive has almost daily contact with the Mayor and scheduled weekly meetings with the Deputy Mayor. The Executive Office also provides direct individual support to the Mayor, Deputy Mayor and Executive Members. The Executive Office's service plan also sets out the roles and duties of the Executive Office.</p> <ul style="list-style-type: none"> <li>▪ Introduce new support arrangements to Mayor and Chief Executive.</li> </ul>	September 2005	Nigel Sayer	On target
		<p>The Executive Office manages the Executive performance framework, which is on a six weekly cycle and any 'possible 'risk' issues are picked up through these 1:1 meetings.</p> <ul style="list-style-type: none"> <li>▪ Minimum of 5 cycles a year for the Executive Performance regime</li> </ul>	March 2006	Nigel Sayer	On target

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Executive and CMT decision making processes</b>					
The need to ensure that both legal and corporate deadlines are met in terms of the Executive and CMT decision-making processes. (B)	The co-ordination of robust systems which both alert service areas to the deadlines and facilitates pre-planning to ensure effective and efficient decision making.	The production of an Executive Manual.	July 2005	Nigel Sayer	Complete
		Proactive systems based around the Forward Work Programme which remind officers of both CMT and executive deadlines. <ul style="list-style-type: none"> <li>▪ 90% of CMT debriefings with executive officers within the Executive office will occur on the day of the CMT meeting.</li> </ul>	March 2006	Nigel Sayer	Ongoing

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Executive and Scrutiny separation of responsibilities</b>					
<ul style="list-style-type: none"> <li>▪ Adversarial relationship may inhibit the smooth running of Council business. (A)</li> </ul>	Measures to ensure constructive relationship between executive and scrutiny.	Chair of Overview and Scrutiny sits on Executive.	Monthly	Peter Clark & Nigel Sayer	This is happening regularly.
		Separate Scrutiny and Executive support teams who have regular joint liaison meetings to effectively resolve issues.	Bi monthly	Peter Clark & Nigel Sayer	Ongoing
<ul style="list-style-type: none"> <li>▪ Possible perception of non-executive Councillors having limited member involvement with the development of key Policy documentation, therefore reducing buy-in and losing contribution as a result. (B)</li> </ul>	Ensure proper support for scrutiny process.	Provide a structured Overview and Scrutiny Board (OSB) agenda incorporating Policy Framework reports.	Monthly	Peter Clark & Nigel Sayer	This is happening regularly
		Formal process for feeding recommendations into CMT and Executive.	Monthly	Peter Clark & Nigel Sayer	This is happening regularly
		Apply a system for tracking / monitoring progress of decisions once taken by the Executive.	Quarterly	Peter Clark & Nigel Sayer	Ongoing

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Executive and Scrutiny separation of responsibilities</b>					
<b>Continued...</b>					
Lack of political engagement with the budget setting process.	Development of budget and priority setting process with full member involvement.	Ensure Scrutiny Panels receive details on revenue budget and support grant settlement budget strategy and financial plan.	February 06	Peter Clark	On target
		Mid term financial plan	August 06	Peter Clark	On target
		1 <sup>st</sup> quarter budget put-turn capital and revenue	Sept 05	Peter Clark	On target
		2 <sup>nd</sup> quarter budget put-turn capital and revenue	Nov 05	Peter Clark	On target
		3 <sup>rd</sup> quarter budget put-turn capital and revenue	Mar 06	Peter Clark	On target
		Probable out-turn capital and revenue	Sept 06	Peter Clark	On target

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Health and Safety legislation (excluding property)</b>					
Decision-making 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.	Monitoring of new SLA, action plans and inspection programme:		Linda Maughan	
		Completion of new inspection programme.	July 05		Completed.
		Amending action plan 05/06 to fit corporate priorities.	August 05	Linda Maughan	On target.
		Redrafted KPRs for Health and Safety.	September 05	Linda Maughan	On target.

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Equal pay legislation</b>					
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 and settlement of appropriate claims.	Second phase of Single Status Job Evaluation timetable to be agreed with Trade Unions by the end of 2005 and completed by the end of 2006.	December 05	Linda Maughan	On target
		Extra resources have been allocated to Job Evaluation and Single Status. The last additional post to come on stream in the autumn.	September 05	Linda Maughan	On target

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Equal pay legislation Continued...</b>					
<p>The outcome from phase I of Job Evaluation could impact adversely upon the Council through:</p> <ul style="list-style-type: none"> <li>▪ Loss of key staff. (B)</li> <li>▪ Difficulty to recruit to post. (B)</li> <li>▪ Poor staff morale leading to poorer service delivery and / or increased sickness absence. (B)</li> </ul>	<p>Service Single Status meetings in place to monitor effects of Job Evaluation and plan to mitigate any adverse impact.</p>	<p>Fortnightly progress meetings with Trade Unions to continue. Single Status Project Groups to meet on a regular basis.</p>	<p>Fortnightly At least quarterly</p>	<p>Linda Maughan Linda Maughan</p>	<p>Fortnightly All the groups have now met at least once with the exception of Central Services. The frequency of these meetings varies between Departments</p>
	<p>Service Single Status meetings in place to monitor effects of Job Evaluation and plan to mitigate any adverse impact.</p>	<p>Have in place a:</p> <ul style="list-style-type: none"> <li>▪ Recruitment and Selection Strategy by the end of the year.</li> <li>▪ Retainer Strategy agreement with Trade Unions(TU)</li> </ul>	<p>December 05 April 06</p>	<p>Linda Maughan</p>	<p>On target</p>
	<p>Close working with Trades Unions and managers to try and address the problems and come up with solutions.  Close monitoring of trends in sickness absence via the monthly CMT Sickness Figures report.</p>	<ul style="list-style-type: none"> <li>▪ Nursery Nurses/Auxiliaries agreement with Trade Unions re working hours.</li> <li>▪ Meetings set-up with all service areas to discuss All Inclusive grades.</li> <li>▪ Introduce Employee Assistance Programme to provide additional support to employees.</li> </ul>	<p>April 06 April 06 April 05 Quarterly reports from provider</p>	<p>Linda Maughan</p>	<p>On target</p>
	<p>Management of Equal Pay claims continues to ensure Council's position remains advantageous.</p>	<p>Extra resources have been allocated and Council seeking agreement with TU on approach.</p>	<p>March 06</p>	<p>Linda Maughan</p>	<p>On target</p>



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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Recruitment and retention of staff</b>					
Inability to attract and/ or retain appropriate staff.	A corporate strategy including actions needed across all service areas has been determined so that prioritisation can take place during 2005.	Implementation of revised recruitment and selection policy	September 05	Linda Maughan and Pip Schofield	On target
		Assess the use of recruitment packs as part of the recruitment and selection review strategy.	Starting May 05 – Completion September 05	Linda Maughan and Pip Schofield	On target
		Consider the use of alternative media for recruitment advertising, such as local radio.	May 06	Linda Maughan and Pip Schofield	On target
		New exit questionnaire and exit interview minimum standard agreed and implemented.	November 05	Linda Maughan and Pip Schofield	On target

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Sickness absence</b>					
Failure to reduce high sickness absence rates affecting service delivery, increasing costs and inability to meet Gershon efficiency targets. (B)	To reduce sickness absence and promote well being by implementing recommendations to reduce stress as well as establishing best practices in Occupational Health.	Completion of departmental assessments using the sickness diagnostic tool.	December 05	Pip Schofield	On target
		Set sickness absence target for every Department with monthly monitoring via CMT and Departmental management team meetings.	June 05	Linda Maughan	Completed.
		Corporate and Departmental monitoring through Corporate Managers' Best Practice Group and sharing best practice.	Bi-monthly meetings	Pip Schofield	Ongoing
		Development of Attendance Management Action Plans.	July 05	Linda Maughan and Pip Schofield	On target
		Agree funding for a post to undertake pilot attendance management initiatives and recruit to the post.	September 05	Linda Maughan and Pip Schofield	On target

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Potential for the Council website not to meet Government deadlines</b>					
Lack of time and resources to deliver the new web in time and to the level required by central government. Service areas don't sufficiently engage in the process to enable it to happen. (A)	Partnership with HBS.	Completion of e-Government and ICT strategies including web site strategy.	September 2005	Mark Gannon	On target
	Use of IEG underspend.	Service engagement sessions to be carried out in order to prioritise development.	September 2005	Mark Gannon	On target
	Engaging with service areas at an early stage.	Allocation of service owners to Priority Outcomes.	September 2005	Mark Gannon	On target
		CMT encouraging buy-in from service areas.	Ongoing	Mark Gannon	Ongoing

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Dependency on technology to support service delivery and manage infrastructure</b>					
The failure of hardware or software systems or external and internal attack results in serious disruption to the delivery of services and impacts upon the Council's ability to function. (B)	Review of IT management processes to ensure that hardware and software issues are proactively managed.	Governance Arrangement for ICT and e-government.	July 2005	Mark Gannon	Completed
	Business continuity planning encompassing disaster recovery plans, security testing, virus protections and proactive risk management.	Risk Management and Business Continuity Plan and internal audit review	December 2005	Mark Gannon	On target
		Completion of the migration to the central, secure storage of all data	March 2006	Mark Gannon	On target
		Annual review of the stringent information security policy.	March 2006	Mark Gannon	On target
		The development of a series of strategies to upgrade the Council's wide area network.	March 2006	Mark Gannon	On target
The Council's infrastructure does not develop at a sufficient pace to meet either legislative or operational demands. (B)	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.	Service engagement sessions to be carried out in order to prioritise development.	September 2005	Mark Gannon	On target
		Further clarification and utilisation of remaining HBS investment.	August 2005	Mark Gannon	On target
	Strengthening of ICT SLA	New ICT SLA developed and rolled out after contract re-negotiations are complete.	September 2005	Mark Gannon	On target

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Resource implications of implementing new IT solutions and refreshing existing infrastructure</b>					
Insufficient resources to meet current and or future investment requirements leading to an inability to deliver services. (A/B)	Partnership with HBS.	Governance arrangement for ICT and e-government.	July 2005	Mark Gannon	Completed
	Use of national and regional funds. Regional partnerships to develop cost-effective solutions.	Development and use of ICT and Public Access SLAs.	September 2005	Mark Gannon	On target
	Taking advantage of outputs from national e-government projects and identifying required resources and securing internal funding linked to e-Government and ICT strategies.	Further clarification and utilisation of remaining HBS investment.	August 2005	Mark Gannon	On target
		Paper to CMT outlining the implications of delivering the remainder of the IEG programme.	October 2005	Mark Gannon	On target

Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Corporate Complaints procedures</b>					
Council fails improve its complaints handling resulting in an increase in cases going to the Ombudsman. (B)	Corporate approach to developing in-house IT system with the overall functioning needed to address identified administrative gaps.	Corporate approach agreed by CMT.	December 2004	Richard Long	Complete
		Project group to be convened to develop in-house IT system based on Siebel for go live.	September 2005	Richard Long	Project group established. Go live date on course for September 2005
		Corporate Complaints procedures to be reviewed following application of draft Social Services regulation scheduled from central government for July 2005.	July 2005	Richard Long	Draft Social Services legislation delayed.

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Health and Safety legislation (property only)</b>					
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 areas.	Agree and implement appropriate processes for asset management.	September 2005.	Paul Slocombe	Working on a CMT Report setting out procurement of Cyclical maintenance, PAT Testing and Legionella Management. This may involve updating Property Strategy.
		Have in place robust processes for procurement asset management services for: Portable Appliance Testing (PAT) i.e. with previous supplier 'DSO'.	PAT Testing to be procured Let contract for 1/04/06	Paul Slocombe	Report and programme to CMT August 2005 Maybe a TUPE issue 1 Staff member.
		Boiler and Engineering maintenance.	Boiler Maintenance Let contract 1/04/06	Paul Slocombe	Report and programme to CMT August 2005
		Heating and ventilation maintenance.	Heating and ventilation maintenance Let contract 1/04/06	Paul Slocombe	Report and programme to CMT August 2005

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Pension legislation</b>					
Government changes to pensions legislation which may change the size of the pensions deficit and/or alter the measures available for dealing with the gap. (A)	Access and address financial impact of changes in pension legislation.	Evaluation of financial impact of any legislative changes.	August 2005	Paul Slocombe	The Government have withdrawn legislative changes due to be implemented on the 1 <sup>st</sup> April 2005 related to the retirement rule of 85 and retirement ages. The latest Teesside pension fund valuation had factored in these changes. A revised valuation is currently being undertaken by the actuary and the results are due in mid August.
		Review of deficit recovery strategy to be undertaken.	August 2005	Paul Slocombe	Any review will be dependent on the results of the revised valuation.

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Investment capacity in trading areas</b>					
Insufficient investment capacity to maintain competitive position compared to external providers. (B)	Greater flexibility for trading areas to retain surplus for re-investment.	Revised Corporate Planning and Budget Process:	October 2005	Paul Slocombe	On target
	Review of whether it is appropriate for the Council to provide a full range of current services.	Implement actions from a review of working practices within the Property Services 'Trading Areas.'	October 2005	Paul Slocombe	On target
		Address deficit forecast from cleaning buildings client contract.	31 March 2006	Paul Slocombe	90k of the £100k savings required to be made due to the transfer of scoped properties back to the Council from HBS have been made due to changes in working practices and movement of staff between buildings etc. However still to be resolved is the lost contribution to overhead and profit caused by the Housing Stock Transfer and the TUPE of staff to Erimus in November 2004.



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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Investment capacity in trading areas continued...</b>					
Insufficient investment capacity to maintain competitive position compared to external providers. (B)	Review of whether it is appropriate for the Council to provide a full range of current services.	Decide on investment in the infrastructure for providing school meals.	January 2006	Paul Slocombe	<p>Technical changes to the schools' management information system (Capita SIMS) mean that the existing standalone system for recording and managing dinner money receipts and banking will not function fully from September 2005. Options for replacing the existing arrangements were discussed with schools through the Children, Families &amp; Learning (CFL) department's management information system consultative group (MISE). A working group comprising CFL officers from catering, finance and performance management together with colleagues from audit, HBS ICT and financial services and representatives from primary and special schools discussed an outline implementation plan to replace the existing system with Capita's dinner money module from January 2006.</p> <p>The proposal for the implementation of a replacement system was driven by a number of factors including the need to:</p> <ul style="list-style-type: none"> <li>▪ minimise the level of disruption to school operations</li> <li>▪ preserve the efficacy of financial procedures</li> <li>▪ provide adequate training and support for schools ahead of the implementation</li> <li>▪ link into existing core systems and to reduce the need for further changes in future</li> </ul>

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Risk	Summary of Approach	Specific Strategies, Processes and Actions to manage risk	Timescales	Responsible Officer	Update
<b>Risk Factor – Public aspirations</b>					
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.	<ul style="list-style-type: none"> <li>▪ Mayoral debates.</li> <li>▪ Community activities.</li> <li>▪ Cleveland Show.</li> <li>▪ Ward surgeries.</li> <li>▪ Community Council Clusters.</li> <li>▪ Voice-over.</li> <li>▪ Community Engagement Framework.</li> <li>▪ Middlesbrough News.</li> <li>▪ New MBC website.</li> </ul>	March 06	Communication Manager	The current Communications Manager vacancy is having an impact upon monitoring this risk. However, it is to be advertised and hoped to have someone in post by November or December of this year and activities will be resumed then.